

Gender Pay Gap Report

2026

This is PMUK's ninth Gender Pay Gap Report, which is designed to show the difference in the average pay between all men and women in the workforce, regardless of their role or level within the Company. The following data represents a snapshot date of 5th April 2025, with the bonus-related data reflecting the period of 6th April 2024 to 5th April 2026.

We recognise that a gender pay gap continues to exist within PMUK. While our median pay gap has increased since the previous reporting period, we are encouraged to see a reduction in our mean pay gap. We remain confident that this gap does not stem from unequal pay for equal work, and our analysis continues to show that men and women are paid fairly for the roles they undertake.

Our gender pay gap continues to be influenced by the demographic profile of our workforce and the wider industry. As an organisation operating in a traditionally male-dominated sector, the majority of applicants for our entry-level, technical, and senior positions are male. This naturally results in a higher proportion of men across the organisation, which in turn impacts our succession pipeline and participation in development activities.

We remain committed to addressing our gender pay gap and supporting the growth and progression of all employees. We will continue to focus on initiatives that broaden our talent pipeline, encourage greater female representation at all levels, and create an environment where all employees can develop.

I confirm that the PMUK Gender Pay Gap Report and all the data contained within is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and the Equal Pay regulations within the Equality Act 2010.

Robert Blowers

PMUK Managing Director



Panasonic Manufacturing UK

> Workforce Profile

202
employees

143 men
59 women

71%
men



29%
women

> Quartile Bands

Proportion of men and women by Quartile Bands.

Quartile 1 (Lowest)

57% men

43% women

Quartile 2

72% men

28% women

Quartile 3

67% men

33% women

Quartile 4 (Highest)

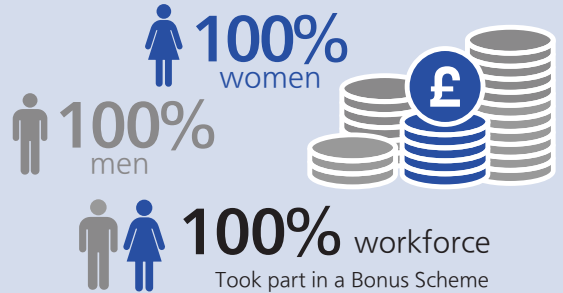
88% men

12% women

> Bonus Pay

Based on Headcount throughout FY24.

Proportion of men and women who received Bonus Pay.



> Gender Pay Gaps

19% mean
Gender Pay Gap

17% median
Gender Pay Gap

> Bonus Pay Gaps

75% mean
Bonus Pay Gap

-29% median
Bonus Pay Gap

Gender Pay Gap

This is the average difference in the earnings of full pay relevant male and female employees in the workforce and is expressed as a percentage difference of men's earnings. Two averages are used to show the gap – the mean and median.

Mean (average)

This average is worked out by totalling the hourly rates of male and female employees and dividing the totals by the number of male and female employees respectively.

Median (average)

The middle point average value between the lowest and highest hourly rates for male and female employees.

Quartile Pay Bands

Employees are listed in order from lowest to highest hourly rates and the list is divided into four equal parts (pay quartiles) containing the same number of employees in each (or as close to this as possible). The quartile pay bands show the proportion of men and women in each quartile.