



UK GENDER PAY GAP REPORT 2025

At Plexus, people are the heart of who we are and what we do. Our history of doing the right thing is deeply rooted in our values and woven into everything we do. That means we foster an inclusive environment that builds a sense of belonging, where every team member is valued for their unique contributions and empowered to realize their full potential. This report reflects how we live our values to foster an inclusive environment that builds our culture of belonging.

Growing Our People: We foster a culture of trust, courage and growth, empowering every team member to realise their full potential. Strengthening female representation at all levels is central to how we will sustainably close the gender pay gap. We are focusing on increasing female representation in our succession plans and across all management levels by embedding a diversity lens into our regular talent reviews. This ensures our high-potential female team members are identified and provided with the development opportunities needed to transition into senior roles. We are equally focused on the next generation, supporting STEM initiatives that inspire young girls to pursue careers in engineering.

Building Belonging: We build an inclusive environment, valuing each team member, embracing diversity and promoting teamwork to achieve extraordinary outcomes together. To ensure “belonging” begins at the start of the candidate journey, we utilise diverse interview panels and unconscious bias training in our recruitment. Our Women in Network (WiN) employee resource group is a driving force in building belonging for women at Plexus, championing their advancement and promoting a culture of engagement.

Our Commitment to Pay Equity: While we work to balance representation, Plexus pays all team members equitably for their contributions. We determine compensation based on market data, experience and performance, applying these principles fairly to all male and female team members.

A Long-Term Commitment: We recognise our gender pay gap is driven by a higher proportion of males in senior roles and engineering disciplines. While systemic change takes time, our focus on development is building a foundation for the future. Together, we thrive because people remain at the heart of who we are and what we do.



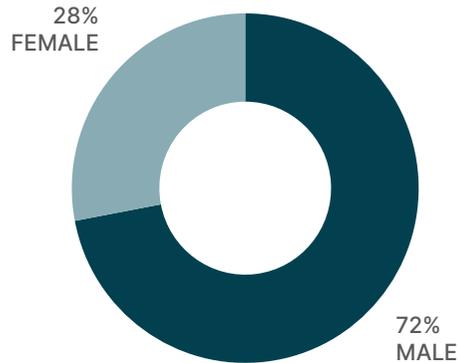
Statutory Declaration I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

FRANK ZYCINSKI | REGIONAL PRESIDENT EMEA

PLEXUS UK GENDER PAY GAP

Our gender pay gap reflects our workforce composition, with more men currently in senior and engineering roles. We ensure pay equity by compensating based on role, experience and performance, never gender.

2025 TEAM SPLIT

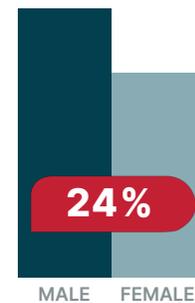


Our team continues to have a higher proportion of men, reflecting the current wider demographic trend across the engineering and technology sector.

2025 HOURLY PAY GAP

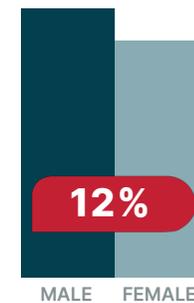
MEAN

The difference in average hourly pay between male/females. This is influenced by the concentration of high earners in senior roles.



MEDIAN

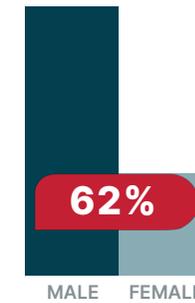
The difference between male/female hourly pay at the mid-point. This represents the typical employee experience.



2025 BONUS PAY GAP

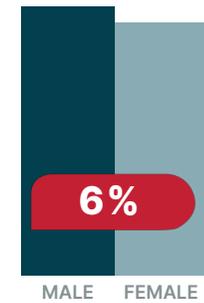
MEAN

The difference between male/female average bonus pay.



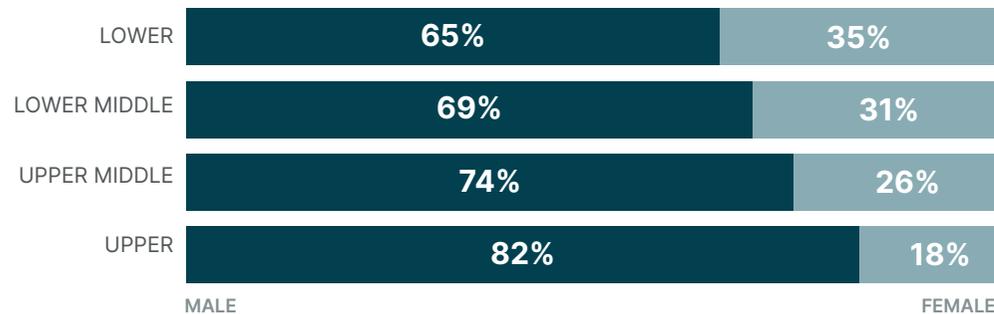
MEDIAN

The difference between male/female bonus pay at the mid point.



In 2025, 41% of male and 35% of female team members received a bonus.

PROPORTION OF TEAM MEMBERS IN EACH PAY QUARTILE



Confirmed as accurate by Steven Thomson, Director, February 2026.

CLOSING THE GENDER PAY GAP

While the current distribution of roles within our industry continues to influence our headline figures, we are committed to the internal cultural actions we can control. At Plexus, we prioritise Growing Our People and creating an environment that empowers every team member to realise their full potential. By focusing on systemic, long-term improvements to our workplace culture, we ensure that equity is a fundamental part of how we operate. Our activity centers around five key pillars. Our progress in each is summarised below and on page 5.

INCREASING FEMALE LEADERSHIP REPRESENTATION

We are focused on increasing female representation in Director and above roles. Our activity centres on ensuring gender distribution is a priority within our succession pipeline through an increased focus on diversity during talent reviews. By identifying and nurturing female talent earlier in their careers, we are working to build a more representative leadership team that will influence our gender pay gap over the long term.

TALENT ACQUISITION

Standardising Panel Diversity: We have embedded the use of diverse interview panels across our UK recruitment, ensuring candidates interact with a broad representation of Plexus talent at every stage.

Mitigating Bias in Selection: To ensure objective decision-making, we continue to require Inclusive Hiring and Unconscious Bias training for all recruiters and hiring managers involved in the selection process.

Expanding our recruitment outreach including Women in Engineering groups.

GROWING OUR PEOPLE: TALENT DEVELOPMENT

Continuous Leadership Growth: Our commitment to Growing Our People is reflected in our robust leadership development pathways. We prioritise gender and cultural diversity in our program nominations to ensure a balanced pipeline of future talent.

Inclusive Leadership training remains a core requirement for all people leaders, ensuring our management team has the tools to foster a culture where everyone feels they belong.

CLOSING THE GENDER PAY GAP

CULTURE OF BELONGING

At Plexus, people are the heart of who we are and what we do. Our history of doing the right thing is deeply rooted in our values and woven into everything we do. That means we foster an inclusive environment that builds a sense of belonging, where every team member is valued for their unique contributions and empowered to realise their full potential. By embracing diversity and promoting teamwork, we achieve extraordinary outcomes together.

We recognise that a culture of inclusion is built through both inspiring the next generation and empowering our current workforce. We drive this through two key focus areas:

Inspiring the Future (STEM Outreach) To address the long-term industry challenge of female representation in engineering, we actively encourage our team members to participate in outreach at local schools and universities. Through these partnerships, we work with STEM groups to inspire young people of all genders to choose engineering careers, helping to build a more diverse talent pipeline for the years to come.

Empowering our People (WiN Employee Resource Group) The Plexus Women in Network (WiN) group, active in the UK since 2022, is a cornerstone of our commitment to Building Belonging. WiN's mission is to champion the advancement of women at all career stages, fostering a culture that inspires ambition and professional development.

In 2025, WiN remained a vital driver of our culture through a series of impactful initiatives:

- Hosted "Career Conversations" at our Livingston and Kelso sites, where senior leaders shared personal journeys and insights on mentorship to help team members navigate their professional paths.
- Celebrated International Women's Day by spotlighting the achievements of 58 women across our UK organisation, reinforcing a culture of peer appreciation.
- Conducted workshops on mental health awareness and self-perception, providing tools to support our team members' personal growth and wellbeing.



PAY AND BENEFITS

We remain committed to a compensation and benefits strategy that attracts diverse talent and supports the long-term wellbeing of our team members.

- **Equitable Compensation:** We pay all team members equitably for their contributions to the company, utilising market data, relevant experience, and performance to determine compensation fairly for both male and female team members.
- **Parental Support:** Since 2022, our enhanced UK parental leave policies—covering maternity, paternity, and adoption—have served as a foundational benefit to support our colleagues through significant life stages.
- **Continuous Review:** We maintain an ongoing review of our benefits package to ensure it remains competitive and continues to meet the needs of our diverse workforce.