

Gender Pay Gap Report

Published April 2026
using snapshot data
from April 2025

creating
trust
*driving
progress*



kiwa

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We recognise that our people are fundamental to our success. As an equal opportunity employer, Kiwa UK Group celebrates diversity and is dedicated to building an inclusive, supportive workplace. We embrace flexibility in hiring talented individuals from all backgrounds globally, ensuring a work environment free from prejudice, discrimination, and intimidation. Inclusivity and equality are core to who we are, and we uphold these values without exception.

At Kiwa UK, we use the globally recognised Korn Ferry Job Evaluation tool to ensure roles are aligned with our business strategy and benchmarked against the wider market. This framework helps us to ensure consistency in job descriptions, clearly defines role levels, and supports a fair and consistent approach to pay. This approach enables us to benchmark roles both internally and externally, ensuring fair and consistent pay across the organisation and alignment with the external market.

Following UK legislation introduced in 2017, organisations with more than 250 employees are required to report annually on their gender pay gap using six prescribed measures:

- Mean gender pay gap (hourly pay)
- Median gender pay gap (hourly pay)
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of men and women receiving a bonus
- Proportion of men and women across four pay quartiles, from lowest to highest pay



This report outlines Kiwa's gender pay gap data for the snapshot date of **5th April 2025**. (this is a regulatory requirement).

Understanding the Gender Pay Gap

The gender pay gap is different to equal pay. The gender pay gap is the difference between the average pay of men and women in an organisation. It is influenced by a range of factors, mainly to do with the representation of women in the workplace and job roles open to women. Equal pay, by contrast, relates to men and women receiving the same pay for performing the same work, similar work, or work of equal value.



About this Report

This report sets out the Gender Pay Gap and bonus pay statistics for employees within the Kiwa UK Group, based on the snapshot date of 5th April 2025.

The data included covers the following employing entities:

- Kiwa Limited (Company Number 03473056)
- Kiwa Product Compliance (registered as Product Compliance Specialists Limited, Company Number 05101011)
- BASEC (registered as BASEC Group Limited, Company Number 13950143)
- Kiwa Fire Safety Compliance (registered as International Fire Consultants Limited, Company Number 02194010)
- IFC Certification Limited (Company Number 04777898)



Fair Pay

Our approach as a company

People are the heart of our business. Their dedication, creativity, and integrity drive our success and shape our future. Without their passion and commitment, we wouldn't be where we are today. That is why we prioritize **Fair pay for our people**.

Fair Pay *Ambition*

We aim to reward our employees consistently and in line with our policies, to ensure they are treated fair and respected and recognized for the contributions they make.



Pay differences should not be based on culture or characteristics such as gender, race, disability, age, sexual orientation and/or any other traits that define who we are as a person.

Pay difference are based on objective reasons, such as:

Job responsibilities
& complexity

Market alignment
& demand

Performance

Skills &
competencies

Professional
experience

Organizational
tenure

How Gender Pay Gap reporting works

The gender pay gap describes the difference in average earnings between men and women across an organisation and is usually expressed as a percentage of men's average pay. For example, a gender pay gap of 15% means that, on average, women earn 15% less than men.

The gender pay gap is influenced by several factors, including occupational segregation (the types of roles men and women work in), as well as differences in experience and access to career progression and development opportunities.

In contrast to equal pay, the gender pay gap is a broader measure of overall pay differences between men and women regardless of role or job level. It reflects average earnings across the organisation and can highlight structural or systemic inequalities, such as the underrepresentation of women in higher-paid roles or senior positions.



How Gender Pay Gap *is calculated*

In Kiwa's gender pay gap reporting, the gap is calculated by comparing the difference in average earnings between all male and female employees across the organisation. It is measured in two ways, the mean (average) gender pay gap, and the median (middle point) gender pay gap.

The calculation includes both ordinary pay (such as basic salary and allowances) and bonus pay (including profit sharing, performance and incentive payments). The median measure compares the pay of the middle woman with the middle man when all employees are lined up from lowest to highest paid, making it less influenced by very high or low salaries. The mean measure calculates the overall average pay for men and women and compares the two, which can be affected by a small number of high earners.

Together, these measures provide a clearer picture of pay differences across Kiwa, rather than comparing pay for the same roles.

Median gender pay gap

If we lined up all of our employees in two lines (male and female) in order from the lowest paid to the highest paid, the median gender pay gap compares the pay of the middle female in the female line with the middle male in the male line. The median gender pay gap can be more representative than the mean pay gap because it is less affected by a handful of considerably higher (or lower) salaries.

Mean gender pay gap

A mean gender pay gap is calculated by adding up the salaries of all the females in the company and calculating their average salary and then comparing this to the same for men. The mean gap can be a better measure of the labour market disadvantage for women as it will be influenced by fewer women in high paying roles.

Kiwa Limited: Pay

Mean

hourly Gender Pay Gap
(as at April 2025)

13.75%

(down from 14.99%
in April 2024)

Median


hourly Gender Pay Gap
(as at April 2025):

15.90%

(up from 14.74%
in April 2024)

The mean hourly pay of all our female employees within Kiwa Limited is **13.57%** lower than it is for all our male employees, with the median hourly pay sitting at **15.90%** lower.

The chart shows the gender distribution across Kiwa Limited in four pay quartiles, at the snapshot date.

Each  represents 1% of the employees in this organisation.



Taken from KIWA LIMITED gender pay gap report in 2024-25 reporting year.

Kiwa Limited: Bonus

Mean

hourly Gender Bonus Gap (as at April 2025):

18.34%

(Down from 47.40% in April 2024)

Median

hourly Gender Bonus Gap (as at April 2025):

6.04%

(Down from 37.02% in April 2024)

This means the bonus pay of all our female employees in Kiwa Limited is **18.34%** lower than it is for all our male employees. The median bonus pay for all our female employees is **6.04%** lower than it is for our male employees. This is due to the fact there are more men than women in senior positions and senior positions attract higher levels of bonus. However, the substantial reduction in the bonus pay gap from 2024 to 2025 demonstrates an increase in female employees in senior positions.

At Kiwa Limited, within the 2024/2025 financial year, **81.53%** of male employees received a bonus, and **84.17%** of female employees received a bonus.



Kiwa Product Compliance: Pay

Mean

hourly Gender Pay Gap
(as at April 2025):

-6.41%

(down from 0.90%
in April 2024)

Median


hourly Gender Pay Gap
(as at April 2025):

-0.73%

(up from 0.60%
in April 2024)

The means hourly pay of all our female employees within Kiwa Product Compliance is **6.14%** higher than it is for all our male employees, however the median hourly pay sits at **0.73%** lower.

The chart show the gender distribution across Kiwa Product Compliance in four pay quartiles, at the snapshot date.

Each  represents 1% of the employees in this organisation.



Taken from PRODUCT COMPLIANCE SPECIALISTS LIMITED gender pay gap report in 2024-25 reporting year.

Kiwa Product Compliance: Bonus

Mean

hourly Gender Bonus Gap (as at April 2025):

-17.80%

(Significant swing from 29.65% in April 2024)

Median

hourly Gender Bonus Gap (as at April 2025):

0.00%

(Significant swing from 28.56% in April 2024)

This means the bonus pay of all our female employees in Kiwa Product Compliance is **17.80%** higher than it is for all our male employees. The median bonus pay for all our female employees is the same as it is for our male employees. The median % is due to 30 out of the 38 KPC employees who received a bonus in the 2024/2025 financial year, being paid the same flat rate of bonus.

At Kiwa Product Compliance, within the 2024/2025 financial year, **78.57%** of male employees received a bonus, and **90%** of female employees received a bonus.



BASEC: Pay

Mean

hourly Gender Pay Gap
(as at April 2025):

-8.40%

(down from 5.84%
in April 2024)

Median


hourly Gender Pay Gap
(as at April 2025):

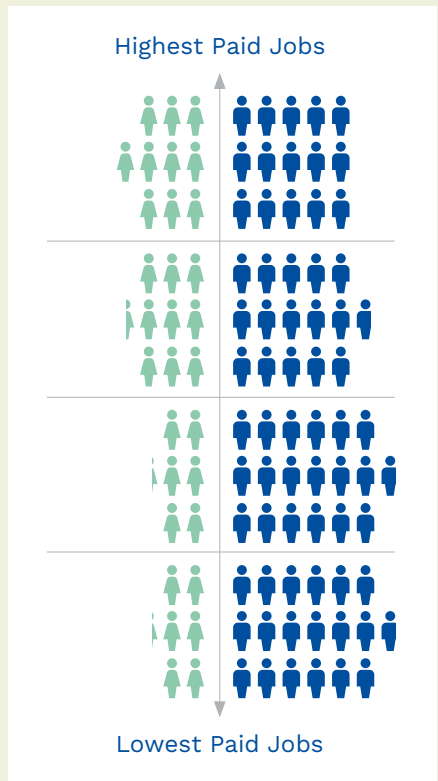
-4.73%

(down from -1.40%
in April 2024)

The means hourly pay of all our female employees within BASEC is **8.40%** higher than it is for all our male employees, with the median hourly pay sitting at **4.73%** higher.

The chart show the gender distribution across BASEC in four pay quartiles, at the snapshot date.

Each  represents 1% of the employees in this organisation.



Taken from BASEC LIMITED gender pay gap report in 2024-25 reporting year.

BASEC: Bonus

Mean

hourly Gender Bonus Gap (as at April 2025):

-4.12%

(Significant swing from 23.24% in April 2024)

Median

hourly Gender Bonus Gap (as at April 2025):

-10.00%

(Compared to 0% in April 2024)

This means the bonus pay of all our female employees in BASEC is **4.12%** higher than it is for all our male employees, and the median bonus pay is **10%** higher for our female employees than it is for our male employees. This is because, whilst a higher number of male employees received a bonus than female employees, in BASEC, the values of the male bonuses spanned a larger range than the female bonuses.

At BASEC, within the 2024/2025 financial year, **86.36%** of male employees received a bonus, and **100%** of female employees received a bonus.



Kiwa Fire Safety Compliance: Pay

Mean

hourly Gender Pay Gap
(as at April 2025):

19.39%

(down from 30.12%
in April 2024)

Median


hourly Gender Pay Gap
(as at April 2025):

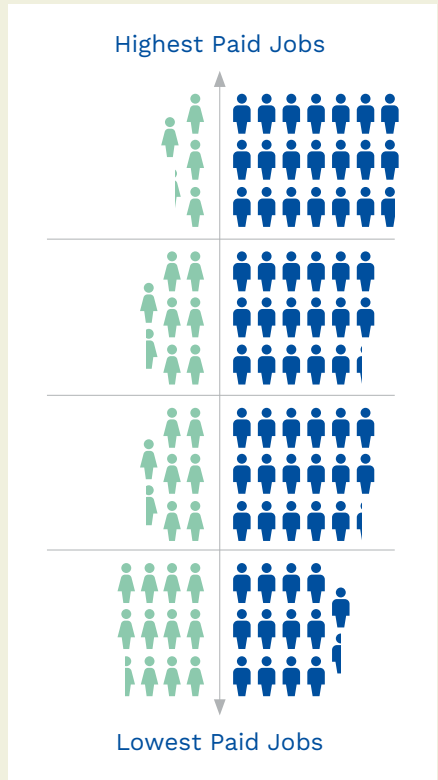
30.33%

(down from 38.94%
in April 2024)

The mean hourly pay of all our female employees within Kiwa Fire Safety Compliance is **19.39%** lower than it is for our male employees, with the median hourly pay sitting at **30.33%** lower.

The chart show the gender distribution across Kiwa Fire Safety Compliance in four pay quartiles, at the snapshot date.

Each  represents 1% of the employees in this organisation.



Taken from INTERNATIONAL FIRE CONSULTANTS LIMITED gender pay gap report in 2024-25 reporting year.

Kiwa Fire Safety Compliance: Bonus

Mean

hourly Gender Bonus Gap (as at April 2025):

2.17%

(Significant swing from -85.57% in April 2024)

Median

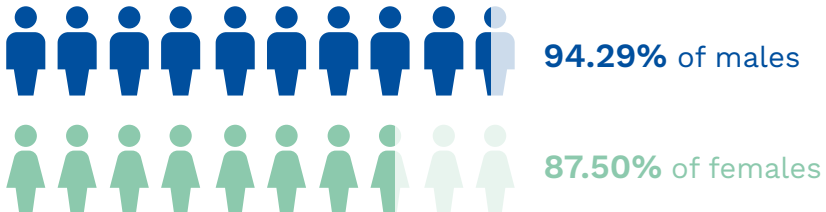
hourly Gender Bonus Gap (as at April 2025):

0.00%

(The same as in April 2024)

This means the bonus pay of all our female employees in Kiwa Fire Safety Compliance is **2.17%** lower than it is for all our male employees, while there is no difference in the median bonus pay of female and male employees. The mean and median % figures are influenced by the fact that 47 out of the 51 KFSC employees who received a bonus in the 2024/2025 financial year, were paid the same flat rate of bonus.

At Kiwa Fire Safety Compliance, within the 2024/2025 financial year, **94.29%** of male employees received a bonus, and **87.50%** of female employees received a bonus.



IFC Certification Limited: Pay

Mean

hourly Gender Pay Gap
(as at April 2025):

38.24%

(Up from 33.98%
in April 2024)

Median


hourly Gender Pay Gap
(as at April 2025):

43.98%

(Up from 33.99%
in April 2024)

The mean hourly pay of all our female employees within IFC Certification Limited is **38.24%** lower than it is for all our male employees, with the median hourly pay sitting at **43.98%** lower.

The chart show the gender distribution across IFC Certification Limited in four pay quartiles, at the snapshot date.

Each  represents **1%** of the employees in this organisation.



Taken from IFC CERTIFICATION LIMITED gender pay gap report in 2024-25 reporting year.

IFC Certification Limited: Bonus

Mean

hourly Gender Bonus Gap (as at April 2025):

45.00%

(No change from April 2024)

Median

hourly Gender Bonus Gap (as at April 2025):

0.00%

(No change from April 2024)

This means the bonus pay of all our female employees in IFC Certification Limited is 45% lower than it is for all our male employees, while there is no difference in the median bonus pay of female and male employees. This mean difference is due to the fact that there are more men than women in senior positions in this area of the business, and senior positions attract higher levels of bonus; and there have been no changes to the IFCC senior team between April 2024 and April 2025.

At IFC Certification Limited, within the 2024/2025 financial year, **47.83%** of male employees received a bonus, and **37.50%** of female employees received a bonus.



Our *gender diversity* journey

Our first Gender Pay Gap report for the snapshot date of April 2024 was published in April 2025. This is our first full narrative summary report. The statistics detailed below collate all five Kiwa UK Group legal entities listed above; when we refer to Kiwa UK, we refer to the collation of all five legal entities.

Our Kiwa Global ESG targets include - **30%** women in the workforce and **25%** in management positions (set in 2022). We report these statistics to Global Corporate at the end of each year as part of ESG Performance Ladder reporting. Statistics are as follows:

Graph shows percentage of women in our workforce.
Plus those women in management roles.

Key: 👤 = Woman in workforce 👥 = Women in management roles.

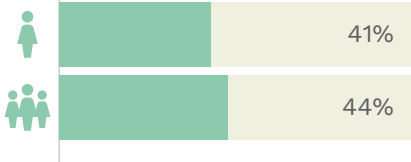
2022



2023



2024

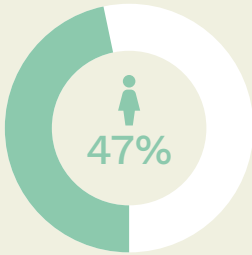


2025



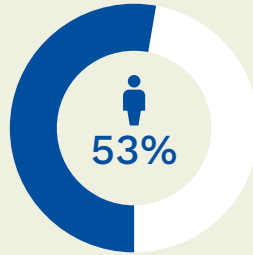
Whilst we are exceeding our Kiwa Global set targets, our UK goal is to continue to strive towards a truly gender balanced workforce.

2024 New starters



Women starters:

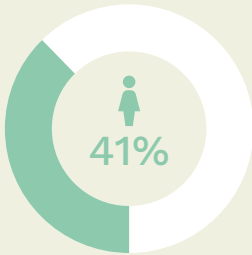
2% joined the SLT
14% joined managerial or supervisory roles



Male starters:

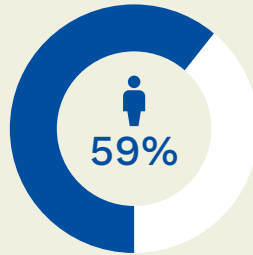
2% joined the SLT
26% joined managerial or supervisory roles

2024 Leavers



Women leavers:

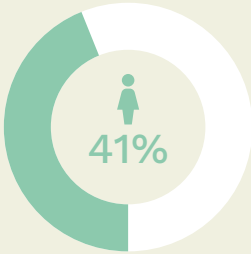
0% left the SLT
25% left a managerial or supervisory role



Male leavers:

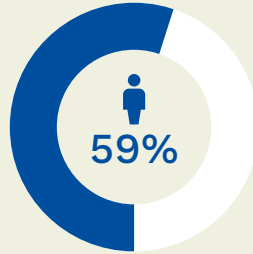
2% left the SLT
33% left a managerial or supervisory role

2025 New starters



Women starters:

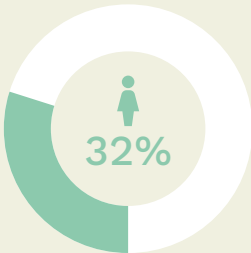
0% joined the SLT
12% joined managerial or supervisory roles



Male starters:

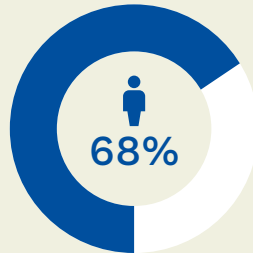
1% joined the SLT
20% joined managerial or supervisory roles

2025 Leavers



Women leavers:

3% left the SLT
18% left a managerial or supervisory role



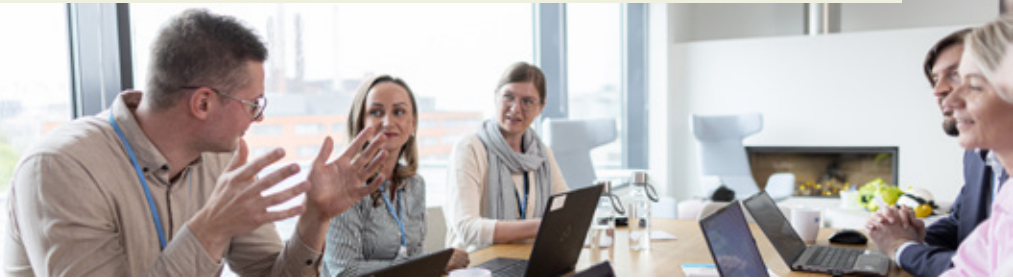
Male leavers:

3% left the SLT
29% left a managerial or supervisory role

From 2024 to 2025 Kiwa's recruitment of females has slightly decreased, and recruitment of males has slightly increased. However, departures of males are significantly higher than departures of females in 2025, a large uptick in male leavers in 2025 compared to 2024. These statistics combined contribute to the overall increase in women in the Kiwa workforce and a significant number in managerial positions in 2025, compared to 2024.

Understanding the Gender Pay Gap at Kiwa

Women are still underrepresented at senior levels of the business. The relatively small size of our senior leadership team means that individual changes can have a substantial effect. It's not surprising that the parts of the business with smaller or negative gender pay gaps tend to have larger senior teams. With more people at this level, there is greater opportunity for diversity, and the overall results are less affected by the pay of any one individual.



STEM (science, technology, engineering and mathematics) roles have historically attracted fewer women due to a combination of social, educational and structural factors. Traditional gender stereotypes and limited access to role models have influenced subject choices and reduced early exposure to these careers. As a result, women are often underrepresented in senior, specialist and revenue-generating roles.

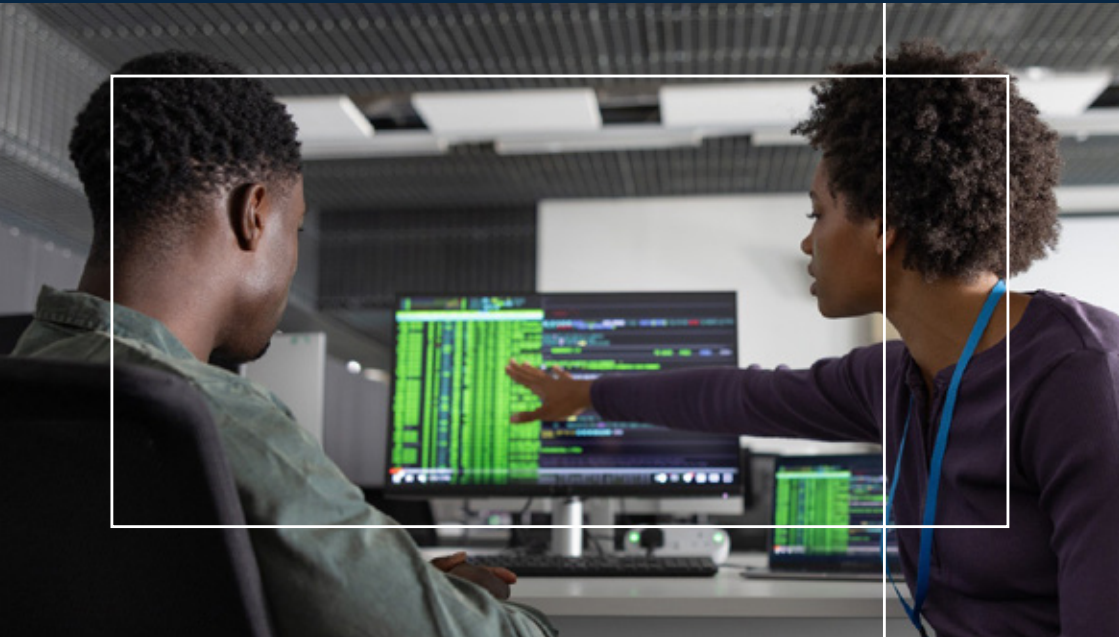


Career breaks, part time working, and flexible arrangements more commonly undertaken by women can also impact progression, bonus eligibility and access to higher paid roles. Together these factors can create a sustained gender pay gap, even where pay structures and reward processes are fair and consistently applied.

Our legal entities with larger gender pay gaps are in hard-to-recruit sectors, with a smaller pool of diverse candidates and these roles typically attract high levels of remuneration due to the scarcity of candidates in the market.

As an acquisitive business, we regularly integrate employees with differing reward arrangements, which can result in year on year fluctuations, reflecting the breadth of our service offerings and the wider labour market.

At Kiwa we use inclusive and gender-neutral language in job adverts and advertise roles through diverse channels, to broaden applicant pools. We advocate structured interviews, diverse hiring panels, and unconscious bias training for our hiring managers to ensure fair selection decisions. We are normalising flexible working for all employees, supporting parental leave for all genders, and ensuring fair treatment for part time or returning employees to help reduce the disproportionate impact caring responsibilities often have on women's career progression. Whilst these changes are gradual, we believe we will see an increase in female representation in our STEM roles in the coming years.




How we are reducing the Gender Pay Gap at Kiwa

In June 2021 we made the right to request flexible working a day one right, ahead of the change of legislation which followed on 6 April 2024. In 2021 we also launched a Hybrid Working approach for Kiwa UK. This was not a one-size fits all approach, but rather a set of guidelines that could be tailored to the individual needs of the business unit, role and individual.



How flexible working helps:

- Greater accessibility to flexible working can help reduce the gender pay gap because it tackles several of the structural factors that typically disadvantage women. Women are more likely than men to take on unpaid caring responsibilities, such as childcare or elder care. Flexible working arrangements (such as part time work, hybrid working, flexitime, or compressed hours) make it easier for women to remain in employment and sustain their careers, helping to prevent penalties on long-term earnings.
- Women are underrepresented in higher-paid and leadership roles, which significantly widens the gender pay gap. Flexible working enables employees to balance demanding roles with personal responsibilities, making senior roles more accessible to women. When flexibility is genuinely supported at management and leadership levels, it increases the likelihood of women progressing into better-paid positions.
- Normalising flexible working for all employees - not just women - helps challenge gender stereotypes around caring roles. When men are equally supported to work flexibly, caring responsibilities are more evenly shared, reducing the disproportionate impact on women's careers and earnings over time.

A photograph of two women on a staircase. One woman, with long brown hair and wearing a patterned jacket, is leaning over the railing and looking down at the other woman. The second woman, with her hair in a ponytail and wearing a white shirt and grey trousers, is walking up the stairs and looking back up at the first woman. The scene is set in a modern office environment with a carpeted floor and a metal railing.

How we are reducing the Gender Pay Gap at Kiwa

CSRD

As a Dutch owned business, Kiwa UK has opted into reporting UK data as per the EU Corporate Sustainability Reporting Directive (CSRD), which entered into force on January 5, 2023. CSRD modernises and strengthens the rules for social and environmental reporting by companies. CSRD aims to:

- Improve transparency and comparability of ESG information.
- Support investors and stakeholders in decision making.
- Drive accountability and sustainable business practices.
- Align corporate reporting with the EU Green Deal and sustainability goals.

Pay and Benefits

We advertise our salaries and benefits for full transparency. We believe advertising salaries on adverts can help mitigate the Gender Pay Gap by:

- Creating transparency, ensuring people are hired on consistent and benchmarked pay rather than negotiation outcomes.
- Encouraging more diverse applicants, especially women, who are less likely to apply when salary is unclear.
- Strengthening trust and employer brand, showing a commitment to fairness and equality.



In 2023 Kiwa introduced the Korn Ferry Job Evaluation tool for all global Kiwa business. Kiwa UK elected to be an “early adopter” helping shape, test and embed the framework in the business. We use objective market data to ensure pay decisions are consistent and evidence-based, reducing bias and supporting fair reward for roles of similar size and responsibility.

Pay benchmarking helps identify disparities linked to gender, ethnicity, or other protected characteristics, enabling targeted action to support equal pay compliance and broader diversity and inclusion goals.

A review of our benefits offering is currently underway to ensure it remains attractive, inclusive and responsive to the needs of both current and future colleagues.

How we are reducing the Gender Pay Gap at Kiwa

Recruitment and Selection

We are committed to sourcing talent from the widest possible pools and ensuring diversity and inclusion are prioritised across all recruitment shortlists. All Kiwa leaders attend inclusive recruitment training, reducing bias in recruitment and interviews.

We make it known to partner agencies that we do not discriminate and each agency goes through a vetting meeting to ensure that they align to Kiwa's values of ensuring the Job Description is used as the selection tool only.

As part of our recruitment initiatives, we:

- Continue to strengthen our brand and employee value proposition to attract more female candidates across all roles.
- Have strengthened our role profiles to ensure gender neutral language is used throughout and consistently review and challenge shortlists that are not gender balanced.
- Continue to advertise roles with flexible working options wherever possible, building on the existing work we have undertaken to promote and embed flexible working practices.
- Advertise all roles internally to widen the pool of candidates and encourage greater internal movement.



In 2024 we launched our apprenticeship scheme, hiring Apprentices can support by:

- Bringing more women into the organisation at the start of their careers.
- Creating a strong, diverse pipeline for future higher paid roles.
- Supporting women already at Kiwa to progress into better paid, skilled roles through internal apprenticeships.



Systems and Data

We have invested in a data specialist and are establishing a dedicated data project team, we are also investing in a new HCM system, all of which should provide improved insights that support informed business decision making in relation to diversity.



Employee Voice

We encourage all colleagues to participate in our employee engagement survey, enabling us to understand diverse perspectives and make informed improvements across the organisation.



Our *future* actions

We are committed to increasing the representation of women across Kiwa UK Group by attracting more female candidates and supporting our female colleagues to progress their careers at all levels of the organisation. To support this ambition, we continue to invest in leadership development, interview skills training, and recruitment technology, alongside regular succession planning exercises to identify and develop high potential female talent. Together, these initiatives demonstrate our ongoing commitment to diversity and inclusion.



Our *future* actions

Future actions we plan to take to continue to reduce the gender pay gap and create a more diverse workforce include:

- The next step in our journey towards greater pay transparency is to introduce role-based pay bands and equip managers with the skills to make informed pay decisions and lead effective pay discussions, using the Global Job Framework.
- We have a global project team developing our Employer Brand Proposition. This work is directly relevant to the gender pay gap, as it influences who we attract, retain, and promote - key drivers of pay outcomes. The team includes female representation at all levels of seniority across the global business.
- Our parent company, SHV Holdings, is launching Taking The Stage training, which explores how gender norms and behaviours can shape how women communicate and are perceived as leaders. The programme equips participants with practical tools, resources, and best practices to overcome these barriers.
- Kiwa Global celebrates DEI week annually in June. First established in 2023, each year takes a different focus, but always with the intention of fostering a culture where people feel valued, supported, and empowered to thrive. The 2026 DEI week will focus on launching and promoting Taking The Stage training, including a clear rationale for why this programme is offered specifically to women.
- Ongoing review and enhancement of policies to support and promote a diverse and inclusive culture.
- Act on the findings of our benefit review to ensure our benefits offering is attractive, inclusive, and aligned with the needs of both current and future employees.



kiwa

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