

# Leadec Gender Pay Gap Report

2024-2025



**leadec**

# Foreword



Here at Leadec we understand that building a diverse and inclusive workforce is central to our success.

Every single day the actions, passion, and commitment showcased by our over 1,200 UK employees make us thrive. Put simply, they underpin our reputation as a sector-leading specialist and ensure that Leadec is seen as a place where employees, male or female, can maximise their potential, build their careers, and are given valuable, practical support.

Like many across the sector, in 2025 we saw our gender pay gap widening in comparison to 2024. Our mean hourly pay gap increased from 5.95% to 13.41%, whilst the median gap moved from 10.15% to 17.82%. Looking at hourly pay, the increase was also higher for our male employees. This latest data is driven by two factors - seniority distribution amongst male and female employees, and industry recruitment patterns which for decades have seen far more male candidates seeking positions within industrial technical cleaning environments.

Whilst we have seen faster rates of pay growth amongst male employees, and an under-representation of females in the higher quartiles, over the past three years we have seen a larger proportion of females receiving bonus payments than their male counterparts. This is a trend which continued during 2025, which demonstrates progress against our action plan to recognise performance consistently.

As a Board, and as a wider global group, we are focused on the sustained actions we must take to close the gender pay gap and its underlying causes. Our long-term success here in the UK will be defined by achieving our measurable commitments which focus on actions around equal access to development opportunities, sustained recruitment and selection strategies, career progression pathways, and retaining and rewarding those who showcase our values.

More than anything, our work to make incremental but meaningful changes throughout 2026 is already underway and helping us to shape an even better workplace where every single employee can succeed.

**Lucy Roger**  
**HR Director**

# Introduction

In line with current legislation, any employer with more than 250 employees must report six gender pay statistics, including their gender pay gap, on an annual basis.

Leadec Limited welcomes and embraces the opportunity to be transparent as this is, and continues to be, an important step towards having a more diverse and inclusive workforce.

## **Who are Leadec Limited?**

Leadec is a service specialist in the manufacturing industry, employing over 22,000 people globally, and we know that people make all the difference. We are at home in the factories of this world and operate in more than 350 locations across 16 different countries, with our headquarters based in Stuttgart, Germany.

We are the world's leading service specialist for the entire life cycle of a factory and the related infrastructure. For more than 60 years, we have been supporting customers in the manufacturing industries: from planning, installation, and automation to operation of the factories and buildings. In today's rapidly transforming manufacturing industry, the role of an industrial service provider is more crucial than ever.

With a strong focus on quality, efficiency, and reliability, we are dedicated to meeting the complex needs of the modern industry. As true service champions, we employ our services to make sure that production runs smoothly. To keep the plant running, we never stand still. After all, we have to remain true to our promise, to love our client's factory.

Within the UK business, we have six key cultural values and behaviours which are at the heart of everything we do and apply to all our employees. They are the guiding principles that define our culture and commitment to the highest standards of behaviour.

- Collaborative
- Flexible
- Trust
- Positive
- Supportive
- Innovative

## **Diversity and Inclusion**

We are proud of our rich and diverse culture and backgrounds. Everyone at Leadec has a voice and is treated equally. Our approach to business is underpinned by a belief that all individuals should be treated fairly and have access to equal opportunities.

Our commitment to a fair and responsible workplace, free of discrimination, inequality, or harassment is unwavering and we expect these standards to apply when working with our customers. We embrace and encourage diversity among our workforce and believe that we can only stay competitive by drawing on the skills, experience, and performance of people from a variety of backgrounds.

We search for the brightest talent, regardless of age, gender and gender identity, ethnic origin, sexual orientation, cultural background, or socioeconomic status.

At Leadec, we believe individual differences and unique abilities make our company stronger.

Our employees reflect the societies we live and work in, and where our business and customers come from. Creating a truly inclusive environment where employees of all genders, ethnicities, backgrounds, abilities, and orientations feel seen, welcome, and able to contribute is core to being able to create a great place to work.

At Leadec, we are committed to achieving long term change to gender pay inequality in the workplace. As part of this commitment, we have published our Gender Pay report for 2024/2025.

Our fantastic colleagues are a vital part of what makes us Leadec and we have more than 1,200 employees in the UK. In 2025, our workforce was 21% female and 79% male. We strive to do everything we can to inspire and enable our people to achieve their potential.

Leadec has a number of females in senior positions who play a pivotal role in mentoring employees of all genders. We have two female board members who have developed into these positions, having joined Leadec in more junior roles.

The summary below highlights the difference in earnings between male and female Leadec employees across our workforce. Due to the nature of the industries in which we operate, we recognise that recruiting females can sometimes be a challenge. To counteract this, Leadec continues to undertake a number of positive activities to encourage sustainable change.

**Leadec remains committed to promoting gender equality and fair, transparent processes.**



# Closing the gap

At Leadec, we believe in offering exceptional career opportunities to all of our employees. We have taken numerous steps to address gender pay inequality, including:

- Ensuring that everyone at Leadec is treated fairly, with dignity and respect, promoting a zero tolerance approach to discrimination and harassment, and equality of opportunity for all employees.
- Building and maintaining meaningful relationships with a broad range of customers, suppliers and partners.
- A continued commitment to progressing female employees through the ranks but understanding that this may take some time to impact upon the median pay gap.
- Structured interviews to eliminate unfair bias, with a total review of our Recruitment Policy and process for both hourly-paid and salaried employees.
- Using gender neutral language as standard in all job descriptions, policies, and procedures.
- Continued advocacy of flexible working, and collaborating with individuals to identify the best means of achieving flexibility (e.g. job share / shared parental leave).
- Internal promotion of development opportunities.
- Promotion of benefits that may be more attractive to females, such as enhanced maternity pay for salaried employees.
- Providing wider access to management training at various levels within the Company, including Team Leaders.
- Delivering supportive coaching to drive change.
- Fostering a culture of flexible / hybrid working practices wherever possible to ensure that we attract and retain employees.
- Making Dignity at Work, Prevention of Sexual Harassment, Equality, and Unconscious Bias workshops a mandatory requirement for onboarding of new salaried employees.
- Ensuring our management teams are aware of the menopause and the impact this could have in the workplace through the introduction of a Menopause Policy, training on Menopause in the Workplace for our management teams, and a Hot Topic during World Menopause Month.
- Celebration of International Women's Day through our company-wide newsletter.
- Prevention of Sexual Harassment Investigation Training delivered to "Champions" across our business.
- Offering free sanitary products across many of our sites to better support colleagues' wellbeing.

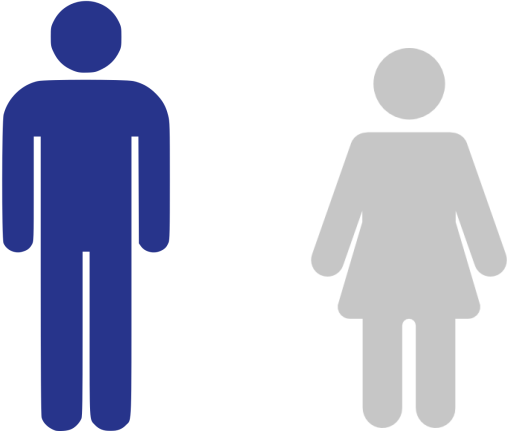
Our gender pay gap exists because the majority of our workforce is male. Females hold fewer senior positions, and typically people in more senior roles receive the highest pay.

## **In the coming year, we will:**

- Continue to promote benefits within the workplace that may be more attractive to females.
- Commit to an ongoing review of our benefits offering to ensure that it continues to meet the real world needs of our employees.
- Continue to review our policies and procedures to ensure the use of gender-neutral language throughout.
- Provide education and upskilling on menopause to enable empathetic discussions and better understand the support available.
- Recognise menopause as a reason for sickness absence within our time and attendance system.
- Continue to build a culture of female inclusion.
- Strengthen our focus on career development by exploring and promoting apprenticeships and learning opportunities across the business, including management training.
- Introduce new initiatives to further celebrate significant events such as International Women's Day.

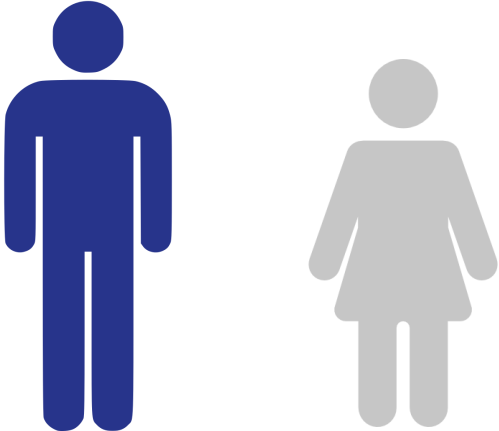
The mean gender pay gap for Leadec is

**13.4%**



The median gender pay gap for Leadec is

**17.8%**



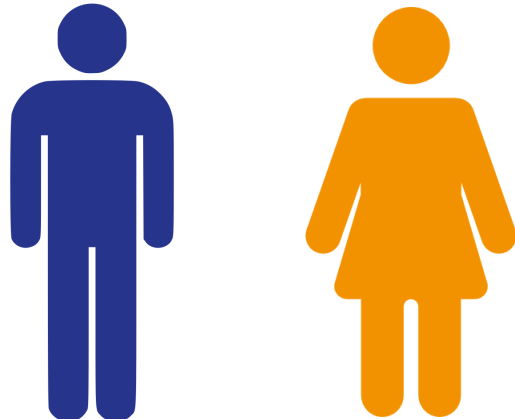
The mean gender bonus gap for Leadec is

**-26.1%**



The median gender bonus gap for Leadec is

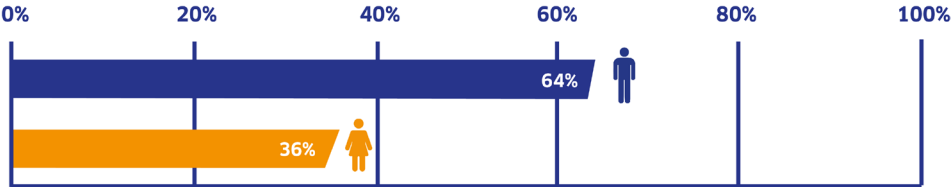
**0%**



# Pay Quartiles

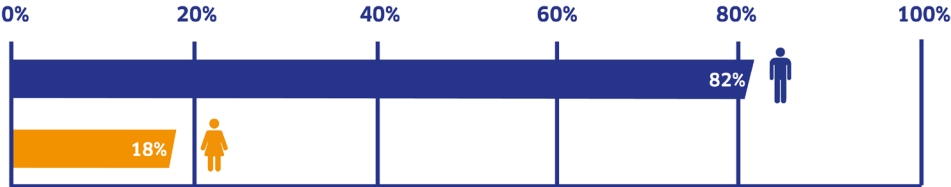
## Below lower quartile

Includes all employees whose standard hourly rate places them at or below the lower quartile



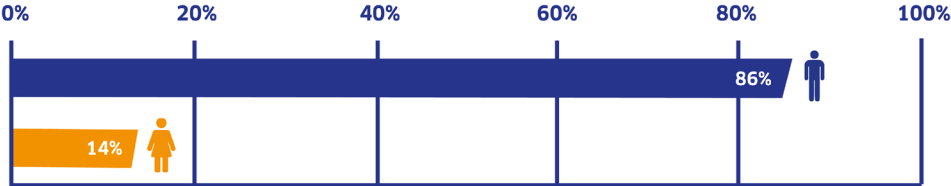
## Above lower quartile

Includes all employees whose standard hourly rate places them above the lower quartile, but at or below the median



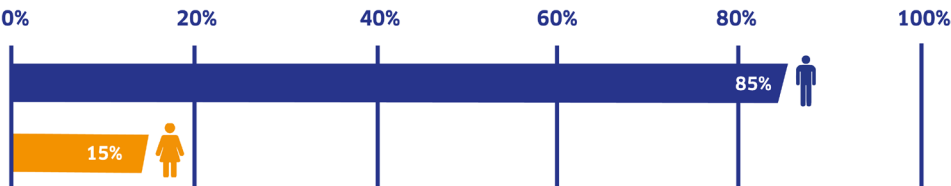
## Below upper quartile

Includes all employees whose standard hourly rate places them above the median, but at or below the upper quartile



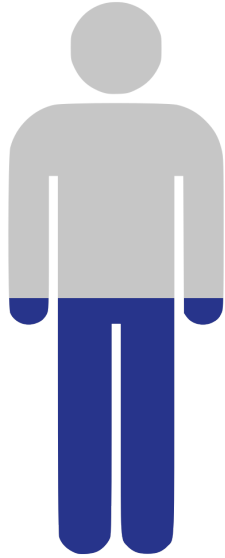
## Above upper quartile

Includes all employees whose standard hourly rate places them above the upper quartile



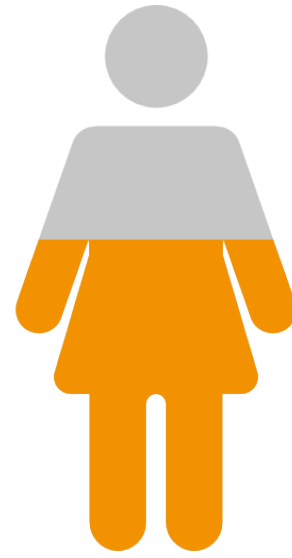
**Males with bonuses**

**45.5%**



**Females with bonuses**

**57.6%**



**We recognise that closing the gender pay gap is a long-term commitment, and therefore our goals remain to:**

**1**

**Increase the number of females in our upper pay quartile - particularly at the highest levels**

**2**

**Achieve a proportionate gender balance in the lower two pay quartiles**

**3**

**Ensure our rewards and benefits enable everyone to balance their personal and professional lives**

# Understanding the terminology

## Mean pay gap

The mean pay gap is the difference between a company's total wage spend per-woman and its total wage spend-per-man. The number is calculated by taking the total wage bill for each category and dividing it by the number of men and women employed by Leadec. The mean pay gap is expressed as a percentage.

## Median pay gap

The median pay gap is the difference in pay between the middle-ranking woman and the middle-ranking man. If you line up all the men and women working at Leadec in two separate lines in order of salary, the median pay gap will be the difference in salary between the woman in the middle of her line and the man in the middle of his. The median pay gap is expressed as a percentage.

## Mean gender bonus gap

The mean bonus\* gender pay gap is the difference between the average bonus pay of relevant female employees (taken as a single group) and the average bonus pay of relevant male employees (again taken as a single group), expressed as a percentage.

\*In accordance with the Government definition of what constitutes a bonus.

## Pay gap vs equal pay

The gender pay gap is not the same as unequal pay. Unequal pay is paying women less than men for the same work. A company's gender pay gap can be caused by many things, for example fewer women in senior or highly-paid roles or more women in part-time jobs.

## Proportion of men and women receiving a bonus

Based on a broad definition of bonus, which includes commission and other payments related to individual, group or company performance, this metric reports solely on those employees who were both eligible for a bonus payment and who received one.



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