



# UK GENDER PAY GAP REPORT: 2025

ABB LIMITED

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# INTRODUCTION



**Malgorzata Moussa**  
CHO, UK & Ireland  
UK & Ireland D&I Board  
Executive Sponsor

**“At ABB, we are committed to solving some of the biggest global challenges of our times – made possible by our exceptional employees who work every day towards this endeavour.**

Our strength lies in our dedication to fostering a culture of diversity, inclusion, and belonging, while embodying the ABB core values of Courage, Care, Curiosity, and Collaboration.

In ABB UK, we take this commitment very seriously and can already see the evidence of our efforts in creating an equitable workplace for all.

I am delighted to publish the ABB UK Gender Pay Gap Report for 2025. While we take pride in the accomplishments highlighted in the report, we recognise that there is more work to be done, and our journey towards achieving equity is ongoing

Together, we will create an environment where everyone can thrive and make a meaningful impact.”

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# DIVERSITY AND INCLUSION



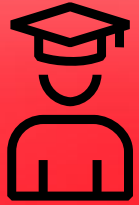
In Q4 2024, ABB Group launched our global D&I policy to complement our existing global D&I strategy and targets. This policy reflects our commitment to fostering an inclusive workplace where everyone can thrive, feel valued, and be empowered to come as they are. Implementing this policy is a collaborative effort that spans both

global and local levels, ensuring we address the unique needs of our diverse workforce. One of the ways ABB promotes D&I is through Encompass, a global network of diversity and inclusion employee resource groups that seek to create an environment of acceptance and inclusion for the differences that make us unique.

To complement our global strategy, we have established a UK & Ireland D&I Board. This board focuses on amplifying global D&I initiatives, raising awareness, providing training and self-development opportunities, and building local community partnerships.

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# GLOBAL D&I TARGETS: 2030



## 50%

Female university hires



## 25%

Women in ABB  
Leadership (19% by 2025)



## Score

Year-on-year improvement if  
inclusion score in engagement survey



## Policies

Well established for all dimensions



## 100%

Employees access to employee  
resource groups (ERGs)

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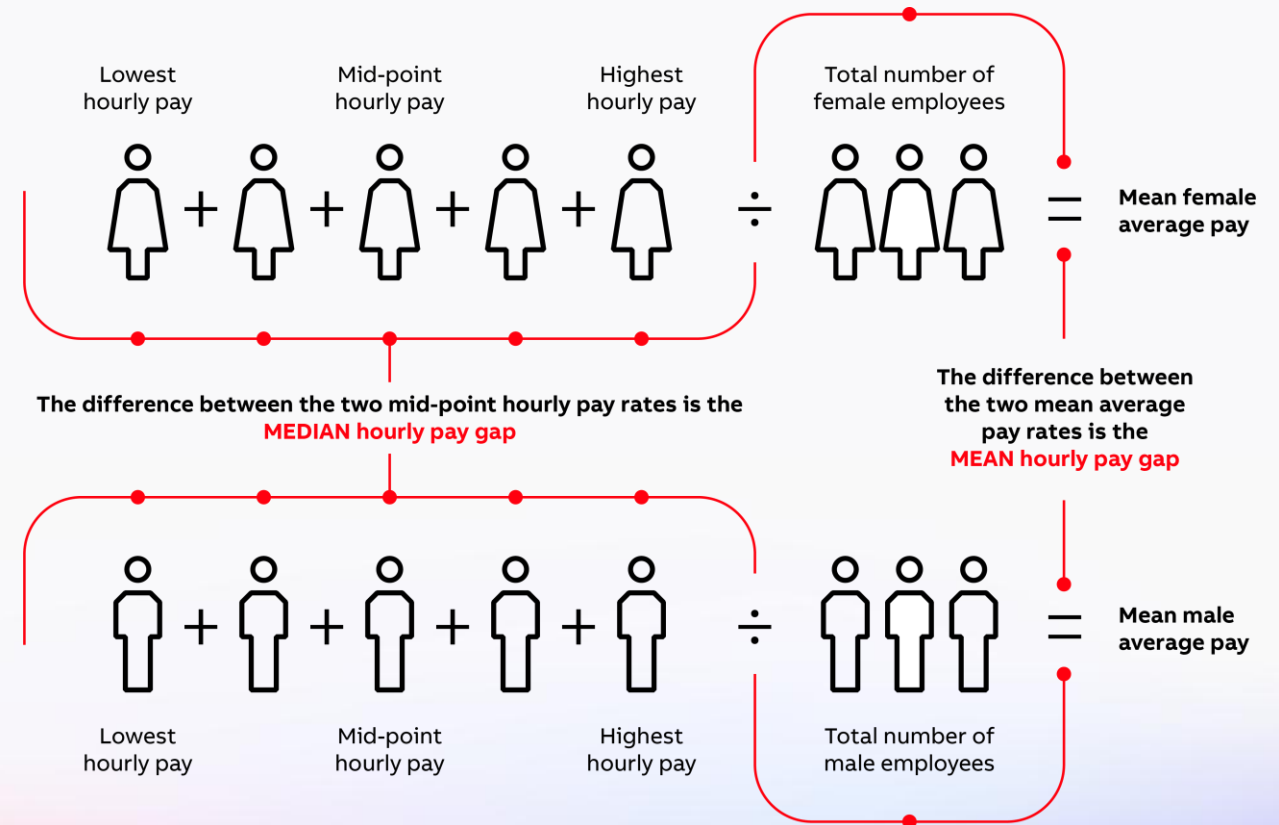
# HOW IS THE GENDER PAY GAP CALCULATED?

Gender Pay Gap legislation requires employers with 250 or more UK employees to publish their gender pay gap. The government stipulates how the information should be calculated, based on a snapshot of data taken on 5th April of the reporting year.

The gender pay gap is a comparative measure across businesses, industries, and sectors of the difference in the average (mean or median) pay of men and women – regardless of the nature of their work – across the entire organisation.

It can be driven by the different number of men and women across all roles, and averages can be affected by small volumes of high earners.

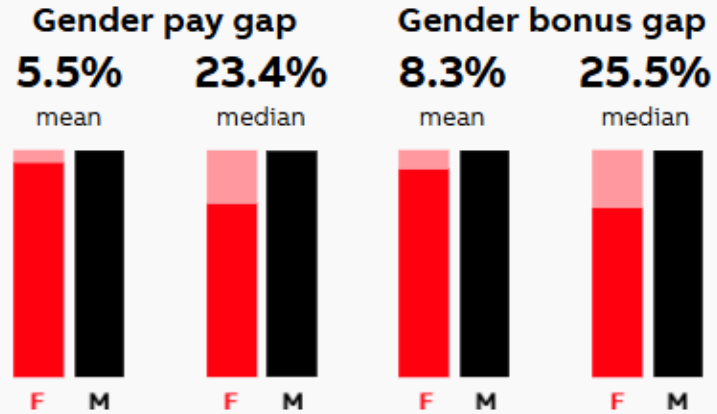
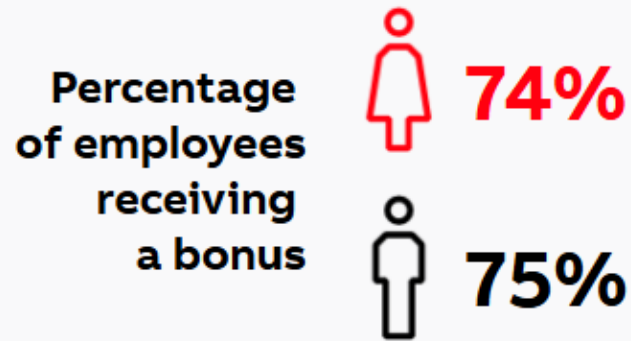
It's different from an equal pay comparison, which is a direct comparison of two or more people carrying out the same, similar, or equivalent work.



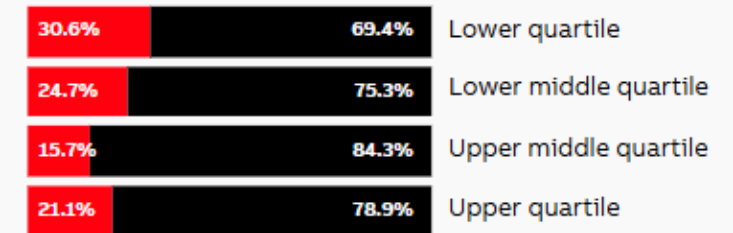
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# OUR PAY GAP OVER THE LAST 12 MONTHS

This report is based on 1,424 employees working for ABB Limited in the UK from a snapshot of data on 5th April 2025. “Pay” includes basic pay, bonuses, and any premiums or allowances.



## Female/male split in each quarter of the payroll



- We see reduced gender pay gap results with a mean (average) pay gap of **5.5%** decreased by 3.3% year-on-year, and a median (middle) pay gap of **23.4%** decreased by 1.2% year-on-year.
- **74%** of women and **75%** of men received a bonus payment. The mean bonus gap is **8.3%** reduced by 1.3% year-on-year, and the median bonus gap was **25.5%**, which

was a decrease year-on-year of 2%.

- **1.1%** more females received a bonus payment compared to 2024.
- The proportion of females in the upper quartile has continued to increase by **0.6%**, and the proportion of females in the lower quartile has seen a marginal increase by **1.3%**.

- The proportion of females in the lower middle quartile has decreased by **1.1%** and the proportion of females in the upper middle quartile has increased by **1.5%**.

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# WHY ARE THE GENDER PAY GAP FIGURES AS THEY ARE?

## **The gender split of employees in leadership positions has improved.**

Like other STEM industries, engineering still has fewer female employees than male, and ABB is no exception.

Although great strides have been made to close the gender gap over the years, women currently account for roughly 22% of our workforce. This represents a year-on-year increase of 0.6%.

While it is an industry-wide issue to have a lower number of female employees within the engineering sector, ABB has made a concerted effort to increase the number of female employees through various initiatives described in this report.

## **The gender imbalance across different positions is evolving.**

Historically, the gender split at different career stages skewed almost entirely male. Now, more women are entering roles at all levels across the organisation, slowly correcting the imbalance.

Our quartile data highlights the increase of females in higher earning roles, with a decrease of females in lower earning roles. We aim for this positive trend to continue.



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# OUR COMMITMENT TO CLOSING THE GENDER PAY GAP

Diversity, and Inclusion is at the core of what we do at ABB. Our initiatives have continued to grow and evolve across the business, which help to turn our commitments into reality. These include:

## **Early Career Programmes**

Reviewing partnerships that target women in STEM on a local level. Investment in ‘Develop Diverse’, which provides assessment of inclusive language for job advertisements and ensuring we have female representation at careers fairs.

## **Encompass Women (ERG)**

This ERG’s mission is to ignite a culture within ABB of diverse talent, including women, that supports the development and retention of talent, creates an environment to connect and foster authentic relationships, and develops a framework to enhance the business & community daily.

## **Employee Engagement Survey**

A dedicated annual focus and deep dive on employee feedback with regards to gender and inclusion.

## **Enhanced People Policies**

Enhanced maternity and paternity leave, menopause policy and training, flexible and hybrid working frameworks to support all employees to thrive in both their home and work lives. A volunteering policy, tree planting for new starters, and a greater focus on CSR.

## **Mentoring Programmes**

Business led programmes focused on developing, strengthening and retaining our talent pipeline, so that mentees have the best potential to fulfill more senior leadership roles.

## **International Women’s Day**

Every year, ABB raises awareness and celebrates IWD both globally and locally in the UK. Each year has a dedicated campaign with previous examples including #AccelerateAction and #InspireInclusion.

## **Inclusive Recruitment**

Unconscious bias training specifically for hiring process, targeted approach for global hiring strategy that is D&I led. Gender decoder tool.

## **Annual Salary Increase Equity**

An opportunity to review a salary comparison by gender to identify and address potential pay disparities.

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# FINAL COMMENTS

**At ABB, we recognise that a diverse and talented workforce gives us a key competitive advantage. Diversity expands the pool of talent, bringing fresh perspectives and creativity for more innovations, enabling us to contribute to a better world. At ABB, we strive for a culture where individual differences are not only welcomed but celebrated.**

We are aware that the world is evolving, and we embrace the positive movement towards greater employee flexibility. This includes maintaining a healthy work/life synergy, breaking down barriers, and fostering an environment where everyone feels valued and empowered.

We remain committed to fostering a culture of inclusivity that puts people first. We're proud of the journey we are on and excited for what we can achieve together as we progress further. Looking to the year ahead, we aim to build on our successes through the following core areas:

- Continuing to enhance the connection between D&I strategy & employees: moving from 'awareness' to 'interaction'.
- Diversifying talent & skills: strengthening partnerships with targeted schools, colleges, and universities to focus on early career attraction.
- Leadership & culture: fostering positive

cultural change through all levels of the business.

**We look to build on the positive progression already seen in ABB and to make 2026 another successful year that continues us along the journey towards our overall 2030 ABB Group commitments.**

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## STATUTORY DECLARATION

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

For and on behalf of ABB Limited:

A handwritten signature in black ink, appearing to read 'Moussa'.

**Malgorzata Moussa**  
Country Holding Officer

A handwritten signature in black ink, appearing to read 'Simons'.

**Tobias Simons**  
Country HR Manager

**AABB**