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Anord Mardix, A Flex Company- Gender Pay Gap Report 2025

November 2025

CONFIDENTIAL

Gender Pay Gap Statistics

In accordance with 'The Gender Pay Gap Information Act 2021', we have published our Gender Pay Gap Report 2025. The data in this report is based on a snapshot date of 30th June 2025.

Anord Mardix is an equal opportunity employer, and we are proud of all our employees who work hard to deliver exceptional products and services to our clients. Our Shop Floor employees who represent over 75% of our total employees are covered by set pay structures and training matrixes, under which our female employees are paid the same pay rates of pay as their male colleagues.

Headcount Analysis	Female	25%
	Male	75%
	Total Headcount	625 Employees

Proportion Employees Receiving Bonuses	F	69%
	M	68%

Proportion Employees Receiving BIK	F	16%
	M	11%

Hourly Pay Gap Analysis- All Employees	Mean	21%
	Median	13%

Hourly Pay Gap Analysis- Temporary Employees	Mean	33%
	Median	8%

Bonus Pay Gap Analysis- All Employees	Mean	65%
	Median	18%

Pay Quarterlies	Upper	F	10%
		M	90%
	Upper Middle	F	25%
		M	75%
	Lower Middle	F	31%
		M	69%
	Lower	F	32%
		M	68%

F = Female
M = Male

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Observations

Our gender pay gap continues to be influenced by structural factors within the manufacturing and engineering industry, which has historically been male-dominated. This is reflected in our workforce composition, where 75% of employees are male and 25% are female, and compounded by a higher proportion of males occupying senior leadership roles. These factors collectively contribute to the observed pay gap.

In 2025, the hourly pay gap for all employees shows a mean of 21% and a median of 13%, indicating a slight improvement compared to last year. For temporary employees, the hourly pay gap increased from 8% to 33% (mean), largely due to the significant increase in headcount on the factory floor.

Bonus payments remain the most significant contributor to the overall gender pay gap. While the median bonus gap is 18%, the mean bonus gap is 65%, this is driven by the higher proportion of males occupying senior leadership roles.

Overall, the gender pay gap is influenced by two key factors:

- Bonus payments for senior roles
- Structural imbalances such as male dominance in higher-paid positions and longer tenure



Measures being taken and commitment to addressing the gap

We are pleased to report that our mean hourly gender pay gap has improved from 23% in 2024 to 21% in 2025, while the median remains at 13%. This progress reflects the impact of our ongoing efforts to promote gender diversity and equality across the organization. However, we recognize that there is still work to do, particularly in addressing the bonus pay gap, which stands at 65% (mean) and 18% (median), largely driven by senior roles predominantly held by men.

Our commitment is to continue reducing these gaps through targeted initiatives that focus on representation, progression, and fairness:

1. Increase Female Representation in Senior Roles

Our goal is for our leadership to reflect the diversity of our organization, and we are dedicated to further driving female representation in Senior roles. We are committed to providing mentorship and sponsorship initiatives to support career progression for our female employees, in turn increasing female representation in senior roles and ensuring equitable opportunities for career progression.

2. Inclusive Recruitment

Our Talent Management and HR Information System teams have:

- Delivered training to mitigate bias in talent reviews for HR and people managers.
- Added a DEI commitment at requisition creation, requiring all hiring managers to agree before posting a position.
- Made it mandatory for managers to include at least one DEI goal in their annual objectives.

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