

SIEMENS

SIEMENS PLC PAY GAP REPORT 2024

Belonging Transforms at Siemens

We transform the everyday for the societies we serve.
In doing so, we need to reflect society aiming for a broader
range of perspectives to remain innovative.

#BelongingTransforms
siemens.co.uk/diversity

Gender Pay Gap information relating to Siemens plc. Pay Gap reporting for Siemens
Mobility Limited, Siemens Healthineers and Siemens Energy is reported separately.



At Siemens, our purpose is to create technology to transform the everyday, for everyone.

People are at the heart of this purpose. To solve increasingly complex societal challenges, we need a bright, engaged and, crucially, diverse pool of talent across our business and wider ecosystem.

This year, we've taken a significant step forward by expanding our pay gap reporting to include ethnicity and disability, alongside gender. It's part of our commitment to equity and to building an inclusive workplace.

We'll use this data to guide and strengthen our initiatives, from targeted development programmes and inclusive recruitment practices to policy enhancements and succession planning.

There is still more to be done to create a fairer, more equitable workplace for everyone, but I'm proud of our progress so far.



Carl Ennis
CEO Siemens UK and Ireland

We're working on it

We continue to lay strong foundations to build an inclusive organisation where everyone is empowered to participate and contribute fully and where every voice is heard.



Education

49% of **1,400,000** students who engaged with Siemens education and school programmes were women.

47% of the **1,396 students** we engaged with through our See Me programme, were from ethnic minority groups.

38% of our **13,359** virtual work experience participants have been women and 63.1% from ethnic minority groups.

Early careers

5% Siemens is a gold member of the 5% Club, which recognises our investment in early careers employees.

3 Our involvement in the Cheshire East Supported Internships program, designed for young people with learning disabilities, has resulted in three successful hires.

Career progression

23 People have graduated from our 'AcceleRace' programme, an initiative designed to empower individuals from diverse ethnic backgrounds.

29% of our new hires in technical roles are women, reflecting our commitment to create more opportunities in engineering.

46% of women who have graduated from our INSPIRE programme have secured a promotion.

Inclusive organisation

25% of our leaders have upskilled themselves on the menopause by completing our new learning.

Designed to enhance visibility and support, our Neurodiversity Toolkit empowers neurodiverse individuals and empowers their line managers to provide the right adjustments.

1k+ Our network groups have over 1,000 members overall, with each of our 8 groups passionately working to champion diversity and foster inclusion and belonging within our communities.

What is a pay gap?

A pay gap is a comparative measure across businesses, industries and sectors of the difference in the average (mean or median) pay of a demographic – regardless of the nature of their work – across the entire organisation. It can be driven by the different number of men and women across all roles and averages can be affected by small volumes of high earners.

We report on our gender, ethnicity and disability pay gap; with them all being protected characteristics. Within these demographics there is an underrepresented group – females, non-white and disabled.

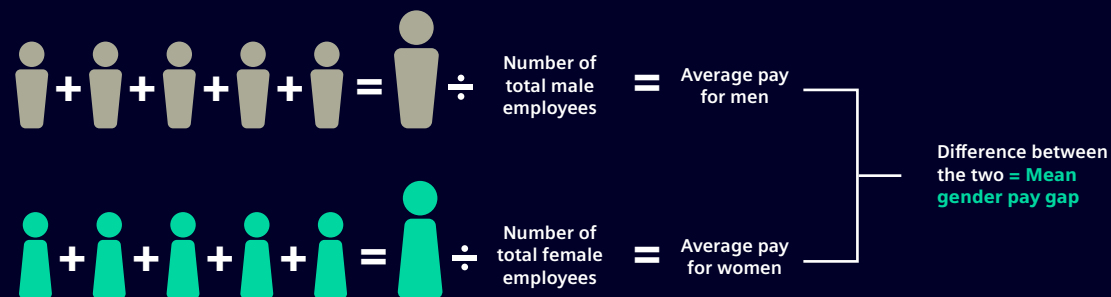
It's different from an equal pay comparison, which is a direct comparison of two or more people carrying out the same, similar or equivalent work.

As this is our first year collecting data on Ethnicity and Disability, we anticipate that the figures will evolve as we refine our processes. We have emphasised understanding the impact of intersectionality to our people, to help identify barriers to diversity, equity, and inclusion. Enhancing our data collection, particularly by encouraging more of our people to share information about their ethnicity, disability, and long-term health conditions, was a key priority. This data has enabled us to produce more comprehensive pay gap reports from which we can develop a targeted action plan and set clear priorities.

Note - Our pay gap reporting includes ordinary pay (basic pay, allowances, pay for leave, and shift premium pay) and bonus pay (profit sharing, productivity, performance, short & long-term incentive, and commission)

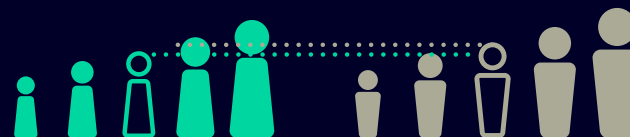
Mean

The mean pay gap is the difference in the average hourly pay for one demographic compared to another (example: men and women, disabled or non-disabled etc). For this example, we will use gender (male and female).



Median

The median is the midpoint when you separately line up one demographic group pay low to high, and the same for another. Using the example of disability. The median pay gap is the difference between the hourly pay rate for the mid-point of disabled people compared to that of the mid-point of our non-disabled people.



Disability Pay Gap

This is the first year we have published our disability pay gap report, highlighting the importance of disability inclusion at Siemens.

Aim:

Our aim is to increase the representation of disabled people within our organisation. We are dedicated to creating a barrier-free environment that celebrates diversity and empowers everyone to achieve their full potential and drive impactful change.

Accreditations:

We are excited to have gained Disability Confident Level 3 status which helps us further our support for disabled people. Additionally, we pledge to support our wider community with disability inclusion.

Initiatives:

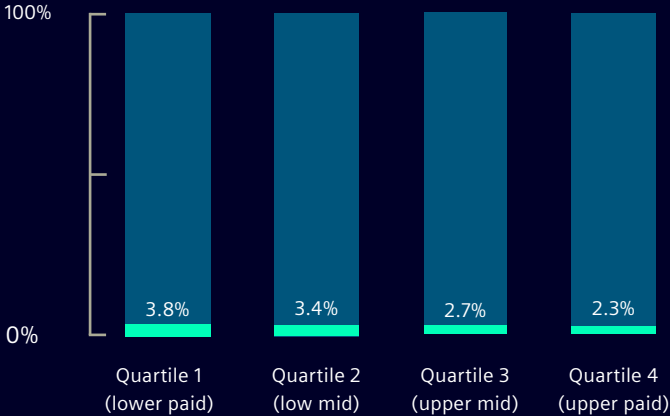
- We have launched our Workplace Requirements Toolkit, externally known as Reasonable Adjustments. The toolkit has been created to make it easier for our people to address any workplace requirements they need to do their job.
- To ensure all neurodiverse people are supported at work, we have collaborated across our Employee Resource Groups to develop a Neurodiversity Toolkit. This toolkit aims to increase visibility and support for Neurodiverse people, and their line managers, across Siemens Plc, GB&I.
- Our Congleton site participates in Cheshire East Supported Internships - for young people with a learning disability - and a number of internships have led to employment with Siemens
- Our supply chain has cultivated a diverse talent pipeline by partnering with key temporary labour agencies, upskilling hiring managers, and collaborating with non-profits and charities. Notably, we work with Auticon, a consultancy that specialises in leveraging the unique talents of neurodiverse candidates in IT.



Disability Pay Gap

Siemens PLC

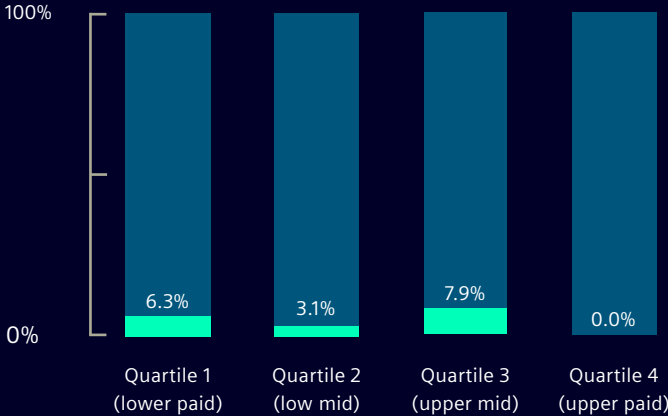
Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	6.3%	Mean	-18.7%	Non-disabled	73.3%
Median	16.4%	Median	-16.1%	Disabled	89.7%



Disabled Non-Disabled

Siemens Financial Services Ltd

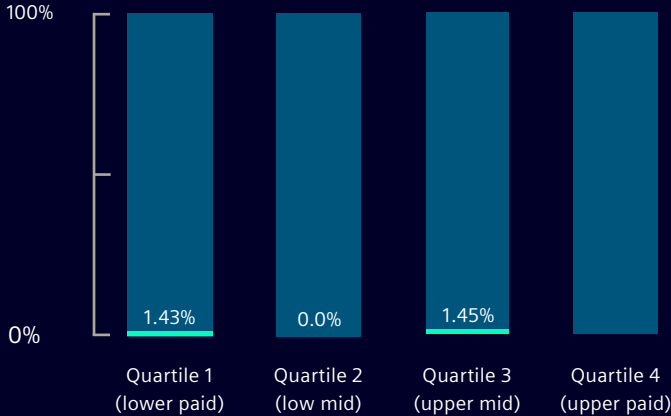
Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	19.8%	Mean	55.2%	Non-disabled	97.5%
Median	2.0%	Median	3.6%	Disabled	63.6%



Disabled Non-Disabled

Electrium Sales Limited

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	22.8%	Mean	59.0%	Non-disabled	99.3%
Median	7.7%	Median	15.9%	Disabled	100%



Disabled Non-Disabled

Note - It's important to recognise that the accuracy of our disability pay gap data relies on self-disclosure by our people. While we have strong disclosure rates for gender and ethnicity, we only recently began inviting our people to share disability data. As we continue to foster a psychologically safe environment, and enhance our data collection efforts, we expect to achieve greater accuracy and confidence in our reporting.

Ethnicity Pay Gap

This is the first year we have published our ethnicity pay gap report, highlighting the importance of ethnicity inclusion at Siemens.

Aim:

Our goal is to increase ethnic representation within our organisation. We are committed to implementing targeted initiatives and fostering an inclusive culture that supports the growth and development of diverse talent.

Accreditations:

We are proud members of the BITC Race at Work Charter and within our commitments as a member we pledge to report on our Ethnicity Pay Gap. We don't just report on our pay gap because of our commitment, but because we see an importance in transparency and inclusion at Siemens.

Additionally, we are part of the Change the Race Ratio that focuses on increasing representation at Exec levels. Our commitment to the Change the Race Ratio aims to decrease our pay gap and allow minority voices to be heard within all levels of the organisation.

Initiatives:

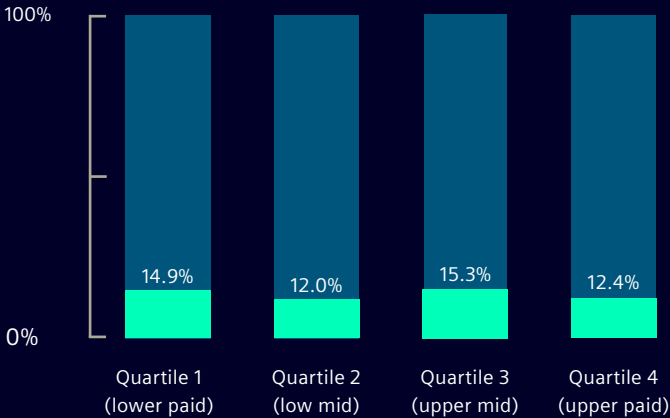
- In partnership with an external organisation, we have launched our 'AcceleRace' programme. This initiative equips people from diverse ethnic backgrounds with the tools and techniques needed to progress their careers.
- Our Empower network is a supportive space for colleagues from ethnic minority backgrounds to connect and address racial inequalities in the workplace. This network empowers our people, providing them with the confidence and support needed to advance their careers.
- Our supply chain are Corporate members of MSD UK, an advocacy organisation for ethnic minority businesses in the UK since 2023.



Ethnicity Pay Gap

Siemens PLC

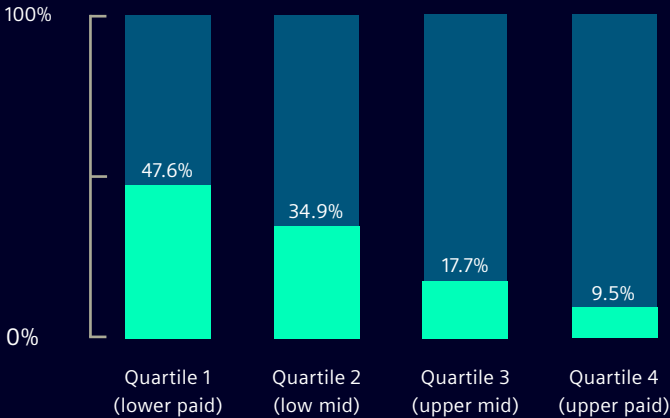
Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	0.02%	Mean	0.2%	White	96.9%
Median	-0.02%	Median	-0.1%	Non-white	82.9%



Non-white White

Siemens Financial Services Ltd

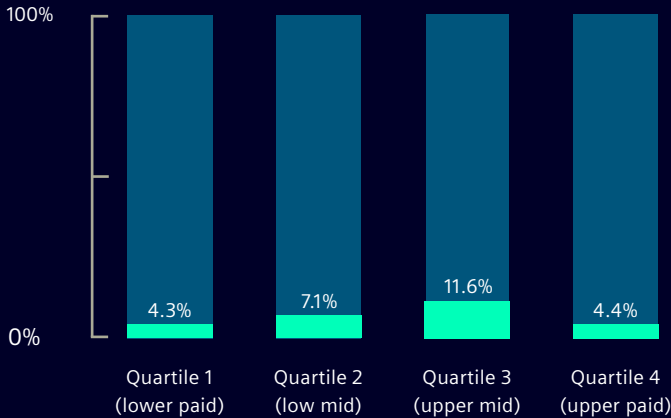
Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	34.5%	Mean	69.1%	White	96.1%
Median	41.9%	Median	60.4%	Non-white	95.8%



Non-white White

Electrium Sales Limited

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	9.0%	Mean	41.3%	White	100.0%
Median	-5.6%	Median	24.5%	Non-white	89.5%



Non-white White

Note - As we publish our first Ethnicity Pay Gap Reports alongside our Gender Pay Gap Report, we acknowledge this milestone in our journey towards greater transparency and inclusivity. This initial data collection marks the beginning of our efforts, and we expect the figures to evolve as we refine our processes. We are committed to fostering an inclusive workplace and using this data to drive impactful change.

Gender Pay Gap

For the past eight years, Siemens has been dedicated to promoting workplace equity by transparently reporting our Gender Pay Gap. This commitment underscores our ongoing efforts to create an inclusive environment where every person is supported to thrive.

We are proud to share that 30% of our top leaders globally are female, reflecting our commitment to gender diversity at the highest levels. In our local GB&I organisation, we are achieving 22% female representation at the next level down. It's important to note that our global structure may differ from organisations with a UK HQ, where leadership levels might be defined differently. Nonetheless, we remain dedicated to advancing gender parity across all levels of our organisation.

Gender Pay Gap reporting remains a priority, and through development programmes, enhancing our policies, recruiting for skills and potential, and working towards our menopause-friendly accreditation, we are moving in the right direction.

Additionally, we have observed increased female representation in both the second and third quartiles.

We are pleased to announce a 6.5% improvement in Electrium's median Gender Pay Gap and have seen increased female representation in the second, third and fourth quartiles.

Accreditations:

Our Gender Equity Programme has also received external recognition by the World Economic Forum (WEF). It is one of the featured highlights in the WEF Insight Report 2025 on Diversity, Equity, and Inclusion, selected for its "standout" design and execution approach.

Initiatives:

In 2021, we proudly launched our Gender Equity Programme, committed to achieving gender equity by removing barriers, providing equal opportunities, and creating supportive structures. This programme drives gender equity across the company, from top down and bottom up. We are dedicated to hiring more women into business functions, where they are most underrepresented, and ensuring fair promotions.

Throughout 2023, we pinpointed critical areas to boost female representation, especially in technical and managerial roles. Our efforts are dedicated to creating a workplace that is equitable and inclusive for all our people.

We have enhanced our policies to better support our workforce. Our new Hybrid Working policy offers comprehensive guidance for managing our evolving work environment. Additionally, we have reimaged our Diversity, Equity, and Inclusion (DE&I) policy and introduced a Menopause Policy. As a result of these initiatives, 29.1% of new hires in technical roles, and 33% of those promoted to management positions, were women.



Gender Pay Gap

Other activities:

Siemens is also committed to becoming a Menopause Friendly accredited organisation, supporting people experiencing menopause symptoms through our equity-focused policy, our toolkit and the introduction of Menopause advocates. Additionally, we provide resources and support for managers to assist our people effectively.

We have also undertaken a wide range of positive actions. Our Talent Acquisition team recently ran a hugely successful 'Women@Siemens' campaign, we have incorporated gender checkpoints into our Great Britain and Ireland succession planning process and are always looking at ways to improve, and evolve, our accelerated development programmes for women.

Additionally, our READY programme for leaders emphasises our core principles for Diversity, Equity and Inclusion.

Siemens is also a Corporate member of WEConnect international, an advocacy for women owned businesses in UK since February 2024.



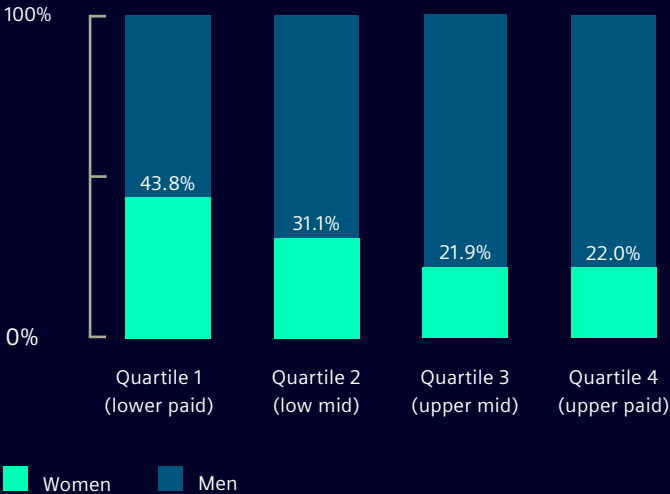
Watch our IWD
2025 video.



Gender Pay Gap

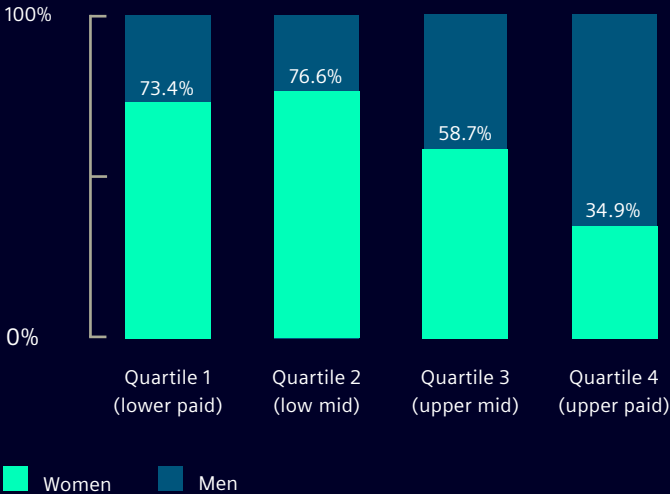
Siemens PLC

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	13.0%	Mean	29.6%	Men	92.8%
Median	22.4%	Median	36.4%	Women	89.2%



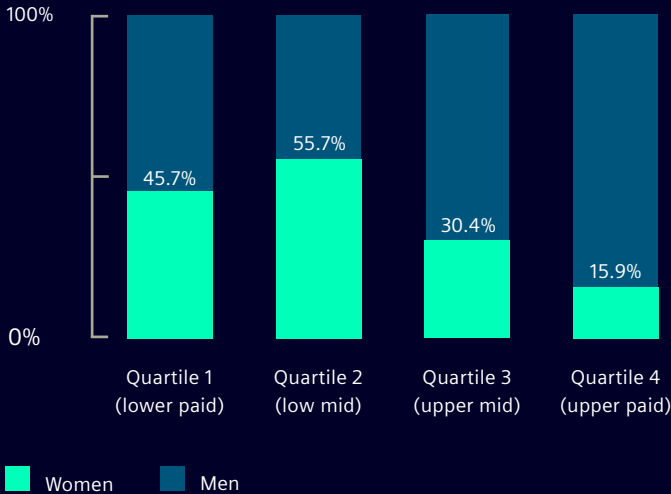
Siemens Financial Services Ltd

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	30.9%	Mean	46.1%	Men	90.9%
Median	36.9%	Median	42.7%	Women	93.9%



Electrium Sales Limited

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	27.4%	Mean	51.6%	Men	96.1%
Median	20.9%	Median	30.2%	Women	89.6%



Quartiles represent the distribution of people in four equal groups from lowest to highest paid

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