

Gender Pay Report 2025

Introduction

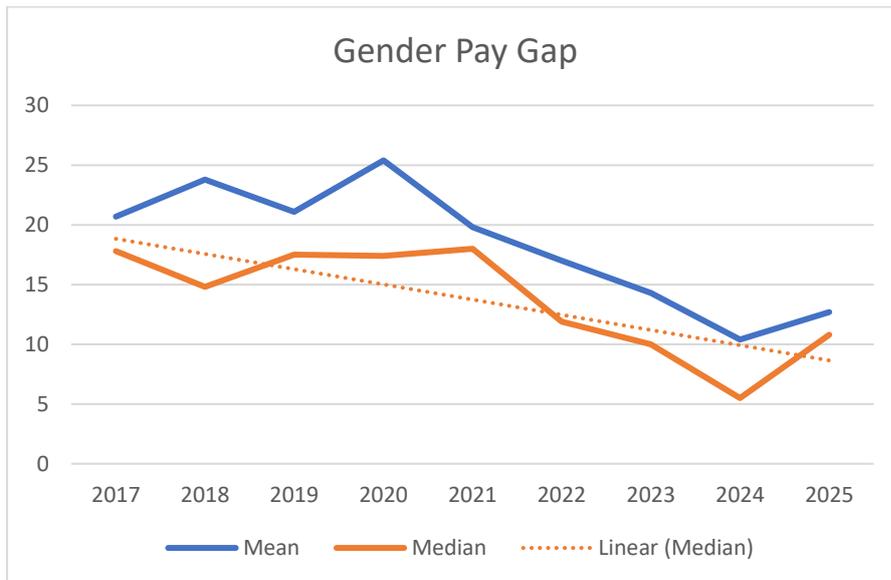
All legal entities in the UK who employ 250+ employees are required to publish the following Gender Pay Gap figures on an annual basis.

Equal pay for equal work for woman and men is a legal requirement in the UK, and Dennis Eagle Limited is committed to always ensuring fairness in pay.

The Gender Pay Gap figures discussed here do not look at equal pay. Instead, it shows the difference between the average earnings and bonus earnings of women and men across the company, regardless of their role or level.

Our Figures

Mean & Median Pay & Bonus Gap		
	Mean	Median
Gender Pay Gap	12.7%	10.8%
Gender Bonus Gap	19.8%	3.1%



Proportion of Employees Earning a Bonus	
Female	83.2%
Male	89.5%

Proportion of Employees in Each Pay Quartile		
PAY QUARTILE	Female	Male
Upper	11.2%	88.8%
Upper Middle	9.4%	90.6%
Lower Middle	2.7%	97.3%
Lower	30.7%	69.3%

Understanding the Gap

Engineering and manufacturing have historically been male dominated industries, and this is reflected at Dennis Eagle where only 13% of our workforce are female. Women remain underrepresented in our senior leadership roles and across our workshop, shop floor and engineering departments. This imbalance in representation is the primary driver of our gender pay gap.

Actions

We recognise that increasing the number of women entering and progressing within engineering and manufacturing is essential to reducing our gender pay gap.

To achieve long term, sustainable change, we are focused on encouraging more women and girls to study STEM (science, technology, engineering and maths) subjects and consider careers in our sector.

We are also committed to ensuring equal participation of women and men across all levels of our organisation, including senior positions, as we work to address our current gender imbalance.

We are taking the following actions to support long term change:

- Continuing to partner with local schools through the Engineering Education Scheme (EES) to raise awareness of engineering careers among young women and build a stronger future female talent pipeline.
- Actively engaging with schools and colleges to promote work experience and apprenticeship opportunities to young women, helping to increase their participation in technical and engineering roles.
- Advertising our vacancies with flexible working and hybrid home working options, where possible, supporting women who may have additional caring responsibilities.
- Working closely with our recruitment partners to attract diverse and representative candidate pools and widen access to underrepresented groups.
- Providing EDI and unconscious bias awareness training for all managers and employees, to support fair decision making and reduce barriers to women's progression.
- Embedding inclusive working practices so all employees feel valued, supported and able to succeed.
- Working to ensure clear development pathways across the organisation, giving all employees visibility of how they can progress and access higher paid roles.
- Strengthening leadership and development opportunities to support women into technical, operational and senior roles, helping to improve gender balance in higher paid areas.
- Implementing a performance management platform to ensure consistent objective setting, fairer performance reviews and greater transparency around development and progression decisions.
- Introducing a Learning Management System to improve access to training and career development.

- Starting succession planning with documented development plans for high potential employees to support more equitable access to future leadership opportunities.

I confirm that the data reported above is accurate and that this Gender Pay Gap Report will be reviewed and updated annually.

Keith Day – Managing Director



10th March 2026