



**OCU Group**  
Energy Transition | Utilities & Digital Infrastructure

# Gender Pay Gap Report 2024

April 2025







## Introduction

I am pleased to present the first Gender Pay Gap “GPG” Report for OCU Group, marking a further step in our journey of growth and ongoing commitment to equality.

In 2024, only one of our subsidiary companies, OCU Utility Services Ltd, met the statutory threshold for reporting on the snapshot date of April-23 (this being a PAYE headcount of at least 250 employees) however, as part of our commitment to transparency and equality, we undertook the commitment to release our Group GPG in the April 2025 release alongside our statutory reporting requirements.

For our 2024 report, we are therefore delivering on the commitment to focus on all entities that were on the central OCU Group payroll (covering OCU Group Ltd., Andrews Associate Engineers Ltd., OCU Opals Ltd., OCU Northavon Ltd. OCU Services Ltd. and OCU Utility Services Ltd.), but also reporting the individual company data for required statutory reporting which for this year is OCU Utility Services Ltd, and due to growth OCU Services Ltd.

By including all business entities payrolled within our Group at the snapshot date (April 2024), we are reinforcing our dedication to transparency and our belief in the power of diversity to attract and retain outstanding talent across the OCU Group.

Our commitment to building an inclusive workplace goes beyond meeting legislative requirements. We value diversity in all its forms as essential to our organisation’s ongoing success. Recognising our gender pay gap is just the beginning; we are committed to taking meaningful action to improve. Our strategy aims to significantly increase female representation at all levels of our company, thereby enhancing a

workplace that is equitable and inclusive for all, in line with our ethos of ‘One Company United.’

Our current gender pay gap reporting reflects the broader trends within our industry where only 15% of the workforce in Utilities and Construction are female (CIOB, 2024; EUSR 2023) which predominantly remains male at most levels, but especially in leadership positions. We have laid out specific steps to not only enhance women’s representation across OCU Group but also to lead by our actions in our sector. By way of example, we remain a Premium Partner to the Women’s Utilities Network (WUN), and have successfully launched our OCU Female Leaders Level 7 Apprenticeship to provide a platform for leaders of tomorrow.

Our action plan does not stop here. We are dedicated to reducing the gender pay gap and contributing to a fairer future for everyone - we are working towards not only advancing our company but also setting new standards for our industry, towards a more balanced and equitable workplace by encouraging and attracting women to OCU at all levels to disrupt industry norms.

**Michael Hughes**

CEO  
OCU Group

## Understanding ‘Gender Pay Gap’ and How it is Calculated

In accordance with the UK’s Gender Pay Gap Regulations, initiated in April 2017, organisation’s employing over 250 individuals are required to annually disclose their gender pay disparities. This initiative aims to enhance transparency and foster an environment where gender equality is not just encouraged but enacted through measurable data.

For the current reporting year (April 2024, published April 2025), OCU Group is meeting these regulations through both the statutory reporting of OCU Services Ltd. and OCU Utility Services Ltd., and the voluntary reporting of all OCU Group data on central payroll at the snapshot date.

We have expanded our report to include this voluntary data, as we are committed to include comprehensive group-wide figures starting from 2025, embodying our pledge towards greater transparency and accountability across all our operations.







# Data Reporting

The data we are required to report includes:

**Mean Hourly Rate of Pay:**  
The difference in average hourly rates of pay.

**Median Hourly Rate of Pay:**  
The difference at the midpoint of hourly pay.

**Mean Bonus Pay Gap:**  
The difference in average bonus payments received.

**Median Bonus Pay Gap:**  
The difference at the midpoint of bonus payments.

**Bonus Recipients:**  
Information on those who received bonus pay.

**Quartile Pay Bands:**  
The number and percentage of employees in lower, lower-middle, upper-middle, and upper quartile pay bands.

**Calculating the mean**  
The mean gender pay gap is calculated by adding up all average hourly salaries and dividing them by the number of employees. The resulting gap is the percentage difference between the average hourly pay figures for women and men.

**Calculating the median**  
The median gender pay gap is calculated by separately ranking the hourly pay for the middle male and female employee. The resulting gap is the percentage difference between the mid-points in male and female hourly pay.

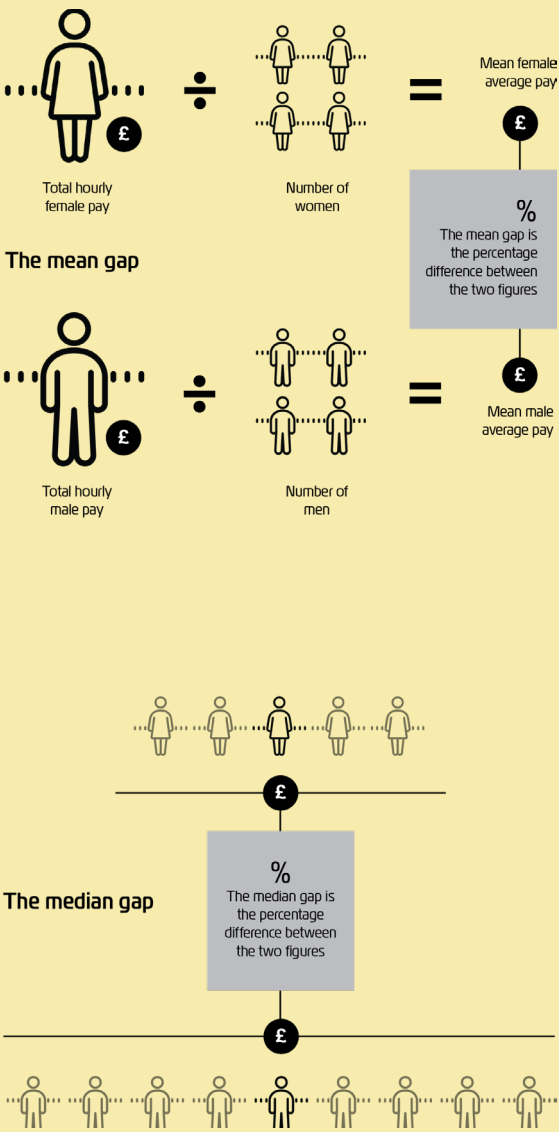
The same methodology is applied to calculate the mean and median gender bonus gap.

**Our Pledge to Bridge the Gap**  
At OCU Group, we acknowledge that the gender pay gap is a complex, systemic issue that cannot be addressed through salary alignment alone. It reflects how opportunities are distributed, how careers progress, and how inclusive our systems and practices truly are.

We are committed to confronting these challenges head-on. Our approach rests on two key pillars: maintaining transparency in our data and decision-making and actively driving initiatives that foster a more equitable and inclusive workplace. From recruitment to career development and progression, we are rigorously reviewing our processes to ensure they promote fairness and remove barriers at every level.

This is not a one-off exercise. It's a sustained commitment to change — one that demands continuous learning, courageous conversations, and accountability. We believe that by addressing the root causes of gender pay disparity, we can not only reduce the gap within OCU Group, but also contribute to long-term, industry-wide progress.

Transparency remains central to our efforts. We are committed to openly sharing both our achievements and the areas where more work is needed. And as we move forward, we invite our employees, partners, and wider community to be part of this journey — one where equity is more than a value, but a lived experience for all.



# Addressing our Gender Pay Gap

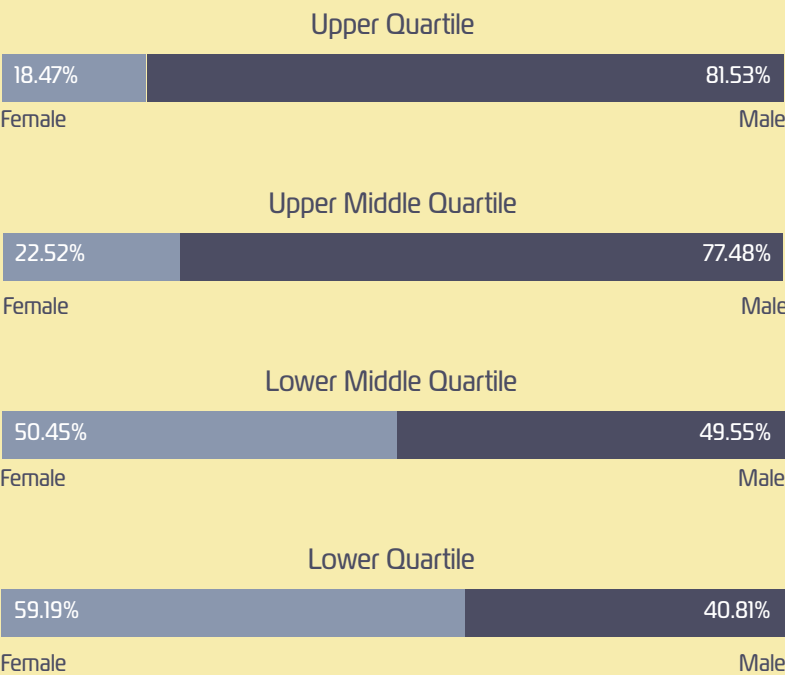
Whilst this is the first year in reporting across the group, it is evident that the themes identified in the 2024 submission for OCU Utility Service Ltd. are reflected across the group, which aligns to the sector that we operate in. Whilst it is invaluable to look at the OCU landscape as a whole not just our statutory reporting responsibilities if we truly want to stand for change, we also need to continue to drive change so that OCU and the sector as a whole can continue to stand for equality.

At the snapshot date, our gender mix on our Group payroll was 37.68% female, whilst in previous statutory submission our gender balance has been more equal. As we have grown organically and through acquisition to include other entities on our payroll this has reduced female representation to a lower level. This female representation in our workforce is representative of the sector that we work in and has led to activities outlined within the report to bolster representation organically. Of the female employees on the Group payroll, approximately 60% of these are within the lower quartile of earners, reflective of the roles being performed, which reduces to a representative figure of 18.47% in the upper quartile.

This composition distinctly impacts our Gender Pay Gap, with the upper quartile alone contributing to 38.4% of the mean pay gap - which is 33.25% for the group with a median of 27.45%. Focusing the lens on the Group versus our Utility only 2024 submission shows the composition across the Group is very similar to the statutory reporting entity, which again is reflective across the industry within the UK. The CIPD report construction and utilities sectors exhibiting of the most significant gender pay gaps across all industries with a significant proportion of the female representation coming in the lower quartiles such as apprenticeships and administration or support functions.



## Proportion of women and men in each quartile of the organisations pay structure



### Mean and median gender pay gap

33.25%  
Mean

27.45%  
Median

### Mean and median bonus gap

81.36%  
Mean

40%  
Median

### Proportion of employees receiving a bonus payment

66.86%  
Female

48.04%  
Male

As we have focused on the Group landscape, a significant gap is evident within the mean bonus pay gap (81.36%) and median bonus pay (40%). This discrepancy in the bonus pay gap is related to the composition of the workforce and roles that females are more likely to occupy. Across OCU Group, we are very aware of the pay scales across the Group, where we are a committed Real Living Wage employer. Mindful of the pay variation naturally inherent within roles and recognising where the business has performed exceptionally well, we have in the year awarded discretionary bonuses to staff.

For senior roles this is more often than not linked to a percentage of baseline salary, whilst for less senior roles a set bonus and/or cost of living bonus has been awarded. Whilst we believe it has been appropriate to release additional discretionary bonus payment when performance allows, this distribution results in a larger discretionary bonus for those within the upper quartiles which are more commonly held by men – again reflective of the industry. Whilst the median gap of 40% is indicative that the lower quartiles contain a larger proportion of female bonuses, with the midpoint of female bonus being less than the midpoint male employee. This discretionary bonus approach in which we have awarded a nominal amount or a discretionary cost of living award does provide enhanced female representation in receipt of bonus with over 66% of women being awarded a bonus, in comparison to 48% men; but it does have a negative implication on our gap due to gender composition within the quartiles, with the upper quartile accounting for 82.54% of the 81.36% mean pay gap.

Our commitment to addressing the Gender Pay Gap within OCU Group contributing to positive change across the broader industry remains steadfast. We recognise that closing the gender pay gap, particularly in sectors historically dominated by men, presents a multifaceted challenge and cannot be achieved in a relatively short period. Nonetheless, we are resolute in fostering an environment where every employee, regardless of gender, has equitable opportunities to thrive and succeed. Through transparency, purposeful initiatives, and collective effort, we are dedicated to making meaningful progress in reducing the gender pay gap and increasing the representation of women at all levels of our organisation – these initiatives represent our values and are core to our beliefs





“By raising awareness of the gender pay gap across OCU Group beyond just statutory requirements, we are driving positive, sustainable change that benefits women within our organisation and the wider sector. We’ve launched initiatives like the Level 7 apprenticeship scheme, defined career pathways, early career programs, and targeted efforts to support underrepresented groups, ensuring access to work, training, and improved social mobility. While we may not shift the needle dramatically overnight, our focus remains on consistent, meaningful steps—encouraging women into STEM employment within an empowering environment and developing talent to provide every individual with a platform to succeed. Our investment in leadership training and enhanced recruitment practices underscores our ongoing commitment to a more equitable workplace.”

**Lucy Miller - Group HR Director**

## Partnerships and Policies

At OCU Group our commitment to cultivating an inclusive culture and enhancing workforce diversity is deeply embedded in our strategic partnerships and progressive policies. We understand that meaningful progress in diversity and inclusion extends beyond internal efforts, requiring collaboration with external organisations and communities to amplify our impact.

A cornerstone of our strategy is forging alliances with like-minded entities that champion diversity and inclusion. Our partnership with the Womens Utilities Network (WUN) exemplifies this, empowering women to advance and lead within the Utilities and Energy sectors. This collaboration, alongside others, reflects our proactive approach to creating pathways for female talent to thrive in our industry. Similarly, our recognition as a Gold Member of the 5% Club underscores our dedication to building a diverse talent pipeline at all stages of career's. This accolade celebrates the launch of our first structured Early Careers scheme in 2024, offering apprenticeships, industrial placements, and graduate opportunities to nurture tomorrow's talent, with a focus on boosting female representation.

Our commitment to inclusion is reflected through our policies designed to support employees at every life stage. This year, we've enhanced our family-friendly offerings, building on our existing maternity provisions with improved paternity pay and neonatal care support. These updates ensure new parents—both mothers and fathers—receive the time and resources they need to bond with their newborns while fostering long-term retention and growth. We've also overhauled our employee benefits package, enhancing the Employee Assistance Programme (EAP), welfare services, and medical support for employees and their families. These changes are designed to attract and retain talent balancing work and family responsibilities, reinforcing our belief that an inclusive workplace meets the diverse needs of its people.

This year, we've expanded our outreach by participating in STEM and targeted career fairs across the UK to attract future talent to OCU

and breakdown barriers for females into the industry. We've also volunteered at workshops nationwide, delivering CV-building and interview skills training to boost the confidence and employability of young people. Our commitment to the Care Leaver Covenant further demonstrates our resolve to support young adults transitioning from care into civilian life, removing obstacles and providing meaningful opportunities. As a Disability Confident Employer, we drive an inclusive environment that offers a diverse range of opportunities for all abilities, ensuring our workplace is accessible and supportive for everyone to succeed.

These partnerships and thoughtful policies fuel our journey toward a more inclusive and diverse workplace. This year's milestones—including Gold Membership in the 5% Club, enhanced family-friendly policies, the Military Transition Programme, and targeted community engagement—reflect our unwavering dedication to setting new standards for our industry while empowering our people and the communities we serve.





# Commitments and Action Plan

We are committed to a long-term vision to make positive changes to addressing the gender pay gap, viewing this not as a one-off initiative but as an ongoing journey of meaningful change. We take pride in the progress achieved to date, including strategic senior female appointments on meritocracy basis and targeted development programs that have begun to shift gender imbalances within our organisation. Yet, we are acutely aware of the significant challenges that persist, both within our group and across the sector we operate in.

Viewing progress over a phased approach of a three-year initiative, this reflects our strategic investment in career pathways today, which will shape a more balanced and equitable workforce in the mid-term future. Achieving fair representation and closing the gender pay gap is a complex challenge, requiring sustained effort, persistence, and a multifaceted approach. We have undertaken proactive initiatives by facilitating eight structured EDIB and Bias sessions for the Senior Leadership team (circa 60 people). This allowed education, awareness and reflective learning so that those in leadership positions can lead the positive change that is required. Following the success of this program, we have implemented the roll out of the EDIB and Bias sessions across the whole of the Group.

Our commitment to transparency has evolved, with reporting now spanning the entire group rather than just statutory entities. This broader lens has illuminated that the gender pay gap is

not merely an internal issue but a reflection of broader sectoral dynamics. To address this, we have embarked on a step change to transform our Employee Value Proposition (EVP), talent development, and retention strategies. Our goal is to create career pathways that mirror the diverse society we serve, ensuring opportunities are accessible to all. Over recent years, our rapid growth and acquisition of new businesses have built an organisation where talent at every level can thrive. However, we acknowledge that access to top female talent remains a key barrier, not due to inequitable remuneration practices, but due to systemic challenges in attracting and retaining women in senior roles.

In recent years, we have amplified our strategic presence, enhanced our capabilities, and expanded our geographical footprint to position OCU Group as a leading UK employer that women within the industry recognise and trust. We have bolstered our talent pipeline through robust early careers programs and prioritising internal mobility to nurture and elevate talent organically. These efforts, combined with the partnerships and policies outlined above underscore our dedication to diversity across all dimensions.

This holistic approach—blending external visibility with internal development—aims to not only narrow the gender pay gap but also set a new standard for gender equity in our industry. We are committed to listening, learning, and adapting, ensuring that our actions today lay the foundation for a more inclusive tomorrow.

# Focus on Action – Case Study Womens Leadership Programme

In October 2024, OCU Group launched its inaugural Women in Leadership programme, marking a significant milestone in our commitment to promoting gender equality and empowering female talent within the organisation. This new initiative is designed to support 14 female employees across the OCU Group and help them develop the skills and strategies necessary for leadership roles.

The Women in Leadership programme is an 18-month development journey that includes 10 carefully curated modules. These modules, crafted from a female perspective, focus on empowering women and addressing the unique challenges they may face in leadership positions. Participants engage in one-to-one coaching sessions alongside each module to provide tailored guidance and support.

The 10 modules cover a wide range of topics, each essential to fostering strong leadership capabilities. These topics include:

- **Removing Barriers:** Identifying and overcoming obstacles that prevent women from advancing in their careers.
- **Positive Change:** Strategies for driving meaningful and impactful change within the organisation.
- **The Feedback Loop:** Understanding the importance of feedback in leadership development and how to implement constructive feedback effectively.
- **Resilience:** Building mental and emotional resilience to handle challenges and setbacks in leadership roles.

These modules are designed to be practical and actionable, providing participants with the tools and confidence to apply the skills learned directly in the workplace.

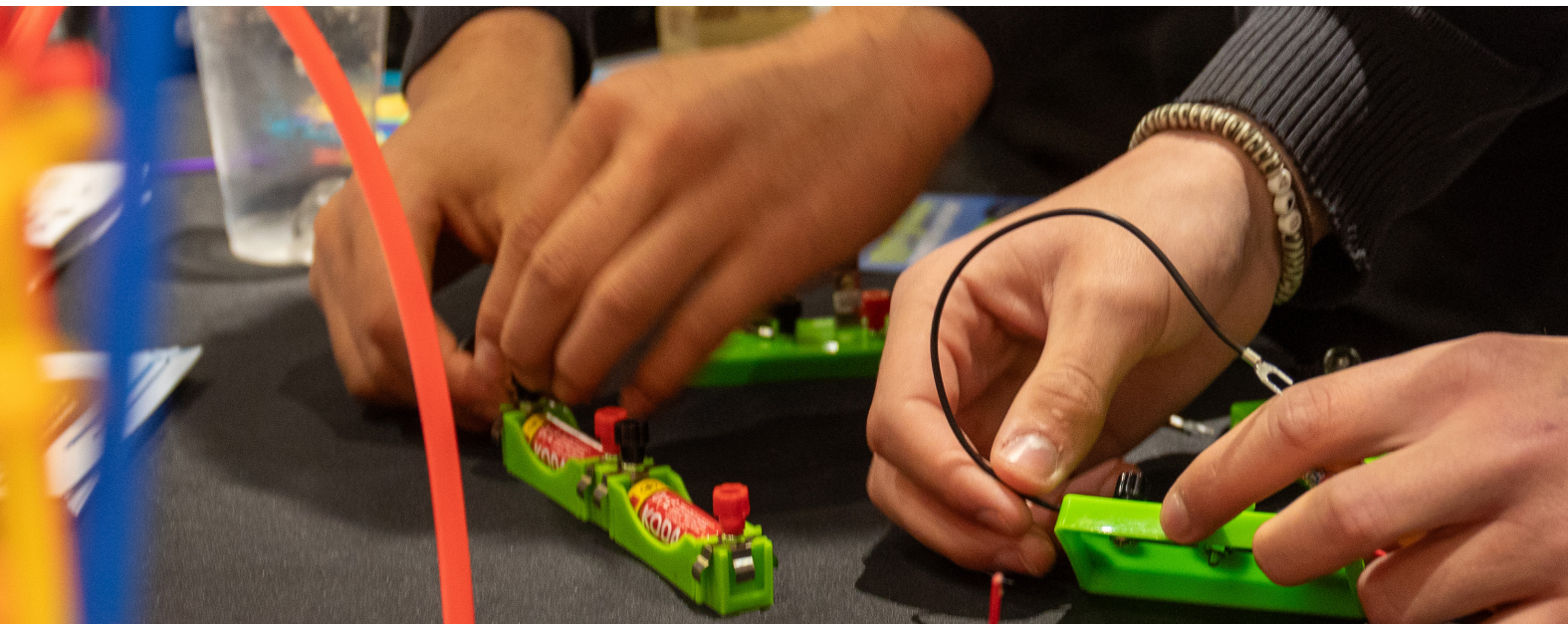
Initial feedback from the participants has been overwhelmingly positive. The programme has received an average rating of 9 out of 10 in several key areas, including:

- **Session Content:** Participants have praised the relevance and quality of the content delivered in each session, highlighting how the topics were engaging and directly applicable to their roles.
- **Implementation in the Workplace:** Many have noted how they have been able to implement the skills and techniques from the programme into their daily work, resulting in increased confidence and a more strategic approach to leadership.
- **Recommendation:** When asked whether they would recommend the programme to others, participants overwhelmingly responded positively, indicating strong support for the initiative and its effectiveness in empowering women in leadership.

OCU Group is committed to measuring the long-term success of the Women in Leadership programme. While initial feedback has been highly encouraging, the company will continue to track the progress of participants throughout the 18-month duration. Key metrics will include the development of participants' leadership capabilities, their progress in achieving career goals, and ultimately, their transition into senior leadership positions.

In the longer term, the success of the programme will be measured by the number of women advancing into senior leadership roles within the organisation. The company aims to create a sustainable pipeline of female leaders who will contribute to the ongoing growth and success of OCU Group.

The launch of OCU's Women in Leadership programme represents a pivotal moment in the company's commitment to diversity and inclusion. With strong initial feedback and the structured development pathway in place, the programme holds great promise for empowering the next generation of female leaders. As OCU continues to invest in its employees, the Women into Leadership programme is set to play a crucial role in shaping the future of leadership within our organisation.





# Key Commitments

## Starting Enhanced Reporting in 2025 and Beyond

OCU Group is now reporting at a Group level, going beyond what the law requires. This demonstrates our commitment to transparency and embedding our core values across the company. Our plan includes:

### Boosting Female Talent Across All Levels

We're focused on increasing the number of women in our company, from newcomers to seasoned professionals.

### Early Careers Academy

Offering training across the country for those new to the Utilities and Energy sectors, setting them up for success.

### Graduate Scheme Across the UK

A targeted program to help recent graduates gain the skills they need, both theoretical and hands-on.

### Working Together with Other Organisations

Our partnership with the Womens Utilities Network (WUN) is a key part of our strategy, aiming to offer networking and professional development opportunities not just for our team but for others in the industry too.

### Broad Training Efforts

We're rolling out training for everyone in our company to better understand diversity and inclusion and tackle bias. This is about making our workplace welcoming for all and giving women the tools they need at every stage of their careers.

### Programs for Leadership and Development

Special training programs will help women get ready for and succeed in higher-level and better-paid roles.

### Making Hiring More Inclusive

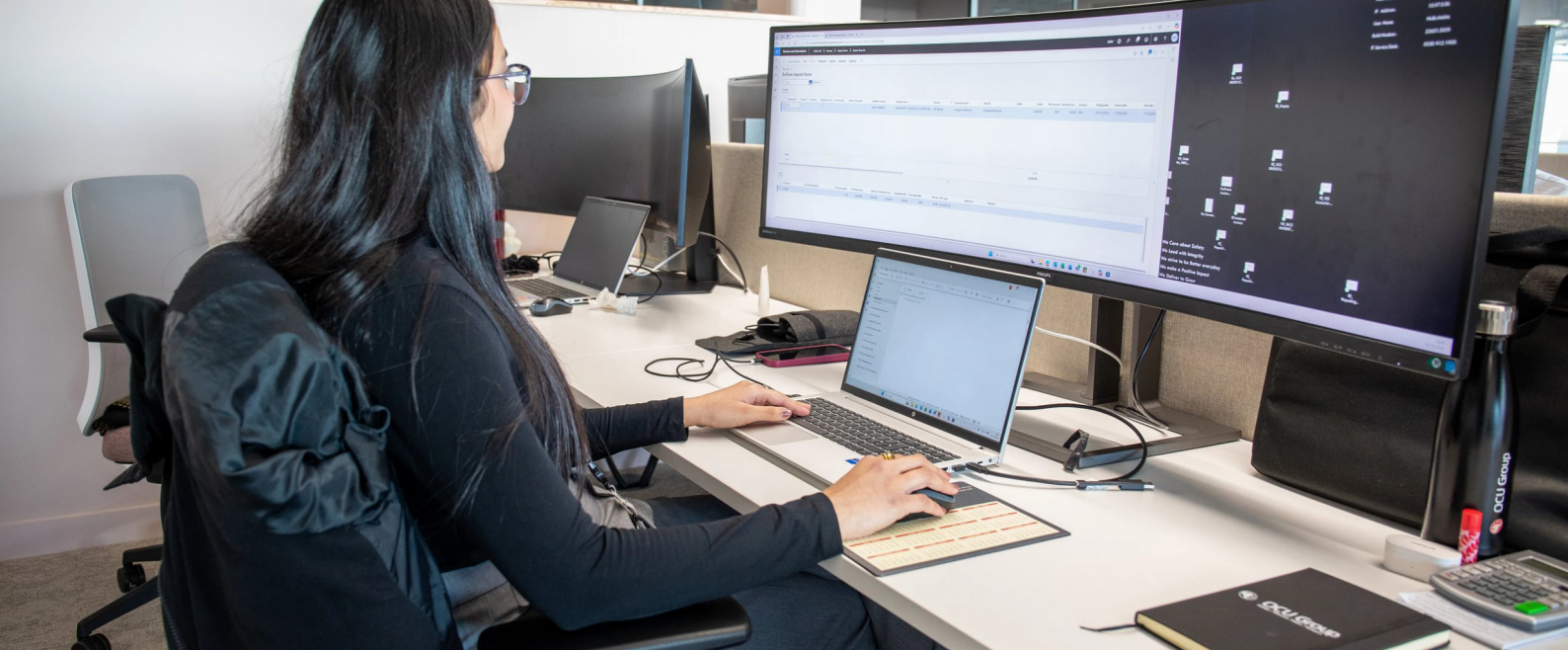
We changed how we recruit to bring in more women, making sure our job adverts are welcoming to everyone to increase representation of females at application stage.

### Reviewing and Adjusting Job Roles

We check and adjust job roles across the company to make sure everyone is treated fairly, setting high standards to prevent inequalities.

### Setting Strong Foundations for Lasting Change

Our focus is on fixing long-standing imbalances and laying down the basics for ongoing efforts to reduce the gender pay gap. We're committed to building a place where everyone can do well, showing that our efforts go beyond just the numbers.



# Our Pledge

## Raise Awareness for Change

Addressing the gender pay gap goes beyond simple wage adjustments. It's about educating our team about the root causes and nurturing a company culture that creates a clear path to equality.

## Support Our Team

At OCU Group, we are committed to creating a positive environment for all employees. We see a workplace where every individual, regardless of gender, finds the support they need to succeed.

## Support Diversity and Inclusion

We're committed to support diversity and inclusion, believing firmly that such a focus will strengthen our workplace culture. We have undertaken an in-depth training of the Senior Leadership Team on EDIB, which will continue to be rolled out to all employees across the Group.

## Prioritise Talent Development

Improving workforce diversity remains at the forefront of our objectives. Through thoughtful recruitment and meaningful retention strategies, we're dedicated to assembling a workforce as diverse and dynamic as the communities we serve. We have recently launched a talent development programme which ensures all employees have access to fundamental training, this will continue to expand throughout the year to structured pathway development training.

## Mirror the World Around Us

We will create a business that reflects the communities we serve and be better positioned to deliver the best solutions for our clients.

## Invest in Women's Progression

Our actions will empower women within our teams and, by investing in their growth, we accelerate the positive impact of a more balanced and equitable workplace.

## Unite for a Shared Future

Together, we stand ready to remove the gap, encourage development, and grow a work environment where every person has the opportunity to flourish. As 'One Company United' we see a future marked by equity and achievement for all.





# Conclusion and Looking Forward

At OCU Group we recognise that tackling the gender pay gap is a formidable challenge, one that goes well beyond simple pay adjustments. It demands dismantling deep-rooted organisational and societal barriers that block equal opportunities for every employee.

Our pledge is to forge a workplace culture that doesn't just aim for balance but actively champions it. This dedication to diversity isn't merely a principled stand—it's a strategic imperative. We know that a rich, varied workforce is the backbone of our ambition to lead the charge in energy transition and utilities contracting.

Looking ahead, our mission hinges on shrinking the pay gap and uplifting women, propelling us toward a future where equity and unity aren't just goals—they're the hallmarks of our success.

We will continue our commitment of transparency as we look to expand our reporting metrics to include ethnicity, socio-economic background and self-identification, this combined with centralisation of group data will allow us to publish our first inclusion and ethnicity report and comprehensive metrics for Group data in 2026.



# Directors Statements

"We have long understood that the historical over-representation of men in management roles has cast a long shadow over our industry, widening the gender pay gap. Last year, we didn't just acknowledge this challenge—we acted on it. Through targeted programs and training initiatives, we've begun to pave the way for women to step into higher-paid roles, making tangible strides toward a more equitable workforce. That progress is a foundation we're proud of, but it's just the beginning.

The mission ahead is ambitious: to transform the energy transition and utilities contracting industry into a marketplace where diversity at all levels isn't an aspiration but a reality. We're not here to just follow current industry trends—our commitment is to drive lasting, positive change through strategic, sustainable improvements. This means doubling down on equitable recruitment, ensuring fair pay, and opportunities for progression. Awareness alone won't move the dial; action will. As we move forward, we stand resolute in our purpose—to lead by example to deliver a legacy of equity that ripples across the industry."

**Adrian O'Sullivan**

COO & Managing Director  
OCU Utility Services Limited

"Having joined OCU in 2024 I have a clear-eyed perspective of both our challenges and our potential. Our latest gender pay gap figures reveal a significant divide, both in median and mean pay and bonus gaps. While these numbers align with industry norms, status quo isn't a shield we can hide behind; it's a call to action.

In my short time here, I've seen the foundations already laid—a commitment to change reflected in the group's broader efforts to address gender imbalance. Progress has begun, but the journey ahead is substantial. My pledge is to build on this momentum, driving meaningful improvements over the coming years to attract, develop, and retain female talent at every level of our organisation. This isn't just about OCU Services; it's about contributing to a stronger, more equitable Group and sector as a whole.

We operate in a sector brimming with opportunity for hardworking, capable individuals. By sharpening our branding and investing in targeted training, we can amplify female representation across the group. I am committed to leading by example, championing a culture where diversity thrives, and opportunity presents. The foundations are set; now, it's time to raise the bar and deliver lasting change."

**Neil O'Hara**

COO & Managing Director  
OCU Services Limited





# Appendix

## OCU Submission

### STATUTORY GENDER PAY GAPS DISCLOSURES

The legislation requires all legal entities in the UK employing more than 250 people to publish Gender Pay Gap (GPG) data. OCU Group has three such entities: OCU Group Limited, OCU Utility Services Limited, and OCU Services Limited. In line with legislation, the GPG figures for each are presented below:

The data presented reflects accurate information held by Group Support as of the snapshot date. Headcount and related details are derived from our central payroll system. However, some recently acquired entities had not yet been fully integrated into this system by the snapshot date and, for the purposes of this report, have been excluded from the metrics. Data for OCU Utility Services Limited and OCU Services Limited is complete and accurate as reported.

Gender Pay Gap Elements	OCU Group Limited	OCU Utility Services Limited	OCU Services Limited
Mean Hourly Rate - Gap	33.25%	33.23%	40.92%
Median Hourly Rate - Gap	27.45%	26.15%	36.79%
Mean Bonus Pay - Gap	81.36%	85.10%	56.57%
Median Bonus Pay - Gap	40.00%	66.67%	25.00%
Females Receiving Bonuses	66.86%	69.68%	75.25%
Males Receiving Bonuses	48.04%	60.12%	59.70%
Workforce Pay - Lower Quartile - Female	59.19%	64.37%	56.58%
Workforce Pay - Lower Quartile - Male	40.81%	35.63%	43.42%
Workforce Pay - Lower Middle Quartile - Female	50.45%	74.24%	52.00%
Workforce Pay - Lower Middle Quartile - Male	49.55%	25.58%	48.00%
Workforce Pay - Upper Middle Quartile - Female	22.52%	43.68%	18.67%
Workforce Pay - Upper Middle Quartile - Male	77.48%	56.32%	81.33%
Workforce Pay - Upper Quartile - Female	18.47%	26.74%	6.67%
Workforce Pay - Upper Quartile - Male	81.53%	73.26%	93.33%

# Statutory Declaration

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Michael Hughes  
CEO  
OCU Group





# Our Values

## **We care about safety.**

Prioritising safety in every task to ensure a safe work environment for everyone.

## **We lead with integrity.**

Doing the right thing in all actions, upholding our ethical standards.

## **We strive to be better everyday.**

Continually improving, embracing challenges for professional growth and excellence.

## **We make a positive impact.**

Acting to benefit communities and committed to environmental improvements.

## **We deliver to grow.**

Aiming for excellence in every project, driving our and our clients' success.

## **We are One Company United.**

Collaborating as one team, valuing diverse perspectives to deliver positives results.

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