

# Gender Pay Gap Report 2025

# Recruiting and retaining the best people from the widest possible talent pool is a priority at Morgan Advanced Materials, and that is why our gender diversity matters.

## What is the 'gender pay gap'

A gender pay gap is a measure of the difference in the average pay of men and women regardless of the nature of their work - across an entire organisation, business sector, industry, or the economy as a whole. It can be driven by the different number of men and women across all roles.

One of the main reasons for the gender pay gap in our society is that despite significant progress, men are still more likely to be in senior job roles.

There is an important distinction between gender pay gap reporting, which relates to pay averages across the organisation, and the concept of 'equal pay', which refers to individual male and female employees being paid equally for doing the same job at the same level.

From 5 April 2017, employers in the UK with a headcount of 250+ were obliged to publish annually, certain information relating to the salaries and bonuses paid to their male staff members as compared to their female staff members.

## How are the median and mean pay gaps calculated?

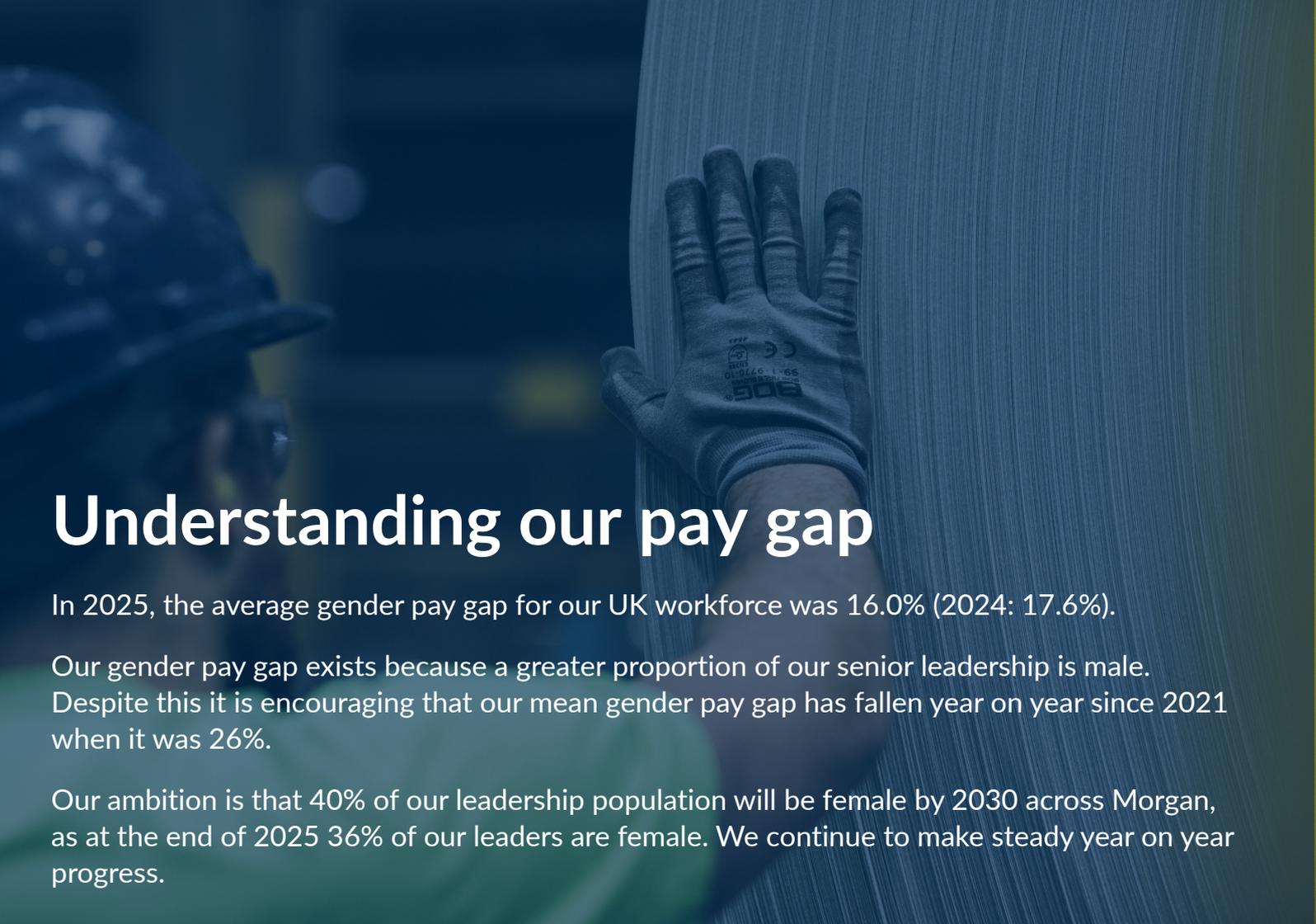
Using the calculations set out in the gender pay gap reporting regulations, we have taken pay data from our Technical Ceramics legal entity, which includes many different roles, with a variety of rates of pay.

Imagine a situation where all our female employees stood next to each other in one line in order of lowest hourly rate of pay to highest. Then imagine the same situation where all our male employees did the same. The median gender pay gap is the difference in pay between the female employees in the middle of their line and the male employees in the middle of their line.

The other measure is the mean gender pay gap, which shows the difference in average hourly rate of pay between men and women. This is also affected by the numbers of men and women in different roles. These median and mean calculations are also carried out when comparing bonus pay over a twelve-month period.

We also share the percentage of men and women in each pay quartile. Quartiles are calculated by listing the rates of pay for each employee across the business from lowest to highest, before splitting that list into four equal sized groups and calculating the percentage of males and females in each.

The data presented has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information Regulations 2017) and is an accurate reflection of our Morgan Technical Ceramics UK entity.



# Understanding our pay gap

In 2025, the average gender pay gap for our UK workforce was 16.0% (2024: 17.6%).

Our gender pay gap exists because a greater proportion of our senior leadership is male. Despite this it is encouraging that our mean gender pay gap has fallen year on year since 2021 when it was 26%.

Our ambition is that 40% of our leadership population will be female by 2030 across Morgan, as at the end of 2025 36% of our leaders are female. We continue to make steady year on year progress.

## Key insights

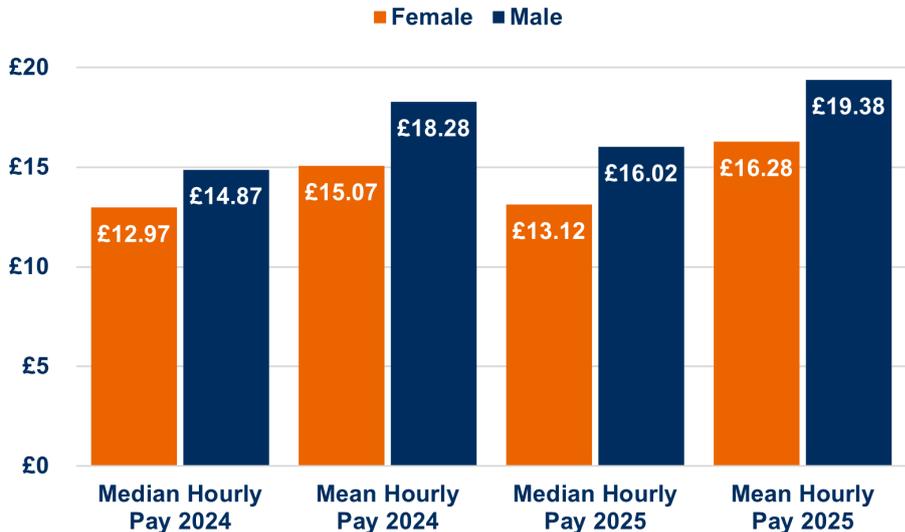
The analysis continues to indicate that the gender pay gap is not caused by pay inequality in terms of pay rates for the same role and is due to a greater proportion of our senior leadership population being male.

## Median and mean pay

Whilst the mean (16%) pay gap has decreased compared with 2024 when it was 17.6%, the median pay gaps has increased to 18.1% from 12.7% in 2024.

This is mostly down to natural fluctuations in the workforce. It is important to note that the majority (approximately 85%) of the Technical Ceramics entity population are shop floor roles, where rates of pay are inherently more uniform. The pay gap is therefore mainly attributable to the much smaller (15%) office and managerial population, meaning that slight movements in personnel in this group can alter results significantly.

For Morgan's total UK population, both the hourly mean (7.9%) and median (14.1%) pay gaps decreased in 2025. The decreased mean gap is contributed to by a number of senior female UK hires. Both the median and mean pay gaps for the total Morgan UK population are lower than those for the Technical Ceramics legal entity.



<b>Female</b>	£12.97	£15.07	£13.12	£16.28
<b>Male</b>	£14.87	£18.28	£16.02	£19.38
<b>Gender Gap</b>	12.7%	17.6%	18.1%	16.0%

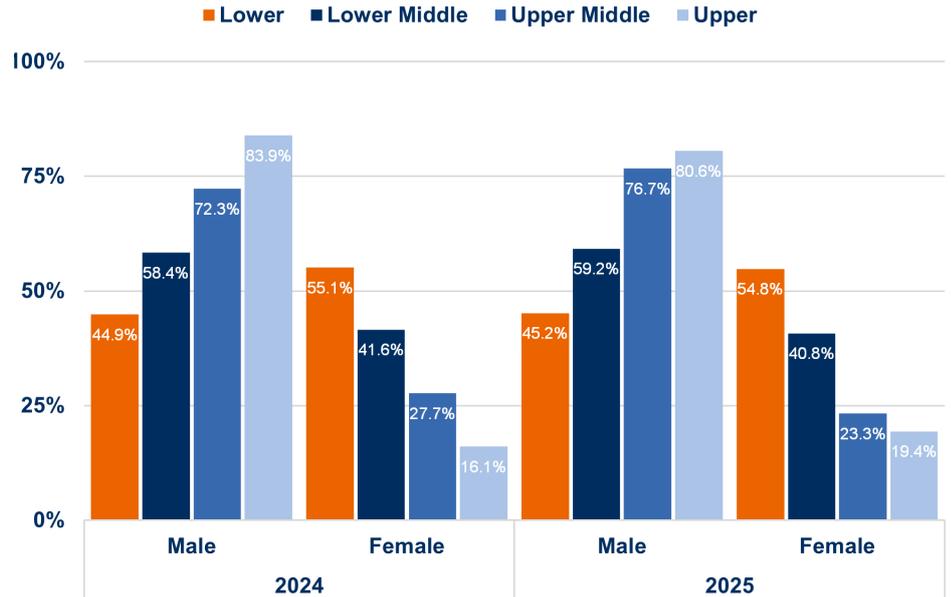
NOTE - all figures are based on the information as of 5 April 2025, with a comparison to 2024.

## Pay quartiles

The quartile data shows an increased proportion of male employees in the Lower (45.2%) and Lower Middle (59.2%) and decreased proportion in the Upper (80.6%) quartiles. However, there is also an increased proportion of males in the Upper Middle (76.7%).

The pay quartiles data continues to provide clear evidence that there are more men in senior roles, and this is the key factor affecting the results.

The picture is better overall when looking at the total UK population, where 66.9% of the Upper quartile, 73.8% of the Upper Middle, 71.9% of the Lower Middle and 49.1% of the Lower quartile is male.

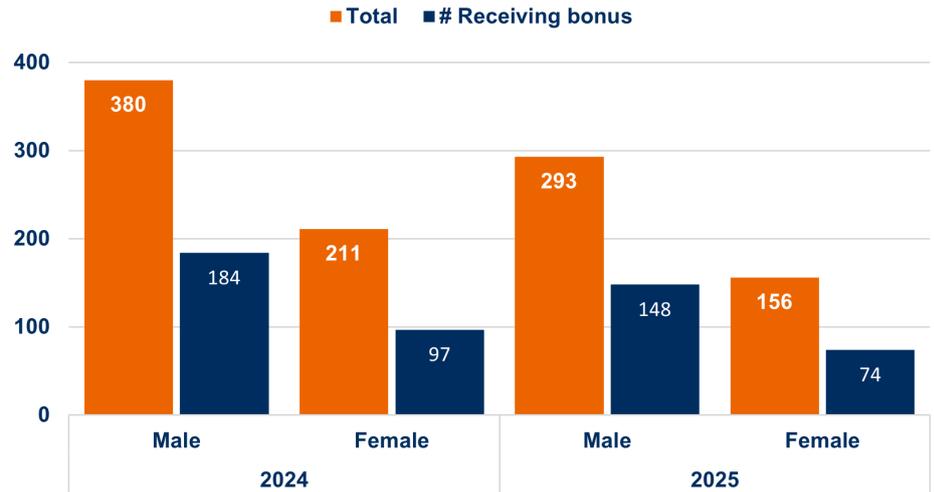


	Male	Female	Male	Female
<b>Lower</b>	44.9%	55.1%	45.2%	54.8%
<b>Lower Middle</b>	58.4%	41.6%	59.2%	40.8%
<b>Upper Middle</b>	72.3%	27.7%	76.7%	23.3%
<b>Upper</b>	83.9%	16.1%	80.6%	19.4%

## Bonus eligibility

The proportion of employees receiving a bonus has increased for both males (50.5%) and females (47.4%) compared to last year, however, is still lower than historical levels for both genders, which is mainly reflective of site performance for the last performance period.

The gap between males and females in terms of percentage receiving bonus has not significantly changed year on year. Compared to the Technical Ceramics entity, the total UK population has higher proportions receiving bonus for both males and females (65.3% and 62.5% respectively), again with a slightly higher proportion being male.



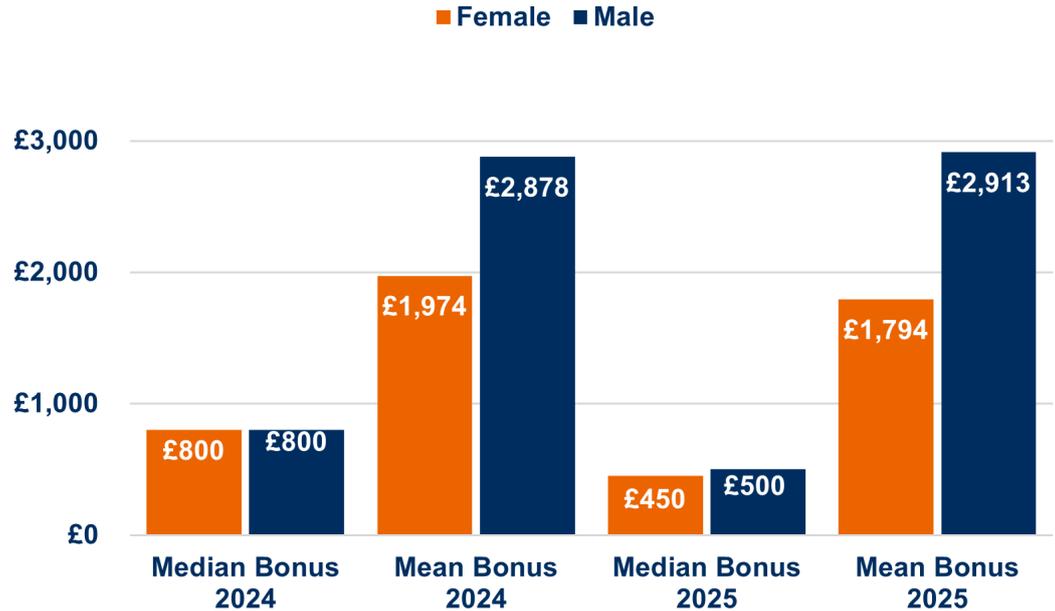
	Male	Female	Male	Female
<b>Total</b>	380	211	293	156
<b># Receiving bonus</b>	184	97	148	74
<b>% Receiving bonus</b>	48.4%	46.0%	50.5%	47.4%

NOTE - all figures are based on the information as of 5 April 2025, with a comparison to 2024.

## Bonus amount

Both the mean (38.4%) and median (10%) bonus pay gaps have increased since last year. The mean (11.6%) bonus gap for the total UK population is lower than that of the Technical Ceramics entity, however the median (18.8%) is higher.

Bonus gaps tend to fluctuate year on year due to variations in financial bonus outcomes (and proportions of males and females) in each site or business unit.



<b>Female</b>	£800	£1,974	£450	£1,794
<b>Male</b>	£800	£2,878	£500	£2,913
<b>Gender Gap</b>	0.0%	31.4%	10.0%	38.4%

*“Morgan believes that harnessing the energy and creativity of women provides us with a strategic advantage. We have made steady year on year progress both with the number of women in the workforce and in leadership roles.*

*We are on target to meet our aspiration of 40% of women in leadership positions by 2030. At Morgan we are committed to a diverse and inclusive workforce where everyone feels valued and respected.”*

**Damien Caby**  
**CEO**



## Workforce by gender

Members as at 31 December 2025

Male		Female	
<b>Board</b>	<b>All leaders</b>	<b>Board</b>	<b>All leaders</b>
4	267	4	150
Male 50% (2024: 57%)	Male 64% (2024: 66%)	Female 50% (2024: 43%)	Female 36% (2024: 34%)
<b>Executive Committee</b>	<b>All Employees</b>	<b>Executive Committee</b>	<b>All Employees</b>
6	4,896	2	3,192
Male 75% (2024: 67%)	Male 61% (2024: 64%)	Female 25% (2024: 33%)	Female 39% (2024: 36%)
<b>Senior leaders</b>		<b>Senior leaders</b>	
30		19	
Male 61% (2024: 67%)		Female 39% (2024: 33%)	

During 2025, Morgan met the board diversity targets set out in the Financial Conduct Authority's Listing Rules: Our Board composition was 50% female, and the role of Senior Independent Director was held by a woman. Our 2030 ambition is for 40% female representation across our leadership population.

## What actions have we taken?

- Gender diversity remains a focus, and we continue to take action to achieve a more balanced proportion of women in senior positions
- We have continued to roll out our 'License to Recruit' programme, supporting hiring managers through inclusion training, as well as developing more inclusive language for our job adverts and ensuring that our candidate lists are diverse when hiring
- Our employer brand features diverse and inclusive images of Morgan people, and we promote female careers via social media
- We are continuing to attend more female centred careers events like 'Her Career' in Germany, and Morgan is a member of 'Women in Manufacturing' and the Society of Women Engineers
- We endeavour to ensure strong female participation in our development programmes
- We are offering more targeted support to our female leaders including female centred leadership programmes
- Employee Resource Groups such as Women@Morgan help our diverse talent to continue to feel supported and included, facilitating retention –we have opened up local chapters in China, USA, UK and Korea
- Diverse talent is continuing to be reviewed during talent discussions at board, executive, business unit and functional levels





## What actions have we taken? (continued)

- We ran a pilot female mentoring programme in one of our business units, and after very positive feedback we hope to widen the participation of this to more women across the whole Group
- We used International Women's Day to promote Women's achievements both internally at Morgan and externally.
- We have enhanced our parental leave policies in the UK in order to better support new parents
- We have developed a global menopause framework to better support impacted employees and run webinars to promote female health and well-being
- We are supporting our women by listening and understanding their challenges. We are listening to the feedback through Women@Morgan and from our employee survey, so we can truly understand what will make Morgan an even better place to work for women.
  - Our recent employee engagement survey told us that work life balance is better for females (77%) than males (74%) in Morgan and more females (74%) than males (72%) felt that they got the training and development they need. Slightly more females (71%) than males (70%) would recommend Morgan as a good place to work
- We continue to monitor during our merit and bonus planning cycles to identify and address any gender bias

## Our next steps

We are committed to making year-on-year progress to reduce our gender pay gap, our priority focus areas for 2025 and beyond are:

- We are focused on the whole pipeline. Our entry level employees are the future leaders and managers of tomorrow and getting the gender balance right at this level will support our future goals
- We are offering more targeted support to our female leaders including female centred leadership programmes
- We are listening to the feedback of our women through Women@Morgan and from our employee survey, so we can truly understand what will make Morgan an even better place to work for women You'll continue to see us at more female centred careers events like 'Her Career' in Germany
- We're passionate about woman in STEM and events like this help us to show how fantastic a career in this area can be
- We are continuing to open up more chapters of Women@Morgan
- We utilise the Morgan intranet to showcase women and their careers at Morgan
- We will introduce a global Menopause framework to better support impacted employees
- We will use International Women's Day to promote women's achievements both internally at Morgan and externally



## Useful resources

ACAS guidance on Gender Pay Gap Reporting provides a full description of the reporting requirements, the distinction between Gender Pay Reporting and equal pay and links to useful communication materials: [www.acas.org.uk/genderpay](http://www.acas.org.uk/genderpay).

The Women's Business Council provides some helpful resources to help improve gender diversity: [www.womensbusinesscouncil.co.uk/toolkits](http://www.womensbusinesscouncil.co.uk/toolkits).

The UK's leading charity campaigning for gender equality and women's rights: [www.fawcettsociety.org.uk](http://www.fawcettsociety.org.uk).