

DEVRO

Devro (Scotland) Ltd Gender Pay Gap

2025/2026

Contents

1	Introduction	3
2	The Average Pay Gap at Devro (Scotland) Ltd	4
3	Pay quartiles at Devro (Scotland) Ltd	5
4	Bonus Payments	7
5	Analysis and conclusion	8
6	Declaration	8

1 Introduction

What is the Gender Pay Gap?

The Gender Pay Gap measures the difference between the average earnings of men and women across all roles within an organisation. It can be calculated using either the mean (average) or median (middle value) hourly pay.

Since April 2017, UK legislation has required all organisations with 250 or more employees to publish their Gender Pay Gap annually.

Private sector employers must report their figures using pay data from **5 April each year**, with the report published no later than **4 April of the following year**.

How do we measure the Gender Pay Gap?

Employers must publish the gap in pay between women and men in the following ways:

- On a mean basis (average hourly salary)
- On a median basis (pay per hour based on the person 'in the middle' of the distribution of pay)
- By pay quartile (grouping staff into four groups based on pay, and showing the proportion of men and women in each group)
- Bonuses (percentages of staff receiving bonuses by gender and the gender gap on them)

What do positive and negative figures mean?

A positive percentage shows that women have lower pay or bonuses than men.

A negative percentage shows that men have lower pay or bonuses than women.

A zero percentage shows that there is equal pay or bonuses between men and women.



Devro (Scotland) Ltd's overall gender pay gap on **5 April 2025** by **mean (average)** was **4.44%** and by **median average** **3.29%** in favour of men.

This represents the difference between the average salaries of women and men across our total workforce.

2 The Average Pay Gap at Devro (Scotland) Ltd



Devro (Scotland) Ltd's **median** gender pay gap in April 2025 is **9.51% lower** than the national average of **12.8%**.

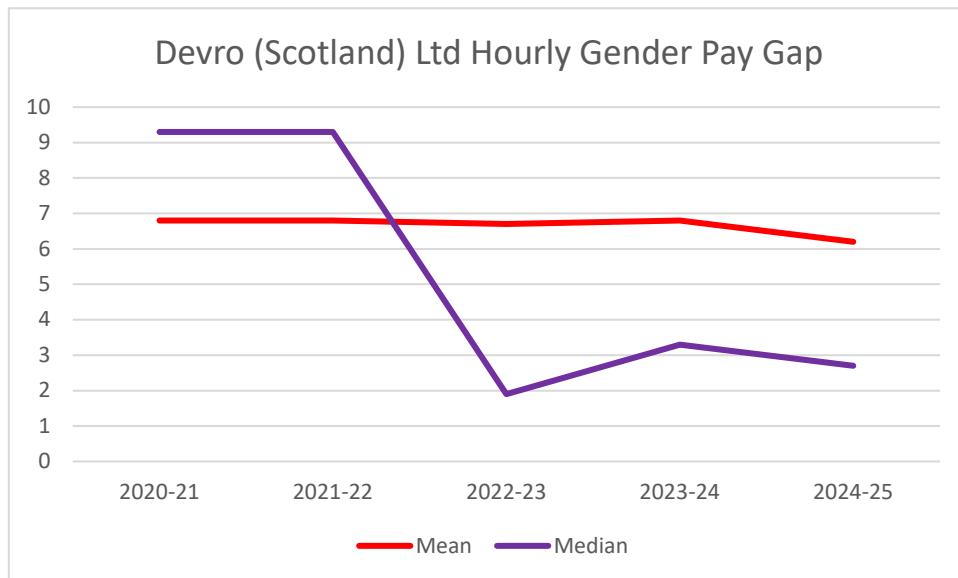
(Source – Office of National Statistics)

4.44%

Mean Average Pay Gap

3.29%

Median Average Pay Gap.



What has changed since 2024?

Our mean (average) pay gap reduced from 6.2% in 2024 to 4.44% in 2025.

Our median (middle) gender pay gap increased from 2.7% in 2024 to 3.29% in 2025.

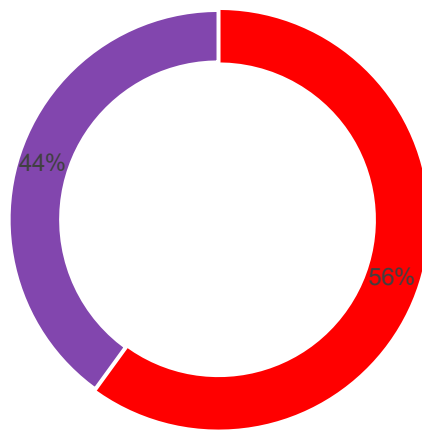
3 Pay quartiles at Devro (Scotland) Ltd



On 5 April 2025 we employed **242 males** and **89 females**.

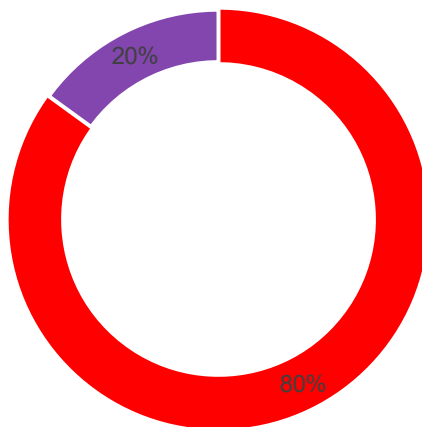
This makes Devro (Scotland) Ltd a **73% male** organisation.

Lower Pay Quartile



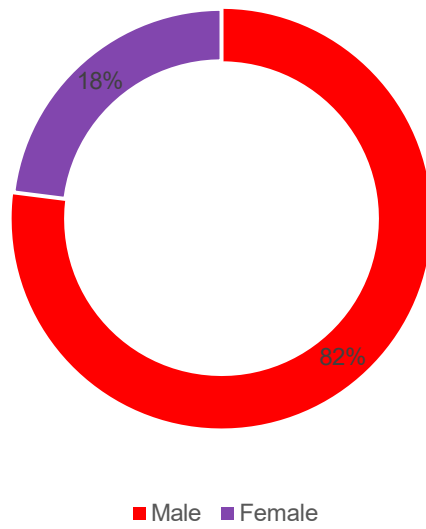
■ Male ■ Female

Lower Middle Pay Quartile

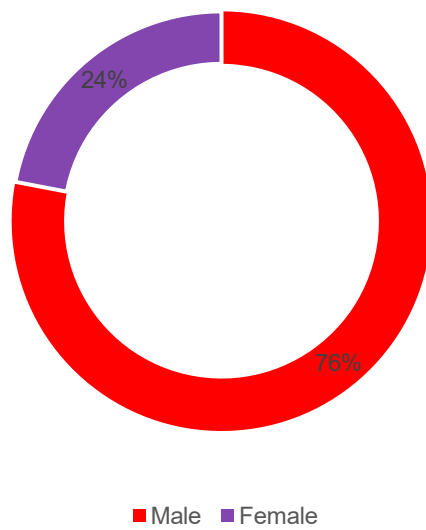


■ Male ■ Female

Upper Middle Pay Quartile



Upper Pay Quartile



4 Bonus Payments



In 2025 **99.6%** of our **male employees** received a bonus and **92.1%** of our **female employees** received a bonus.

-7.5%

Mean Bonus Pay Gap

-82.5%

Median Bonus Pay Gap.

What does the data tell us?

In 2025, both our mean and median bonus pay gaps were negative. This means that, on average, women at Devro (Scotland) Ltd received higher bonus payments than men.

This outcome is driven by the different types of bonus schemes in place and the roles that typically receive them. Devro operates two main types of bonus arrangements:

- **Fixed bonuses**, such as payments equivalent to 1.5 weeks' pay, which apply to our operational/manufacturing roles.
- **Variable bonuses**, which are linked to Group performance and apply to office-based employees and managers.

The structure of our workforce means that most women at Devro (Scotland) Ltd are employed in office-based or managerial roles, where they are eligible for the variable bonus schemes. In contrast, a greater proportion of men work in operational/manufacturing roles that receive the fixed bonus. In 2025, a higher Group performance payout was made under the variable bonus schemes. As the majority of our female workforce qualified for these variable bonuses, this increased their average bonus payments relative to men. This resulted in the negative mean and median bonus gaps reported for the year.

5 Analysis and conclusion

We are confident that we pay all employees fairly for performing like for like work. Our grading frameworks and pay guidelines are applied consistently throughout the employee lifecycle, ensuring that individuals in comparable roles are paid equitably.

As is typical within UK manufacturing businesses operating continuous shift patterns, Devro (Scotland) Ltd has a predominantly male workforce. However, over the past year we have seen an increase in the number of women joining our organisation. We are also proud that 40% of the senior leadership team at our Scottish manufacturing site are female.

We will next report on the Gender Pay Gap in 2027 using data from April 2026.

Declaration

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

Signatory – Milada Balazova, HR Director

For and behalf of Devro (Scotland) Ltd



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