Respecting equal opportunity and promoting diversity and inclusion.
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At Weir, our aim is to create a place where people can do the best work of their lives; this means we need to have a culture where all people can contribute and thrive. We can only achieve that if we embrace diversity and enable collaboration and inclusion.

We aim to be the most admired engineering business in our markets and we’ll help achieve that ambition by being the employer of choice in our industries. We are committed to attracting and retaining the best people, and no matter where we are in the world we encourage fairness, respect and equal opportunities for everyone.

We value differences and believe that diversity of people, backgrounds, skills and experience makes us stronger and more effective.

In this report we provide our gender pay gap information for our consolidated UK businesses as well as the statutory data, and we outline how we are working to close the gap.

Although Weir operates within industries which are traditionally dominated by men, we are committed to making Weir a more diverse and inclusive workplace and we will continue to deliver opportunities for women to develop their careers. By 2020 we have committed to ensuring that 1/3 of the Board, the Group Executive and their direct reports will be female. In addition the Board will annually review our progress against gender pay D&I initiatives.

Rosemary McGinness
Chief People Officer

Key Facts

- 27% of our board are female
- 29% of our Group Executive are female
- 20% of direct reports to our Group Executive & Company Secretary are female
- 32% of global graduates hired in 2017 were female
The UK Government’s Gender Pay Gap Regulation requires legal employing entities with 250 or more employees to publish details of their gender pay and bonus gap.

In Weir, there are two employing entities required to publish this data, but we have taken the opportunity to publish the consolidated data for our four UK companies as this is more representative of our UK organisation.

Our outcomes for the combined entities are shown on the next page. The statistics for the two individual companies are shown on page 5.

What’s included in the calculations?
Our calculations are based on “ordinary pay” and “bonus pay” data from April 2017.

Ordinary Pay includes basic pay as well as other types of pay such as pay for leave, allowances and shift premium pay. It does not include overtime pay, pay in lieu of leave, benefits in kind, or redundancy/termination pay.

Bonus Pay includes additional pay relating to performance paid under our annual or long-term bonus plans.

Gender Pay and Equal Pay
The gender pay gap is different from equal pay, which relates to men and women being paid the same for similar roles or work of equal value. Our pay policies are designed to ensure equal pay for equal jobs and we have processes in place to ensure pay levels are reviewed consistently.
Understanding our background

In common with other companies within the engineering sectors the majority of our employees are men (86.5% as at 31 December 2017). Although we are taking actions to bring more women into our companies and promote internally, they are currently under-represented in our senior roles which is reflected in the upper pay quartile outcomes. Globally we are making progress on increasing our female leadership, but we need to build more opportunities for women in our UK businesses.

As regards to the bonus gap, only our leadership roles are eligible for participation in our long term incentive programmes and these roles are male dominated. It is expected that over the next few years the bonus gap will increase in line with the improved projected vesting outcomes of our long term incentive awards for the leadership group, and also to reflect the vesting outcomes of awards.

Our Outcomes

Represents consolidated data for our four UK companies covering our entire UK workforce.

At Weir we have a talent gap. We will only fix the pay gap by recruiting and developing more women.

<table>
<thead>
<tr>
<th>Overall number of UK employees</th>
<th>Mean and median pay and bonus gap</th>
<th>Proportion of employees in each pay quartile band</th>
<th>Percentage of population receiving a bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Median</td>
<td>Male</td>
</tr>
<tr>
<td>Male</td>
<td>8%</td>
<td>10%</td>
<td>87%</td>
</tr>
<tr>
<td>Female</td>
<td>22%</td>
<td>11%</td>
<td></td>
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</tbody>
</table>

The Weir Group PLC
Weir Gender Pay Gap Report 2017
Improving diversity and working to close the gap

As a global company, we aim to reflect the diversity of our customers, and we seek to recruit, develop and promote people regardless of background and personal circumstances.

We will continue to listen to our employees to ensure we understand and address any barriers to creating a great place for them to do their best work.

We are committed to making Weir a more diverse and inclusive place to work because we believe it improves the performance of our teams. The following initiatives demonstrate the level of determination within the business to address this.

- **Driving best practice**: A cross-business group which is sponsored by our Chief Financial Officer, to work on group wide D&I priorities including diversity training. During 2017 we established #Weirunitedindiversity on Yammer which is being used by our employees to share knowledge, learning and best practice.

- **Diversity maturity model**: On a regular basis our businesses undertake diversity audits against our diversity maturity model. This enables us to identify areas of best practice and to develop action plans to address areas of needing improvement. Progress of resulting actions and initiatives is monitored by our Group Executive.

- **Encouraging women into STEM**: Weir Flow Control France is working with the French Ministry of Education to promote diversity and inclusion in the engineering sector, partnering with the government on an initiative which aims to boost the number of women pursuing careers in mechanical engineering. We have also founded the Association of Female Engineers to support and promote successful women in engineering to students in colleges and university.

- **Weir Wise**: We have partnered with University of Strathclyde to inspire young female students to become the next generation of engineers. On a two-day programme participants learn about the benefits of studying maths and physics, participate in team-based challenges and gain awareness of the university and Weir.

- **Global graduate programme**: Targeting 50% female intake on our global graduate programme.

- **Primary Engineer**: Weir Group is supporting Primary Engineer 2017–2020 with funding towards two programmes: 1) Leaders’ Awards and 2) Institution of Primary Engineers and Institution of Secondary Engineers. Leaders’ Awards is a free-to-schools programme, where pupils from both primary and secondary schools engage with engineers. As part of the programme, pupils interview an engineer and then, inspired by them, use engineering to solve a problem. They illustrate their invention and all entries are marked by engineers or those working in the industry. Students at the Faculty of Engineering at the University of Strathclyde then select a winning entry to be turned into a prototype each year. Through the Institution of Primary and Secondary Engineers, it is Primary Engineer’s aim is to develop the skills and confidence in teachers first and then extend from this secure foundation into the classroom, with programmes focusing on skills delivery and development. Weir’s own engineers are also working with Primary Engineer in schools where they have a presence, attending some of these sessions.

- **Leadership development**: We are looking to expand our learning and development programmes to provide more support for women with the establishment of mentoring groups. As we roll out this initiative we will also pilot a reverse mentoring programme to build awareness, knowledge and empathy.

- **Agile working**: We are working with our local business leadership teams to investigate ways we allow employees to work in ways that suit their personal responsibilities and circumstances.

- **Recruitment**: We are committed to promoting from within the business so we will ensure our development programmes enable greater diversity in our succession plans. We also continue to work closely with our recruitment partners to ensure diverse shortlists for all roles filled externally.

- **Opportunity Now**: We are a member of Opportunity Now which empowers employers to accelerate change for women in the workplace.

- **Race for Opportunity**: We are a member of Race for Opportunity which is committed to improving employment opportunities for ethnic minorities across the UK.

- **Hampton Alexander Review**: Charles Berry, Weir’s Chairman, is on the Steering Group of the Hampton Alexander Review which aims to improve diversity in FTSE350 companies.
## Gender pay statistics by employing company

### Weir Engineering Services

<table>
<thead>
<tr>
<th>Overall number of employees</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>90%</td>
<td>10%</td>
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</table>

<table>
<thead>
<tr>
<th>Mean and median pay and bonus gap</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Pay Gap</td>
<td>21.1%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Gender Bonus Gap</td>
<td>88.4%</td>
<td>61.9%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Proportion of employees in each pay quartile band</th>
<th>Pay Quartile</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper</td>
<td>94.3%</td>
<td>5.7%</td>
<td></td>
</tr>
<tr>
<td>Upper Middle</td>
<td>96.2%</td>
<td>3.8%</td>
<td></td>
</tr>
<tr>
<td>Lower Middle</td>
<td>88.7%</td>
<td>11.3%</td>
<td></td>
</tr>
<tr>
<td>Lower</td>
<td>81.1%</td>
<td>18.9%</td>
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</table>

<table>
<thead>
<tr>
<th>Percentage of population receiving a bonus</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18.4%</td>
<td>19.0%</td>
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### Weir Minerals Europe

<table>
<thead>
<tr>
<th>Overall number of employees</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>87%</td>
<td>13%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Mean and median pay and bonus gap</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Pay Gap</td>
<td>8.1%</td>
<td>18.0%</td>
</tr>
<tr>
<td>Gender Bonus Gap</td>
<td>-155.7%</td>
<td>-265.3%</td>
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</table>

<table>
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<th>Proportion of employees in each pay quartile band</th>
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<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper</td>
<td>88.8%</td>
<td>11.2%</td>
<td></td>
</tr>
<tr>
<td>Upper Middle</td>
<td>91.4%</td>
<td>8.6%</td>
<td></td>
</tr>
<tr>
<td>Lower Middle</td>
<td>94%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>Lower</td>
<td>72.2%</td>
<td>27.8%</td>
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</tr>
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</table>

<table>
<thead>
<tr>
<th>Percentage of population receiving a bonus</th>
<th>Male</th>
<th>Female</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>6.7%</td>
<td>3.2%</td>
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