

ROCKWOOL Limited Gender Pay Gap

Report 2017



Introduction

This report details the gender pay gap figures for ROCKWOOL Limited as at 5 April 2017.

Employers with more than 250 employees are required to publish a gender pay gap report each year.

This highlights the difference between the average hourly earnings of men and women.

The report shows the following calculations:

- Mean and median average gender pay gap
- Proportion of males and females divided into 4 groups from lowest to highest paid
- Mean and median average bonus gender pay gap
- Proportion of males and females receiving a bonus payment

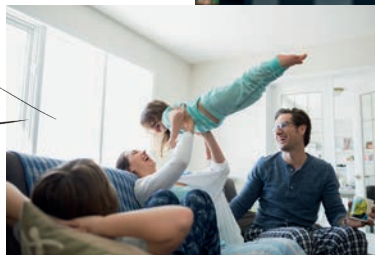
ROCKWOOL Limited welcomes the gender pay gap reporting initiative.

We are committed to offering fair pay irrespective of gender. This report provides a snapshot of our gender pay gap and will complement our existing objective to increase the diversity, and therefore performance, of our teams. It is an opportunity for us to review how we are doing and understand what steps we can take to address any gaps.

I confirm that the information contained within this report is accurate.



Darryl Matthews
Managing Director
ROCKWOOL Limited



**ROCKWOOL
Limited welcomes
the gender pay gap
reporting initiative**



Gender pay gap

as at 5 April 2017

Number of employees



326



73

9.25%
Mean pay gap

7.53%
Median pay gap

Proportion of males and females in each quartile band

Quartile	Males	Females
Lower	67%	33%
Lower Middle	90%	10%
Upper Middle	89%	11%
Upper	80.81%	19.19%
Total employees	77.61%	22.39%

Whilst we recognise the need to increase gender diversity across all quartiles, we are pleased that the percentage of females in the upper quartile is close to the overall percentage of females in the organisation.



Gender pay gap

Supporting information

We are encouraged that the average difference in pay is lower than the national average of 18.1%, but we strive to do better and we will use these findings to help us improve.

One potential reason for the gap is that the majority of our employees are male. ROCKWOOL Limited is a manufacturing company and this industry historically has attracted more males.

Although this report focuses on average pay, when we review salaries we will also continue to consider if females are getting paid less for equal roles and will work towards addressing any gaps.

At ROCKWOOL Limited we are encouraging gender diversity in departments that traditionally have a gender bias (towards either gender). This is being done by reviewing our recruitment processes and understanding any barriers such as career development, internal moves, working environment and flexible work policies.



Bonus gender pay gap

earned in the 12 months prior to 5 April 2017

Proportion of our employees receiving a bonus



17.27%



10.84%

34.01%

Mean bonus gap

43.43%

Median bonus gap



Bonus gender pay gap

Supporting information

We acknowledge that the bonus pay gap figures are high and we are exploring ways to decrease this figure in the future.

When analysing the bonus data, we found that a number of small ad-hoc payments have affected the result. These payments were made across both gender groups, but as more males are part of a structured bonus scheme, the average figures were not impacted as much as our female group. If we exclude these small ad-hoc payments from the calculations, the mean bonus figure changes to 10.15% and the median to -50.83%.

Bonuses are mainly eligible to senior management and sales teams.

In April 2017, the composition of the ROCKWOOL UK* senior management team was 16.7% female and 83.3% male, but due to the timing of a personnel change the bonus received by a female member could not be included in the report. The management team has since changed and its composition is now 33.3% female and 66.7% male. We expect this to have a positive impact on future reporting.

In our sector, there is traditionally less female representation in sales roles and this has also had an impact on the figure. We will continue to review our recruitment process to ensure there is no gender bias in decision making and consider ways to encourage more gender diversity. We have already increased our female sales employees by two in 2017.

**ROCKWOOL UK is an operating company within ROCKWOOL Limited.*



**We have already
increased our female
sales employees by
two in 2017**

ROCKWOOL Limited

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