



# Gender Pay Gap Report 2025

SGS UNITED KINGDOM LIMITED

**SGS**

## What is the gender pay gap?

Under legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap based on an annual “snapshot” date of 5th April.

### The gender pay gap is different to equal pay:

**Equal pay** deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman. SGS is committed to paying men and women equally for work of equal value and conducts regular analyses to ensure this remains the case.

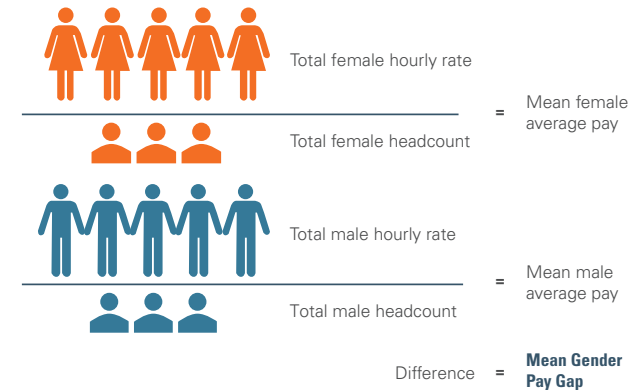
The **gender pay gap** shows the difference in the average pay between all men and women in a workforce.

### WHAT ARE EMPLOYERS REQUIRED TO PUBLISH?

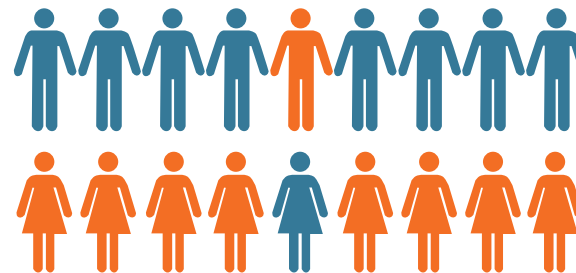
- **Mean gender pay gap:** The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- **Median gender pay gap:** The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- **Mean bonus gender pay gap:** The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees.
- **Median bonus gender pay gap:** The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees.
- **Bonus proportions:** The proportions of male and female relevant employees who were paid bonus pay during the relevant period.
- **Quartile pay bands:** The proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

### DEFINITIONS

**Mean** – The mean gender pay gap is the difference in the average hourly pay for women compared to men within an organisation.



**Median** – The median represents the middle point of a population. The median pay gap is the difference between hourly pay rate for the middle female employee population compared to the middle male employee population.



## Our results

The figures provided in this report are based on hourly rates of pay during the monthly pay period ending on 30 April 2025 and bonuses paid in the year up to 5 April 2025.

### DIFFERENCE IN PAY BETWEEN MALE AND FEMALE EMPLOYEES (MEAN AND MEDIAN GENDER PAY GAP):

	2021	2022	2023	2024	2025
Mean Pay Gap	17.3%	15.7%	13.1%	15.5%	15.6%
Median Pay Gap	15.1%	10.1%	18.9%	12.2%	9.9%

- Over the five-year period, progress has been made in reducing the gender pay gap, particularly from a median perspective, although some year-on-year fluctuations remain.
- The mean pay gap decreased from 17.3% in 2021 to 15.6% in 2025, an improvement of 1.7%, indicating an improvement in average pay differences.
- The median pay gap shows a more positive trend overall, falling from 15.10% in 2021 to 9.90% in 2025, an improvement of 5.2% and the lowest figure recorded in the last five years. The spike to 18.90% in 2023 indicates that, while progress has been made in improving pay outcomes for the typical employee over a 5 year period, there have been shifts in workforce composition affecting results in certain years.

### DIFFERENCE IN BONUS PAY BETWEEN MALE AND FEMALE EMPLOYEES (MEAN AND MEDIAN BONUS GENDER PAY GAP):

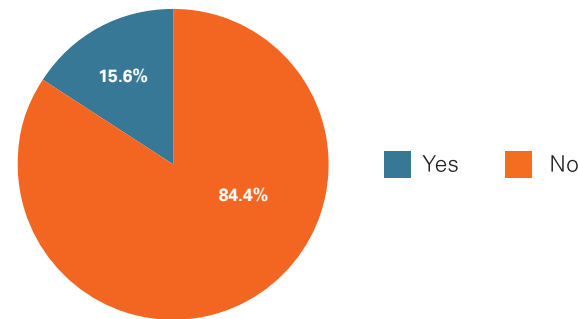
	2021	2022	2023	2024	2025
Mean Bonus Pay Gap	26.6%	17.9%	24.3%	43.6%	11.6%
Median Bonus Pay Gap	18.0%	0.1%	0.05%	21.2%	-6.6%

- Our gender bonus pay gap results over the last five years show meaningful improvement overall with a clear downward trend, but with significant year-to-year volatility. This variability is common in bonus reporting because bonus outcomes can be heavily influenced by workforce composition, eligibility rules, the mix of roles participating in bonus schemes, and the distribution of performance outcomes in any given year.
- The mean bonus pay gap reflects the difference in average bonus paid to men and women and is particularly sensitive to very high bonus payments at the top end of the structure in which there remains a higher proportion of men. The mean bonus pay gap reduced from 26.6% (2021) to 11.6% (2025) — an improvement of 15.0% overall in the period.

- The median bonus pay gap reflects the difference at the midpoint of bonus payments and is more indicative of the “typical” experience among bonus recipients. The median bonus pay gap moved from 18.0% (2021) to -6.6% (2025) — a shift of 24.6%, with 2025 indicating that the median bonus for women is higher than the median bonus for men.
- Overall, 2025 represents a strong outcome, particularly on the median measure. However, the sharp increase in the mean gap in 2024 (43.6%) highlights that bonus outcomes at the top end of the pay distribution can significantly influence the overall average.
- It is important to acknowledge that bonus gaps are likely to fluctuate from year to year, as they can be significantly influenced by a range of factors. These include one off payments such as share awards, discretionary bonuses, and commission payments, which may be awarded unevenly across the workforce in any given year. In particular, higher one-off payments are often more prevalent in senior roles, where there is a higher proportion of men. Relatively small changes in the distribution of these payments—especially at the upper end of the organisation—can have a disproportionate impact on the overall mean and median bonus gap in any single reporting year.

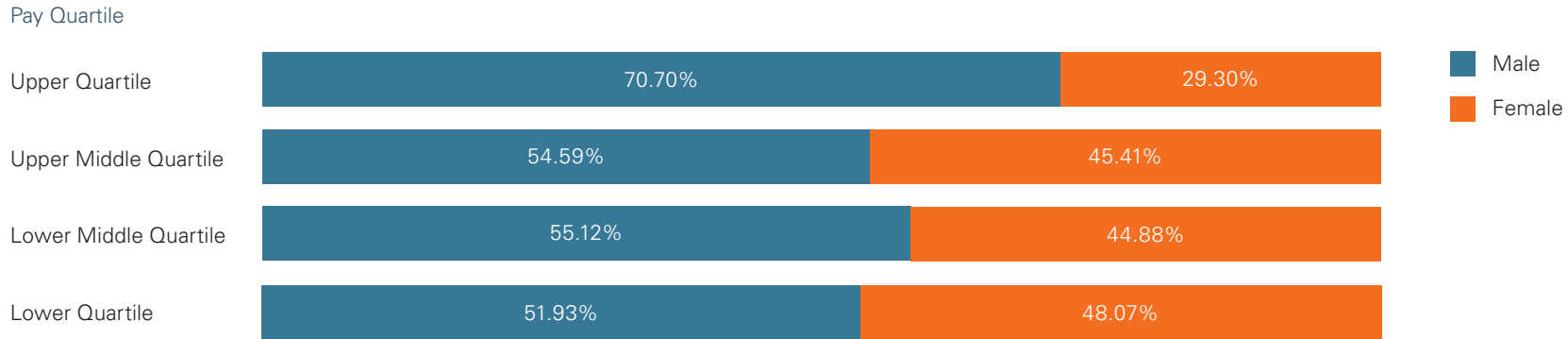
### PROPORTION OF MALE AND FEMALE EMPLOYEES RECEIVING A BONUS PAYMENT:

#### EMPLOYEES RECEIVING A BONUS



	2021	2022	2023	2024	2025
Male	59.7%	75.2%	79.3%	77.3%	82.8%
Female	56.5%	76.3%	84.3%	83.5%	86.7%

**PROPORTION OF MALE AND FEMALE EMPLOYEES IN EACH PAY QUARTILE (APRIL 2025):**



		2021	2022	2023	2024	2025
Upper Quartile	Male	73.2%	70.2%	71.9%	70.5%	70.7%
	Female	26.8%	29.8%	28.1%	29.5%	29.3%
Upper Middle Quartile	Male	57.4%	54.3%	60.8%	56.3%	54.6%
	Female	42.6%	45.7%	39.2%	43.8%	45.4%
Lower Middle Quartile	Male	59.3%	55.0%	53.2%	53.9%	55.1%
	Female	40.7%	45.0%	46.8%	46.1%	44.9%
Lower Quartile	Male	51.3%	52.8%	46.8%	48.6%	52.0%
	Female	48.7%	47.2%	53.2%	51.4%	48.0%

Progress has been made in female representation across the middle and upper pay quartiles, but the upper quartile remains the key gap area. Continued, sustained improvement in progression into higher-paid roles for women will be central to delivering a more consistent reduction in the overall gender pay gap over time.

## Understanding the Gap

- A positive percentage figure, which almost all organisations are likely to have according to ACAS (October 2025), shows that overall female employees have lower pay or bonuses than male employees.

For example,

A gap of 17.3% indicates the extent to which women earn, on average, less per hour than their male counterparts.

- Conversely, a negative percentage figure reveals that overall male employees have lower pay or bonuses than female employees.

For example,

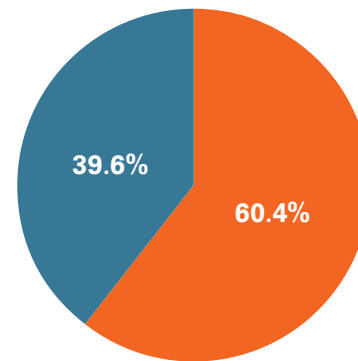
A gap of -3.2% indicates the extent to which women earn, on average, more per hour than their male counterparts. This may happen, for example, if you employ a high proportion of men in low-paid part-time work, and/or your senior and higher-paid employees are women.

### WHY DO WE HAVE A GENDER PAY GAP?

- As of April 2025, we have seen a positive increase in the gender split, to 41.7% female and 58.3% male. This can be compared to April 2021 where 39.6% of employees were female and 60.4% male. The gap is still being predominately driven by an over-representation of females in roles attracting lower and lower-middle levels of pay.
- Our commitment to developing and promoting internally does inevitably result in a greater proportion of males taking senior professional/technical and managerial roles that attract higher levels of pay and this will remain the case until there is a more balanced representation of male and female talent across the workforce at all levels.
- We recognise that highly specialist and technical roles are historically dominated by men and that due to scarcity of skills and highly competitive markets, these positions often attract relatively high levels of remuneration. We currently have 50% of our workforce employed in professional, technical or scientific disciplines. Such roles often require knowledge and experience of STEM subjects (science, technology, engineering and maths) which continue to be statistically male dominated and associated with higher salaries.

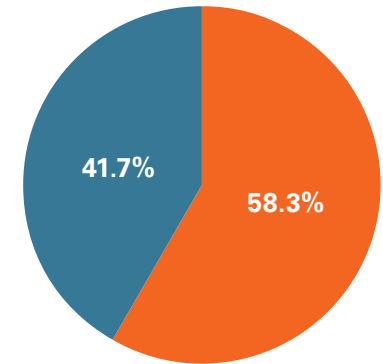
- Due to the acquisitive nature of the business, whereby new groups of employees enter with a different reward mix, there is the potential for year-on-year fluctuations, particularly as our services and associated levels of remuneration reflect a broad spectrum of the labour market. Acquisitions in recent years (food testing services and more recently, Quay Pharma) have meant an increase in the ratio of females to males in the laboratory, thus presenting a greater opportunity in the future to draw on female talent when seeking to develop and promote into more senior roles.
- There has been a greater number of females recruited into Apprentice roles, which has inevitably created a greater median pay gap in the short term but as these employees complete their apprenticeships over the coming years, the gap should decrease.
- There continues to be a bonus gap given the greater weighting towards variable pay at more senior levels, which remain primarily occupied by men. Furthermore, the bonus calculations do not make an adjustment for part time workers, who are predominately women.

EMPLOYEES - APRIL 2021



■ Male ■ Female

EMPLOYEES - APRIL 2025



■ Male ■ Female

## Measures to address the gender pay gap

Our gender pay gap data continues to track the headline UK position, albeit marginally higher, however we will continue to monitor our workforce closely and maintain a focus on maximising the number of women we employ at all levels. Whilst our main market sectors are historically male dominated, we seek to ensure equal opportunity at all stages of the employment cycle in accordance with the principles of our Code of Integrity ([www.sgs.co.uk/en-gb/our-company/compliance-and-integrity/code-of-integrity](http://www.sgs.co.uk/en-gb/our-company/compliance-and-integrity/code-of-integrity)).

The SGS Group has developed and promoted key principles to underpin how we recruit, develop and engage people globally. As such, all our employment policies aim to ensure we source, select and reward without bias, offer flexible working conditions wherever practicable and ensure both men and women can compete fairly and equitably for all roles.

The following measures introduced contribute to the overall aim of reducing the gender pay gap:

### PAY AND BENEFITS

- We have strengthened our maternity leave benefits and continue to actively promote flexible working arrangements across the organisation. These initiatives are designed to better support employees in balancing their professional and personal responsibilities, helping to retain female talent and support career progression following periods of leave. By enabling greater flexibility, we aim to reduce barriers that can disproportionately impact women's long-term earnings and advancement.
- We have continued to align the terms and conditions of employees joining the organisation through acquisitions with those of the wider workforce. This harmonisation ensures greater consistency and fairness in pay, benefits, and employment practices across all business units. As a result, we have seen a positive impact on the gender pay gap, as disparities linked to differing legacy arrangements are reduced over time.
- We have improved our paternity leave offering, increasing entitlement from two weeks to three weeks paid leave.

### INVESTING IN MANAGEMENT DEVELOPMENT AND SUPPORT

- In order to improve our ability to identify and develop talent, support more effective and consistent promotion decisions, and strengthen long-term leadership capability, we are continuing to enhance our approach to management development. This includes targeted initiatives and structured programmes designed to support both existing managers in strengthening their leadership capability and newly promoted managers in transitioning successfully into their roles. By improving the consistency and quality of management decision-making, we aim to ensure fairer and more transparent career progression opportunities for all employees.
- Alongside formal training, we are introducing a dedicated onboarding tool to provide consistent guidance and practical support for new managers. This will help to build capability, confidence, and effectiveness early in a manager's journey, ensuring a more consistent approach to people management across the organisation. Over time, these measures will support more equitable outcomes in areas such as performance management, development opportunities, and promotion decisions.
- We routinely review our talent and succession planning processes to ensure that progression is fair and transparent. This includes regular evaluation of succession planning and development opportunities to identify and address any potential imbalances. Strengthening these processes supports greater representation of women at all levels, particularly within senior and higher-paying roles.

### SUPPORTING EMPLOYEE WELLBEING

- We recognise that supporting employee wellbeing is a key enabler of retention, engagement, and progression, particularly for groups that may face additional barriers in the workplace.
- We have developed a menopause policy and associated guidance to better support employees experiencing menopause. This includes raising awareness, providing access to resources, and equipping managers to offer appropriate support. By fostering an inclusive and supportive environment, we aim to reduce the risk of employees leaving the workforce or reducing their working hours at key points in their careers.
- We continue to provide access to occupational health services, including support through our employee wellbeing provider (TELUS). These services offer confidential advice and support on a range of physical, mental health and financial matters, helping employees to remain in work and perform at their best. Improved wellbeing support contributes to higher retention and reduces the likelihood of career disruption.

## RECRUITMENT

- We continue to monitor and report on the gender distribution of employees appointed into open positions. This enables us to identify any potential barriers within the recruitment process and take action to address them. In addition, we aim to include at least one female candidate on the final shortlist for all senior and executive management vacancies, with selection decisions made by a representative panel to promote fairness and reduce bias.
- We are committed to increasing female representation in areas traditionally underrepresented by women, particularly within STEM-related roles. This includes engaging with schools, participating in careers fairs, and promoting opportunities within the organisation to a broader and more diverse talent pool. Over time, these initiatives are intended to strengthen the pipeline of female talent entering technical and higher-paying roles. We are also developing an internal network of STEM Ambassadors to further improve our reach into the community to attract female talent into STEM roles.

## MONITORING OUTCOMES

- We routinely review workforce composition across a range of dimensions, including gender, job level, business area, and location. We also monitor pay outcomes associated with new hires, promotions, and lateral moves to ensure consistency and fairness. These insights enable us to identify trends, understand the drivers of the gender pay gap, and take targeted action where required.
- Through our employee engagement survey (myVoice), we regularly gather feedback from employees on their experiences within the organisation. This includes insights into career development, support, equality and recognition. We use this feedback to inform our people strategies and ensure that our initiatives are aligned with employee needs, supporting a more inclusive culture and improved retention.

We continue to review our Gender Pay Gap results on a regular basis to enable us to evaluate our measures. In summary, our data indicates meaningful improvement over time, particularly for the median pay gap, which reached its best level to date in 2025 (9.90%). At the same time, the mean pay gap remains broadly stable in the last two years, which indicates that longer-term structural change, particularly around senior representation and progression, remains essential. Our priority is to sustain the improvements we've made, understand the drivers behind year-to-year changes, and continue building a fair, inclusive, and transparent approach to pay and progression.

## Declaration



We confirm that the figures contained within this report are accurate and have been calculated in line with the government regulations, the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**MELANIE NAYLOR – HR MANAGER**

**When you need to be sure**

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