

ventrica

Gender Pay Gap

Report

2025/2026



Introduction

The gender pay gap legislation introduced in April 2017 made it statutory for UK employers with over 250 employees to report annually on their gender pay gap.

This includes the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of male and females that who received bonuses and the proportion of male and female employees in each pay quartile.

The gender pay gap shows the different in the average pay between male and female employees employed at Ventrica.

The gender pay gap is different to equal pay. Equal pay deals with the pay differences between men and women who carry out the same role, similar role or work of equal values.

We are confident that we pay our employees fairly and we support the fair treatment and reward for employees irrespective of gender. We keep our HR policies and processes under regular review to ensure we do.

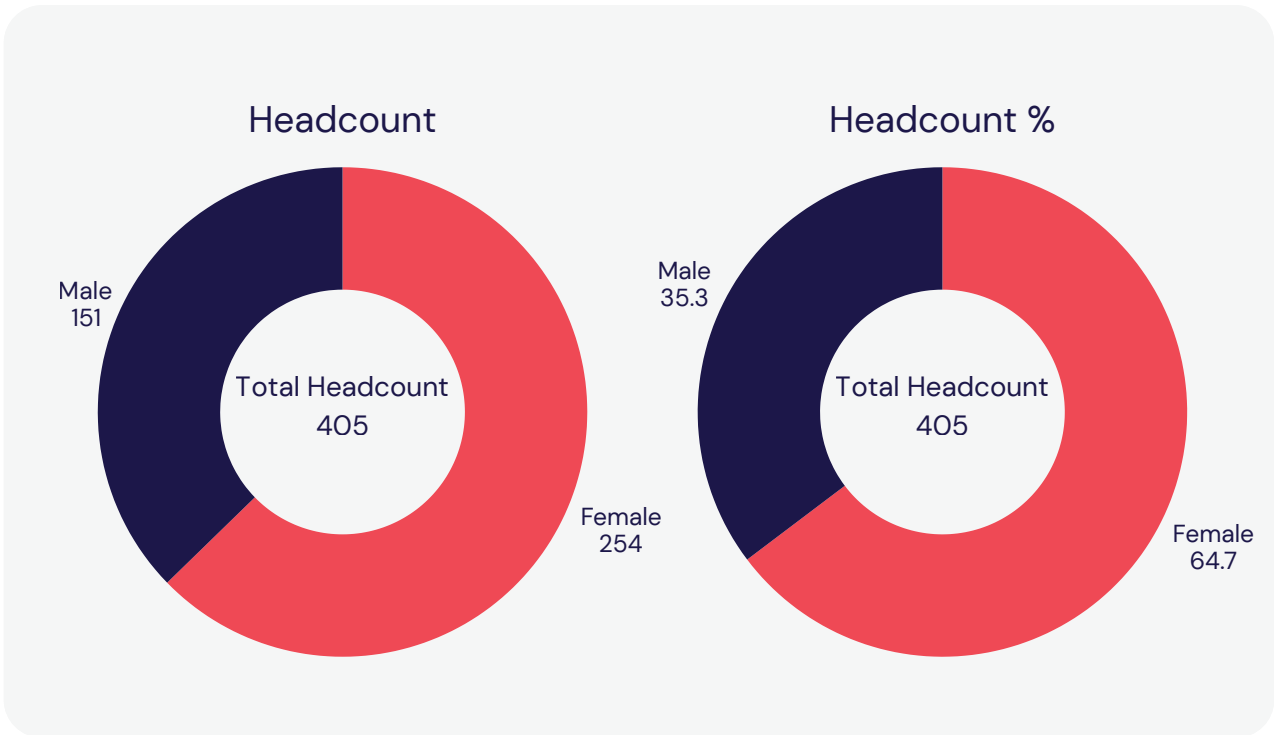
What is the gender pay gap?

The gender pay gap is described as:

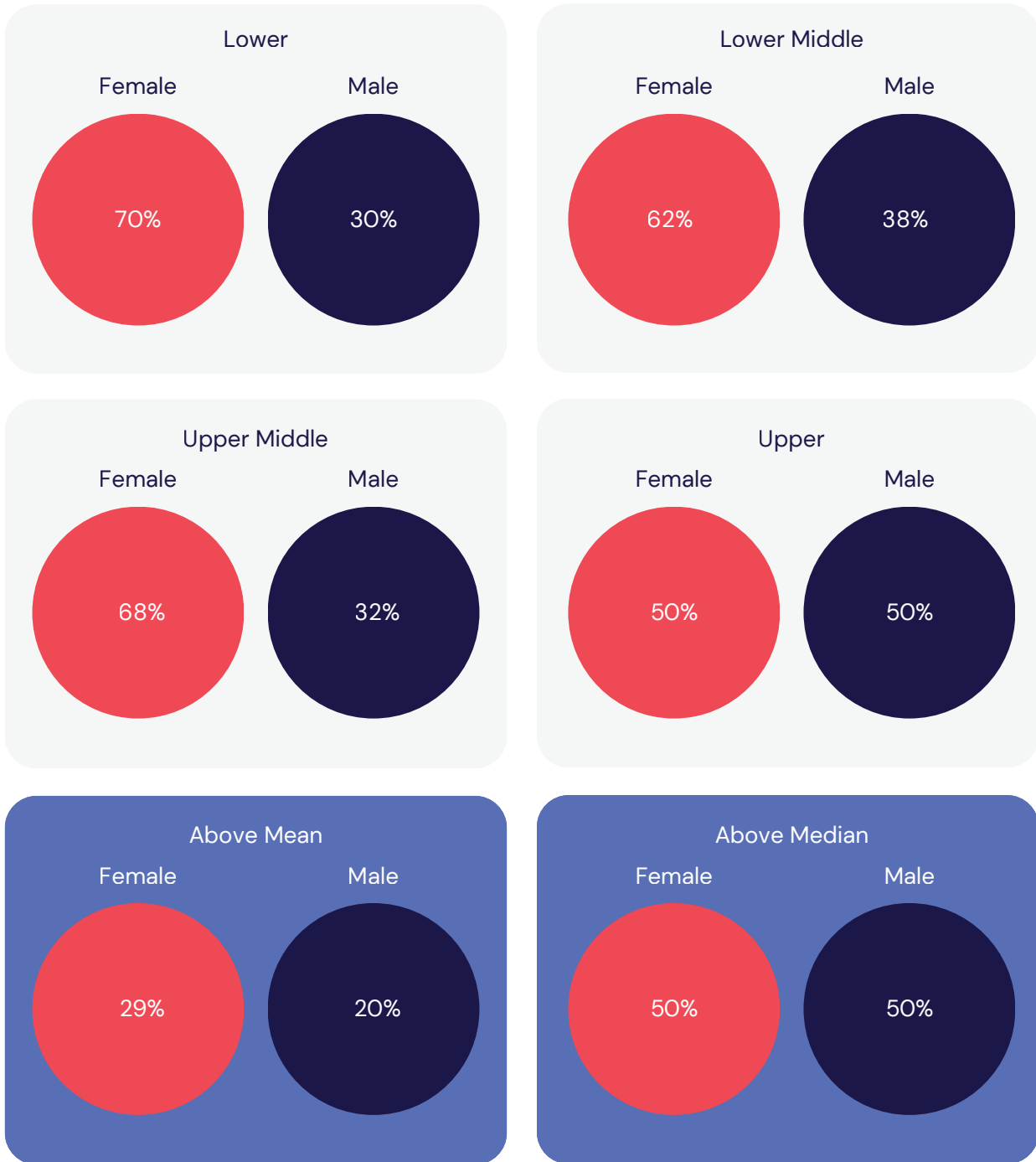
- The difference in the mean pay of full-time equivalent (FTE) men and women, expressed as a percentage.
- The difference in the median pay of FTE men and women, expressed as a percentage.
- The number of FTE men and women in each of the four quartile pay bands (lower, lower middle, upper middle, upper).

The gender pay gap looks at differences in the average earnings of men and women regardless of their role or seniority, which can result from a few factors, including differences in the sorts of jobs performed by men and women.

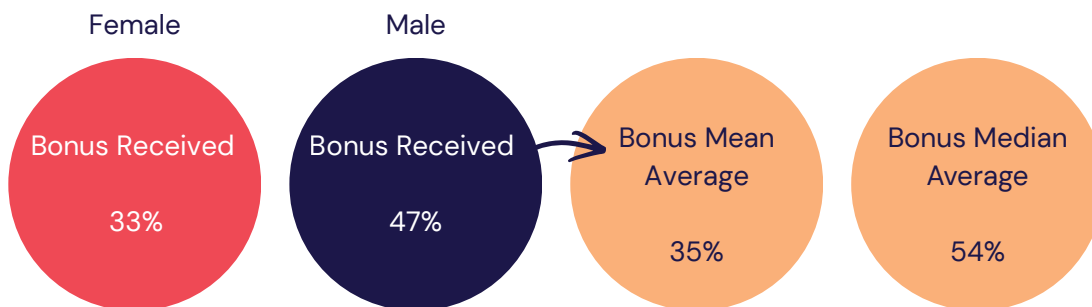
Findings - Pay



Findings - Quartiles



Findings - Bonus



Key Takeaways

Overall, there has been a small improvement in the gender pay gap since last year which is a positive step forwards. A real improvement is seen in the middle of the workforce where the gap is 3%. Further work is required in the upper levels and across bonus. Key takeaways are as follows:

- Lower quartile is female dominated – representation has slightly reduced indicating a small rebalancing.
- More notable shift in the lower middle quartile, reduced from 73% to 62% for females, with male representation increasing.
- Strong improvement in the upper middle quartile: female representation has increased significantly from 60% to 68%, with positive progression in higher paid roles.
- Upper quartile equal (50%), even though there is a slight decline in female representation (HR and Finance reductions).
- Significant increase in women earning above the mean, indicating a positive shift in higher earnings distribution.
- Female representation increasing above the median, closing the gap.
- Overall improved female representation, particularly in the upper middle quartile, and the closing the gap above mean and median. Requires work for even distribution across all quartiles.
- Low median gap shows that males and females are paid equitably at the ‘middle’ of the Company. A higher mean gap reflects under-representation of females in the most senior positions.
- Bonus is uneven. Females are less likely to receive a bonus and where they do, they receive a lower amount on average. This should be a key area for the future.

What we have done so far...

Over the last 12 months, Ventrice has committed to reducing the gender pay gap and have introduced the following initiatives:

Revamp and launch of Company website, including a careers page, to attract a diverse and inclusive team

Created roles for female leaders in Operations

Realigned our Senior Leadership Team with more female members

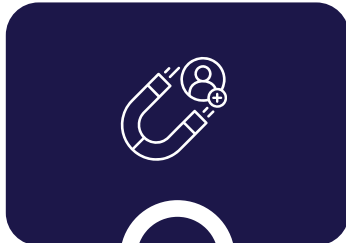
Advertise all roles internally to promote growth and offer career progression

Normalised flexible working by supporting all colleagues to achieve a good work-life balance

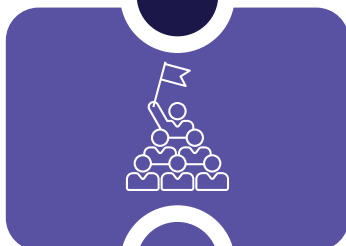
Introduced a fair performance management system and additional reward with a performance-related bonus scheme to reward our top performers

What's next?

Ventrica continues its commitment to reducing any gender pay gap, and we will work with our employees on further initiatives, in addition to those already mentioned, which include:



Continuing to evaluate our attraction strategies to ensure we have as much of a diverse and inclusive team as possible



Commitment to create even more roles for female leaders across the Company



Grow our remote and hybrid working capabilities to reduce any obstacles in recruitment that may adversely affect female colleagues, especially those with primary care responsibilities



Continue to support flexible working to help male and female employees to achieve a good work-life balance



Extend our Level 3 and Level 5 Apprenticeships to all colleagues to enhance their skills

Ventrica is committed to helping our colleagues achieve their potential throughout their career and we will continue to actively support the professional development of our talent, regardless of gender. We recognise that any gender pay gap is disappointing, and we are determined to reduce our gender pay gap further. Our People's Champion committees will support our ongoing efforts to ensure that we remain a diverse, inclusive, and welcoming employer where everyone has a sense of belonging.