

# Intersurgical Gender Pay Gap Report 2025



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 almost 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

Our report outlines our gender pay gap figures, explains the contributing factors, and highlights the actions we are taking to promote pay equity.

### 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.

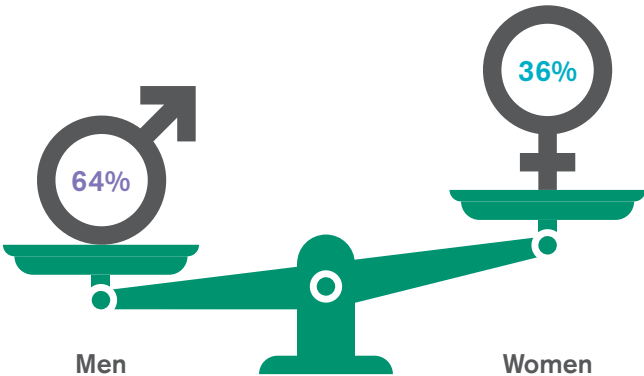
### Snapshot date

5th April 2025

### Relevant employees at snapshot date

400

### 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 2025). 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.

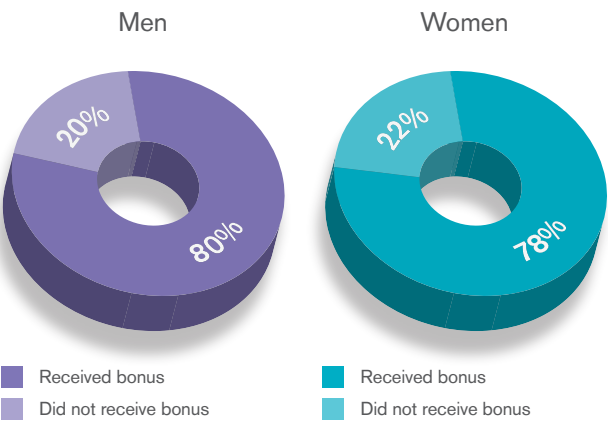
Metric	2024	2025
Mean pay gap	24.3%	20.1%
Median pay gap	17.0%	11.2%
Mean bonus gap	70.2%	63.6%
Median bonus gap	20.6%	10.8%

These figures show continued progress towards greater pay equity. The mean pay gap decreased from 24.3% in 2024 to 20.1% in 2025, and the median pay gap fell from 17.0% to 11.2%. Bonus gaps also narrowed, with the mean reducing from 70.2% to 63.6% and the median from 20.6% to 10.8%.

For context, the UK median gender pay gap for all employees in 2025 was 12.8%, meaning our median pay gap of 11.2% is slightly below the national average. While this demonstrates progress, further work is still needed to achieve full pay equity.



Proportion of employees receiving a bonus

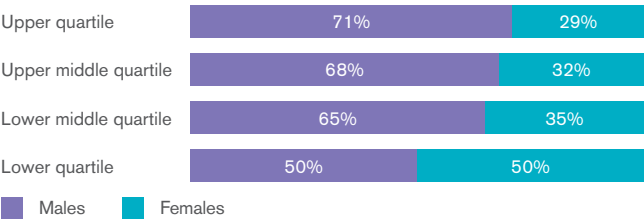


The figures above show the proportion of employees receiving a bonus.

They demonstrate that eligibility for bonuses is broadly equal across genders, and that differences in bonus payments are primarily due to higher concentration of men in senior roles rather than inequitable access.

Representation of gender across pay quartiles

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

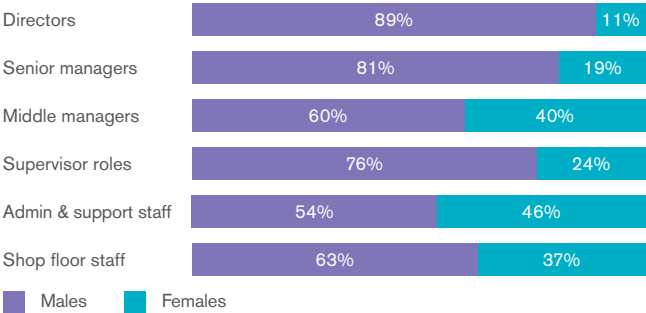


The upper quartile remains male-dominated, reinforcing the structural imbalance at senior levels that continues to drive the overall pay gap, however, women's representation has increased slightly in the lower middle quartile and is now equal in the lower quartile (50% / 50%), reflecting a shift from 2024 when women were overrepresented at 59%. This change highlights a move toward a more balanced gender distribution in entry-level and lower-paid roles.

The improvements at the lower and lower-middle quartiles have contributed to a reduction in the median pay gap, even as structural factors at higher levels continue to influence the mean gap.

Representation of gender across roles

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



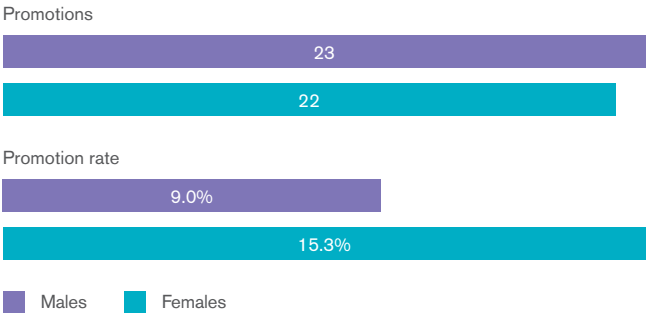
The workforce shows a gender imbalance, which increases with seniority. At the most senior level, women hold only 11% of director positions, while men dominate with 89%, and similarly, in senior management roles, women represent just 19%. Middle management demonstrates more balance, with 40% of roles occupied by women, reflecting progress at this level. Supervisory roles remain predominantly male, with women holding 24% of positions.

Women have stronger representation in administrative and shop floor roles, with nearly equal representation in administrative and support staff at 46%, and 37% in shop-floor roles. This shift shows a trend toward greater gender balance in lower and mid level roles, contributing to the reduction in the median pay gap.

Overall, the data confirms that the structural imbalance at senior levels is the key driver of the remaining pay and bonus gaps.

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.



Women achieved a higher proportional promotion rate than men, demonstrating fair and consistently applied promotion practices. While absolute numbers favour men due to workforce composition, women have equitable access to career progression opportunities, supporting the ongoing reduction of the structural pay gap.



Key messages

- **Progress on pay gap:** Both mean and median pay gaps have reduced, with the median now below UK benchmark.
- **Bonus equity improving:** Median bonus gap has nearly halved, reflecting fairer reward distribution at mid-levels.
- **Promotion fairness:** Women continue to progress proportionally faster than men, confirming equitable career progression.
- **Structural gap remains:** Underrepresentation of women in senior and upper pay quartile roles remains the main driver of the remaining pay and bonus gaps.
- **Strategic focus:** Continued emphasis on leadership development, succession planning, and retention of women in senior positions is critical for ongoing progress.

KPI's to track progress

To support the ongoing work on closing the gender pay gap, Intersurgical tracks a set of key performance indicators (KPIs). The table below summarises our 2024 baseline, 2025 target, 2025 actual, and our 2026 targets.

KPI	Purpose	2024 Baseline	2025 Target	2025 Actual	2026 Proposed Target
% of women compared to men in the upper pay quartile	To improve female representation in higher-paying roles	29%	32%	29%	32 - 34%
% of women compared to men in senior leadership	To improve female representation in the most senior decision-making positions	17%	20%	17%	20 - 22%
% of women compared to men in overall management	To track the broader management pipeline and identify progression opportunities for women	27%	32%	28%	33 - 35%
% of promotions awarded to women	To ensure fair and equitable career progression opportunities	42%	42%	49%	Maintain
Median pay gap	To narrow the overall gender pay gap across the workforce	17.0%	15.0%	11.2%	< 10.0%
Median bonus gap	To reduce disparities in bonus payments between men and women	20.6%	18.0%	10.8%	< 10.0%

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