

# SIEMENS



SIEMENS PAY GAP REPORT 2025

# Belonging Transforms Progress at Siemens

To transform the everyday, we foster diverse teams, equitable opportunities and an inclusive culture that reflects the society we serve.

#BelongingTransforms  
[siemens.co.uk/diversity](https://www.siemens.co.uk/diversity)

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

# Equity in action...

We're building a workplace where diverse teams thrive, opportunities are fair and all of our people feel included. This year we continued to evolve our systems, development pathways and everyday practices to support equitable experiences. While we still have more to do, our direction is clear and our commitment to meaningful progress is unwavering.



Image: Group of Siemens people celebrating Diwali

## Career progression

**22** women are currently working towards a Level 7 Senior Leadership Apprenticeship, underpinned by the Chartered Management Institute (CMI), as part of our Women in Leadership development pathway.

**38** colleagues from diverse ethnic backgrounds have now completed our **AcceleRace programme**, strengthening our commitment to equitable career development.

## Early careers

Siemens Plc has again been recognised as a Gold accredited member of the 5% Club, reaffirming our commitment to early careers employees. This reinforces the maturity of our early careers framework and the value it brings to our long-term talent pipeline.

**6,600** students have taken part in our engaging and accessible virtual work experience programme, supporting students at key transition points. 23% were KS4 (15-16) and 61% were post-16. Students gained insights into our work and building essential professional skills.

## Education

**50%** of the **1,000,000+** students, and those in their circle of influence, that were engaged through internal and supported programmes, were female.

**40%** of the **6,600** people that have completed our virtual work experience were from minority ethnic groups. 7% identified as disabled and 6% identified as carers.

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

## Inclusive organisation

**47%** of our leaders have upskilled themselves on the menopause and completed additional learning. We have also established an active community of Menopause Advocates.

We've launched our new 'hiring for tomorrow' learning offering which is designed to equip people leaders with the capability to embed inclusion at the heart of recruitment decisions.

**1,200+** of our people are members of our 8 network groups, with each group working collaboratively across the wider organisation to foster belonging.

## Foreword

This year marks our second year of publishing a combined report on gender, ethnicity, and disability pay gaps, building on our long-standing commitment to gender pay gap reporting and expanding our focus to include other dimensions of diversity.

This broader approach reflects our belief that equity must extend across all areas, because fairness is not just a principle, it's a driver of progress.

For Siemens, pay gap reporting is more than a compliance exercise, it's a lens into the health of our culture and the opportunities we create. Diverse teams bring diversity of thought, which fuels innovation, strengthens decision making, and helps us better serve our customers and communities. Closing pay gaps is therefore not only about fairness, it's about unlocking potential and driving sustainable success.

We are proud to share that our pay gaps across all three areas have reduced over the past year, reflecting the impact of actions such as development programmes, policy enhancements, succession planning, and recruiting for skills and potential. These steps are helping us build an inclusive workplace where talent thrives.

Our strengthened data collection processes and increased colleague participation have enabled richer insights, allowing us to identify barriers and design targeted actions that drive meaningful change. Our commitment to the Race at Work Charter, alongside internal initiatives, has supported positive movement in our Ethnicity Pay Gap figures. This year, we launched the first of four READY Local modules, embedding skills-based hiring and inclusion across every stage of the people lifecycle. To ensure consistency and accountability, this training is mandatory for all people leaders.

While we are proud of the progress made, we know that achieving true equity requires continuous effort. These insights will guide our next steps as we work toward a future where everyone can thrive, and where diversity is not just represented, but celebrated as a source of strength and innovation.



Image: Carl Ennis, CEO Siemens UK and Ireland

**Carl Ennis**  
CEO Siemens UK and Ireland

# 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.

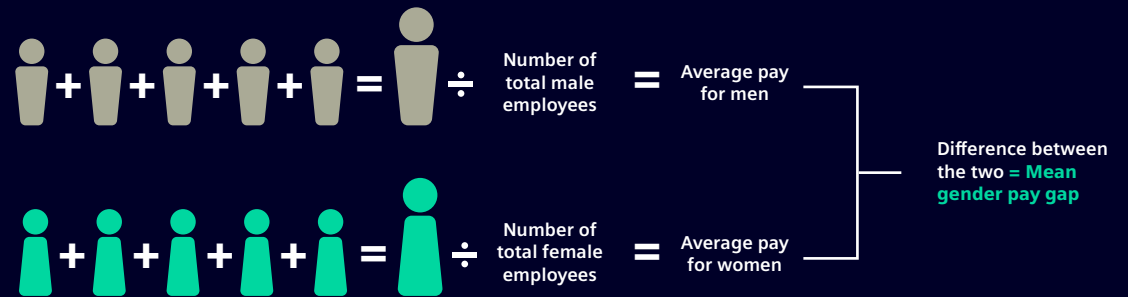
We report on our gender, ethnicity and disability pay gap. Within these demographics there is an underrepresented group – females, non-white and disabled.

**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.

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).

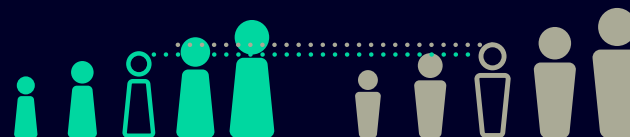
## Mean

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 employees compared to that of the mid-point of our non-disabled employees.



# Disability Pay Gap

This is the second year we have published our Disability Pay Gap Report, demonstrating our continued commitment to disability inclusion at Siemens. Over the past year, we have reduced our disability pay gap by 11.85% to 4.5%

## Initiatives:

We delivered globally accessible sessions featuring representatives from our disability networks, Health & Wellbeing teams, and Diversity, Equity & Inclusion team. These sessions raised awareness and guided our people on where to find support, while showcasing key resources such as the Wisdom app, Bupa Medical Benefits, and Health Partners Occupational Health.

We have connected Siemens disability networks across the world; having a global network has increased visibility and awareness of disabilities in the workplace.

- Having achieved **Disability Confident Leader** status last year, we have focused on putting this into practice by sharing our learning and experience, supporting other organisations as they progress on their own Disability Confident journey.
- We have supported colleagues across the organisation to complete the **Auticon Neuro-Positive Ambassador accreditation**. Our focus now is on embedding this learning and strengthening neuroinclusive practices across the wider organisation.

We have also highlighted neurodiversity as an area we are prioritising in FY26.



Image: A woman using a wheelchair, and a man seated at a table looking at a laptop together.

# Disability Pay Gap

## Siemens PLC

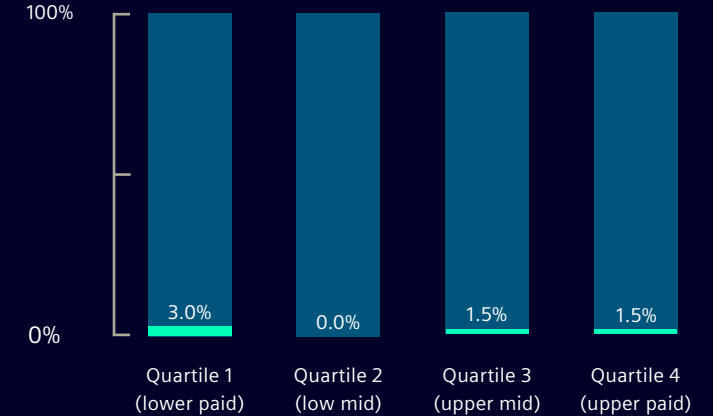
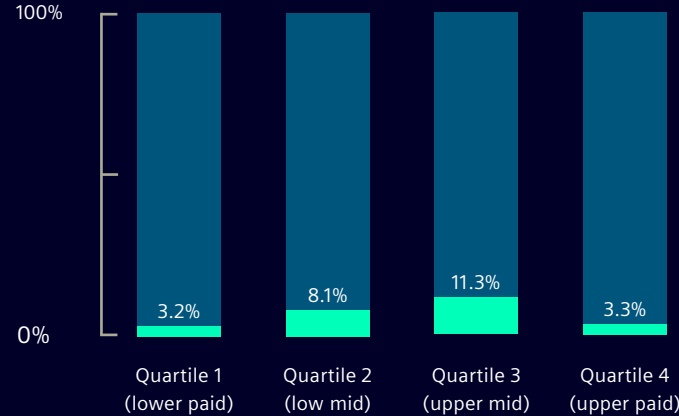
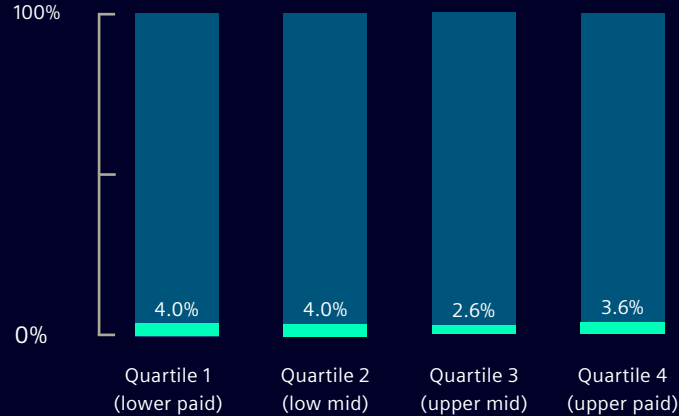
Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	3.3%	Mean	37.1%	Non-disabled	95.5%
Median	4.5%	Median	7.6%	Disabled	75.8%

## Siemens Financial Services Ltd

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	-6.8%	Mean	78.3%	Non-disabled	100%
Median	2.6%	Median	-2.0%	Disabled	94.1%

## Electrium Sales Limited

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	5.1%	Mean	1.7%	Non-disabled	92.2%
Median	7.5%	Median	4.8%	Disabled	75.0%



■ % Disabled ■ % Non-Disabled

■ % Disabled ■ % Non-Disabled

■ % 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

We are proud members of the BITC Race at Work Charter, and as part of our commitments we report on our Ethnicity Pay Gap each year. We do this because transparency and inclusion are core to how we operate at Siemens.

This year, our Ethnicity Pay Gap is -5.0%, and while we are encouraged by this result, we remain focused on maintaining fairness and ensuring equitable opportunities for our people. Strengthening representation throughout our leadership pipeline is critical to sustaining an equitable organisation and ensuring that minority voices are heard and influential at every level.

### Initiatives:

Our Empower Network has played a vital role in supporting our progress. Over the past year, Empower has delivered a wide range of events, learning sessions and cultural celebrations that elevate the visibility and experiences of our ethnic minority colleagues. Their impact has been further recognised externally, with the network being shortlisted for an award at this year's Ethnicity Awards, a testament to their influence, leadership and contribution to building a more inclusive culture.

Their work continues to help build understanding, capability and allyship across the organisation, supporting long-term equity in development, progression and opportunity.

We continue to invest in development initiatives that support career advancement for our ethnically diverse colleagues. Our 'AcceleRace' programme has already enabled many participants to strengthen their skills, broaden their networks and accelerate their career progression. These outcomes reinforce our commitment to creating equitable pathways for growth and ensuring that talent from all backgrounds can thrive at Siemens.



Image: Group of diverse people standing in a circle with their hands stacked together in the middle.

# Ethnicity Pay Gap

## Siemens PLC

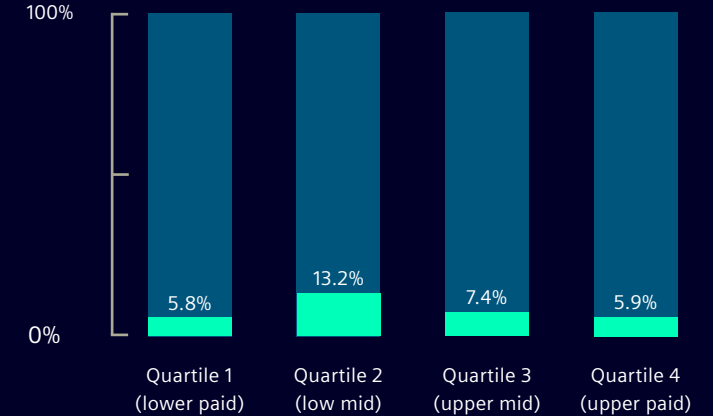
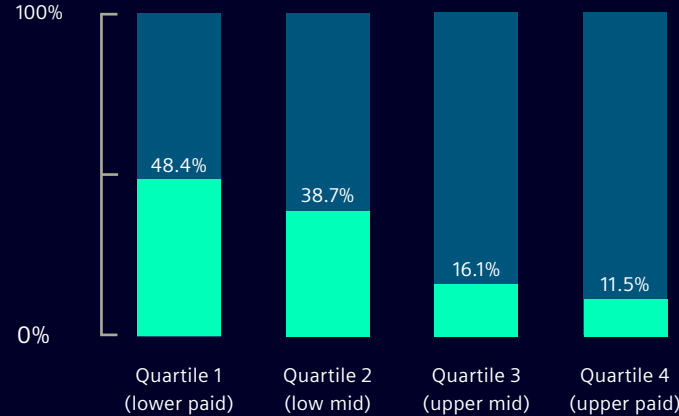
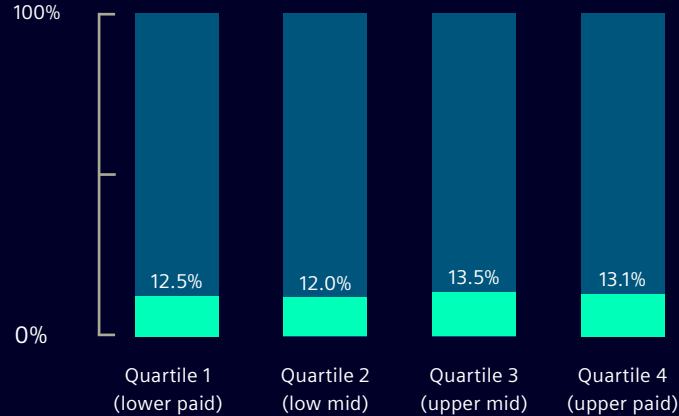
Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	0.3%	Mean	37.1%	White	95.5%
Median	-5.0%	Median	7.6%	Non-white	89.0%

## Siemens Financial Services Ltd

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	28.7%	Mean	64.4%	White	98.9%
Median	28.4%	Median	54.2%	Non-white	100%

## Electrium Sales Limited

Pay Gap		Bonus Gap		% Receiving a bonus	
Mean	10.2%	Mean	57.8%	White	92.8%
Median	2.3%	Median	31.7%	Non-white	81.8%



■ % Non-white ■ % White

■ % Non-white ■ % White

■ % 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

This year, we are pleased to report continued progress in advancing gender equity across Siemens. We have reduced our overall Gender Pay Gap by 1.35% and have also increased female representation across all four pay quartiles, demonstrating a healthier balance of women across every level of our organisation.

Within Siemens Financial Services (SFS), progress has been particularly strong. SFS has reduced its Gender Pay Gap by more than 11% this year, alongside increased female representation in quartiles 2, 3 and 4. This positive shift indicates that our equitable practices, such as strengthened support, increased transparency around our actions and processes, and inclusive recruitment, are having an impact and enabling more women to progress into higher-paid roles.

In Electrium, we have also seen meaningful improvements. The business has closed its Gender Pay Gap by 1.5% and achieved increased female representation within quartile 3 and quartile 4. These outcomes reflect growing momentum and demonstrate that change is taking hold across different parts of our organisation.

Taken together, these results show that our focus on gender equity is delivering measurable, organization wide progress. We will continue to build on this foundation to create a workplace where all colleagues have equitable access to opportunities and can thrive.

### Initiatives:

Since launching our Global Gender Equity Programme in 2021, we have remained focused on removing barriers, creating equitable opportunities, and building supportive structures that enable all colleagues to thrive. The programme continues to drive progress across the organisation, with a strong emphasis on increasing female representation in underrepresented areas and ensuring fairness in progression and promotion.

This year, we strengthened our approach by deepening our focus on gender equity at every level and enhancing support through improved policies and practices. We also achieved Menopause Friendly Accreditation, supported by a growing community of Menopause Advocates across our sites who provide peer support, raise awareness, and help ensure colleagues experiencing menopause feel understood and supported.

In addition, 22 women are currently working towards a Level 7 Senior Leadership Apprenticeship, underpinned by the Chartered Management Institute (CMI), as part of our Women in Leadership development pathway.



Image: A women, with blond hair and wearing goggles and a Siemens Jacket at work in one of our sites.

# Gender Pay Gap

## Siemens PLC

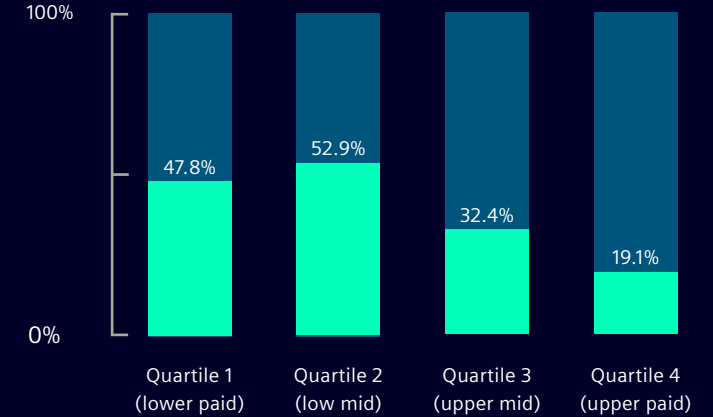
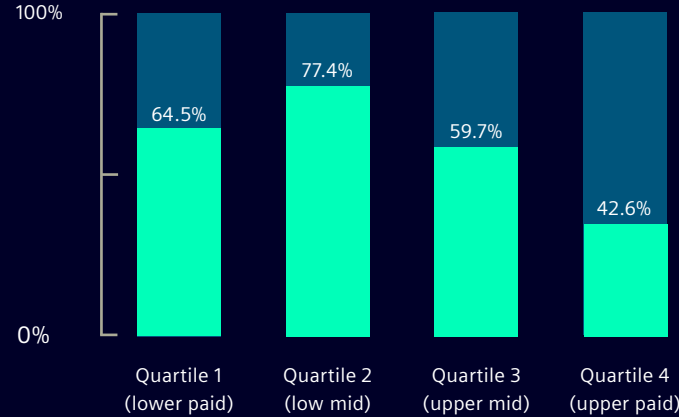
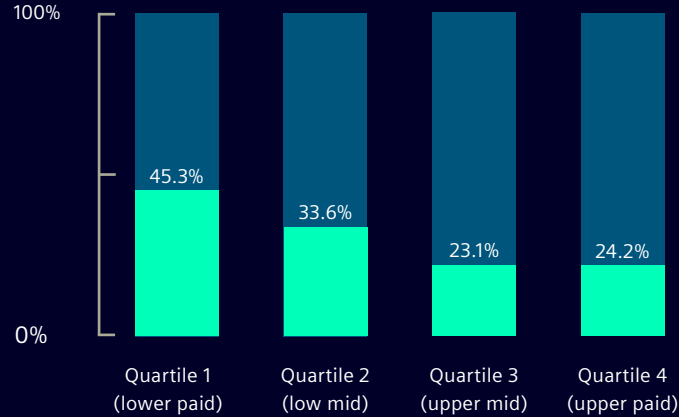
Pay Gap	Bonus Gap	% Receiving a bonus	
Mean	13.0%	Mean	27.4%
Median	21.0%	Median	27.1%
		Men	97.1%
		Women	94.9%

## Siemens Financial Services Ltd

Pay Gap	Bonus Gap	% Receiving a bonus	
Mean	23.9%	Mean	45.5%
Median	25.4%	Median	44.1%
		Men	94.9%
		Women	95.6%

## Electrium Sales Limited

Pay Gap	Bonus Gap	% Receiving a bonus	
Mean	25.0%	Mean	64.6%
Median	19.4%	Median	20.8%
		Men	88.3%
		Women	96.2%



■ % Women ■ % Men

■ % Women ■ % Men

■ % Women ■ % Men

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

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