

Gender Pay Gap Report 2025

Under the gender pay gap reporting legislation, as an employer with over 250 employees, Ocado Group plc (“Ocado”) is required to report specific information about the difference in average pay for its male and female employees.

Ocado’s gender pay gap metrics are calculated using employee data from 5 April 2025. This date is used as a ‘snapshot’ of Ocado’s employee population, consisting of 18,549 employees of whom 17% were female, 83% were male.

In line with legislation, our gender pay gap metrics are submitted on the Government’s online portal by Ocado’s main employing entity, Ocado Central Services Limited, and are as follows:

Hourly pay

Hourly pay for women is:

- 2.2% higher than for men (based on median hourly pay)
- 9.8% higher than for men (based on mean hourly pay)

Pay quartiles

The proportion of women and men in each payroll quartile is:

	Upper	Upper middle	Lower middle	Lower
Women	22%	14%	15%	17%
Men	78%	86%	85%	83%

Bonus pay

Bonus pay for women is:

- Equal to that for men (based on median hourly pay)
- 24% higher than for men (based on mean hourly pay)

The proportion of women and men receiving a bonus is:

- 48% of women
- 61% of men

Declaration

I confirm this information is accurate.



Mollie Stoker
Group General Counsel and Company Secretary
Ocado Group plc

4 March 2026