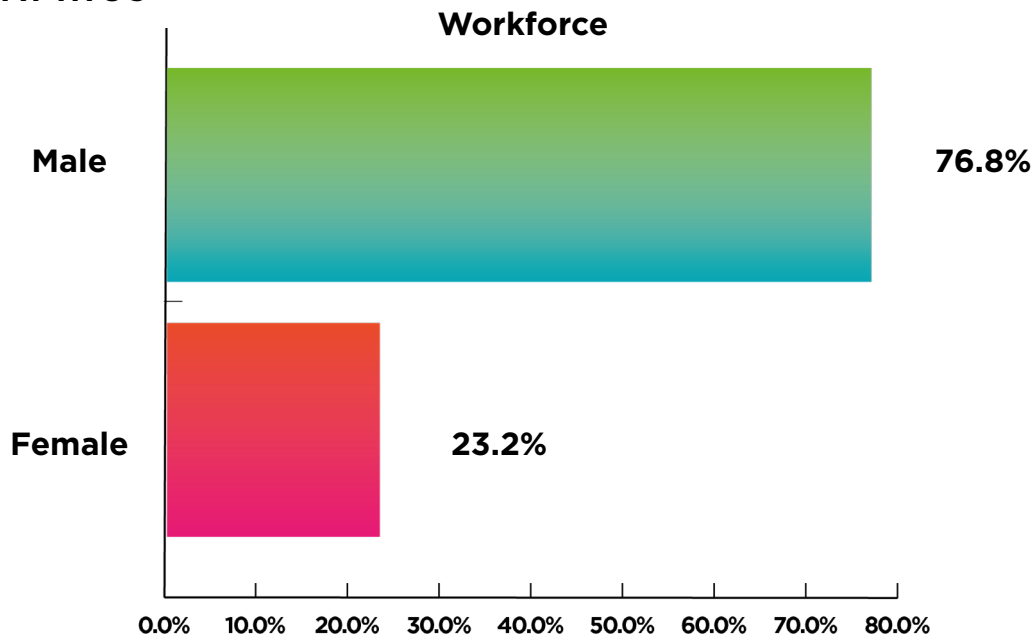


# Gender Pay Gap

April 2021 - March 2022

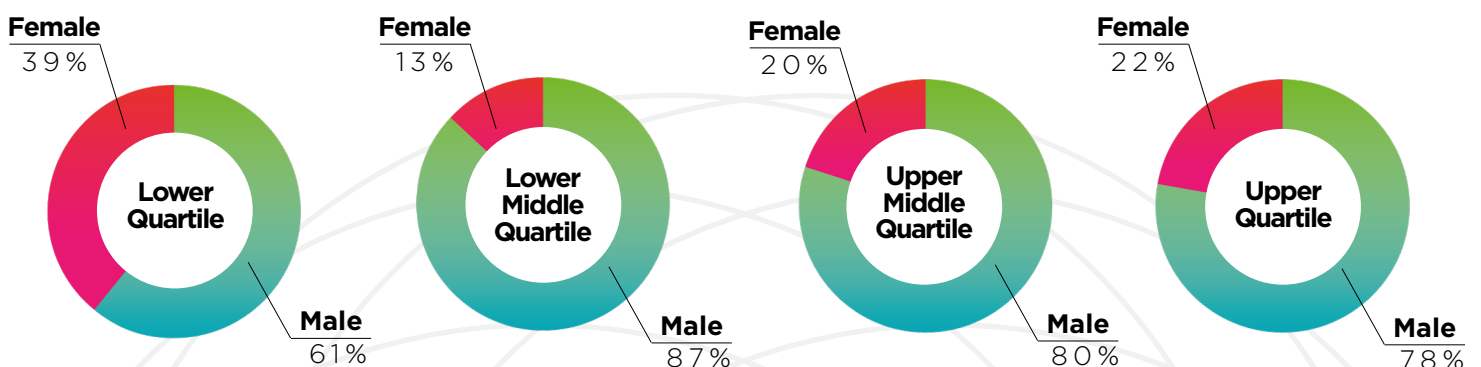
In compliance with its obligations under the UK's Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (the Regulations), Devro (Scotland) Limited reports in 2022 **a mean gender pay gap of 6.7% and median of 1.9%**, calculated by reference to the relevant period defined in the Regulations. The details underlying these figures are as follows:

## DEMOGRAPHICS



Consistent with other UK manufacturing businesses which have continuous operations shift patterns, we have a predominantly male workforce.

## PAY QUANTILES



UK manufacturing norm is that a higher percentage of shift workers are male, therefore the premiums attracted to shift working impacts our gender pay gap.

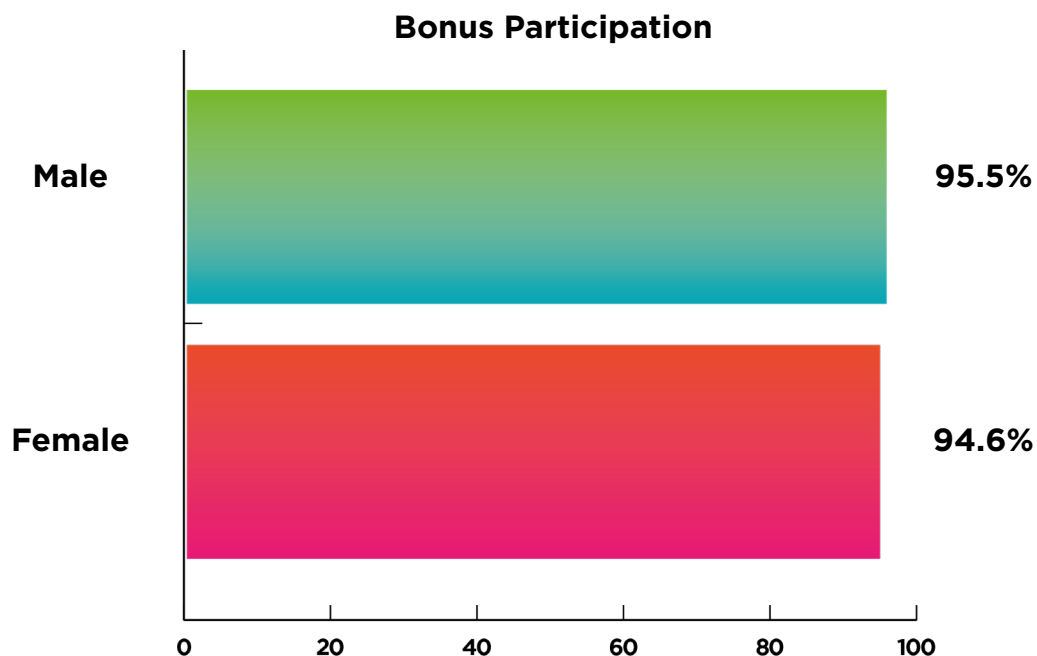
When comparing 2020-21 data with that of 2021-22, the mean pay gap has been maintained at 6.7%, with improvement in the median gender pay gap from 9.3% to 1.9%. There are some positive indicators in our demographic change, with the highest paid new start being female.

## Bonus

The proportion of females in receipt of a bonus increased in the period, with more than 95% of all employees eligible for bonus in the review period.

At Devro, production workers receive a fixed annual bonus, whereas office support staff receive a bonus which is linked to business performance. The median male employee is a production worker, whereas the median female employee is an office support employee, so business performance has a much more significant impact on the median bonus than any other variable, with the median female receiving a median bonus of 49.24% higher than the median male.

	<b>Male vs. Female Bonus Pay Gap (%)</b>
<b>Median</b>	<b>-49.24</b>
<b>Mean</b>	<b>5.98</b>



Business results in the current gender pay snapshot period were exceptional, benefiting those employees on the performance bonus scheme the most, hence the negative median bonus pay gap.

The Devro Group is an equal opportunities employer, and the benefits of diversity in its broadest sense are well understood. We are committed to treating people in a fair and inclusive manner. This is embedded in our “People” and “Business Conduct” policies, and over recent years we have seen an encouraging increase in diversity. We would expect the application of these policies to result in a reduction of the gender pay gap over time.

We launched our Dignity at Work initiative in 2022. The aim of this programme is to enhance a positive working environment by further building on our open, collaborative, and inclusive culture to ensure Devro is a great (healthy, fair, and enjoyable) place to work for everyone!

Our global commitment to Dignity at Work sets the tone and outlines our key principles:

- Everyone is treated, and treats others, fairly, with dignity and respect
- Every employee genuinely feels that they belong, are valued and free to be their authentic self
- Every employee is encouraged to utilise their skills and talents fully and to succeed to their full potential (no matter who they are, where they come from or how they think)
- Bullying, harassment, and victimisation are not tolerated and unlawful discrimination in any form is never experienced
- Diverse perspectives are actively sought, and all employees are encouraged to speak up, challenge and share their ideas and opinions, openly and constructively
- Our policies, practices, decisions, and actions demonstrate our commitment to progressing towards greater inclusion, equality and diversity at Devro

To engage our workforce, we launched e-learning modules, updated and communicated our global Equality, Diversity and Inclusion (EDI) policy, conducted a global EDI survey to evaluate current employee perception and experience and launched Unconscious Bias e-learning and workshops for managers. Results from our survey will inform the content of the 2023 initiatives to ensure we are focusing on the right things for the greatest impact.

We also introduced our Global Employee Assistance Program service to give employees access to resources and tools to support their mental, physical, financial, and social well-being including access to confidential, professional counselling if needed.

## **DECLARATION**

The information set out in this report, as required under the Regulations, is accurate.

Anton Zawada, HR Director  
For and on behalf of Devro (Scotland) Limited

