



GENDER PAY GAP REPORT

2025



INTRODUCTION

DE&I continues to be integral to our Sustainability Strategy with our focus in 2025 on embedding the initiatives that we've introduced over previous years. The interventions to support female progression continue to be successful as is shown by our increasing number of women in more senior roles across the organisation. Our attraction strategy helps us to mirror the communities where we work putting inclusion at the heart of how we operate.

We have an ongoing dedication to providing an inclusive workplace and this is actively supported by our global Gender Equality Networks which actively welcome people of all genders.

All of our colleagues have a role to play in understanding what this report means and how we can work together to champion equality for all.

THE HEADLINES: OUR 2025 FIGURES

The UK Gender Pay Gap Regulations require UK organisations with 250 or more employees to report their data on a specific date each year. For private sector employers, this date, known as the 'snapshot' date is 05 April, so our pay data comes from the Victrex Manufacturing Limited data, as of 05 April 2025 and our bonus data comes from the period 06 April 2024 to 05 April 2025 inclusive.

At Victrex we have inclusive pay and bonus policies and plans globally, and our practices are consistent, equitable and reviewed regularly, irrespective of gender.

We are pleased to report that we continue to make good progress in closing our gender pay gaps.

Changes in the statutory reported data over the last five years show the positive impact of our changes:

- The median pay gap has reduced from 6.5% in 2020 to 2.7% in 2025
- Consistent with 2024, female employees make up a greater percentage of Victrex colleagues, increasing from 18% in 2020 to 23% in both 2024 and 2025;
- The percentages of women in Quartiles have shown a general positive trend, and we have maintained 25% in the Upper Quartile for 2025
- We're strong in recruiting and promoting women, but we still have proportionately more men in senior roles.
- We do though have more men in our lower grade (operational and manufacturing) roles, as shown by our quartile data.

WHAT DO THE TERMS MEAN?

GENDER PAY GAP

The difference in average hourly pay between men and women, regardless of role or seniority, and calculated according to rules set by the UK Government.

EQUAL PAY

Making sure that women and men who do the same work, similar work, or work of equal value, are paid the same. Equal pay for equal work is law in the UK and has been for over 50 years.

MEAN

Adding together a list of values (in this case the hourly rates of pay) and then dividing by the total number of those values (average).

MEDIAN

All the values in a line from lowest to highest (or vice versa). The value in the middle is the median.

QUARTILES

This is the proportion of male and female colleagues in receipt of full pay in April in each of the four pay quartiles. This demonstrates how many women and men there are at different pay levels in the organisation. Quartiles are arrived at by taking everyone's hourly rate pay, from the lowest to the highest, in four equal quartiles.



OUR STATUTORY NUMBERS

OUR PAY GAP

This decrease has been influenced by internal promotion and pay increases of women, having a positive impact on this year's pay gap.

MEAN PAY GAP

The mean average Gender Pay Gap is down 3.1% from our last report

1.4% ↓ **3.1%**

MEDIAN PAY GAP

The median average Gender Pay Gap is down 1.5% from our last report

2.7% ↓ **1.5%**

OUR BONUS GAP

This decrease has been impacted by the all-company bonus scheme not being triggered, and so the awards that are considered bonus payments for reporting purposes are lower value (typically <£1,000) and low volume (<100 employees) awards including long service and recognition awards.

MEAN BONUS GAP

The mean average Gender Bonus Gap is down 42% from our last report

-14.3% ↓ **42%**

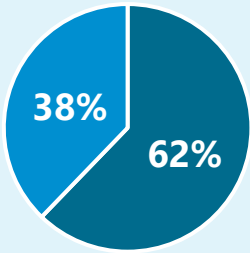
MEDIAN BONUS GAP

The median average Gender Bonus Gap is down 71% from our last report

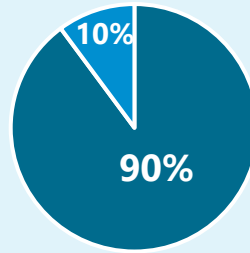
-66.7% ↓ **71%**

PAY DATA

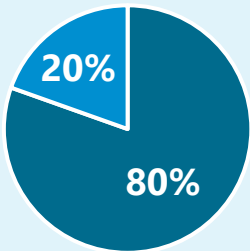
LOWER Quartile



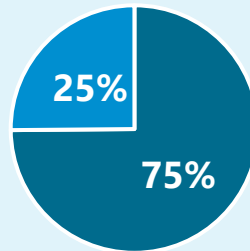
LOWER MIDDLE Quartile



UPPER MIDDLE Quartile

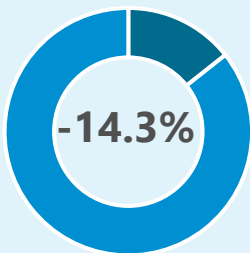


UPPER Quartile

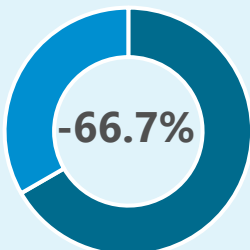


BONUS DATA

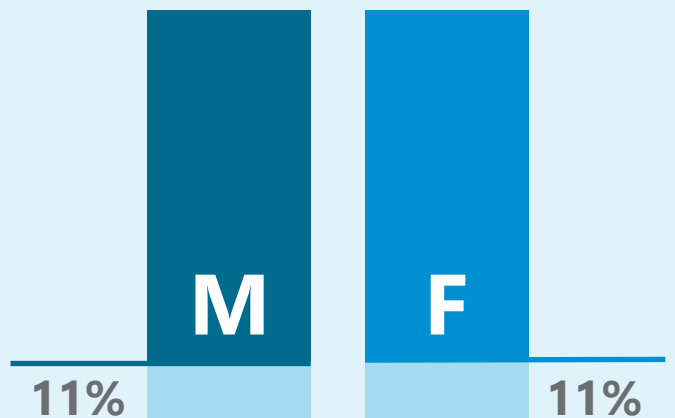
MEAN Bonus Gap



MEDIAN Bonus Gap



% Gender Receiving a Bonus



ACTIVITY TO ADDRESS THE GAP & SUPPORT REPRESENTATION

STEM

- Active support of STEM initiatives continues, via 51 Victrex 'Ambassadors', engaging with local schools and inspiring girls toward STEM careers.

TALENT & DEVELOPMENT

- Our Annual talent review process, at all levels of Victrex, continues to identify and accelerate the progression of female talent.
- Targeted development programmes have been introduced to support the growth of talent, especially women, in roles across our predominantly male 'Operations' function.
- Rotating women into different roles remains a successful strategy for managing female attrition.

ENGAGEMENT

- Our UK female employee engagement score was 82% in 2025, compared with 79% in 2024.
- Only 8% of females who took part in the survey were identified as a potential flight risk in 2025, compared with 13% in 2024.
- These results contributed to Victrex being listed as one of the Sunday Times 2025 Best Companies to Work For, for the second year running.
- In addition, Victrex was placed in the Top 10 of FTSE 250 companies for its representation of Women on Boards. Female representation on the Victrex board is currently 50%.
- We are proud that we 41% of women are in leadership positions, and will strive to increase that as we develop existing colleagues into these roles, or recruit from externally





EMPLOYEE RESOURCE GROUPS

- Employees continue to take the lead in discussions and representative actions within our 'Gender Engagement Network', with groups across Asia Pacific, Europe, UK and US.
- Our additional 'REACH' and 'Enable' employee resource groups (ERGs), provide additional representation for all employees, supporting race, ethnicity, cultural heritage and disability.
- Over 20% of our employees are engaged in at least one of the ERGs, with sponsorship by senior leadership.



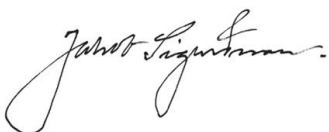
RECRUITMENT

- Positive action plans continue to ensure robust, inclusive shortlists at all hiring levels.
- We've seen success in attracting and recruiting apprentices, with 2 females and 10 males recruited from over 500 applicants (27% females, 71% males).
- Our goal is to achieve a 50/50 gender hiring balance.
- The use of anonymised CVs promotes inclusion, fairness, and reduces unconscious bias throughout recruitment.

CONCLUSION

To promote gender diversity, and indeed diversity in general at Victrex, we need to keep our focus and think carefully about our actions across the Company, at all levels, and at every stage of our colleagues' career journeys. We have made progress in the areas of gender pay and progression, but we are clear about what we still need to do, in multiple domains, to develop a truly diverse organisation successfully.

I confirm that the information and data reported is accurate as of the snapshot date of 05 April 2025.



Chief Executive Officer Victrex plc

