



Gender Pay Gap Report 2025

RINA S.p.A - UK Entities



RINA Group S.p.A is a global leader in engineering consultancy, testing, inspection, and certification across multiple sectors, including Energy, Marine, Infrastructure, Industry, and Real Estate. Committed to sustainability, innovation, and excellence, we support clients in achieving compliance, efficiency, and technological advancement while fostering diversity and collaboration in our workforce.

INTRODUCTION

The Gender Pay Gap shows the difference in average earnings between men and women across our organisation, based on mean and median hourly pay and bonus data. It is distinct from equal pay, which ensures fair pay for equal or similar roles. In line with reporting requirements, gender is recorded in a binary format.

At RINA, we are committed to building a more inclusive and diverse workforce. Our gender pay gap reflects the current structure of our organisation, particularly within engineering roles, where women remain underrepresented and roles often command higher salaries due to specialist expertise.

This report, based on data from 5 April 2025, highlights our current position on pay, representation, and working patterns across our UK entities. We recognise the challenges across the engineering sector and are actively working to improve gender balance, support progression, and create a more inclusive environment for all.

CONTINUED IMPROVEMENT IN REDUCING OUR GENDER PAY GAP

Over the past five years, we have made steady progress in reducing our gender pay gap. Our mean gender pay gap has decreased from 29% in 2021 to 19% in 2025, while our median gap has reduced from 32% to 22% over the same period.

This downward trend is consistent with positive movement in workforce composition and representation over time. While we recognise there is still more to do, these results demonstrate progress towards a more equitable workforce.

	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Gender Pay Gap – Mean	29%	27%	26%	23%	19%
Gender Pay Gap – Median	32%	32%	30%	28%	22%

QUARTILES

Pay Quartiles 2025	Men	Women
Quartile 1 - Lower hourly pay quartile	55%	45%
Quartile 2 - Lower middle hourly pay quartile	63%	37%
Quartile 3 - Upper middle hourly pay quartile	80%	20%
Quartile 4 - Upper hourly pay quartile	80%	20%

The quartile data provides insight into the distribution of men and women across different pay levels within RINA UK entities. In Quartile 1 (lower hourly pay), there has been no significant change compared to the previous year. Quartile 2 has seen a reduction in the proportion of women, decreasing from 51% to 37%.

In contrast, there has been an increase in women representation in the upper middle quartile (Quartile 3) of 7.5%, and a smaller increase of 1.3% in Quartile 4 (upper hourly pay). These changes indicate some movement of women into higher pay quartiles; however, women remain underrepresented at the upper levels overall.

These shifts reflect the impact of recruitment, progression, and internal workforce movements during the reporting period. We will continue to monitor these trends and take targeted actions to support improved gender balance across all pay quartiles.

BONUS PAY ANALYSIS

	<u>2024</u>	<u>2025</u>
Bonus Pay Gap – Mean	26%	28.6%
Bonus Pay Gap – Median	25.8%	40%
Proportion of men receiving a bonus	29%	24%
Proportion of women receiving a bonus	21%	22%

The bonus pay gap has increased over the reporting period, with the mean bonus gap rising from 26% in 2024 to 28.6% in 2025, and the median bonus gap increasing from 25.8% to 40%. This indicates a widening disparity in bonus outcomes between men and women, particularly at the median level.

The proportion of employees receiving a bonus has decreased for men, from 29% in 2024 to 24% in 2025, while there has been a slight increase for women, from 21% to 22%. Despite this, a higher proportion of men continue to receive bonuses overall.

These outcomes are influenced by the distribution of men and women across roles and levels, particularly in positions where bonus eligibility and values are higher. We will continue to review our bonus structures and distribution to better understand these trends and support greater consistency and fairness in reward outcomes.

DRIVING CHANGE - BEYOND THE NUMBERS

At RINA, we recognise the challenges in increasing women representation in engineering, a field where male professionals continue to outnumber women despite growth in STEM participation. To address this and actively reduce the gender pay gap, we have implemented several initiatives throughout 2024 aimed at attracting, supporting, and retaining women in our workforce.

PROGRESSION AND LEADERSHIP REPRESENTATION

We continue to support the progression of women into higher-paying roles as part of our commitment to improving gender balance across the organisation. This is reflected in the movement of women into higher pay quartiles, indicating positive shifts in representation at more senior and higher-paid levels.

To embed accountability, we have introduced gender-related objectives into recruitment KPIs and senior management performance measures, including variable remuneration. This ensures that progress on gender balance is actively monitored and supported at leadership level.

DEVELOPMENT AND SUPPORT

Our mentorship programme continues to support underrepresented groups, with strong women participation and high levels of successful enrolment. In addition, we have expanded training focused on empowering women in the workplace to leaders across the organisation, helping to build a more inclusive culture and support career progression.

EXTERNAL PARTNERSHIPS

In 2024, we strengthened our external commitment to gender diversity by becoming members of organisations that promote women in STEM and leadership, including WISE and Women in Defence. These partnerships support our efforts to drive change beyond our organisation and contribute to wider industry progress.

INCLUSIVE POLICIES AND WORKING PRACTICES

We have continued to enhance our workplace policies to better support employees at different life stages. This includes the introduction of a Menopause Policy and a Carer's Leave Policy, aimed at improving retention and reducing barriers to progression.

Our 'Smart Working' approach also supports flexible working, enabling employees to balance professional and personal responsibilities. This is particularly important in supporting retention and progression of women across the organisation.

ONGOING COMMITMENT

While progress has been made, we recognise that addressing the gender pay gap requires sustained focus. We will continue to monitor outcomes, strengthen our approach, and take targeted actions to support improved gender balance across all levels of the organisation.

INCLUSION AND EMPLOYEE ENGAGEMENT

In 2025, we established a UK Inclusion Group to provide a dedicated forum for employees to share their experiences and contribute to shaping a more inclusive workplace. The group brings together diverse perspectives and supports open dialogue, helping to inform policies and initiatives that promote equity and inclusion across the organisation. This initiative strengthens our approach to employee engagement and ensures that our actions are informed by the lived experiences of our workforce.

SUPPORTING FUTURE TALENT

We recognise the importance of strengthening the pipeline of women talent entering STEM careers. Building on our existing graduate programme, we are increasing our engagement with schools and universities across the UK to raise awareness of opportunities within engineering and technology. This includes initiatives such as an Early Career Week, aimed at inspiring and encouraging more young women to consider careers in the sector. These activities form part of our longer-term approach to improving gender balance within the industry.

LOOKING FORWARD – OUR COMMITMENT TO FURTHER CLOSING THE GENDER PAY GAP

We recognise that reducing the gender pay gap requires sustained focus and long-term action. Building on the progress made to date, we remain committed to strengthening gender balance across our organisation and supporting greater representation of women at all levels.

Over the coming year, we will continue to embed accountability through gender-related objectives in recruitment and leadership performance, alongside ongoing monitoring of our pay and progression data. We will also continue to strengthen the structures that support career progression, including clearly defined career pathways and consistent job levelling based on the impact and scope of roles, rather than the individual performing them.

We will increase our focus on internal recruitment and mobility, ensuring that roles are advertised internally as well as externally to support greater visibility of opportunities and enable progression across the organisation.

We will maintain our approach to regular salary benchmarking and review processes to ensure fairness and consistency. In parallel, we will continue to develop our inclusion initiatives, including the UK Inclusion Group and leadership training, to support an inclusive culture.

We will also continue to invest in early careers and external partnerships that promote women in STEM and leadership, helping to build a more balanced talent pipeline for the future.

Through these actions, we aim to build on the progress achieved so far and support a more balanced and inclusive workforce over time.

I confirm that the information contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Signed on behalf of RINA Tech UK



Justyna Bailey,
HR Director, RINA Tech UK Board Director