

Daikin UK Gender Pay Gap Report 2025

Introduction

In 2017 Gender Pay Regulations brought into effect a requirement for all employers with 250 or more employees to publicly report their gender pay gap. The gender pay gap is the percentage difference in the average pay and bonuses of all men and women across the organisation regardless of job seniority.

Data must be reported on six items, which are:-

- The difference in the mean* pay of men and women;
- The difference in the median** pay of men and women;
- The difference in the mean bonus pay of men and women;
- The difference in the median bonus pay of men and women;
- The proportion of men and women who received bonus pay; and
- The proportion of men and women in each of the four quartile pay bands

**Mean is the 'average' where all values are added together and then divided by the total number of values that exist*

***Median is the 'average' as in the middle value when all values are listed in numerical order from smallest to largest and the middle value is selected*

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This is the ninth year that we have reported our gender pay gap information and the findings of 2025, along with a comparison against 2024 are outlined below.

The 2025 results demonstrate improvements across all four headline Gender Pay Gap measures when compared with 2024, highlighting positive progress whilst recognising that further work remains to improve female representation in higher-paid roles

Gender Pay and Bonus Gap

For pay, the report looks at data for the period of April 2025 which includes bonus received in that month. For bonus, it looks at bonus data only for the 12 months ending 5th April 2025.

The proportion of males to females in Daikin UK on 5th April 2025 was 72.9%% male to 27.1% female. This is a minor change in comparison to 2024's data where the split was 73.2%/26.8% (male/female).

The trend of male/ female employees has been consistent across all Gender Pay Gap reporting years with a split equivalent to 75%/25% (male/female) with only minor fluctuations year upon year.

The table below shows our mean and median gender pay gap for pay and bonuses for April 2024 and April 2023.

For the current reporting year we have a mean gap of 13.7% and a median gap of 26% for pay.

Measure	2024	2025	Improvement
Mean Pay Gap	19.0%	13.7%	27.9% reduction
Median Pay Gap	28.4%	26.0%	8.5% reduction
Mean Bonus Gap	26.9%	25.5%	5.2% reduction
Median Bonus Gap	32.7%	30.0%	8.3% reduction

The Office for National Statistics headline measure for the gender pay gap is the difference between the median pay for men and women.

Our median gender pay gap has decreased from 28.4% in 2024, to 26% in 2025, an overall decrease of 8.5%. Male median salary decreased, however female median pay increased in comparison to the previous year.

The highest reported median pay gap was 2022 with 32.5% and the lowest was 15.6% in 2017. Although there is a decrease in the median pay gap from 2024, the median gap is still quite high. Using data from 2017 – 2025, Daikin tend to average a 26.9% median gender pay gap.

Reported by the Office of National Statistics, the 2023 Gender Pay Gap median is 12.8%.

The Proportion of Males and Females Receiving a Bonus in the Bonus Period



91.7% of males received a bonus



92.3% of females received a bonus

Jobholders are eligible for the bonus scheme which applies to that role regardless of gender. When bonus is not earned it is either for reasons of performance or an employee not yet being eligible due to a short time with the company.

There is a minimal difference between the proportion of males who received a bonus in 2025 in comparison to the proportion of males who received a bonus in 2024 (2024 = 87.5% males). A marginally smaller proportion of females received the bonus in 2025 compared to in 2024 (2024 = 93% females).

4.82% more males received a bonus in 2025 than in 2024 and 0.73% less females received a bonus in 2025 than in 2024.

Pay Quartiles

The table below shows the findings for 2024, 2023 and 2022 of the proportion of men and women in the four pay quartiles between our lowest and highest pay points with the population split equally between the quartiles.

Pay Quartile	2025		2024		2023	
	Proportion of women	Proportion of men	Proportion of women	Proportion of men	Proportion of women	Proportion of men
Lower	48.1%	51.9%	43.3%	56.7%	45.5%	53.8%
Lower middle	22.1%	77.9%	26%	74%	25%	74.4%
Upper middle	17.3%	82.7%	18.3%	81.7%	15.9%	87.2%
Upper	19.2%	80.8%	16.3%	83.7%	19.5%	84.6%



Female representation within the lower quartile increased to 48.1%, creating an almost equal gender balance within this pay band. Female employees continue to be represented across all pay quartiles; however, representation remains lower within the upper quartiles, which continues to influence the overall gender pay gap.

The lower quartile remains the most gender-balanced section of the organisation. Whilst the upper quartiles continue to be predominantly male, female representation is present across all pay quartiles and continues to improve gradually over time.

Key Findings

The gap in both pay and bonus can be explained by a variety of factors: -

- Our bonus schemes for Management and Sales staff are partly paid in April (the reporting month) and are therefore included in the pay data for the period of April 2025. There is a higher proportion of the male population in each of these schemes.
- Significant reduction in mean pay gap.
- Reduction in median pay gap.
- Reduction in mean and median bonus gaps.
- Female representation remains strongest in the lower quartile.
- Opportunity remains to improve representation in higher-paid roles.
- Female employees remain more prevalent in grade 2. There is a slight increase of female employees in grade 6 roles and a small reduction in grade 5 female roles. There are no female grade 7 roles during the point of reporting, the same as in 2024. Male employees for more grade 3 – 5 roles than females. There is a small dip with males in Grade 6 role. Males account for 100% for Grade 7 roles, same as the previous year.
- Our bonus schemes for Management and Sales staff are partly paid in April (the reporting month) and are therefore included in the pay data for the period of April 2025. There is a higher proportion of the male population in each of these schemes.
- Our bonus for non-Sales and non-Management employees is partly paid in May and is therefore not included in the pay data for the period of April 2025. There is a higher proportion of the female population in these schemes.
- We recruited 59 people during the year to 5th April 2025; 44 males and 15 females. This translates to 37 less hires than in 2024.
- From the period of 6th April 2025 to 5th April 2026 there were a total of 8 promotions (down from 25 promotions in 2024). Of these, 25% of promotions were to female employees (2 employees) and 75% of promotions were to male employees (6 employees).
- Daikin operate multiple bonus schemes; Pre-Sales Technical, Management Bonus Scheme, PDR and Sales Bonuses. In 2025, there were also some miscellaneous bonus payments made to employees. Largest gap in bonus scheme in terms of numbers is still Sales Bonus (500%) more men than women in the scheme, however for 2024 female employees received higher average payments.

- The gap has closed in A&Q and PDR bonus schemes from 2025 in terms of average payments.

Our pay system remains underpinned by a job evaluation process which helps to determine pay bands alongside market data. Pay within bands considers previous experience along with performance and growth within the role over time, with no reference to gender.

How Will We Make a Difference to the Pay Gap?

As a company we are committed to making a positive impact to the differences highlighted within the Gender Pay Gap, and we will review as a management team what actions we can take, to develop our approach to areas such as (but not limited to) diversity, inclusion and equality. For example, how can we attract and develop more females into higher-level roles, how can we maximise opportunities for flexible working and family friendly policies to support staff where this may be a factor in retention and progression, and how can we raise awareness of diversity across the organisation.

We confirm that Daikin UK is committed to the principles of gender pay and that the data reported is accurate.

Angela Holt
Head of HR, Daikin UK
28th March 2026