

Our commitment to developing a sustainable and inclusive workforce with fair and supportive working conditions, stems from our purpose of **Caring for People's Health as a Trusted Partner**. Giving our best to ensure strong business growth with a positive impact on people, aligns with our four corporate values of **Integrity, Agility, Entrepreneurship** and **OneSTADA**.



Since 2017, the UK Government has required public and private sector employers, with 250 or more employees, to publish key data on the gender pay gap. We have reported gender pay gap figures annually in that period. Our policy is to pay all our employees in line with their level in the organisation and experience, irrespective of gender. Alongside reviewing our gender pay gap data, we perform an annual pay analysis to ensure we meet our commitment to fair pay.

Over the past six years, we have focused on our business processes and compensation and benefits strategy which has resulted in significant improvements in the gender pay gap in our organisation. In that time, the median pay and bonus pay gaps have both improved by 10% and 15% respectively. We continue to see year on year improvement in these figures, demonstrating our commitment to fair and supportive working conditions, this year's gender pay gap of 3.9% is the lowest that we've reported to date.

At STADA we embrace diversity and inclusion, and this year's results highlight the continued improvement in gender diversity across our organisation. Over 51% of women work in our highest paying positions, an increase of 15% in the last six years.

"We continue to make great steps forward eliminating pay discrepancies. STADA is committed to developing high performance through our strong growth culture, with robust talent pipelines underpinned by diversity and inclusivity. I'm really encouraged by our continued focus to improving the gender pay gap since 2017."

Kathryn Heywood **VP Human Resources**

Hourly Wages Pay Gap

4p less

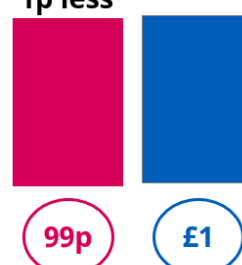


At Thornton & Ross, **women earn 96p for every £1** that men earn when comparing median hourly wages. Their median hourly wage is **3.9% lower than men's**.

When comparing mean hourly wages, women's hourly pay is **4.6% lower** than men's. This is an improvement of **19.3% vs 2017**.

Bonus Pay Gap

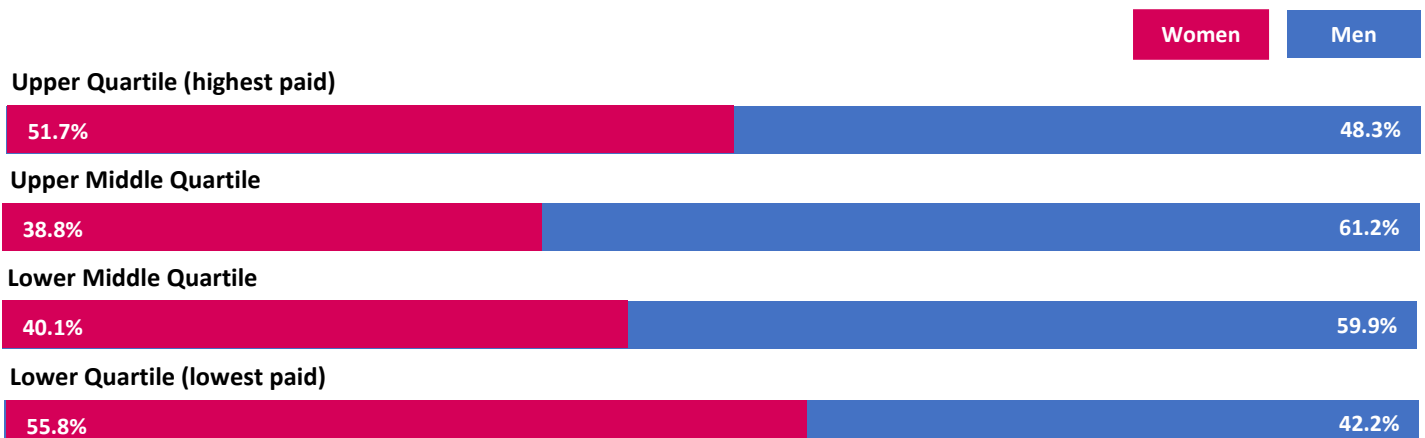
1p less



At Thornton & Ross, **women earn 99p for every £1** that men earn when comparing median bonus pay. Their median bonus pay is **0.9% lower than men's**. This is an improvement of **15% vs 2017**.

When comparing mean bonus pay, women's mean bonus pay is **18% lower** than men's.

Proportion of women in each pay quarter



At Thornton & Ross, women occupy **51.7%** of the highest paid jobs and **55.8%** of the lowest paid jobs.

<https://gender-pay-gap.service.gov.uk/EmployerReport/nJN6qV2b/2022>

Data was taken on 5th April 2022