

ASSA ABLOY

Gender Pay Gap Report **2026**



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.

We employ a diverse group of employees to ensure we have 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 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 & 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 based in the UK. 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

Mean

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

Median

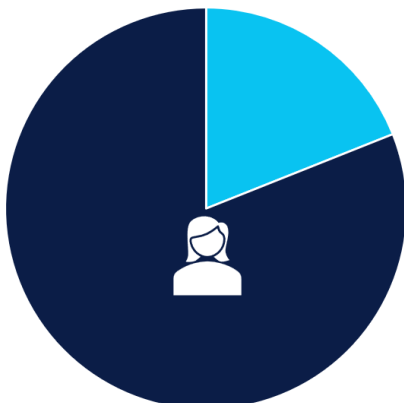
The median is calculated by listing all salaries in order and selecting the middle number, if there are two middle numbers, then the mean of these two is used.

	2025	2024	2023	2022	2021	2020
Mean	23.48%	20.36%	28.67%	29.60%	32.84%	35.05%
Median	20.67%	25.02%	28.83%	27.85%	33.60%	33.52%

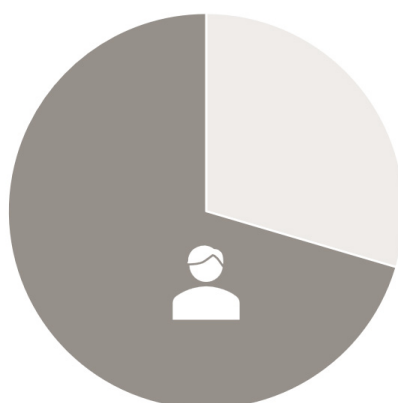
These figures above show that men are paid **23.48%** more than women in our organisation on average, when looking at the median they are paid **20.67%** more.

Bonus Gap

	2025	2024	2023	2022	2021	2020
Mean	88.54%	77.79%	76.16%	64.90%	66.11%	64.23%
Median	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%



18.97%



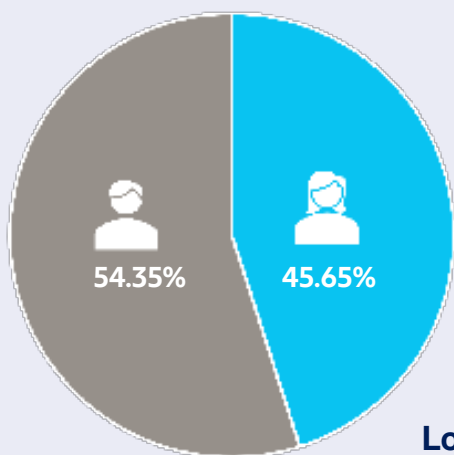
29.56%

These pie charts represent the percentage of female and male employees that received a bonus.

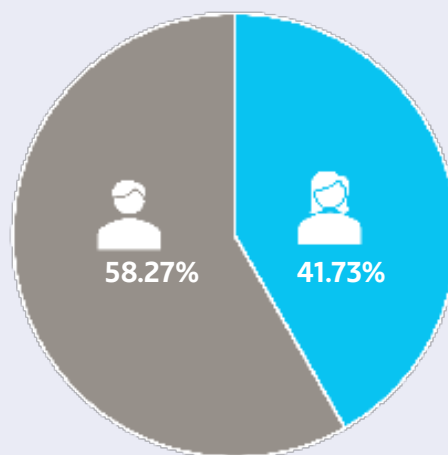
ASSA ABLOY Opening Solutions UK & Ireland have a larger number of male employees in senior positions, our bonus data is reflective of this.

Pay Quartiles

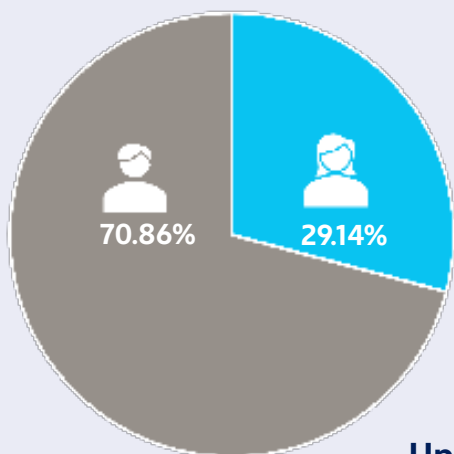
In addition to the reporting of the hourly wage gap, gender pay reporting regulations require us to report our workforce gender mix in four quartiles.



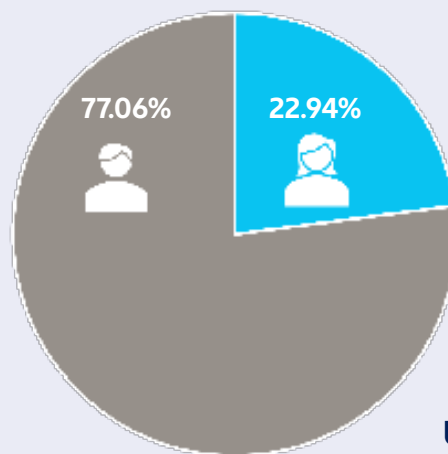
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



What we have done in 2025

An update of activities from 2025.

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 for the second year running

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

- Wolverhampton College Apprentice of the Year - Winner - Millie Ross
- InComm Advanced Learner of the Year in Engineering - Highly Commended - Charlie Hughes
- InComm Apprentice Champion of the Year - Highly Commended - Claire Mears
- Black Country Chamber of Commerce - Black Country Future Star Award - Winner - Jack Roper

We've continued to offer a range of work experience opportunities across our sites and departments, held Apprentice Open Days and hosted Magic of Manufacturing workshops at our head office site for local Secondary and SEN Schools.

We also supported and sponsored 'Girls in Engineering' aimed at early talent in primary schools and with the ambition to distribute to over 28,000 nationwide.



Internal Mobility

We've continued to strengthen our internal mobility offering by further enhancing our 'One Group, One Career, Your Career' intranet portal, built around our Employer Value Proposition. This now features colleague spotlights highlighting internal career moves, women in leadership, early talent, and our commitment to 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 fair career development opportunities and to support the growth of female leadership across our organisation, we have introduced dedicated senior leadership programmes, along with equivalent courses for mid-management. These include our InStep – Female Forward and Female Leadership modules and for mid-management we have recently expanded this to cover Sales and Marketing pathways.

Building on the success of previous years, we also marked our fifth consecutive National Careers Week, continuing our focus on learning and development, upskilling, and personal development reviews. We hosted career discussions for all colleagues who registered, with particular emphasis on supporting operational colleagues who have limited access to online resources and toolkits.

Inspiring Inclusion in the Workplace

We are continuing our journey to build a culture of inclusion where everyone can thrive. As a global, multinational organisation, we have and continue to strengthen our advocacy and support for local and national awareness campaigns aligned to our DEIB ambitions.

We have also introduced a new internal 'Colleague Communities' programme - which are employee-led groups formed around shared interests or characteristics, including allyship. These communities are run by volunteer colleagues, providing an empowering and safe space for meaningful discussions, resource-sharing, and peer support, while also helping to educate our wider organisation on key DEIB topics. This includes a Pause+ Community focused on menopause and andropause, this has also been supported by the introduction of our Menopause Policy.

Plan for next year...

Our organisation is committed to strengthening our DEIB strategy and improving our gender pay gap by investing in meaningful, sustainable actions that support colleague growth and foster an inclusive culture. We are enhancing career development opportunities and creating clearer, more accessible career pathways that empower colleagues at every level to progress. By building an environment where everyone feels valued, supported, and able to thrive, we aim to attract and retain more women across all functions - particularly in underrepresented areas and remove barriers to advancement. Through targeted initiatives, inclusive leadership practices, and ongoing efforts to ensure equitable access to training, promotions, and opportunities, our ambition is to be recognised as an employer of choice while driving long-term, measurable improvements to our gender pay gap.

Final thoughts

Comments from Executive members.



“As an organisation, we remain firmly committed to championing diversity by proactively seeking, hiring, and developing exceptional talent from a wide range of backgrounds. Our diverse and inclusive workforce—represented at every level—enhances our performance and supports more balanced, informed decision-making. This ongoing commitment strengthens our ability to create an environment where different perspectives are valued and encouraged. As leaders, we continue to review, refine, and evolve our approaches to ensure we consistently attract, support, and retain individuals from diverse backgrounds, driving long-term innovation and sustainable success.”

Harry Warrender, Senior Vice President & Head of UKI

“We are steadily advancing in our efforts to narrow the gender pay gap, driven by our ongoing commitment to building an inclusive workplace where every individual, regardless of gender has the opportunity to thrive. Each day, we work with purpose to create equitable access to development, recognition, and progression, ensuring our people are supported at every stage of their career journey. We remain deeply committed to empowering colleagues to grow, celebrating their contributions, and removing barriers that may limit potential. Through these continued actions, we are strengthening a culture that champions diversity, promotes fairness, and recognises the value that every person brings to our organisation.”

Jeanette McFarland, Director & Chief Operating Officer



“We are continuing to work on our pay gap focused initiatives encompassing a number of people focused programmes. Although manufacturing is often viewed as a male-dominated industry, we are committed to challenging this stereotype. Women now represent one-third of our senior management team, and we remain focused on increasing this further. Over the past year, we’ve strengthened our talent development and expanded opportunities to ensure all colleagues can grow and progress. We remain dedicated to creating an inclusive, supportive workplace where everyone can thrive.”

Wendy Weston, Director & Head of HR UKI

