



**Gender Pay Gap
Report 2026 – for 5 April 2025**

Our Vision

Together, we will enhance the quality of people's lives and shape their future wellbeing, through pioneering technology and uncompromising quality, driving a successful global business.

Our Mission

- To bring to market the best and most innovative products that enhance the lives of people living with a stoma across the world.
- Investing in the most talented people, collaborating to create world-class, ground-breaking products and services devoted to improving people's lives.
- Those who work at Welland are passionate about making a difference in the world. Our reputation is based on a tradition of improvement, ethical leadership, and a total commitment to quality and safety.
- The determination of our people will ensure that, together, we will continue to grow and flourish.



Our Values

The graphic features the word "we" in a large, blue, cursive font. To its right, the words "are Welland" are written in a blue, sans-serif font. Five circular icons are arranged around the "we" text, each containing a symbol and a value statement: a checkmark in a gear for "deliver quality", a lightbulb for "keep innovating", a heart for "embrace wellbeing", a star for "reach excellence", and a shield for "champion integrity".

Pay & Bonus Gap - 2025

Pay and Bonus Gap Difference between Men and Women

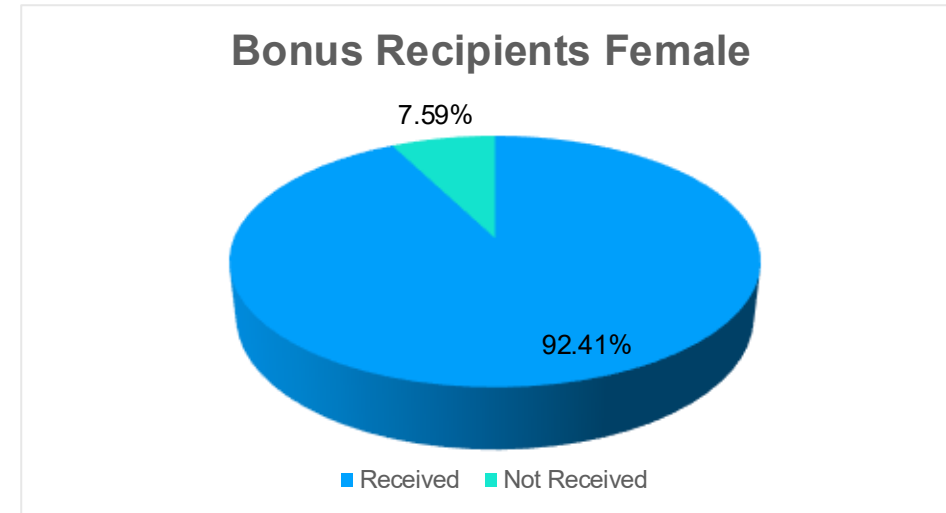
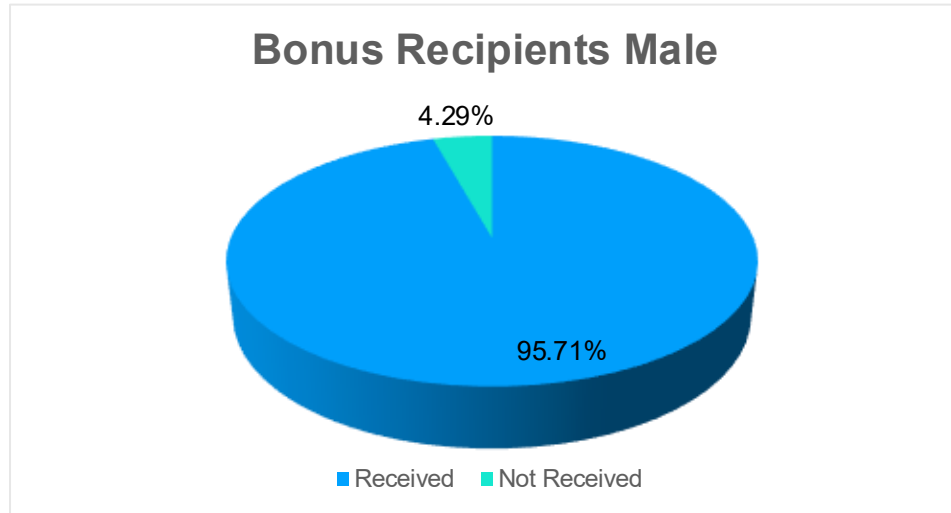
%	Mean	Median
Hourly Fixed Pay	15.4%	18.0%
Bonus Paid	--13.3%	0%

This table shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2025). It also captures the mean and median difference between bonuses paid to men and women at Welland Medical Limited in the year up to 5 April 2025, i.e. for the 2024 performance year.

We are confident that our gender pay gap is not because we pay men and women differently for the same or equivalent work. Instead, our gender pay gap is because men and women work in different roles and those roles have different salaries.

The bonus gap of -13.3% was primarily due to a greater percentage of female senior management (directors).

Proportion of employees awarded a Bonus

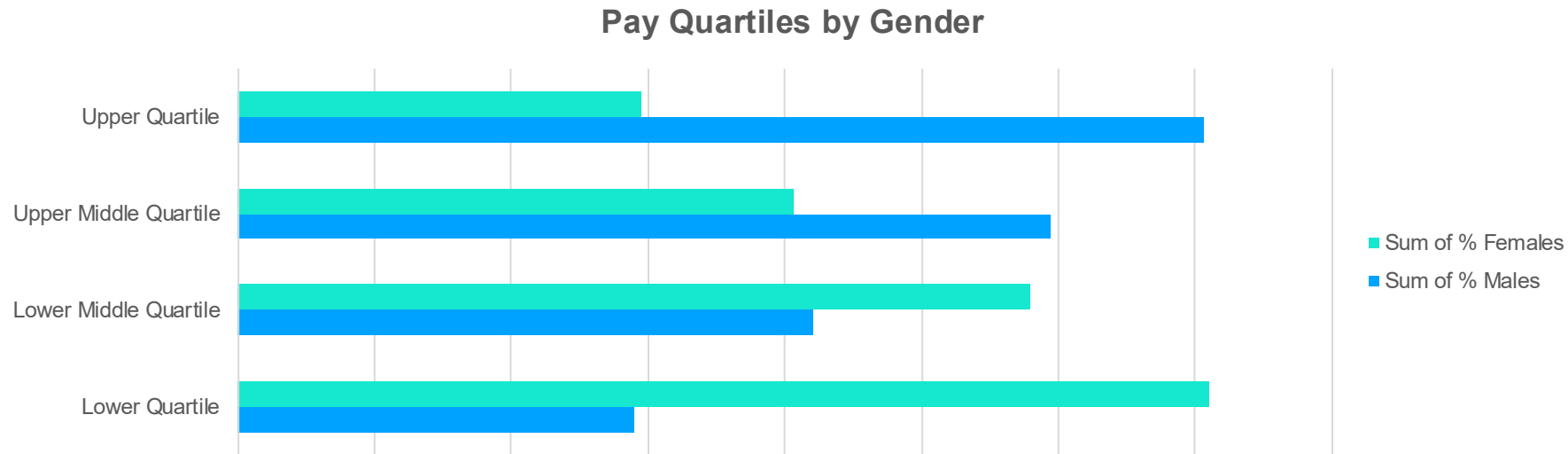


These charts show that 95.71% of men and 92.41% of women received a bonus, as at the snapshot date (5th April 2025)

The population at the time was almost equal number of female and male employees (49% / 51%)

The male and female individuals who did not receive a bonus were not employed in 2024.

Pay Quartiles



These charts illustrate the gender distribution at Welland Medical Limited for full pay relevant employees, across four quartiles.

Whilst we employ a similar number of men and women across the organisation, we have a greater percentage of women in the lower quartiles in operator roles, with a greater percentage of men in our Engineering and R&D roles, which fall in the upper middle and upper quartiles.

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

Samantha James
Managing Director
For and on behalf of Welland Medical Limited

Date: [DATE]