



## Teledyne Qioptiq

### Qioptiq Ltd – Gender Pay Gap Report 2025

This is our annual gender pay gap report for the snapshot date of 4 April 2025.

Mean gender pay gap	19.82%.
Median gender pay gap	9.41%.
Mean gender bonus gap	-33.95%.
Median gender bonus gap	70.88%.

#### Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. Band A includes the lowest-paid 25% of employees (the lower quartile) and band D covers the highest-paid 25% (the upper quartile).

Band	Female	Male	What is included in this band?
A	18.75%	81.25%	All employees whose standard hourly rate is within the lower quartile
B	17.5%	82.5%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
C	8.13%	91.87%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
D	13.84%	86.16%	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.*

#### Executive Summary

Our 2025 gender pay gap results show both progress in some areas and ongoing challenges that we are committed to addressing.

While we apply equal pay for equal work, the gap continues to be influenced by a lower representation of women in all roles, significantly less in higher-paid and senior technical roles. We have a greater concentration of men in senior, specialist, and technical roles that attract higher rates of pay. Conversely, we have higher proportions of women in roles with lower average pay. These structural differences continue to be the key driver of our mean and median pay gaps.

Increasing gender balance across these areas remains a priority.

The median gap of 9.41% shows a smaller difference at the midpoint of earnings, suggesting progress in balancing pay outcomes among many employees. However, the wider mean gap indicates that higher-paid roles remain disproportionately occupied by men. Addressing this imbalance remains an area of attention and essential to making sustainable long-term progress

Our pay quartile distribution continues to show that women are under-represented in the upper-middle and upper quartiles, where senior and technical roles are concentrated. This imbalance is a significant factor in our overall pay and bonus gaps.

Bonus outcomes this year show a complex picture:

- The negative mean bonus gap of -33.95% indicates that, on average, women received higher bonus payments than men over the reporting period. This is due to the structure of our bonus schemes and the timing and eligibility of employees receiving awards.
- The positive median bonus gap of 70.88% reflects that, at the midpoint, men received higher bonus payments than women. This reflects the proportion of men in senior roles that attract larger bonus opportunity, along with differences in eligibility where some employees may not have qualified for a bonus during the period.

### **How does our gender pay gap compare with that of others?**

The mean gender pay gap for the whole economy (according to the April 2025 Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) figures) is 6.9%. At 19.82%, our mean gender pay gap is higher than the whole economy.

The gender pay gap measures the difference between median hourly earnings (excluding overtime) of men and women, as a proportion of men's median hourly earnings (excluding overtime). It is a measure across all jobs in the UK, not of the difference in pay between men and women for doing the same job.

Men in full-time employment earned more than women in full-time employment in all major occupation groups in April 2025. This gender pay gap measure is an unconditional measure, which means that it measures differences in pay for men and women employees across the UK, or across all employees within a group, such as a specific occupation, industry or age group. It is not a measure of the difference in pay between men and women in the same employment and with similar skills and experience. It also does not take skills, experience or differences in other characteristics into account.

The gender pay gap is larger for employees aged 40 years and over than for those aged under 40 years, 56% of our population is over 40 years.

The gender pay gap is positive for full-time employees in all nine major occupation groups, which means that median hourly earnings (excluding overtime) are higher for men than for women in all these occupation groups during April 2025:

- skilled trades occupations (13.9%)
- associate professional and technical occupations (12.5%)
- process plant and machine operatives (12.3%)

## What are we doing to address our gender pay gap?

Reducing the gender pay gap is a long-term priority, and we are taking targeted action in the following areas:

- Improving gender balance within senior, leadership, and specialist technical roles, through:
  - Proactive succession planning
  - Targeted development opportunities
  - Reviewing promotion pathways to ensure they are transparent and accessible
  - Encouraging diverse shortlists in recruitment processes
- Supporting career development pathways and progression for women through investing in structured development opportunities such as mentoring and skills based training
- Ensuring fairness, transparency, and consistency in recruitment, promotion, and reward processes by auditing our pay and reward processes to ensure:
  - Clear alignment between performance, contribution, and reward
  - Transparency in how bonus and incentive schemes operate
- Continuing to review our policies to support flexibility, career development, and retention to remove potential barriers that may disproportionately affect women.

We will continue monitoring our data closely and taking meaningful actions to improve gender representation and reduce the gender pay gap over time. We are committed to creating a fair, inclusive, and supportive workplace that enables all employees to reach their potential.

## Looking Ahead

Our gender pay gap figures highlight there is still more to do to achieve greater gender balance, particularly at senior and technical levels. We aim to take purposeful action, monitor our progress, and work towards a more diverse and equitable workforce.

Our emphasis is to educate, inspire and support our employees as well as the future talent pipeline.

Activities we continue to support include:

- Partnering with local secondary schools and colleges to raise the profile of Science, Technology, Engineering and Mathematics (STEM) subjects
- Ensuring that fair and non-discriminatory processes and practices are used for the recruitment, induction, training and promotion of employees.
- Supporting Women in Defence (UK MoD / Team Forces) activities
- Encouraging apprenticeships and partnering with universities to encourage internships and graduates.
- Supporting employees of with parental responsibilities prior to, during and on return from maternity and other parental leave.
- Utilising a leading job evaluation system to support a well-structured compensation system with clearly defined pay grades.
- Promoting the flexible working environment and policies

Female representation in our hiring has continued to improve over recent years. In 2023, 14% of our new hires were women. This increased to 16% in 2024 and reached 17.5% in 2025. Our focused efforts on recruitment, alongside building stronger talent pipelines, have supported this steady progress and align with the increased opportunities we have created to attract diverse talent.

While recruitment alone does not determine the gender pay gap, improving the gender balance of new hires—particularly within roles where women have historically been underrepresented—supports our long-term commitment to building a more diverse workforce. These developments complement our wider initiatives aimed at improving representation across all levels of the organisation.

We appreciate the difficulties in making improvements in this industry sector, but we continue to influence in key target areas.

I, Peter White, Managing Director, confirm that the information in this statement is accurate.

Signed

Date