

Synthomer UK: Gender Pay Gap Report 2025

2025 Gender Pay Gap CEO Foreword

Diversity, equity and inclusion (DE&I) remain a core pillar of Synthomer’s strategy and our approach matures year on year from project-based initiatives to becoming an integral part of what we do.

We have made good progress over the last four years in improving female representation. Women now represent 24.1% of our workforce (21.1% in 2021), 35.3% of our senior management (20.4% in 2021) and 44.4% of our Board (33% in 2021).

While we are pleased with our progress on representation, we need to stay focused on this important topic to meet our Vision 2030 target of 40% female representation across senior management and reduce our gender pay gap. We recognise that it takes time to address representation in a manufacturing business in a historically male dominated industry. Our focus groups on female representation in manufacturing play an important role here. Initially launched in Europe in 2024, these sessions enable us to hear from female employees about the barriers they face working in traditionally male manufacturing roles. This year we expanded the initiative to include sessions in Asia and the USA, hosted by

either our executive sponsor for DE&I or a senior female manufacturing leader. We have heard consistent themes in all regions and have agreed a tangible action plan with our Operations Executive team.

DE&I is now integrated in most of our key people processes, e.g. by monitoring gender trends in performance or talent processes, ensuring balanced nominations for our key talent programmes or following our internal “rules of the road” principles such as diverse selection panels or diverse candidate slates when recruiting.

Our DE&I ambassador network and employee resource groups continue to play an integral part in our work. For example, our cultural diversity group, EMPOWER, celebrates different cultural awareness days and regularly runs unconscious bias training.

Whilst we have seen improvements in female representation, changes in the senior leadership team in this period, including a senior vacancy previously held by a female, have led to a small increase in our mean gender pay gap from 15.15% to 17.58%. We expect that as we continue to take action to achieve our Vision 2030 ambition, the gap will reduce.

We are pleased that our mean bonus gap has reduced significantly again this year (from 22.53% to 6.25%), reflecting more consistent payouts in 2025, driven by changes to the bonus plan structure; however, there was a small increase in the median from 4.86% to 5.99% reflecting the small changes in quartile representation.

DE&I remains one of our five core pillars of our business strategy, which clearly demonstrates its importance to our organisation. I truly believe that improving diversity across the organisation will continue to be a major contributor to our future business success.



Michael Willome
Chief Executive Officer
March 2026



Accuracy statement: I confirm the gender pay gap data contained in this report is accurate and has been produced in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

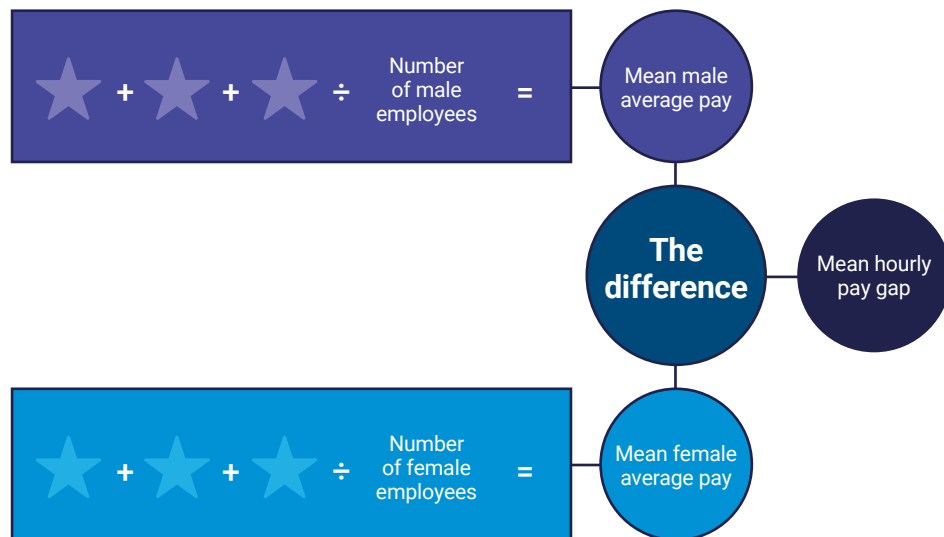
2025 Gender Pay Gap

Means vs. Median Pay Gap



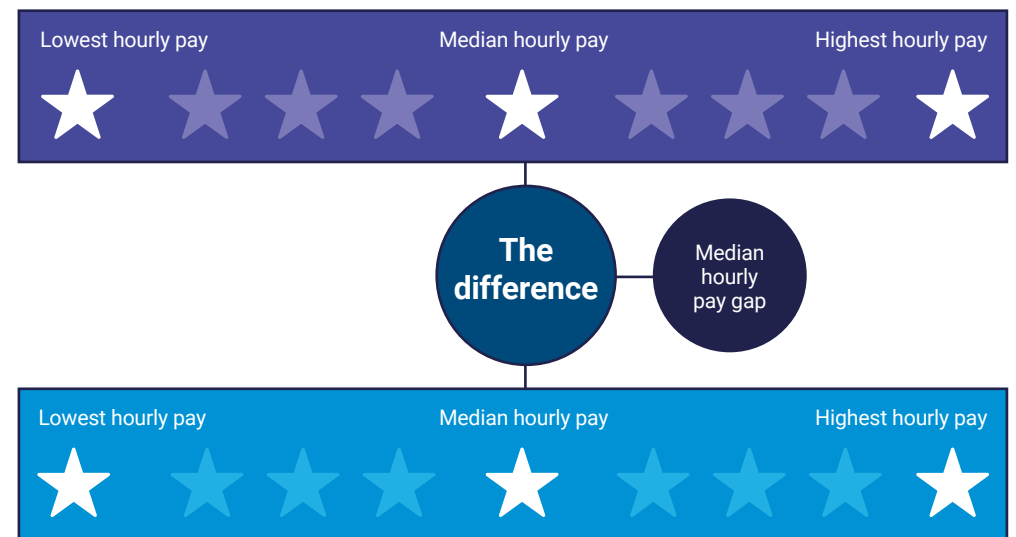
The mean pay gap

The mean gender pay gap is the difference in the average hourly Ordinary pay rate for women compared to men.



The median pay gap

The median represents the mid-point. If you separately lined up all the women and men, the median pay gap is the difference between the hourly Ordinary pay rate of the middle woman compared to that of the middle man.

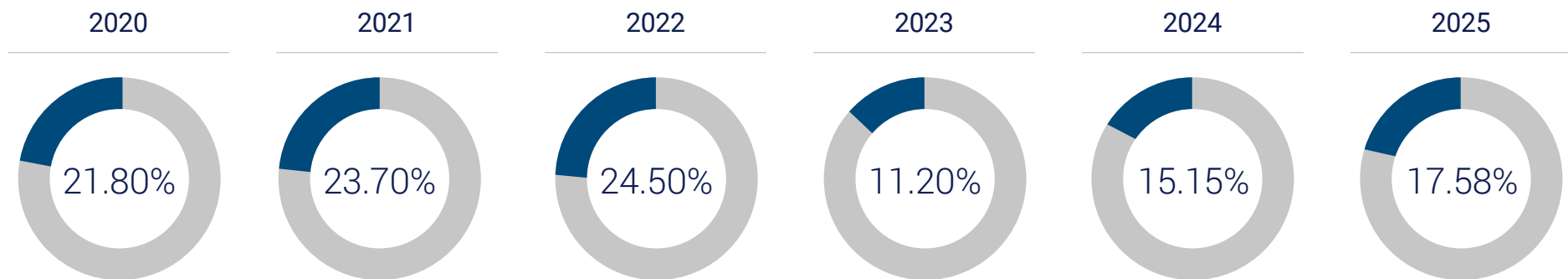


* Ordinary Pay is not limited to basic pay, but also includes other types of pay such as allowances, pay for leave and shift premium pay. It does not include pay for overtime or pay relating to redundancy / termination of employment. The figures used are gross before income tax and national insurance deductions but after ant deductions for salary sacrifice benefits e.g. pension, childcare vouchers etc.

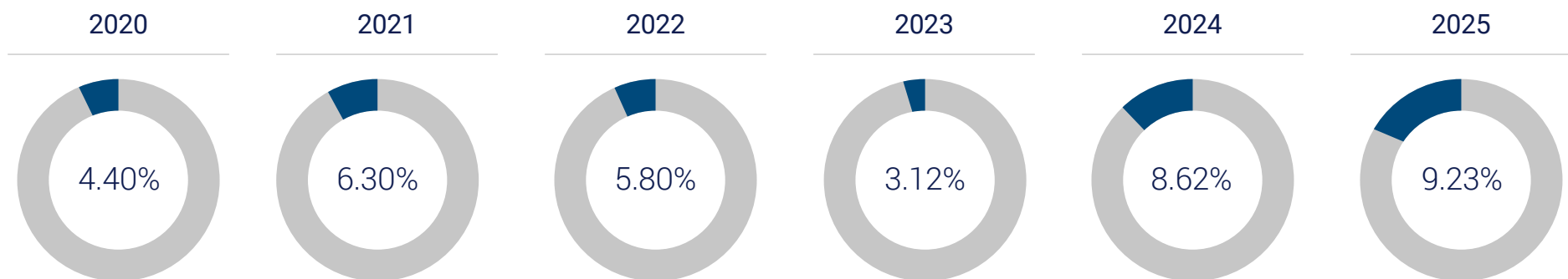
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Mean gender pay gap

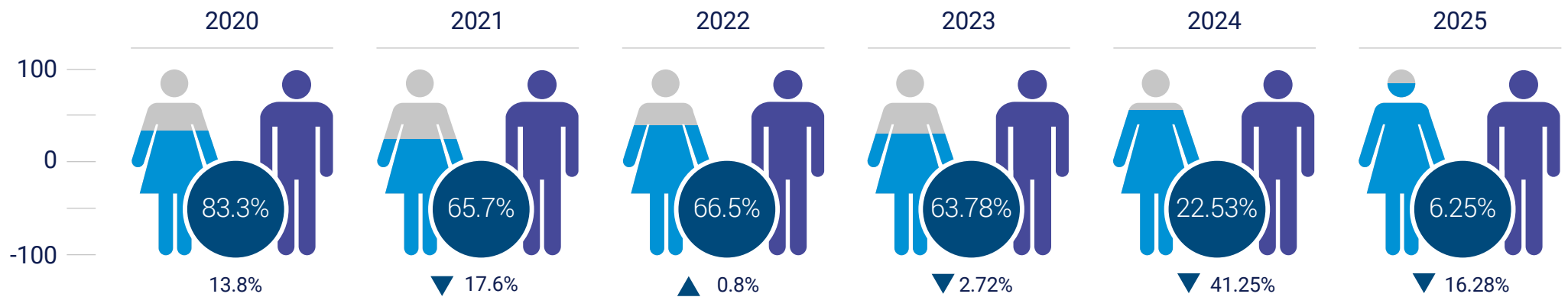


Median gender pay gap

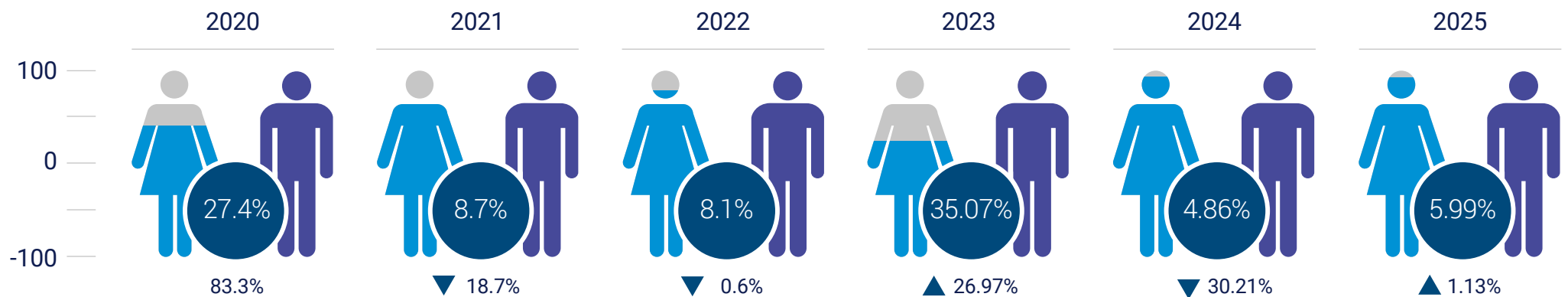


2025 Gender Pay Gap

Mean bonus gender pay gap

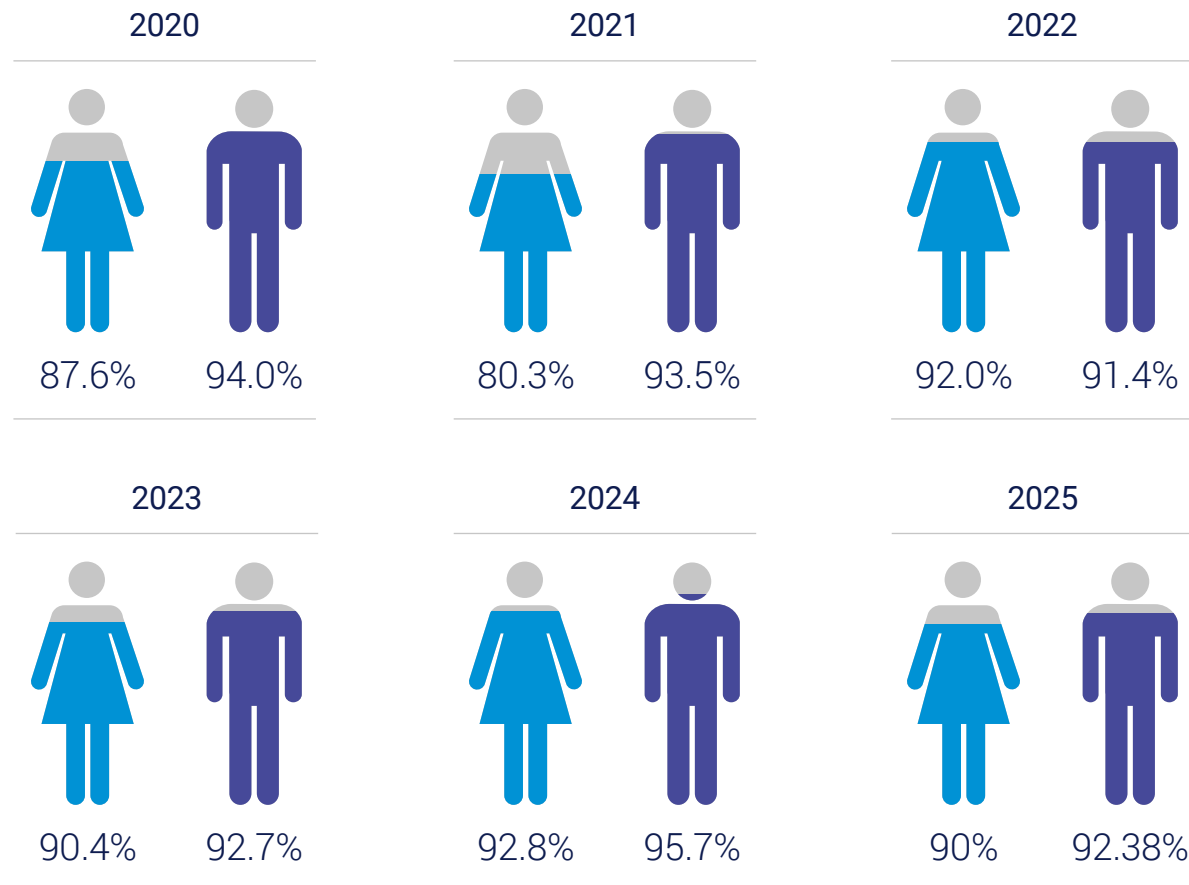


Median bonus gender pay gap



2025 Gender Pay Gap

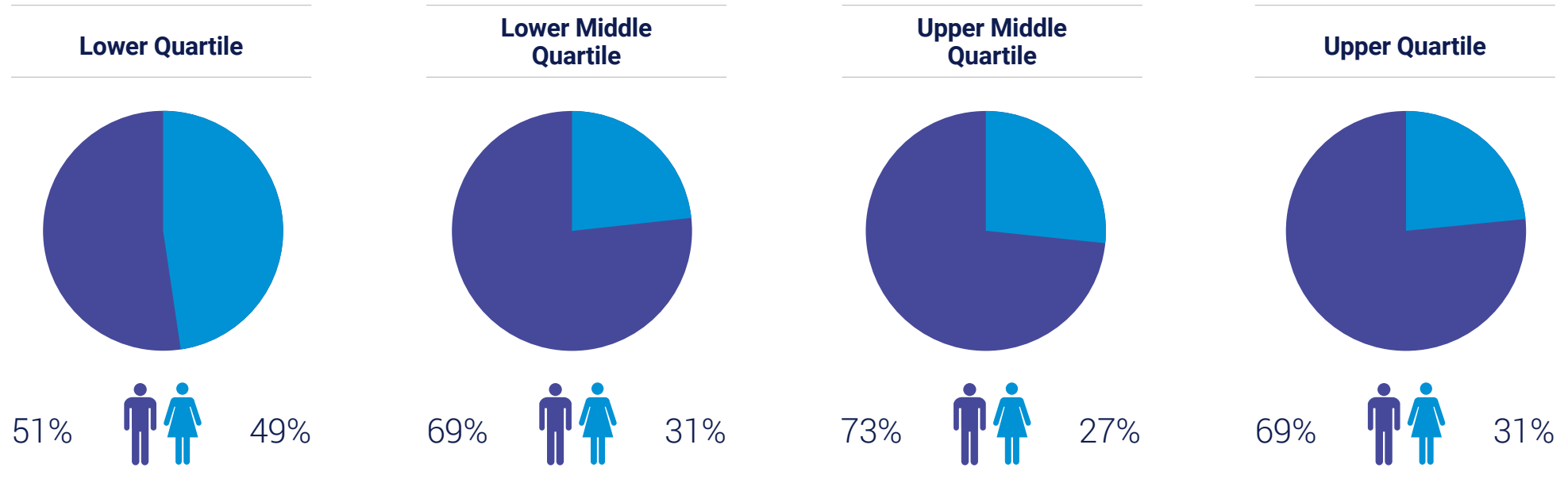
Proportion of females / males receiving bonuses



- Mean pay is strongly impacted by data at the very top of the organisation which in Synthomer is male dominated
- Median pay is less impacted by data at the very top of the organisation and therefore is a broader underlying measure
- Bonus data is more variable year on year, and is influenced by the previous year's performance, PSP scheme performance and the timing of the exercising of share options

2025 Gender Pay Gap

Gender split by quartiles



- % of women in upper quartiles is increasing
- As these “new” women entrants to the higher pay quartiles benefit from salary increases / promotions and bonus / PSP scheme payments the statistics may be expected to improve