

SIEMENS
energy

**Gender pay gap
report 2022,
United Kingdom**





Company Statement from Steve Scrimshaw

Vice President | Siemens Energy UK&I

Honestly, are we on track? And, are we doing enough to close the gender pay gap?

Siemens Energy is committed to being an excellent employer and that means creating an inclusive workplace where everyone is welcome and can bring their whole selves to work.

There is no doubt that a diverse workforce brings many benefits for both our business and our customers. We know this is a fact – yet – when it comes to our gender pay gap, we still have a way to go.

This report isn't just a legal obligation to us; it is important for us to understand where we are on our inclusion journey. Put simply, we don't want to 'mind the gap' we want to close it; this report will help us focus on what needs to be done to make that happen.

In the UK & Ireland, Siemens Energy employs around 3,400 people located at both permanent and project sites across the country.

Siemens Energy covers the entire energy value chain – from power generation and transmission to storage. A majority stake in the wind power subsidiary Siemens Gamesa Renewable Energy (SGRE) makes Siemens Energy a global market leader for renewable energies. For the purposes of this report, SGRE are excluded as they are a separate legal entity.

Historically, and still today, women have been under-represented in engineering and manufacturing sectors. A fifth of our workforce is female, which is not enough. We want to attract more women to our vibrant sector and provide opportunities and a clear career path for the women who already work for us.

Across Siemens Energy in the UK, we have a Gender Pay Gap for hourly pay of 15.92% for mean and 17.40% median pay. Looking at the stats for the bonus pay, we have 14.34% for mean and -9.55% for median bonus pay. Although we have seen some small improvements in the overall results, the gap is still too big in all areas. In an ideal world these figures would all be zero.

So, what actions are we taking to close the gap? Our Global Executive Board continue their commitment to increase the number of women in senior leadership roles to 25% by 2025. Increasing representation across all our businesses and at all levels is one of our top priorities. We currently have more men than women in senior leadership positions that attract higher levels of pay, which impacts our gender pay gap. All jobs are openly advertised, with balanced interview panels for all candidates. We actively review all our people policies to ensure we are being inclusive. From an organisational perspective, we continue to encourage and develop an inclusive culture where our behaviours and values are reinforced.

I am proud of the work we are doing with our young entry level talents and our partnerships within schools to reach young women and encourage careers in STEM. A highlight for me has been the creativity and innovation of virtual work experience days, developed during the pandemic but ultimately creating a more inclusive approach for students.

Despite our efforts, it's clear there is much yet to do. I'm confident we'll get there if we work together, keep the conversation going and strive to make a difference. We must break the bias and close the gender gap.

The hourly pay calculations are based on a 'snapshot date' of 5 April 2022, and the bonus pay calculations are based on the 12 months prior to this date. The data within this report reflects our organisation on this date.

On the 'snapshot date', Siemens Energy in the UK had a total of 3209 employees, of which 2566 were male and 643 were female.

This report is based on legal gender categories. We acknowledge that our people may identify differently.

What is the Gender Pay Gap?

The gender pay gap is an equality measure that shows the percentage difference in average (mean or median) earnings, for both hourly pay and bonus pay, between women and men across an organisation, regardless of the nature of their work.

The gender pay gap is different to equal pay. Equal pay deals with the direct pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

Mean

The mean gender pay gap is the percentage difference in the average hourly pay for women compared to men.



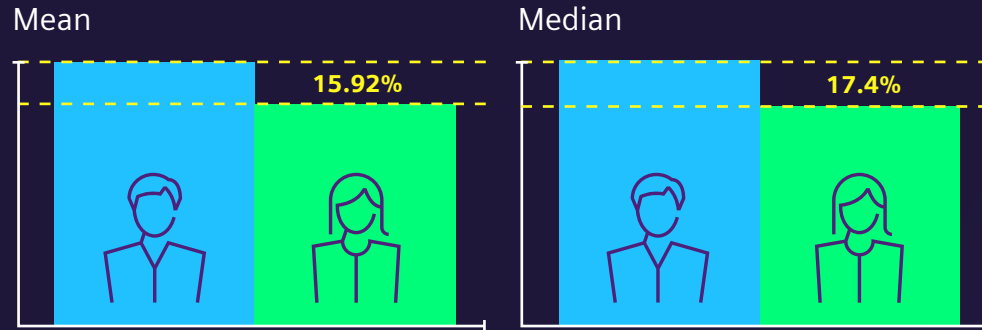
Median

The median is the midpoint when you separately line up women's pay low to high, and the same for men. The median pay gap is the percentage difference between the hourly pay rate for the middle woman compared to that of the middle man.

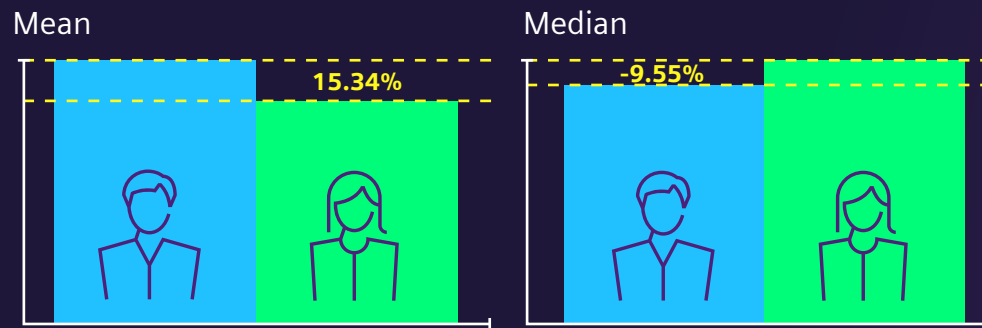


The Overall Siemens Energy UK GPG Results

Gender Pay Gap



Bonus Pay Gap



68.36% of men receive a bonus



65.47% of women receive a bonus

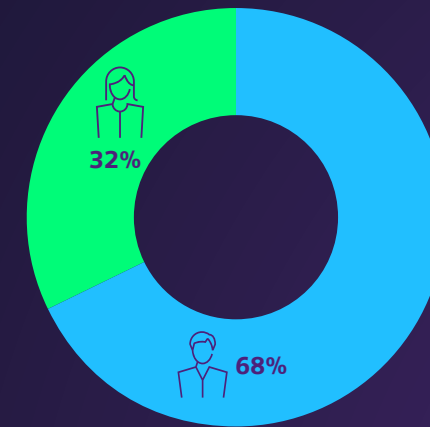


Our overall Gender Pay Gap results include all our legal entities in Siemens Energy in the UK.

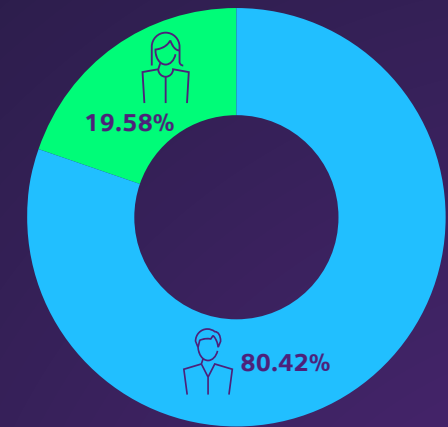
Gender Breakdown

Quartiles represent the distribution of men and women in the four equal groups from lowest to highest paid using hourly rate

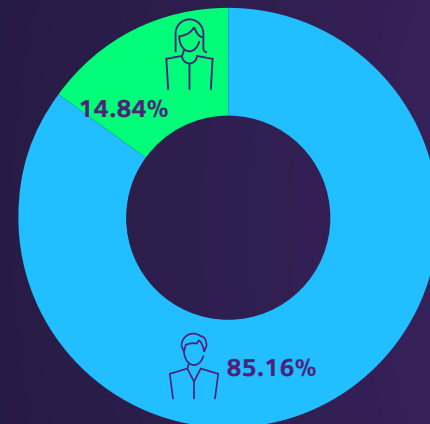
Lower Paid



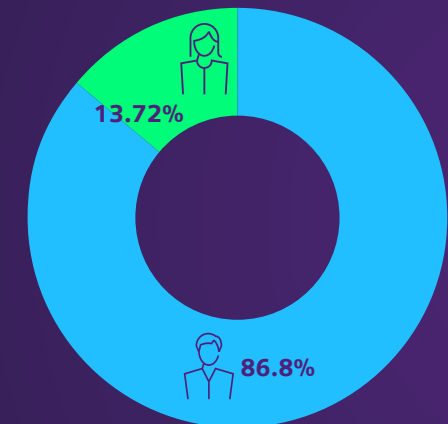
Lower Middle



Upper Middle



Upper Paid



Our Individual Legal Entity GPG Results

Gender Pay Gap

	Mean GPG	Median GPG	Mean Bonus GPG	Median Bonus GPG	Receiving a Bonus	
					Men	Women
Siemens Energy Industrial Turbomachinery Limited	16.05%	14.22%	22.89%	-1.47%	38.96%	24.02%
Siemens Energy Limited	16.45%	21.14%	12.09%	4.01%	94.19%	95.02%
Industrial Turbine Company (UK) Limited	22.83%	19.09%	37.2%	23.38%	90.52%	73.17%

Gender Breakdown

	Lower Paid		Lower Middle		Upper Middle		Upper Paid	
	Men	Women	Men	Women	Men	Women	Men	Women
Siemens Energy Industrial Turbomachinery Limited	68.77%	31.23%	87.99%	12.01%	83.13%	16.87%	91.27%	8.73%
Siemens Energy Limited	62.64%	37.36%	80.62%	19.38%	83.43%	16.57%	83.10%	16.90%
Industrial Turbine Company (UK) Limited	63.92%	36.08%	72.16%	27.84%	89.69%	10.31%	89.69%	10.31%

Quartiles represent the distribution of men and women in the four equal groups from lowest to highest paid using hourly rate.

Materials Solutions Limited (MSL) not included as fewer than 250 employees. MSL is included in the Siemens Energy UK overall figures.



Our Commitment

At Siemens Energy we continue to choose inclusion. As we publish our third gender pay gap report, I am heartened that across our business in the UK&I, our people continue to engage positively with efforts to improve our diversity profile and make our mix work; by creating an inclusive culture where people feel respected, engaged, able to speak up and be themselves.

This year, we are focusing on equality. For us, this means providing every individual or group with equal access to resources & opportunities, recognising their unique needs and removing barriers wherever we find them. Removing barriers works, as evidenced by the recent update to the Hampton Alexander review which showed concrete progress towards greater gender balance in UK boardrooms.

We too have made progress globally and in the UK on increasing the number of women in leadership roles. Our commitment to balanced interviews, open job markets and focus on competence when making appointments is working. We recognise that our internal pipelines are not full and, in some cases, are close to dry. We continue to invest in female leadership development at every level, together with mentoring and sponsorship. This year, together with our partner Catalyst, we piloted two culture change workshops called “men advocating real change (MARC),” as allyship from our male colleagues is essential to remove barriers and improve representation.

The theme of International Women’s Day 2023 was “Embrace Equity” and I am full of hope that in Siemens Energy, we have moved beyond explaining why and are now focused on how to make it happen. As I say to all my male colleagues – a quality man has nothing to fear from equality.



Dan Simpson
HR Director, UK & Ireland
Secretary to the Global
Inclusion & Diversity Council

Inclusion and Diversity at Siemens Energy



Equality

We are committed to providing every individual or group with equal access to resources & opportunities, recognising their unique needs and removing barriers wherever we find them.



Belonging

We make our mix work by creating an inclusive culture where people feel respected, engaged, able to speak up and be themselves.



Society and Partnerships

We work together, internally and externally, with customers and partners to support us in becoming more diverse and inclusive.

We use **"inclusion"** to describe our commitment to being an open and inclusive company, striving to create safe, welcoming workplaces with a culture that encourages equality and belonging

We use **"diversity"** to describe our commitment to recognising and respecting the differences between people whilst valuing the contribution everyone can make to our business, without any tolerance for discrimination or bias of any kind.

Employee Voices

Empowering women and embedding an inclusive culture

Madhu Basu, Business Development Manager – Siemens Energy

W I don't think there's ever been a greater time to be a female engineer. We are at a very interesting juncture with the energy transition but it's what makes working at Siemens Energy so exciting. At times it can feel like a burden of responsibility to move things forward and get things right, but I also feel incredibly privileged to be at the forefront of that change. To be playing a role in shaping and building that future is incredible. It's been fun, exciting and a real learning experience.

It's fair to say that being a woman in the world of engineering has not been without its barriers and challenges. Particularly in the early days of my education and career where being one of the only females in the room meant you were party to the odd look or stare. As well as the feeling that your voice was not always being heard. Thankfully, that hasn't been the case at Siemens Energy.

Of late, however it's Imposter Syndrome that has often been my biggest barrier. The questions in my head, wondering whether I'm qualified enough or worthy of having a seat in the room with my male counterparts. I have good days and bad days, but what has been invaluable is the support available at Siemens Energy to break through those barriers.

The Women in Leadership Catalysta Programme has been exceptional in providing great support on this topic. It's having the belief that you are valuable – something that thanks to the course is now emblazoned quite literally as a sticky note in my mind!

Without a doubt, I wouldn't be where I am today without the support of the amazing mentors and allies I have had. Many of whom had faith in me when I doubted myself. My advice to anyone struggling would be to find a strong ally, and don't worry about people's perceptions of you. Because that's not you. Have resilience and perseverance as it's something you will need when you are doing a role like I do, in pushing boundaries and making change. It's part of the journey!

I also feel that personal accountability is key; being proactive, putting your hand up and asking for help when needed. There is a lot out there if you ask!

I'm a woman, Indian and a mother and I've never felt anything but support and encouragement at Siemens Energy. Not only have they provided a very positive experience, but they have been understanding and offered great flexibility too."



"Even though it won't be easy, challenge the status quo, because we are the changemakers."

Employee Voices

Empowering women and embedding an inclusive culture

Scarlett Baker, General Manager – Siemens Energy Material Solutions

W As a leader, playing a part in the energy transition is incredibly exciting and rewarding. It's a challenging time but a great place to be, knowing you are making an impact and helping shape the future. I'd love to inspire other women and girls to embark on their own journey in this industry.

I'm pleased to say my experience at Siemens Energy has been incredibly positive. Everyone has always been very supportive and generous with their time, and I can honestly say that I've never felt that I've been treated any differently because of my gender.

That said, if I look back at my career - being a female in the engineering sector - there have certainly been different challenges and barriers to overcome. Small things like being slightly less favoured, sometimes overlooked and not treated quite the same way as your male colleagues, all resonate on some level. We can accept that people are human and that we all have unconscious biases at play that influence our behaviours.

Conversely, I now make a point of speaking up and challenging any such issues head on. There is a need to be resilient but as I've grown in experience and confidence, I want to use my influence to lead by example, reinforcing positive behaviours and supporting others to grow.

I've been lucky to have had many great male and female mentors and allies throughout my career. They have helped me discover and connect to a wider network but also challenged me, provided new ideas and direction, helping me to see things from a new perspective. It's about learning from different leadership styles too and the positive behaviours you can emulate to bring to your own role and the people around you.

For me what's most inspiring is the people that lead authentically and bring their whole selves to the role. That's very much the way I want to lead too."



"Overall, I'm incredibly grateful for all the support I've had on my journey so far from allies and champions across the business. To move forward we need to openly talk more about gender disparity. We are doing a lot and moving the dial, but we need to go further."

Employee Voices

Empowering women and embedding an inclusive culture

Katja Sribljanin, Project Manager – Siemens Energy

W An engineer by trade with a mechanical engineering degree, I've been with the business for over 14 years. I started as an apprentice and in the last few years progressed through various management roles. I feel fortunate to have spent all that time developing within one company through varied roles.

Trying out different job roles has helped me to develop my experience and understanding of what Siemens Energy does across many different business functions and departments, and I love the people I've worked with along the way. The company really invests in its people.

I'm fortunate to say that I've never had many barriers as a woman throughout my career. I've only ever been encouraged to be the best I can possibly be. That's not to say that it doesn't exist though as I know other people's experiences have been different.

I've been really lucky with the teams I've worked with too, particularly in those early and informative years of my career. My work colleagues through those early years felt like a family network to me and if anything, perhaps at times I felt overly looked after because of my gender. However, my experience was nothing but positive and I had a tremendous amount of support at work.

In my opinion Siemens Energy is a very gender positive place to work. The many groups and initiatives we have across the organisation, such as the Inclusion & Diversity group and Women in Networking, have been really powerful, particularly the way they have brought women together to learn and flourish. Inspirational talks from senior female leaders telling their stories and how they have overcome barriers have been great and created a very supportive space to share and learn.

I believe Siemens Energy has the tools and resources at our disposal to continue to bridge the gap with equality and diversity, but the biggest challenge will be getting more females in at the front end. The opportunity to get involved in the STEM programmes outside of the day job is something I've enjoyed immensely and think is so important. To increase the number of female engineers and apprentices we need to inspire and share our stories in schools – this is a key focus for me. It's not just about coming to work to do work. It's also the ability to do more whilst you're here too that makes it such a great place to be.

We need to get the gender balance right but ultimately, it's about progression and opportunity for all based on skills and ability and that together, irrespective of gender, we can help one another to succeed and meet the challenges of the energy transition."



"The many groups and initiatives we have across the organisation, such as the Inclusion & Diversity and Women in Networking, have been really powerful, particularly the way they have brought women together to learn and flourish."

Employee Voices

Empowering women and embedding an inclusive culture

Emma Goulding, Commercial Manager – Siemens Energy

W I was lucky in that I had the right people around me which has meant I've not really experienced any significant barriers that have stopped me from achieving my goals. In terms of career development, I've learnt that it's crucial to understand and research the leadership style and culture of the teams you are looking to join and making sure they align with your values.

As I've grown in experience, I've learnt to call things out when needed. Small things like the language people sometimes use – receiving comments such as you're 'too demanding' or 'too direct'. Descriptions that don't always seem to be applied in the same way to male colleagues. Granted, this was a lot harder to do when I was an apprentice. When you are young and new to the industry, it's more challenging as you don't really know what the rules and boundaries are. That's where finding the right support is vital. Having mentors throughout my career has been key, providing a touch point where you can check in and ask questions. Having that sounding board to hand is essential and the best thing about mentoring is that people can use it in a way that they find best suits them.

Building a gender positive working environment also depends a lot on having a supportive line manager. I've had many varied experiences, and this can play a large

role in how confident you feel challenging certain issues. Without that support, I believe that it can be very hard to succeed in what you want to do or to effectively resolve how you're feeling.

It's been great to see women really progress through the business and become senior leaders. Becoming positive examples for both myself and others to follow. They are amazing at what they do and I think having women in those senior positions really does help to pave the way for others to emulate.

As a business we are certainly making strides for women in the workplace. But it's a cultural change that's required and that doesn't happen overnight. It takes time. For people to get used to it, to adjust to it and to understand it.

In a nutshell, for me working at Siemens Energy is about being part of a huge, global team that is ultimately looking to transform the energy space. The challenges that lie ahead in the industry are not easy ones to solve. It's for that reason we need more than ever, a diverse array of people working for us. Or quite simply, an array of brilliant minds – just being brilliant!"



“When it comes to the energy transition, there are so many questions that remain unanswered. We can only solve them with diverse thinking and that means employing a wide range of people.

Because with diversity of thought comes creativity and innovation.”

Society & Partnerships

Encouraging the next generation of budding engineers and energy professionals into the market remains an ongoing focus at Siemens Energy. So too is the focus on attracting more women to work in this vibrant and engaging sector, by creating clear career paths and opportunities for all.

Whilst progress has been made across the energy sector, recent statistics indicate there is still a long way to go. More focus is needed to bridge the gender disparity gap across the industry, both in terms of opportunities, career progression and remuneration.

To achieve this we must continue to inspire, educate and challenge. Raising interest and aspiration from an early age. To make what may seem impossible, possible and to cast light on the world of opportunity available for all genders within the energy sector.



Engaging initiatives

Siemens Energy are proud to be curating and delivering inspiring initiatives to help raise the bar and aspirations for the younger generation. These include the Stemettes partnership, a virtual work experience offering, and a collaboration with Speakers for Schools.



Stemettes

In partnership with the charity-led initiative, Stemettes aims to help raise aspirations and encourage more young women and non-binary folks into STEM (Science Technology, Engineering and Maths) careers. Targeted at children in Key Stage 3, in 2022 Siemens Energy collaborated on three digital events. A hackathon task for a group of 50 children involved a sustainable project that they worked through with mentors, with an award given to the winning group. A virtual panel event involved a number of female employees to speak about their careers as engineers.

They talked honestly about their entry into the field, the challenges of sometimes being the only woman and how they overcame them. Providing relevant and relatable role models like this who they can ask questions has been really powerful in raising aspirations, confidence and perceptions of a career in STEM and Siemens Energy received great feedback and engagement scores from the attendees. In another event, the business collaborated with Siemens Gamesa Renewable Energy (SGRE). Taking wind power as a subject and aligned with the school's curriculum topics, a half day project for teams was created. The beauty of this initiative which is largely run virtually also means we have been able to work with lots of different schools across the UK.

Virtual Work Experience

Developed during the pandemic, Siemens Energy's virtual work experience offering allowed students to gain valuable workplace skills and insights remotely. The project was exceptionally successful, with 633 students taking part. In addition, 5,324 students undertook a bitesize session. Feedback included the remote element of learning the course offers, addressing social inequality by providing greater accessibility for diverse groups and those in different geographical areas.

Says Alex James, Education and Outreach Manager for Siemens Energy UK;

"For Siemens Energy it's by delivering such a diverse range of initiatives like these, they have been able to help raise aspirations, reduce barriers and continue to champion initiatives that minimise educational inequalities. Levelling the playing field for people of all backgrounds so that all young people can access networks and opportunities equally without the worry of financial burdens, geographical location and travel mobility challenges."

Metrics and Societal Impact

The tangible impact of the initiatives within our societal engagement programme are measured via the Social Value Portal's social value metrics TOMS (Themes of Measurement), engagement and student feedback, and the results help shape the programme's activities going forward and tell a positive story.

Stemettes measure the immediate impact of a programme through five key metrics: perception, awareness, network, confidence and knowledge (PANCK). Progress across these metrics is necessary to increase engagement and therefore representation of young women and non-binary folks within STEM fields. As an example, the Stemettes hackathon event scored an overall 8.7 out of 10 rating for the course programme.

Overall, the Siemens Energy impact on society has significantly increased by 400% since 2021 to £4,700,807.36 in 2022. Since taking a more inclusive, digital approach and partnering with Speakers For Schools, our Siemens Energy Virtual Work Experience has amazingly quadrupled societal impact to £596,763.00 in 2022, with approximately 450% increase in the number of weeks from 782 weeks of work experience in 2021 to 3,537 weeks in 2022.

The quest to innovate, inspire and raise awareness of STEM careers continues and this will be reflected in the range of new initiatives being introduced over the coming years.





I confirm that the data provided in
this report is accurate

Steve Scrimshaw 30 March 2023

Signed & dated
Steve Scrimshaw

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