

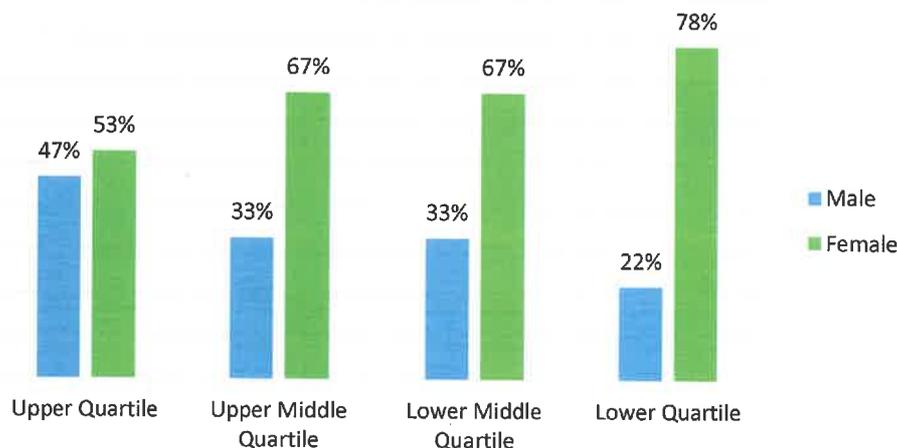
Gender Pay Gap Report 2021

The gender pay gap information presented below has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, and was taken from our payroll data at 5 April 2021

Salts Healthcare remains a family owned and managed business that manufactures and distributes surgical and medical appliances in both the U.K. and in markets across the world. We continually offer equal opportunities in the workplace for all our employees to grow and achieve their full potential.

Salts employs around 600 people, and the detailed breakdown of pay by gender and by pay quartile is shown below:

Breakdown of pay by gender and by pay quartile



The gender pay gap is the difference in the average hourly rate of pay between all relevant fully paid men and women in the Company.

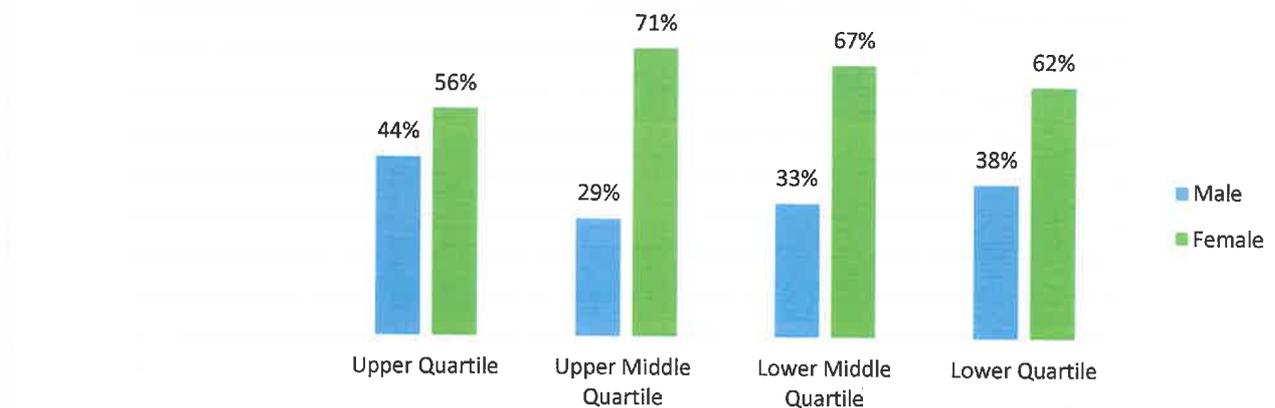
It is important to note that gender gap differs from equal pay. Equal pay deals with the pay difference between men and women who carry out the same or similar jobs or work of equal value, where gender pay gap simply shows the difference in average pay between men and women.

The information below shows our overall median (mid-point) and mean (average) gender pay gap based on hourly rates at 5 April 2021. It also shows the median and mean difference between bonuses paid to our male and female employees in the year to 5 April 2021.

| | |
|------------------------------------|--------------|
| Median Gender Pay Gap | 8% |
| Mean Gender Pay Gap | 36.7% |
| Median Bonus Gender Pay Gap | 0.0% |
| Mean Bonus Gender Pay Gap | 70.3% |

100% of males and females receive a bonus.

Breakdown of bonus by gender and by pay quartile



Commentary:

In reviewing the figures in the relevant pay period, it should be noted that if the Company were to omit the pay and bonus arrangements that apply to the Executive Board of Directors, the majority of whom are the shareholders and owners of the business during this period, the percentages would be adjusted as follows:

- (a) Women's median pay is 8% lower than men's pay**
- (b) Women's mean pay is 22.3% lower than men's pay**
- (c) Women's median bonus is the same as men's bonus**
- (d) Women's mean bonus is 44.1% lower than men's bonus**

We consider the above percentages to be a fairer reflection of the Company's overall gender pay gap.



We are continuously working to ensure that we have fair, gender neutral pay and reward structures across all areas of the business. In line with our usual practices, we have monitored and reviewed pay and all employees have received an annual percentage pay increase, which in turn has widened our gender pay gap.

We offer all employees equal training and progression opportunities, and we pride ourselves in fair and consistent reward processes.

Our recruitment process is fair, consistent and non-discriminatory, driven by skills and experience required, detailed in individual role specifications. It is important to note that 67% of candidates who applied for the vacancies advertised during April 2020 – April 2021, were female.

All our employees have the right to apply for flexible working and shared parental leave, giving them the opportunity to balance their home and work lives.

Where possible the company introduced practice of job sharing, particularly within customer services and manufacturing departments to offer more flexible working options to our employees. Currently of the employees who work flexibly, 95% are females, compared with 5% males.

Salts Healthcare is still currently running a Childcare Voucher Scheme for existing members (scheme closed for new memberships in October 2018), operated under salary sacrifice, to maximise contributions. Currently, of the employees who have opted in for this scheme, 75% are females, compared with 25% males.

We continue to work in partnership with local colleges to raise awareness and offer apprenticeship within Engineering and Marketing departments. In addition to the above, it is important to note that our April 2021 snapshot figures were affected by the Covid-19 pandemic, with employees being excluded from the calculation (not full pay relevant) due to the following reasons:

- Employees on furlough, who did not top-up their wages;
- Employees in Covid-19 isolation, in receipt of SSP only.

Actions to address our gender pay gap:

- We will continue to monitor and review pay in order to understand and address the gender pay gap results;
- We will continue our drive to be fair and inclusive in our recruitment practices with a view to maximising our appeal;
- We will continue to offer training and progression opportunities equally but with a focus on any barriers identified that may prevent women seeking progression;

- We will continue to educate and provide resources to our people managers on the importance of gender equality;

- We will continue to review our flexible working and family friendly policies and raise awareness of all our policies across the Company.

Declaration:

We confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Ian Taylor
Financial Director

On behalf of Salts Healthcare Limited