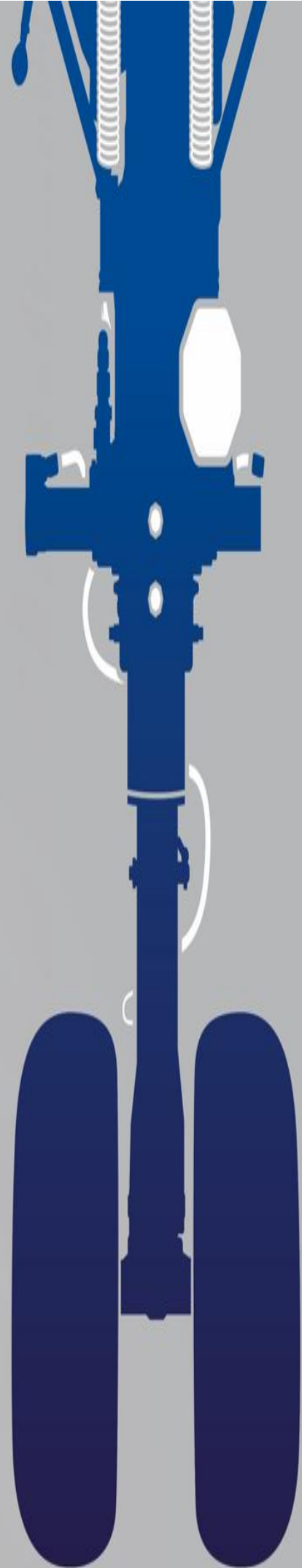


HEROUX DEVTEK UK

2025 Gender Pay Gap Report

Prepared by Abigail Harrison



Leadership Statement

At Heroux Devtek, we are committed to building an inclusive workplace where everyone has the opportunity to succeed. Gender pay gap reporting provides an important opportunity to review our workforce profile and better understand where we can improve representation and progression across the organisation.

While our analysis shows that the overall mean pay gap remains relatively small, we recognise that differences in representation across roles and seniority levels continue to influence the median pay gap and bonus outcomes. We remain focused on ensuring fair pay practices and supporting career development opportunities for all employees.

We will continue to review our recruitment, progression and development practices to support greater balance across our workforce.

I confirm that the information contained within this report is accurate and has been prepared in accordance with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations.

Pamela Mulliner
HR Director

Introduction

Héroux-Devtek Inc. is an international company specialising in the design, development, manufacture, repair, and overhaul of landing gear, actuation systems, and related components for the aerospace market.

As the world's third-largest landing gear provider, we serve both commercial and defence sectors, delivering new systems and components as well as comprehensive aftermarket products and services. Our global footprint and technical expertise allow us to support customers throughout the lifecycle of their critical aerospace equipment.

This Gender Pay Gap Report reflects our ongoing commitment to transparency, fairness, and equality. We are dedicated to ensuring that all employees are rewarded equitably for their contributions and that we continue to foster a working environment that supports diversity, inclusion, and career progression for everyone.

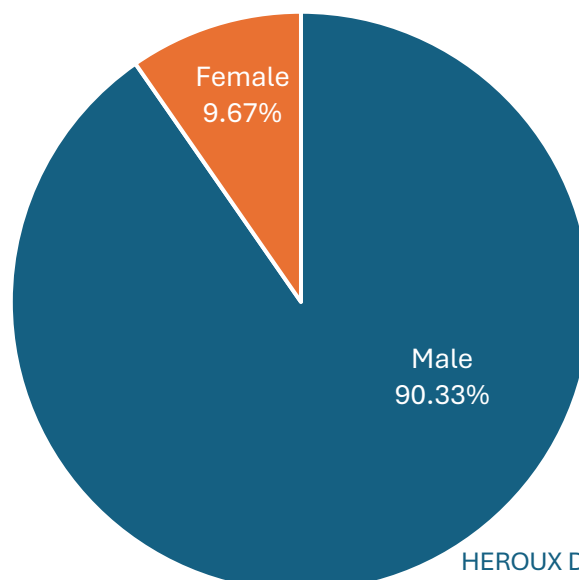
Executive Summary

This report outlines our gender pay gap data for the snapshot date of 5th April 2025, in line with the UK Equality Act 2010 (Gender Pay Gap Information) Regulations. It includes:

- Mean and Median hourly pay gaps
- Mean and Median Bonus pay gaps
- Proportion of men and women receiving bonuses
- Gender distribution across pay

For the reporting year, we had the following workforce profile:

- Full pay UK employees at the snapshot date: 300
- Gender balance:
 - Women – 29 employees
 - Men – 271 employees



Report Methodology

Our gender pay gap calculations follow the statutory approach set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations. The data used in this report was extracted from our HR and payroll systems and reflects all full-pay relevant employees employed on the snapshot date of 5th April 2025.

What is the Gender Pay Gap?

The gender pay gap measures the difference in average pay between men and women across an entire organisation, sector, or economy – regardless of their job role. This gap often reflects the distribution of men and women across different positions.

Equal Pay vs. Gender Pay Gap?

The gender pay gap is not the same as equal pay. Equal pay refers to paying individuals equally for performing the same or equivalent roles. Our analysis goes beyond data collection; it represents a commitment to address any pay disparities, supported by managers across the organisation.

The results highlight any potential risks or areas of concern. For both men and women, this report focuses on base hourly rates and bonus payments for all relevant employees.

Data Included

All calculations in this report follow the requirements set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations. The analysis is based on data for all full pay relevant employees employed on the snapshot date of 5th April 2025. Bonus information covers the 12-month period preceding this date.

The dataset includes all employees receiving their normal full pay during the pay period covering the snapshot date. It reflects a broad range of roles across our UK operations, each with varying responsibilities and rates of pay. This ensures a comprehensive and accurate representation of our workforce.

How are the Median Gaps Calculated?

The Median gender pay and bonus gaps are calculated by identifying the midpoint value in the pay distribution for men and women separately. Employees are ordered from the lowest to the highest hourly rate (or bonus amount), and the employee in the middle of each list represents the Median.

How are mean gaps calculated?

The mean (average) gender pay and bonus gaps are calculated by adding together all hourly pay (or bonus payments) for men and women separately, then dividing by the

number of employees in each group. The difference between these averages, expressed as a percentage of the male average, represents the mean gap.

How are the Bonus Payments Calculated?

Bonus pay includes all incentive-based, performance-related, commission, profit-sharing, and long-service payments, including cash and the taxable value of non-cash awards. All bonus payments actually paid in the 12 months up to the snapshot date are included.

How are the Pay Quartiles calculated?

Pay quartiles are calculated by ranking all full pay relevant employees from lowest to highest hourly pay. This ranked list is then divided into four equal groups, each representing 25% of the workforce:

- Lower quartile
- Lower middle quartile
- Upper middle quartile
- Upper quartile

The percentage of men and women in each quartile is then calculated to show how gender representation is distributed across the organisation's pay structure.

Analysis of Results

In Summary:

- The hourly pay calculations are based on 300 full pay employees.
- The mean hourly pay gap is 2.04% in favour of males; and the Median hourly pay gap is 10.27% in favour of males.
- The mean bonus pay gap is 57.18% in favour of males.
- 11.07% of all relevant males and 6.90% of all relevant females received a bonus payment in the twelve months preceding the snapshot date.

Pay – Hourly Rate

The hourly rate difference between men and women.

	Mean	Median
All	£21.55	£19.39
Female	£21.16	£17.74
Male	£21.60	£19.77
Pay Gap	2.04%	10.27%

Bonus Pay

The Bonus pay difference between men and women.

	Mean Bonus	Median Bonus	Number Receiving a Bonus	% Bonus Distribution
Female	£4,666.88	£4,150	2	6.90%
Male	£10,898.65	£1,150	30	11.07%
Pay Gap	57.18% in favour of males	260.87% in favour of females		

Pay Quartiles

Total distribution of male and female employees by hourly pay quartile.

	Lower	Low-Middle	Upper-Middle	Upper
Female	18.18%	2.74%	5.33%	12.00%
Male	81.82%	97.26%	94.67%	88.00%

This report is based on 300 full-pay relevant employees at the snapshot date of the 5th April 2025. The mean hourly pay gap is 2.04% in favour of males, while the median hourly pay gap is 10.27% in favour of males.

While the mean pay gap is relatively small, the larger median gap indicates differences in how men and women are distributed across pay levels within the organisation. The median represents the midpoint of pay distribution and suggests that women are more likely to be represented in lower to mid-range pay bands, while men are more frequently represented in higher-paid roles. In contrast, the mean average can be influenced by a smaller number of higher earners, which reduces the overall gap.

The mean bonus pay gap is 57.18% in favour of males. This gap is largely influenced by the number of employees receiving bonus payments and the roles in which bonuses are awarded. During the reporting period, 11.07% of male employees received a bonus compared with 6.90% of female employees. In total, 30 male employees received a bonus compared with 2 female employees.

Bonus payments within the organisation are typically linked to specific roles, business functions, or levels of seniority. The current distribution of bonuses therefore reflects the gender representation within those areas rather than differences in bonus payments for comparable roles. It is also notable that the median bonus received by females (£4,150) was higher than the median bonus received by males (£1,150), indicating that when bonuses are awarded to female employees, the value is not necessarily lower.

Analysis of pay quartiles further highlights the gender distribution across the workforce. Male employees represent the majority across all quartiles, reflecting the overall workforce composition. Women remain under-represented within higher pay quartiles, reflecting the current distribution of roles across the organisation.

Overall, the gender pay gap identified in this report is primarily influenced by the distribution of men and women across different roles and levels within the organisation, including representation in senior positions and roles eligible for bonus payments. The organisation remains committed to fair and equitable pay practices and continues to review its recruitment, progression and development opportunities to support greater gender balance across all levels of the business.

Heroux Devtek UK
8 Pembroke Court
Manor Park
Runcorn
Cheshire
WA7 1TG

