

UK Gender Pay Gap reporting 2025

Smith+Nephew is a leading global portfolio medical technology business focused on restoring people's bodies, and their self-belief. We design and make technology that takes the limits off living so patients can live a Life Unlimited.

Our purpose of Life Unlimited and our culture of care, collaboration, and courage, are the foundation of everything we do. At the heart of our purpose and culture are the principles of respect for difference, transparency, fairness, and equity. We do not view these simply as the 'right things to do' but as critical enablers of our business success.

Our remuneration strategy is designed to motivate talent to achieve our strategic objectives, deliver on customer commitments, innovate to improve patient outcomes, inspire our employees, and drive long-term success and growth, ultimately delivering value to our shareholders.

Pay equity is key in our commitment to our people. This comprises more than just salary, it covers all contractual terms and conditions of employment, including holiday entitlements, incentives, pension payments and other benefits. We have clear accountability to ensure we are delivering on our commitment through our hiring policies, performance management and reward processes.

The Gender Pay Gap

For employers with over 250 employees in the UK, it is a requirement to report on the company's gender pay and bonus gap annually. The gender pay gap is the difference between the average earnings of men and women in an organisation.

We report both the 'mean' difference and the 'median' difference. The mean gender pay gap represents the difference in the average ordinary pay rate of all women compared to the average ordinary pay rate of all men. The median represents the middle point in the data. If you lined up all the men and women separately the median pay gap is the difference between the ordinary pay rate of the middle woman versus the ordinary pay rate of the middle man.

The gender pay gap can be thought of as a talent gap as it identifies an unequal distribution of men and women across the company where more men are employed in higher paid roles. It is not the same as equal pay, which means that men and women with equivalent experience and performance doing equivalent work should receive equal pay. A gender pay gap does not mean that there are equal pay issues, rather that there is a gender talent gap.

We also report the mean and median bonus pay gap and the proportion of men and women who receive a bonus, as well as the distribution between genders across pay quartiles.

The data disclosed includes all relevant employees in the UK as of 5 April 2025.

Smith+Nephew has two entities in the UK, TJ Smith and Nephew Limited and Smith and Nephew UK Limited, and we report on both entities below.

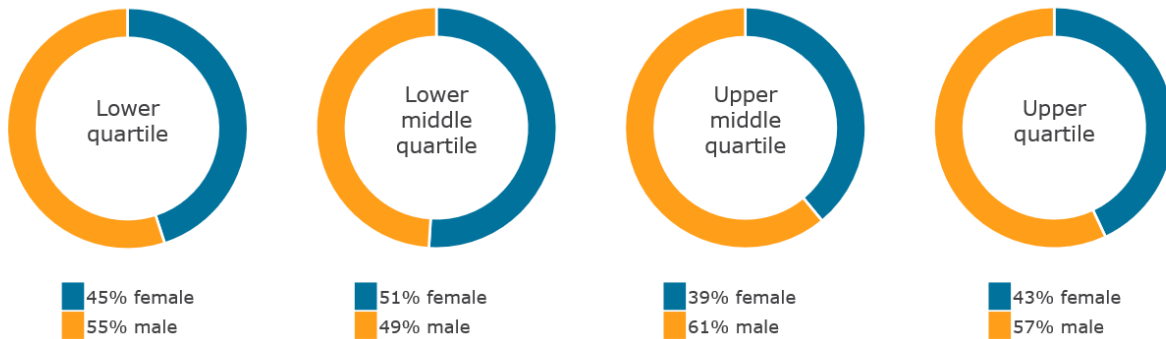
Our gender pay gaps are largely driven by an uneven distribution of men and women, with a greater proportion of senior level roles held by men. It is also impacted by a greater proportion of men receiving higher levels of allowances, for example, shift allowances.

Smith and Nephew UK Limited

Smith and Nephew UK Limited employs 22% of the UK workforce (45% women and 55% men) and the 2025 pay gaps are shown below.

Median pay gap	Mean pay gap
+6.8%	+9.1%

The breakdown of pay by gender and pay by quartile is shown in below.



In 2025, 90% of women and 91% of men received a bonus. For this purpose, bonus includes all forms of incentives such as annual incentive plan, sales incentive, share-based awards, one-time payments and sign-on bonuses.

Our bonus gaps are below.

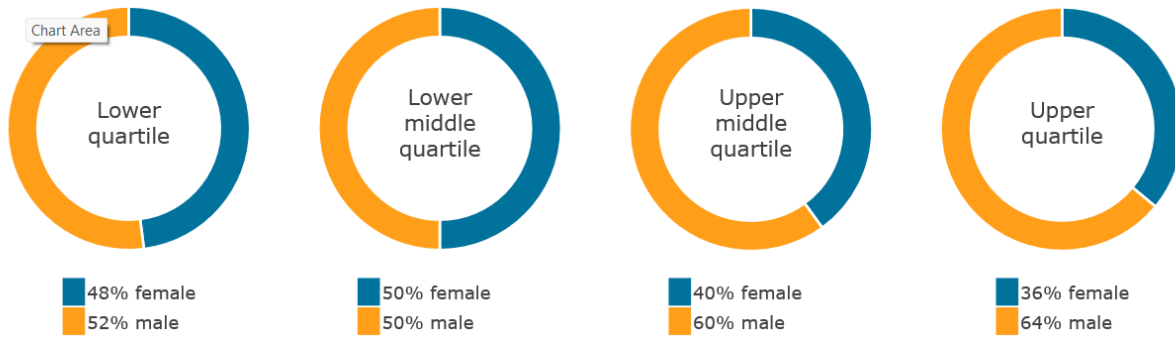
Median bonus gap	Mean bonus gap
+29%	+26%

T.J. Smith and Nephew Limited

Smith and Nephew UK Limited employs 78% of the UK workforce (45% women and 55% men) and the 2025 pay gaps are shown below.

Median pay gap	Mean pay gap
+8.5%	+10.6%

The breakdown of pay by gender and pay by quartile is shown in below.



In 2025, 73% of women and 70% of men received a bonus. For this purpose, bonus includes all forms of incentives such as annual incentive plan, sales incentive, share-based awards, one-time payments and sign-on bonuses.

Our bonus gaps are below.

Median bonus gap	Mean bonus gap
+42%	+33%

Our Inclusion and Belonging Strategy

At Smith+Nephew, we believe that inclusion and belonging are essential to creating a workplace where everyone feels valued, supported, and able to succeed. In 2025, we introduced a refreshed and ambitious five-year global Inclusion & Belonging strategy to further embed belonging into every part of our culture.

Our strategy focuses on building inclusive leadership, strengthening policies and practices, improving data and feedback, aligning with evolving regulations, and driving innovation through collaboration and representation. With clear goals and measurable outcomes, we are creating lasting change — making inclusion and belonging part of how we lead, connect, and deliver together.

Our Employee Networks

Our employee communities play a vital role in ensuring a continuous dialogue with employees and providing valuable insight and feedback, they help us build a workplace where everyone feels seen, supported, and connected. They bring colleagues together around shared goals and experiences, creating opportunities for collaboration, education, and community-building. These networks are central to how we embed inclusion and belonging into everyday life at Smith+Nephew.

This year, our Employee Inclusion Groups (EIG) and Life Councils delivered around 400 events worldwide, bringing colleagues together for more than 1,000 hours of connection, learning, and celebration. In total, these events reached 22,500 attendees, reflecting the strength and reach of our global inclusion and belonging community.

The Smith+Nephew Women's Network is one of our EIGs and aims to promote the value of meaningful gender inclusion globally. Through advocacy, education, and connection, the group strives to challenge barriers and empower progression for women. Through awareness initiatives, policy discussions, and educational activities, the group promote a gender-balanced and diverse workforce with equal access to information, development, and opportunity.

In 2025, the Women's Network participated in a pilot of the Smith+Nephew Mentorship Programme, which saw 50 members of the network collaborate with leaders within the business to further their professional development.

2025 also saw the conclusion of our 12 month Elevate Programme for female leaders across Smith+Nephew, with over 100 female leaders graduating the programme. The Elevate Talent programme is an external leadership development initiative designed to support the progression of emerging female talent. It offered structured learning experiences, mentoring, and networking aimed at advancing leadership capabilities.