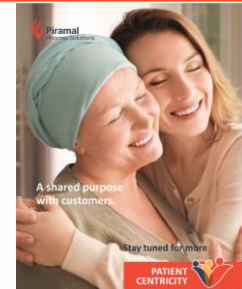


Understanding Piramal's UK Pay Gap

At Piramal we're committed to building a diverse and inclusive workplace where employees are happy and confident to be themselves, and know they will always feel warmly welcomed. Reducing our gender pay gap and increasing the representation and opportunities for women at all levels remains a core focus.

In this report we are providing our data for Morpeth and Grangemouth sites. Details for 2021 are set out below:



Piramal median hourly pay difference

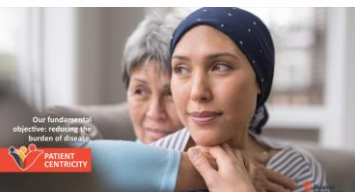
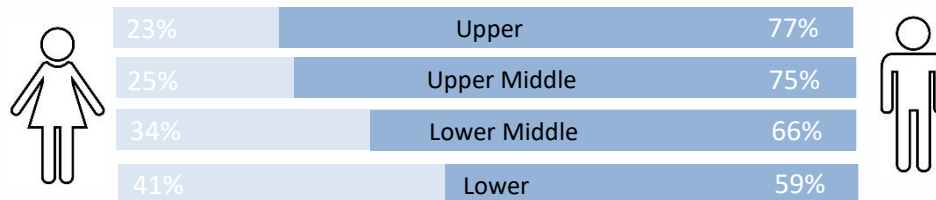


Piramal mean hourly pay difference



Gender Population by pay quartile

The regulations require that we split our relevant paid employees into four equal quartiles. This shows the gender distribution for each quartile.



Proportion of male and female employees who received a bonus payment



0%

The low figures relate to the payment of bonuses for our Global Business Development Team and Senior Executives. Of those employees who are paid through the UK payroll, they are all male.



0.9%

Piramal median bonus gap



2021 = 100%



Piramal mean bonus gap



2021 = 100%



Our plans to close the gap

We're committed to being a diverse and inclusive employer by addressing our gender pay gap. We've detailed some of the steps we are taking to address this below:

- To become an Employer of Choice, which will aid attraction and recruitment of a diverse population.
- Developing a highly skilled workforce with career path opportunities and development plans.
- Supporting STEM activities within schools to increase knowledge of our industry and attract more females into the industry.
- Ensuring we have an inclusive culture by education and awareness.
- Retention of employees by promoting flexible working and family friendly policies.
- Apprentice/graduate schemes that promote a long-term career with Piramal and look to retain talent.
- Raising awareness around key topics such as Menopause campaign, Pride events and specific health & Wellbeing campaigns.

I confirm that this information is accurate.
Kerry Hardy, HR Director

