

Intersurgical Gender Pay Gap Report 2026



Intersurgical is a global leader in the design, manufacture, and supply of high-quality medical devices for respiratory care and support. Our purpose is to deliver trusted respiratory solutions that enable healthcare professionals to provide exceptional patient care — all within a work environment where our people can thrive. We are committed to being a respected healthcare partner, driven by quality, innovation, and environmental responsibility in everything we do.

We were formed in 1982 in Rugby, UK, with just seven employees producing a limited number of products for the UK market. Through a constant programme of new product and market development, today we offer an extensive product range of over 3500 products and employ over 4000 employees worldwide.

Introduction

The gender pay gap report is designed to highlight disparities in pay and representation, encouraging organisations to take meaningful action where gaps exist.

We are committed to promoting diversity, equality and inclusion. Publishing our gender pay gap report helps us ensure transparency and accountability, as well as guiding action to reduce gender disparities in pay and representation.

Our report includes key pay metrics to assess gender disparities, including:

- Relevant employees at snapshot date
- Gender balance
- Pay and bonus gap
- Proportion of employees receiving a bonus
- Representation of gender across pay quartiles
- Representation of gender across roles
- Number of promotions and promotional rate across genders

What is a gender pay gap?

A gender pay gap is frequently confused with equal pay, but the two are not the same:

- **Equal pay** refers to an unjustifiable difference in the earnings of women and men doing the same or similar work
- **The gender pay gap** measures labour market or workplace disadvantage. It compares the average hourly pay of women and men across a workforce

Gender pay gap reporting doesn't look at what each individual earns. Instead, it shows how women's average earnings compare with men's overall.

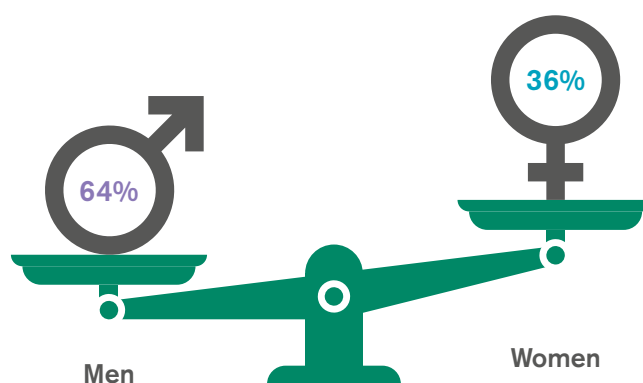
Snapshot date

5th April 2026

Relevant employees at snapshot date

467

Gender balance



Pay and bonus gap

The table below summarises our gender pay gap and gender bonus gap as of the snapshot date (5 April 2026). It presents the mean and median differences in hourly pay and bonus payments between men and women for the 12-month period up to and including the snapshot date.

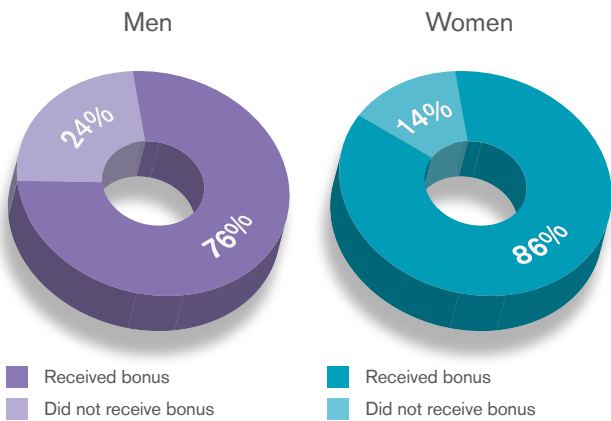
A positive figure indicates that men received a higher percentage, while a negative figure indicates that women received a higher percentage.

Metric	2024	2025	2026
Mean pay gap	24.3%	20.1%	18.5%
Median pay gap	17.0%	11.2%	7.8%
Mean bonus gap	70.2%	63.6%	66.8%
Median bonus gap	20.6%	10.8%	23.1%

These figures show continued progress on reducing the gender pay gap. Our mean pay gap decreased from 20.1% in 2025 to 18.5% in 2026, and the median pay gap fell from 11.2% to 7.8%. For context, according to the latest ONS figures the UK average gender pay gap for all employees is 12.8%, meaning our medium gender pay gap of 7.8% is under the national average.

In 2026, our mean bonus gap increased to 66.8% and the median bonus gap rose to 23.1%, indicating renewed variation in bonus distribution between men and women.

Proportion of employees receiving a bonus



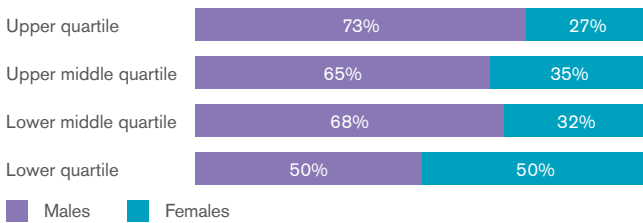
The figures above show the proportion of employees receiving a bonus.

Women were more likely than men to receive a bonus during the reporting period (86% compared with 76%), demonstrating that bonus schemes are accessible to employees across both genders. However, the mean bonus gap of 66.8% and median bonus gap of 23.1% indicate differences in bonus values.

These differences are largely attributable to the higher proportion of men in senior roles, which typically attract larger bonus awards, rather than unequal access to bonus opportunities.

Representation of gender across pay quartiles

The chart below shows the distribution of employees across pay quartiles by gender.

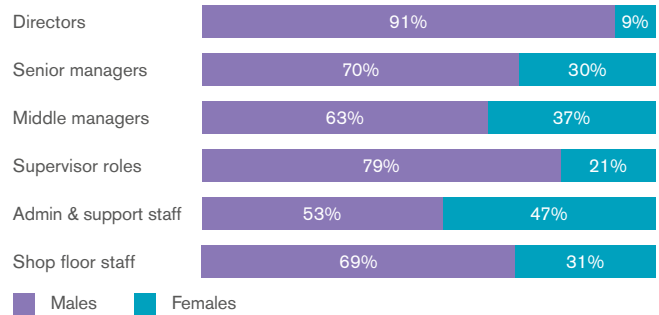


The upper quartile remains the most gender-imbalanced, with men overrepresented in the highest-paid roles. This continues to be the primary structural driver of the overall gender pay gap.

However, the lower quartile remains fully balanced, and the upper middle quartile shows gradual improvement in female representation compared with prior years, which indicates early progress in improving representation in higher-paid roles.

Representation of gender across roles

The following section examines the distribution of employees by gender across different roles and levels within the organisation.

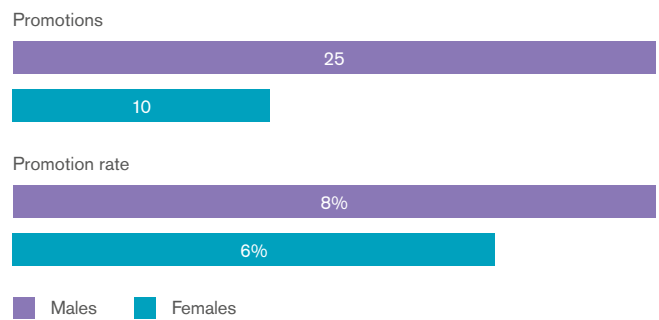


The data shows that female representation is strongest in administrative and support roles and weakest at director level.

Senior management now comprises 30% women, representing a significant year-on-year improvement and contributing to a more balanced leadership profile, which supports ongoing reductions in the gender pay gap. Middle management also shows a more balanced gender distribution than senior levels, indicating strengthening progression into leadership roles.

Number of promotions and promotional rate across genders

The charts below show the number of promotions by gender and the proportional promotion rate relative to the workforce split.



In absolute terms, more men were promoted, reflecting their higher representation within the workforce.

When considered on a proportional basis, promotion rates remain broadly comparable, with a slightly higher rate observed for men in 2026. This represents a shift from the previous year, when women showed a higher proportional promotion rate.

Key messages

- **Pay gap improvement continues:** Both mean and median pay gaps have reduced, with the median now at 7.8%, below UK benchmarks, reflecting sustained progress in closing overall pay disparities.
- **Bonus gap remains variable:** Despite strong female participation in bonus schemes, year-on-year variation remains, with disparities continuing to reflect the concentration of higher-value awards within senior roles.
- **Meaningful progress in senior representation:** Female representation in senior management has increased significantly, rising to 30% (from 19%). This demonstrates clear progress in strengthening the leadership pipeline and improving gender balance at higher levels of the organisation.

- **Mixed but stable progression outcomes:** Promotion rates remain broadly comparable, with a slight shift in favour of men in 2026 following a stronger female rate in the prior year. Overall, this reflects broadly balanced progression outcomes over time, while reinforcing the importance of continued monitoring.
- **Lower quartile parity sustained:** Gender balance at entry level remains stable at 50/50, supporting a strong and balanced foundation for future progression.

Key Performance Indications (KPIs) to track progress

To support the ongoing work on closing the gender pay gap, the table below summarises our 2026 target, 2026 actual, and our 2027 targets.

KPI	Purpose	2026 Target	2026 Actual	2027 Target
Percentage of women compared to men in the upper pay quartile	To improve female representation in higher-paying roles	32 - 34%	27%	35%
Percentage of women compared to men in senior leadership	To improve female representation in the most senior decision-making positions	20 - 22%	30%	>30%
Percentage of women compared to men in overall management	To track the broader management pipeline and identify progression opportunities for women	33 - 35%	33%	>35%
Percentage of promotions awarded to women	To ensure fair and equitable career progression opportunities	50%	25%	50%
Median pay gap	To narrow the overall gender pay gap across the workforce	< 10.0%	7.8%	< 10.0%
Median bonus gap	To reduce disparities in bonus payments between men and women	< 10.0%	23.1%	< 20%

Charles Bellm
Managing Director

