

Gender Pay Gap Report.

Making people and places the best they can be.



Overview.

At OCS, diversity, equity and inclusion (DE&I) are fundamental to our TRUE Values, shaping our culture, behaviours and the way we operate as a business. In the UK, we employ over 48,000 colleagues, representing a wide range of cultures, languages, religions and beliefs. An inclusive, fair and non discriminatory approach is therefore not only essential, but a minimum expectation for an organisation of our size and reach.

We recognise our responsibility to respect, value and harness the richness of human difference across our workforce, operating across multiple countries, cultures and business units. Our approach to DE&I is thorough yet practical, grounded in listening, learning and leading, as we continue to build a respectful and inclusive working environment for everyone.

We are proud to have an award winning internal DE&I platform, CHROMA, which is home to our colleague led networks. These networks play a vital role in driving positive change across the organisation, with network champions sharing insight, ideas and challenge to support our evolving journey, including on gender equality.

OCS is a diverse group made up of multiple business units and legal entities. This report sets out the Gender Pay Gap data for each UK legal entity employing 250 or more colleagues. OCS Group UK Limited is our largest legal entity, and for 2025 we reported a median gender pay gap of 4.03%.

Analysis of pay quartiles shows that there remains an opportunity to increase female representation in higher paid roles. We are taking active steps to address this by supporting career development, progression and retention of women across the business. Within our security business, we continue to proactively deliver our Women in Security focus group, which is dedicated to attracting, supporting and retaining more women in this area.

In parallel, we are working closely with technical and engineering educational institutions to attract future talent, with a particular focus on encouraging a more balanced gender mix in professions that have traditionally been male dominated.

These initiatives reflect our ongoing commitment to building a more diverse and inclusive workforce across all parts of our organisation. While we recognise there is still work to do, we will continue to review, challenge and improve our processes throughout 2026, further embedding gender pay equality and strengthening a culture of inclusion across OCS.

I confirm that this data has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Daniel Dickson

Daniel Dickson
Chief Executive Officer
UK & Ireland

TRUE.Values.

OCS GROUP UK LTD.

Pay Calculations	Male	Female
Relevant Pay Employees	18640	15635
Mean	£15.55	£14.37
Median	£13.39	£12.85
Upper	64.04%	35.96%
Upper Middle	57.70%	42.30%
Lower Middle	54.24%	45.76%
Lower	41.55%	58.45%
Mean Gap		7.57%
Median Gap		4.03%
Bonus Calculations	Male	Female
Received	13.13%	6.70%
Average	£2,358.15	£1,996.32
Median	£1,424.93	£250.00
Mean Bonus Gap		15.34%
Median Bonus Gap		82.46%

OCS M&E SERVICES LTD.

Pay Calculations	Male	Female
Relevant Pay Employees	446	282
Mean	£17.90	£14.01
Median	£18.05	£12.60
Upper	90.11%	9.89%
Upper Middle	76.92%	23.08%
Lower Middle	42.86%	57.14%
Lower	35.16%	64.84%
Mean Gap		21.74%
Median Gap		30.19%
Bonus Calculations	Male	Female
Received	1.67%	0.65%
Average	£617.13	£415.00
Median	£375.00	£415.00
Mean Bonus Gap		32.75%
Median Bonus Gap		-10.67%

FORTH & OBAN LTD.

Pay Calculations	Male	Female
Relevant Pay Employees	1215	433
Mean	£22.96	£14.04
Median	£18.90	£12.57
Upper	94.66%	5.34%
Upper Middle	91.26%	8.74%
Lower Middle	71.12%	28.88%
Lower	37.86%	62.14%
Mean Gap		38.88%
Median Gap		33.49%
Bonus Calculations	Male	Female
Received	6.76%	1.76%
Average	£13,539.11	£3,502.44
Median	£2,000.00	£1,600.00
Mean Bonus Gap		74.13%
Median Bonus Gap		20.00%

EXCLUSIVE CONTRACT SERVICES LTD.

Pay Calculations	Male	Female
Relevant Pay Employees	600	672
Mean	£12.70	£12.31
Median	£11.65	£11.67
Upper	42.77%	57.23%
Upper Middle	48.74%	51.26%
Lower Middle	50.31%	49.69%
Lower	46.86%	53.14%
Mean Gap		3.10%
Median Gap		-0.17%
Bonus Calculations	Male	Female
Received	1.17%	0.45%
Average	£12,765.71	£21,666.67
Median	£5,000.00	£10,000.00
Mean Bonus Gap		-69.73%
Median Bonus Gap		-100.00%

BRAYBORNE FACILITIES SERVICES LTD.

Pay Calculations	Male	Female
Relevant Pay Employees	343	781
Mean	£12.50	£12.26
Median	£12.09	£11.94
Upper	34.52%	65.48%
Upper Middle	34.88%	65.12%
Lower Middle	30.96%	69.04%
Lower	21.71%	78.29%
Mean Gap		1.89%
Median Gap		1.24%
Bonus Calculations	Male	Female
Received	0%	0.00%
Average	£0.00	£0.00
Median	£0.00	£0.00
Mean Bonus Gap		0.00%
Median Bonus Gap		0.00%