Pay Gap Report

Siemens Mobility Limited 2025

#BelongingTransforms

Note: this report refers solely to pay gap data and activities relating to Siemens Mobility Limited in the UK .
Pay Gap reporting for Siemens PLC, Siemens Healthineers and Siemens Energy is reported separately.

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Siemens Mobility is a global technology company that builds and maintains trains and provides rail infrastructure solutions right here in Britain.

Today's rapid rate of change – for our industry and the world around us – brings us new and unpredicted opportunities, as well as challenges.

We can best address these with novel thinking and ideas from a broad talent pool – people from different walks of life, backgrounds and lived experiences.

The more diverse our teams are, the better we are able to tackle all the challenges ahead – large and small.

A sense of belonging enables each and every one of us to bring our true and best selves to work.

#BelongingTransforms

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Pay Gap Results 2024/2025



Marko Feulner
CFO and Chair of UKI Board
Siemens Mobility Limited

At Siemens, our purpose is to create technology to transform the everyday, for everyone. And we know that when our people feel a sense of belonging, they deliver better results.

We nurture belonging through diverse teams, equitable opportunities and inclusive workplaces.
This report demonstrates our commitment to focus on and create equitable opportunities, so everyone has a fair chance to succeed, and to foster inclusive workplaces where we include every voice.

For the first time, we've expanded our gender pay gap report to include ethnicity and disability pay gap data. All the data underlines the need to continue to make progress. We use our data, including input from our employee networks and engagement surveys, to implement changes with impact, such as prioritising support for our people who are disabled and/or neurodiverse.

We also support our entire workforce through our Belonging programme, which promotes understanding of our values, including respect, and the need to stamp out inappropriate banter, bullying and harassment.

We aim to ensure every voice is heard including those in depots, warehouses and manufacturing sites, and actively engage and communicate opportunities to learn, and get support, including that provided by our employee networks. In January 2026 we launch our new programme of leadership training for all managers, embedding best inclusive leadership practice in action across the employee lifecycle, i.e. from hiring, rewarding and managing high performing teams.

Looking externally, we continue to support the communities we serve, creating sustainable, long-term social value. More details are available in our Social Value Report.

All of these activities have my full support and commitment to get us to where we need to be in Siemens Mobility in the UK, and through our external networking, we aim to have a broader positive impact including across the rail industry.

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How is the pay gap calculated?

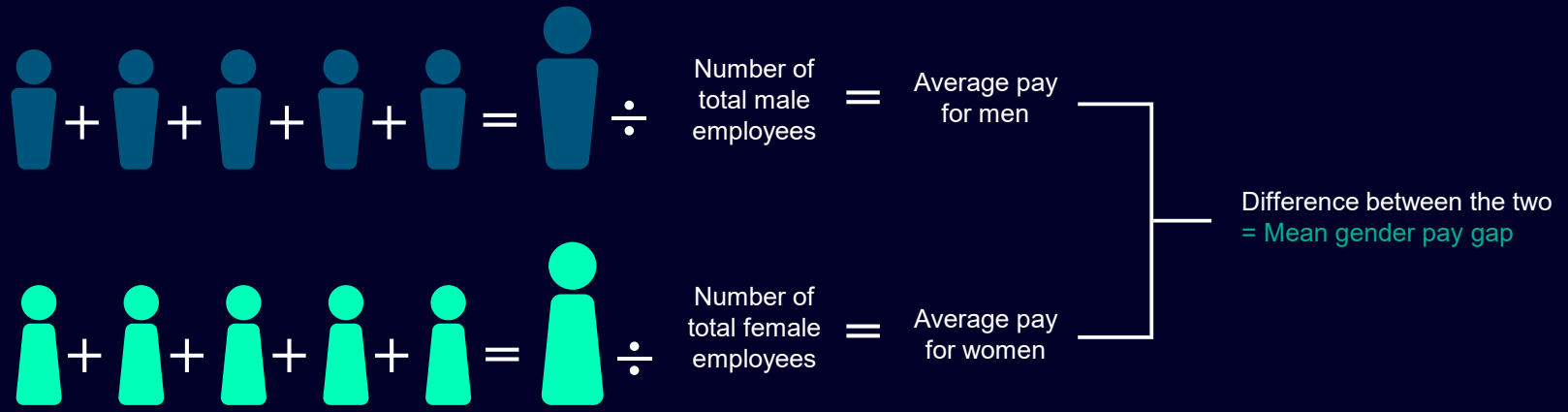
A pay gap is a comparative measure across businesses, industries and sectors of the difference in the average (mean or median) pay of a demographic - regardless of the nature of their work - across the entire organisation.

Each pay gap can be driven by the representation of the relevant characteristic. For example, in the gender pay gap by the number of men and women, across all roles, and averages can be affected by small volumes of high earners.

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.

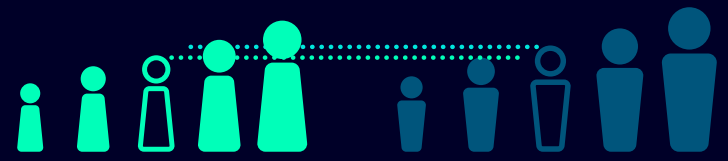
Mean

The mean pay gap is the difference in the average hourly pay for one demographic compared to another (example: men and women, disabled or not 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's pay from low to high, and the same for the other group(s). Using the example of disability, the median pay gap is the difference between the hourly pay rate for the mid-point of all disabled people compared to that of the mid-point of our people who have not disclosed any disability or long-term health condition.



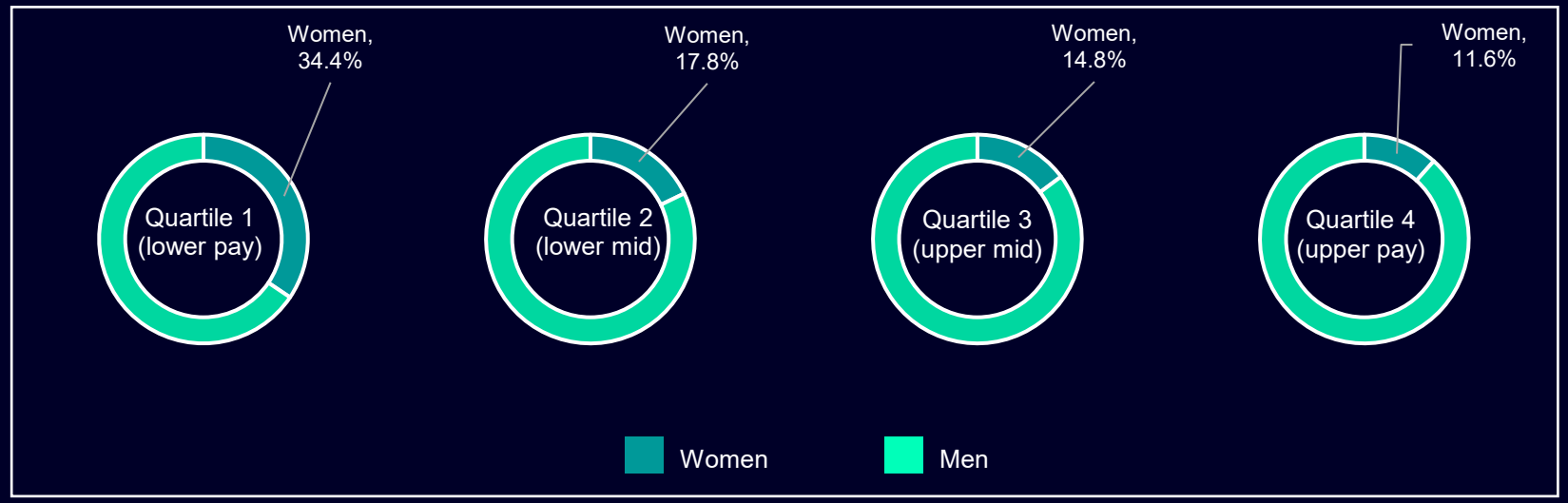
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Gender Pay Gap Results 2024/2025

Pay Gap

Mean	14.8%
Median	20.4%

% of women in each pay quartile







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Gender Pay Gap – what the data tells us

Progress in closing the gap remains slow, and although our mean pay gap closed for the sixth year in a row, our median pay gap increased from 20.2% last year to 20.4%.

This is not an equal pay issue. The Gender Pay Gap is not a measure of equal pay (which would be a comparison of pay between two individuals performing the same, similar or equivalent work). The pay gap in our organisation reflects the under-representation of women in higher paid technical roles and in more senior positions in the organisation, and for many years gender analyses in our annual pay review and promotion processes have consistently shown no gender bias or equal pay issues. Moving forward, we will be using a new methodology called FAIR that uses statistical analysis to compare roles and we will address any gender pay imbalances identified.

We continue to evolve our local commitments as part of the global Gender Equity Program, including aligning the gender share on promotion to management with the share in non-management and a better overall gender representation across job families. We will also be growing our diverse talent pools through inclusive attraction practices and will be monitoring the gender shares from qualified applicants to hires.

We are making progress - we are pleased to note a continuation of the positive trend over the past 3 years in the percentage of women in the upper pay quartiles.

Our female Entry Level Talent pipeline is also encouraging as we have a positive trend in the percentage of female graduate and apprentice hires over the past few years.



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Gender Pay Gap – activities to close the gap

Our initiatives to deliver on our commitments are based on a targeted pathway designed to identify, support, and progress women throughout our organisation through:

Attracting and hiring:

Evolving attraction practices including more inclusive advertising and job descriptions, for example emphasising flexible working and gender-neutral language.

Inclusive hiring practices, employer branding and sourcing activities such as events targeting women including EmpowerHER for apprentices, Women in Stem activities, and strengthening pipelines including partnerships with external networks.

Development and support:

Group and individual female mentoring

Networking

Our ambassador programme uses storytelling to showcase our female role models and their impact.

Allyship and sponsoring

Promotion and lateral progression:

Continuing our award-winning programmes including Inspire for Women in Leadership and The 7 Pillars of Business Confidence, which have delivered measurable impact.

Female talent panels to raise visibility of female talent and encouraged focused development plans.

Focus on barriers to progression:

Working with our Women at Mobility Network we have identified a number of barriers, some of which are now being addressed by the above, for example increasing confidence through mentoring and confidence coaching. Other targeted initiatives include the introduction of a menopause policy, and continuation of our Belonging programme to tackle inappropriate banter, bullying and harassment.

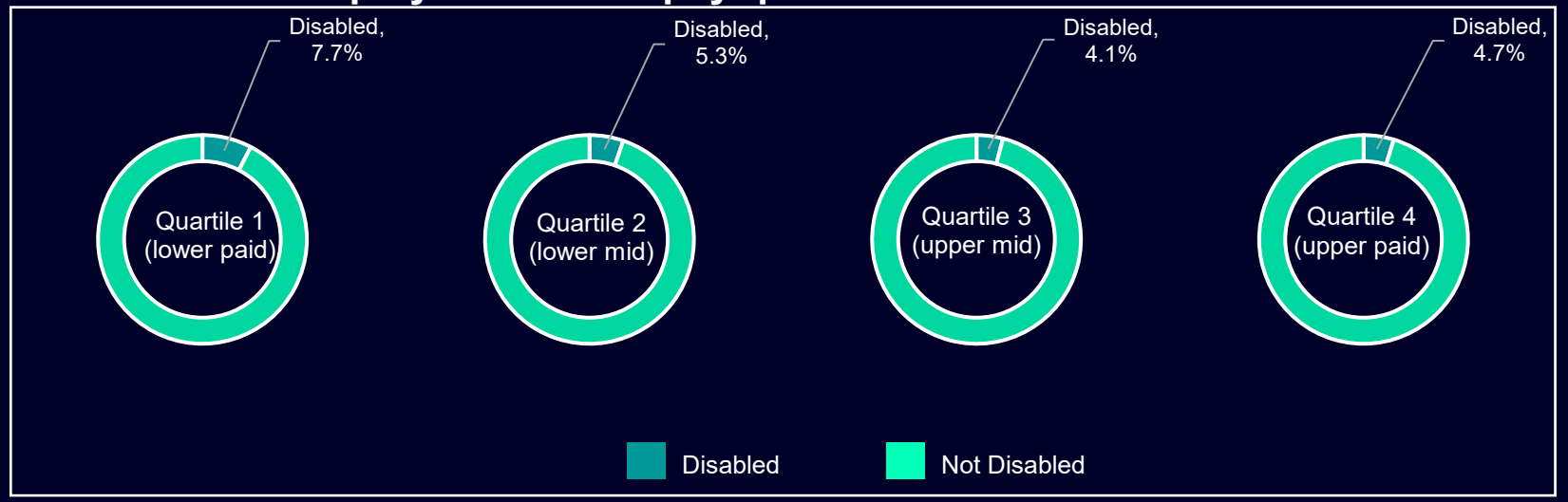
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Disability Pay Gap Results 2024/2025

Pay Gap

Mean	9.4%
Median	9.5%

% of disabled employees in each pay quartile



Note: Disability pay gap data is a comparison of two populations: 1) **Disabled** - those who have shared with us that they have a disability, long term health condition and/or are neurodivergent (comprising 6.6% of our workforce), and 2) **Not disabled** - those who have expressly identified they are not in population 1, or have not disclosed information to us. We recognise that disclosure is voluntary, and we are aiming for a more accurate and comprehensive picture to emerge as we continue to build trust, foster a psychologically safe environment, and enhance our data collection processes. These efforts will enable us to report with greater confidence in the future.





Disability Pay Gap

This is the first year we are reporting on our disability pay gap, highlighting our commitment to disability inclusion at Siemens Mobility. We will continue to encourage our people to disclose their disability or long-term health conditions so that we can build a more comprehensive picture to prioritise activities with impact.

Accreditations:

We're proud to have achieved Disability Confident Level 3 accreditation, strengthening our commitment to supporting disabled individuals. Beyond our organisation, we also pledge to champion disability inclusion across the wider community.

Current Initiatives:

- We introduced a Workplace Requirements Toolkit –(externally known as Reasonable Adjustments) and a Wellness Action Plan to streamline access to the support our people need to perform at their best.
- Our DisAbility Employee Resource Group fosters a strong sense of community through monthly gatherings that prioritise inclusion and connection. These sessions create a safe space where colleagues feel comfortable being themselves, starting with personal check-ins to ensure everyone feels valued.
- This year, we continued to strengthen our commitment to inclusion through Supported Internships at our Goole site, designed to empower young people with learning disabilities and neurodiverse conditions to thrive in the workplace. The 5 interns from this year's cohort have fed back that program has had a positive impact, and described a journey of growth, confidence, and hands-on learning that will help them build fulfilling careers.
- We conducted a pilot with Cognassist to support neurodiverse colleagues by assessing cognitive profiles and providing tailored strategies, which (based on positive feedback from participants) promoted wellbeing, helped individuals thrive at work, and enabled them to implement effective processes.

Looking to the future:

- We are developing a Neurodiversity Hub to provide resources that support our neurodiverse employees from their first contact with us in the recruitment process and throughout the employee lifecycle. Alongside this, we have worked with Auticon and are introducing Neuro-Inclusive Ambassadors to help colleagues connect, gain the support they need, and promote representation across the business.

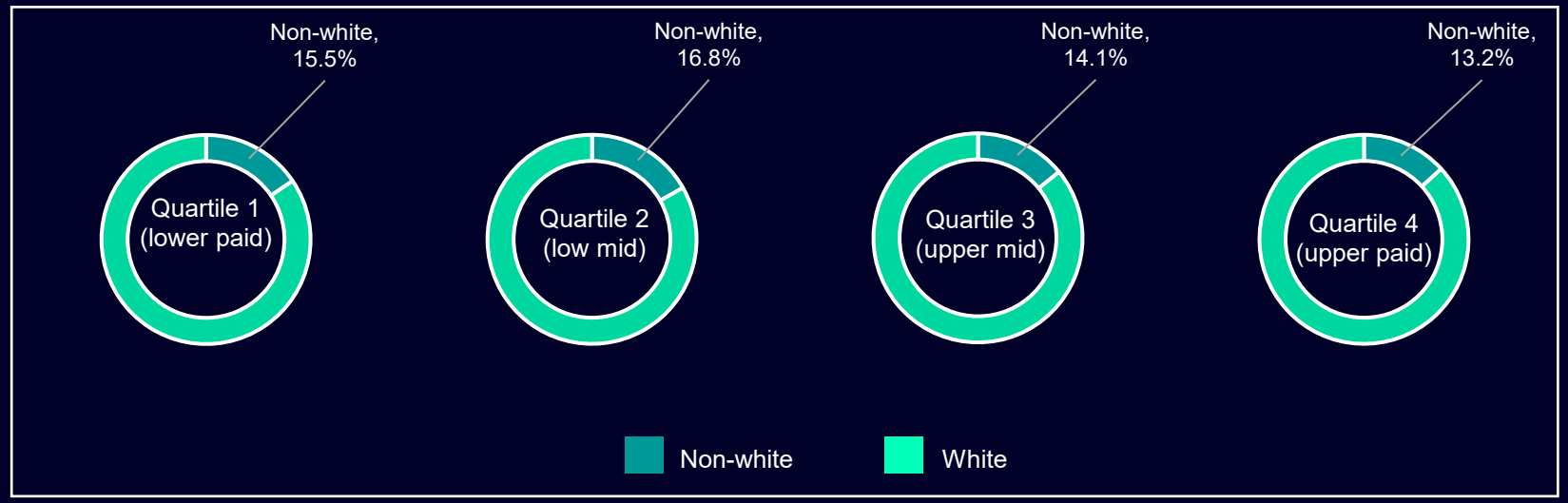
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Ethnicity Pay Gap Results 2024/2025

Pay Gap

Mean	5.3%
Median	3.9%

% of non-white employees in each pay quartile*



Note: Ethnicity pay gap data is a comparison of the two populations who have shared their ethnicity with us: 1) Non-white employees, and 2) white employees. This data is based on 90.8% disclosure across our workforce. We recognise that disclosure is voluntary, and we are aiming for a more accurate and comprehensive picture to emerge as we continue to build trust, foster a psychologically safe environment, and enhance our data collection processes. These efforts will enable us to report with greater confidence in the future. * Each pay quartile includes those who have not disclosed their ethnicity, but the percentages in the quartiles above are a percentage of the non-white and white employees only.





Ethnicity Pay Gap

This is our first year of reporting our ethnicity pay gap and we are now developing an action plan to close the gap, including analysing in more detail the data to understand pay gaps across ethnic groups (as defined by the Office for National Statistics).

Initiatives:

We have a very active employee resource group – EmbRACE which has created a welcoming and safe space where members can express their views, network with like-minded individuals and feel a sense of belonging. EmbRACE has created a platform to educate our peers, celebrate all cultures and make a difference within Siemens Mobility.

The network has two Allyship Chairs who will play a pivotal role in driving inclusion across the organisation. Their focus will be on fostering allyship, amplifying underrepresented voices, and embedding a culture of accountability and belonging throughout Siemens Mobility.

We are piloting the AcceleRace Program to support career progression for colleagues from ethnically diverse backgrounds, providing practical tools and strategies to help them grow and advance.

We actively participate in the 10,000 Black Interns Programme to create opportunities for underrepresented talent, offering meaningful work experience and pathways into long-term careers.

Looking to the future:

In the upcoming year, we will introduce mutual mentoring, bringing together leaders in Siemens Mobility with colleagues who represent ethnically diverse backgrounds. This initiative aims to broaden representation, raise awareness, and strengthen allyship within leadership.

We continue to look for opportunities to raise awareness of the challenges of intersecting identities, working with our other networks. For example, during the year the EmbRACE network collaborated with our DisAbility Network to raise awareness of sickle cell disease.

We will also continue to encourage our people to share their ethnicity with us to help us build a complete picture of our people to enable us to monitor progress and identify impactful interventions.

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