



Gender Pay Gap Report 2025–2026

Our purpose: | Making a difference to patients and surgeons worldwide



We are committed to building a fair,
inclusive and high-performing organisation
where everyone can thrive.



Claire Rendell-Ward
Vice President, HR



Our people are at
the heart of
everything we do.



Message from Claire

At Rayner, our people are at the heart of everything we do. We believe that fair and equitable reward practices are fundamental to delivering our purpose of making a difference to patients and surgeons around the world.

As a global organisation, we are committed to creating an inclusive workplace where everyone has the opportunity to thrive. From our global headquarters in the UK to our teams across the world, we work to attract exceptional people, support their development and provide meaningful career opportunities that enable everyone to reach their full potential.

Our commitment to fair and equitable reward practices is underpinned by regular reviews of our approach to pay and benefits to ensure it remains competitive, consistent and aligned with our values. Reporting on our Gender Pay Gap, alongside our commitment to equal pay, is an important part of this. It reflects our value of openness and our commitment to understanding where we are today, identifying opportunities to improve and continuing to build a workplace where everyone can succeed.



Our People Strategy

Our people strategy is built around our commitment to **Fair and Equitable Opportunities**.



FIND TALENT

- Attract exceptional people
- Inclusive hiring practices
- Global recruitment framework



KEEP TALENT

- Create a positive employee experience
- Fair and equitable reward
- An inclusive and supportive culture



GROW TALENT

- Invest in leadership development
- Build strong succession pipelines
- Provide learning and development opportunities



Gender Pay Gap at a Glance

A snapshot of our gender pay gap data on **05 April 2026**.

MEAN PAY GAP



18%

This is the difference in the average pay between men and women.

↓ Reduced 4%
from 22% in 2025

MEDIAN PAY GAP



2%

This is the difference in the mid-point in hourly pay between men and women.

↓ Reduced 2%
from 4% in 2025

MEAN BONUS GAP



69%

This is the difference in the average bonus pay between men and women.

↑ Increased 5%
from 64% in 2025

MEDIAN BONUS GAP



33%

This is the difference in the mid-point in bonus pay between men and women.

↑ Increased 14%
from 19% in 2025

OUR WORKFORCE

Total employees

47%

Women
246



526

Total
Employees

53%

Men
280



BONUS RECIPIENTS

Proportion receiving a bonus

13%

Women



18%

Men



What do these figures mean?



Gender Pay Gap

The difference in average (mean and median) pay between men and women across the organisation, regardless of role.



Equal Pay

Men and women performing equal work, or work of equal value, must receive equal pay. This is a legal requirement under the Equality Act 2010.

Key highlights

- ✓ We continue to make progress to seek to reduce our gender pay gap.
- ✓ Our median pay gap is 2%, a decrease of 2 percentage points from 4% in 2025.
- ✓ Our mean pay gap is 18%, a decrease of 4 percentage points from 22% in 2025.



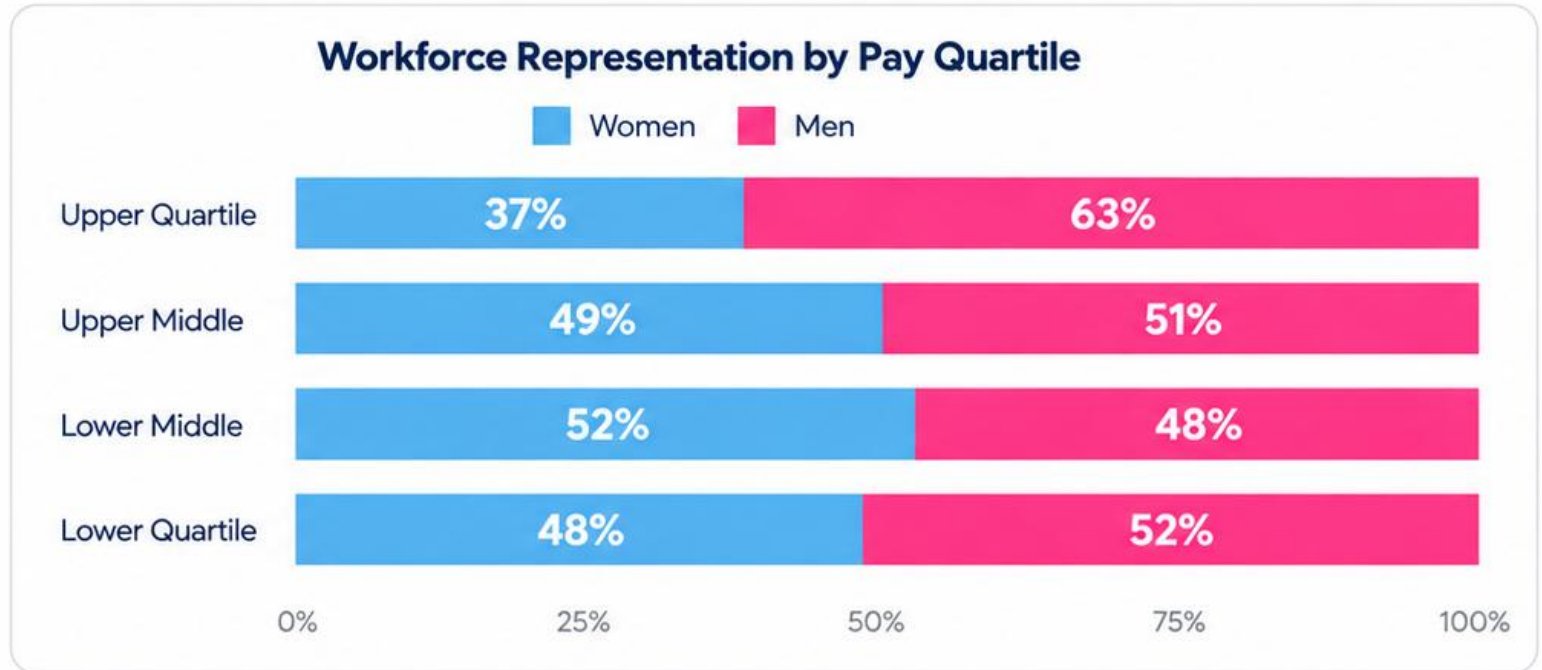
Our people. Our strength. Our future.

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Understanding Our Gap

The pay quartiles are the most important explanation of why the gender pay gap exists.

The distribution of men and women across different pay levels shows that we have more men in the higher pay quartile, which drives our overall gender pay gap.



Key Drivers



Leadership Representation

Women represent 37% of the upper pay quartile.



STEM Pipeline

Some Rayner functions rely heavily on STEM skills where female representation remains lower.



Industry Demographics

This reflects a wider market challenge, not an equal pay issue.



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Actions & Commitments

Our ongoing commitment to creating a fair, inclusive and high-performing organisation.

We are focused on driving long-term change through four key areas:

01



Recruitment & Selection

- ✓ Inclusive recruitment practices and diverse candidate shortlists.
- ✓ Structured interviews and skills-based assessments to reduce bias.
- ✓ Transparent pay, promotion and reward processes.

02



Talent & Succession Planning

- ✓ Building a diverse pipeline for future leadership roles.
- ✓ Supporting career progression through targeted development opportunities.
- ✓ Considering diverse talent in succession planning decisions.

03



Learning & Development

- ✓ Providing equal access to learning and development opportunities.
- ✓ Supporting employees to build skills and achieve their career goals.
- ✓ Investing in leadership capability and future talent development.

04



Annual Review & Monitoring

- ✓ Reviewing pay and bonus data annually.
- ✓ Monitoring progress against our gender pay gap commitments.
- ✓ Reporting transparently and holding ourselves accountable.



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**Creating a fair, inclusive
and high-performing organisation.**



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Find us on



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