



ADVANCING MOBILITY SINCE 1924

GENDER PAY GAP REPORT 2025

April 2025



Gender Pay Gap Report 2025

As of 5 April 2025, 391 people were employed by UTAC UK Ltd (formerly Millbrook Proving Ground Ltd) and are the focus of this Gender Pay Gap report.

Since 1924, UTAC has been at the forefront of the mobility industry, advancing it towards a safer and cleaner future. We provide a large range of services to bring your vehicle to the market. With a global presence and a team of trusted experts, UTAC continues to shape the future of mobility. We strive to provide agile services that help us to fulfill our mission: leading the mobility industry to new frontiers.

UTAC operates test centres and laboratories in France (including the official Euro NCAP facility), the UK, the USA, Finland and Morocco; it has subsidiaries in China, Korea, Italy and Japan.

UTAC employs around 1300 people across the world.

UTAC colleagues are passionate about safety, customer service, technical excellence, and operate with the highest levels of Integrity and professionalism. The diversity of our group and people helps us deliver innovation and a team performance that is highly valued by our customers and partners. We are committed to investing in people, equipment and facilities in order to achieve our ambitious plans for growth and continue to strengthen our position as a leading test and validation services provider.

We are an equal opportunities employer; recruiting, training and developing our colleagues to be at their best.

We continue to monitor our reward practices to ensure that men and women, in equivalent roles are paid equally within UTAC.



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Gender Pay Gap Report 2025

Understanding the Gender Pay Gap

Using the calculations prescribed in the gender pay gap regulations, we have used pay data for many different roles and therefore a variety of rates of pay.

Mean = the average

Median = the mid-point in a range of numbers

What is included in our calculation?

Calculations are required to be based on pay from April 2025, including ordinary pay (which includes basic pay/holiday pay/shift allowances) and bonus pay (bonus/commission payments).

What is the gender pay gap?

A **gender gap** is a measure of the difference in the average pay of men and women – regardless of the work they do – across the organisation, and it is affected by the number of men and women across all roles.

It is difference from **equal pay**, which is a direct comparison between men and women carrying out the same, similar or equivalent work.

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Pay – difference between men and women

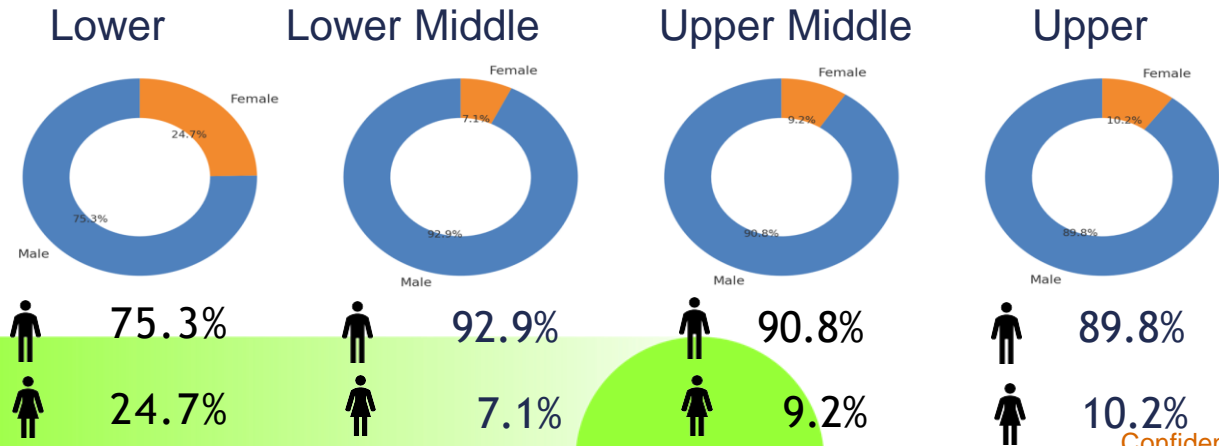
Mean 8.7%
Median 17.3%

Bonus – number of men and women receiving a bonus

21.4%
28.0%

Bonus – difference between men and women

Mean 51.9%
Median 71.8%



UTAC offer bonuses for individuals in our management and sales roles, with the bonuses paid in 2025 being linked to individual performance in 2024.

Our mean gender pay gap across all colleagues within UTAC UK Ltd is 8.7%, which is an increase of 4% compared to 2024 and is above the last reported national average of 5.8% (as reported by the Office of National Statistics December 2024 to February 2025).

Of the 50 female headcount, 14 receive a bonus (28%). Of the 341 males 73 receive a bonus (21%).

As a result of our male/female ratio, more males hold senior positions with the higher bonus opportunity which impacts the gender pay gap.

Mean 8.7%
Median 17.3%
UK Average 5.8%

The demographic across UTAC UK Ltd is the most significant factor in our gender pay gap. Both our workforce and the pipeline of talent are overwhelmingly male, reflecting the national gender imbalance in our sector.

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How are we working to address the gap?

We have continued to challenge ourselves in hiring and developing female talent in our business. Focus activities include: active mentorships for those on our Future Talent Programmes, careful vetting and briefing of our Recruitment agencies and an increase in female appointments to senior management roles in the Group.

Our Applicant Tracking System ensures greater consistency and transparency in our recruitment processes. Qualified, gender-neutral recruitment campaigns have continued to attract applications from across the spectrum. Multiple stakeholder reviews of applicants prior to short-listing and both male and female interviewers practicing a structured selection process are the norm.

Increasing gender diversity is integral to our long-term goals. We recognise that being able to attract, develop and retain top female talent is crucial, and will ultimately help to deliver superior performance.

UTAC is committed to encouraging equity, diversity and inclusion among our teams. Our ambition is for our teams to be truly representative of all sections of society and our customers, and for each colleague to feel respected and able to give their best. We believe that embracing the richness of diversity will deliver significant benefits for the Group, ensuring a better working environment for our colleagues, a great experience for our Customers and improved returns for our shareholders.

Evaluation of our gender pay data indicates that the difference in average pay is due to proportionately more men being employed than women. It remains important to note that men and women performing the same role at UTAC are paid equally.

We can confirm that the data in this report is accurate.



**Chief HR Officer
UTAC Group**



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