

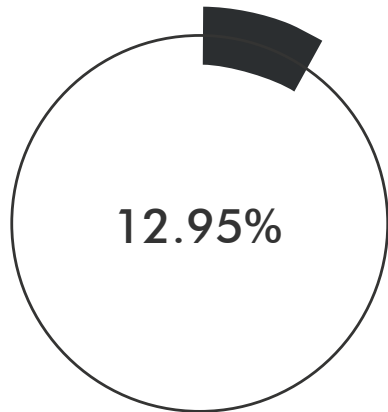
OLIVER BONAS

Gender Pay Gap 2026

Summary

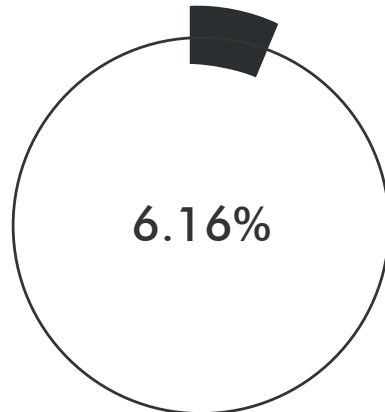
Having carried out the gender pay gap calculations looking at the 'snapshot date' 5th April 2025, we have reviewed our gender pay gap performance between 2025 and 2026.

MEAN GENDER PAY GAP:



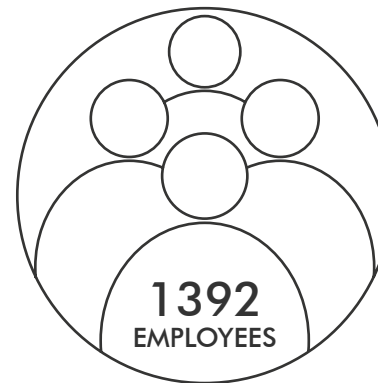
vs 6.13% in 2025

MEDIAN GENDER PAY GAP:



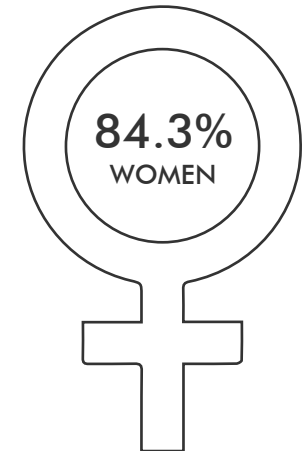
vs 2.63% in 2025

TOTAL WORKFORCE:



included in the report

GENDER REPRESENTATION:



and 15.7% male

Key Observations:



Our gender pay gap is being driven by role distribution rather than unequal pay. Our male population disproportionately hold higher paid roles, rather than there being any pay gaps across the workforce as a whole.



We have seen an increase in our GPG based on the 2024 data, this reflects a change in the way our founding directors have taken their remuneration during the reporting period, resulting in a disproportionate impact on the overall calculation. Excluding this change, our gender pay gap position would have improved year on year.

METRIC	2026	2025	CHANGE
Mean Bonus Pay Gap	12.95%	6.13%	6.82%
Median Bonus Pay Gap	6.16%	2.63%	3.53%
Men Receiving Bonus	22.98%	30.92%	-7.94%
Women Receiving Bonus	52.48%	62.19%	-9.91%

Whilst our bonus mean and median pay gap has significantly improved and bonus rates are broadly similar (both around 80% participation), the gap is being driven by the bonus size rather than access to it, as our profit related pay is based on earnings.

Hourly Pay Quartiles Gender Distribution



Women make up the majority of our workforce across all four pay quartiles including over 80% of the upper hourly pay quartile and over 94% of the lower quartile.



Men are however disproportionately represented in the upper middle and upper quartiles relative to the overall workforce, which contributes to the mean and bonus pay gaps.

HOURLY PAY QUARTILE	FEMALE	MALE	% WOMEN	% MALE
Upper	282	66	81.03%	18.97%
Upper Middle	265	83	76.15%	23.85%
Lower Middle	326	22	93.68%	6.32%
Lower	330	18	94.83%	5.17%

Gender Distribution of Job Roles

From the table below you can see the levels where the 15.7% of our male employees are distributed. Job level A is the most junior level within the company.

Some of our historically male roles are within our management levels D1 – D3 and these are within the warehouse, web fulfilment data and IT. Whilst we have seen some positive recruitment of females into these roles with our Andover WH manager and Web Fulfilment Manger, it is still challenging to attract female candidates into these areas to create more of a gender balance.

For the future we are focusing on how we increase our male demographic across both our store team member and store management populations, as currently only 10% of our store managers and 7% of our store team members identify as male.

JOB LEVELS	% WOMEN	% MALE
A	83%	17%
B	80%	20%
C	85.4%	14.6%
D1	81.25%	18.75%
D2	85.2%	14.8%
D3	91.1%	8.9%
E	73.1%	26.9%
F	62.5%	37.5%

Our Commitment

Whilst we continue to have mean and median pay gaps this reflects the ongoing structural challenge we have with role mix held by our male team members and their seniority distribution.

We are however incredibly proud that our female representation is 57% at leadership team level and 66% within our wider senior management team.

We remain committed to pay equality across all roles at Oliver Bonas.

We will continue to focus on achieving a more even distribution of our male team members across all levels at OB and through greater strategic recruitment.