



SHI Corporation UK Limited 2025 gender pay gap report

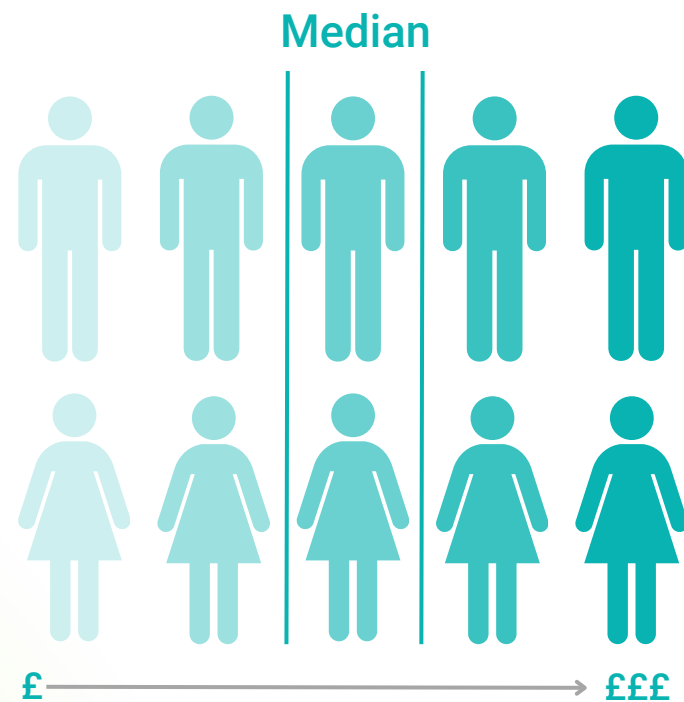
Transparency and reporting approach

At SHI, we are committed to building a fair, inclusive, and transparent workplace. Publishing our U.K. gender pay gap report each year — required under U.K. law¹ — is an important part of this commitment. By reporting our mean and median hourly pay gaps, bonus gaps, and the gender breakdown across all pay quartiles for our U.K. employees, we provide transparency on how pay is distributed between men and women.

How the gender pay gap is calculated

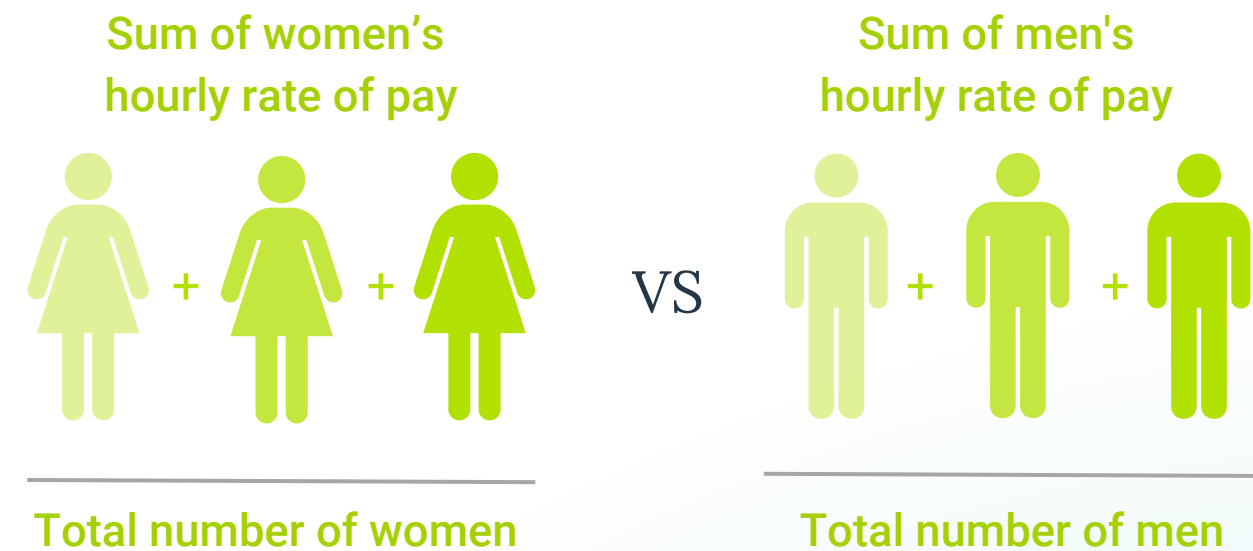
Median calculation

The median is the middle value when all hourly pay rates or bonuses are ranked from lowest to highest. The median gap compares the middle male pay to the middle female pay.



Mean calculation

The mean is the average hourly pay or bonus for each gender. The mean gap compares the average male pay to the average female pay.



The gender pay gap shows the difference in average hourly earnings between men and women. This is different from equal pay, which means paying men and women the same for the same job, as required by the U.K. Equality Act 2010. All reported figures follow statutory guidelines and reflect our workforce as of 2025.

¹ For more information on gender pay gap reporting requirements and calculation methods, see the [U.K. Government guidance](#).

2025 workforce and pay analysis

By understanding both the progress and challenges highlighted in our 2025 data, SHI is better positioned to drive meaningful gender pay equity.

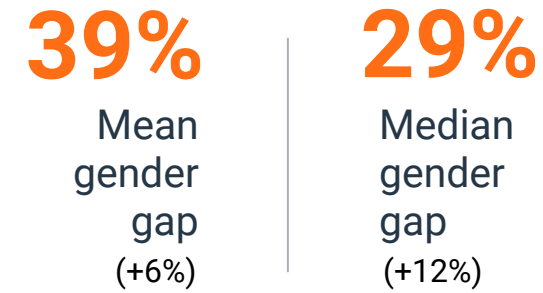
SHI continues to make positive strides in gender balance at the entry level, with 59 men and 58 women in the 20-34 age group. This strong representation highlights the effectiveness of our recruitment strategies and builds a solid foundation for future leadership diversity. We are also encouraged by the sustained representation of women in the 55-65 age bracket, reflecting our ongoing support for women throughout their careers.

Bonus participation also reflects positive momentum. In 2025, 78% of women received a bonus compared to 76% of men. This represents a 3% increase for women from 2024. Over the same period, the proportion of men receiving a bonus remained unchanged year over year, underscoring consistent and broad access to bonus programmes.

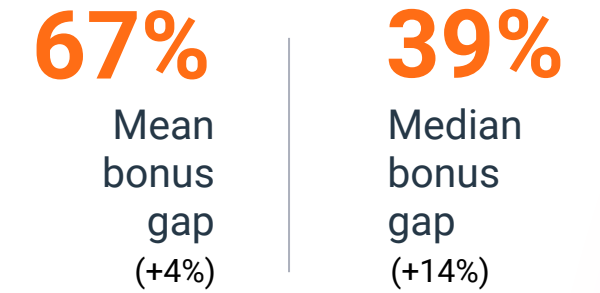
Despite these positive trends, SHI's gender pay gap widened in 2025. The mean gender pay gap returned to 39%, and the median rose to 29%. This was primarily driven by the underrepresentation of women in senior and high-earning roles, particularly in sales and executive positions where bonuses and commissions have a significant impact on total compensation.

In the upper quartile, men accounted for 78%, compared to 22% held by women, as more men moved into high-paying roles. However, female representation remains strong across the remaining pay quartiles, with women making up 56% of the lower quartile, 50% of the lower middle quartile, and 42% of the upper middle quartile. Changes in pay quartile thresholds also influenced gender representation at higher levels. While the median bonus gap of 39% remains lower than the mean bonus gap of 67%, it is still significant and is largely driven by a small number of high-bonus earners in sales roles.

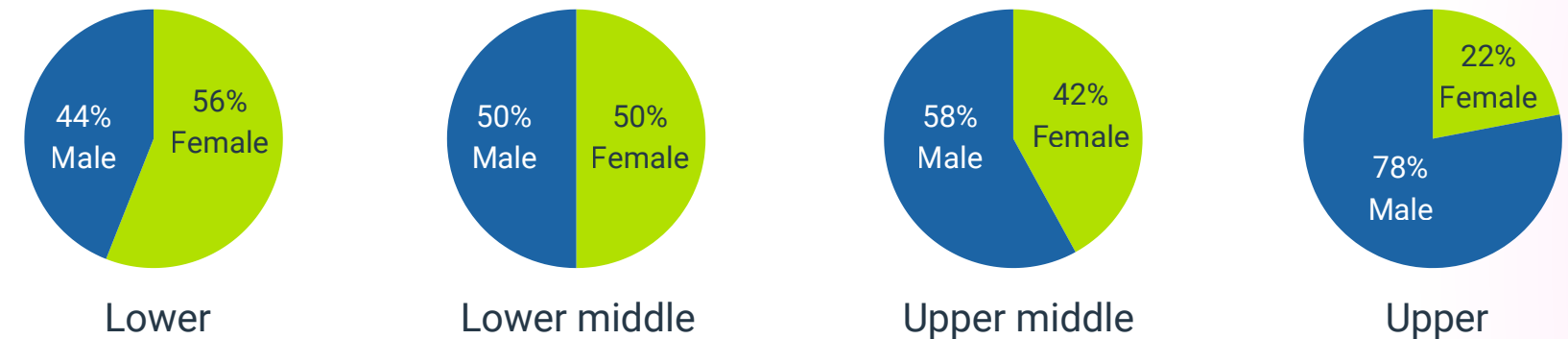
Gender pay gap



Gender bonus gap



Proportion in each pay quartile



Proportion receiving a bonus payment



A statement from Ellen Mass, Sr. Vice President - Human Resources

SHI Corporation UK Limited continues to advance gender representation across its workforce, achieving near gender parity among early- to mid-career employees and strengthening a diverse pipeline of future leaders. Women also saw increased access to bonus programmes in 2025 and remain well-represented across most pay quartiles and among long-tenured employees. While some gaps persist, SHI is leveraging these insights to drive targeted actions that further accelerate progress toward gender equity, particularly in senior and higher-earning roles.



How SHI is addressing gender pay equity

Together, these measures support a culture where opportunity, development, and advancement are accessible to all – strengthening SHI’s approach to gender pay equity.

Inclusive recruitment

Our recruitment strategy has increased female representation at entry and mid-level positions, reflected in strong gender balance among new hires across the lower pay quartiles. We ensure job specifications are accessible to a diverse audience and prohibit discrimination in all stages of hiring.

Performance and pay reviews

Regular reviews help maintain fairness and transparency, support employee growth, and align compensation with industry standards. This approach has contributed to broad bonus participation, with women now receiving bonuses at rates comparable to men.

Employee resource groups (ERGs)

ERGs such as the Asian Business Community, the Black Culture Collective, WiSH (Women in SHI) and EMBRACE (supporting SHI’s LGBTQ+ community) provide valuable platforms for connection and development. These ERGs foster inclusion and personal advancement, building a robust pipeline for future female leaders.

Apprenticeship levy fund

Our apprenticeship levy fund is a cornerstone of professional development. A higher proportion of female employees have benefited from this programme, gaining skills and qualifications that support career progression and help close the gender pay gap over time.

Flexible working, well-being, and benefits

Our hybrid working policies support employee physical and mental well-being and contribute to retention and engagement across the workforce.

In addition, our comprehensive benefits package – including private medical and dental insurance, financial planning assistance, an employee perks platform, and voluntary pension contributions – reinforces our commitment to overall well-being and financial security for all employees.



A statement from Brian McGrath, Sr. Vice President - Commercial & European Sales

At SHI, we know that closing the gender pay gap means ensuring everyone has the chance to learn, grow, and succeed. In our sales team, we're focused on rewarding performance fairly, recognising hard work, and giving everyone the same opportunities to advance their careers.

Our comprehensive Learning and Development (L&D) programme supports all employees at every stage of their careers. Additionally, our ERGs play an important role in fostering inclusion and strengthening engagement across teams. These resources are designed to empower our people, encourage diverse perspectives, and strengthen our culture of inclusion.

We acknowledge that more work remains — especially in increasing female representation in senior sales and high-earning roles. Through continued investment in development, mentoring, and inclusive leadership practices, we are determined to build a workplace where everyone can reach their full potential.



A statement from James Prior, Chief Financial Officer

At SHI, we recognise that closing the gender pay gap requires a clear focus on data-driven action and ongoing investment in our people. We are proud of our efforts to maintain fairness in pay, provide transparent performance and pay reviews, and ensure that reward decisions are aligned with industry standards.

Our regular review of fixed and variable pay helps us to understand the impact of our intended pay decisions and identify areas for continued improvement. We are encouraged by the strong improved participation of women in bonus programmes and by our balanced gender representation at entry and mid-levels. However, we also recognise the structural challenges that remain, particularly the underrepresentation of women in our highest-paying and leadership roles.

We remain committed to investing in professional development, fostering inclusive leadership, and working collaboratively across departments to drive meaningful progress. By building a culture where every employee has the opportunity to succeed, we are laying the foundation for a more equitable future at SHI.

