



GLORY

Gender Pay Gap

Diversity and Inclusion
at Glory 2025



GENDER PAY AND BONUS GAP

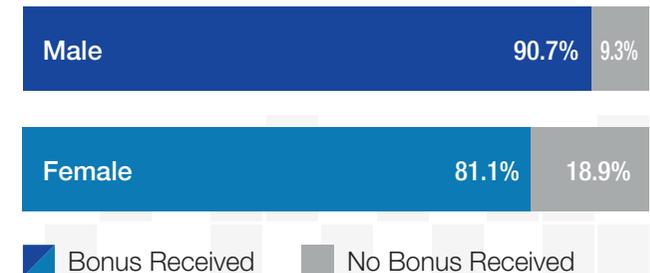
At the time of the snapshot date, 5th April 2025, Glory Global Solutions (International) Limited (based in the UK) employed 290 employees, of which 95 were female; a gender split of 67% male and 33% female. The UK business has a high percentage of males in the workforce especially in Field Service Engineering and some of our most senior global roles and Board positions are based at our UK Headquarters. The diverse nature of the roles in our UK business contributes towards our overall Gender Pay Gap.

- We report that our Median Hourly Pay Gap is 8.5% which is below the national average of 12.8%¹ for all employees, both full-time and part-time.
- Our gap between the proportion of male and female bonus receivers was 9.7%. It is important to highlight all employees are eligible to participate in a bonus scheme but under the regulations, we only publish 'paid bonus' through payroll at the snapshot date.
- Our bonus scheme has Global, Regional and Local business metrics which can drive variances in pay-out.
- In addition, our more senior roles have a bonus scheme linked to their base salary which can drive a higher pay-out.

Gender Pay and Bonus Gap

Difference between men and women	Mean ²	Median ³
Gender Pay Hourly Gap	11.8%	8.5%
Gender Pay Bonus Gap	38.7%	-9.4%

Proportion of Male and Female bonus pay receivers



¹Source: Office for National Statistics

²Average

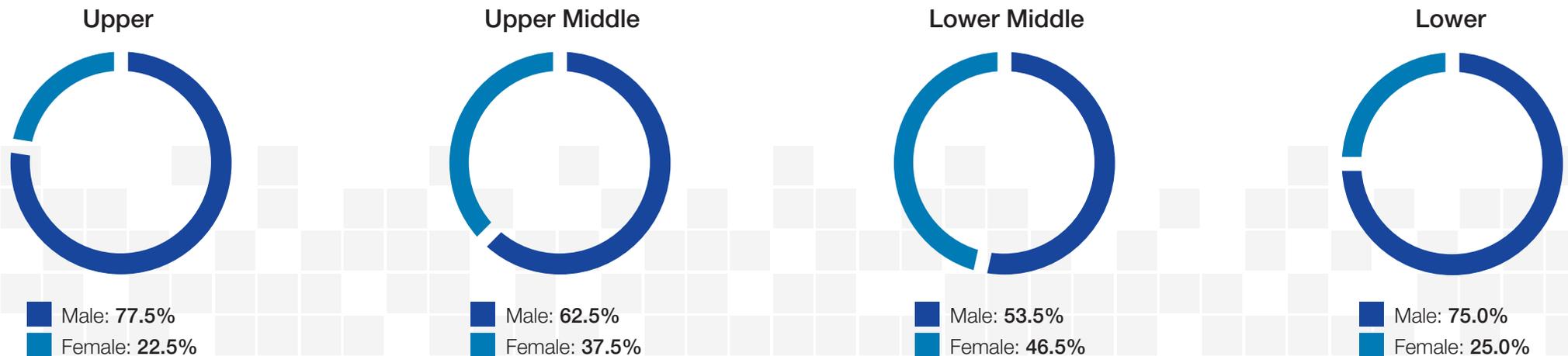
³Midpoint between the highest and lowest

PAY QUARTILES

- Our company Headquarters in Basingstoke, UK has employee roles which are Global, Regional and Local in nature being paid through our UK Payroll.
- Most of our UK roles work within Field Service Engineering, where we have a higher proportion of male employees compared to females.
- We recognise that we have more males employed in senior roles and as Board members and are working to address this to ensure there is more female representation across our pay quartiles.



Proportion of males and females in each pay quartile, based on a headcount of 290, as at the snapshot date



GLORY'S ACTIONS TO ADDRESS THE GAP



As a UK business, we are pleased to see our gender pay gap reducing further in 2025 and we continue to see an increase in female representation in our upper band this year.

Our Executive Leadership made a joint statement in 2025 to show intent and support for International Women's Day 2025 and Equity, Diversity and Inclusion (ED&I) at Glory.

This statement included:

- We are dedicated to fostering an inclusive culture where every employee is respected and valued.
- Our mission is to help everyone reach their full potential.
- We are proud to share our efforts to address matters of ED&I in the workplace.

We have accomplished several key milestones to drive positive change by:

- Continuing to move towards a greater balance of gender representation in our upper pay quartile.
- Introducing a ED&I policy and increased awareness.
- The Glory Board making 'Diversity and Respect' one of our corporate values, emphasizing the importance of Diversity and Respect in our business and our objective to continually improve our culture.
- Providing continuous development opportunities for all employees.
- Continuing to treat everyone with respect, fairness, and inclusivity.

In updating our Glory values to include Diversity and Respect, our objective is for all colleagues to understand and demonstrate the importance of treating all people with respect, fairness, and inclusivity so that everyone can embrace the opportunities presented to them and make the best contributions they can to work and to our society.

Other activities in 2025 included delivering Unconscious Bias workshops and, Equality, Diversity and Inclusion and, Bullying and Harassment training for all managers to bring greater awareness and understanding to our decision making and working environment.

We continue to be an accredited Real Living Wage employer in the UK, demonstrating our support to all employees and our communities.

We continue to operate a mixture of office-based and home-based working where possible (this is role dependent i.e. some roles are Field Service Engineers out in the Field supporting customers). We have trained our UK people managers on flexible working practice and to be supportive to our colleagues across our UK sites.

Glory supports continuous development in many ways. Promoting the Apprenticeship Levy's available courses is just one such initiative. In addition, LinkedIn Learning is available to all UK employees to encourage ongoing learning and development for all. We believe this will help our people to improve their skills and capabilities and so provide them with greater career opportunities within Glory.

GLORY'S ACTIONS TO ADDRESS THE GAP [cont'd]

The Reward team benchmarks all new roles and promotional opportunities to ensure our remuneration packages are competitive with market comparators and internal peers. We review roles to ensure individuals are in line with benchmarks which helps us to ensure no gender differences or other biases, arise. We annually train our managers to ensure they link salary recommendations to annual personal development review (PDR) scores, which in turn are linked to achievement of SMART objectives to drive a fair and consistent approach to development of all our people across the UK business.



Michael Williams
Chief Financial Officer and
Chief Operating Officer,
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