



Gender Pay Gap Analysis Report

5th April 2025

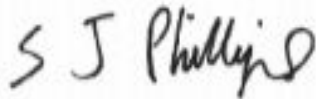
Ocean Network Express 2025/26 Gender Pay Gap Report

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 2025.

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

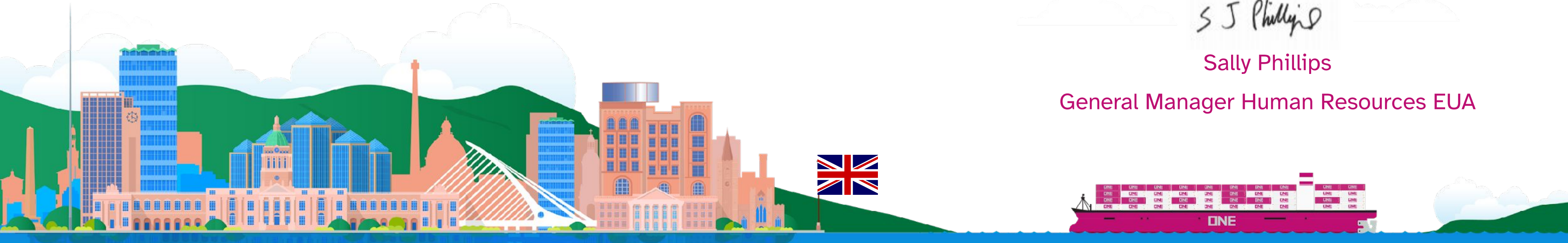
- The difference between the Median hourly wage of male and female employees.
- The difference between the Mean (average) hourly wage of male and female employees.
- The difference between the Median bonus amount paid to male and female employees.
- The difference between the Mean (average) bonus amount 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).

The 2025–26 gender pay gap data for Ocean Network Express (ONE) reflects a significant turning point for the organisation's diversity and inclusion initiatives. With a snapshot date of April 5, 2025, the reported figures demonstrate a tangible narrowing of the gap between male and female earnings compared to previous years. The primary drivers behind this year's progress were structured internal movements and strategic financial decisions designed to address historical imbalances.



Sally Phillips

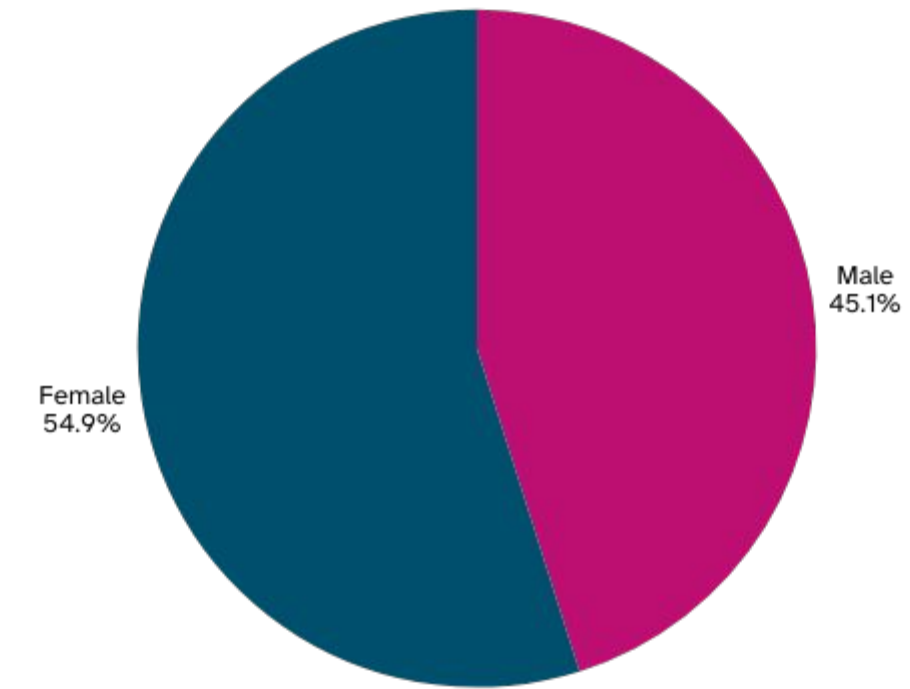
General Manager Human Resources EUA



In April 2025, our full-pay employee count was 348, we see a near-balanced gender distribution among full-pay employees, with 54.89% female and 45.11% male reflecting a healthy and diverse workforce.

Ocean Network Express (ONE) reveals a significant long-term trend toward pay equity, with 2025-26 marking some of the lowest gaps in the company’s recorded history with the mean gap at 19.33% and the median at 14.15%. It is evident that our strategic initiatives to eliminate pay disparities are yielding results.

The rate of improvement is steady. Due to the size of the organisation the 1% shift represents a positive commitment toward female employees through promotions and equitable hiring.



Hourly Rate of Pay			
	Male	Female	Gender Pay Gap (Male vs Female)
Mean	£30.76	£24.82	19.33%
Median	£26.61	£22.84	14.15%

Pay Gap	Gender Pay Gap UK Progression						
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Mean	26.11%	24.59%	23.39%	21.38%	21.28%	20.46%	19.33%
Median	18.57%	17.07%	15.79%	12.76%	21.68%	15.62%	14.15%





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	31.00	87.00	64.37%	35.63%
Upper Middle	37.00	50.00	87.00	42.53%	57.47%
Lower Middle	35.00	52.00	87.00	40.23%	59.77%
Lower	29.00	58.00	87.00	33.33%	66.67%
Total	157.00	191.00	348.00	45.11%	54.89

The data supplied in the slides supports a smaller gender pay gap percentage for 2025, primarily driven by female promotions and specific pay adjustments.

The organisation saw an overall increase in female promotions into management and senior management positions, which contributed to a reduction in both the mean and median gender pay gap.



A Balanced Workforce & Strong Bonus Distribution:

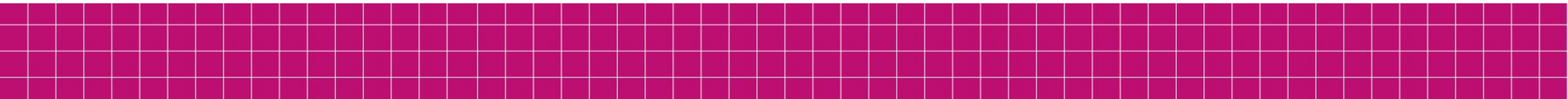
We are proud to report 93.47% of eligible female employees received bonuses, surpassing the year prior by over 8.62%. This demonstrates a strong commitment to our focus over the last year, to work on female retention, with policies in place to support our female workforce.

Gender	Total number of relevant employees	Number who received bonus pay	Proportion of Total
Male	159.00	150.00	94.34%
Female	199.00	186.00	93.47%

Bonus Pay Gap			
	Male	Female	Gender Pay Gap (Male vs Female)
Mean	£6163	£4615	25.12%
Median	£5056	£3658	27.64%

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 2025.

Several factors influence our bonus pay gap. Bonuses are tied to salary levels, the larger proportion of males in senior positions creates a disparity. While we have made improvements to our family leave policies to ensure employees on parental leave remain eligible, our overall participation figures are lowered by minimum service requirements for newer staff.



Ocean Network Express (ONE) has demonstrated a significant and measurable shift toward gender pay equity during this reporting period. This progress is not merely a statistical fluctuation but the result of deliberate changes in recruitment, retention, and internal mobility. The narrowing of both the mean and median gender pay gaps is primarily attributed to a more balanced distribution of talent across the organisation's pay scales.

A cornerstone of this year's success is the marked increase in female advancement. Over 54% of all internal promotions were secured by female employees. By actively moving more women into management and senior management tiers, the company is directly addressing the gap that historically weighted higher salaries toward male employees.

The organisation has successfully leveraged natural turnover, with a rising proportion of female new hires joining the company at equal salary points to departing males, reflecting a commitment to competitive, equitable starting pay. This ensures that as the workforce evolves, the historical pay legacy is being replaced by a modern, gender-neutral compensation model.

While a bonus gap remains, as bonuses are calculated as a percentage of base salary, the higher concentration of males in senior roles continues to impact the mean. The participation rate is primarily a reflection of minimum service requirements for new joiners. Importantly, ONE maintains full bonus eligibility for all employees on parental leave, ensuring that family-related breaks do not disadvantage female earners.

The data confirms that ONE is successfully transitioning from policy to practice. The combination of female promotions and equitable external hiring provides a sustainable foundation for further reducing the gender pay gap in the coming years. While personal financial decisions (such as pension salary sacrifice) and legacy seniority still influence the final figures, the underlying trend is one of consistent, positive momentum.



Future year commitments

By broadening the reach of our Management Training Programme initiatives across all business units over the past twelve months, we have successfully increased female participation in leadership development programmes. We are also seeing a rising number of women pursuing international ex-pat assignments in diverse locations ranging from Singapore to the Middle East, which we believe will further equip them to take on more senior roles in the future and accelerate their career trajectories.

To encourage a holistic understanding of our business, we have implemented Internal Rotation Programmes at some of our sites and are planning to expand these to other sites. These initiatives allow our female talent to move between departments, gaining critical operational knowledge and visibility. Our Informal Mentoring Programme has yielded exceptional results at its initial site, with women representing 60% of the total participants. This high engagement rate underscores a strong appetite for peer-to-peer development.

Recognising that retention is just as critical as recruitment, we have launched a comprehensive Menopause Awareness Initiative. By introducing Menopause Champions and dedicated support groups at several of our sites, and by celebrating Menopause Awareness Day across all sites, we are removing the stigma surrounding this transition. This proactive support is a key pillar in our strategy to retain experienced, senior-level female talent who are vital to our business.

We continue to refine our talent acquisition pipeline to ensure it is free from bias by utilising gender-neutral advertising and inclusive language, coupled with a presence on specialised diversity job boards, as a result of which we have achieved a measurable increase in female placements. We are committed to the principle of "equal pay for equal work" and are actively working toward greater pay transparency. This includes ongoing auditing of our compensation structures to ensure fairness and build trust across our entire workforce.

