

Powering Your Talent Strategy with People Science.

SHL supports every step of the employee journey by bringing our trusted people insights to your hiring, development, and talent mobility decisions.



Comment from our CEO

We have been on an inclusion journey for a number of years now, having started with our inclusion plan in 2022.

Whilst there is still more to do, it's reassuring to see that our efforts around equal gender representation across all levels of our organisation are continuing to see our pay gaps remain relatively low. This year, although we have seen a small increase in our median pay gap (sitting at 10.4%, up 2.6% from 2024), our men pay gap is the lowest, since we started reporting at 9.2% (down 3.3% from 2024)

Our actions in 2025 focused on both the UK, but also the Global organisation, with our regional Gender representation goals guiding our activities. These goals are helping to focus our activity internally around recruitment, career progression and building an inclusive culture. We have now introduced regional career development programs such as the India Women in Leadership Program.

For our customers, we continue to connect them to Inclusion resources and expertise to ensure our technology, insights and services are used to reduce unconscious bias in people decisions.

Andy Bradshaw, CEO

Our Gender Pay Gap

During 2025, despite several organizational changes, we have managed to maintain the proportion of women in senior roles in the UK. This in turn has meant our pay gaps have remained relatively stable.

Although the median pay gap has increased slightly to 10.4%, our mean pay gap, which now stands at 9.2%, is the lowest we've seen since we started reporting.

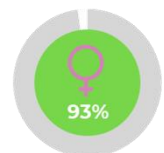
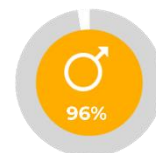
Like many organisations, our pay gap is driven by a lower proportion of women in our most senior roles. This is something we are actively addressing through our Inclusion plan and our representation goals which has seen the number of senior women in the UK increase from c 30% to 43% over the last 3 years.

At a Glance

The tables below show our overall median and mean gender pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2024 and bonuses (including incentives) paid in the 12 months prior.

| SHL UK | Median | Mean |
|-----------------------------|--------|-------|
| Gender Pay Gap | 10.4% | 9.2% |
| Gender Bonus Pay Gap | 23.3% | 37.4% |

The proportion of the workforce that received a bonus



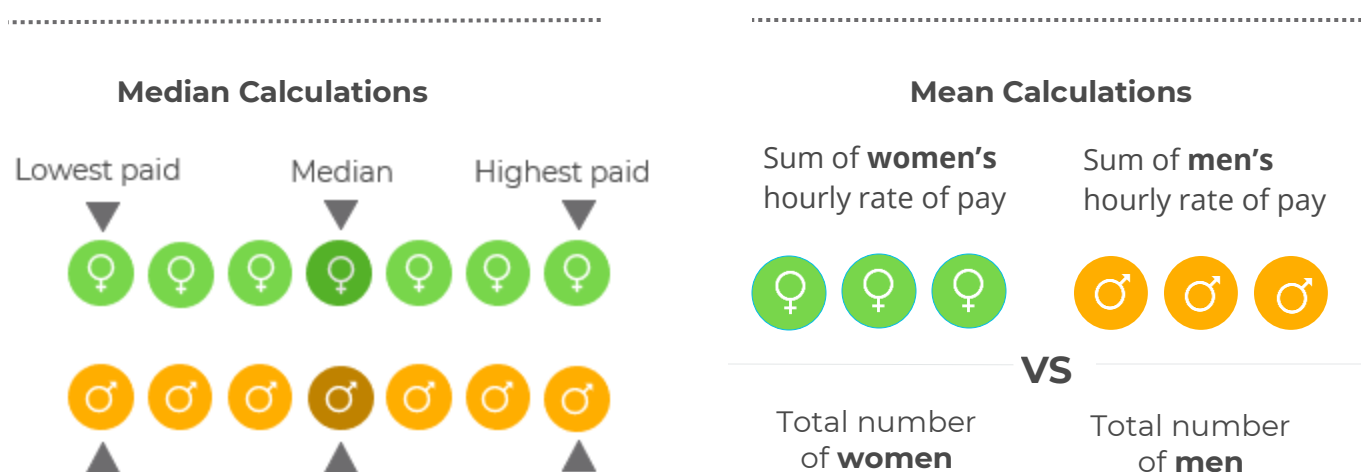
Gender Pay Gap and Equal Pay Explained

The **Gender Pay Gap** is the difference between what male and female employees are paid at all levels in an organization. This is expressed as a percentage of the average earnings of male and female employees. As an example: If a company has a gender pay gap of 20%, that means that for every £1, males are paid, females are paid just 80p on average.

Equal Pay is a different issue. Equal Pay is the legal requirement to pay males and females the same for equal work and experience, which the Equality Act governs.

Calculating the Median and Mean Pay by Gender

UK-based organizations must follow the calculation methodology set out by the Government Equalities Office to report their mean and median gender pay gap, bonus gap, and distribution across pay quartiles.



The **Median** is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of men's wages and the employee in the middle of the range of women's wages.

The **Mean** is calculated by adding up the wages of all relevant employees and dividing the figure by the total number of employees.

The mean gender pay gap is calculated based on the difference between mean men's pay and women's female pay.

Proportion of men and women across our UK workforce

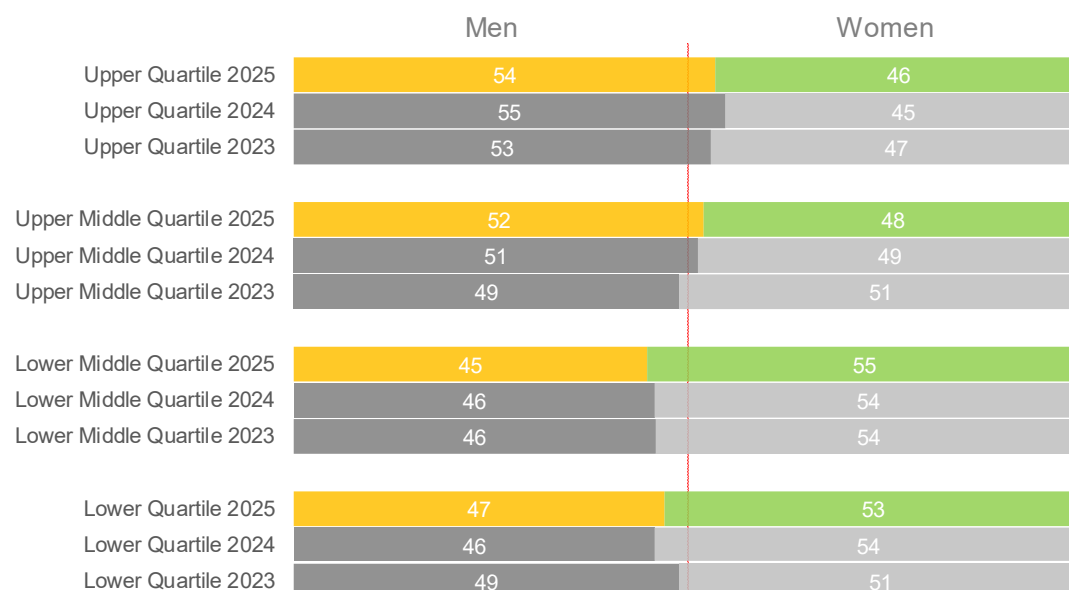
Our entire UK business has a gender-balanced workforce of about:



49% Men

51% Women

Proportion of Men and Women in Quartiles



SHL's Actions to Close the Gender Pay Gap:

Over the course of the last 12-18 months, we have implemented the following actions:

- Introduced gender representation goals across all functions and key geographies, including Europe, India and South Africa – our aim is for 50% of senior roles to be held by women by the end of 2027.
- Continued to build momentum with our Inclusion program with a focus in 2025 on our “Explore Culture” workshops which aim to empower and equip colleagues to call out non-inclusive behavior
- Continued our global Mentoring Program to connect talent to leaders at every stage of their careers, supplemented by our UK Women’s Coaching Circle.
- Continued our career development program, aimed at supporting colleagues from under represented groups to build their careers at SHL. Our **Diverse Talent Development Program** will support 15 junior colleagues every year.
- Introduced our India Women in Leadership program, aimed specifically at building the pipeline of Women Leaders in India, the largest part of our business.