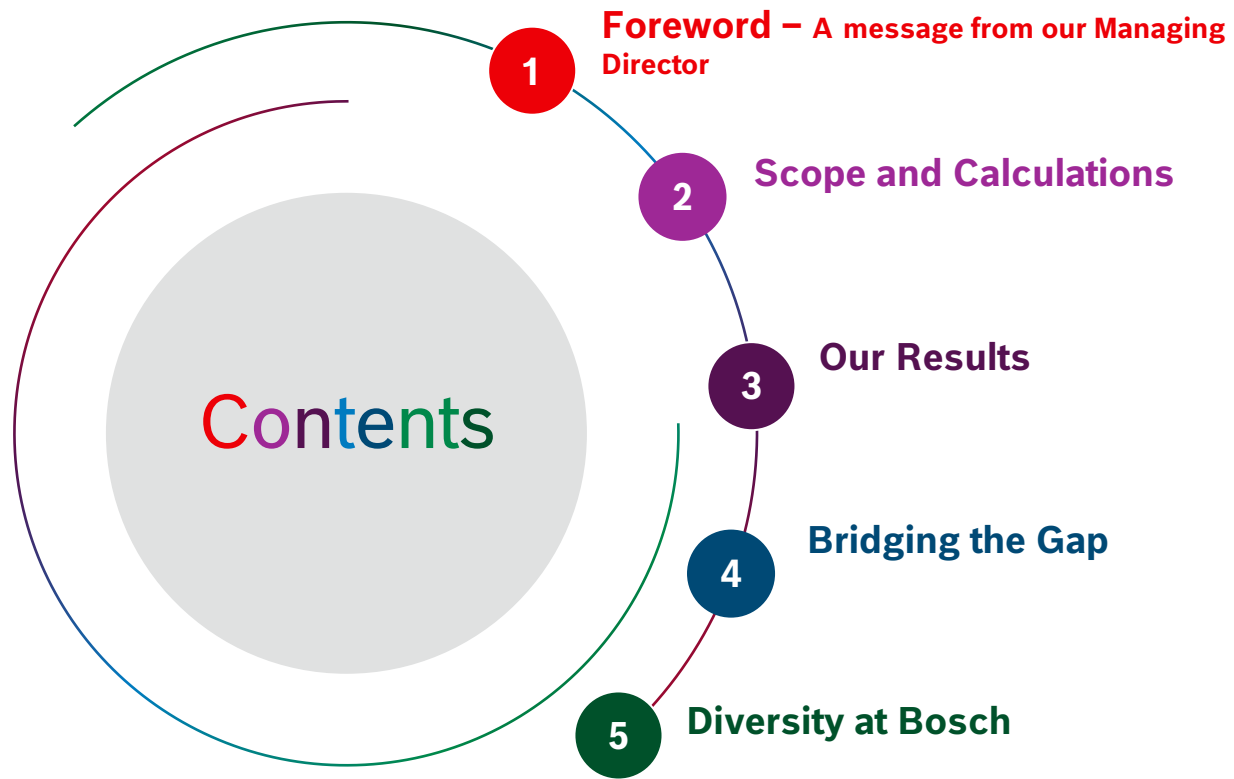


Gender Pay Gap



BOSCH



Foreword – Steffen Hoffmann



Steffen Hoffmann, European Regional President

At Bosch UK and Ireland, we are committed to fostering an inclusive workplace where every colleague has an equal opportunity to thrive and reach their full potential. Transparency remains central to that commitment, and this Gender Pay Gap Report reflects our ongoing efforts to understand, address, and reduce pay disparities across our organisation.

While we are proud of the progress demonstrated in this year's report, we recognise that there is still more work to be done. Our data provides valuable insight into where we are improving and where continued focus is required. It reinforces the importance of Fairness and Diversity, which form part of our core values and guide how we operate as an organisation.

We continue to address this disparity through focused development and progression initiatives, including our partnership with the Inspiring Women programme and a range of other targeted activities. These initiatives are not only aimed at attracting diverse talent into our organisation, but also at ensuring fair access to development opportunities, equitable reward practices, and a culture where everyone feels valued, supported and able to succeed.

Closing the gender pay gap is not a short-term objective but a long-term commitment that requires sustained action, continuous reflection and collective responsibility. We remain dedicated to building a culture that champions diversity, promotes equity and creates equal opportunities for all colleagues across Bosch UK and Ireland.

“At Bosch, we are dedicated to cultivating an open and inclusive environment where everyone's contributions are valued. Our continued focus on transparency and progress drives positive change for our associates and our business. We believe that by actively listening, learning, and adapting, we build a stronger foundation for equality and opportunity. Each step forward reflects our commitment to empowering our associates and continuously enriching Bosch's vibrant culture of diversity and inclusion, ensuring everyone can truly thrive”



Martina McGrath, HR Vice President for UK & Ireland

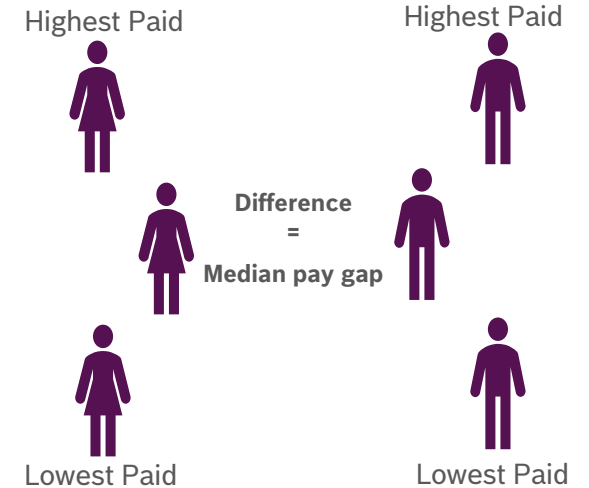
Scope and Calculations

WHAT IS GENDER PAY GAP

Gender pay gap is the percentage difference between the average (mean and median) earnings, for both ordinary pay and bonus pay, between women and men. It is calculated using hourly rate of each associate regardless of the nature or level of their work.

The process of calculating and analysing our gender pay data is to promote transparency and highlight disparities to help identify the underlying causes of the gap and determine the necessary steps to reduce it.

Fairness, equity and transparency are key factors in reducing gender pay gaps, and with our annual salary review process, job & compensation banding systems & regular alignments to market data we can be confident in our methodology.



$$\begin{aligned} \text{Total Female Hourly rate} \div \text{No. of Women} &= \text{Mean Female pay} \\ \text{Total Male Hourly rate} \div \text{No. of Men} &= \text{Mean Male pay} \\ \text{Difference} &= \text{Mean pay gap} \end{aligned}$$

Scope and Calculations

WHAT TO CONSIDER?



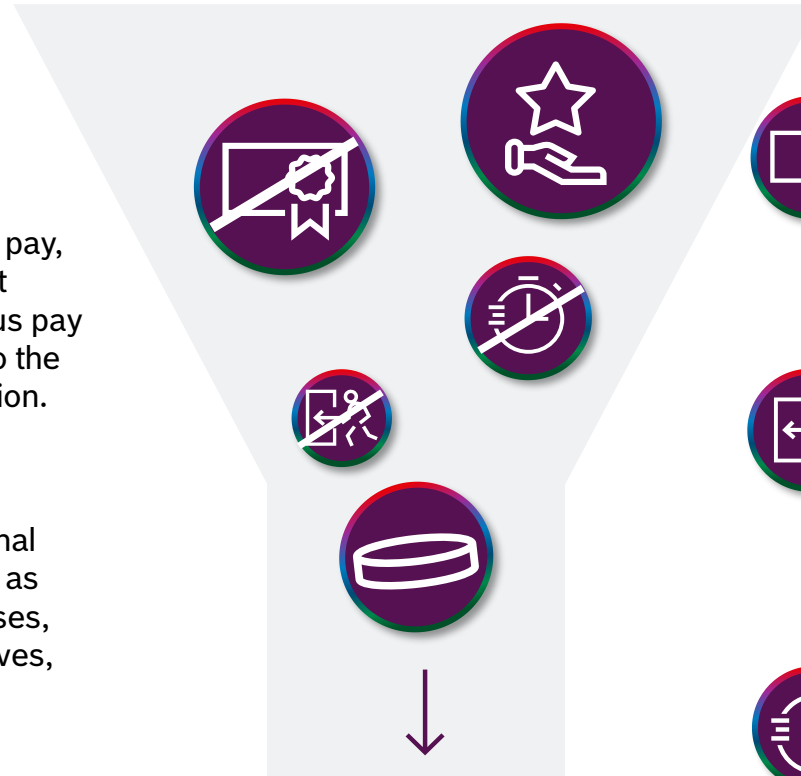
Ordinary Pay

This includes base pay, paid leave and shift premium pay. Bonus pay is also factored into the hourly pay calculation.



Bonus Pay

Consists of additional remuneration such as performance bonuses, productivity incentives, and commission payments.



Benefits in Kind

Non-cash perks such as company cars, private medical insurance and accommodation are excluded.



Redundancy Pay

Any form of severance pay are excluded from the Gender pay Gap calculation.



Overtime Pay

Additional hours worked beyond an employee's regular contracted hours are also excluded.

Scope and Calculations

INTRODUCING ETAS!

ETAS



ETAS Limited is the leading global supplier of tools for the development, validation and service of embedded control systems in the automotive industry with 2 UK offices in York and Manchester.

As of 2025, ETAS has been incorporated into Bosch's Gender Pay Gap reporting. This inclusion follows an internal business restructuring which resulted in the consolidation of entities within the organisation, bringing ETAS into the scope of Bosch's UK reporting.

The inclusion of ETAS has had a noticeable impact on the overall figures, particularly in relation to female representation. ETAS, as a subsidiary of Bosch, operates primarily within the software and automotive technology sectors, which have historically been male-dominated across the wider industry. This is reflected in broader labour market and education data. In the UK, women represent 16.9% of the engineering and technology workforce (*EngineeringUK, 2025*), while the pipeline into these sectors also remains uneven, with women accounting for approximately 31% of students studying core STEM subjects in UK higher education (*Higher Education Statistics Agency – HESA*). These wider structural factors help explain the lower levels of female representation typically observed in organisations operating within the technology and engineering sectors.

Our Results

Gender Pay Gap



Workforce Representation

23.1% 76.9%



15.1%

Mean Gender Pay Gap Inc. ETAS

14.3%

Median Gender Pay Gap Inc. ETAS

13.7%

Mean Gender Pay Gap Ex. ETAS

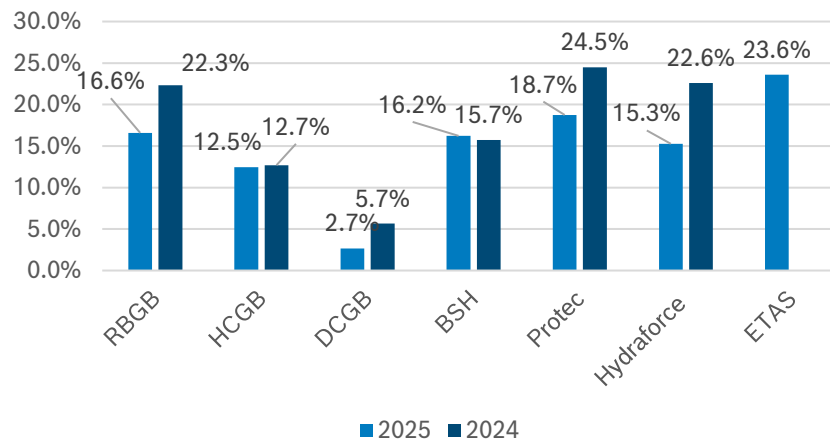
13.4%

Mean Gender Pay Gap Ex. ETAS

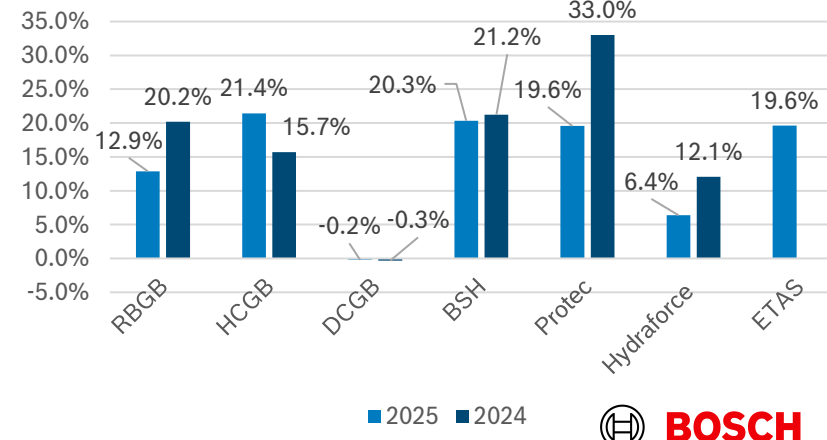
The Bosch Group operates across 13 diverse businesses in the UK, employing over 6,500 people. As per statutory requirements, we report gender pay gap data for entities with more than 250 associates. This includes **Robert Bosch Limited (RBGB)**, **Bosch Thermotechnology Limited (HCGB)**, **Bosch Rexroth Limited (DCGB)**, **BSH Home Appliances**, **Protec Fire Detection PLC**, **HydraForce Hydraulics Limited** and, for the first time this year, **ETAS Limited**. Our submissions cover 5,529 employees, representing 87% of our total workforce.

Our ongoing initiatives have contributed to a positive decrease in the gender pay gap for most of our entities. The impact is evident as we continue to see improvements from previous years, and we move closer to the UK mean and median in most business areas.

Mean Gender Pay Gap



Median Gender Pay Gap



Our Results

Bonus Pay Gap



	Median	Mean
Gender Bonus Pay Gap	41.5%	15.0%
% Bonus received by men	71.9%	
% Bonus received by women	71.5%	

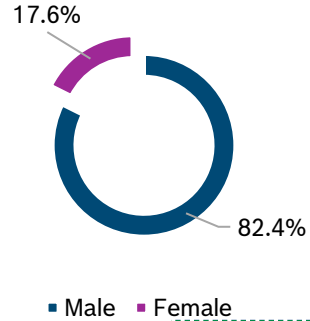
The 2025 results show a mean bonus pay gap of 15.0% and a median bonus pay gap of 41.5%, indicating that male employees on average received higher bonus payments than female employees. Additionally, 71.9% of men received a bonus compared with 71.5% of women, showing a difference in bonus eligibility across the workforce.

Pay quartile analysis shows that male employees remain more heavily represented in the upper pay quartiles, with 82.4% of employees in the upper quartile and 85.9% in the upper-middle quartile being male. As our bonus structure increases bonus payments linked to seniority and leadership roles, this distribution contributes to the observed bonus gap.

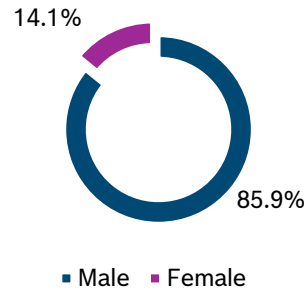
However, female representation in the lower quartile decreased from 41.2% in 2024 to 30.6% in 2025, which may indicate that more female employees have progressed into higher-paying roles during the year

It is important to note that Hydraforce awarded bonuses to only a small number of senior leaders during the reporting period, all of whom were male. This limited distribution has disproportionately influenced the overall bonus statistics and contributed to the wider gap in bonus payments received.

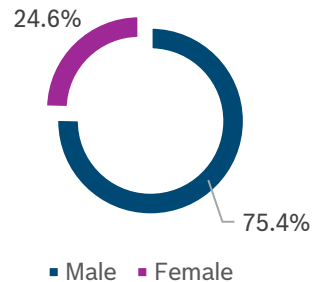
Upper Quartile



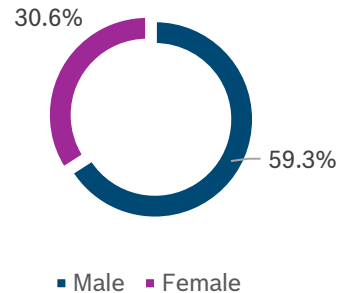
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



Bridging the Gap

Inspiring Women Programme



INSPIRING WOMEN PROGRAMME

Bosch launched the Inspiring Women Programme almost two years ago in recognition that, within traditionally male-dominated industries, some women may not always feel encouraged to put themselves forward or pursue progression opportunities. The programme was introduced to provide structured support, visibility and sponsorship, helping to address these challenges while reinforcing Bosch's commitment to diversity and inclusion within the workplace.

Through mentoring, sponsorship and peer networking, the initiative supports participants in building confidence, strengthening their professional presence and enhancing performance. By increasing visibility and expanding internal networks, the programme aims to support career progression and create a more diverse leadership pipeline. Ultimately, initiatives such as this play an important role in the retention and advancement of female talent, which contributes to reducing our gender pay gap over time.

Bridging the Gap

Inspiring Women Programme



Jo Shepherd, Sales and Marketing Director – Programme Sponsor

I've had the privilege of sponsoring the programme and working closely with participants across the last two cohorts, which I hope will continue, and what stands out most is the genuine, visible impact it has on the women involved. This is not a theoretical leadership programme. It creates real confidence, momentum and behavioural change. The strength of the programme lies in its balance of structure and personalisation. The combination of coaching, group learning and focused development modules gives participants both the tools and the psychological safety to challenge themselves. Topics such as presence, confidence, self-belief, boundaries and impact are handled in a way that feels practical and immediately applicable, rather than abstract.

From my own experience with participants, I've seen women share their own personal journeys, which has meant that they have grown in confidence, and now speak with greater authority, put themselves forward for opportunities they may previously have held back from, and build strong peer networks that extend well beyond the programme itself. The sponsorship element in particular plays a critical role in visibility, helping talented women feel seen, supported and encouraged to progress within the organisation.

What I value most is the human element. The programme creates space for honest reflection, shared experience and mutual support, while still maintaining a clear focus on performance, aspiration and leadership growth. Participants leave not only more capable, but more confident in who they are as leaders. In a competitive talent landscape, programmes like the Inspiring Women Programme are vital for retaining and developing female talent, and this one delivers meaningful, measurable impact through its thoughtful design and execution.

"I highly recommend this course to any woman who wants to advance her career and working life."

"It feels right to me that such an initiative exists and that we are given the opportunity to learn with peers...it's great to share challenges women can face as how to overcome them."

"It is a stepping-stone into leadership mindsets and training, gives a better awareness of yourself and others"

"Encouraged me to join an apprenticeship programme to develop my skillset and be more confident with tasks and when speaking to colleagues"

Bridging the Gap

Female Progression into SL roles!



Encouraging progress has been observed in female representation within Senior Leadership (SL) roles across several divisions.

In RBGB, there was a **28.6% increase in female leadership representation**. In DCGB, female promotion activity was also strong relative to headcount, with women accounting for **33% of promotions**, despite representing only **12% of the DCGB workforce**. This highlights encouraging progress in female leadership progression.

These developments highlight the impact of ongoing initiatives focused on talent development, progression and visibility of female talent across the organisation. Increasing female representation within senior leadership is an important step in building a more balanced leadership pipeline and supporting long-term improvements in gender representation across Bosch UK.

Diversity at Bosch

Flexible Career path opportunities

One of Bosch's strengths and one of the key mechanisms to close our gender pay gap is the diverse career paths that we can offer, and the learning and development support that is available to all of our associates. In this section of the report, we want to shine a spotlight on some of our talented women leaders and associates who have benefitted from the broad range of opportunities available.

Our leaders:



Kerstin Harrison,
Director of Sales
Controlling and
Commercial
Coordination for
Mobility Division of
Robert Bosch Ltd

Kerstin was born in Germany and raised in the US. She began her career at Bosch in Germany in 1993 as a commercial apprentice before moving into sales at Bosch Telecom. Kerstin then moved to Bosch Mobility (BBM) in Germany before transferring to BBM UK in 1999.

In 2009, she temporarily left Bosch to pursue an MBA at Henley Business School, returning to the company in 2013 after successfully completing a dissertation focussing on leadership development within Bosch.

Kerstin has a certificate in executive coaching and an MSc in Coaching for Behavioural Change from Henley Business School which has been supported by Bosch. She now volunteers as a Bosch internal coach.

Kerstin reflects on her Bosch career so far and the work that is still required moving forwards:

"As a leadership team we should appreciate the progress but also continue to reflect and identify the potential barriers to gender diversity in our organisational culture. Given the aim is inclusivity, this is a challenge for all of us and everybody should be taken along on the journey and nobody excluded. With the insights that I have as part of my MBA and MSc and with my ability to support as a coach I am ready to take on this challenge."



Samantha Henson,
Direct Purchasing
Manager,
Bosch Rexroth Ltd

Samantha's career at Bosch began with an internship in purchasing and logistics, where she was immediately entrusted with autonomous projects and responsibilities. Learning from the excellent team around her, she quickly demonstrated her potential.

Upon graduating, Samantha returned to Bosch as a buyer. Her career progression was accelerated by an international assignment in The Netherlands and further training in Germany, both of which were instrumental in building her professional network across the organisation.

Following a strategic career development discussion, Samantha transitioned to the marketing department for a year. This move allowed her to gain a broader perspective on the business before advancing to a group leader position in direct purchasing and subsequently taking on her current role.

Beyond her day-to-day responsibilities, Samantha is a qualified business coach and is currently studying for her Executive Leadership Level 7 qualification, due to be completed in April 2026. She also hosted the 2025 International Women in Engineering event.

"Push yourself out of your comfort zone"

Diversity at Bosch

It is critical that as a business we invest in our talent pipeline and these associates are a small illustration of the cross functional, cross divisional moves, and internal pathways that exist to ensure that . When we consider the short-term incentive variation in sales and leadership within our compensation structures, growing female representation in these areas, will accelerate the closure of our gender pay gap.



Xenia Goudefroy

Team Leader, Management Accounting

Bosch Home Comfort division

Xenia began her Bosch career in 2017 as an intern in the Mobility division and progressed to Management Accountant at Bosch Home Comfort, leading a team and managing key financial processes. Supported by a work-integrated Master's and Bosch's CIMA qualification programme, she values collaboration, trust, and personal growth within her team.

"Her advice to young women is to stay curious, speak up, and recognise the value of their perspectives."



Sian Holland

Key Account Manager,
Bosch Power Tools
Accessories Division

Sian began her Bosch journey as a temporary customer service assistant and steadily advanced into marketing and then sales. Initially finding the transition daunting, she grew in confidence, mastering Bosch's product range and excelling in her new roles. Supported through training and development, she now thrives in sales and values Bosch's culture of opportunity and progression. Her advice: "Bosch offers fantastic opportunities if you want to progress, if you are willing to put in the work and you are vocal about what you want to do"

"There are challenges being one of very few women in a sales environment both internally and externally, but it is all about knowing your product, and knowing your customer and proving that you can do the job"



Kayleigh Barker-Davis,

HR Advisor – After Sales and Logistics
Bosch Home Comfort Division

Kayleigh joined Home Comfort in 2019 as an HR Operations placement intern. She then supported the team on a part time temporary basis during Covid19 while completing her degree, before returning as a graduate in an HR Partner function for early careers talent. Subsequent moves into permanent roles in manufacturing and latterly after sales and logistics, have offered her a diverse range of experiences within the HR function and she is additionally also being supported to study for her CIPD Level 7 alongside working full-time.

"I can't thank Bosch enough for the support they have given me to develop personally and professionally over the past 6 years. As well as experiencing it myself, I am in the privileged position in HR to witness just how brilliant they are at recognising and rewarding the hard work of their employees - it is truly amazing to see."

Diversity at Bosch

Silver Award!

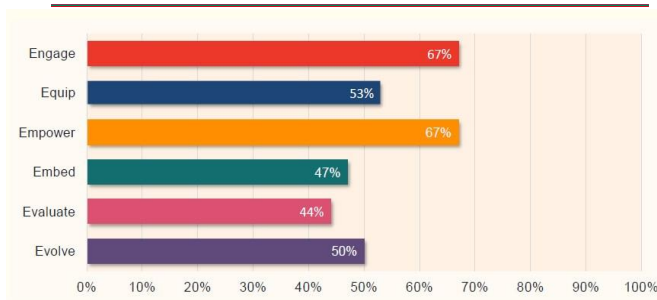


The DEI Champions for Bosch UK&I received some good news to start off the year as they were informed that Bosch UK&I has been awarded the Inclusive Employers Standard Silver accreditation.

Inclusive Employers is a membership organisation for employers committed to prioritising inclusion and creating inclusive workplaces. The Inclusive Employer Standard is a globally recognised workplace accreditation and benchmarking tool for inclusion and diversity.

The Silver accreditation award puts Bosch UK&I in the top 25% of participating organisations, a great achievement for our first application. This underlines the enduring commitment of the organisation to one of its core values – Diversity, Equity and Inclusion (DEI).

Our sustainable and scalable approach to building inclusion was described as “a real strength”, along with the way we communicate across Bosch about your inclusion agenda, objectives and activities being described as “outstanding” by [Emily Pattinson, Senior Inclusive Employers Standard Programme Lead, Inclusive Employers](#)



Engage
Our Score: 67%

Industry Average: 46% Organisation Size Average: 58% Global Average: 52%

Equip
Our Score: 53%

Industry Average: 30% Organisation Size Average: 44% Global Average: 43%

Diversity at Bosch

Top Employer!



Bosch UK has recently been recognised as a **Top Employer** by the Top Employers Institute for the second consecutive year, an achievement that reflects our ongoing commitment to creating an outstanding workplace for our associates.

The Top Employer certification is an internationally recognised accreditation awarded to organisations that demonstrate excellence in their people practices. Companies are assessed through a rigorous, independent audit process covering key areas such as talent strategy, workforce planning, learning and development, wellbeing, diversity and inclusion, leadership development, performance management, and workplace culture.

Achieving this recognition for two years running highlights the consistency and strength of our HR practices, as well as the continued investment we make in supporting our people. It reflects not only the policies and frameworks we have in place, but also how these are embedded in everyday experience

Looking to the Future!

This report allows us to reflect on the progress we have made while also recognising the importance of continuing our efforts to improve gender balance across our organisation. Since Gender Pay Gap reporting was first introduced in 2017/18, the median Bosch UK pay gap has reduced significantly from 21.6% to 13.4%. Over the same period, female representation in the upper pay quartile has increased from 14.5% to 17.6%, demonstrating positive movement toward a more balanced workforce.

The data provides valuable insight into where meaningful progress is being achieved and where further focus is required. Through initiatives that support development, progression and the visibility of female talent, we are continuing to drive positive change. Achieving lasting impact requires sustained commitment, and we remain focused on building an inclusive environment where everyone has the opportunity to succeed. As we continue this journey, we look forward with confidence to the future.

We know that societies where women and men are treated equally are better, fairer and more successful. So let us tap into the vast reservoir of talents and skills of everyone, men and women alike. – Ursula Von der Leyen, President of European Commission





Legal Entity	Gender Pay Gap		Gender Bonus Gap		Percentage of population receiving a bonus		Percentage of Male & Female Associates in pay quartiles							
	Mean	Median	Mean	Median	Male	Female	Lower Quartile		Lower Middle Quartile		Upper Middle Quartile		Upper Quartile	
							Male	Female	Male	Female	Male	Female	Male	Female
All Legal Entities	15.1%	14.3%	41.1%	1.0%	86.1%	71.5%	64.8%	35.2%	75.4%	24.6%	83.4%	16.6%	82.4%	17.6%
Robert Bosch Limited	16.6%	12.9%	44.1%	18.8%	91.1%	96.1%	61.1%	38.9%	74.6%	25.4%	82.4%	17.6%	84.6%	15.4%
Bosch Thermotechnology Limited	12.5%	21.4%	11.5%	0.0%	97.6%	94.9%	73.1%	26.9%	71.5%	28.5%	85.6%	14.4%	87.4%	12.6%
Bosch Rexroth Limited	2.7%	-0.2%	-5.7%	-125.9%	99.5%	97.4%	85.9%	14.1%	90.8%	9.2%	86.5%	13.5%	89.0%	11.0%
BSH Home Appliances Limited	16.2%	20.3%	33.1%	19.5%	94.1%	91.1%	68.0%	32.0%	70.2%	29.8%	82.3%	17.7%	63.7%	36.3%
Protec Fire Detection PLC	18.7%	19.6%	66.2%	69.5%	21.0%	23.6%	56.9%	43.1%	78.0%	22.0%	91.4%	8.6%	91.2%	8.8%
Hydraforce Hydraulics Limited	15.3%	6.4%	100.0%	100.0%	0.8%	0.0%	43.5%	56.5%	52.2%	47.8%	60.9%	39.1%	64.9%	35.1%
ETAS	23.6%	19.6%	38.2%	21.1%	99.2%	97.4%	65.3%	34.7%	90.1%	9.9%	94.4%	5.6%	95.8%	4.2%