



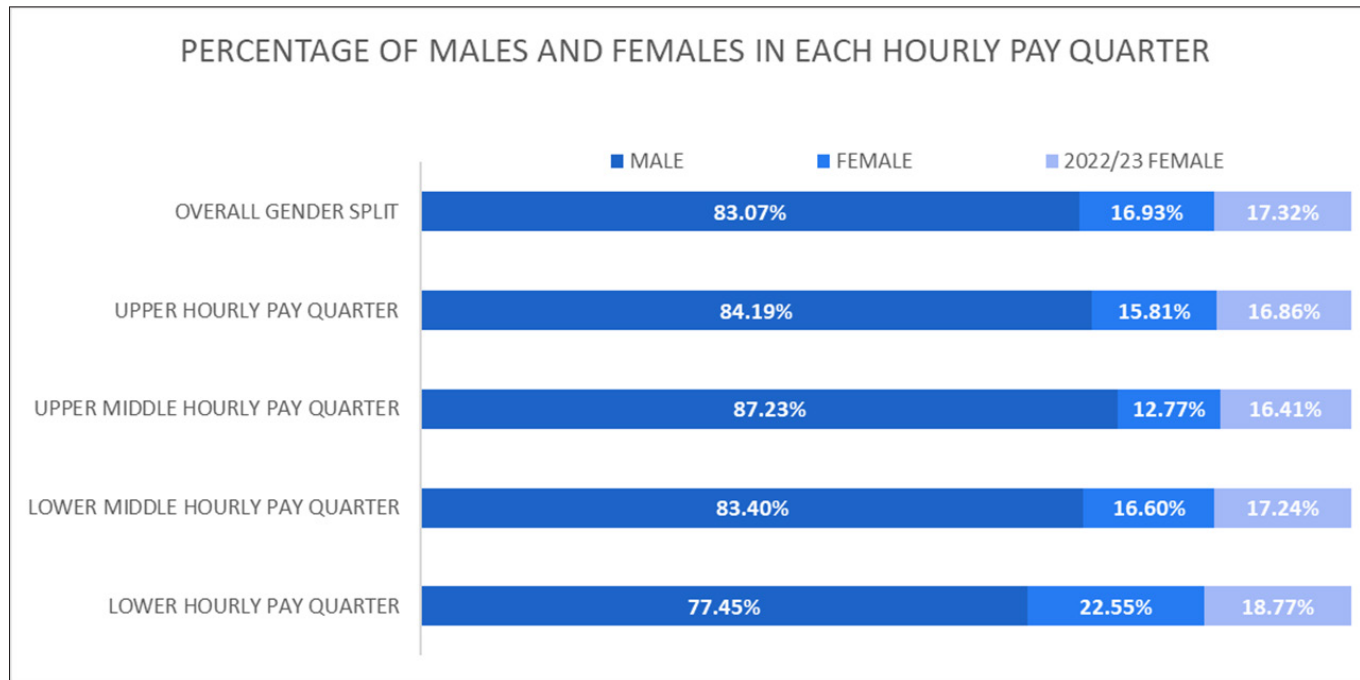
WORKPLACE

Gender Gap Reporting

GENDER SPLIT BY QUARTILE

On the snapshot date of April 5, 2024, there were a total of 939 full-pay relevant employees¹ for the purpose of the gender pay gap analysis.

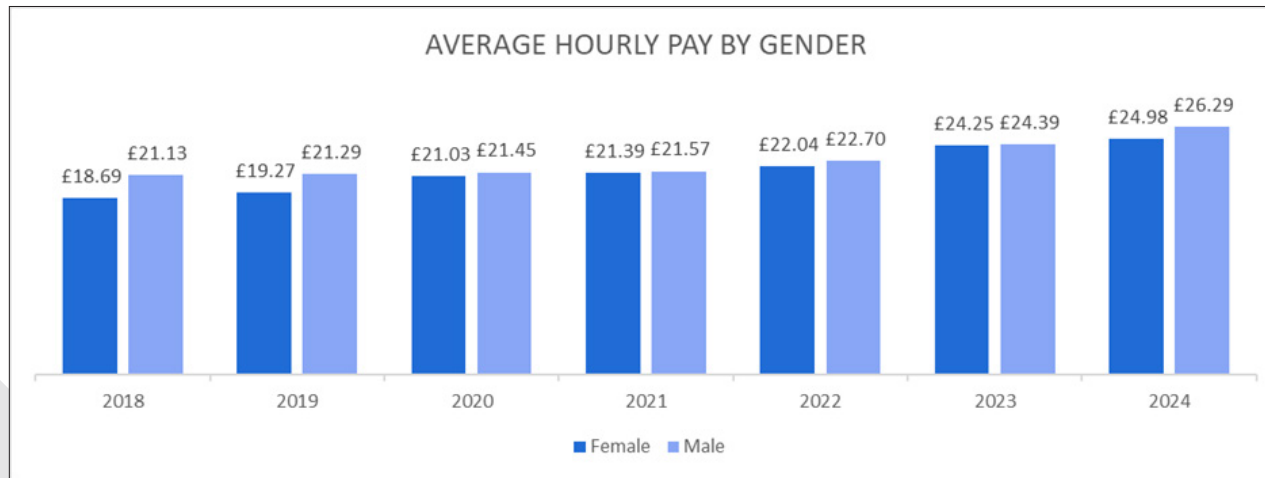
83.07% were male and 16.93% were female.



The overall gender split has trended towards more males in the upper, upper middle and lower middle quartiles. There is a trend of more females in the lower hourly pay quartile.

¹ "Full-pay relevant employees" are those receiving their full salary on the snapshot date, excluding individuals on leave such as maternity or sick leave.

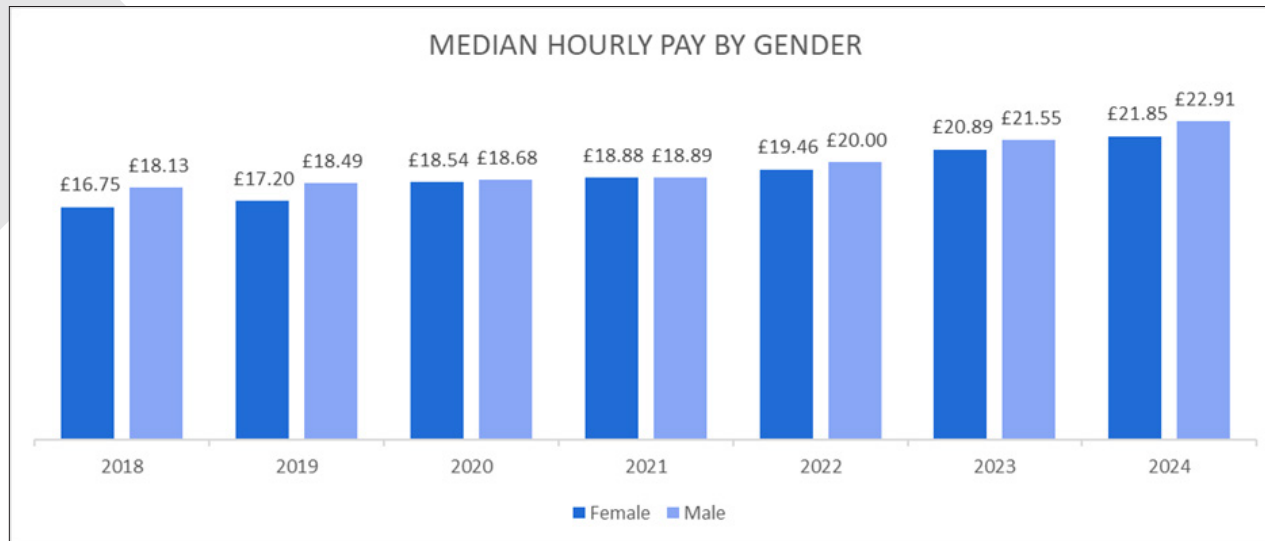
GENDER PAY COMPARISON BY HOURLY PAY



The gap between the average hourly pay for men over women was £1.31 (4.98%). This is a £1.17 increase since 2023.

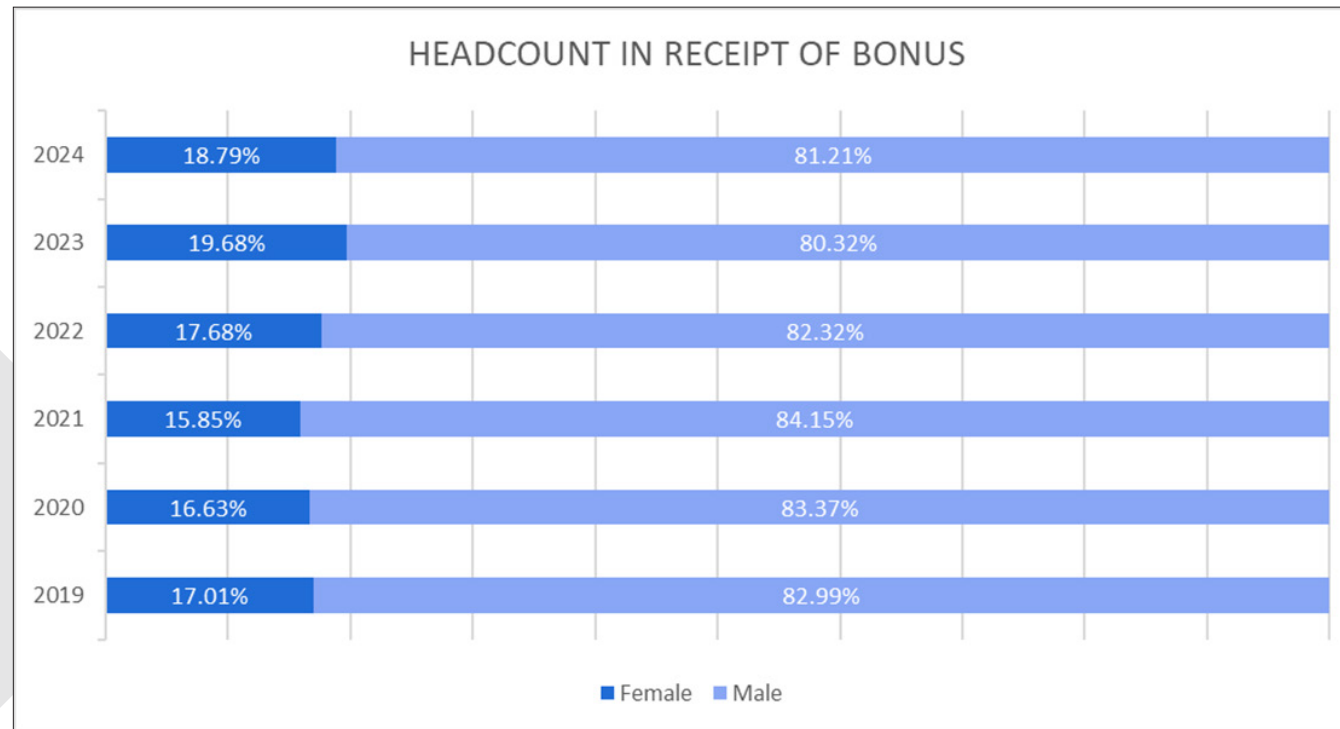
The median differential has grown through to £1.06 (4.85%) from £0.66 (3.61%) in 2023.

Cubic is well below the national average Gender Pay Gap of 7.0%.²



² Office for National Statistics (ONS), released 29 October 2024, ONS website, statistical bulletin, Gender pay gap in the UK: 2024

GENDER COMPARISON OF BONUS PAY



On the snapshot date, there were a total of 1107 relevant employees³ for the purpose of the bonus pay analysis.

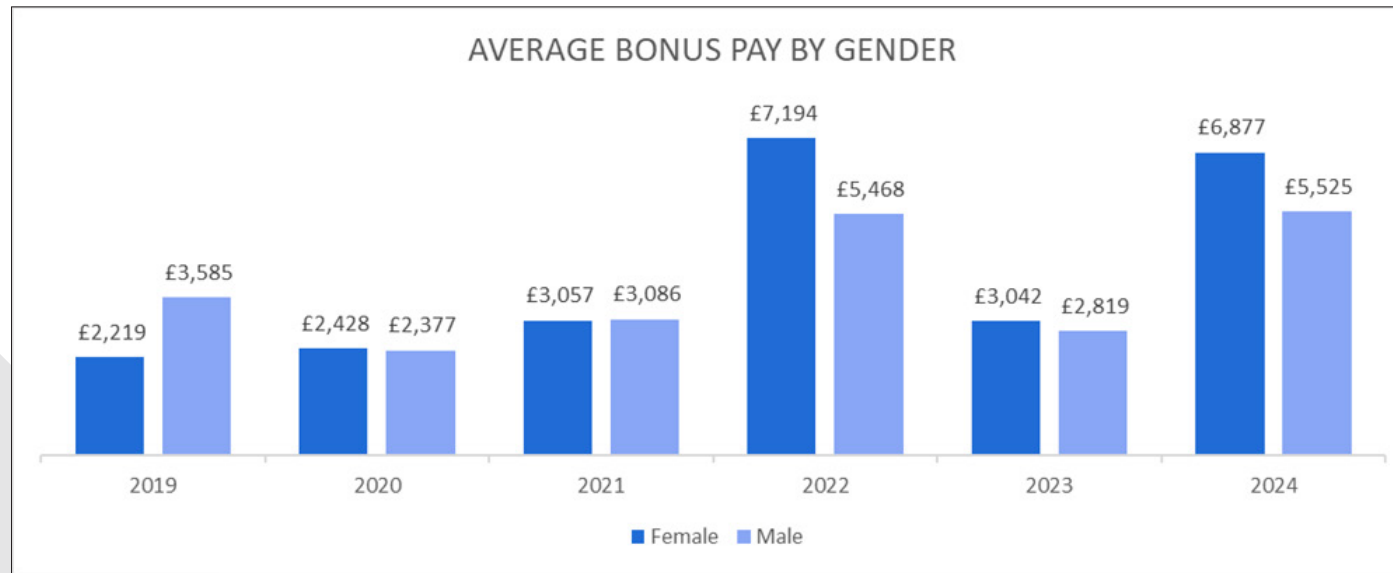
81.75% were male and 18.25% were female.

Of all bonus paid 18.79% were paid to women employees who only make up 18.25% of the overall population.⁴

³ "Relevant employees" encompass the entire workforce, including those on leave.

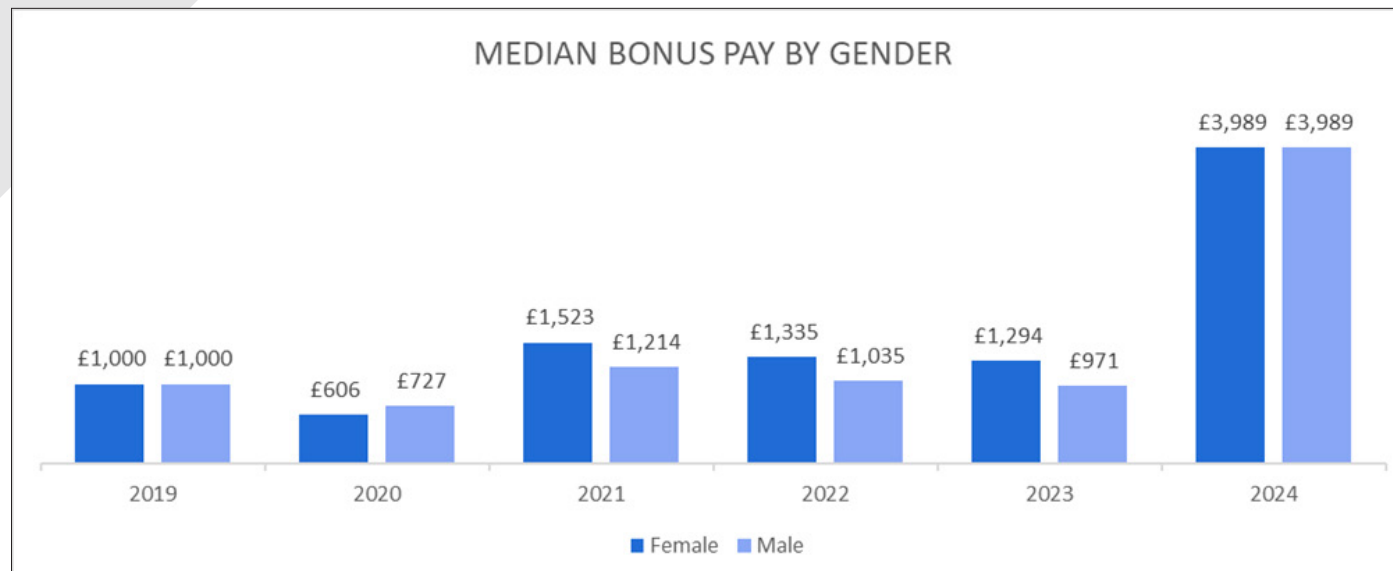
⁴ Bonus is any one-off incentive payment.

BONUS PAYMENT GENDER GAP



Bonus payments in 2023/24 continued the trend from previous years of the average bonus payments are higher for women.

When using the median Cubic Transportation Systems has a 0.00% median bonus gender pay gap. This means that there are equal bonuses between men and women at Cubic Transportation Systems.

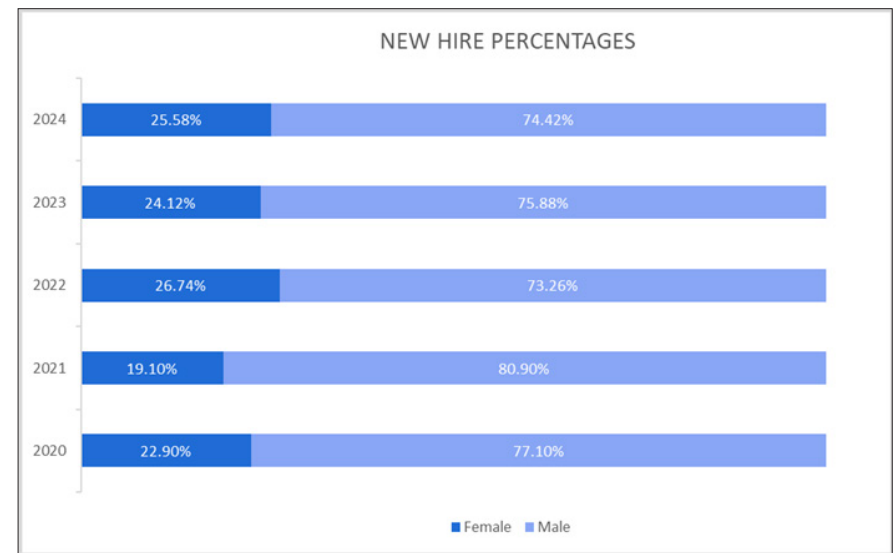
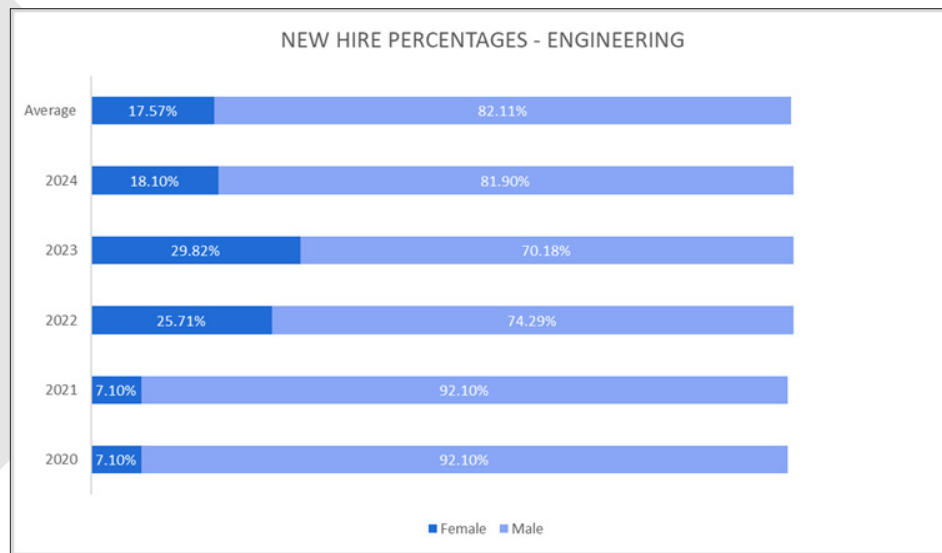


FURTHER ANALYSIS & DISCUSSION

Since introducing our global grading structure in 2023 we have been able to quantify that 16.8% of females in Cubic Transportation Systems UK changed jobs in 2023/24. These transitions demonstrate that women can—and should—actively pursue opportunities that align with their goals, breaking barriers and inspiring others to do the same. In the prior year, this was 20%, reflecting the success of our retention strategies, where women feel supported in their current positions and are engaged in long-term career growth within the organisation.

25.58% of new hires in 2023/24 were female, of that 47.73% females were in engineering or other technical positions. This is a 1.46% increase from the prior year's report and a 2.68% increase since we first started reporting this in 2020.

Females represented 18.10% of all employees (male and female) hired into engineering or other technical positions in 2023/24. This has reduced since the prior year but is still ahead of our overall average since we began reporting this data.



Launching in 2025, Cubic Transportation's Women's Networking Forum will connect, empower, and inspire women across EMEA. This initiative creates a space for meaningful discussions, career growth, and lasting professional relationships. With support from leaders and executive sponsors, it will provide access to expert insights, peer mentorship, and honest open dialogue on key topics like work-life balance, women's health, confidence, and career development—fostering an inclusive and empowering workplace.

We continue to put focus and resources behind the Cubic Women's Initiative Network (CWIN) Employee Resource Group which is a long-established employee resource group focused on accelerating a cultural shift by empowering women and promoting gender equality in and outside of Cubic.