



# B. Braun Medical UK Limited

Gender Pay Gap Report 2025

We  
**PROTECT**  
and  
**IMPROVE**  
the  
**HEALTH**  
of people around  
the world.

# INTRODUCTION

At B. Braun, we firmly believe that everyone, everywhere matters. Our people are the heartbeat of our organisation, each playing a vital role in delivering our vision and achieving our shared goals.

We strive to empower our team members, equipping them with the skills and confidence to make decisions that benefit patients, customers, colleagues, and the company. We recognise the immense value our employees bring to B. Braun, and we are dedicated to supporting their growth and development at every step of their career journey.

As an employer of choice, we prioritise what truly matters to our people. We ensure fair and competitive compensation, offer market-leading benefits, and create a supportive environment where everyone can thrive.

Diversity, equity, and inclusion are at the core of our people strategy. We celebrate the unique backgrounds and perspectives of our employees and are committed to building a workforce that reflects the diverse communities we serve. Our goal is to ensure that all our team members enjoy fulfilling and rewarding careers.

This past year, we've made significant strides in closing the gender pay gap. We're proud of the progress we've made and the initiatives we've launched to support women's career advancement. Our journey towards gender equality is ongoing, and we remain dedicated to creating an inclusive culture where everyone has the opportunity to shine.

We are building a brighter, more equitable future for all, and we are grateful for the dedication and contributions of our incredible team. Their passion, hard work, and commitment drive our success and inspire us every day.



A handwritten signature in black ink, appearing to read 'Michael Parden', with a long horizontal flourish extending to the right.

Michael Parden  
Managing Director UK Group

February 2026

# Gender Pay Gap Figures

The table below shows the overall gender pay gap figures within B. Braun Medical Ltd. The data is based both on the hourly rates of pay, and bonuses paid in the year up to 5<sup>th</sup> April 2025.

B. Braun Medical Ltd					
The difference in mean pay between male and female employees		7.96%			
The difference in median pay between male and female employees		-0.01%			
Number of male and female employees in each band			Female	Male	
		Lower	Quartile A	62%	38%
			Quartile B	59%	41%
			Quartile C	64%	36%
		Upper	Quartile D	58%	42%
The difference in mean bonus pay between male and female employees		22.25%			
The difference in median bonus pay between male and female employees		22.21%			
Proportion of male and female employees who received bonus pay		Female 83.30%	Male 92.50%		

## Progress Over Time

When looking at our median gender pay gap (gpg) of -0.01%, this shows extremely positive progress. Reaching a practically neutral value in 2025, indicates that the median female employee earns almost exactly the same as the median male employee for the first time.

Our mean gender pay gap has reduced by 13.59% over the last four years. It is currently 7.96% in favour of male employees.

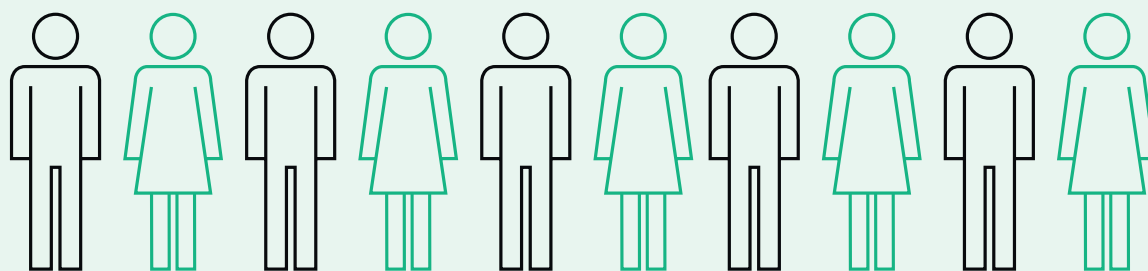
The median figure removes the effect of the extremes of pay (both high and low), particularly the proportionately low number of people on the highest salaries. However, the mean remains a useful insight for us to capture and consider the effect of our high earners.

	'21	'22	'23	'24	'25	Reduction over four years
Median gpg	6.77%	2.25%	0.81%	-3.20%	-0.01%	6.78%
Mean gpg	21.55%	9%	7.69%	12.74%	7.96%	13.59%

## Bonus Pay

We have seen a 4% reduction in our mean bonus pay gap since last year, whilst our median bonus gap has increased by 6.5%. This difference in both our mean and median bonus pay, reflects the wide diversity of job roles and respective bonus arrangements that are in place across the organisation. We commit to ongoing monitoring of all our bonus schemes and practices to ensure fairness and equity across all our employee groups.

# Closing the Gender Pay Gap



Achieving meaningful changes requires dedication and investment, both of which we are wholeheartedly committed to providing. We are dedicated to ensuring the key improvements we have achieved in our gender pay gap continue, with our aim to achieve gender pay parity moving forwards. To support our long-term journey we have identified key focus areas, and these initiatives reflect our unwavering commitment to equity, diversity, and inclusion, and showcase our positive intent and proactive actions.

## Recruitment and Selection

We have made significant improvements to our recruitment and selection practices to ensure fairness and inclusivity. These enhancements are designed to attract diverse talent and reduce bias in the hiring process.

## Leadership Development

We have enhanced our leadership development programmes and shared career development stories from employees across our business. As part of a broader inclusion programme, we are scoping a women's leadership education programme to support the growth of our leadership talent pool. We are committed to providing career development opportunities that reflect personal needs and circumstances throughout career journeys.

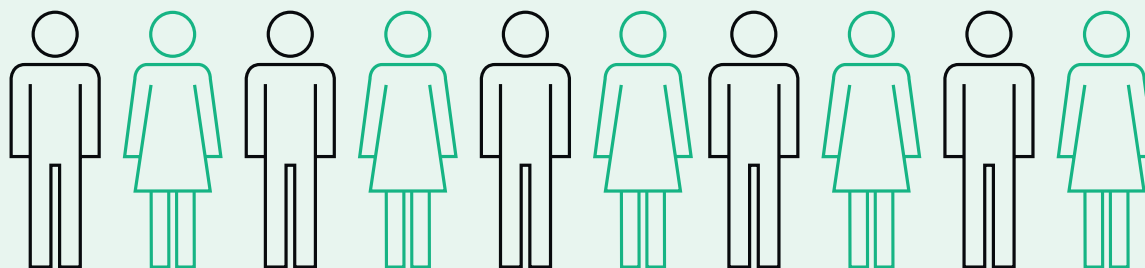
## Career and Personal Development

We encourage all employees to have a personal development plan and offer a diverse range of learning and development opportunities. We are committed to developing women's leadership talent by providing attractive, creative, and flexible opportunities for our female colleagues.

## Coaching and Mentoring

We understand that advancing to the next level in one's career can be challenging. That's why we offer comprehensive coaching and mentoring programmes to support the professional growth of all our employees. These programmes provide valuable resources and opportunities for individuals to focus on their personal and professional development, empowering them to excel in their careers with confidence.

# Closing the Gender Pay Gap



## Flexibility

We offer hybrid working arrangements, flexible hours, and job-sharing opportunities to help our employees achieve greater work-life balance and autonomy.

## ESG and Inclusion Training

Our Environmental, Social, and Governance (ESG) global practices emphasise having a workforce that reflects society. We are committed to improving our reporting on ethnicity and disability to ensure transparency and accountability. We invest heavily in training and supporting all our leaders to drive an inclusive culture where every employee's voice is heard and championed. We work with a specialist Leadership and Culture organisation to help build our roadmap and deliver first class leadership inclusion training, as well as undertaking an audit to review our policies and practices. We are now focused on creating employee representative groups to strengthen employee voice during our inclusion journey.

## Leadership Accountability

We are introducing gender pay gap monitoring at a departmental level to hold leaders to account for the gender pay gap within their areas of responsibility.

## Employee Feedback and Surveys

We value our employees' feedback and have implemented mechanisms to gather their input. Our annual People Survey measures employee satisfaction and enables us to track improvements over time. Additionally, our 'Ask the MD' portal provides direct access to our leader, allowing employees to ask questions anonymously if they wish. This ensures we can address issues at a senior level and provide timely feedback.

We also have an employee forum called 'Make a Difference', where representatives raise topics and develop initiatives, ensuring our employees have a voice in shaping our workplace.

## Pay Policy and Practice

We have focused on ensuring our pay policies and practices are fair and consistent, supporting governance, career development, and equality. We have:

- A pay framework with roles rigorously evaluated and externally benchmarked
- Conducted education programmes for managers and employees on fair pay processes
- Introduced a salary review panel to oversee pay reviews and exceptional awards
- Created a Reward Governance Committee to review pay and reward data and address variances
- Committed not to ask for salary history during recruitment to prevent inheriting salary bias

These initiatives demonstrate our dedication to creating a more equitable workplace and closing the gender pay gap. We are proud of the progress we have made and remain committed to building a brighter, more inclusive future for everyone, everywhere.

# Statutory Disclosures



B. Braun Medical Ltd has three separate businesses: B. Braun Medical, B. Braun Avitum and B. Braun Sterilog. Although, under the regulations we are only required to publish data for B. Braun Medical, for complete transparency we have decided to publish our gender pay gap for all three businesses as set out below:

	B. Braun Medical		B. Braun Sterilog		B. Braun Avitum		
The difference in mean pay between male and female employees	7.96%		0.07%		-1.27%		
The difference in median pay between male and female employees	-0.01%		0.09%		-1.15%		
Number of male and female employees in each band		Female	Male	Female	Male	Female	Male
	Quartile A	62%	38%	59%	41%	64%	36%
	Quartile B	59%	41%	65%	35%	76%	24%
	Quartile C	64%	36%	39%	61%	72%	28%
	Quartile D	58%	42%	37%	63%	67%	33%
The difference in mean bonus pay between male and female employees	22.25%		13.20%		-126.35%		
The difference in median bonus pay between male and female employees	22.21%		0.13%		-7.09%		
Proportion of male and female employees who received bonus pay		Female	Male	Female	Male	Female	Male
		83.30%	92.50%	94.60%	95.70%	9.17%	19.05%

## DECLARATION

We confirm that the gender pay calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

