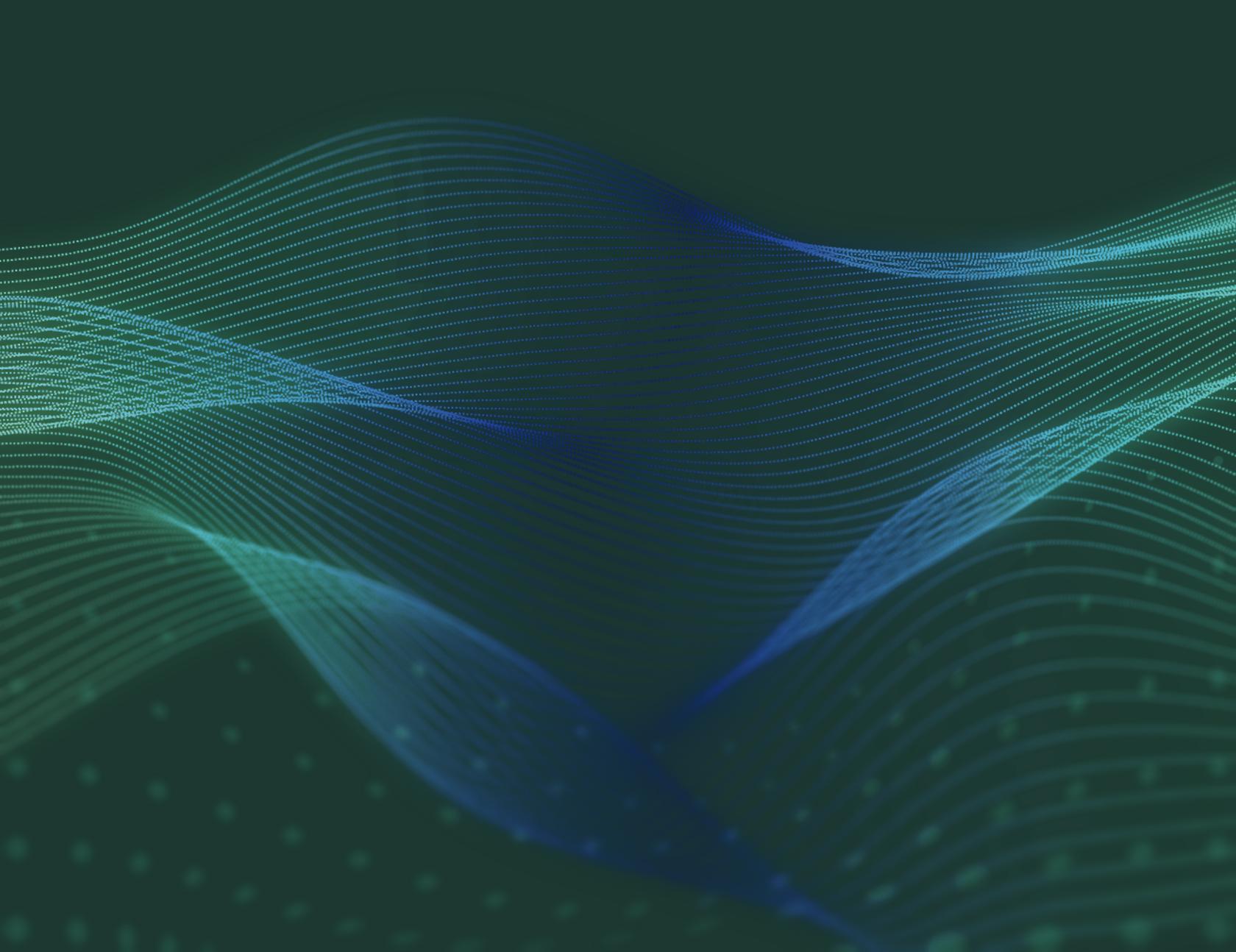


# Gender Pay Gap Report

2025



# Diversity and Inclusion and at Fónua

At Fonua, we are committed to maintaining a fair, inclusive, and equitable workplace where everyone is rewarded based on their role, contribution, and performance — not gender.

Our gender pay gap results reflect differences in role profiles and representation rather than unequal pay for equivalent work. We confirm that men and women are paid equally at every individual level for comparable roles.

Importantly, the highest-paid individual at Fonua is female, demonstrating that opportunities for advancement and reward are available equally to both men and women

Fonua strives to achieve fairness and equal opportunity for everyone by creating a supportive environment in which all employees can flourish and reach their full potential.

## What is the gender pay gap?

The gender pay gap is the difference in the average hourly wage of men and women across a workforce. It compares the pay of all working men and women; not just those in similar jobs,

with similar working patterns or with similar competencies, qualifications or experience.

The Gender Pay Gap Information Act 2021 requires organisations to report on their hourly gender pay gap across a range of metrics.

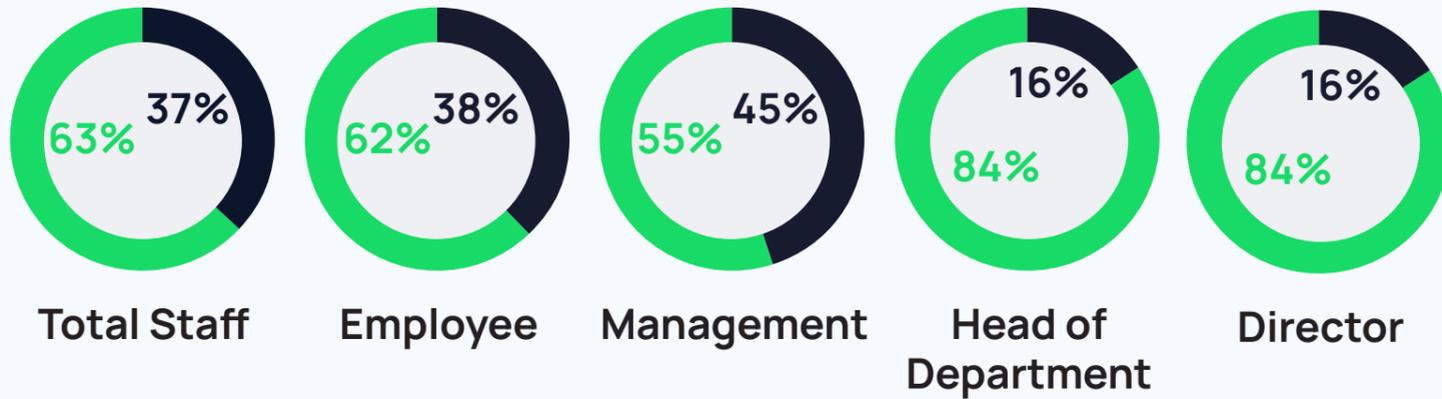
From 2025 organisations with over 50 employees are being asked to report on their Gender Pay Gap for the first time. Fonua falls into this reporting requirement for the 2025 reporting period.

Employment Equality Act 1998 (Section 20A)  
Gender Pay Gap Information (Amendment)  
Regulations 2025

The gender pay gap should not be confused with equal pay, which instead looks at the pay difference between men and women who are performing the same or similar roles. Fonua has completed this report in accordance with government legislation. The data was captured on the snapshot date of 30th of June 2025.

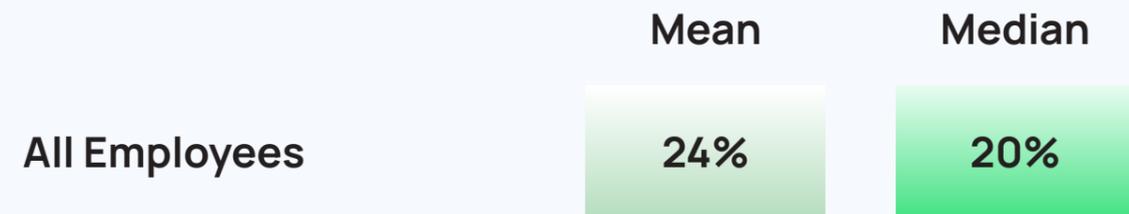
# The Data

## Representation



## Mean and median hourly pay gap

Pay gap of hourly remuneration for all employees.



## Mean and median Bonus gap

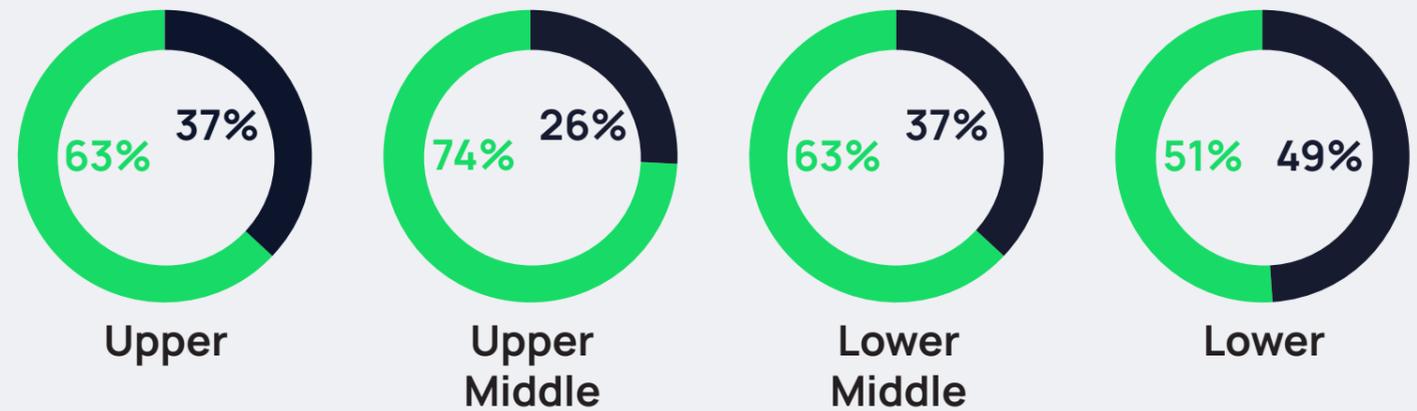
Bonus gap of bonus remuneration of all employees.



## Pay Quartiles

### Pay Quartile Proportionality

Proportion of employees in each pay band, by quartile



# Understanding the Results

Our Mean Gender Pay Gap is 24%, which reflects the difference between the average hourly pay of male and female colleagues. On average, male colleagues currently earn 24% more per hour.

Our Median Gender Pay Gap is 20%, meaning the middle point of male hourly pay is 20% higher than that of female colleagues.

**Representation:** There is lower female participation in certain sectors, particularly in technical and IT functions, which typically offer higher salaries.

**Length of Service:** Many senior male leaders have longer tenure, which influences the average pay profile.

**Role Distribution:** The majority of higher-paid, senior, or specialist roles are currently male-dominated, while female representation is growing in middle management and operational roles.

Our Mean Bonus Pay Gap is 42%. While our Median Bonus Pay Gap is 22%. This is reflective of senior roles such as Directors and Heads of Functions being predominantly male. Throughout the annual bonus process, we ensure a non-bias process is followed. Both men and women are equally eligible for and can receive bonuses.

19% of males and 8% of females received benefits in kind.

All employees who have completed their starting probation period (3 months - initial contract period) were eligible for bonus payments either monthly or annually. 92.3% of females received Bonus payments, 99% of males received bonus payments. All staff who did not receive a bonus payment were hired shortly before our snapshot date and therefore on probation.

# Key Factors Influencing the Gap

# Bonus Payments & BIK

# Fonua Gender Pay Gap Action Plan

## 1. Promote Equal Participation Across All Sectors

Continue to encourage and support female participation in technical, IT, and operational roles, where representation is currently lower across the wider industry.

Partner with education and recruitment initiatives to attract more women into technology and engineering fields.

Highlight female role models in these areas to inspire broader participation.

## 2. Strengthen Leadership Diversity

Develop leadership pathways that prepare and support women for progression into senior management and executive positions.

Provide mentoring, coaching, and career development programs to build confidence, visibility, and readiness for leadership opportunities.

Continue to promote internal mobility and succession planning that emphasises gender balance.

## 3. Maintain Equity and Transparency

Continue to conduct annual pay reviews to ensure equity across all roles.

Continue to apply consistent, objective criteria for pay, bonus, and promotion decisions.

Communicate clearly that there is no difference in pay between male and female colleagues at the same level.

## 4. Support Work-Life Balance and Inclusion

Continue to offer flexible working arrangements that enable employees to balance professional and personal responsibilities.

Promote inclusive policies that support career continuity, such as parental leave and return-to-work programs.

Build an inclusive culture where everyone feels supported to reach their full potential.

## 5. Monitor, Report, and Engage

Continue to review gender representation and pay data annually to monitor progress.

Share insights transparently with colleagues and leadership.

Seek feedback through employee engagement surveys and focus groups to identify barriers to progression or participation.

## Our Ongoing Commitment

Fonua remains firmly committed to equal opportunity, fairness, and inclusion.

While our gender pay gap reflects workforce composition rather than unequal pay, we recognise the importance of continued action to achieve a more balanced representation across all roles and levels.

By promoting diversity, developing talent, and maintaining transparency, we aim to further reduce the gender pay gap over time and ensure that all colleagues – regardless of gender – can succeed and thrive at Fonua.



