



Infineum UK Ltd
Gender pay gap report 2022

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Trevor Russell
CEO

"At Infineum, we are committed to creating an inclusive and diverse environment in which our colleagues can fulfil their ambitions, and deliver market leading, innovative solutions for our customers. We continue to champion inclusive ways of working for all our colleagues, unlocking the rich diversity of views and perspectives within our multifaceted organisation and improving our performance. I am extremely proud of the progress we have made on gender diversity over recent years – we now have more women in senior leadership positions than ever before. This has been the result of a consistent belief in the value of diversity, equity and inclusion to our business, and the difference we can make to colleagues, customers and society. We will not stop here, and we have ambitions and firm action plans to deliver even greater success in the future."

Gender Pay Gap 2022

Our gender pay gap continues to be dictated by the proportion of men in senior positions, testament to a previously very male-dominated industry. More can always be done to minimise this gap and although the gender pay gap has increased slightly since the last reporting year, we have made positive progress towards the inclusion of women in senior roles and throughout our organisation.

We know that the steps we actively take to improve the gender balance in our leadership positions are critical to our success as a business. We recognise that creating an inclusive and diverse environment is not achieved by a sole focus on leadership. We must look to our culture, engage all colleagues throughout our organisation and beyond with our outreach work in the community.

	Mean	Median
2022	16%	2%
2021	14%	-1%
2020	19%	7%
2019	16%	1%
2018	17%	6%
2017	25%	14%

If we base the calculation on pay, excluding the annual bonus, our mean pay gap reduces to 12%.

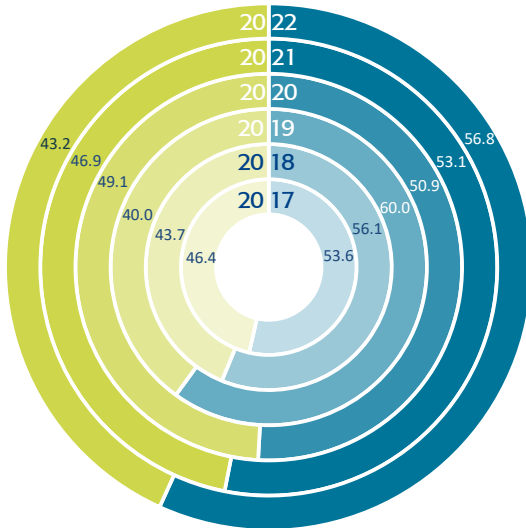
This is the difference in the pay and bonuses of all men and all women employed by Infineum UK Ltd on 5 April 2022. This is different to equal pay, which we regularly review to ensure men and women in comparable roles are paid equitably.

Gender pay gap report 2022

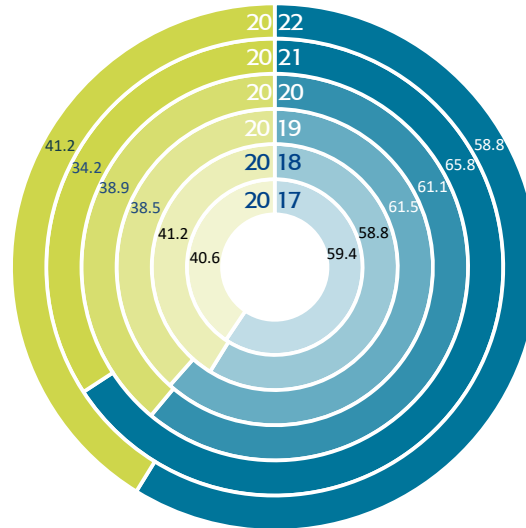


Proportion of males and females in each pay quartile

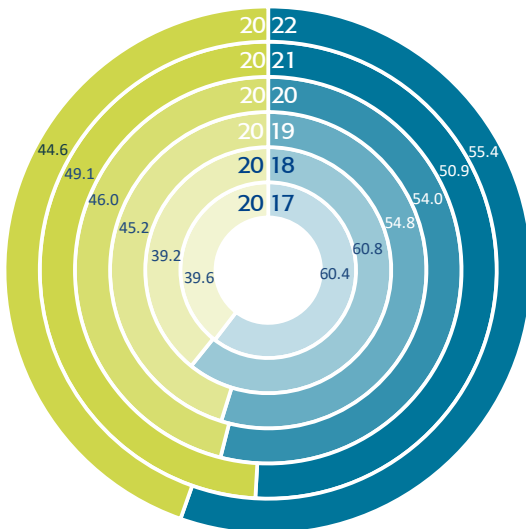
This shows the relative proportion of men and women throughout the organisation in each equally-sized pay quartile once put in order of hourly earnings.



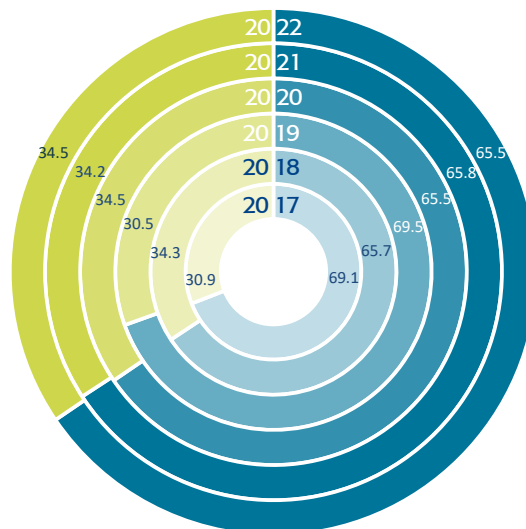
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE

● % Female
● % Male

Infineum UK Ltd has almost 460 employees, of which 41% are women. This year the quartile with the highest proportion of female representation remains the Upper Middle Quartile.

The changes in the quartiles and the gender pay gap itself is partly a result of natural fluctuations in our colleague population, including 25% of our leavers being in the top two quartiles. In addition, an increased number of women are taking advantage of Infineum UK Ltd's excellent flexible working policy to work part time hours. While this supports our colleagues to balance their home and work life, part-time hours do contribute to the increase in the gender pay gap as fewer men are working in this way.

We are proud to report that the female representation in senior roles at Infineum UK Ltd has increased by 21% since the last reporting year. Our 2025 global target of females representing a third of our senior roles has been exceeded within Infineum UK Ltd, with our highest ever representation level of 36%. We remain vigilant and active in creating an equitable environment in which both women and men can thrive and we strive to achieve our global target by 2025.

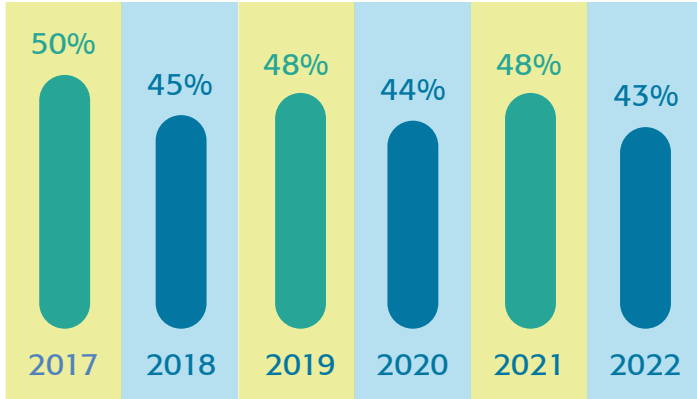
Gender pay gap report 2022



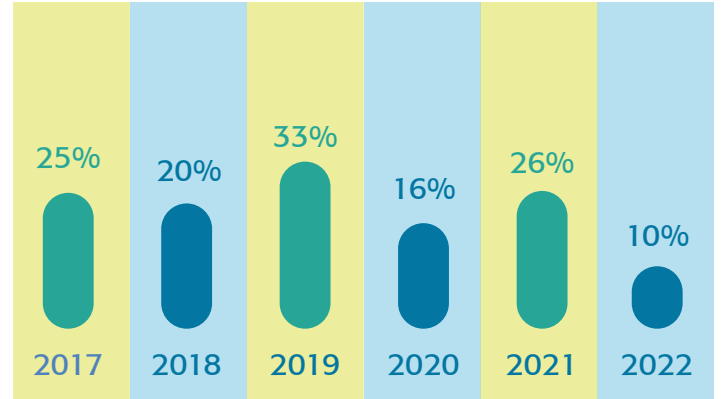
Bonus pay gap

This is the difference in the bonus paid to all men and all women employed by Infineum UK Ltd on 5 April 2022.

MEAN GENDER BONUS GAP



MEDIAN GENDER BONUS GAP

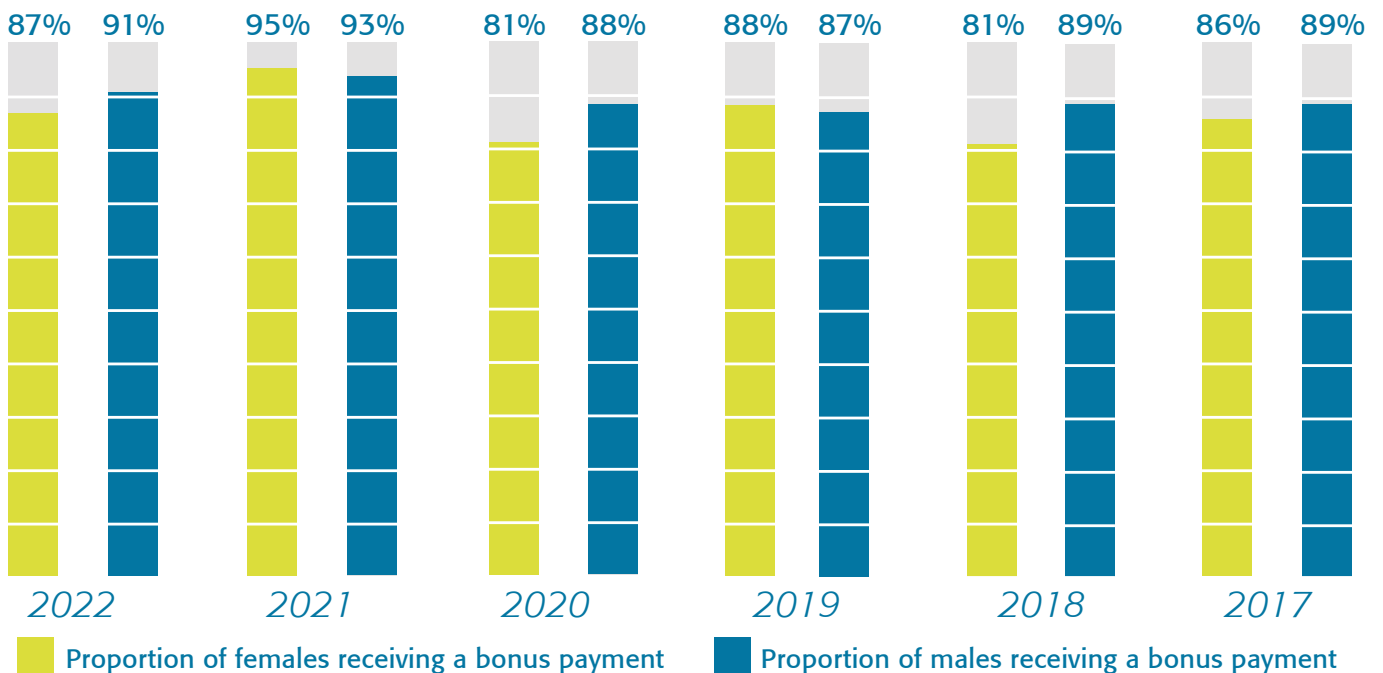


We are delighted to see both the mean and the median bonus gap reduce by 10% and 61.5% respectively. The bonus pay gap remains heavily influenced by the bonuses paid to those in senior leadership roles, of which 64% are occupied by men (compared to the last reporting year of 68%). The mean bonus gap remains high as the bonus is greater for senior positions. The combination of these factors contributes to the larger gap in bonus pay. Excluding the senior leadership positions, the mean bonus pay gap would drop from 42% to 14%.

The bonus pay gap is also impacted by pro-rated bonuses for those who work reduced hours. We are proud to be an organisation that continues to promote work-life balance and supports flexible working. In this reporting year, 21% of women and 1% of men worked reduced hours, compared to 19% and 2% in the last reporting year.

This year the proportion of colleagues receiving a bonus was slightly less compared to the previous year. All permanent Infineum UK Ltd colleagues are eligible for the bonus schemes however, Infineum's bonuses are payable only for the prior calendar year's performance. This means that new starters are often not eligible in their first year of joining the company due to not having worked within Infineum UK Ltd the previous year.

Proportion of males and females receiving a bonus payment



Gender pay gap report 2022



How are we addressing the gender pay gap?

Infineum UK Ltd is committed to minimising our gender pay gap as an inclusive and diverse workforce is a critical part of our transformation journey to be a sustainable specialty chemicals company. We know that inclusion and diversity are enablers for our success. This is why we are taking a comprehensive approach to ensure that inclusion and diversity are at the forefront of our policies, decisions, and culture.

Creating a culture of inclusiveness and diversity (I&D)

An inclusive environment that allows all colleagues to bring their best selves to work is the foundation of a diverse and thriving workforce. Infineum globally continues to prioritise I&D as a business priority at all levels across our business. We are proud that we nurture an inclusive and diverse environment, yet we are not complacent, and we take a multifaceted approach to continue our commitment to I&D.

Together, our UK I&D Champions and Executive Sponsors, advocate initiatives and events to educate our colleagues; raising awareness of different stereotypes, biases, and cultures. Our Champions run a popular I&D Book Club featuring books such as 'Natives', 'Look Me in The Eye', 'Girl, Woman, Other' and 'What the Fresh Hell is This?'. The I&D Champions also ran events throughout 2022, including celebrating International Women's and Men's Days, National Inclusion Week, PRIDE, and Diwali.

In 2021, Infineum successfully introduced two Affinity Groups for Women and Ethnicities. The Affinity Groups complement the work of the I&D Champions and provide a 'safe space' for our colleagues to be heard, address barriers and learn from each other. These Affinity Groups have been very successful in 2022 and the teams have helped to support the education of our colleagues through some fantastic events, such as organising a talk on Empathetic Leadership by Belinda Palmer OBE.



"Balancing life, my two young children and my career can feel very overwhelming at times, having the support from my leader and Infineum to balance these needs and my career is just so important for me and ultimately empowers me to go on and be my best self.

I am also an active member of the Women's Affinity Group. I find being part of this group really motivating and I am constantly inspired by the other members and am learning so much about myself. There is something very liberating about sharing frustrations, observations and achievements in such an open way and to have them constructively built upon. I feel very proud to have opened up one of the discussion topics on Empathetic Leadership to the wider Infineum audience last year and working with the guest speaker. I am looking forward to seeing where this year takes our discussions."

Georgina Hallworth

Strategic and operational planning manager

Gender pay gap report 2022



Diversity talent targets

Simply saying we will increase the diversity of our talent is not enough. So we have set ourselves targets to aim for and measure our success in achieving a diverse workforce and addressing our gender pay gap.

By 2025, the Infineum Group globally is aiming to have 33% females in senior leadership positions, and 25% females at Executive Leadership level. We are delighted that Infineum UK Ltd has exceeded the global target and has achieved the highest ever representation of women in senior leadership positions at 36%. Our practices and development opportunities have enabled us to promote women based on their merit and ability to succeed in senior leadership positions. Our ongoing commitment to ensuring our policies, procedures and opportunities are fair and enable our entire workforce to thrive, will help us to achieve gender balance and diversity throughout our organisation.

Reflecting the communities in which we operate is paramount to achieving ethnic diversity throughout our business and in our leadership positions. Our commitment is reflected in our recruitment practices to attract candidates from local demographics, as well as our commitment to I&D through bias training, colleague development, and our culture of inclusivity. We have also set targets to aim for ethnic diversity representation in leadership positions which enable us to measure our success in achieving ethnic diverse workforce.

While we aim to achieve Infineum's global diversity talent targets, Infineum UK Ltd will continue our efforts to enhance diversity of thought and representation throughout our business and in our leadership positions.

Outreach

Infineum's commitment to outreach is embedded in our passion to inspire young people, women, those from ethnically diverse backgrounds and those from our local communities to be interested in STEM. Our industry continues to be male-dominated and we are committed to inspiring the next generation to engage with STEM subjects and pursue STEM careers.

Our links with universities and local schools continues and our colleagues have role modelled the careers and opportunities that a career in STEM can bring. This year, our STEM ambassadors have presented several talks with students and hosted students on site to bring chemistry to life. Many of our colleagues are involved in outreach, including Executive Vice President of Innovation and Technology, Rebecca Oldfield and Sustainability Director, Maurizio Abbondanza, who both visited local schools this year where they were speaking to the scientists of tomorrow about chemistry, sustainability and leadership.

This year, colleagues at Infineum UK Ltd took part in the Nuffield outreach programme and hosted local school students who come from difficult socio-economic backgrounds. The feedback from the students and the colleagues involved was extremely positive and we we aim to continue this relationship with the Nuffield Trust.

To embed our commitment to sustainability and outreach, Infineum has a paid volunteering scheme to enable our colleagues to support a cause of their choosing. Last year, the volunteering efforts saw UK colleagues use their knowledge, skills and experience in volunteering activities like STEM careers days, supporting local hospices and supporting with donations to Ukraine.



"I was fortunate enough to be able to spend some of my volunteering time sorting donations that were loaded straight onto a truck headed for Ukraine. It felt so good to be helping in some small way and to support a fellow colleague, Paul Wilson, whose wife Svetlana has family in Ukraine. This was one of many trucks that Paul has sent loaded with essentials to help those impacted by the war in Ukraine."

Rebecca Oldfield
Executive Vice President

Gender pay gap report 2022



Development

Continuous development of our colleagues and the creation of exciting opportunities is vital to providing our colleagues a rich and varied career path. Development is very personal so we use a variety of tools and resources to support our colleagues' development. Our colleagues are empowered to take control of their development and careers with the support of their leader they use their personal development plans to build on their strengths and address their development areas.

We are proud to be able to offer our colleagues access to resources such as global on-demand online training systems as well as other internal and external courses. Infineum also offers Educational Assistance to colleagues who wish to pursue further studies or professional courses, allowing colleagues to pursue their ambitions and create long-term value for Infineum.

Solidifying and preparing our leaders of the future is at the heart of our development ethos. Infineum has a leadership development programme to ensure our leaders have the right skills, from their first leadership opportunity to build strong foundations, develop leadership style, manage performance and coach their team. We also work with external consultants to assist with the assessment and development of our future leaders, benchmarking our talent, assisting us with identifying development opportunities and providing coaching to support our colleagues with a specific goal.

Practices & Procedures

In order to remain fair and free from bias across all aspects of our colleague life cycle and also to address our gender pay gap, we conduct regular reviews of our policies and procedures. We hold ourselves accountable for every aspect of our policies and procedures to ensure they reflect our CARES values.

Our compensation and reward methods are scrutinized and externally benchmarked each year. We use the analysis to identify trends and safeguard against bias. The scrutiny of our compensation and reward practices also enables us to remain competitive, offering competitive packages to our existing colleagues and potential new colleagues.

Infineum UK Ltd proudly remains a family-friendly organisation. We have policies in place that support our colleagues throughout pregnancy, fertility treatment and adoption. We also have policies that enable new parents to maximise their time with their families.

Infineum UK Ltd recognises the importance of a healthy work life balance and continues to champion our flexible working policy and wellbeing initiatives. Our global flexible working policy facilitates our colleagues and leaders to balance business needs and personal commitments, empowering our colleagues to be their best selves, at home and at work.



Gender pay gap report 2022



"As someone who has recently moved into an Executive Vice President role within Infineum and continues to benefit from our flexible working policy, I am delighted that our efforts to minimise our Gender Pay Gap have made great progress. We continue to hold ourselves accountable for embedding our values to support a diverse and inclusive workforce. Our ongoing initiatives to support Inclusiveness & Diversity and STEM in our communities, will enable us to create greater balance across all levels of our organisation in the long term."

Nicola Pickup
Executive Vice President



I confirm the gender pay gap data contained in this report for Infineum UK Ltd is accurate and has been produced in accordance with the guidance on managing gender pay developed by the Arbitration and Conciliation Service (ACAS).

A handwritten signature in black ink that reads "R. C. Oldfield".

Rebecca Oldfield
Executive Vice President