

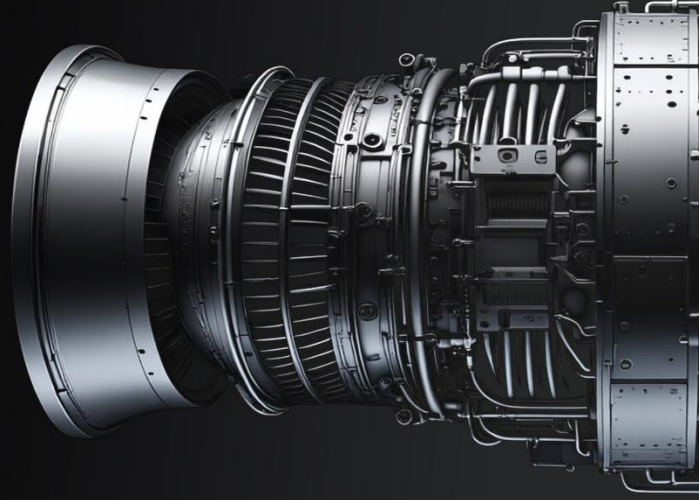
GW | GRAINGER & WORRALL



Gender and Diversity Pay Gap Report 2025



Global Leaders in Complex Aluminium Sand Casting



Foreword

We are pleased to introduce our Gender and Diversity Pay Gap Report for 2025, which reflects our continued commitment to fairness, transparency and equality across Grainger & Worrall. As a business built on skill, innovation and craftsmanship, our people are at the heart of everything we do. This report is an important part of ensuring that every colleague has the opportunity to grow, contribute and succeed within an environment that values their talent and potential and we are delighted that the median gender pay gap for 2025 is now 0%.

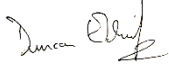
Each year, this report provides us with a clear picture of where we stand and where we need to focus our efforts. While the gap is influenced by a range of industry-wide and structural factors, we recognise that meaningful progress begins with understanding our own workforce and taking responsibility for the actions within our control. This year's results show positive movement, and we are encouraged by the improvements we have made. However, we also acknowledge that sustained progress requires ongoing attention, particularly in relation to career pathways, representation across all levels, and access to development opportunities.

Our values guide the way we approach this work. We are committed to continuous improvement — not only in our products and processes, but in the way we support and develop our people. We continue to strengthen our recruitment practices, invest in skills development, and build clearer, more transparent progression routes. Our work on structured grading and role-based salary bandings is helping us create a fairer and more consistent framework that supports long-term growth for both individuals and the organisation.

We also recognise the importance of fostering an inclusive culture where everyone feels respected, supported and able to bring their best to work. This includes creating opportunities for women to enter, develop and progress within technical and leadership roles, and ensuring that our policies and practices enable flexibility, balance and wellbeing.

We are proud of the dedication, expertise and resilience of our workforce. This report is one part of our wider commitment to building a workplace where people can thrive, where talent is recognised, and where opportunities are accessible to all. By understanding where we are today, we can continue to shape a more inclusive and equitable future for everyone at Grainger & Worrall.




Duncan Eldridge
Chief Executive Officer




Samantha Fenn
Chief Human Resources Officer

“...capability is defined by skill, work ethic, and dedication – not by gender”

Ana Roldao Machado Jose
Foundry Operative

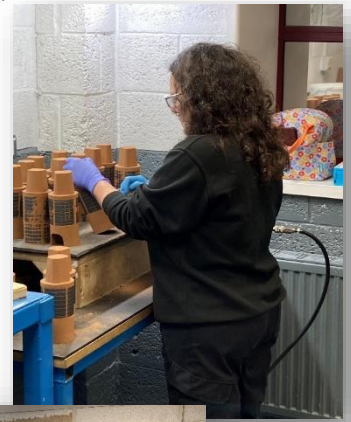
My name is Ana Roldao Machado Jose I have worked for Grainger & Worrall for 9 years now. I started out working in Bay 3 Prototype core shop for the first 3 years then moved into my new position in the Motorsport Foundry core shop that I still work in now.

I take pride in the high standard of work I deliver in core dressing, ensuring every core is prepared accurately, safely, and to the quality required for successful casting. This role requires precision, patience, and strong awareness of detail, and I consistently meet these expectations while supporting smooth and efficient production.

Working in a male-dominated environment has strengthened my confidence and resilience. I contribute by demonstrating consistent performance, professionalism, and a positive attitude even in demanding conditions. I focus on doing the job safely and well, showing that capability is defined by skill, work ethic, and dedication—not by gender. I aim to set a strong example by working collaboratively, supporting my team, and maintaining high standards that benefit both quality and production.

I’m committed to continuous improvement, whether that means refining techniques, learning new processes, or helping maintain a safe and well-organised workspace. Each day, I work to add value to the team while proving that diversity is an asset in any foundry operation.

I consider myself a very lucky woman to have the privilege of doing a job that I love to do, I thank God for that. My motto is to always improve every day.



“My journey shows how opportunity can grow when it’s based on ability, not gender — something the gender pay gap report reminds us we must keep striving for.”

Hannah Morris
Senior Purchasing Buyer



I have worked at Grainger & Worrall for nearly seven years, starting in May 2019 as a Purchasing Assistant. During this time, I have grown both personally and professionally. In 2021, I took a year away from the business for maternity leave to have my son, Carter, who is now Nearly 5. Returning to work after that period gave me a renewed sense of focus and resilience, and I quickly re-established myself within the team and continued progressing in my role.

In March last year, following changes within the department, I stepped up into the Senior Buyer position. This transition has allowed me to take on more complex responsibilities, support colleagues, and contribute more strategically to the business. I am also currently working towards my Level 3 CIPS qualification through a distance-learning programme, which is helping me strengthen my procurement knowledge and apply best-practice principles in my day-to-day work.

The last couple of years have brought notable challenges driven by wider business pressures and the global automotive market. Shifts in demand, evolving supplier relationships, have all required careful management to maintain continuity of supply. Navigating these pressures has involved proactive communication, strategic sourcing, and building stronger, more resilient supplier partnerships.

Despite the challenges, I genuinely enjoy the diversity of my role. No two days are the same, and I appreciate the variety of tasks and the opportunity to make a real impact. I also value the strong working relationships within our small team — we support each other, communicate well, and work collaboratively to keep things moving.

Overall, I am proud of the contribution I have made during my time at Grainger & Worrall and remain committed to developing my skills, supporting my team, and helping the business strengthen its supply chain performance.”

Our Commitments

At Grainger & Worrall, we are committed to fairness, equality and transparency in the workplace. Reporting on the gender and diversity pay gap is a vital part of our journey to ensure that every individual is recognised, rewarded and supported to thrive. This report helps us understand where disparities may exist, identify areas for improvement, and take meaningful action to close the gap.

This year, we were proud to be recognised with the King's Award for Enterprise in Innovation, celebrating our breakthrough in lightweight casting for electric vehicles. This achievement reflects the strength of our people and the inclusive culture that enables innovation to flourish. It also reinforces our belief that excellence and equity go hand in hand.

Grainger & Worrall Limited is required by the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 to publish statutory calculations each year showing the difference in average pay between our male and female employees and diversity across the workforce. This report reflects our ongoing commitment to transparency, accountability and progress — and to creating a workplace where everyone can contribute, grow and succeed.



Our Company Values

Our company values shape everything we do — from how we lead and collaborate to how we support and develop our people.

We are proud to foster a workplace built on a Can-Do attitude, where challenges are met with positivity, innovation and determination.

We are Caring, placing people at the heart of our culture and ensuring that everyone feels safe, respected and included.

We are committed to Growing — encouraging continuous learning and development so that every individual can reach their full potential.

We are Inspiring, working together with trust, transparency and leadership to achieve exceptional results.

Finally, we are Outstanding, always striving to improve and innovate, with our people central to our success. These values underpin our approach to equality, inclusion and fairness, and guide our ongoing commitment to closing the gender pay gap and creating opportunities for all.



Growing



Inspiring



Caring



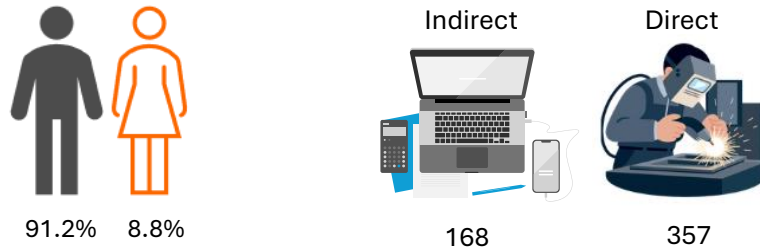
Can-Do



Outstanding

Our Workforce

Grainger & Worrall Ltd employed 525 partners at the time of the snapshot – 5th April 2025, with a workforce that is predominantly male: 479 men (91.2%) and 46 women (8.8%). Our teams are made up of both indirect roles, which cover the support and business-wide functions, and direct roles, which include the partners who work hands-on with the products we manufacture. This structure reflects the blend of operational and specialist skills that keep the business running effectively.



Across the organisation we have a broad mix of ethnicities, with White British remaining the largest group. We continue to strengthen our approach to equality, diversity and inclusion by improving the way we attract, assess and select talent. Our hiring processes place greater emphasis on skills, experience and role-specific requirements, and we work closely with recruitment partners to ensure CV screening and interview questions are fair, consistent and focused on capability rather than background or personal characteristics.

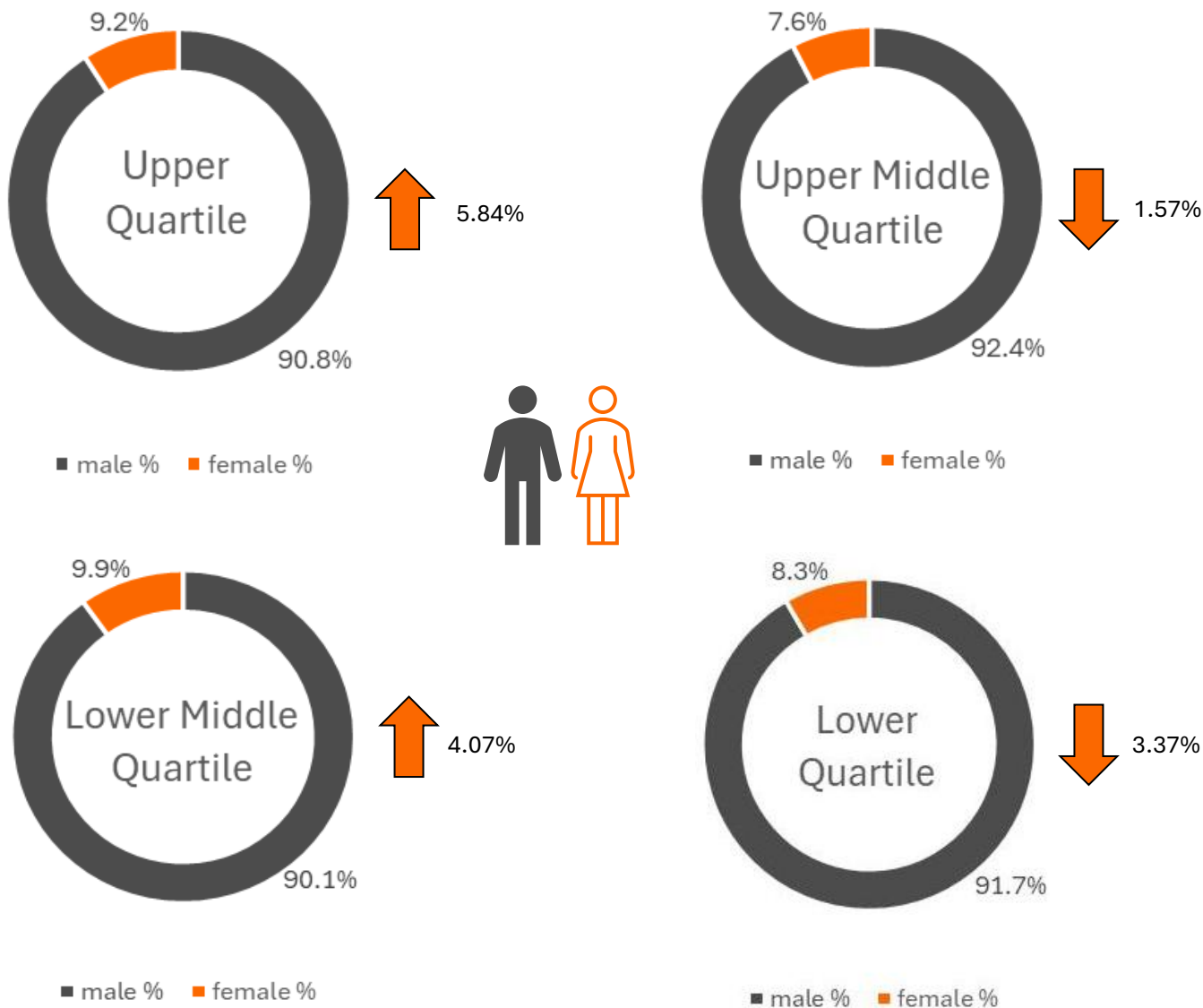
We are continuing to build a more inclusive and supportive working environment, ensuring colleagues from all backgrounds feel respected and able to thrive. Recent steps include the introduction of a multi-faith prayer room, the rollout of multi-faith toilet facilities across the foundry, and the ongoing review and updating of our policies to ensure they use inclusive, accessible language. These changes reflect our commitment to creating a workplace that recognises and accommodates the diverse needs of our people, and to embedding inclusion into both our culture and our day-to-day practices. In addition, our Learning & Development approach incorporates a range of learning methods to support individuals who may benefit from alternative styles of training, ensuring development opportunities are accessible, flexible and tailored to different needs.

At the start of 2025, we introduced a new HRIS, Healthbox HR, which has given colleagues greater autonomy to update their own personal information, including demographic and diversity data. We are continuing to encourage employees to provide this information, as it will help us build a clearer picture of our workforce, identify any gaps or barriers, and target our equality, diversity and inclusion actions more effectively.



Gender representation across pay quartiles, year on year change

Upper Quartile female representation is higher than total workforce female representation

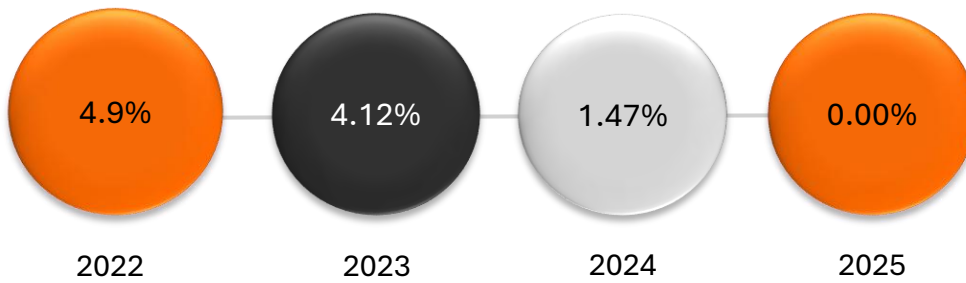


Across the last year, we have continued to monitor recruitment closely, with periodic recruitment freezes introduced to help manage labour costs responsibly. We have placed greater emphasis on flexibility and rotation across teams, enabling colleagues to broaden their capability and skill sets. As a result, overall headcount has reduced compared with the 2024 Gender Pay Gap Report.

Despite this reduction, we have seen positive movement in female representation within both the Upper Quartile and the Lower Middle Quartile. This indicates that we are successfully developing and progressing our existing workforce, supporting women to move into higher-paid roles and strengthening representation across more senior levels.

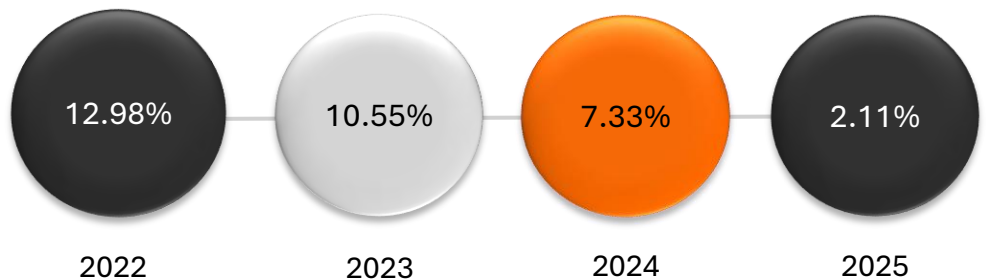
Women in our organisation continue to be more strongly represented within indirect support service functions, and we recognise that there is further opportunity to increase female participation in Engineering roles. We are actively working to address this by promoting and celebrating STEM pathways, raising awareness of engineering careers, and creating clearer routes for women to enter and progress within technical roles.

Median Gender Pay Gap – 2025 - 0%



Median Definition - The median is the middle value when all hourly rates for men and women are listed from lowest to highest. It represents the typical pay for each group and is less affected by very high or very low salaries.

Mean Gender Pay Gap – 2025 – 2.11%



Mean Definition - The mean is the average hourly pay for men and women. It is calculated by adding up all hourly rates for each group and dividing by the number of employees. The mean pay gap shows the overall difference in average pay between men and women.

To measure the gender pay gap between male and female employees, we use both median and mean hourly earnings (excluding overtime).

The median gender pay gap represents the difference between the median hourly earnings of men and women, expressed as a percentage of men's median hourly earnings. In April 2025, median hourly earnings were £14.23 for both men and women, resulting in a gender pay gap of 0.00%. This reflects an improvement from the 1.47% gap reported in 2024.

The reduction to 2.11% from 7.33% in the mean pay gap for 2025 indicates that on average, men and women are achieving greater pay parity at Grainger & Worrall. This outcome suggests there is greater balance in the distribution of men and women across pay levels, even though the organisation remains male-dominated overall.

As an organisation, the majority of our workforce is aligned to the Foundry Grading Structure (FGS), which is based on individual knowledge and skill level. Employees can progress through the FGS by developing their skills, with each step reflecting an increase in hourly pay. Looking ahead, we will continue to build and formalise salary bandings for each job role, particularly those who are not on the FGS. This will give employees clearer visibility of where their salaries sit, and what development or progression is needed to influence their pay.

Diversity Data

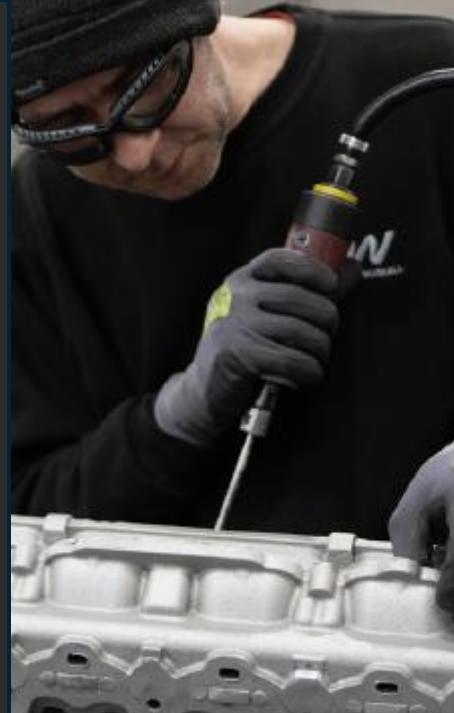
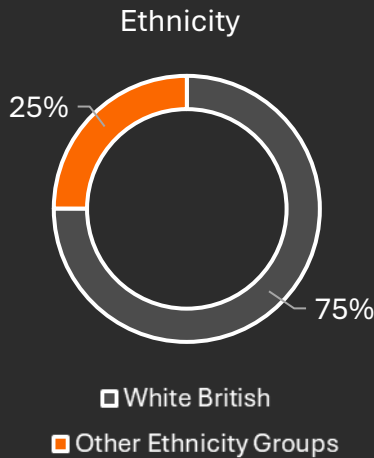
Grainger and Worrall's workforce is 75% White British Ethnicity, and 25% other Ethnicity Groups.

Most roles, especially higher-graded or specialist positions, are statistically more likely to be held by individuals with White British Ethnicity simply due to workforce size.

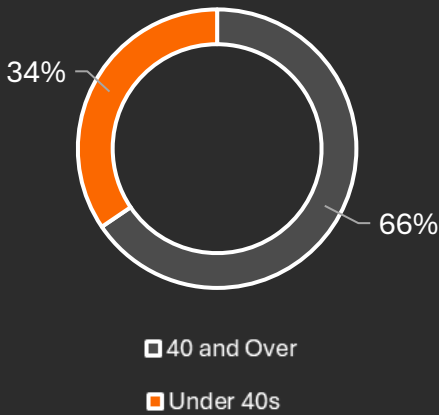
Partners of other ethnicities are therefore more concentrated in certain foundry grades and skill levels, not necessarily due to pay inequality, but because of workforce composition.

The Median pay rate for White British Partners was £15.37 and for partners of other ethnicities, the pay rate was £12.74. Meaning the Median pay gap between these two is 17.11%.

The Mean pay rate for White British partners was £18.76 and for partners of other ethnicities, the pay rate was £13.64. Meaning the Mean pay gap between these two groups is 27.31%.



Age Group



The chart shows the age distribution across the workforce, with 344 employees aged 40 and over and 181 employees under 40.

Having a significantly larger proportion of colleagues aged 40+ often means that more of this group occupy higher-skilled, longer-tenured, or senior roles, which typically attract higher pay. Conversely, younger employees, who make up a smaller proportion of the workforce, are more likely to be earlier in their careers and positioned within lower-graded roles.

The Median pay rate for 40 and over was £14.23 and for Under 40's, the pay rate was £14.23. Meaning the Median pay gap is 0.00%.

The Mean pay rate for 40 and over was £17.98 and for Under 40's, the pay rate was £16.54. Meaning the Mean pay gap is 8.01%.

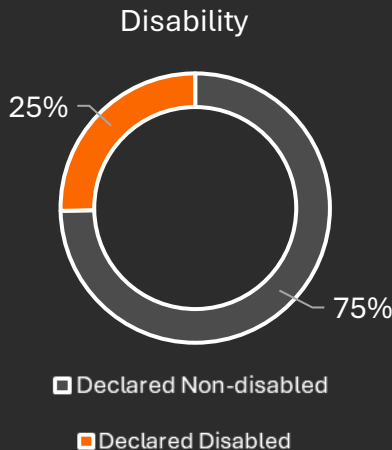


The Disability chart shows that 392 employees have declared no disability, while 133 employees have declared a disability.

With a significantly larger proportion of non-disabled employees in the organisation, it is statistically more likely that they hold a greater share of higher-graded or specialist roles. In contrast, employees who have declared a disability may be more concentrated in certain job levels due to factors such as workplace accessibility, role availability, or differences in average tenure. These structural patterns can influence both mean and median pay outcomes, even when pay policies themselves are fair and consistent.

The Median pay rate for Declared Non-Disabled was £14.32 and for Declared Disabled, the pay rate was £13.75. Meaning the Median pay gap is 3.98%.

The Mean pay rate for Declared Non-Disabled was £18.18 and for Declared Disabled, the pay rate was £15.45. Meaning the Mean pay gap is 15.00%.



"I'm proud to be part of a company that takes the Gender Pay Gap seriously and remains committed to fairness, inclusion and helping people reach their full potential."

Robyn Beaumont
Digital Sand Printing Transformation Manager



I joined Grainger & Worrall in November 2024, bringing with me a breadth of experience gained through my early career in the Army within the REME, followed by completing an engineering apprenticeship and HND. After leaving the military, I continued to grow within the engineering industry for several years, gaining hands-on technical, analytical and operational experience that has shaped how I approach challenges today.

When I arrived at GW, I began as the Integrated Business Planning Officer, working directly with the CEO. Starting in such a strategic role gave me early exposure to cross-functional decision-making and long-term business planning, and the trust placed in me from day one made a real difference to my confidence and development.

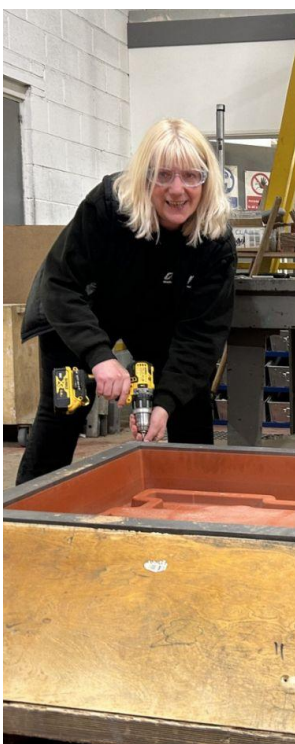
During this role, the company supported me through the final year of my degree, allowing me one day each week to attend university. That flexibility enabled me to complete my studies while progressing professionally, and it demonstrated the organisation's genuine commitment to supporting personal and career development.

After completing my degree, I moved into Digital Sand Printing, where I continue to grow and develop. I am now the Digital Sand Printing Transformation Manager, responsible for driving improvements across our technology, processes and operational capability. Every step of my progression has been based on performance, ambition and contribution, and I have always felt that opportunities are accessible and fair.

What stands out most is the culture of openness and equality. Development conversations are transparent, support is genuine, and progression is based on potential and capability, not background or gender. It's a workplace where people are encouraged to thrive and where hard work is recognised.

"Don't be afraid that you might not fit in. Trust your technical instincts – doubt often comes from being under-represented, not from lack of ability."

Sarah Newton-Holmes
Process Engineer



I didn't arrive in Shropshire with a plan. In fact, I got here by closing my eyes, pointing at a map, and deciding to follow wherever my finger landed. That spontaneous moment brought me to a county I'd never imagined living in — and it's where my engineering career truly began.

When I joined G&W eight years ago, I came from a pharmaceutical lab background. Engineering wasn't something I'd grown up around, and I didn't have a traditional route into the industry. I started out in DSP, learning the ropes and trying to understand how everything connected. DSP gave me a grounding in the practical side of the business — the pace, the problem-solving, the way teams rely on each other. It was the perfect place to start building confidence.

From there, I moved into the Sand Lab, where I continued learning and developing. It was in that environment that a mentor took the time to show me what process engineering could be — how creative, analytical and impactful the work really is. That conversation opened a door I hadn't even known existed, and I threw myself into the discipline from that point on.

Eight years later, I've built a reputation for structured thinking, creative problem-solving and bringing clarity to the teams I work with. One of the projects I'm most proud of is redesigning the way tooling issues are managed. I developed and implemented a fully digital system that gives every department a single, reliable place to log, track and resolve issues. It wasn't just a process improvement — it changed the way teams communicate, collaborate and stay accountable. Even now, as I move into new challenges, the systems and processes I helped build are still running across the business, which is something I'm genuinely proud of. When I'm asked what I'd say to young women considering a career in engineering, my message is simple and honest:

Don't be afraid that you might not fit in. Trust your technical instincts. The doubt you feel often comes from being under-represented, not from a lack of ability. Treat uncertainty as a signal to learn, not a sign that you don't belong.

Engineering needs more voices, more perspectives and more people who are willing to challenge the way things have always been done. If you're curious, determined and willing to grow, there is absolutely a place for you here.

Actions Moving Forward

The findings from this year's Gender and Diversity Pay Gap analysis highlight both the progress we have made, resulting in a 0% median pay gap, and an improvement of 5.22% in mean pay gap since 2024, and the areas where continued focus is essential. While our data shows positive movement in several areas, it also reinforces the importance of ensuring that every colleague — regardless of gender, disability, ethnicity, age or background — has fair access to development, progression and opportunity.

The insights around disability remind us of the need to keep strengthening our approach to reasonable adjustments, accessible training and equitable role allocation. Ensuring that disability does not influence earning potential or career progression remains a core priority, and we will continue to review our processes to remove barriers and support colleagues effectively.

Our diverse workforce, brings valuable skills and perspectives to the organisation. To support this diversity, we will continue to focus on language accessibility, inclusive training design and fair progression routes. Ongoing monitoring will help ensure that ethnicity does not impact grading, development or access to higher-paid roles.

We also recognise the importance of supporting colleagues of all ages through clear development pathways, transparent grading structures and fair progression opportunities. This includes acknowledging different learning styles and ensuring that our training and development offer is accessible, flexible and inclusive. Facilities such as multi-faith toilets and a multi-faith prayer room further reflect our commitment to creating a workplace where everyone feels respected and supported.

Looking ahead, our actions will focus on:

- Strengthening transparent career pathways and progression routes across all roles.
- Ensuring training and development opportunities are accessible to all colleagues, including those with disabilities or language needs.
- Continuing to review role allocation, grading and pay structures to ensure fairness and consistency.
- Enhancing inclusive recruitment practices and monitoring progression outcomes for under-represented groups.
- Maintaining and expanding inclusive facilities and practices that support the diverse needs of our workforce.
- Regularly reviewing data to ensure that gender, disability, ethnicity or age do not influence earning potential or access to opportunity.

By taking these steps, we will continue to build a workplace where fairness, inclusion and opportunity are embedded into every stage of the employee experience. Our commitment is to ensure that all colleagues can develop, progress and contribute fully, strengthening both individual careers and the long-term success of the organisation.

