

The Miele logo is a dark red rectangle with the word "Miele" in white, bold, sans-serif font. The background of the slide features a faint, embossed crest with a central horse and the word "BESSE" visible on the right side.

**Miele**

# 2025 Gender Pay Gap Report

Snapshot date: 5 April 2025

## 2025 Gender Pay Gap

Miele is an equal opportunity employer and is committed to transparency and fairness in providing salary and benefits packages.

Miele have a job evaluation scheme, pay policy and system in place for setting pay levels. The process focusses on six grade levels plus two executive levels and separate pay scales for our Field Service Technician's. This enables us to identify any inequality across comparable jobs within the company.

This year we can report a mean gap of 12.52%.

Our pay gap data, is as follows:

- Our median gender pay gap is 23.99%
- Our mean gender bonus gap is 29.48%
- Our median gender bonus gap is 57.34%

The proportion of male employees receiving a bonus is 66.37% and the proportion of female employees receiving a bonus is 33.63%. This is representative of the gender split of our organisation.



# Table 1: Pay quartiles by gender

This table shows our workforce divided into four equal-sized groups based on hourly pay rate. The lower quartile includes the lowest-paid 25% of employees and the upper quartile covers the highest-paid 25%.

Quartile	Males	Females	What is included in this band?
Lower	44.79%	55.21%	All employees whose standard hourly rate is within the lower quartile
Lower Middle	61.86%	38.14%	All employees whose standard hourly rate is more than the lower quartile but the same or less than the median
Upper Middle	83.33%	16.67%	All employees whose standard hourly rate is more than the median but the same or less than the upper quartile
Upper	70.10%	29.90%	All employees whose standard hourly rate is within the upper quartile

A quartile is one of four equally sized groups created when you divide a selection of numbers that are in ascending order into four. The "lower quartile" is the lowest group. The "upper quartile" is the highest group.

The figures in this table have been calculated using the standard methods used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

## Why do we have a gender pay gap?

Our gender pay gap is not the result of men and women being paid differently for doing the same or equivalent work. Miele operates a structured job evaluation framework and pay bands to ensure consistency and fairness across comparable roles. Regular pay and benefits reviews, alongside manager training and role evaluation, support this approach.

Instead, our gender pay gap reflects the distribution of men and women across different roles within the organisation. As at the 5 April 2025 snapshot, Miele GB reported a mean gender pay gap of 12.52% and a median gender pay gap of 23.99%, with the mean gap remaining lower than the UK national average reported by the Office for National Statistics (ONS).

The distribution of employees across pay quartiles helps explain this gap. Roles in Service Support, Sales Advisory and Logistics, where gender representation is more balanced, are primarily represented in the lower and lower-middle quartiles.

In contrast, the upper-middle quartile includes a significant proportion of Field Service Technicians, a role that remains heavily male dominated (approximately 99% male) and represents more than a quarter of our workforce. As technical service roles have historically been male dominated, this occupational distribution continues to influence the overall gender pay gap.

As part of our future talent strategy, we are continuing to explore ways to attract a more diverse pipeline of candidates into technical and higher-paid roles. The upper quartile also saw a slight increase in representation in the most recent snapshot period.



# How does our gender pay gap compare with that of others?

The median gender pay gap for all UK employees, according to the Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) 2025, is 12.8%.

At 12.52%, our mean gender pay gap is slightly lower than the UK national benchmark, while our median gender pay gap of 23.99% is higher than the UK median.

For organisations operating in the private sector, gender pay gaps are often influenced by occupational distribution across industries and levels of seniority. At Miele GB, our median gap reflects the structure of our workforce and the distribution of men and women across different roles and pay levels.

One of the factors contributing to the increase in our median gender pay gap in recent years has been a reduction in female representation in senior roles during 2024. Addressing this remains a key focus, and we continue to work on initiatives that support improved gender balance across leadership and higher-paid roles.

	Our organisation 2025	2025 ONS ASHE UK economy	2025 ONS ASHE Private sector	Miele 2024 Report
Median gender pay gap	23.99%	12.8%	17.5%	26.53%
Mean gender pay gap	12.52%	13.4%	15.5%	13.74%

## How does our gender pay gap compare with that of others? (continued)

Our mean gender bonus gap is 29.48%. This demonstrates that the mean value of bonus paid in 2025 was higher for males. As a cash amount the difference was approximately £1816.

Our median gender bonus gap is 57.34%. This demonstrates that the median value of bonus paid in 2024 was higher for females. As a cash amount the difference was approximately £1022.

Our Field Service Technicians, of which 99% are male, are eligible for performance-based bonuses which contribute to the gap in value.

- 89.6% of males received bonus payments in the 12 months up to 5 April 2025.
- 84.4% of females received bonus payments in the 12 months up to 5 April 2025.
- 66.37% of the total bonus payments were made to men in the 12 months up to 5 April 2025. For women this was 33.63%. This is representative of the gender split of our organisation.

In Miele GB, 36% of our senior management positions are female as of February 2026.

# What are we doing to address our gender pay gap?

As a responsible employer, Miele remains committed to reducing our gender pay gap and improving gender balance across the organisation. While structural change takes time, we continue to focus on initiatives that support greater equality of opportunity and representation.

## **Pay and benefits**

We continue to evaluate every new role to determine an appropriate pay band aligned to job requirements and internal benchmarks. Pay bands are published on GB job adverts to increase transparency and reduce the impact of pay negotiation on salary outcomes. We are also continuing to implement recommendations from our 2023 reward review to ensure consistency and fairness across the organisation.

## **Recruitment and diversity tracking**

Since 2024 we have collected diversity data across the recruitment process to monitor representation at each stage of the hiring pipeline. This allows us to identify potential barriers and adjust where necessary to support a more diverse candidate pool.

## **Bonus structure**

The revised bonus framework (introduced in 2023) continues to provide greater consistency across employee groups. In the year to 5 April 2025, 89.6% of men and 84.4% of women received a bonus, demonstrating broad participation across the workforce.

## **Flexible working**

We continue to expand flexible working practices to support employees with caring responsibilities and encourage a wider range of candidates to consider careers at Miele.

## **Succession and development programmes**

We actively review gender balance in succession planning and development programmes to ensure fair access to leadership opportunities and future progression.

These initiatives support our long-term goal that 40–60% of leadership roles will be held by any one gender by 2030.

## A final word from John Pickering, Managing Director



As a leadership team, we recognise the value that diverse and gender-balanced teams bring to our organisation. Research consistently shows that organisations with diverse leadership make better decisions, better reflect their customers and deliver stronger long-term performance.

Our 2025 Gender Pay Gap snapshot shows a mean gender pay gap of 12.52%. While this reflects structural factors such as occupational distribution, it also reinforces the importance of continuing our work to improve representation across all levels of the business.

Across Miele North West Europe we remain committed to strengthening gender balance in leadership teams and ensuring that our talent, recruitment and development processes support this ambition. In Miele GB, 36% of senior management roles are currently held by females, and we continue working towards our longer-term objective of achieving 40 - 60% representation of any one gender in leadership roles.

Guided by our “Immer Besser” (Forever Better) philosophy, we will continue to review our progress, address barriers to progression and build an inclusive environment where everyone can thrive.



[John Pickering \(Mar 23, 2026 16:49:20 GMT\)](#)

*John Pickering - March 2026*

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