

Gender Pay Gap Report 2026

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sea.co.uk +44 3330 414 004

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At SEA, we are focused on ensuring our culture and practices are right to attract, retain and develop the highly skilled and innovative people that work within the defence industry demands.

What is the Gender Pay Gap?

Equal pay and gender pay often get confused. They are not the same thing.

The gender pay gap is the difference between what men typically earn in an organisation compared to what women earn, irrespective of their role or seniority. The gender pay gap is much more of a reflection of a workforce profile rather than about unequal rewards for men and women doing the same job. We are comfortable that men and women within the organisation are paid equally where the role and work undertaken is the same or broadly similar. We have more men than women, particularly in the more senior, higher paid jobs typically producing a higher pay gap. This also affects the bonus pay gap where we have more men in positions that attract the bonus payments, particularly at a higher level.



Our Workforce

Out of our headcount of 453 employees (as of 5th April 2026), we have 25 part-time workers.

350

Male Employees

103

Female Employees

14

Part Time
Male Employees

11

Part Time
Female Employees



The Gender Pay Gap Explained

For our Gender Pay Gap report, we are required to add up more than just basic salaries by including any performance-related pay and any allowances and provide two different measures: the median pay gap and the mean pay gap.

Mean

The Mean Calculation is where you add up payments made to men, divide by total number of men, doing the same for the women. The % gap is taking the total payments to women from the total payments to men, divided by the total payments to men, multiplied by 100.

Median

The Median calculation is where you add up all the male values, sorted from high to low, doing the same for the women. Then select the middle value for each. The % gap is again taking the value for women, away from the value for men, dividing it by the value for men, multiplied by 100.

Calculate Quartile Pay Bands

This means listing all employees, from the highest to the lowest paid, then divide into 4 equal groups. Counting how many men and women were in each quartile, adding the payments to each, the difference giving us the % gap.

We have to provide median and mean measures for the bonus gap as well as showing the percentage of men and women who receive bonus pay.

Our Results

18.79%

Mean Pay Gap

29.08%

Median Pay Gap

32.19%

Mean Bonus Gap

0%

Median Bonus Gap

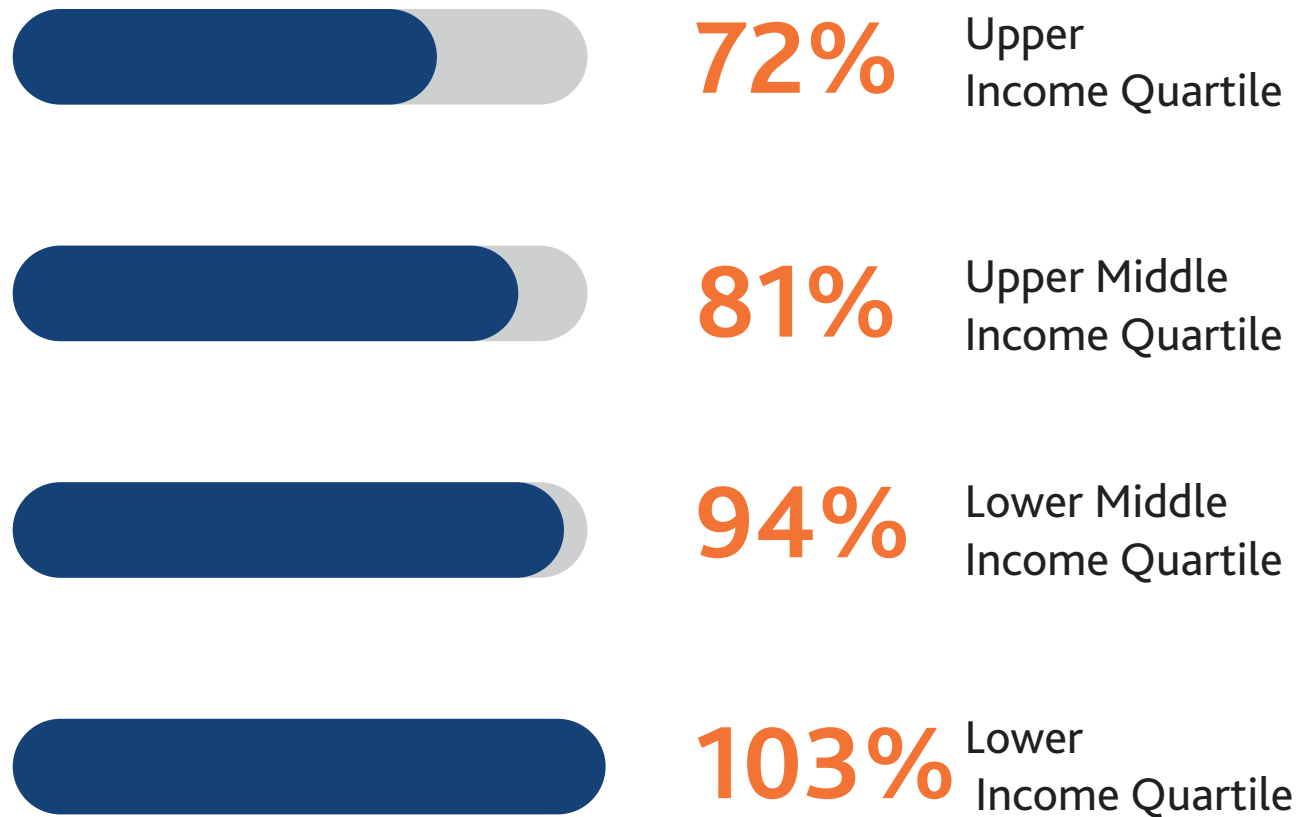
There has been a small increase in the Mean of 1.84%, and a 10.24% increase in the Median Pay Gap. We have seen an increase in our Gender Pay Gap following the divestment of our Intelligent Transport division (ITS).

Our ITS division required different roles and skills set to our defence business with proportionally more males in the lower pay quartiles and proportionally more females in the upper pay quartiles.

The resultant loss of this group of employees has pushed the median pay point for males up and for females down, resulting in an increase in the gap.

Quartile Results

● Males ● Females



When recruiting, we still have a far greater % of men applying for roles within our company than women and there are still more men than women studying the traditional engineering and project management courses for our industry sector, defence. There is a smaller pool of women to select from when trying to attract and recruit women into our industry sector.

Moving Forward

SEA will continue to work on reducing our gender pay gap. If SEA had an equal number of men and women in senior roles it would significantly reduce our gender pay gap. Therefore, we will continue to develop our policies and practices to make it more attractive for women and other under-represented groups.



Promoting our popular flexi-time and other flexible working schemes we have to accommodate both men and women to balance their career ambition with caring responsibilities outside of work.



Through our STEM activities, support female students and graduates, engineers and project managers encouraging them into our Industry.



Revise our benefits, we have increased our Maternity benefits.



Continue to support Industry career and skills initiatives, helping to focus on and drive for female participation. In support of this aim, we continue our connection with the Women In Engineering Society.



Continue boosting our presence within careers and job fairs, specifically with our female graduates and managers to represent women in our workplace.

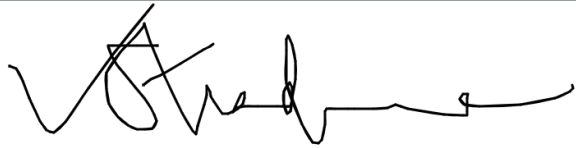


Continue our annual all-employee bonus scheme.



Declaration

I can confirm that the data and statements contained within this report are accurate to the best of my knowledge and belief.



Valerie Steadman, HR Director

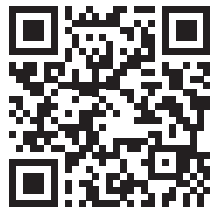
For and on behalf of Systems Engineering & Assessment Ltd
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Contact Us

info@sea.co.uk



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Engineered to protect.

Head Office

Systems Engineering & Assessment Ltd,
17 Castle Corner, Beckington, Frome, Somerset BA11 6TA

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UK: Bristol | Barnstaple

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OurLifeatSEA



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