

2025 Gender Pay Gap Report Otis Limited

Otis is the world's leading elevator and escalator manufacturing, installation and service company, moving 2.5 billion people a day and maintaining approximately 2.5 million customer units worldwide—the industry's largest service portfolio. Headquartered in Connecticut, USA, Otis is 72,000 people strong, including 45,000 field professionals, all committed to meeting the diverse needs of our customers and passengers in more than 200 countries and territories worldwide.

Otis is fully committed to supporting the contributions of men and women, enabling them to flourish and grow in their careers, while recognising the value of cultivating an inclusive culture with diverse views and input. The business places great importance on attracting and retaining skills and experience from the widest range of backgrounds and supporting colleagues' continuous growth through training, learning and development opportunities.

The data reported is based on a headcount of 1,086 employees. Of these, 1,084 were classified as full-pay relevant employees, of whom 909 (83.9%) were male and 175 (16.1%) were female.

Otis Gender Pay Results:

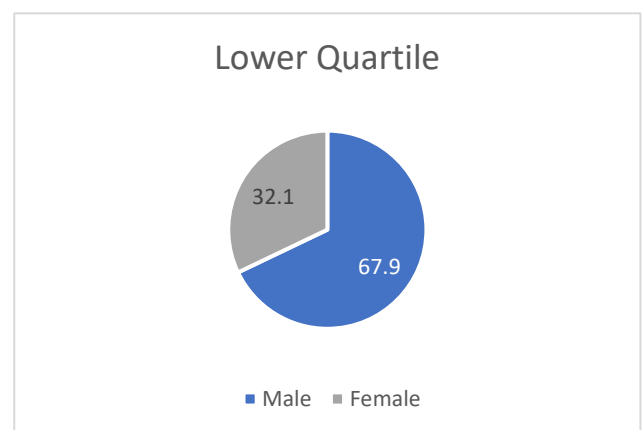
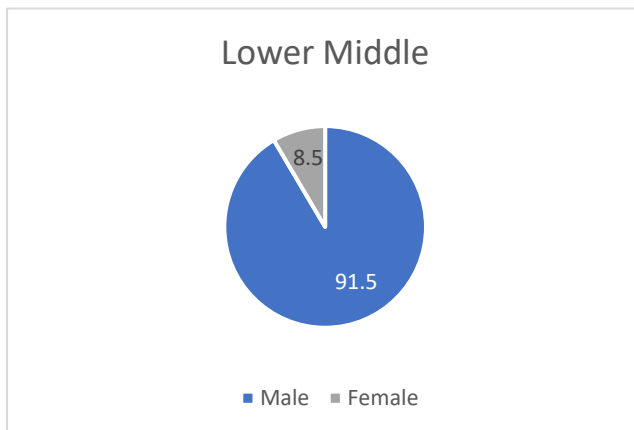
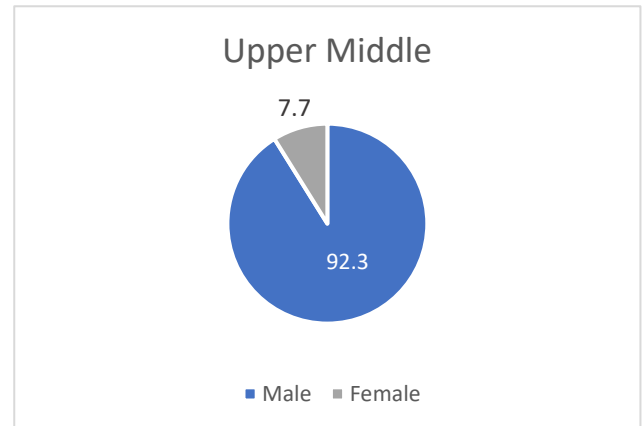
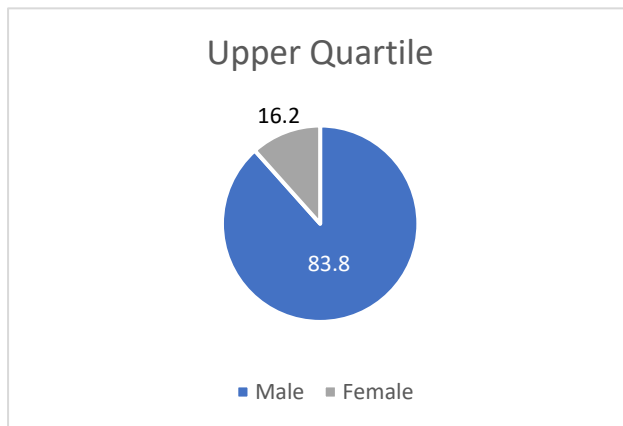
Mean & Median Pay Gaps

	Pay	Bonus
Mean	8.6%	-124.0%
Median	24.0%	-73.0%

The proportion of males and females receiving a bonus:

Gender	Percentage receiving a bonus
Male	66.5%
Female	64.2%

The proportion of males and females in each quartile:



Commentary:

Since the last reporting period, Otis UK has reduced the mean pay gap by 6 percentage points and the median pay gap by approximately 8 percentage points.

Positively, the bonus gap continues to favour women, with a mean of -124% and a median of -73%. A slightly higher percentage of men than women received a bonus, with 66.5% of men receiving one compared with 64.2% of women.

While the lower quartile has seen a decline in the number of women, similar to last year, the upper quartile has shown healthy growth of 4.6%. This trend continues to improve, reflecting our efforts to develop women for key leadership roles and retain them in the organisation.

We recognise that reducing the gender pay gap is a long-term journey and that sustained progress requires continued focus over time. Otis continues to review and refine its initiatives, practices and policies that support women's career progression and equitable outcomes.

These actions are focused on improving representation, supporting development at different career stages and maintaining fair and consistent reward practices, while reflecting the nature of our workforce and operating environment:

- Encouraging the progression of women into senior and specialist roles through participation in talent and development programmes.

- Sustaining a focus on early career programmes, including apprenticeship and graduate pathways, to support broader female representation.
- Maintaining diverse representation on interview panels and, where possible, seeking gender-balanced candidate shortlists.
- Continuing to undertake annual pay equity reviews to identify and assess any material disparities in pay.
- Providing ongoing support for the Otis women's network to encourage retention, development and progression through mentoring, professional development and networking opportunities.

Ramon Sendra

VP & GM, UK & Nordics

Perri Chauhan

Sr Dir, HR Business Partner

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