



SPARROWS

GENDER PAY GAP REPORT 2025

Gender pay gap reporting requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

Gender pay gap measures the difference between men and women's average salaries, which is different to that of equal pay. We are an equal opportunities employer and are committed to building a diverse and inclusive workplace, irrespective of gender.

PUBLISHED APRIL 2026



WHAT IS OUR GENDER PAY GAP?

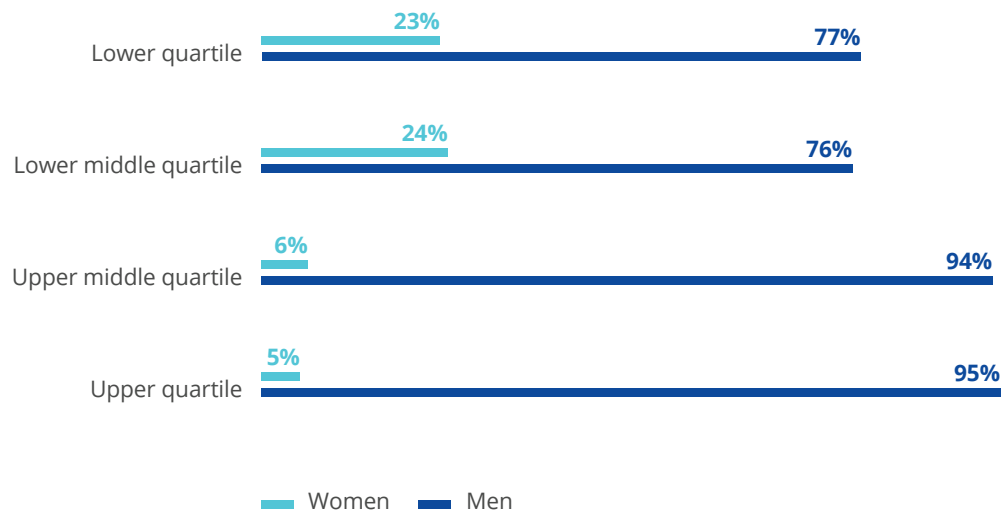
DIFFERENCE BETWEEN MEN AND WOMEN

	Mean	Median
Gender pay gap	25%	36%
Gender bonus gap	-19%	-424%

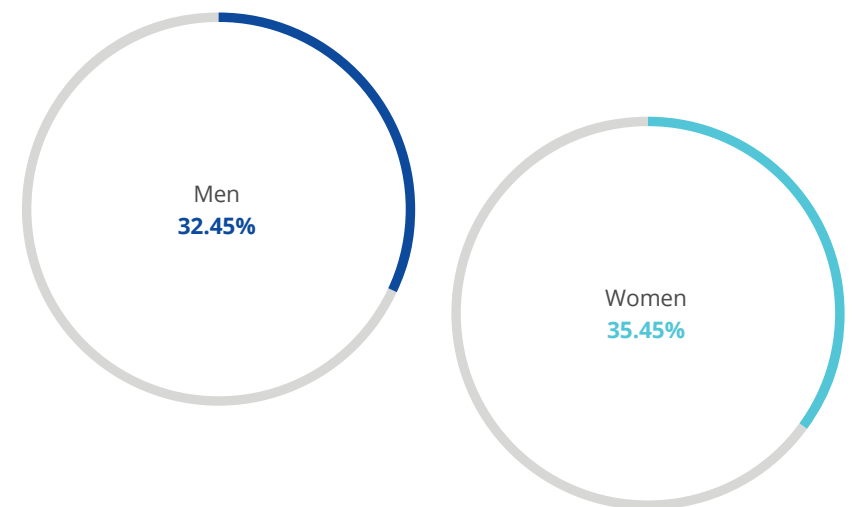
Mean is the 'average', derived from the sum of the numbers divided by the quantity of numbers.

Median is the 'middle' number in the sequence of numbers, listed from lowest to highest.

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE PAY BAND



PAY PROPORTION BONUS



ANALYSING OUR GENDER PAY GAP

Our values

Altrad Sparrows values sculpt the company's culture, defining its identity and principles while guiding the decision-making process of its leaders. Ultimately, they serve as a moral compass, drawing a line between what is right and what is not.

We adhere to five non-negotiable values in everything we do:



RESPECT



HUMILITY



SOLIDARITY



CONVIVIALITY



COURAGE



The demographics of our workforce and the industry in which we operate continue to be reflected in our gender pay gap results. Traditionally, women have been under-represented in specialised engineering, inspection, operation and maintenance roles, where men are more prevalent in this sector. These roles also typically attract a higher salary than many support services roles, which contributes to the gender pay gap seen when comparing average earnings between men and women.

The pay gap is not a reflection of Altrad Sparrows approach to recruitment, promotions or equal pay. We remain committed to fairness, equity and equal pay for equal work. However, the majority of roles within our organisation continue to attract a higher proportion of male applicants, and as a result our workforce remains predominantly male.

Our commitment to addressing the gap is demonstrated through a number of key actions and initiatives undertaken during the reporting period, some of which are highlighted on the following pages.

ADDRESSING THE GAP

INTERNATIONAL WOMEN'S DAY ENGAGEMENT

We celebrated International Women's Day (IWD) 2025 in alignment with the global theme Accelerate Action, using the opportunity to raise awareness of the importance of addressing systemic barriers and gender bias. This formed part of our ongoing commitment to advancing gender equality and strengthening an inclusive culture across our organisation. As part of this, we also highlighted inspiring role models across our business, including Lisa Moten, HSEQ manager in our Americas team, who shared her career journey to encourage more women to pursue opportunities in traditionally male-dominated industries.

INCLUSIVE LEADERSHIP DEVELOPMENT

During the year we launched inclusive leadership training designed to support our leaders in creating respectful, inclusive working environments. The programme focused on developing leadership capability to ensure employees feel valued, heard and empowered to contribute their perspectives.

DEIB STRATEGY DEVELOPMENT

We continued to progress the development of a Group-wide Diversity, Equity, Inclusion and Belonging (DEIB) strategy. As part of this,

unconscious bias training was introduced to increase awareness of how behaviours and decision-making can impact workplace inclusion, supporting our ambition to build a culture where everyone feels a strong sense of belonging.

IMPROVING GENDER REPRESENTATION

Female representation across the Altrad Group has increased, with women now making up 7.0% of the global workforce. While we recognise there is more progress to be made, we remain committed to taking meaningful, long-term actions to improve gender balance across our business and the wider industry.

FAMILY FRIENDLY AND WELLBEING POLICIES

We significantly enhanced our family friendly policies, including improvements to maternity, adoption and paternity leave. In addition, we introduced a dedicated menopause health support line available to employees. Through these targeted initiatives we aim to improve retention, support career progression and strengthen the representation of women across our workforce.

INCLUSIVE RECRUITMENT PRACTICES

We have continued to review our recruitment practices to ensure they support a more diverse talent pipeline. This includes reducing gendered language in job advertisements and job descriptions to make opportunities more accessible and appealing to a broader range of candidates.

STEM OUTREACH AND EARLY CAREERS ENGAGEMENT

We remain committed to supporting the Girls in Energy programme in Aberdeen, in partnership with Shell, to help inspire young women aged 14–17 to consider careers in STEM. Through interactive events such as training centre visits, practical demonstrations and mentoring from female engineers, we aim to help break down barriers and challenge industry stereotypes.

EDUCATION PARTNERSHIPS AND EMPLOYABILITY SUPPORT

As active contributors to the Developing the Young Workforce (DYW) network, we continue to work closely with schools across Aberdeen and Aberdeenshire. This includes delivering employability sessions such as CV writing workshops and careers guidance to help encourage young people to consider future careers in STEM and related industries.



ADDRESSING THE GAP

Girls in Energy programme



UK High Potential programme



BONUS PAY

The statutory snapshot data, which includes all bonus payments made in the 12-month period to the snapshot date, does not fully reflect the structure of our reward framework. As a result, we have also reviewed bonus outcomes within our Management Bonus Plan (MBP), which provides a more consistent and comparable view of performance-related bonus outcomes across similar roles.

Our statutory figures, which include all bonus payments, show a mean bonus gap of -19% and a median bonus gap of -424%. A negative mean or median bonus gap indicates that, on average, women received higher bonus payments than men during the reporting period. This position is largely influenced by a number of lower-value, one-off bonus payments which, in this reporting year, were more frequently received by men and therefore disproportionately impacted the overall calculation.

When focusing on the MBP population, which provides a more directly comparable basis for analysis, the results show a mean bonus gap of 33% and a median bonus gap of 35%, reflecting a different position when

comparing employees within a similar bonus structure.

Presenting both perspectives allows us to provide a more balanced and transparent view of our bonus gap. By sharing this additional context, we aim to support a clearer understanding of how our bonus structures operate and ensure transparency in how different payment types can influence the overall gender bonus gap calculations.

LOOKING AHEAD

We will continue to actively promote careers in engineering, inspection, operations, and maintenance to a broader and more diverse talent pool. This includes targeted outreach to schools, colleges, and universities, strengthening our presence at STEM engagement events, and working with external partners to encourage more women to consider careers in traditionally male-dominated areas of our industry.

We remain committed to the Group's DEIB pledge, with a continued focus on improving gender representation across our workforce. As outlined in last year's report, the Altrad Group has set a long-term ambition for women to represent 15% of the global workforce by 2035.

Supporting this ambition are interim milestones of 9% female representation by August 2027 and 13% by 2030.

With women currently representing 14% of the Altrad Sparrows workforce, we are already making a positive contribution towards the Group's overall target and will continue to build on this progress through focused attraction, development, and retention initiatives.

ACCURACY STATEMENT

I confirm this report has been produced in accordance with the guidelines and is an accurate reflection of data as at the snapshot date.

For and on behalf of Altrad Sparrows Offshore Services Limited.

A handwritten signature in black ink, appearing to be 'Matt Corbin', written in a cursive style.

Matt Corbin
Managing Director

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