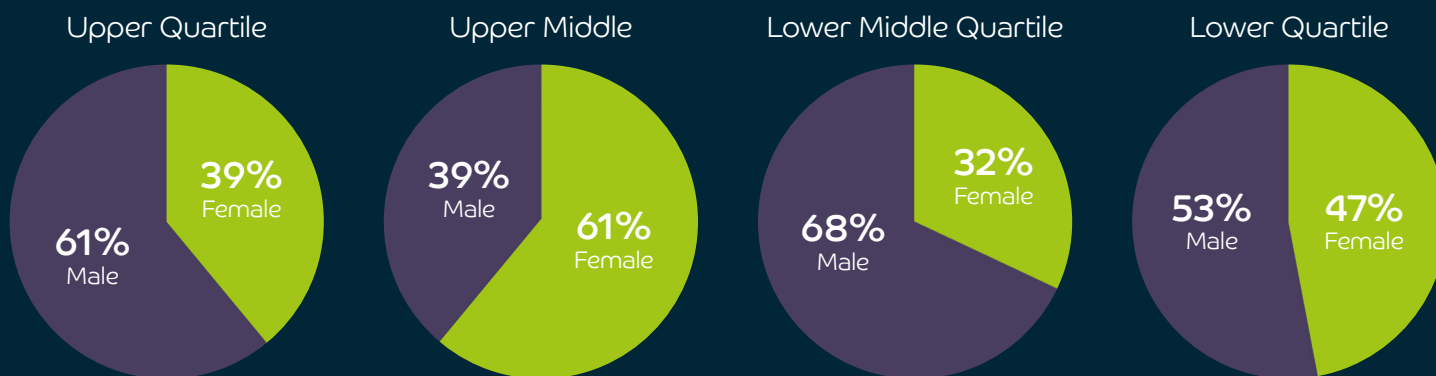


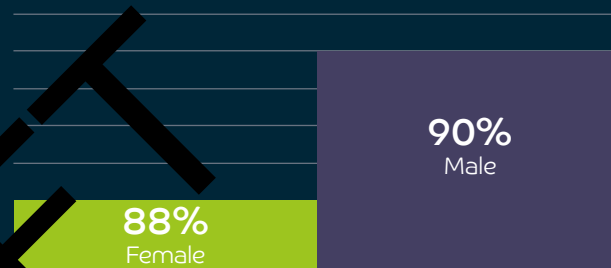
Gender At Blatchford – The Proportion of Men and Women in Each Quartile



Our Gender Pay Gap for Bonus Payments

Women's earnings are:	
Difference in mean bonus payments	6.42% Higher
Difference in median bonus payments	Equal

Proportion of Men and Women Receiving a Bonus



How does this compare to 2020?

Volatility and change have dominated the last 12 months. The impact of COVID was less significant, however the external trading environment has presented some challenges at a time when we have been experiencing a period of high growth. Recruitment of key skills and experience has been extremely challenging, however our employee turnover remains low and well under national averages.

On average women earn 3.42% lower than men, with the median gap between women and men now standing at 14.82% higher. We have seen the number of employees who receive a bonus increase and the gap in the number of male and female employees decrease from 5% to 2%.

Summary

We are pleased to report that our mean gender pay gap continues to track below the national average, albeit that this year we have seen a slight worsening of our gender pay gap. We have previously made very good progress in addressing our pay gap and were close to equality.. This year our progress has been more challenging to achieve for the following reasons:

- Our high levels of growth has been achieved as a result of a renewed strategic plan, which saw significant investment in our Advanced Technology business. This investment resulted in a need for new skills and experience in areas such as software development, platform engineering and manufacturing engineering. We have been recruiting externally to meet the demand for growth. We have however been very successful at achieving a gender balance in our new young talent population.
- We have been able to offer hybrid working to many roles across our business. We have limited opportunities in our Patient Solution settings, where many of our female employees work, to offer a complete hybrid working arrangement. In contrast we have many successful flexible working arrangements in place.
- Our all employee bonus scheme has ensured that all employees become eligible for a bonus when we achieve key business targets. This has contributed to an improvement in the average bonus payments.

