



Gender Pay Report 2025

ASSA ABLOY
Opening Solutions

Experience a safer
and more open world



About us

ASSA ABLOY is the global leader in access solutions. Every day, we help billions of people to experience a more open world.

At ASSA ABLOY Opening Solutions UK & Ireland, we are redefining opening and access solutions for homes, businesses and institutions. Our offering includes door and window hardware and systems, access control solutions and services.

With a turnover of around **269.2 million GBP**, we employ around **1,500** employees, across 7 sites in the UK, our main head office being in Willenhall, West Midlands.

A diverse group of employees is a sign of strong and balanced leadership. At ASSA ABLOY, we work systematically to balance age, gender, industrial background, ethnicity, culture and religion – all of this and more is what makes up a rich and diverse company.



Gender Diversity

Gender diversity and inclusion is an integral part of ASSA ABLOY's strategy and business operations. By having gender balance at all levels of the organisation across different functions strengthens the Group's competitiveness and performance.

Discrimination due to gender when it comes to employment and employment conditions, work environment, job tasks, development opportunities and promotion will not be tolerated.

Efforts to increase the number of women in leadership roles within ASSA ABLOY is an important component of our talent management process. Specifically, managers are expected to examine their organisations to ensure that qualified females are considered for high profile projects, development and leadership opportunities. Our internal KPI's have shown an improvement of diversity at the senior level, this has been improving year on year.

Our Gender Pay Gap Data Explained

ASSA ABLOY's activities mean that we employ people in a range of disciplines including graded production, engineering, commercial and professional roles in Shared Services inclusive of Finance, Purchasing, IT and HR. We also have teams of R&D specialists in Design, Mechanical, Electrical and Software.

A large proportion of our workers are involved in light assembly, many of which are females, contributing significantly to our gender pay gap.



Gender Pay and Bonus Gap

The gender pay gap is a measure of the difference between average earnings of men and women across the entire organisation.

The scope of this report includes all employees within ASSA ABLOY Opening Solutions UK & Ireland. Also included are a team of Divisional Managers and staff with responsibilities covering Europe, Middle East India and Africa region, located in our EMEIA headquarters near London.

We have seen a welcome increase in the number of women choosing to join ASSA ABLOY Opening Solutions UK & Ireland on their career progression. However, we currently employ a greater number of men than women. Due to the organisation being in the manufacturing sector, that is generally dominated by men, we are constantly striving to attract women into roles. At the time of this report, our employee split was: **65%** male workers and **35%** female workers.

Pay Gap

	2024	2023	2022	2021	2020
Mean	20.36%	28.67%	29.60%	32.84%	35.05%
Median	25.02%	28.83%	27.85%	33.60%	33.52%

These figures above show that men are paid **20.36%** more than women in our organisation on average, when looking at the median they are paid **25.02%** more.

MEAN

The mean is calculated by adding all salaries and dividing by the number of employees.

MEDIAN

The median is calculated by listing all salaries in order and selecting the middle number, if there are two middle numbers, then the mean of these two is used.

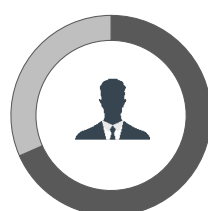
Bonus Gap

	2024	2023	2022	2021	2020
Mean	77.79%	76.16%	64.90%	66.11%	64.23%
Median	0.00%	0.00%	0.00%	0.00%	0.00%

Although ASSA ABLOY Opening Solutions UK & Ireland have a larger number of male employees in senior positions, our bonus data has shown that there is a relatively small percentage difference in the number of colleagues receiving a bonus.



WOMEN
15.94%

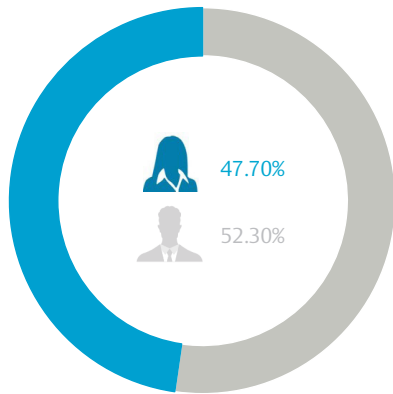


MEN
18.45%

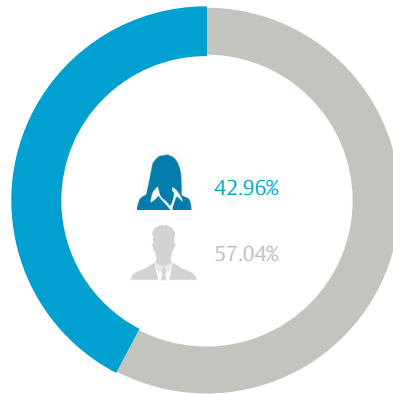


Pay quartiles

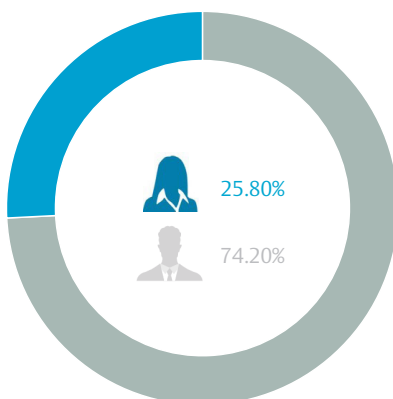
In addition to the reporting of the hourly wage gap, gender pay reporting regulations require us to report our workforce gender mix in four quartiles.



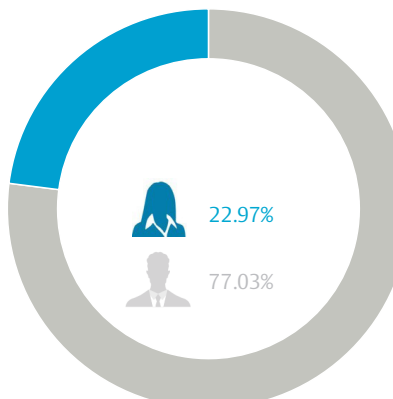
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



What we have done so far

Early Talent

Early talent are the rising stars and leaders of the future and we continue to invest in early talent initiatives and we are delighted to share that we were awarded the following recognition of this work:

- InComm Apprentice Large Employer of the Year
- Black Country Chamber of Commerce Employer of the Year (Highly Commended)

And that colleagues within our business were recognised for their outstanding contributions to apprenticeships:

- Express and Star Apprentice of the Year - Sophie Chester
- InComm Advanced Learner of the Year in Engineering - Ben Speed
- InComm Apprentice Champion of the Year - Ashley Kimberley

We've continued to offer a range of work experience opportunities across our sites and departments, enabling all genders to gain exposure to different business areas. As well as providing useful resources to inspire more female engagement in stereotypically male dominated industries.

Internal Mobility

We've continued to enhance our internal mobility offering by further developing our 'One Group, One Career, Your Career' portal on the intranet based on our Employer Value Proposition - this includes colleague spotlights focused on internal mobility, women in leadership, early talent and Diversity, Equity, Inclusion and Belonging (DEIB).

Also included are internal interview help sheets, tips and tricks, updating cv's for internal roles and a range of online learning courses on our HR Management System (GPS).

To ensure we offer fair career development opportunities and increase female leadership within our organisation, we have introduced senior leadership training courses and similar courses for mid-management level. These include InStep - Female Forward and Female Leadership modules.

Following on from the success of previous years, we continue to celebrate National Careers Week for the fourth year running focused on learning and development, upskilling, personal development reviews and hosted career discussions with all colleagues who registered - primarily for operational colleagues with limited access to online resources and toolkits.

Leadership Development

Our offer of leadership development programs, including those specifically designed for female leadership, is crucial in addressing the gender pay gap by providing fair and equitable opportunities for all in career advancement. One of the key drivers of pay disparity is the underrepresentation of women in senior leadership roles.

By providing leadership training from both an open to all, alongside a female-centric offer, this can support further reducing our gap by providing the option of tailored learning for women with support with the skills, confidence, and networks needed to further develop their careers.

This proactive approach not only supports diversity and inclusion efforts but also contributes to a more balanced talent pipeline, with an aim that pay disparities are not perpetuated due to a lack of female representation at the top. Investing in leadership programs for all but including an option for female-centric specific cohorts, demonstrates a commitment to long-term, structural change, helping us demonstrate our commitment toward further closing the gap and promoting workplace equality.

Our plan for next year

Employer of Choice

Our aim for next year is to be recognised as an 'employer of choice' for our investment in early talent and building 'skills for life', alongside internal learning and career development programmes and further upskilling investment in our teams.

Diversity, Equity, Inclusion and Belonging

We're on a journey building a culture of inclusion where everyone can thrive. As a global organisation, we will aim to increase our advocacy and support of local and national awareness campaigns tailored to DEIB.

We will introduce an internal 'Colleague Communities' programme - groups created by colleagues who share common interests or characteristics including allies. Colleague communities will be led via volunteers, offering an empowering/safe platform for discussions of meaningful topics, sharing of resources and providing support. As well as educating our organisation on important DEIB topics.

Final thoughts



Harry Warrender

Senior Vice President & Head of UKI
ASSA ABLOY Opening Solutions

As a company, we remain deeply committed to fostering diversity by actively seeking, recruiting, and nurturing top talent from a variety of backgrounds. Our diverse and inclusive workforce, which spans across all levels of the organisation, not only enhances our operational effectiveness but also encourages more balanced and thoughtful decision-making. This commitment strengthens our overall capacity for inclusivity, creating a workplace where varied perspectives are valued. As leaders, we are dedicated to continually assessing, evaluating, and refining our strategies to ensure we are consistently attracting and supporting individuals from diverse backgrounds, ultimately driving long-term success and innovation."

We are pleased to share that our average gender pay gap has decreased compared to previous years. While manufacturing is often seen as a male-dominated industry, we actively challenge this stereotype and bias. I'm proud to announce that women now make up one-third of our senior management team, and we are committed to further increasing this representation. This year, we've celebrated several initiatives designed to develop talent and ensure equal opportunities for all employees. We remain dedicated to creating an inspiring environment where everyone can thrive and grow in their careers.



Wendy Weston
Director & Head of HR
ASSA ABLOY Opening Solutions



Jeanette McFarland

Director & COO UKI
ASSA ABLOY Opening Solutions

We are making steady progress in narrowing the gender pay gap, working diligently every day to cultivate an inclusive workplace where everyone, regardless of gender, has the opportunity to excel. Our commitment extends to supporting the career growth of all team members, and we take great pride in celebrating their achievements. Through these efforts, we continue to create an environment that values diversity, equality, and the success of every individual.

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