



Norbar Torque Tools Ltd

Gender Pay Gap Report

Published March 2026



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GENDER PAY GAP

Norbar Torque tools limited is part of Snap-On, a global designer and manufacturer of high end tools and equipment which provides of a broad array of unique productivity solutions. Snap-on makes work easier for professionals performing critical tasks around the world. At our Banbury site employing just over 300 people, we manufacture a range of precision Torque Tools and calibration equipment which is sold all over the world. Norbar Torque Tools Limited is pleased to report our Gender Pay Gap Information, as of 5th April 2025, in line with our legal duty under the Equalities Act (2010).

The Office of National Statistics tells us that across the U.K, the median hourly earnings for women are on average 12.8% lower than that of men. Norbar Torque Tools has a median pay gap of 18.8% which has narrowed from the 2024 snapshot date. In order to understand why the gap exists, we conducted a thorough analysis.

Why does the gap exist?

Our Gender Pay Gap analysis and challenges are broadly consistent within the UK. The gap can be attributed to more men than women serving in senior leadership roles and a disproportionate amount of women appearing in our lowest two pay quartiles. The ONS tells us that the gender pay gap is larger for employees aged 40 years and over and at Norbar around 70% of our workforce is over 40 years of age, which is similar to the profile of other manufacturing companies.

The ONS tells us that part time jobs in the UK have lower hourly median pay than full time jobs and of the relatively low number of part time employees at Norbar, 80% are women.

Our average length of service is over 10 years with almost two thirds of the workforce having 5 consecutive years' service or more, so it will take time for changes to come through.

Mean Pay Gap	Median Pay Gap
On average men earn 20.9% more than women	On average men earn 18.8% more than women



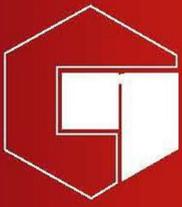
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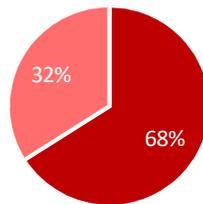
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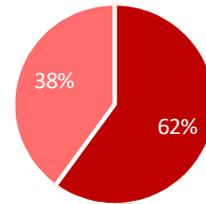
PROPORTIONS OF MALES & FEMALES IN EACH PAY QUARTILE

When we compare women as a proportion of the overall workforce (which is 22% female and 78% male), we can see that women are over-represented in the lower and lower middle pay quartiles and under-represented in the upper middle and upper quartiles.

Lower Quartile

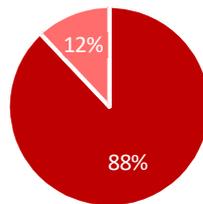


Lower Middle Quartile

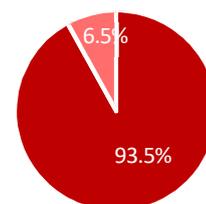


Proportion of women in the Lower, Lower Middle and Upper quartile segments has fallen year on year

Upper Middle Quartile



Upper Quartile



● Male ● Female

The Bonus Gap

All our male and female employees are eligible for bonus payments on an annual basis, subject to scheme rules. Our proportions of males and females receiving bonus payments can be attributed to the number of new hires and attrition, as well as the different bonus plan timings in the scheme year.



95.6% of Females



93.4% of Males

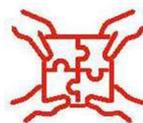
Mean Bonus Gap	Median Bonus Gap
On average men earn 62% more than women	On average men earn 27.1% more than women



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What are our plans?

We are committed to continuing our focus on ethical business practices and maintaining a positive working environment. The three main areas for focus are as follows.

1. **Recruitment** – we will continue to focus on our recruitment practices to ensure that adverts are as gender neutral as possible. We will ensure our female role models have a platform at careers events that we attend and that we work hard to recruit female apprentices.

2. **Total Rewards** – last year we enhanced our employee benefits and family friendly policies to help attract female applicants and retain them in the business. We will monitor the effectiveness of these changes. We will also continue to monitor that salaries are far enough above National Minimum Wage (NMW) rates to remain competitive in the market.

3. **Development** – we will ensure that during our succession planning we identify potential female successors for key roles and ensure they have appropriate development opportunities to fulfil their potential and move forward in the organisation.

We can confirm the Gender Pay Gap figures provided in this report are accurate



Jemma Patstone
Group Financial Controller



John Reynertson
Managing Director



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