



# **GENDER PAY GAP REPORT**

**ONNEC Group UK Limited**

February 2026

# INTRODUCTION

Here at Onnec we have been extremely focused over the last two years on our Equality, Diversity and Inclusion programme. We have a dedicated EDI focus group who meet on a monthly basis, as well as a Women at Onnec Employee Resource Group. We work very closely with Investors in Diversity who help support our current roadmap and who have endorsed our achievements so far.

One key output from these groups is working on gender diversity and attracting more females to Onnec as we operate in a historically male dominated industry. We also hope to achieve more females working in higher paid roles and to close our gender pay gap.

The senior team are fully committed to making progress on this as we grow.



# GENDER PAY GAP SUMMARY

Gender pay gap figures look at all the people employed in an organisation on the snapshot date (in this case 5 April 2025) and compares the pay of all the women to all the men using a prescribed methodology from the UK government.

This report has used the government's prescribed methodology when calculating our gender pay gap. The gender pay gap is different from unequal pay.

## The gender pay gap looks at the following areas:

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- percentage of men and women in each hourly pay quartile;
- mean (average) gender pay gap for hourly pay;
- median gender pay gap for hourly pay;
- percentage of men and women receiving bonus pay;
- mean (average) gender pay gap for bonus pay; and
- median gender pay gap for bonus pay.

Payments such as for overtime, pension, redundancy and benefits-in-kind, termination payments, loan schemes provided by the employer and payments for untaken leave are excluded.

### Hourly pay includes any monetary payments such as:

Basic pay  
Allowances  
Pay for piecework  
Pay for leave  
Shift pay premium

### Bonus pay includes any rewards related to:

Profit sharing  
Productivity/performance  
Incentive  
Commission  
Long service award with a monetary value

# GENDER PAY GAP BACKGROUND

What are the metrics?

01

## What is the median?

The median involves listing all the numbers in numerical order. The median is the middle number or a combination of the two middle numbers. The median for both men's and women's hourly pay is calculated and the percentage difference is reported.

02

## What is the mean?

The mean average involves adding up all the numbers and dividing the result by the number of values in the list. The mean average for both men's and women's hourly pay is calculated and the percentage difference is reported.

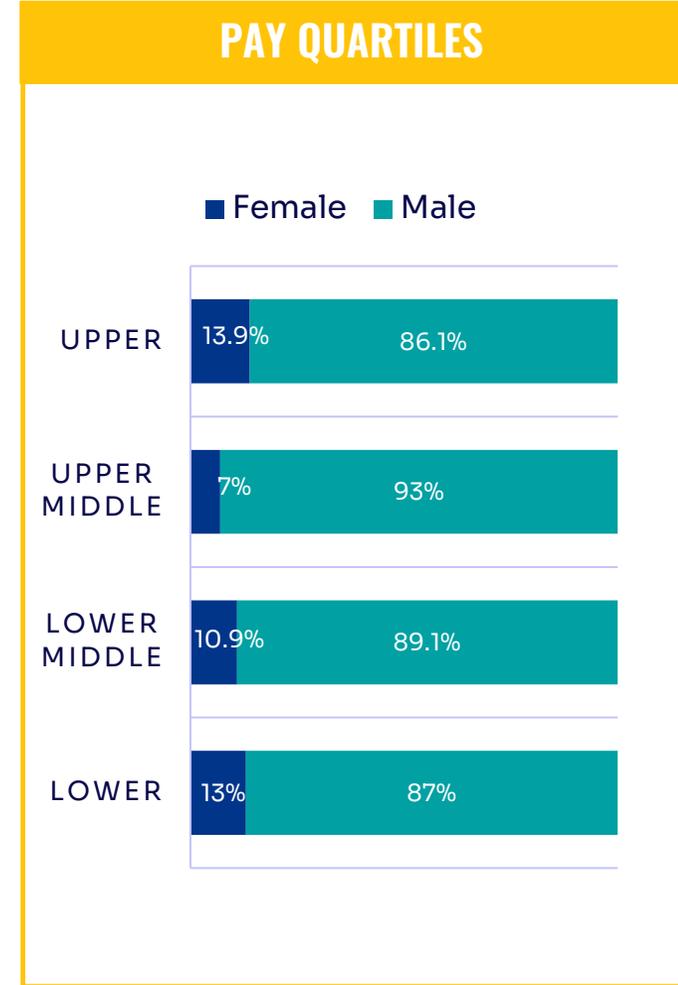
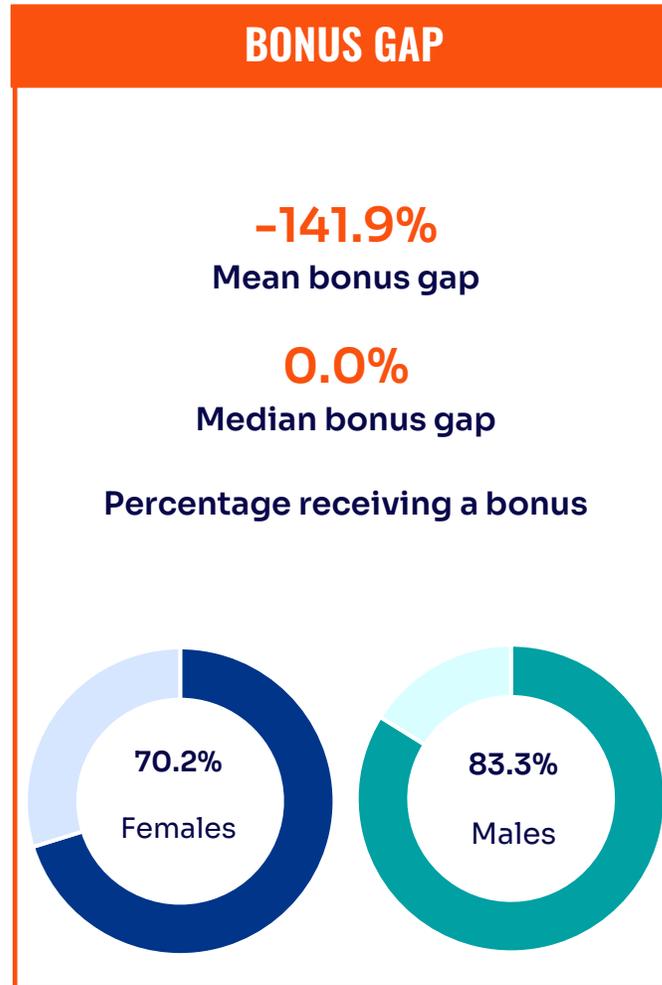
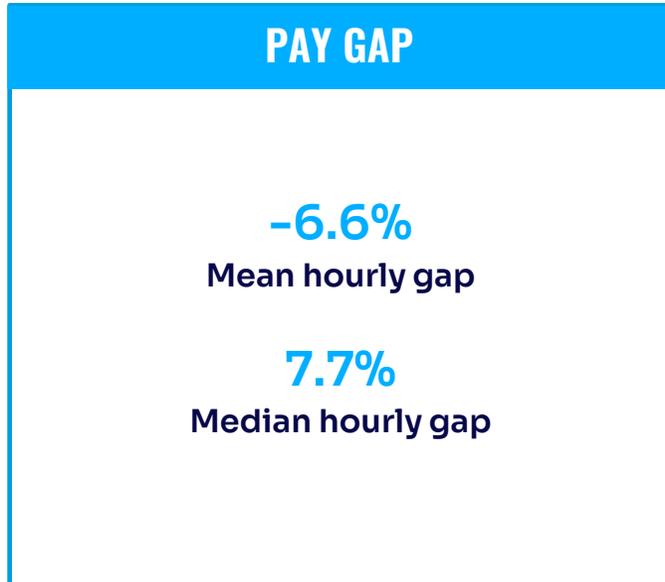
03

## What are the Pay Quartiles?

The distribution of men and women is shown in pay quartiles. In simple terms, these are calculated by splitting the whole workforce into four equal sized bands based on hourly pay, from highest paid to lowest paid. The percentage of men and women is then calculated for each band.

# SUMMARY DASHBOARD

## Gender pay gap for Onnec Group UK Limited



Figures based on the following employee numbers

| ONNEC Group UK Limited | Relevant employees | Full pay relevant employees |
|------------------------|--------------------|-----------------------------|
| Male                   | 359                | 357                         |
| Female                 | 47                 | 45                          |
| <b>Total</b>           | <b>406</b>         | <b>402</b>                  |

# DETAILED DASHBOARD

## Gender pay gap for ONNEC Group UK Limited

### PAY GAP

| Mean pay        |       |
|-----------------|-------|
| Hourly rate (£) |       |
|                 | 28.29 |
|                 | 30.15 |

| Median pay      |       |
|-----------------|-------|
| Hourly rate (£) |       |
|                 | 22.37 |
|                 | 20.65 |

**Key:**

- Male
- Female

### BONUS GAP

Bonus metrics are calculated on all relevant employees, rather than only the fully paid relevant employees.

|              | Relevant employees | Received bonus (#) | Received bonus (%) |
|--------------|--------------------|--------------------|--------------------|
|              | 359                | 299                | 83.3               |
|              | 47                 | 44                 | 70.2               |
| <b>Total</b> | <b>406</b>         | <b>332</b>         | <b>81.8</b>        |

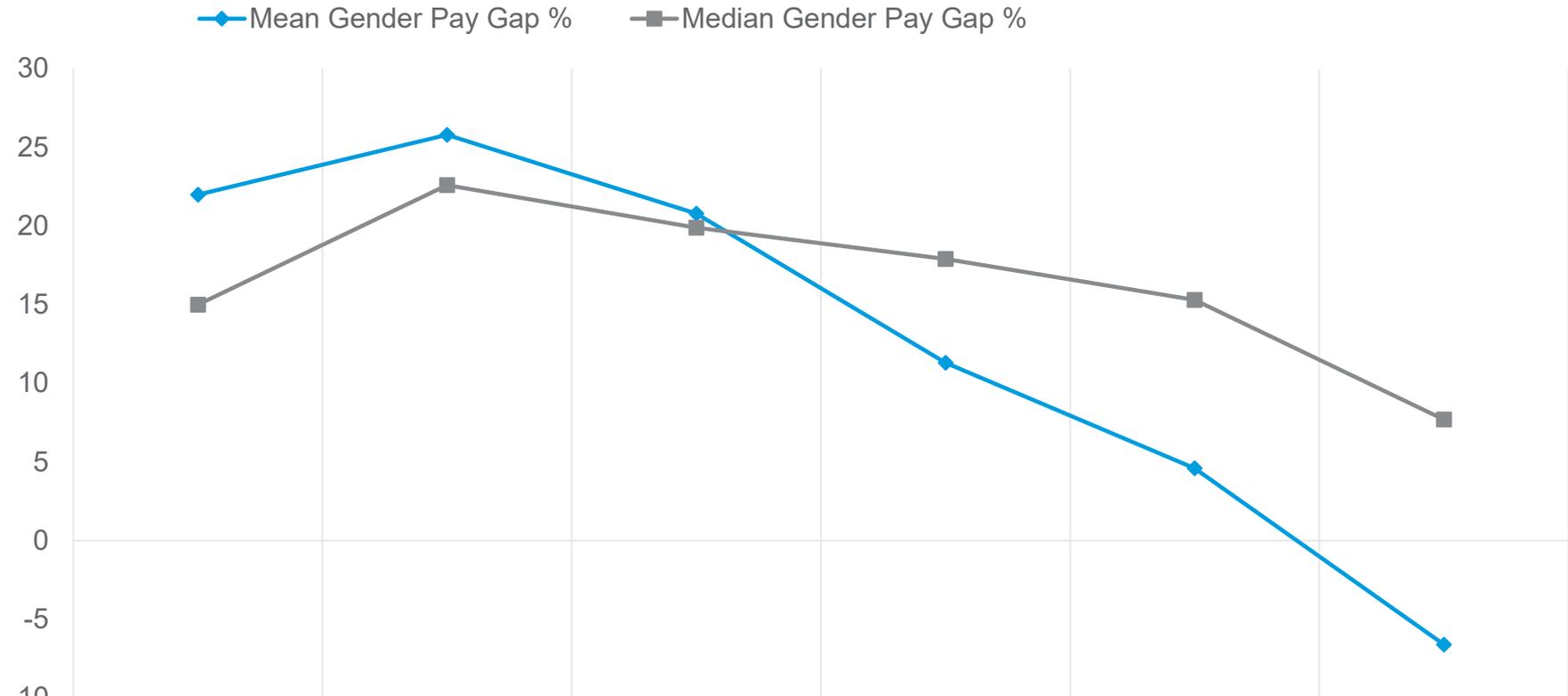
|  | Mean (£) | Median (£) |
|--|----------|------------|
|  | 2,577.99 | 500.00     |
|  | 6,236.84 | 500.00     |

### PAY QUANTILES

|              | Employees  | Lower      | Lower middle | Upper middle | Upper      |
|--------------|------------|------------|--------------|--------------|------------|
|              | 357        | 87         | 90           | 93           | 87         |
|              | 45         | 13         | 11           | 7            | 14         |
| <b>Total</b> | <b>402</b> | <b>100</b> | <b>101</b>   | <b>100</b>   | <b>101</b> |

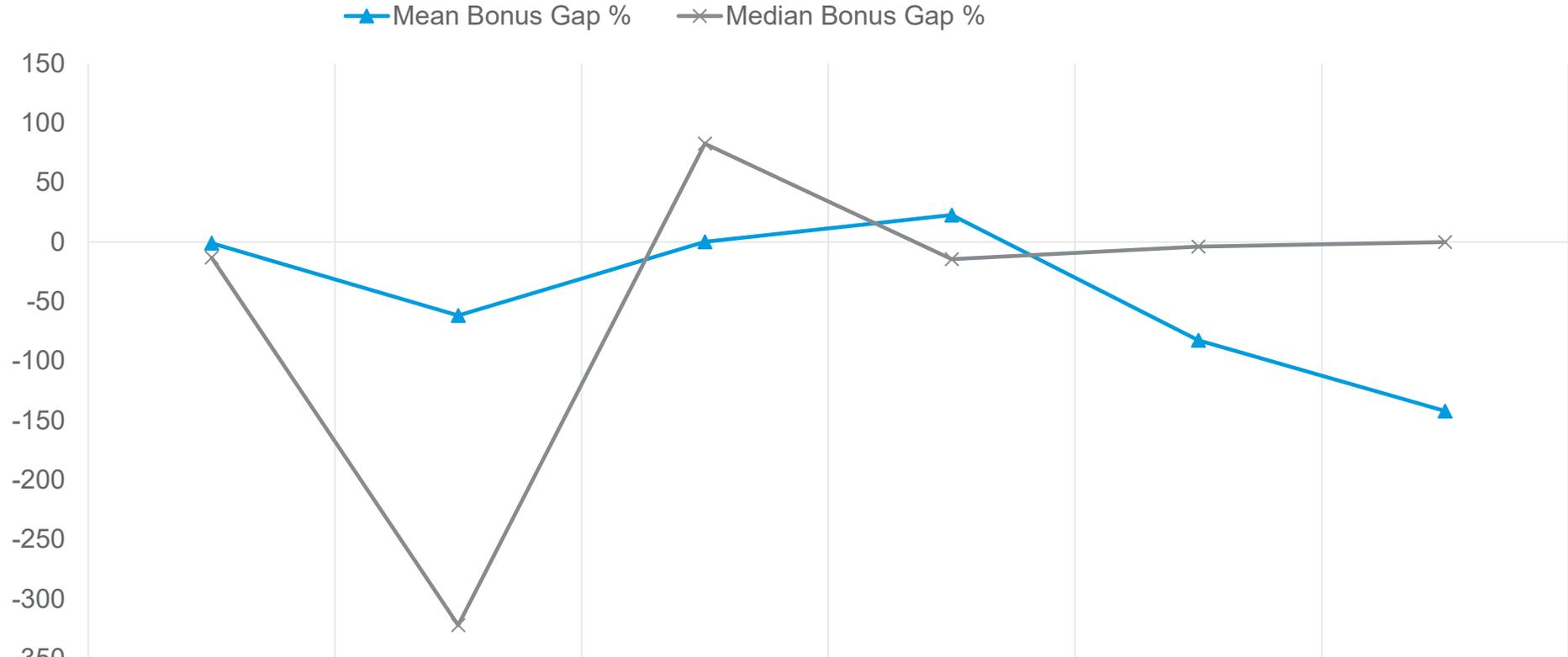
|  | Employees (%) | Lower | Lower middle | Upper middle | Upper |
|--|---------------|-------|--------------|--------------|-------|
|  | 88.8          | 87.0  | 89.1         | 93           | 86.1  |
|  | 11.2          | 13.0  | 10.9         | 7.0          | 13.9  |

# ONNEC GROUP UK LIMITED'S GENDER PAY GAP TRENDS



|                           | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|---------------------------|------|------|------|------|------|------|
| ◆ Mean Gender Pay Gap %   | 22   | 25.8 | 20.8 | 11.3 | 4.6  | -6.6 |
| ■ Median Gender Pay Gap % | 15   | 22.6 | 19.9 | 17.9 | 15.3 | 7.7  |

# ONNEC GROUP UK LIMITED'S BONUS PAY GAP TRENDS



|                        | 2020 | 2021   | 2022 | 2023  | 2024  | 2025   |
|------------------------|------|--------|------|-------|-------|--------|
| —▲— Mean Bonus Gap %   | -1   | -61.6  | 0.2  | 22.7  | -82.6 | -141.9 |
| —×— Median Bonus Gap % | -13  | -321.8 | 82.6 | -14.3 | -3.8  | 0      |

# GENDER PAY GAP BACKGROUND

## The statistics

The gender pay gap is calculated as the difference between average hourly earnings of men and women as a proportion of men's average hourly earnings. It is not the difference in pay between men and women for doing the same job.

The gender pay gap is different from unequal pay. Unequal pay is when an organisation pays men and women differently for carrying out equal work.

## Office for National Statistics Figures

According to the Office for National Statistics (ONS) the mean gender pay gap among all employees in the UK decreased to 12.8% in 2025 (provisional figure), down from 13.1% in 2024 and 14.2% in 2023. This remains below the 17.4% level observed in 2019.



# IN SUMMARY

In 2025 there was a substantial reduction in Onnec's gender pay gap. The mean pay gap moved from 4.6% to -6.6%, indicating that on average women's hourly pay is now higher than men's, while the median pay gap reduced from 15.3% to 7.7%, meaning the typical female employee is now closer to pay parity with the typical male employee.

Bonus outcomes improved at the midpoint, with the median bonus gap moving to 0%. The mean bonus gap remains highly skewed, consistent with bonus distributions being affected by a small number of high-value payments.

Overall, we are proud of the progress Onnec has made:

- **The gender pay gap has reduced every year**
- **The median gap has more than halved since earlier reporting**
- **Progress reflects long term changes, not just a single year anomaly**

## To note

The mean is highly sensitive to a small number of large values; the median reflects the "typical" person. So, the combination of a negative mean pay gap, but a positive median pay gap often indicates a distribution effect - e.g., a small number of very highly paid women (or fewer very highly paid men) pulling the average above men, while the 'middle' of the workforce still shows men ahead.



# NEXT STEPS

Onnec is committed to the principle of equal opportunities and equal treatment of all employees, and we have clear policies on this. We still have some way to go to improve, and we are taking a wide range of steps to improve gender diversity at Onnec, some immediate and some which will take longer to have an impact on our results. Our agreed actions are:

- Continue to carry out pay and benefits audits at regular intervals.
- Provide regular equality and equal pay training for all managers and others who are involved in pay reviews.
- As part of our EDI Strategy, we have launched a Women at Onnec Employee Resource Group and are continuing to work through our roadmap and have already achieved Silver status.
- Our recruitment strategy already focuses on equal opportunities for men and women, and we made it part of our talent strategy to encourage more women to our industry. Our HR metrics allow us to continue to monitor the improvements we make in this area.
- Specifically, we will look at:
  - Internal applications and promotion processes to assess whether there is a gender imbalance in our promotions.
  - Monitor whether we are more likely to recruit women into lower paid roles.
  - Assess whether particular aspects of pay, such as starting salaries and incentives differ by gender.
  - Review if we are doing all we can to support part-time employee progression.
  - We have adjusted our exit interview process to better assess drivers of attrition and any gender impacts.

We are committed to closing the gender pay gap in our industry will continue to work hard to improve this.

**THANK YOU**

