

Our 2025 Gender Pay Gap Report

Anord Mardix, A Flex Company is committed to providing a workplace for all its employees that delivers equal employment opportunities and equitable compensation opportunities for all. We recognise the value in having a diverse and inclusive workforce.

Pay and Bonus Gap

Difference between men and women		
	Mean	Median
Hourly fixed pay	11.9%	8.85%
Bonus Paid	15%	23%

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as of the snapshot date (i.e. 5 April 2025). It also captures the mean and median difference between bonuses paid to men and women at Anord Mardix UK in the year up to 5 April 2025. Since our previous snapshot on 5 April 2024, we have seen a significant reduction in both our mean and median gender pay gaps. Our mean hourly pay gap reduced from 18.2% to 11.9%, while our median gap reduced from 16.5% to 8.85%. This represents a marked improvement and reflects changes in the distribution of roles, progression, and representation across the organisation.

The UK national median gender pay gap in April 2025 stood at 6.9% for full-time employees and 12.8% across all employees, based on ONS data. While our median gap remains above the full-time national average, the reduction achieved during this reporting year represents meaningful progress and places us closer to the national position. When benchmarking against those in similar industries, ABB Limited (UK) reported a median hourly gender pay gap of 27.6% for the 2024-25 reporting year, reflecting the continued under-representation of women in higher-paid technical and leadership roles.

Our gender pay gap is typically driven by a higher proportion of males in more senior roles where salaries tend to be higher. While our workforce is more balanced at entry and mid-level roles, there is a lower female representation in our more senior leadership roles. This is also the case where there is underrepresentation in more specialist technical, engineering and sales roles; both of which skew the overall pay gap. This is shown when looking at the median pay gap at each of our pay quartiles.

Q1	Q2	Q3	Q4
0.0%	0.0%	2.8%	12.3%

However, during the 2025 reporting year, we saw a notable increase in female representation at senior and management levels across the organisation. This includes 4 females promoted to grade 26 and 27 (Management Grades), 1 female promoted to a grade 28 position (Senior Management Grade) and 1 female promoted to a grade 30 position (Senior Director Grade). In addition, a further 2 females were promoted to grade 25 positions with supervising responsibility.

This positive trend was also reflected in external recruitment. During the same reporting period, 3 females were recruited into Grade 27 roles, and a further 2 females were appointed into Grade 25, supervisory positions.

This progress is particularly significant within Production, where historically there had been no female

representation at management levels, such as Deputy Team Leaders or Team Leaders, prior to 2024. In 2024, one female was promoted to a Deputy Team Leader role. During this reporting year, a further 4 females progressed into Deputy Team Leader positions, and 1 female was promoted to Team Leader.

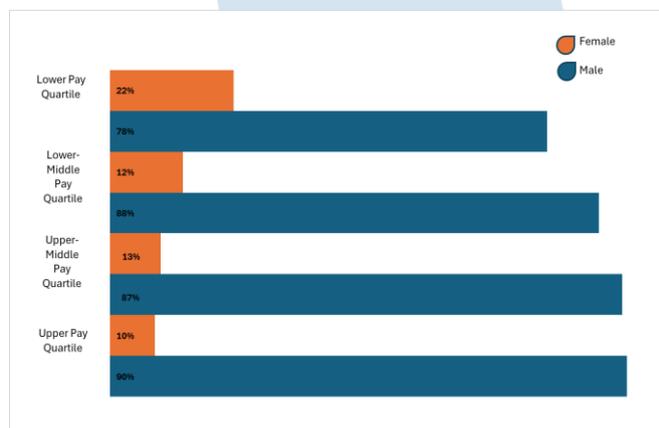
Together, these promotions and new hires represent a growth in representation across senior and supervisory roles and have contributed to improvements in both hourly pay and bonus outcomes. Increased female representation at higher grades, where bonus values and earning potential are greater, has helped to reduce the concentration of higher-value bonuses and supports the significant reduction in the mean bonus gender pay gap observed during this reporting year, detailed below.

Proportion of colleagues awarded a bonus.



The chart shows that in the 2025 reporting year, 78% of male employees received a bonus, while 22% did not, compared with 74% of female employees who received a bonus and 26% who did not. In 2025, the mean bonus gap reduced significantly, indicating a more even distribution of bonus values across the organisation. While the median gap remains broadly unchanged, the reduction in the mean bonus gap reflects less concentration of high-value bonuses and a narrowing of bonus outcomes at the most senior levels. Bonus participation reduced overall but remained broadly consistent between men and women.

Pay Quartiles



The above images illustrate the gender distribution at Anord Mardix UK across four equally sized quartiles of 280 employees.

The distribution of men and women across pay quartiles shows a higher concentration of women in the lower paid quartiles and lower representation in the upper quartile. Our pay quartiles do not indicate unequal pay for the same role; rather, they reflect the distribution of men and women across roles and levels within the organisation. While representation has improved compared to previous years, this imbalance continues to influence our overall gender pay gap and as with many engineering-led organisations reflects the under-representation of women in higher-paid technical and leadership roles.

	2025	2024	2023	2022	2021	2020	2019	2018
Male	85.7%	87.1%	87.6%	90.3%	93.0%	94.1%	95.2%	95.8%
Female	14.3%	12.9%	12.4%	9.7%	7.0%	5.1%	4.8%	4.2%

Overall, females account for 14.3% of the workforce and males 85.7% which continues to impact the overall gap. However, we have seen steady improvement in this figure year on year from 4.2% female representation in 2018 to 14.3% in 2025.

We are confident that men and women are paid equally for performing equivalent roles across our business. However, the overall workforce remains male-dominated at senior levels. As an engineering-led organisation, this reflects long-standing industry trends, where fewer women have historically progressed into technical and senior leadership roles, resulting in a narrower talent pipeline. While we have seen a significant improvement in female representation across the organisation, we recognise that further progress is needed. We are actively addressing this through targeted initiatives, including partnerships with local schools, colleges, and universities, to help broaden the future talent pipeline and support greater gender balance at all levels of the organisation.

Improvements and Strategies

- Inclusive Hiring – Looking at the language of our attraction to ensure language appeals to females as well.
- Targeted Recruitment – Talent Acquisition currently working on more diverse sourcing to target at least one female for interview stage for Grade 26+ position.
- Apprenticeship and Graduate Opportunities – Encourage more females into STEM fields.
- Diversity Targets – Diversity is a key goal from parent company.
- Leadership Development – We had 6 people attend the StrongHer Leadership programme within our parent company.
- Mentorship Programs – Pairing high-potential talent females with senior leaders and Having female leadership and guest speakers at events to encourage and support women into senior roles.
- Pay Equity Audits – Regular reviews of salaries to ensure fairness.
- Standardised and structured pay scales and grading now in place to mirror our parent company.
- Maternity leave return initiatives
- Review of bonus criteria

We will continue to maintain our commitment of working towards improving our Gender Pay Gap with further internal analysis, continuing with current strategies, and implementing new initiatives to increase female representation and improve on our Gender Pay Gap.

We confirm the data reported is accurate and has been calculated in line with the regulations set out in the UK Gender Pay Gap reporting legislation.



Jessica Sanders
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