

Gender Pay Report

April 2026



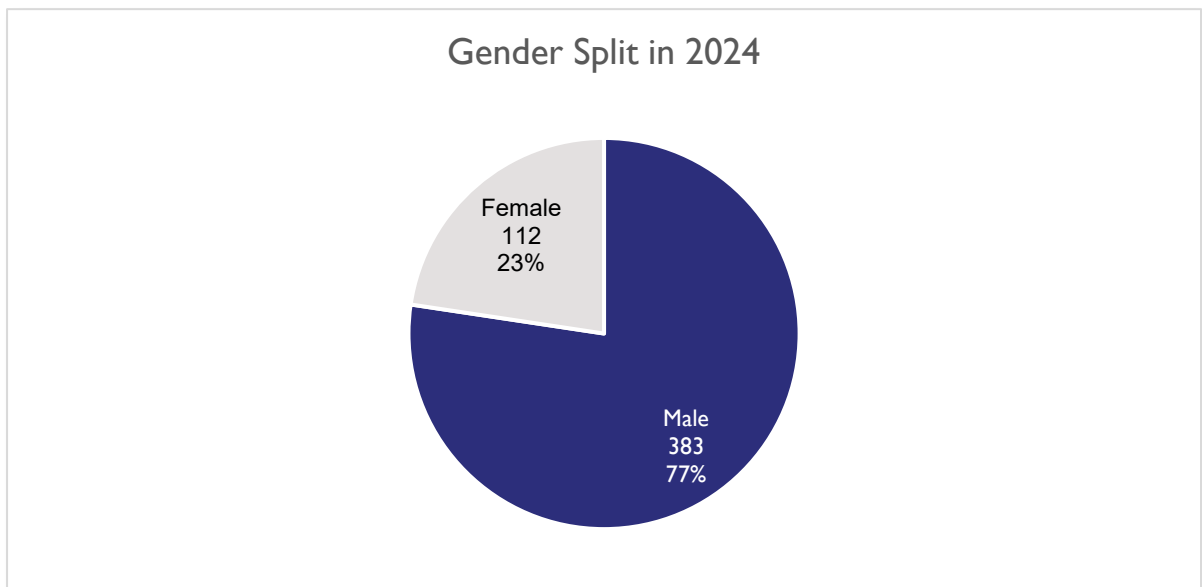
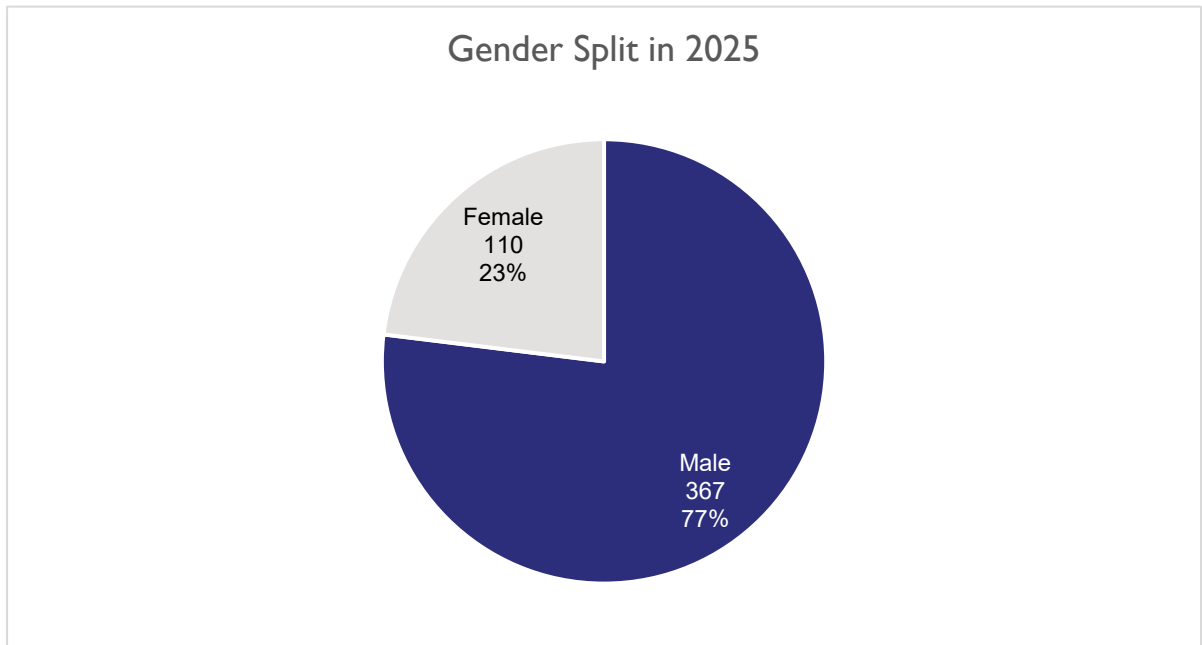
Explanation as to data

Pay data is taken from the payroll including the April 2025 snapshot date and represents the calculated hourly pay rate in accordance with the Equality Act Regulations 2017(SI 2017/172). Bonus Data is based on bonus payments made within the 12 months before the snapshot date.

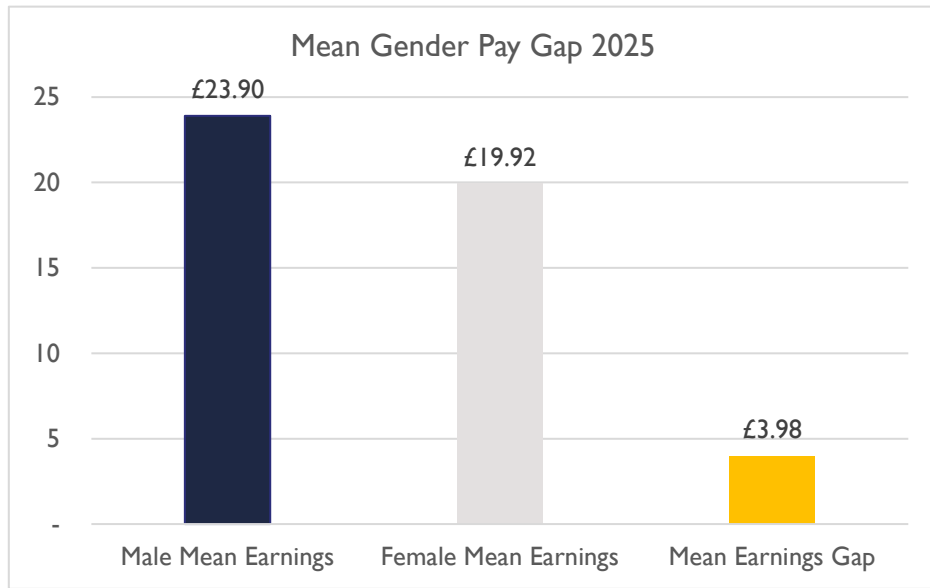
Gender Pay Gap is the difference between the average earnings of men and women, expressed relative to men's earnings. It is distinct from Equal Pay, which under the Equality Act 2010 ensures that men and women in the same employment performing equal work must receive equal pay. This report refers to Ishida Europe's employees within the UK and does not include our overseas EMEA colleagues.

Overall Numbers

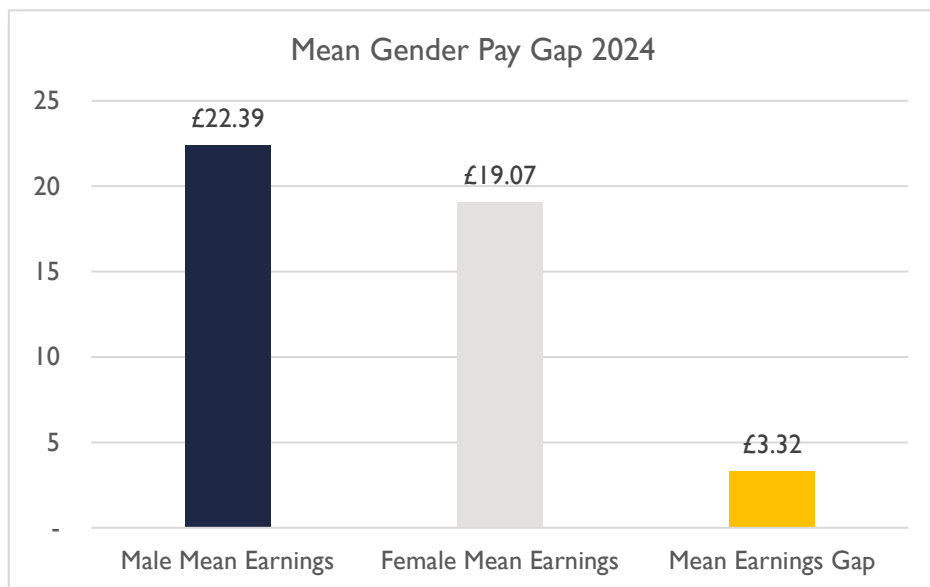
On 5 April 2025, we employed 477 people in the UK (April 2024 comparative: 495). There was a reduction of 18 people overall, a decrease of 16 men and 2 women.



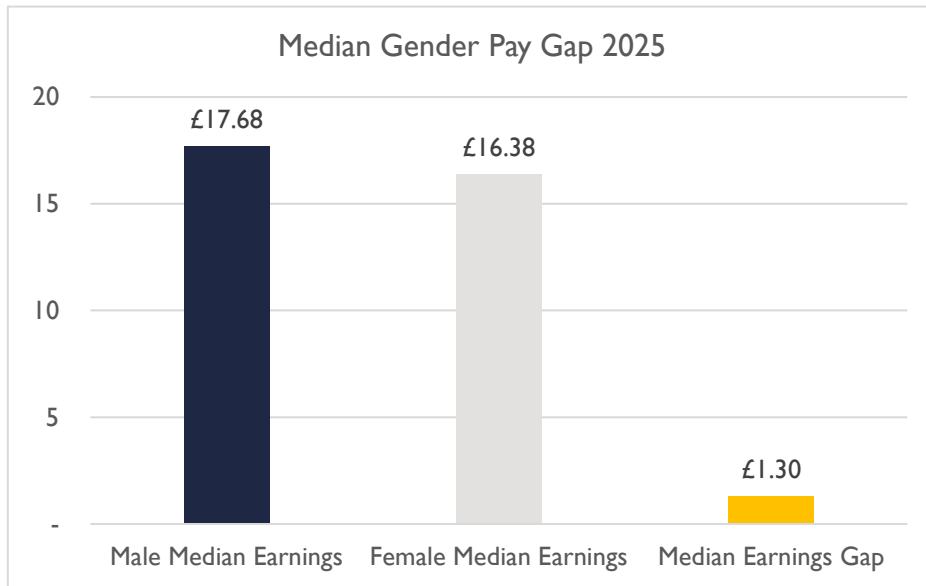
Mean Gender Pay Gap 2025



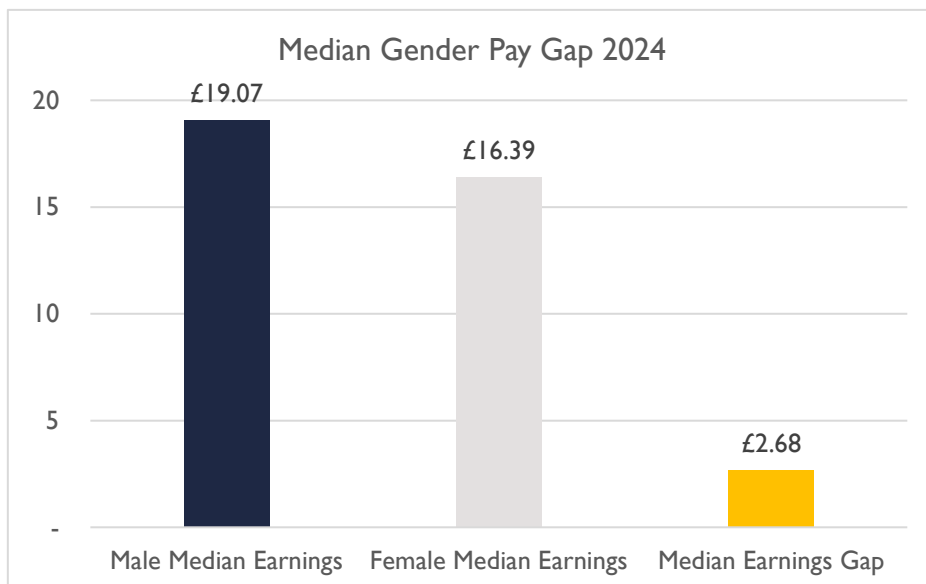
In April 2025, the mean gender pay gap between men and women was 16.7% (2024 comparative 14.8%).



Median Gender Pay Gap 2025



In April 2025, the median gender pay gap between men and women was 7.4% (2024 comparative 14.0%).



Bonuses 2025

Bonuses 2025			
% of men received a bonus in 2025	97%	% of women received a bonus in 2025	95%
Male Median Bonus	500	Female Median Bonus	500
Median Bonus Pay Gap 0%			
Male Mean Bonus	3,345	Female Mean Bonus	1,935
Mean Bonus Pay Gap 42.2%			

Bonuses 2024			
% of men received a bonus in 2024	30%	% of women received a bonus in 2024	10%
Male Median Bonus	0	Female Median Bonus	0
Median Bonus Pay Gap 0%			
Male Mean Bonus	6,290	Female Mean Bonus	7,966
Mean Bonus Pay Gap -26.6%			

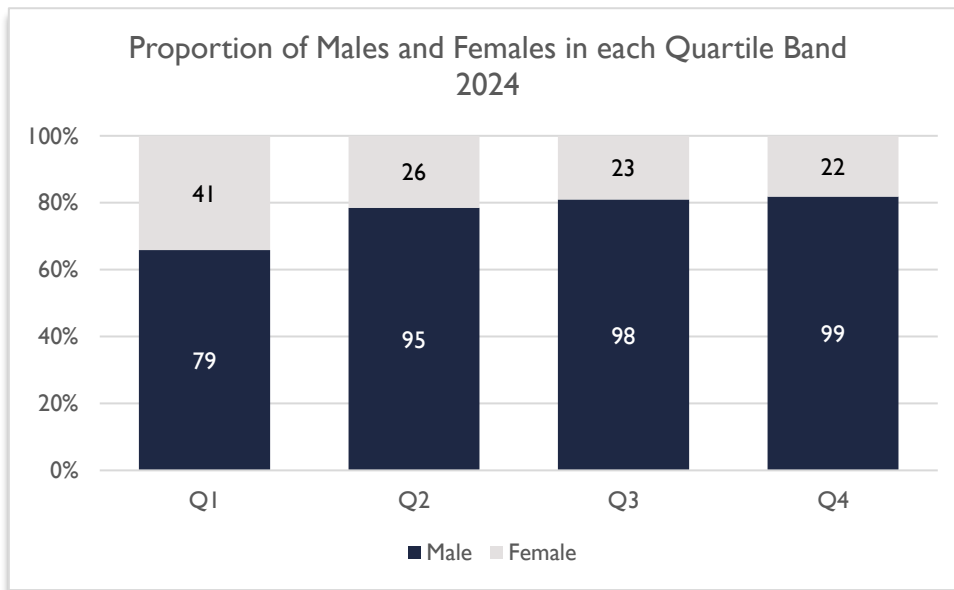
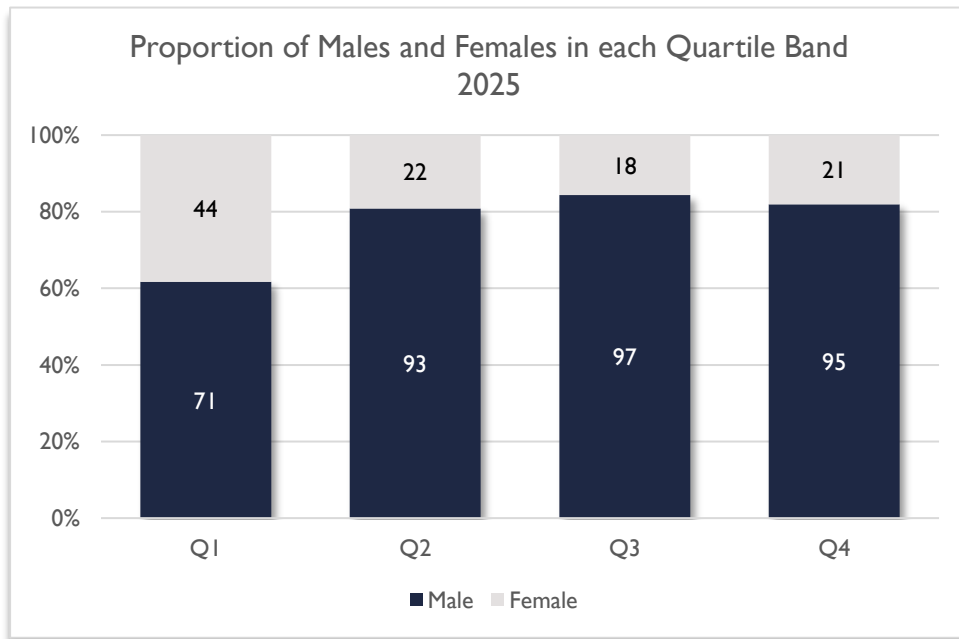
Colleagues on contractual bonus schemes are paid against pre-determined and objective criteria (for example sales volumes, sales growth and profitability).

Across the periods under review, company performance continued to improve, which led to an increase in the percentage of both men and women receiving bonuses.

All staff not on a pre-determined bonus scheme were paid an ex-gratia bonus of £500 to recognise the improving financial position of the Company (this bonus was pro-rated for staff joining in the financial year).

The prior year negative gender mean bonus gap was because some of the top performers were women. This resulted in average bonuses being higher for women. The current year mean bonus pay gap is largely due to the underrepresentation of women in senior roles – this report describes some of the reasons for this later.

Proportion of Males and Females in each Quartile Band



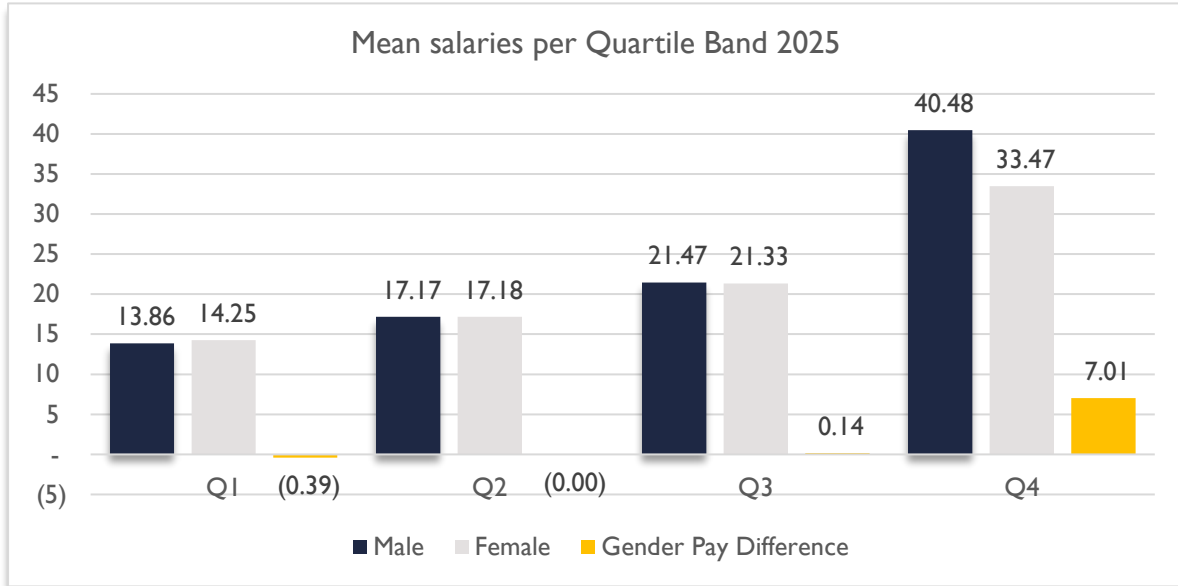
Quartile 1 contains the lowest paid employees rising to Quartile 4 which contains the highest paid employees (including Directors).

Female participation has increased most markedly in Quartile 1 (now at 38%, up 4%) whilst Quartile 4 has remained static (18% both years).

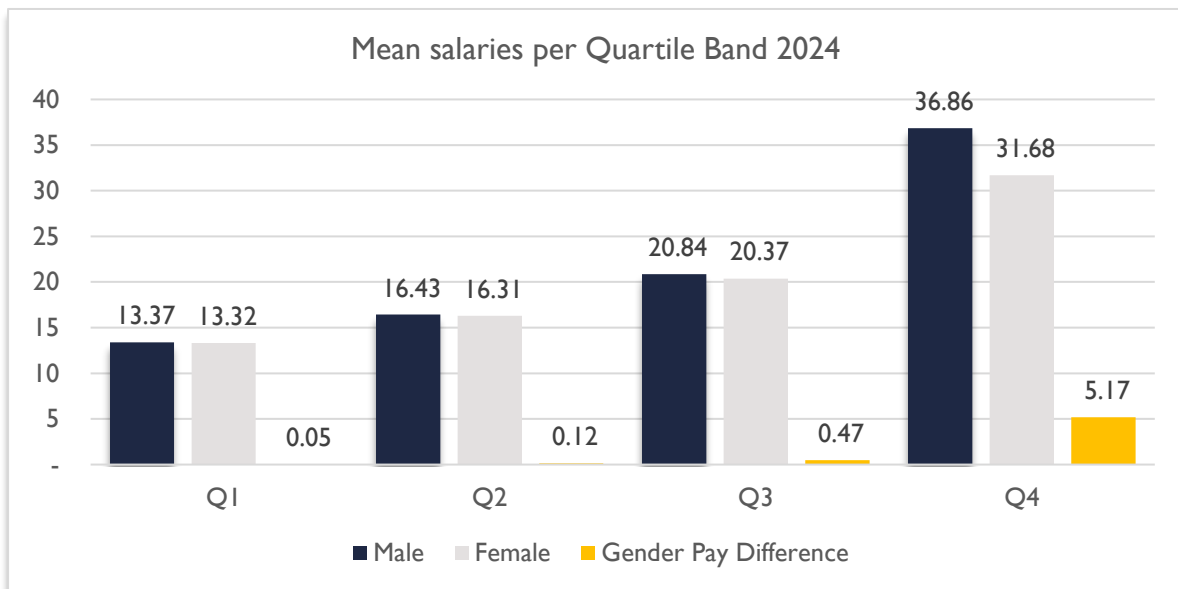
Ishida has implemented measures to increase female participation in career progression, as discussed further in this report.

How do our Gender Pay differences compare?

The Graph below shows the mean salaries per Quartile band between men and women, and the corresponding Gender Pay Gap in 2024.



Mean Salaries 2025	Q1	Q2	Q3	Q4
Male	13.86	17.17	21.47	40.48
Female	14.25	17.18	21.33	33.47
Gender Pay Difference	- 0.39 -	0.00	0.14	7.01



Mean Salaries 2024	Q1	Q2	Q3	Q4
Male	13.37	16.43	20.84	36.86
Female	13.32	16.31	20.37	31.68
Gender Pay Difference	0.05	0.12	0.47	5.17

The graphs illustrate the main issue with our Gender Pay. Across the lower three quartiles, there is little difference between men and women's mean salaries. However, women are currently underrepresented in senior management positions and hence Ishida's gender pay gap remains most significant in that quartile. In this quartile, the mean gender pay gap between men and women has increased to 17.3% (2025 comparative 14.0%). In the other quartiles differences are -2.8%, 0.0% and 0.7% respectively.

Comparison of UK's Gender Pay Gap and Ishida

The Office for National Statistics reported in April 2024 a continuing steady decline in gender pay gap. Ishida's is following this trend in all quartiles excluding quartile 4. Quartile 4 is the primary driver for the increase in 2024 median gender pay gap from 14.8% to 16%. The April report from the Office for National Statistics further indicates the difference in pay between the genders is largest among those over 40 and higher earners.

Why is this the case?

Ishida Europe Ltd is a company with a strong basis in Engineering and Manufacturing, industries in which there has historically been a lack of women entering. Additionally, Ishida Europe Ltd has many long-serving employees. The average tenure across all employees is over 8 years, with an average age of 44. We are proud that 28% of our UK colleagues have been working for Ishida for longer than 10 years and 10% have been with the company longer than 20 years. Given the tenure of our employees and the legacy demographics of the industries in which we operate, the potential pool available for promotion has been largely male dominated. Ishida has taken action to facilitate female participation in general. It is acknowledged that this will be evidenced by greater representation at senior levels in the longer term. We are committed to continuing the process of equalisation on which we have embarked.

Ishida's measures to drive open and inclusive career progression:

1. Where roles allow, Ishida operates hybrid working between home and office. Contracted working is organised around core hours in tandem with the business need, giving flexibility to school runs, family, and caregiving.
2. Ishida's agile approach to performance management is provided by simple but effective software that develops personal goals, quality communication and positive feedback. Every employee has a bi-monthly enabling conversation that promotes performance and personal development. This allows effective objective setting. Our development is inclusive for everyone in the business.
3. Individual career progression is planned and addressed through structured and coordinated succession planning. The programme and its associated outputs will promote opportunities equally to all colleagues and will encourage groups who may be underrepresented at senior and middle management to develop.
4. We work with key stakeholders across the business to further develop talent management practices and lateral and vertical career paths that meet the needs of both the company and the individual. They will be equally accessible to all colleagues.
5. Ishida is proud of its mentoring system which allows any staff member across all our regions to formally apply to become an Ishida Mentee or Mentor. Our application process is based on defined areas of personal and professional development and can therefore enable any staff member to be matched up with another to assist in

- their development. Applications to be a mentor have no experience or qualification pre-requisites, training will be delivered for all, meaning all staff, regardless of status can look become a mentor, increasing the diversity in our pool of internal leaders
6. Our functional learning and development opportunities are offered consistently to all employees. Via our learning portal, access can be gained to online development courses and content. This allows greater access for female colleagues to our established technical training content, creating awareness of products and business to support their performance through greater understanding.
 7. Our learning portal which allows anyone to request training for their and the company's benefit. Ishida has a Learning Management System which increases the transparency of internal training and development opportunities by showing all colleagues a full listing of internal courses and external opportunities available to them. The system provides a self-service model in relation to training and development content at Ishida, with opportunities available to all to search and complete online development courses and content. This allows greater access for female colleagues to our established technical training programmes, creating awareness of products and business to support their performance through greater understanding.
 8. The Ishida Apprentice Scheme continues to support female entry to STEM industries.
 9. From a recruitment perspective, we sensitively collate diversity data and analyse it annually to check the equality of opportunity at each stage gate. We partner only with agencies who are representative and faithful to our recruitment approach. All open positions are posted internally, promoting opportunities equally to all colleagues.
 10. Our recruitment website and social media footprint promote our inclusive company. We have structured recruitment processes. We train our hiring managers to interview for skills and spot unconscious pitfalls and bias. We include diversity as standard in interview panels wherever we can. We proactively talent pool a diverse community of potential candidates.
 11. All pay decisions are reviewed, checked, and controlled by the Remuneration Committee to ensure parity and fairness across the company. We define pay scales within our main departments to remove individual negotiation and to provide our staff with better visibility of pay progression. We have undertaken key benchmarking exercises in areas of the business and will continue to do this throughout the organisation where needed.

I can confirm that the data contained in this report is accurate and published in accordance with the gender pay gap reporting guidance and regulations.

Dave Tiso

Managing Director

Ishida Europe Ltd

April 2026