medica:

Gender Pay Gap

REPORT 2025

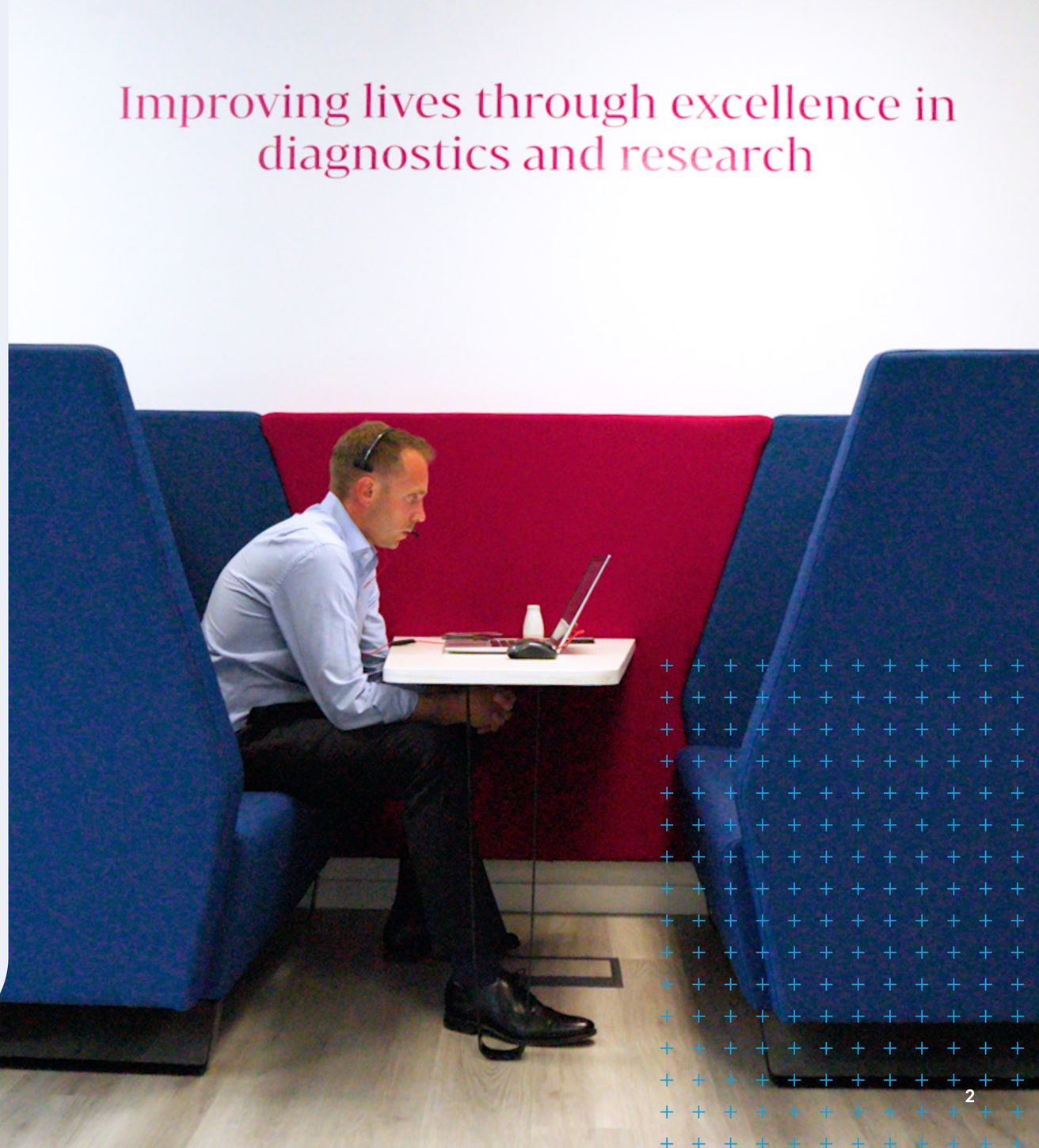
ABOUT MEDICA GROUP

We are a leading provider of teleradiology and digital pathology services across the UK. Guided by our purpose - improving lives through excellence in diagnostics and research - we support healthcare partners and the NHS by delivering high-quality, timely and innovative diagnostic solutions that help improve patient lives.

We embed environmental, social and governance (ESG) principles at Board level, with Equality, Diversity and Inclusion (EDI) forming a core part of our People and Community pillar. Over the past year, this commitment has been strengthened through the establishment of a Group EDI Forum, the delivery of unconscious bias and harassment training, and the expansion of internal career pathways through leadership development and apprenticeship programmes.

Medica is committed to building an inclusive, fair and supportive workplace where colleagues can thrive. These actions are already having a measurable impact: internal promotions increased from 20% in 2023 to 33% in 2025, and 97% of colleagues describe Medica as a friendly and welcoming place to work.

85% of staff would recommend working at Medica



INTRODUCTION

This report sets out the Medica UK Gender Pay Gap results based on a snapshot of pay data taken on 5 April 2025. As this is the first year Medica has met the statutory threshold for gender pay gap reporting, it represents an important milestone for the organisation.

In the UK, employers with more than 250 employees are required to publish their gender pay gap figures annually. Reaching this threshold for the first time provides a valuable opportunity to review our data, reflect honestly on our current position, and build on the work already underway to ensure people of all genders can thrive and progress at Medica.

Our aim is to share our results openly, explain the factors influencing them, and set out the actions we are taking to drive meaningful, long-term progress.

HOW THE GENDER PAY GAP IS CALCULATED

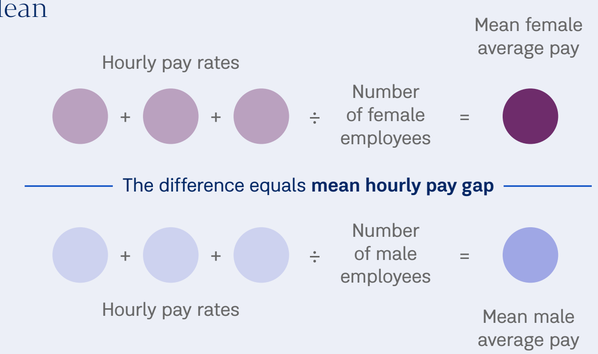
Under UK legislation, we are required to publish our mean and median gender pay and bonus gaps, alongside the proportion of men and women across each pay quartile. The gender pay gap measures the difference between the average hourly earnings of men and women across the organisation, regardless of role or seniority.

HOW ARE THE MEAN, MEDIAN AND PAY QUARTILES CALCULATED?

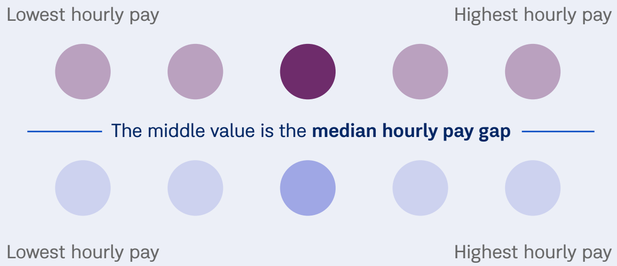
To calculate the gender pay gap, we list all male and female employees separately in order of hourly pay, from lowest to highest. We then calculate the mean (average) and median (midpoint) hourly pay for each group. The percentage difference between men's and women's mean and median values represents the gender pay gap.

The reporting framework also requires us to show how men and women are distributed across four equal pay quartiles and to report on bonus eligibility and outcomes. To provide additional context and transparency, we present our results both for the whole organisation and with the executive team excluded.

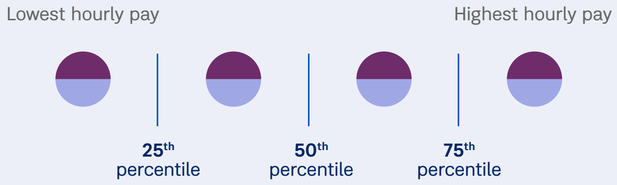
Mean



Median

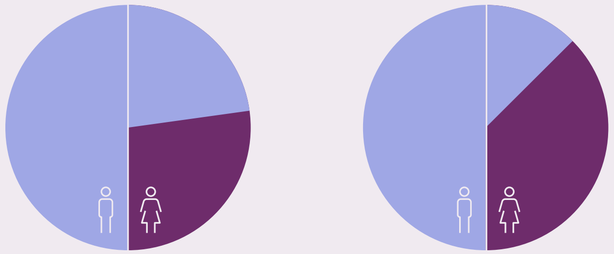


Pay quartile



During the reporting period, our employee gender representation was as follows:

Gender Pay Gap Results Medica Reporting Limited 2025



Mean Gender Pay Gap:

46.81%

(in favour of men)

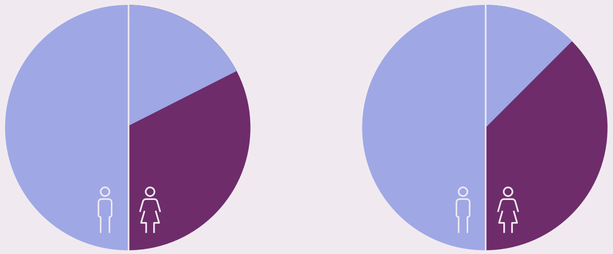
Median Gender Pay Gap:

25.41%

(in favour of men)

Gender Pay Gap Results Medica Reporting Limited 2025

without the executive team



Mean Gender Pay Gap:

35.06%

(in favour of men)

Median Gender Pay Gap:

25.13%

(in favour of men)

Company Pay Quartiles

Lower quartile:

66.7% women

33.3% men

Lower-middle quartile:

58.5% women

41.5% men

Upper-middle quartile:

50.8% women

49.2% men

Upper quartile:

24.6% women

75.4% men

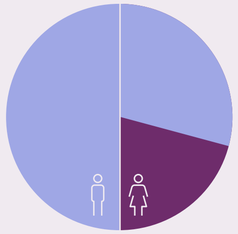
UNDERSTANDING OUR GENDER PAY GAP

Like many organisations, our gender pay gap reflects the structure of our workforce rather than differences in pay for men and women performing the same roles. We are committed to equal pay for equivalent work, and our gender pay gap reflects how roles are distributed across our organisation.

At Medica, we offer a high level of flexibility across many roles, including part-time working, remote options, and arrangements that support colleagues in balancing work alongside caring responsibilities, family commitments or other personal needs. This flexibility is something we're proud of, because it opens doors for people who might otherwise face barriers to employment - whether that's due to childcare, elder care, health needs or other responsibilities. Our flexible model attracts highly skilled individuals who may not be able to commit to full-time roles, including a significant number of women.

As a result, a higher proportion of women work in part-time and administrative roles, which tend to sit in our lower and lower-middle pay quartiles. At the same time, more of our senior and executive positions - which sit within the upper pay quartiles - are currently held by men. This distribution influences both our hourly pay gap and our bonus gap.

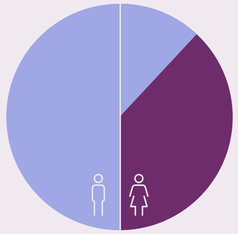
BONUS PAY GAP



Median Bonus Gap:

58.07%

(in favour of men)

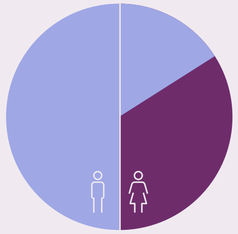


Median Bonus Gap:

23.88%

(in favour of men)

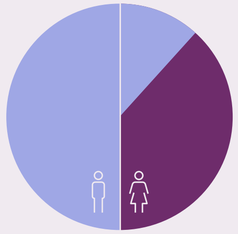
Bonus Pay Gap without the executive team



Median Bonus Gap:

32.44%

(in favour of men)



Median Bonus Gap:

23.02%

(in favour of men)

Bonus gaps are shaped by several factors, including a higher concentration of men in senior roles where bonus opportunity is greater, as well as the proportion of female colleagues working part-time. Bonuses are paid on a pro-rated basis, which means part-time working patterns can influence overall bonus values.

Importantly, bonus eligibility is consistent for everyone after six months' service or after completing probation; those who did not receive a bonus during the reporting period had not yet met the eligibility criteria.

A higher proportion of women (83.9%) than men (74.8%) received a bonus during the reporting period, reinforcing that our bonus policies are applied fairly and consistently across our workforce.

83.9%

of women received a bonus compared to 74.8% of men

OUR PLANS TO ADDRESS THE PAY GAPS

Closing the gender pay gap is a long-term effort, and we're committed to doing it the right way, by creating genuine opportunities, improving representation at senior levels, and supporting colleagues of all genders to grow and thrive throughout their careers.

Our ambition is simple: we want every colleague at Medica to feel supported, valued and able to reach their full potential. Reducing our gender pay gap is an important part of this broader purpose.

Leadership progression

We are committed to increasing the representation of women in senior and executive positions. We have already made meaningful progress, with our two most recent executive appointments being women.

Support career development

We continue to enhance career pathways for all employees through structured training, coaching, and apprenticeship programmes. These initiatives aim to nurture talent and further improve the representation of women in senior positions.

Equality, Diversity and Inclusion (EDI) initiatives

We continue to strengthen our EDI work by collaborating with the Group EDI Forum, whose members represent a broad cross-section of Medica employees from junior to senior levels. This includes ensuring balanced representation of both men and women, helping us reflect the diversity of our workforce and maintain fair, inclusive decision-making across the organisation.

Inclusive policies

We regularly review our family leave policies and wider organisational policies to ensure they remain fair, inclusive and supportive, promoting equal treatment for all employees.

Fairness and transparency

We continually monitor our pay and bonus gaps to ensure equity and consistency, reinforcing our commitment to fair treatment across the workforce.