

Evaluating Ultra PCS's UK Gender Pay Gap

Introduction

UK employers with 250 or more employees must annually report their gender pay gap data, showing the difference in average pay between men and women. As of April 2025, Ultra PCS had 428 employees and Ultra CEMS (a subsidiary business) had 87 employees. The main report will feature results from Ultra PCS with additional detail on Ultra CEMS. Since January 2026, Ultra PCS Limited has been acquired by Eaton.

About Ultra PCS

Ultra PCS solves customer problems, providing engineering solutions to safety and mission critical challenges in the air and on the ground. Our innovative products are used in the latest military aircraft, vehicles, civil aircraft and unmanned vehicles.

Ultra PCS is an equal opportunities employer and value diversity and inclusivity. Underpinned by our values, behaviours and policies, we want employees to feel empowered to be the best version of themselves.

This includes attracting the next generation of Engineers through our Early Careers activities such as:

- Work experience programmes and summer school for years 8 and 10/11. Including an application process, mock interview, and projects offered in mechanical and electronic engineering. The week includes guest speakers from around Ultra PCS giving an insight into their story and career paths. Inspiring the next generation of engineers and giving real life examples to young female students.
- International Woman's Day 2025 – In the run up to this we shone a spotlight on some of the incredible women within our organisation, sharing their career stories and hoping to inspire.
- Managing a stand at the Defence woman's network conference with the aim of networking, answering questions from junior female professionals visiting our stand, about our experience and personal development at the Company, and bringing back knowledge to share with the rest of the team.

We support employees to ensure Gender diversity:

- **Lifestyle:** Our family polices help to support women in work through positive provisions for flexible working such as hybrid and flexi time working practices, and enhanced gender specific lifestyle changes such as pregnancy and adoption leave.
- **Recruitment:** We use a competency and merit based structured interview process to avoid bias and provide a fair and consistent approach.

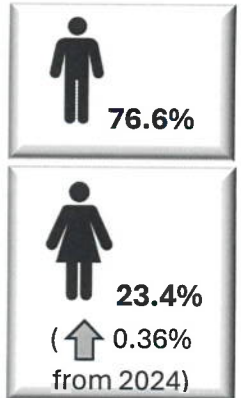
Gender representation

As of April 2025, women represented **23.36%** of the 428 employees at Ultra PCS, this was a 0.36% increase from the previous year, but also crucially showed a reversal to the trend in decline we experienced in 2024.

Taking Ultra CEMS into account, between both businesses, women represented **27%** of the workforce.

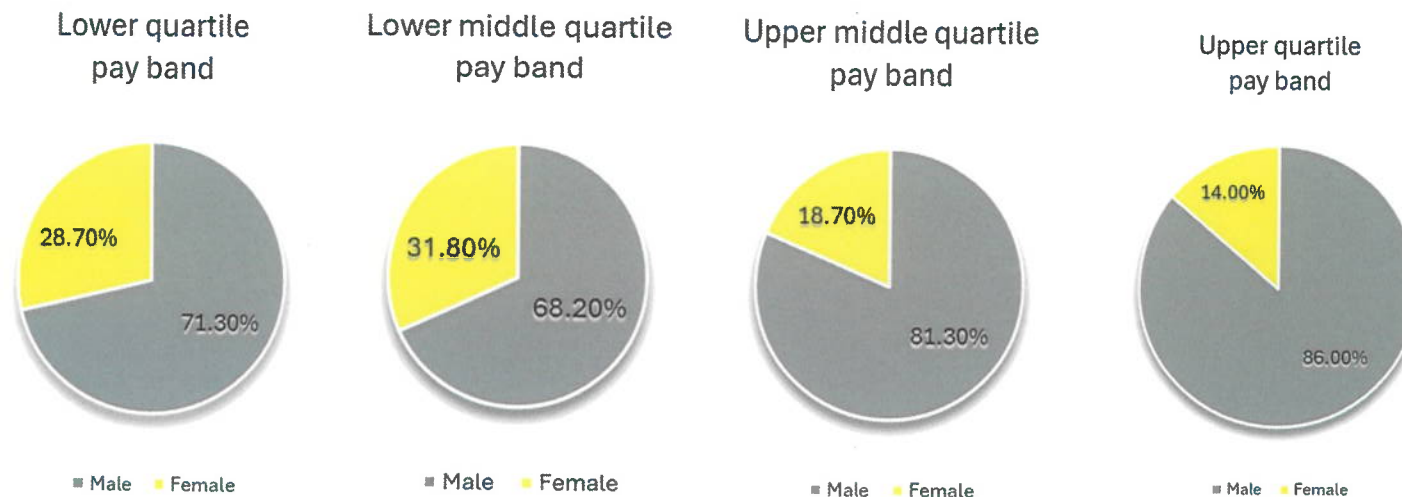
The average representation of women in Engineering and Technology firms stands at 17% (EngineeringUK), whilst for manufacturing it is 28.4% (women in UK Manufacturing: 2025 Findings report).

This shows that Ultra PCS has a higher than average proportion of female employees for an Engineering Company and it is increasing. Proving that our focus on supporting lifestyle initiatives and approaches in recruitment and retention are continuing to be successful.




Gender pay gap

The pay quartile analysis shows that most women are employed in the lower, and lower middle quartile pay bands and represented only 14% of the upper quartile. These figures are similar to 2024 where women represented 27% of the lower quartile, 32.7% of the lower middle quartile, 18.8% of the upper middle quartile and 15% of the top quartile. The lower and lower middle pay quartiles are made up of mainly Operator, Clerical and entry level Engineering roles. Ultra PCS endeavours to develop talent from within through our annual PDR process, however, more needs to be done to attract women into the Senior Leadership roles.



	Ultra PCS	Ultra CEMS
Mean gender pay gap	19.69%	11.16%
Median gender pay gap	14%	16%
Mean gender bonus gap	42%	10%
Median Gender Bonus gap	13%	19%

	Proportion of employees receiving a bonus	
	Ultra PCS	Ultra CEMS
Female	95.5%	100%
Male	97%	100%



19.69% Mean Gender pay gap
in 2025 for every £1 earned by a man, a woman earned 80p compared to 78p in 2024

Detailed Pay comparisons

- Median pay comparison: In 2025, for every £1 earned by Male employees, female employees earned 86p, compared to 87p in 2024. The median gender pay gap increased from 12.76% in 2024 to 14% in 2025.
- Mean pay comparison: In 2025, for every £1 earned by male employees, female employees earned 80p, compared to 78p in 2024. The mean gender pay gap reduced from 22.14% in 2024 to 19.69% in 2025.
- The analysis reflects the fact that overall, the pay gap between men and woman has decreased - the mean pay comparison shows that the pay gap has decreased by 2p in every £1. However, looking at the median pay comparison, we see that there are more men in higher earning roles and this has increased slightly from 2024 to 2025.

Bonus distribution

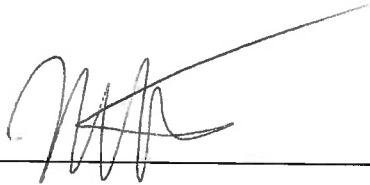
- 95.5% of female and 97% of male employees received bonuses, which is a decrease of 0.5% for females and an increase of 1% for males from 2024, where 96% of both male and female employees received a bonus.
- Mean bonus gap: the mean bonus for male employees was £5,407.87, while for female employees it was £3,138.73, resulting in a mean gender bonus gap of 42% which is an increase from 2024 which was 36.72%.
- Median bonus gap: the median bonus for male employees was £2,149.00, while for female employees it was £1,862.00, resulting in a median gender bonus gap of 13% which is a reduction from 2024, which was 14.08%.
- Ultra PCS encourages a culture of rewarding employees, and this reflects in the figures for 2025 where there was an increase in the number of staff receiving bonuses, however the gap between the bonuses earned by men and woman increased. The annual bonus scheme is a percentage of salary, and this results in higher bonuses being paid to the highest earners, where there are proportionally more men. Furthermore, 81% of recruitment recommendation bonuses were paid to men and 75% of long service awards were made to men, likely due to the higher proportion of male employees.

Conclusion

Ultra PCS has reduced the gender pay gap compared to last year, however despite employing more women than the average for an engineering business, Ultra PCS faces traditional industry wide challenges to attract and retain women into the higher paid leadership and senior Engineering roles. This is reflected in the bonus gender pay gap.

Early careers activities hope to encourage more women to consider Engineering careers and unbiased recruitment practices ensure fairness and consistency in the hiring process. To help retention and promotion of women already within the business, family friendly policies support working families and a standardised, calibrated PDR process prevents hidden bias.

Ultra PCS continues to be committed to reducing the gender pay gap and increasing the representation of women in each area of the business through ongoing initiatives and best practice.



Michael Hines, Integration Leader



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