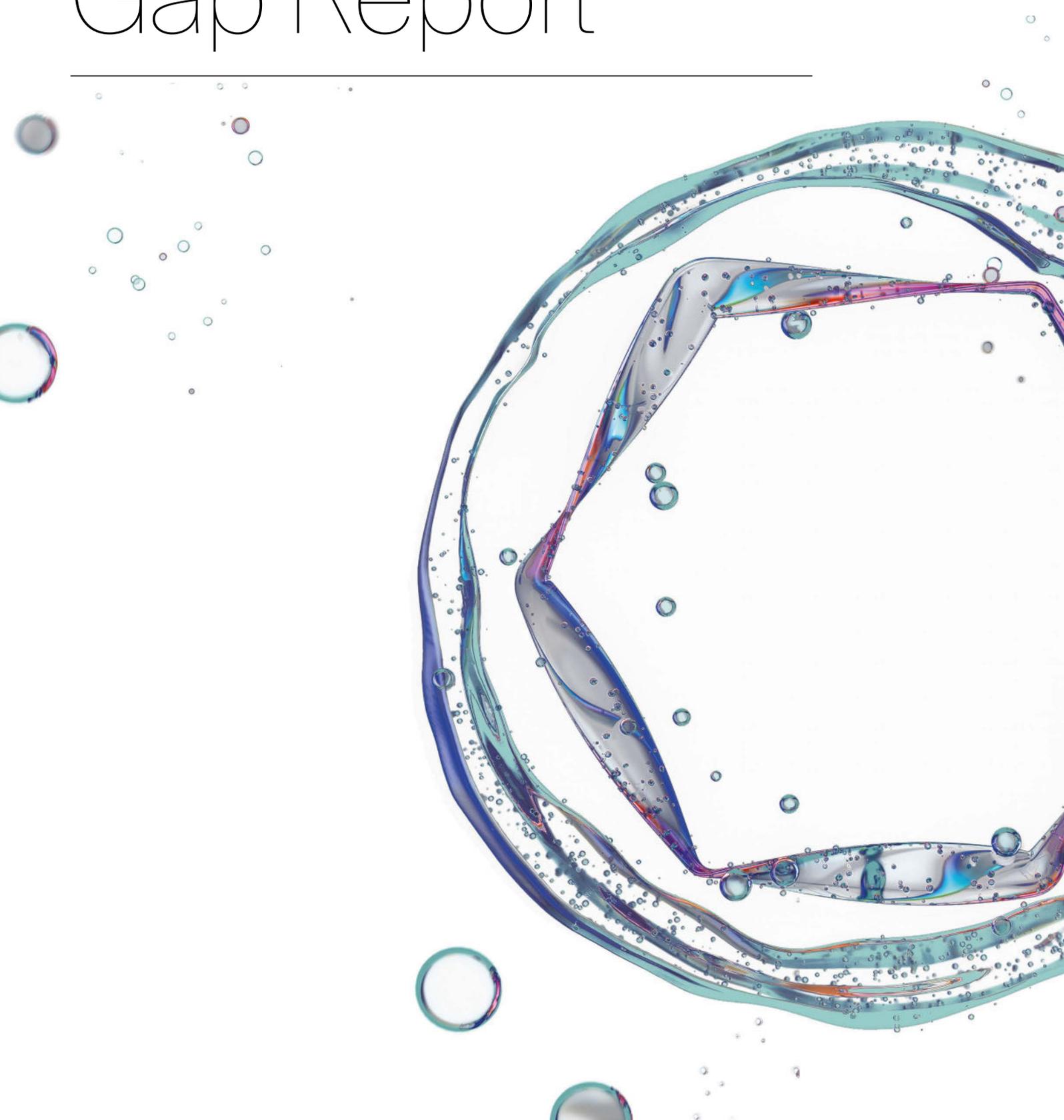




Gender Pay Gap Report





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Introduction

BBI is a successful international company that is focused on growth, innovation and the highest quality standards. With employees across four continents, we embody a culture of partnership, teamwork and trust. We all take pride in the important work we do; creating products that improve the health of millions of people worldwide. Leveraging our decades of experience in all stages of diagnostic development for the right solutions the first time requires an inclusive workplace, an environment that enables our employees to thrive and to continue to serve our customers and their patients. We are committed to creating and maintaining a working environment that is inclusive, diverse and supportive, which provides opportunities for all our employees globally. We follow the principle of equal opportunities and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

We understand that it is the innovation and dedication of our people that sets us apart from the rest, so we invest heavily into the personal growth, wellbeing and development of our employees. Our broad portfolio of development programs from technical, soft skills and leadership continue to make career progression more visible and attainable in lower and middle salary positions. In 2025 our growth plans have provided new opportunities to attract more talented and diverse candidates to join BBI and continue to offer employees with new promotion opportunities in addition to secondment opportunities in and outside of the UK.

Gender is just one part of the diversity we seek. Our eighth annual gender pay report demonstrates how our programs support a vibrant career for women in BBI.

Improving health begins with our people.
At BBI, we are committed to creating an environment where talent can thrive and opportunity is open to everyone.





Overview

Legislation requires all employers with 250 or more employees to publish their gender pay gap annually. This report covers the employees of BBI Solutions OEM Limited as of 4 April 2025.

In preparing the statistics, we have followed the methodology required by the Government Equalities Office, which includes additional reporting on the distribution across pay quartiles and the proportion of men and women receiving a bonus.

The gender pay gap statistic measures the difference in the pay of men and women – regardless of the nature of their work. It can be affected by the proportion of men and women across all roles and seniority levels.

It is different from an equal-pay comparison, which directly compares people or groups who are carrying out the same, similar, or equivalent work.

The calculations at 4 April 2025 include:

- basic salary
- car and travel allowances
- additional responsibility allowances
- bonus pay for the year to 4 April 2025
- performance and productivity bonuses, other bonuses and incentive pay, and long-service recognition.

Understanding the data

In complying with gender pay reporting, BBI publishes:

- the difference in the median hourly pay of men and women, expressed as a percentage
- the difference in the mean hourly pay of men and women, expressed as a percentage
- the difference in mean hourly bonus pay, expressed as a percentage
- the proportion of men and women who received bonus pay
- the percentage of men and women in each of four quartile pay bands.

To calculate the median gender pay gap, we identify the hourly rate of pay at the midpoint of all full-pay relevant male employees to give the median male hourly-pay rate, and the hourly rate of pay at the midpoint of all full-pay relevant female employees to give the median female hourly-pay rate.

The mean gender pay gap is our average pay and is calculated by adding up all hourly rates of pay and dividing by the number of employees.

To create pay quartiles, we listed the salary of every colleague in order and then split the list into four equal parts to give pay quartiles. Salaries increase from quartile 1 to quartile 4.

We're dedicated to fostering an open, supportive community. By measuring what matters, we can identify opportunities, strengthen fairness and drive meaningful progress.



BBI Solutions OEM gender pay gap

BBI Group has one employing entity, BBI Solutions OEM, that needs to report on gender pay at the Government portal.

In 2025, for a fourth year running, internal succession continued to be buoyant and also very positive amongst female employees. Female employees joining BBI improved significantly in 2025 (44%) as did female employees leaving BBI (38%).

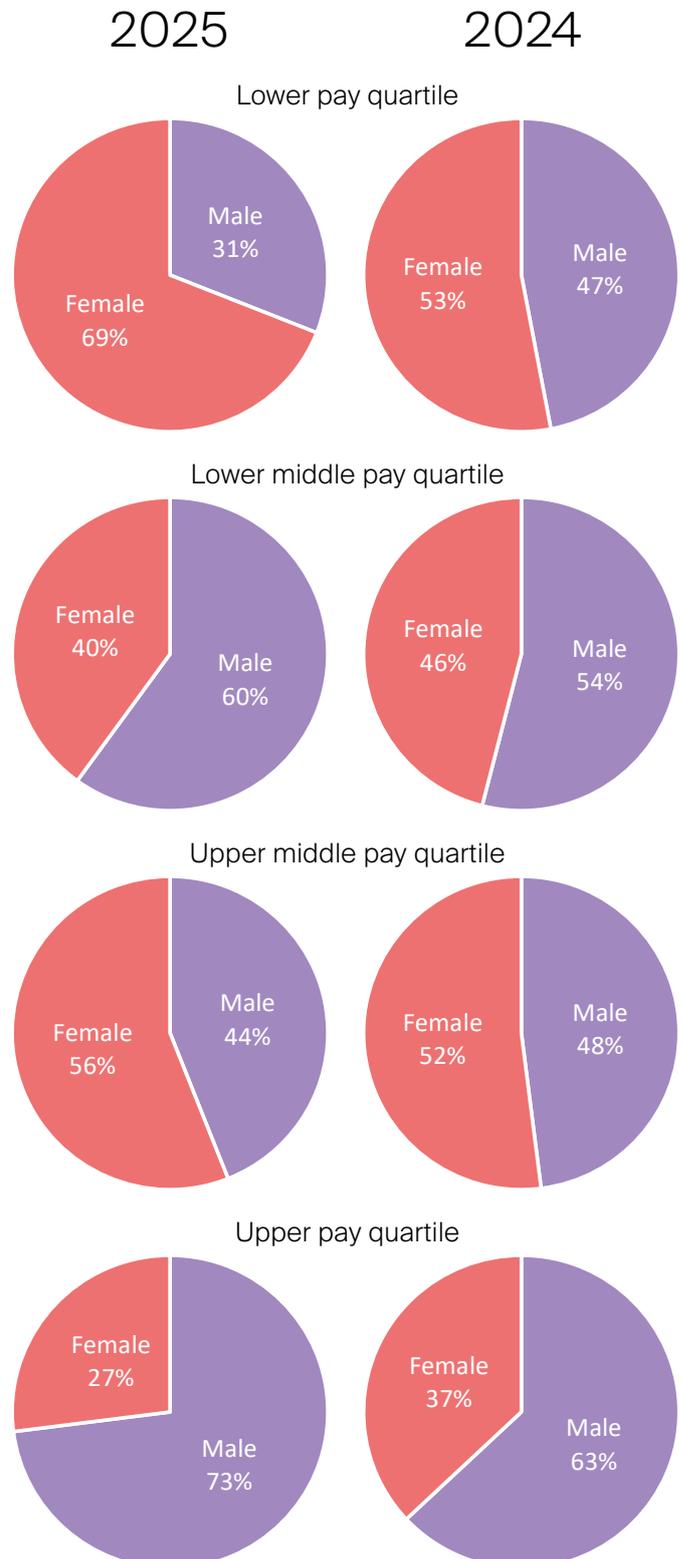
Those leaving the Company predominantly came from the Lower Middle, Upper Middle and Upper pay quartiles, which resulted in significant movement across all pay quartiles.

Females now make up 69% of our employees in the Lower pay quartile, 40% in the Lower Middle Pay Quartile and 56% in the Upper Middle Pay Quartile.

We reported in 2024, that the bandwidth of employee salaries that now sit in the Upper pay quartile was notably broader and this trend continues, where males make up 73% (63% in 2024). Whilst we saw the mean gender pay gap at BBI in 2024 decrease from 12.27% to 9.4% it has increased to 20.3% and the drivers for this are set out in this report.

A clear view of representation across roles helps to guide the actions we take to strengthen gender equality.

Distribution of male & female employees by pay quartile





 **BBI**

Understanding the BBI gender pay gap

BBI uses an objective and systematic Job Evaluation/Job Levelling process to determine the relative worth of different jobs in the company through detailed analysis and use of proprietary and reliable 3rd party toolsets and databases. By doing so this establishes a job architecture, aligns jobs in different geographic locations and ensures that our pay remains market competitive.

Employees are compensated fairly based on the value and complexity of their roles. We use job evaluation to help identifying any potential pay disparities and take corrective actions to ensure pay equity and compliance.

The gender pay gap in our 2025 report reflects the large structural changes that took place across 2024 and early 2025. BBI has seen both consolidation of production into its HQ in the UK whilst also investing in new products and associated expansion of facilities.

This has reduced the requirement for less skilled roles whilst also providing exciting opportunities for very specialised roles.

There has been considerable resultant movement in our pay quartiles. The gender pay gap will look different in 2026 and will represent our continued efforts we had aimed for.

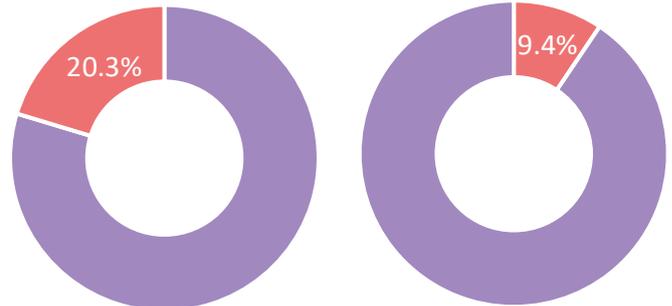
Females leaving BBI reduced compared to previous years and can be predominantly attributed to large structural changes.

BBI Solutions OEM Gender Pay Gap

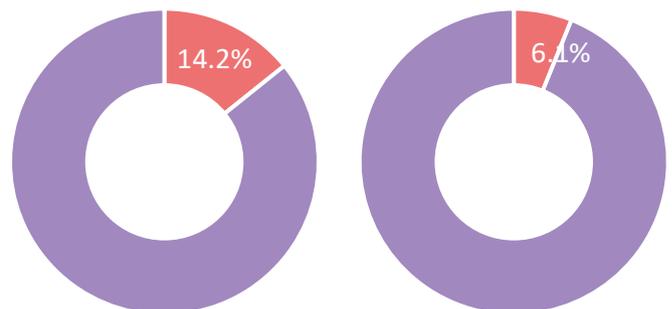
2025

2024

Mean



Median



BBI fosters a culture of growth and recognition, where personal development is encouraged and achievements are celebrated.



Understanding the BBI gender bonus gap

In 2025, Products from within the wider international portfolio were integrated into the UK production portfolio and expansion to the site enabled the realisation of new organic growth opportunities.

A structured program of recruitment and redeployment included bringing in highly specialised roles, the latter traditionally filled by men. The management of complex restructuring programs and redeployment activity was recognised with high one-off bonus payments resulting in a large skew in our bonus mean and median.

In this period the median moved from -286% to -33% and bonus mean also saw significant movement from 22% to -22%. It should also be noted that overall, the number of employees receiving a bonus in 2025 improved on the previous year, 27% males and 24% females in this period compared with 13% males and 10% females in the previous period.

Increased Investment in leadership, vocational, skills and compliance training provided more opportunities for women, supporting their career and personal development ambitions. Women made up 54% of those going through leadership programs and 67% of those going through technical career programs including ISEP ISO 14001 and 45001 internal auditor qualification.

The next section of this report describes where we continue to enhance existing programs and where we can have the greatest, longer-term impact.

Expanding access to training and leadership programmes supports lasting gender equality.

BBI Solutions OEM Gender Bonus Gap

2025

2024

Mean



Median

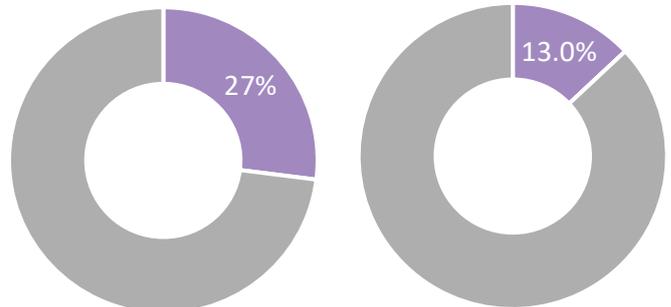


BBI Solutions OEM % of Employees receiving a bonus

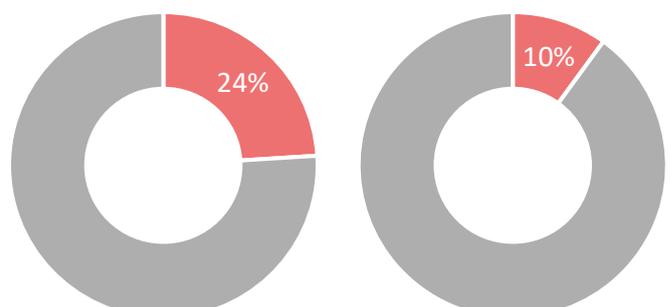
2025

2024

Male



Female





Closing the gap

BBI has made great progress to become an employer of choice, we are attracting and investing in an even broader range of talented people. We continue to maximise our Internal succession providing career progression through technical or leadership career pathways programs. Local and international secondments provide BBI employees with diverse training, development and enrichment opportunities. Since 2022 in the UK and globally, at least 30% of vacancies were filled internally by year end. In 2025, 51% (50% in 2024) of UK vacancies were filled by internal female talent across a range of roles including specialist and leadership positions.

BBI's HQ capabilities offer more roles in science, across both R&D, technical operations and production. Technical Cross-Training is a cornerstone of our capabilities, providing greater portability of skills across our laboratories, offering increased opportunities and flexibility.

The portfolio of development programs has further broadened, with a greater number delivered in-house. In 2026, Women make up 76% of those registered for current planned Leadership ILM Level 3-5 and Prince 2 Project Management Qualifications. Learning at BBI is more accessible than ever, bringing new cultural enrichment, where experience and skills are shared globally.

The 2025 internal Employee Engagement Survey recorded high levels of engagement and notably our focus on Wellbeing, Company Direction and Line Management. Our employees continue to tell us that the best things about BBI are our people, our line managers, the flexibility we offer, our roles and what we do. They recognise their contribution to the healthcare and diagnostics industry which ultimately helps patients.

BBI has used the Core Standards outlined in the Stevenson/Farmer review of mental health and employers ("Thriving at Work") since 2019

to shape and inform our employee services and support. Having been audited yearly by an independent third party BBI has achieved six of the six recommended "Core Standards" and 3 of the recommended "Enhanced Standards" in 2025.

Each Quarter, I host a live Town Hall, bringing together our global teams. This powerful forum connects our employees contributions to our Company's business performance by sharing our progress, new innovations and success stories. In parallel, BBI's Site Leads each quarter will drive employee engagement locally. BBI's monthly newsletter provides an employee lens and voice, celebrating and showcasing their success stories and social events.

BBI works with an established network of local schools, colleges, councils and universities, providing work experience, placements and apprenticeships of varying lengths to students from a range of academic backgrounds. Through STEM events, BBI inspires young people to enter into a career in science, to fulfil their ambitions and potential.

BBI is committed to closing the gender pay gap, by making career opportunities more achievable, employee development more accessible and using different ways of working, we have removed barriers that make BBI a more diverse and inclusive place to work.

The data provided is accurate at 4 April 2025, in line with the UK Governments Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Alexander Socarrás
Chief Executive Officer

Our focus remains clear: creating an environment where talent can grow and opportunity is accessible to all.