

# Gender Pay Report

UK & Ireland  
2024

**ERIKS**



# Foreword

At ERIKS Industrial Services, our commitment to building a truly inclusive and equitable workplace is rooted in our purpose: to make industry work better. We know that achieving this means creating an environment where all our people feel safe, respected, and empowered to contribute and grow –regardless of gender or background.

Gender equality is not a one-off goal; it's an essential part of how we build a stronger, more innovative, and resilient ERIKS. By bringing together a diverse range of perspectives, skills, and experiences, we are better equipped to solve complex challenges, serve our customers more effectively, and deliver long-term value.

This year's gender pay report offers a clear view of the progress we're making – and the work still ahead. It highlights where we're holding ourselves accountable, the actions we're prioritising, and how we're embedding inclusion into the core of our people strategy.

Our long-standing commitment to equal pay for equal work remains firm. But we also recognise that true equity goes beyond pay – it's about access, opportunity, and representation at every level of the business. That's why we're taking deliberate, data-led steps to remove barriers and create a culture where everyone can thrive.

**Janice Keyes**  
Chief People Officer

**ERIKS**



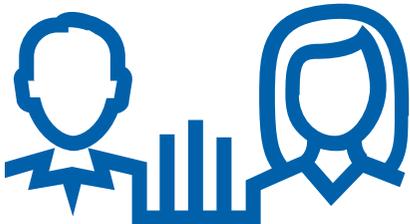
Diversity &  
Inclusion



# Understanding our Gender Pay Data

The gender pay gap is a measure of the difference in the average pay between men and women across an organisation regardless of role or organisational changes. It is also essential to recognise that this report is different from an 'equal pay review' as this would require direct comparison between males and females carrying out the same or similar role.

At ERIKS Industrial Services, we have a job evaluation process and pay structure, and we undertake an annual fair pay assessment to help identify and address any pay challenges.



## UK Only

### Mean Gender Pay Gap Hourly Pay

The percentage difference between male & female mean hourly pay figures.



### Median Gender Pay Gap Hourly Pay

The percentage difference between male & female median hourly pay figures.



## UK & Ireland

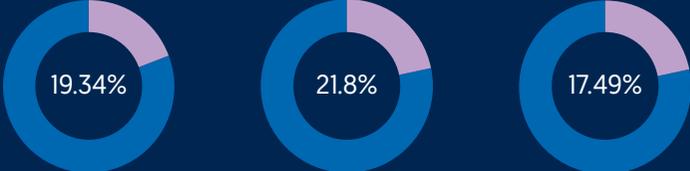
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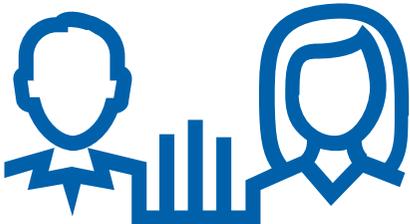


# Understanding our Gender Pay Data

I am pleased to report that we have seen overall improvements in our gender pay gap for the UK and as a total organisation across the UK and Ireland. Our mean percentage difference for the UK has reduced by 2.96% from 2023 to 2024 and a 6.44% difference since publishing our gender pay gap results in 2021. Our median percentage difference for the UK has reduced by 1.97% from 2023 to 2024 and a 3.55% difference since publishing our gender pay gap results in 2021.

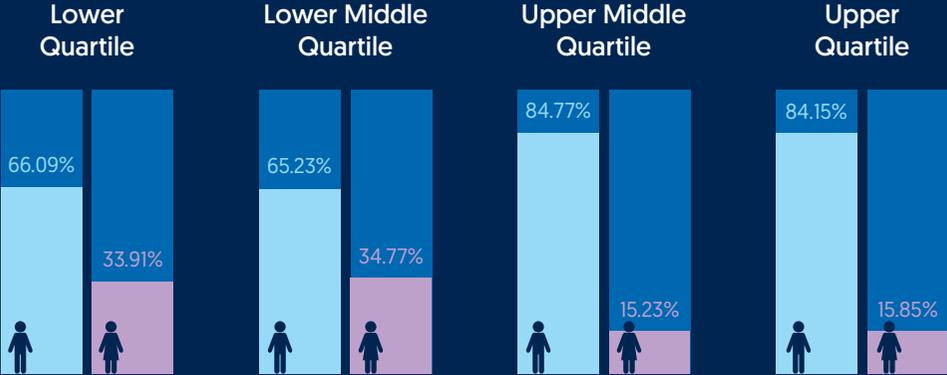
For the combined organisation of the UK and Ireland, our mean percentage difference has reduced by 3.71% from 2023 to 2024. We have seen a modest improvement in our median percentage difference. We outline the focus action areas later within the report.

We have made great progress this year and overall, trending positively; however, we acknowledge ERIKS remains behind the average median gender pay gap of 15.9% which is a milestone we aim to achieve soon.



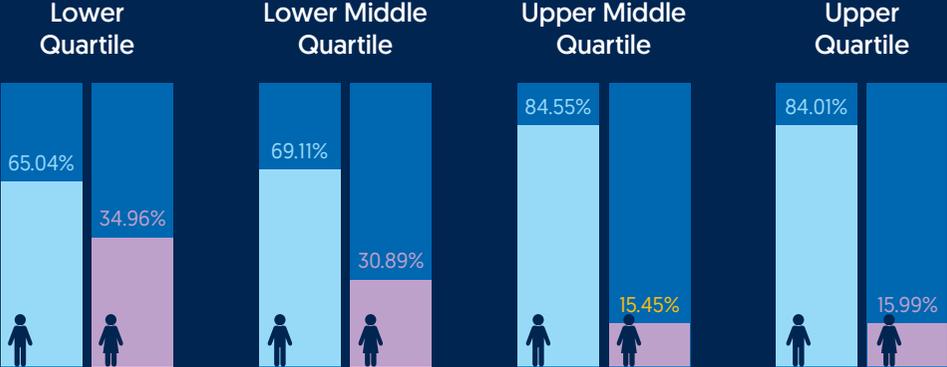
## UK Only

Proportion of Males & Females in Each Pay Quartile



## UK & Ireland

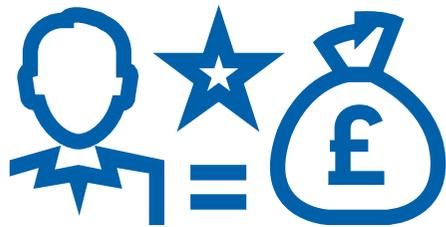
Proportion of Males & Females in Each Pay Quartile



We have seen an increase in women in the upper middle and upper quartiles, which is reflective of the pay changes resulting from internal promotions and the value of our salary structure in ensuring pay equality

# Bonus Pay UK only

There has been a slight decrease in the number of males and females receiving bonuses; however, both the mean and median pay gaps have significantly improved. This is partly due to the offering of only discretionary bonuses, as well as the criteria applied in calculating bonuses.



## UK Only

### Proportion of Males & Females Receiving a Bonus

Receiving Males



Non-Receiving Males



Receiving Females



Non-Receiving Females



### Mean Bonus Gender Pay Gap

The percentage difference between male & female mean bonus pay figures



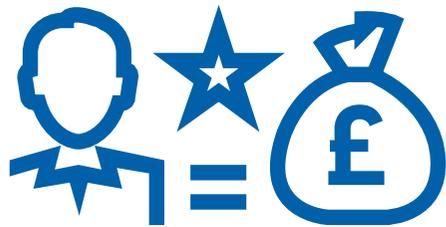
### Median Bonus Gender Pay Gap

The percentage difference between male & female median bonus pay figures



# Bonus Pay UK & Ireland

There has been a similar change in receiving males and females for the UK&I, and due to leadership within Ireland, there has been a greater impact on both the mean and median pay gap. We will continue to review our bonus scheme to ensure it continues to encourage high performance.



## UK Only

### Proportion of Males & Females Receiving a Bonus

Receiving Males



Non-Receiving Males



Receiving Females



Non-Receiving Females



### Mean Bonus Gender Pay Gap

The percentage difference between male & female mean bonus pay figures



### Median Bonus Gender Pay Gap

The percentage difference between male & female median bonus pay figures



# Our commitment: Attraction

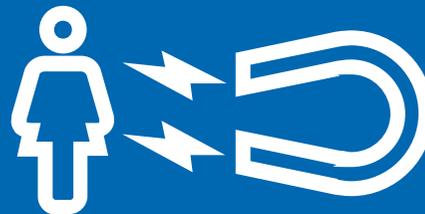
## Our Focus Areas

We continue to increase the proportion of diverse hires both internally and externally into all roles but with particular emphasis on senior roles.

- Continue to review our talent attraction approach, using non-gender language to ensure fairness and inclusivity
- Our inclusion strategy includes targets for the proportion of women in senior roles
- Inclusive recruitment training for all leaders, reducing bias in recruitment and interviews
- Continues investment and focus on bringing in new talent through our apprenticeship programs
- Seek to engage with specialist job boards to assist in increasing applications from women e.g Women in engineering
- When engaging with search agencies, we request that their search methodologies reach diverse candidates

## What we have accomplished

- All hiring managers have been provided with interview skills training to mitigate bias and improve candidate experience
- Our job adverts have been reviewed and amended to be more inclusive
- All open positions are advertised internally to encourage greater internal movement
- We are recognised as a Disability Confident Committed Employer
- We remain focused on nurturing entry-level talent, 21% of our apprentices are female – including in technical roles across the business
- We have maintained our organisational gender split of 25% female, with 50% of our board members being female



# Our commitment: Retention

## Our Focus Areas

It's just as important to retain female colleagues at all levels of our business as it is to attract them.

- As part of our inclusion strategy, we are helping ERIKS colleagues to be aware of, understand, and develop inclusive behaviours – making this a part of how we work every day
- We commit to provide ongoing training for our leaders
- We encourage all colleagues to take part in our employee engagement survey – so we can listen to what really matters, and take action to improve the experience for everyone
- Continue to develop a future focused EDI plan
- Commit to continue to offer flexible and hybrid ways of working, helping ERIKS attract and retain talented people from all backgrounds

## What we have accomplished

- We created and rolled out four mandatory training modules for all employees that focus on topics such as diversity awareness, unconscious bias, allyship and inclusive behaviours with 90% completion rate
- We recognise the positive impact flexible working arrangements have on employee wellbeing, which is why we've maintained a hybrid working model
- Our inclusivity score has increased from 7.8 to 7.9 – above the benchmark of 7.4
- We have introduced new policies to better support colleagues at key life stages, including a fertility policy, a menopause policy, and an enhanced maternity pay offering to support our colleagues and their families



# Our commitment: Development

## Our Focus Areas

To increase the number of female colleagues in senior leadership roles, we are taking focused and practical steps that support career progression and long-term change:

- Utilising workforce planning data to identify development opportunities and create clear career pathways for our diverse talent
- Working towards an ambition of 33% of senior leadership roles being held by women – a target that reflects our commitment to building a more balanced and representative leadership team.
- Commitment to continued investment in development programs like “Women in Leadership”, alongside strong female participation in our “Empower to Lead” programme
- Provide inclusive education training and webinars to raise awareness, spark conversations, and support all colleagues in taking ownership of our inclusive culture

## What we have accomplished

- Ongoing participation within our current “Taking the Stage” program
- Designed our UK&I specific women in leadership program which is ready for launch
- An increase in women participating in our Emerging Leader’s development program from 40% - 55%
- We have seen an increase in the number of women accessing our external coaching – up from 50% to 60%
- We’ve improved our hiring process by capturing diversity data from day one, giving us clearer visibility of our workforce and helping us better understand where to focus our efforts
- Over the past 12 months, 27% of all promotions were women – meaning 19.8% of our female population progressed into new roles
- We have increased the number of females in senior positions from 19% to 21%
- We have delivered a series of educational webinars open to all colleagues, focused on diversity, inclusion and allyship



# Declaration

At ERIKS Industrial Services, we are committed to creating a workplace where everyone can thrive, grow and feel valued. I am pleased to report that we have continued to make positive progress in reducing our gender pay gap across the UK and our combined UK & Ireland organisation.

While our journey is ongoing, the direction is clear: ERIKS is dedicated to building an inclusive culture, supporting career development, and ensuring that our people decisions are fair, transparent and data driven. We remain committed to taking meaningful steps each year to reduce the gender pay gap and create opportunities that enable everyone to succeed.



**Janice Keyes**  
Chief People Officer

A handwritten signature in black ink, appearing to read "Janice Keyes".



**Pamela Bingham**  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "P. Bingham".

# Contact

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Let's make industry work better