



**Gender Pay Gap Analysis Report**  
**5<sup>th</sup> April 2024**

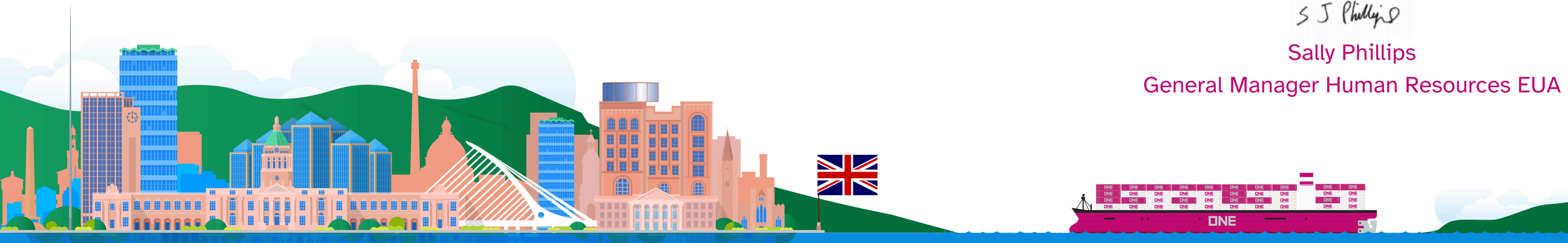
# Ocean Network Express 2024 Gender Pay Gap Report

In 2017 the UK Government introduced legislation that made it mandatory for all companies with a headcount of 250 or more to publish statutory calculations in April every year showing what the pay gap is between their male and female employees. The snapshot date for this report is 5th April 2024.

HMRC mandates that employers report on six specific gender pay gap metrics, derived from a defined date's payroll information:

- The difference between the **Median** hourly wage of male and female employees.
- The difference between the **Mean** (average) hourly wage of male and female employees.
- The difference between the **Median** bonus amount paid to male and female employees.
- The difference between the **Mean** (average) bonus amount paid to male and female employees.
- The percentage of male and female employees who received a bonus.
- The percentage of male and female employees in each of four salary quartiles (lower, lower-middle, upper-middle, and upper).

Ocean Network Express's 2024-25 pay data, with a snapshot date of April 5, 2024, paints a compelling picture of progress and commitment to gender pay equity. The numbers reveal a dedication to creating a fair and inclusive workplace, data revealing we are actively working towards gender pay equity.



S J Phillips

Sally Phillips

General Manager Human Resources EUA

In April 2024, our full-pay employee count was 341, we see a near-balanced gender distribution among full-pay employees, with 53.96% female and 46.04% male reflecting a healthy and diverse workforce.

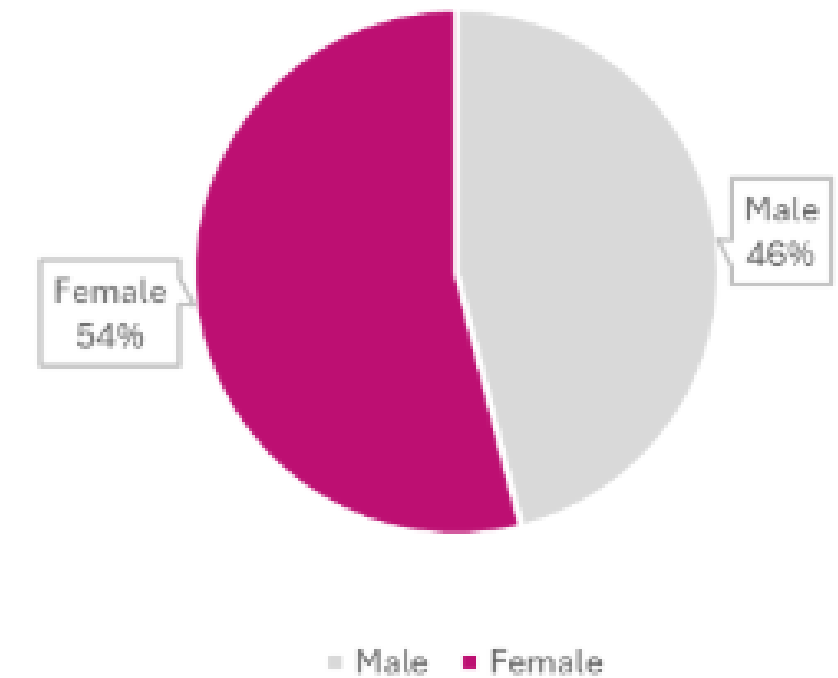
When reviewing hourly rates, the gender pay gap, whilst we acknowledge is still present, shows a positive trend. The mean pay gap of 20.46% and median pay gap of 15.62% indicate that efforts to reduce pay disparities are having an impact.

Furthermore, the quartile analysis reveals a promising distribution of female employees across pay bands. While the upper quartile has a higher proportion of males, the other quartiles show a strong representation of female employees, indicating that women are progressing throughout the company's ranks.

Hourly Rate of Pay			
	Male	Female	Gender Pay Gap (Male vs Female)
Mean	£29.77	£23.68	20.46%
Median	£25.69	£21.67	15.62%

Pay Gap	Gender Pay Gap UK All					
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Mean	26.11%	24.59%	23.39%	21.38%	21.28%	20.46%
Median	18.57%	17.07%	15.79%	12.76%	21.68%	15.62%

Full Pay Relevent Employees





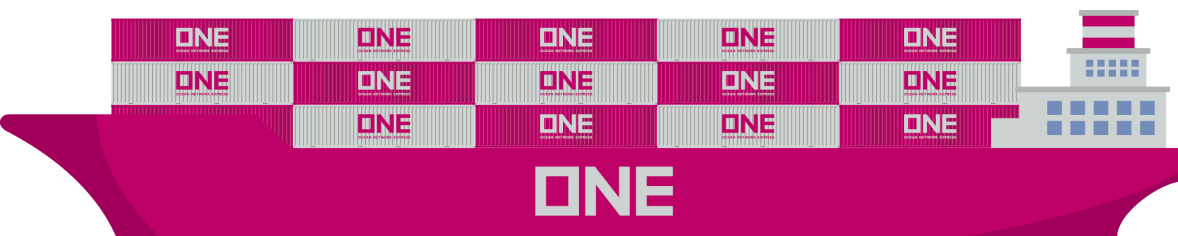
### Hourly Rate by quartile pay bands

Quartile	Number of Males	Number of Females	Total Number of employees	Proportion of Males in quartile (%)	Proportion of Females in quartile (%)
Upper	56.00	29.00	85.00	65.88%	34.12%
Upper Middle	37.00	48.00	85.00	43.53%	56.47%
Lower Middle	38.00	47.00	85.00	44.71%	55.29%
Lower	26.00	60.00	86.00	30.23%	69.77%
<b>Total</b>	<b>157.00</b>	<b>184.00</b>	<b>341.00</b>	<b>46.04%</b>	<b>53.96%</b>

The table above shows the gender balance followed by the gender distribution across the four quarters of the pay range (from highest to lowest pay).

This shows that ONE has more males in senior higher paying positions within the company, however in terms of progress, since 2023 there has been a 20% improvement in the number of women in our upper quartiles.





### A Balanced Workforce & Strong Bonus Distribution:

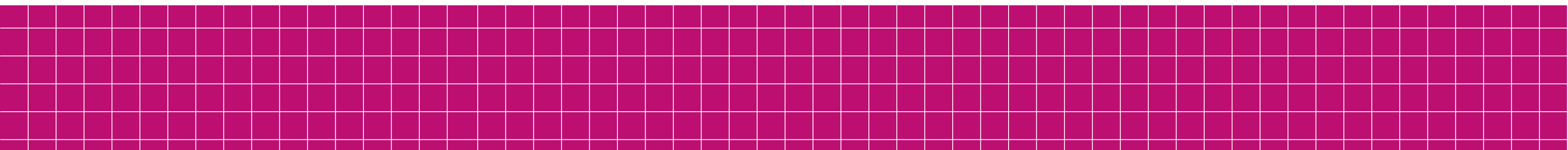
We are proud to report 85.94% of eligible female employees received bonuses, surpassing the 83.54% for male employees. This demonstrates a strong commitment to recognising and rewarding the contributions of female employees, a crucial step in fostering equality.

Gender	Total number of relevant employees	Number who received bonus pay	Proportion of Total
Male	158.00	132.00	83.54%
Female	192.00	165.00	85.94%

	Bonus Pay Gap		
	Male	Female	Gender Pay Gap (Male vs Female)
Mean	£2,446.46	£1,884.52	22.97%
Median	£1,967.50	£1,560.00	20.71%

The table shows the mean and median percentage differences between the bonuses paid to each gender in the preceding 12 months to the 5th April 2024.

The bonus difference between male and female is exacerbated due to the larger proportion of males in senior positions and the fact that the Company makes bonus payment based off a proportion of salary. Whilst employees on any form of parental leave (including maternity) are included in the bonus schemes, the reason why the proportion of people paid a bonus is not 100% is largely because of non eligibility due to length of service. Lastly, bonuses paid may skew the data because of personal decisions taken by each employee as to how much of the bonus they take in cash and how much they transfer into a salary sacrifice pension.

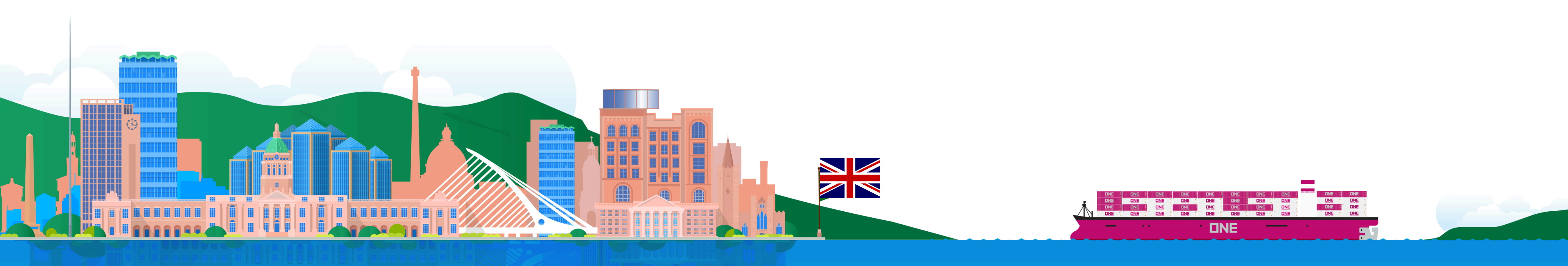


The high bonus distribution among female employees, the balanced workforce, and the positive trends in hourly pay are all testaments to our commitments made in 2023. While there's always room for improvement, the overall picture is one of progress and dedication to creating a fair and equitable workplace. The 2024 report is a clear indication that Ocean Network Express continues to move forward actively working on gender pay equity.

Over the past six years, significant strides have been made, particularly in our UK divisions, with the overall trend undeniably positive. The consistent reduction in the gender pay gap across multiple categories reflects a commitment to fairness and equity. The company's ongoing efforts to close the gap are yielding tangible results, creating a more inclusive and equitable workplace for all employees

#### **UK All Progress:**

- The overall UK gender pay gap, as measured by the mean, has steadily decreased, indicating a positive shift in pay equity. This consistent reduction highlights the effectiveness of ongoing efforts to address pay disparities.
- While the median pay gap experienced some fluctuations, the latest figures show a notable decrease, suggesting that progress is being made at all levels of the salary distribution.
- Demonstrated remarkable progress, with a consistent and substantial reduction in both the mean and median pay gaps. This positive trend underscores the division's commitment to gender pay equality.



# 2024 Summary and Future year commitments



## (i) Diversity and Inclusion

ONE continues to demonstrate a commitment to fostering a diverse and inclusive workplace through various initiatives. Celebrations for International Women's Day, including leadership talks and training sessions, were conducted in 2025 to promote gender equality and this will be carried forward into next year. Practical measures, such as self-defence classes, were offered and while self-defence classes doesn't directly alter pay scales, they can contribute to a more equitable and empowering work environment. This, in turn, can support women's career advancement and indirectly contribute to closing the gender pay gap. An informal meeting programme was implemented to encourage open communication and build community among employees.

## (ii) Policy Review

A comprehensive review of key policies is continuing to be undertaken to ensure a safe and respectful work environment. This review so far, included updates to the bullying and harassment policy, the sexual harassment policy, and sexual harassment risk assessment procedures. Additionally, attention continues to be given to enhancing psychological safety within ONE, reflecting a commitment to employee wellbeing and mental health.

## (iii) Family Friendly

ONE is prioritising family-friendly initiatives, with enhancements to our parental leave policies. Changes to neonatal leave being implemented, demonstrating a commitment to supporting employees during critical life stages and promoting a work-life balance that accommodates family needs.

## (iv) Recruitment

Recruitment practices were refined to promote inclusivity and internal development. Internal promotions to be prioritised and inclusive language adopted in job postings. The career website was updated to highlight ONE's dedication to diversity and inclusion, aiming to attract a wider pool of talent and reinforce the company's values. Diversity job boards were utilised to engage and attract marginalised and underrepresented communities such as Jobs4Mums. This will continue to be a focus area for 25/26.

## (v) Conclusion

In pursuit of closing the gender pay gap, ONE will implement a range of initiatives focused on diversity, policy review, family support, and inclusive recruitment. These efforts, including International Women's Day activities, updated harassment policies, enhanced family leave, and inclusive hiring practices, aim to create a more equitable and empowering workplace. Moving forward, we will focus on measuring the impact of these initiatives, continuously improving policies, investing in inclusive leadership, ensuring transparent pay practices, and promoting mentorship, to ensure sustained progress towards pay equity and a workplace where everyone thrives.

