

Gender Pay Report 2025-2026

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.

ASSA ABLOY Global Solutions is dedicated to reimagining how people move through their world, whether that world is a cruise ship, student accommodation, hotel, construction site, power plant or senior care facility.

Our expertise in customer journey mapping, innovation and service design leads to the invention of new security solutions that create value for our clients and exceptional experiences for end use.

We employ around 336 employees, across 2 sites in the UK, our main head office being in Reading.

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 is an integral part of ASSA

ABLOY's Code of Conduct and business operation. Gender balance at all levels of the organisation across different functions will strengthen 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 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.

Gender Pay and Bonus Gap

The gender pay gap refers to the difference between the average earnings of men and women across the organisation.

This report covers all employees at ASSA ABLOY Global Solutions UK.

Currently, we have more men than women employed. As our organisation operates in the manufacturing sector, which is typically male-dominated, we are continuously working to encourage more women to join our team.

At the snapshot, men represented **73.5%** of our workforce. Our gender pay gap in hourly pay is **13.9% (mean)** and **7.9% (median)**. Our **mean gender bonus gap is 30.5%** and the **median is 0.0%**, reflecting that bonus participation (**53.6% of men vs 18.5% of women**) and larger variable awards are concentrated in a smaller set of roles, while many colleagues receive no or flat bonuses.

Pay Gap - Hourly pay gap (full-pay relevant employees)

2025-2026	
Mean	13.9%
Median	7.9%

These figures above show that men are paid **13.9%** more than women in our organisation on average, when looking at the median they are paid **7.9%** more.

Bonus Gap - Bonus gap (relevant employees, prior 12 months)

2025-2026	
Mean	30.5%
Median	0%



WOMEN PAID
BONUS
18.5%



MEN PAID
BONUS
53.6%

MEAN

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

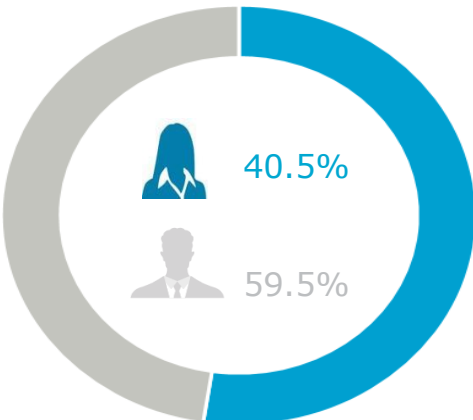
MEDIAN

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

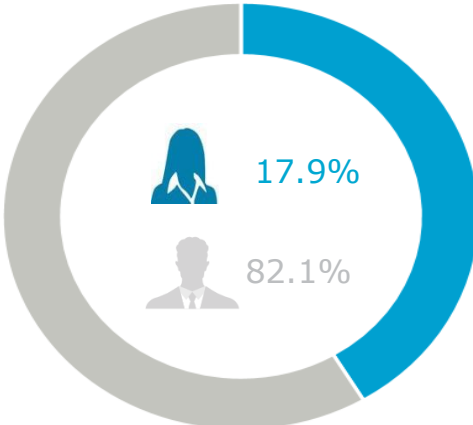
The main factor is differences in representation across functions and levels. We are taking steps to increase female representation in higher-paid, bonus-eligible roles, and continue to refine bonus eligibility and governance, as well as strengthen progression pathways into leadership and revenue-generating positions.

Pay quartiles

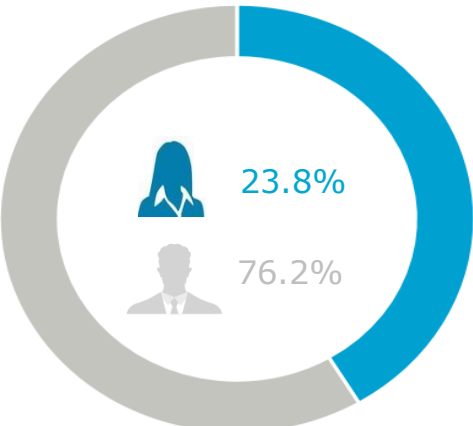
In addition to the reporting of the hourly wage gap, gender pay reporting regulations require us to report our workforce gender mix in four quartiles.



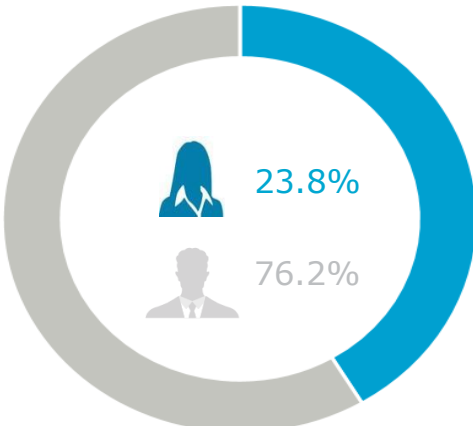
Lower Quartile



Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



What we have done so far

One Group, One Career, Your Career

We recognise that our division and the other divisions that make up the ASSA ABLOY group are made up of many talented, hardworking and passionate people and we are dedicated to our people. Helping arrange any identified or requested development requirements and identifying that potential next step in your career with ASSA ABLOY.

'One Group, One Career, Your Career' is our promise that we give to you to ensure we continue to prioritise and focus on ensuring colleagues progress in their lifelong careers with us.

Talent Acquisition (TA)

The TA team is formed in partnership with AMS (Alexander Mann Solutions), who are a global total workforce solutions firm that enable organisations to thrive in an age of constant change by building, re-shaping, and optimising workforces.

Their aim is to help our global business create workforces that are fluid, resilient, diverse, and differentiated and they do this through talent acquisition and contingent workforce management, internal mobility and skills development, and talent and technology advisory services

Learning Opportunities - SEED & GROW Leadership Development Programs

The SEED Leadership Development program has been introduced by Global Solutions to "provide the tools for our middle management to have the competence and confidence to successfully lead our people and grow their career within our organization". The course focuses on 5 key leadership skills and gives participants the opportunity to learn how to put these into practice and to develop their roles as leaders. GROW is a one-week residential course designed to be the next step up on the development ladder after our SEED course. The main objective is to prepare participants for senior leadership roles.

We are continuously developing our learning and career development opportunities and will look to introduce a blended learning approach, which will incorporate classroom training, online courses, training on the job and virtual development. This will meet our diverse workforce needs - ensuring all colleagues have a range of training solutions that are tailored to individual needs across all levels.

Final thoughts



Shellie Prewitt
Managing
Director,
ASSA ABLOY,
Global Solutions
UK

"We remain dedicated to taking pro-active steps that create a more equitable and inclusive work environment. Our aim is to value our employees fairly based on their skills and contributions to build an honest and inspiring culture."

"In today's diverse world, it's more important than ever to embrace our differences and celebrate the unique perspectives and experiences that each of us brings to the table. Our goal is to create an environment where everyone feels valued, respected, and empowered to be their authentic selves."



Anita Patel
HR Director
ASSA ABLOY, Global
Solutions UK, Key &
Asset Management



Zia Hoque
ASSA ABLOY, Global
Solutions UK, Head of
Finance Shared Service

"I am committed to fostering a culture of diversity and inclusion within our organisation. We recognize the importance of gender equality in the workplace and are dedicated to ensuring that all employees, regardless of gender, have equal opportunities for growth and advancement."

ASSA ABLOY is the global leader in door opening solutions, dedicated to satisfying end-user needs for security, safety and convenience

ASSA ABLOY

ASSA ABLOY Global Solutions UK Ltd
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