

Leadec Gender Pay Gap Report

2023-2024



leadec

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, and we know that people, not machines, make all the difference. We employ over 23,000 people globally. 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

Sustainability

Leadec is committed to reducing as far as possible any adverse climatic or other environmental impacts that may arise from our business activities, as well as ensuring that we are, at all times, a responsible employer, neighbour, and active participant in improving the communities within which we live and operate.

Our vision is to be the leading service specialist for the factory of today and tomorrow. All of our customers expect us to contribute towards achieving their net zero objectives – whether in our own operations or through the services we deliver for them. Leadec's sustainability programme therefore centres around four strategic commitments:

- Managing our environmental impact
- Acting responsibly toward our employees and society
- Maintaining integrity
- Adding long term customer value.

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 clients. 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, individual differences and unique abilities are considered assets that make our company stronger. We are committed to removing discrimination across all our employment practices, including recruitment and selection, performance management and promotion, opportunities for training, pay, and benefits.

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 2023/2024.

Our fantastic colleagues are a vital part of what makes us Leadec and we have more than 1,200 employees in the UK. In 2024, our workforce was 22% female and 78% male. We strive to do everything we can to inspire and enable our people to achieve their potential.

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 women can sometimes be a challenge. To counteract this, Leadec continues to undertake a number of positive activities to encourage sustainable change.

Closing the gap

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

- 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 working 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 women, such as enhanced maternity pay and the ability to purchase additional annual leave

- 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, 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
- Developing and updating our Dignity at Work Policy and the creation of a new Anti-Harassment Policy in relation to preventing sexual harassment in the workplace
- Training employees on 'Prevention of Sexual Harassment in the Workplace'
- Cascading of 'How to Prevent Sexual Harassment in the Workplace' to all employees through briefings, newsletters, and poster campaigns
- Roll out of our new Paternity Leave Policy
- Introduction of a new Carers Leave Policy

Our gender pay gap exists because women hold fewer senior positions than men and typically people in more senior roles receive the highest pay. This impacts the hourly pay and bonus figures, because bonuses tend to be paid to those in the most senior positions to keep pace with market practices and to ensure we continue to attract and retain the best talent.

In the coming year, we will:

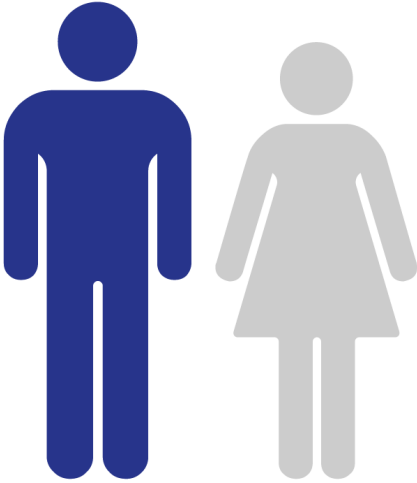
- Roll out our updated Recruitment Policy and related documentation, ensuring that we maintain an inclusive approach through the introduction of a three-person interview panel where appropriate at 2nd Stage
- Introduce blind short-listing, focusing on candidates' educational achievements, skills, and previous work experience
- Continue to promote benefits within the workplace that may be more attractive to women
- Continue to review all of our policies and procedures to ensure the use of gender neutral language throughout
- Continue to review and update our suite of family friendly policies, including Maternity, Parental Leave, Flexible Working, and Carers Leave, with the introduction of a Neo-Natal Policy
- Deliver training on Menopause in the Workplace for our management teams
- Promote and celebrate International Women's Day in March 2026
- Continue to educate and coach employees on the prevention of sexual harassment
- Deliver face-to-face 'Banter in the Workplace' training
- Create and cascade a Board of Management video regarding prevention of sexual harassment in the workplace

Leadec has a number of women 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 past year has also seen a decrease in the mean gender pay gap.

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

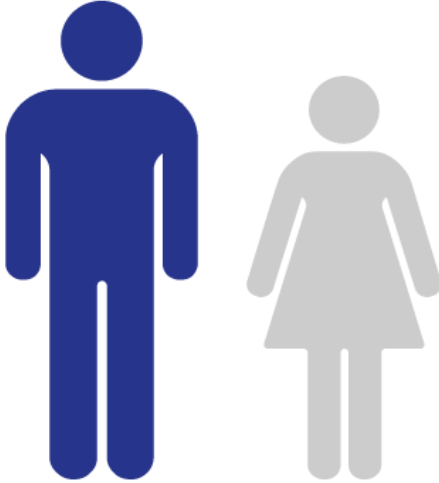
The mean gender pay gap for Leadec is

6.0%



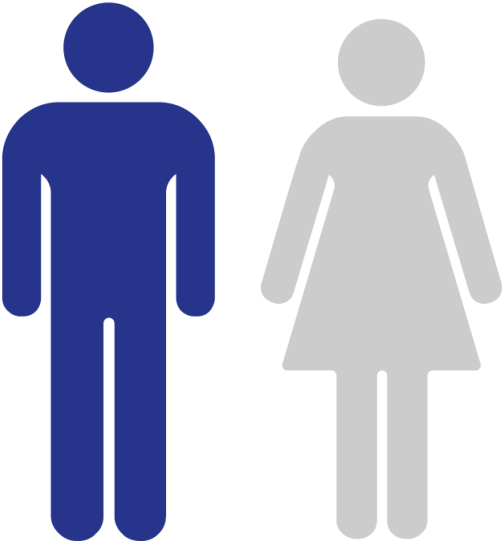
The median gender pay gap for Leadec is

10.2%



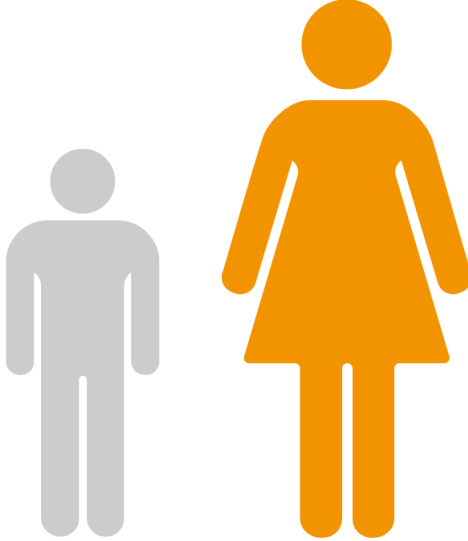
The mean gender bonus gap for Leadec is

1.1%



The median gender bonus gap for Leadec is

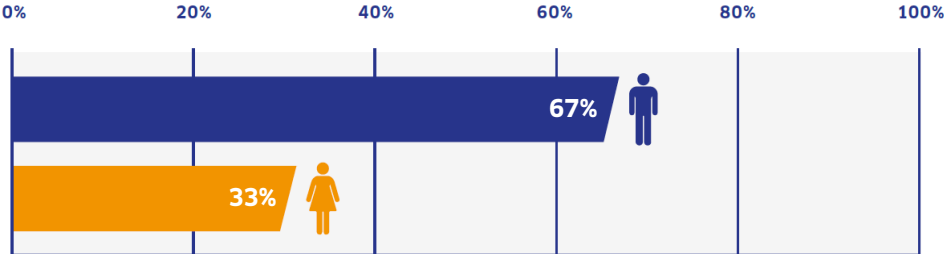
-36.4%



Pay Quartiles

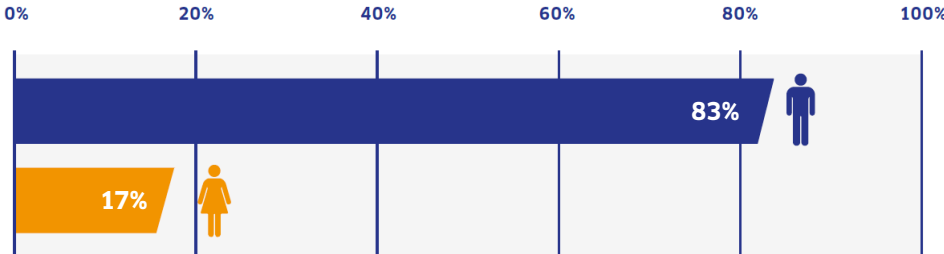
Below lower quartile

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



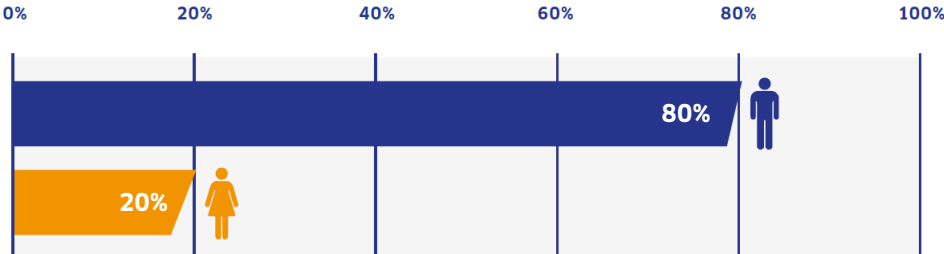
Above lower quartile

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



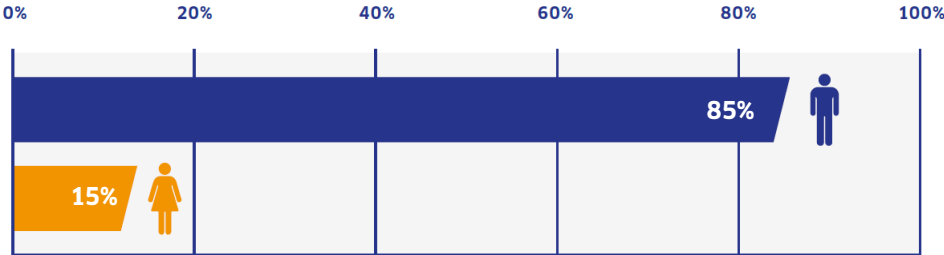
Below upper quartile

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



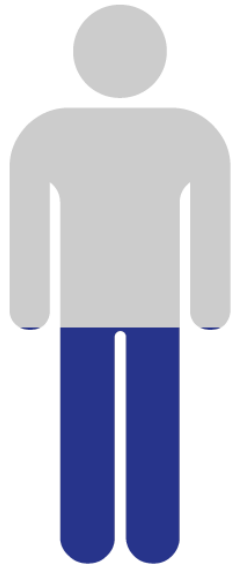
Above upper quartile

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



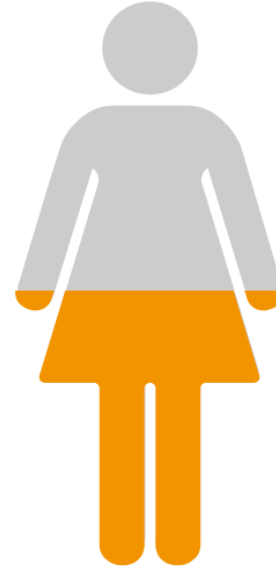
Males with bonuses

40.4%



Females with bonuses

49.0%



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 Leotec. 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 Leotec 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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