

Spirax Group plc

UK Gender Pay Gap Report 2024

4 April 2025

Introduction

Spirax Group plc – UK Gender Pay Gap Reporting Entities

This 2024 Gender Pay Gap Report continues to provide the calculation outcomes across the three UK subsidiaries meeting the statutory reporting requirements under the regulations.

The subsidiary company results included in this report are:

Spirax-Sarco Ltd – part of Steam Thermal Solutions (STS)

Watson-Marlow Ltd – part of Watson-Marlow Fluid Technology Solutions (WMFTS)

Aflex Hose Ltd – part of Watson-Marlow Fluid Technology Solutions (WMFTS)

In addition, a voluntary disclosure for the combined UK colleague workforce is made as **Spirax Group**, comprising all circa 2,150 colleagues across the three Businesses, including colleagues from; BioPure Technology Ltd (part of Watson-Marlow Fluid Technology Solutions), Chromalox UK Ltd and Vulcanic UK Ltd (part of Electric Thermal Solutions), and Cotopaxi Ltd and Gestra UK Ltd (part of Steam Thermal Solutions) who would otherwise not be captured under the statutory reporting requirements.

Executive Summary

We are pleased to report continued improvements in both the increased representation of women in the Group and the reduction in pay gaps. Spirax Group's mean and median pay gaps have again reduced to 4.9% (-3.7% on 2023) and 4.0% (-3.8% on 2023) respectively.

The continued focus on inclusive recruitment practices across all levels, including at the executive level, has seen our workforce maintain a population of circa 30% females. Female representation at the most senior levels across the Group has seen an increase of 7% more women being paid in the Upper Quartile and an increase of 5% more woman being paid in the Upper Middle quartile compared to our 2023 report.

Spirax Group, UK Consolidated Data

The hourly gender pay gap contained in this report was calculated as at 5 April 2024 and bonus data from bonuses paid in the 12 months prior to that date. On 5 April 2024, Spirax Group's UK operations employed 2,152 people of whom 1,557 were male (72%) and 595 were female (28%).

Spirax Group plc UK CONSOLIDATED	Hourly Pay Gap		Bonus Pay Gap	
	Mean	Median	Mean	Median
2024	4.9%	4.0%	40.8%	42.6%
2023	8.6%	7.8%	73.9%	0.0%

How Spirax Group is continuing to address its UK gender pay gap:

Spirax Group's goal of having at least 40% women on the Board has been achieved, reaching 45.5% in December 2024 and 50% in January 2025. In addition, the appointments of Louisa Burdett as Group Chief Financial Officer (CFO) and Céline Barroche as Group General Counsel and Company Secretary means the Group Executive Committee (GEC) is now comprised 44.4% women and one of the 'top four' roles (Chair, Senior Independent Director, CEO, CFO) is held by a woman.

The global graduate leadership development programme continues to meet its goal of 50% women joining the programme annually (2024: 60%). There is a continued focus on achieving 40% women in GEC direct reports (2024: 31.5%), 30% in total global workforce (2024: 27.3%) and 20% in commercial leadership roles (2024: 14.7%) by December 2025. To build on this, the Women's Executive Mentoring Programme in 2024 was refreshed. There is continued partnership with the Women's Engineering Society (WES) and Women in Science and Engineering (WISE) groups, including a published case study with WISE on the approach to supporting colleagues on the topic of menopause and menstrual health.

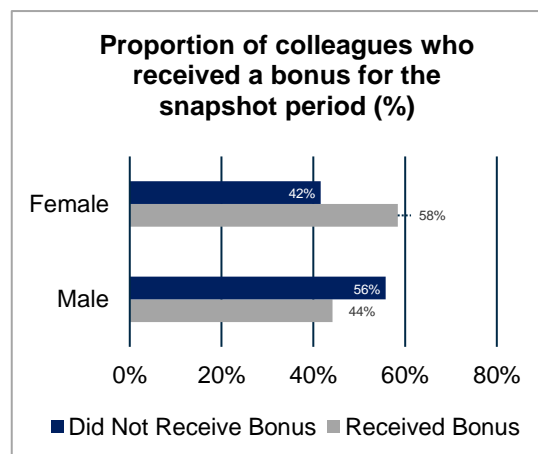
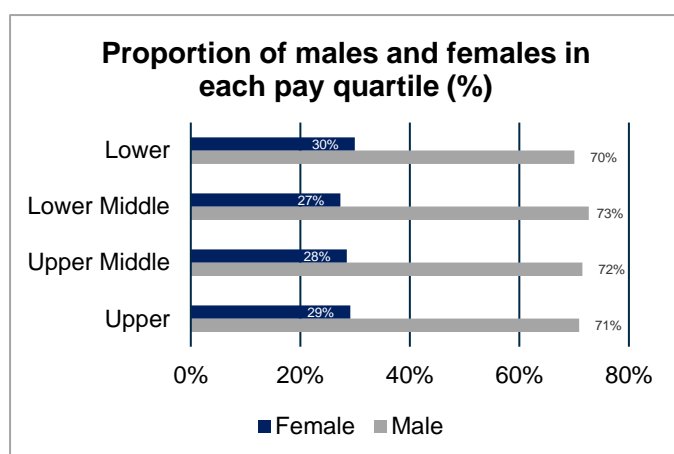
Additionally, the Women's Global Network continues to connect and support women and allies of all genders across the Group. In 2024, the network ran a celebration week of events to mark International Women's Day. Launched by the Group CEO, this included sessions on early careers, period health, allyship and lessons from senior leadership career journeys. In June 2024, the network marked International Women in Engineering Day (INWED) with a focus on topics including leadership, change management, customer experience and collaboration. It also piloted a buddying programme and saw male allies in STS Global Supply Chain lead a menopause awareness session.

More widely, through the Group Inclusion Commitments, all genders are offered a minimum of 16-weeks paid parental leave and the ability to return to work at 80% of pre-leave hours for 100% of pre-leave pay for six months, ensuring equity. All colleagues can also access a minimum of 15 days of paid caregiver leave, 10 days of 'safe leave' (for those experiencing domestic violence or abuse) and 10 days of pregnancy loss leave (for anyone experiencing any type of pregnancy loss) annually.

Spirax-Sarco Ltd (part of Steam Thermal Solutions)

On 5 April 2024, Spirax-Sarco Ltd employed 1,090 people, of whom 770 were male (71%) and 320 were female (29%).

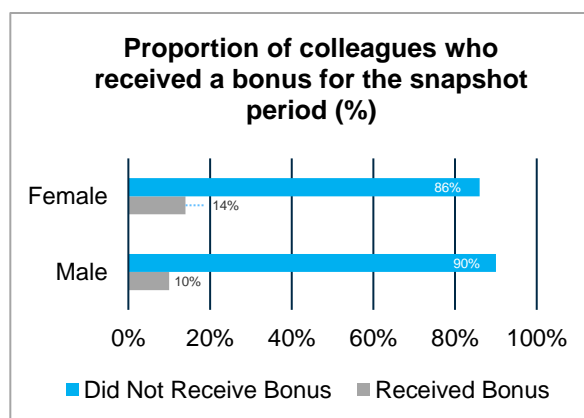
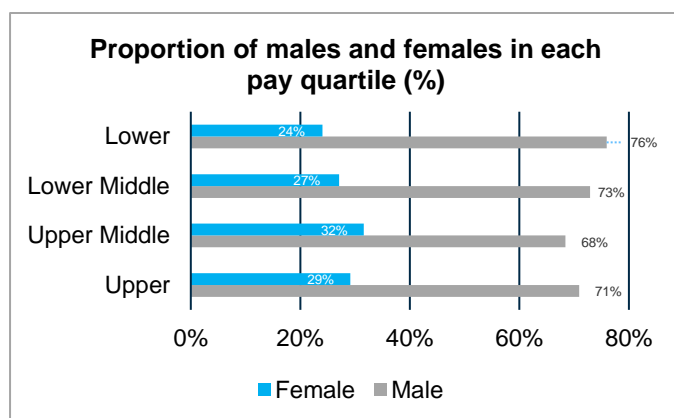
	Difference Between Male and Female	
	Mean	Median
Hourly Fixed Pay Gap	3.6%	-0.2%
Bonus Pay Gap	48.4%	45.6%



Watson-Marlow Ltd (part of Watson-Marlow Fluid Technology Solutions)

On 5 April 2024, Watson-Marlow Ltd employed 542 people, of whom 391 were male (72%) and 151 were female (28%).

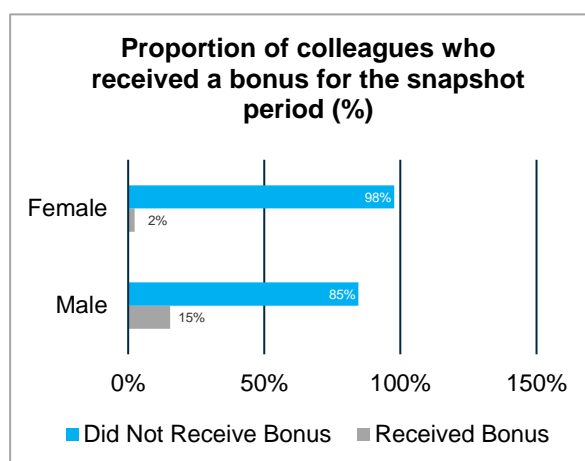
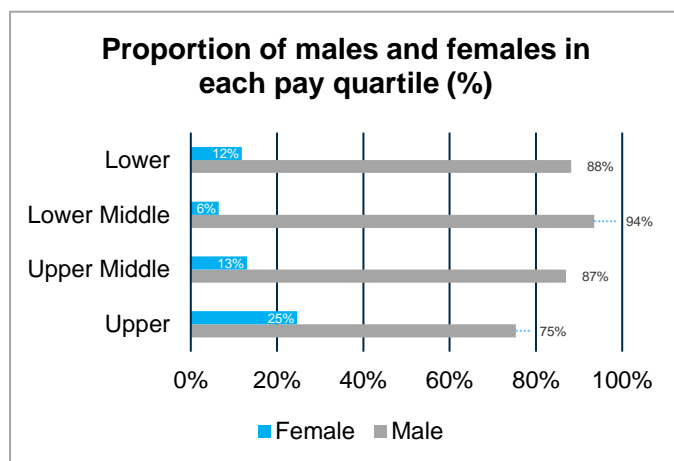
	Difference Between Male and Female	
	Mean	Median
Hourly Fixed Pay Gap	6.4%	9.5%
Bonus Pay Gap	24.2%	25.6%



Aflex Hose Ltd *(part of Watson-Marlow Fluid Technology Solutions)*

On 5 April 2024, Aflex Hose Ltd employed 308 people, of whom 265 were male (86%) and 43 were female (14%).

	Difference Between Male and Female	
	Mean	Median
Hourly Fixed Pay Gap	10.2%	11.4%
Bonus Pay Gap	97.3%	92.3%



Statement

The data contained in this report has been calculated using the mechanisms set out in the gender pay gap reporting legislation and in line with mandatory requirements.

Signed:

Jim Devine
Group HR Director, Spirax Group
4 April 2025