



CLOSING THE GAP

UK Gender Pay Gap Report 2025



Introduction

With continued clarity and commitment, we share our 2025 gender pay gap figures across our UK entities. This year, our median hourly pay gap has increased to 17.5%, up from 14.4% in 2024, a 3.1 percentage point rise. In contrast, our mean hourly pay gap has decreased to 25.5%, down from 33.2% in 2024, a 7.6% point improvement.

These figures present a mixed picture. The reduction in the mean gap demonstrates progress in narrowing disparities across the broader workforce. Whilst, the increase in the median gap highlights the ongoing underrepresentation of women in our most senior and highest-paid roles, reinforcing the need for continued focus.

We understand narrowing the gap requires long-term, systemic change. Our actions are driven by a clear belief: Everyone, regardless of gender, should have equal access to opportunity and reward.

Progress this year has been supported by a strong focus on embedding equity into our ways of working. Including how we hire and promote, and how we reward, recognise and develop our colleagues.

We've taken deliberate steps to audit pay structures, challenge bias, and build inclusive succession pipelines.

As Chief Executive Officer and Director of People & Culture, we reaffirm our shared commitment to creating a workplace where all colleagues feel valued, supported, and empowered to succeed. Our journey continues, and we reaffirm our shared resolve to drive gender equity and to build a people-first culture rooted in trust, and opportunity for all.

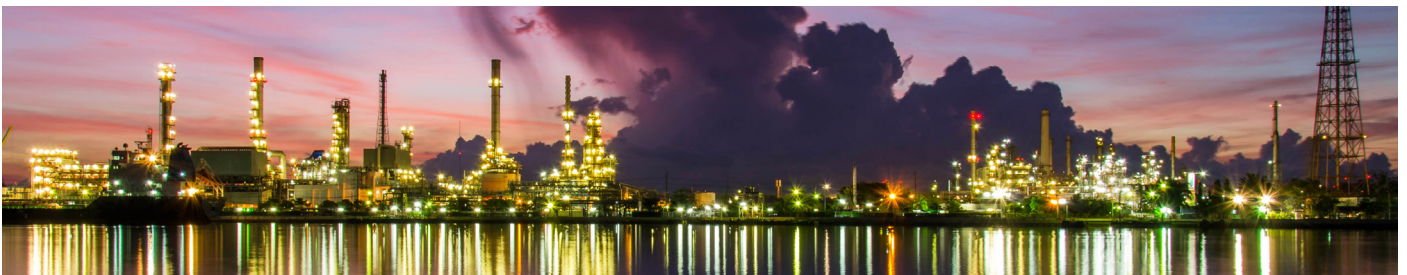


Robert Kledal
Chief Executive Officer



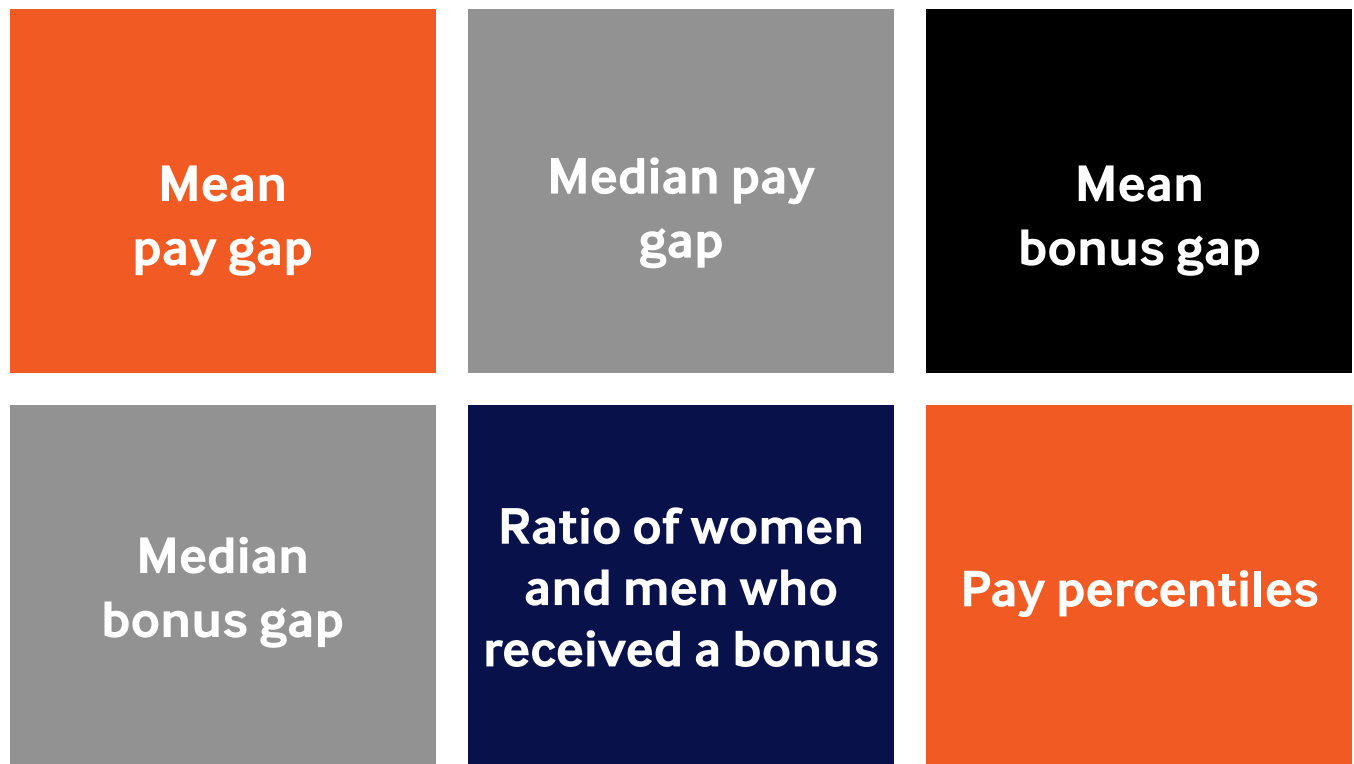
Ashleigh Hamilton
Director of People & Culture

Our median gender pay gap 17.5%



The Gender Pay Gap at Survitec

Under UK Legislation all organisations with 250 or more colleagues are required to report on their gender pay gap annually. This includes six key metrics:



The median is the middle point of a range of numbers and the mean is the average of a range of numbers.

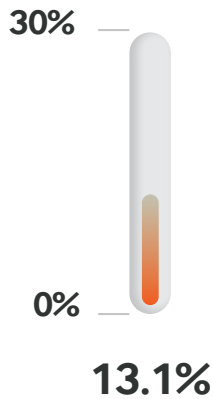
The median represents the middle point in a range of values and is generally considered a more accurate reflection of typical pay, as it is less affected by extreme values or outliers. In contrast, the mean (or average) can be skewed by very high or low figures, which is why we place greater emphasis on the median when interpreting our results.

This report includes all colleagues employed by Survitec in the UK as of April 2025, including those in England, Scotland, Northern Ireland and Wales.

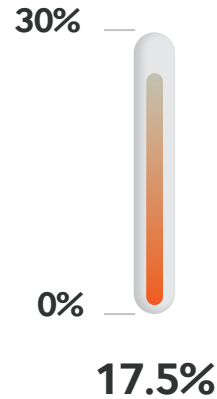
As our RFD Beaufort entity has over 250 colleagues we have to officially report on them for statutory purposes separately. The median gender pay gap for RFD Beaufort was 8% and the median pay gap for all remaining UK entities, RFD Beaufort excluded, was 22.9%. The combined median gender pay gap, for colleagues employed under all UK Survitec entities as of April 2025, is 17.5%. The figures detailed in the remainder of this report are the combined figures.

National vs Survitec Median Gender Pay Gap Results

Office of National Statistics

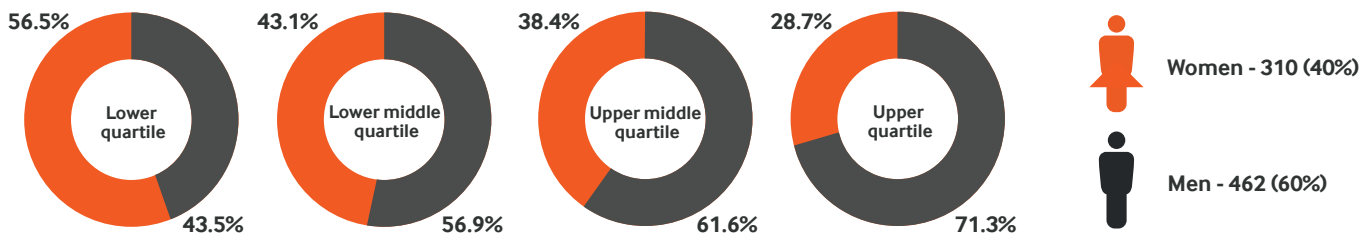


Survitec Group 2025



Proportion of women and men in each pay quartile

Gender pay gap headcount based on



Pay Quartiles

Pay Quartiles show the proportion of team members in each quartile that are women and men. Reporting for 2025 is based on a **5th April 2025** snapshot date.

Women make up **42%** of total team members in the gender pay gap report.

Upper Quartile: This highlights continued underrepresentation of women in the most senior and highest-paid roles. of the 25% highest paid employees, 28.7% of them are females.

Lower Quartile: Women continue to outnumber men, reflecting improved female participation in junior professional and manufacturing roles.

Middle Quartiles: Gender balance is improving, though disparities remain—particularly in the upper middle segment.

Team members who are considered “relevant colleagues” for Gender pay gap reporting on the snapshot date of 5th April 2025 are included in the Bonus Gap figures. This data point covers 1312 colleagues of which 293 received bonus, which includes commission and performance-related incentives, 79 of those were women.

| | | |
|------------------------------|-------------------------|-----------------------|
| Pay Gap | Median pay Gap | Mean pay Gap |
| | 17.5% | 25.5% |
| Bonus Gap | Median bonus Gap | Mean bonus Gap |
| | 0% | 57.6% |
| % receiving Bonus pay | Women | Men |
| | 13.9% | 26.3% |

Our median bonus gap is 0%, which indicates that, at the midpoint, women and men who received a bonus earned the same amount, this is a positive signal of pay parity among bonus earners at the median level. However, our **mean bonus gap is 57.6%**, revealing a significant disparity in average bonus amounts paid to men compared to women, likely influenced by a smaller number of women in higher-bonus roles.

Additionally, a **smaller proportion of women (13.9%) received a bonus** compared to men (26.3%), suggesting an imbalance in access to variable pay opportunities. These results highlight the importance of ensuring equal access to roles and opportunities that include bonus eligibility.

Looking Ahead

As we look ahead, our focus remains firmly on driving sustainable and measurable change. We are committed to increasing gender representation in senior and higher-paying roles, improving access to bonus-eligible positions, and ensuring our reward structures are fair, transparent, and inclusive. This includes continuing to embed equity into our hiring, promotion, and development practices, as well as closely monitoring bonus distribution and participation. By fostering a culture of accountability and inclusivity, we aim to create a workplace where all colleagues have equal opportunity to grow, contribute, and be rewarded, regardless of gender.

How will we Bridge the Gap?

1. Strengthen succession planning with gender diversity reviews

One of the most significant drivers of our gender pay gap is the underrepresentation of women in senior, higher-paid roles. To address this, we are embedding gender diversity reviews into our succession planning processes.

This means proactively identifying high-potential diverse talent, tracking gender representation across critical roles and pipelines, and taking steps to ensure leadership pathways are accessible to all. By integrating this into our annual talent review cycle, we aim to build a more balanced and representative leadership team over time.

2. Conduct annual pay and bonus audits by gender, role, and level

Regular pay and bonus audits are central to identifying and correcting disparities. We are committed to conducting these audits annually to analyse compensation trends across gender, role type, and seniority level.

This allows us to flag inconsistencies, assess the fairness of variable pay structures, and take corrective action where needed. In doing so, we ensure pay decisions are grounded in equity, performance, and accountability, rather than subjective or historic practices.

3. Ongoing review of family-friendly policies to align with market standards

We recognise life stages such as pregnancy, parental leave, and caregiving responsibilities can disproportionately affect women's career progression. To mitigate these barriers, we have an ongoing review of our family-friendly policies, including maternity, paternity, shared parental leave, adoption support, and flexible working arrangements. Our aim is to ensure our policies remain competitive, inclusive, and supportive, enabling colleagues to thrive personally and professionally without compromise.

4. Inclusive Leadership Hiring

To address the underrepresentation of women in senior roles, one of the key drivers of our gender pay gap, we are taking deliberate action to ensure greater equity in our leadership pipeline. A core part of this strategy is our commitment to inclusive hiring practices. For all senior leadership vacancies, we now require that where possible at least 30% of the candidate shortlist are women, and at least one qualified candidate interviewed is a woman. This approach is designed to challenge bias, widen the talent pool, and create fairer access to senior opportunities. By embedding these standards into our recruitment process, we are building a stronger, more diverse leadership team that better reflects our workforce and the communities we serve.

Having recently launched new values to help build on this progress, in 2025 we are focused on:

- Driving outcomes by reviewing equity metrics with our succession plans
- Collaborating across functions, business partnering between our People Team, Payroll, and Finance, to strengthen our governance around reporting
- Acting with resolve to eliminate barriers and deliver targeted policies and transparent pay reviews
- Innovating our approach to talent and leadership development, wellbeing, and employee engagement to be more technology and data-driven

Together, these efforts will ensure sustainable pay parity, accelerate the representation of women in senior roles, and bring our values; Drive, Collaboration, Resolve, and Innovation to the forefront in every facet of our organisation.



Terminology used in this report

Mean pay gap

If we add together all the hourly rates of our men, calculate the average and then do the same for our women, the mean pay gap (as a percentage) is the difference in pay between the average men and women hourly rate.

Median pay gap

The median is the middle value of all hourly rates when ranked. If all our men stood in a line in order of lowest hourly rate earner to the highest and all our women did the same, the median pay gap (as a percentage) is the difference in pay between the middle colleague of all men and the middle colleague of all women. We look at the median as it's less affected by numbers at the top end of the pay range, for example the earnings of a small number of senior executives.

Bonus pay gap

The mean and median bonus gaps are calculated in the same way as the gender pay gaps. However, this time we use the actual bonus paid to colleagues. We also report the number of our men and women receiving a bonus (as a percentage of the total of our men and women).

Gender pay gap

The difference in hourly pay between the total population of men in the workforce and the total population of women in the workforce. It's calculated as the difference between average (mean or median) hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings. This is different to equal pay which is men and women earning the same pay for the same role.



About us

We are pioneers of Survival Technology. Our wearable survival equipment, fire solutions and survival craft technology keep people safe when their life depends on it. We have over 3,000 people that work with our partners in 96 countries to provide trustworthy solutions that reduce risk and help protect lives.

We are the world's largest manufacturer and supplier of liferafts, Marine Evacuation Systems (MES) and offshore rental PPE. We remain a leading supplier of fire solutions to the maritime industry and hold a market-leading position for Pilot Flight Equipment in the aerospace & defence market.

Our Vision

Survitec is the customer's **most trusted partner** in Survival Technology - Trusted to Protect Lives by **leading on innovation and quality**, and by offering a **seamless experience**.

Our Purpose

We Exist to Protect Lives

Our Values

Our values of Drive, Collaboration, Innovation and Resolve form the framework for achieving our vision and mission

DRIVE

We are driven by **powerful passion**.
We take **bold action** and live our purpose with unwavering commitment.

COLLABORATION

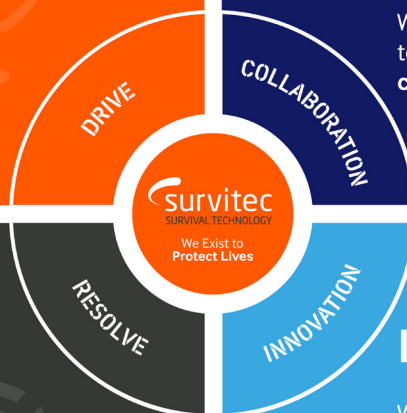
We **break down silos** and bring our talents together to realise our ambitions with **collective strength** and **accountability**.

RESOLVE

We are **agile**, pro-active **problem solvers** who anticipate change and transform challenges into opportunities.

INNOVATION

We have a **pioneering spirit** to push the boundaries and create value by **challenging convention** and always **improving**.





GET IN TOUCH

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