

HARWIN

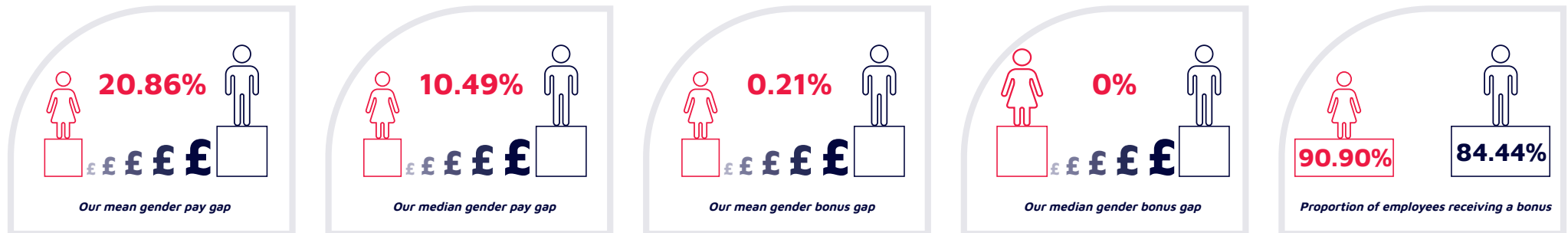
The background of the cover features a series of overlapping silhouettes of people's heads and shoulders in various shades of blue, purple, and grey. On the left side, there is a large, light-colored female symbol (a circle with a vertical line and a horizontal crossbar). In the center, there is a smaller, light-colored male symbol (a circle with an arrow pointing diagonally up and to the right).

GENDER PAY GAP REPORT 2025

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GENDER PAY GAP REPORT

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Pay quartiles by gender

QUARTILE	MALES	FEMALES	WHAT IS INCLUDED IN THIS BAND?
Q1	59.1%	40.9%	All employees whose standard hourly rate is within the lower quartile
Q2	59.7%	40.3%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
Q3	61.2%	38.8%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
Q4	83.6%	16.4%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group. The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Our latest reporting shows a nuanced picture, while the gender pay gap remains influenced by long-standing structural factors in our sector, clear progress is visible in areas such as bonus equality, representation in early careers, and diversity-focused initiatives.

Differences year on year

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	2025		2024	
Mean gender pay gap	20.86%		19.36%	
Median gender pay gap	10.50%		11.78%	
Mean gender bonus gap	0.21%		1.63%	
Median gender bonus gap	0%		0%	
Proportion of male and female employees receiving a bonus	Male: 84.44%	Female: 90.90%	Male: 77.14%	Female: 75%

Gender pay gap analysis

When compared to last year's figures you can see our mean gender pay gap has slightly increased by +1.5%. As stated in previous years Harwin operates within a STEM environment which is male dominated, and therefore the majority of our senior leaders are male. Within the senior leadership team, we have seen some significant changes including promotions and new hires, which could be a contributing factor of our slightly wider gap then the prior year.

While we continue to encourage diversity across all functions the gender imbalance in certain job families directly influence our overall gender pay gap. A workforce with more men in higher paid technical roles and few women in these areas will naturally result in differences in average hourly pay.

The narrowing of the median pay suggests pay consistency and a more balanced gender distribution in middle earning levels, likely influenced by fair pay process, apprenticeship programmes and more equal representation in non-senior roles. Our pay quartiles are a true reflection of this, women representation in lower to upper quartiles (Q1-3), represent up to 41%, showing good representation across the first three quartiles. This distribution is one of the strongest drivers of our pay gap. The under representation of women in highly paid technical and senior positions result in higher average male pay even though pay processes are equitable.

Gender bonus gap analysis

We are pleased to share our gender bonus gap, for the second year, shows very little bonus pay difference between men and women in our workforce.

The mean gender bonus gap is **+0.21%** meaning the average bonus received by male and female employees is almost identical. The mean in bonus pay for both gender is also the same, resulting in a **0% median bonus gap**. This demonstrates that bonus awards are applied consistently and fairly across the organisation.

Next steps:

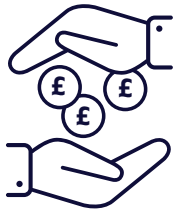
We want to improve our gender pay gap. Last year we focused on creating long term strategies that will encourage diversity and business growth.

Last year we focused on:

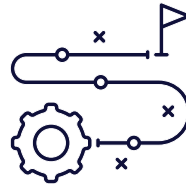


- We continued to partner with the Women's Engineering Society (WES) attending their annual conference for the second year with a team of female engineers. The Women's ERG has embedded a culture of community and created interdepartmental working relationship, pivotal to encouraging a sense of belong often missed by women in STEM working environment.
- Apprenticeship promotion and early careers: we actively promoted our apprentice academy and early career pathways into Harwin, we worked with young people to provide work experience placements, worked with schools and local colleges attending their outreach initiative, and worked with our charity partner to promote engineering as a long-term career for young people from disadvantaged backgrounds.
- We continue to use blind CVs in our recruitment process to remove bias and create a fairer, more inclusive hiring process. Blind CVs helped us to attract a broader range of talent; however we recognise that within a STEM environment we need to improve our efforts further in recruiting a more diverse candidate pool.

This year we plan to:



- Review our pay philosophy, undertake a benchmarking exercise and update pay bandings where necessary, this creates a more equitable and competitive pay structure. Additionally, we will look at our pay award in the appraisal process and aim to set a more structured approach to pay awards.



- Focus on learning and development pathways, working on building technical skill as well as soft skills to build well rounded engineers. We will introduce competencies and developmental pathways for all employees.



- Updating our recruitment process by broadening where we advertise our roles and setting diversity metric per vacancy. Developing further our relationship with diverse talent pipelines, this includes changing the format of our work experience and working with charities / schools and colleges. We will also standardise and structure our recruitment methods with more structured interviews, scoring matrices and diverse interview panels.

Closing statement

We expect this year's actions to build on the progress made last year on closing Harwin's gender pay gap. Our short- and long-term objectives for gender pay equality are closely aligned with the company vision, and we remain committed to creating a positive and inclusive working environment for both current and future female employees across the business.

I, **William de Laszlo, Chairman**, confirm that the information in this statement is accurate.

HARWIN

CONNECT TECHNOLOGY
WITH CONFIDENCE

FOR FURTHER INFORMATION PLEASE CONTACT:

HR@HARWIN.EU

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