

DEDALUS UK (DH OPCO UK LTD) GENDER PAY GAP REPORT

2025 REPORT



D&I AT **DEDALUS**



At Dedalus, innovation starts with **inclusion**. As a company driven by our Core Values, we know diversity and inclusion are key enablers for us to succeed and grow. Our international footprint connects people from across the globe and we are committed to celebrating diverse backgrounds, skills, experiences and creating an environment that reflects the many communities we reach. **‘Pursuing Diversity and Inclusion’** is one of our **Core Values** and a part of our Dedalus DNA, which drives us to build a respectful, diverse, and inclusive environment by recognising the unique needs, perspectives, and potential of all members of our community.



OUR DIVERSITY & INCLUSION COMMITMENT SETS OUT DEDALUS' APPROACH TO ENSURING RESPECT, INCLUSION AND SUCCESS FOR ALL OUR COLLEAGUES AND THE WIDER COMMUNITIES WE OPERATE IN. IT IS IMPERATIVE FOR US TO SHARE OUR COMMITMENT AND DEDICATION TO ENSURE AN INCLUSIVE AND DIVERSE WORKPLACE. WE RECOGNISE THAT WE HAVE IMPROVEMENTS TO MAKE AND, ON THIS JOURNEY, WE MUST REMAIN AUTHENTIC AND REALISTIC BUT ALSO AMBITIOUS.

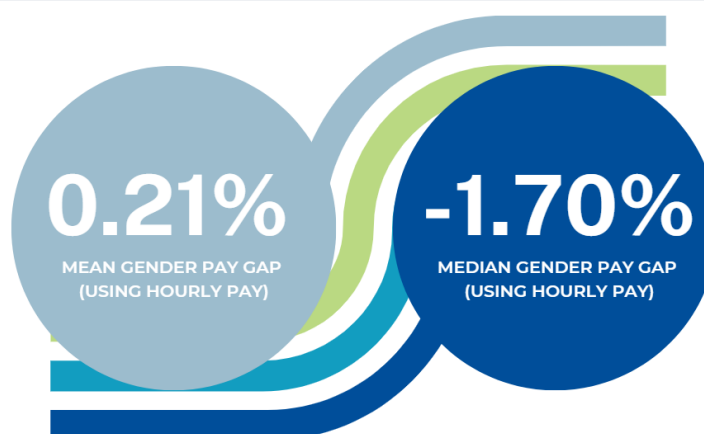


REPORTING OF THE GENDER PAY GAP

DH OPCO UK Ltd was formed in 2021 and is part of the Dedalus group, who are committed to and are investing in **diversity and inclusion (D&I)** initiatives.

The statistics that we publish give you a view of the **gender pay balance** within the organisation at a particular point in time. Please note that the data is backward looking. The pay gap percentages measure the difference between the average earnings of all male and female employees, irrespective of their roles and experience. **Dedalus UK (DH OPCO UK Ltd)** recognises its responsibility to **hire, promote** and **nurture** our employees from all backgrounds and regardless of gender.

Our summarised statistics, effective **April 2025**, are outlined below.



The gender pay gap highlights the specific issue that we and the technology industry face – that of recruiting and promoting women to leadership roles. However, we are happy to report that since last year:

- In the UK, in 2025, we have increased our female in workforce statistics from **30%** to **32%**.
- The **mean gap** has increased by **0.46 percentage points** (from -0.25% to 0.21%) and has shifted direction. Last year slightly favoured women, whereas this year very slightly favours men. Overall, it remains very close to a zero gap.
- The **median gap** has widened by **1.68 percentage points** (from -0.02% to -1.70%) which means that women are now earning more at the median than in 2024.
- In 2024, we **doubled the percentage of women who received bonus pay** and in 2025 40% of women vs 36% of men **received a bonus**, indicating similar participation in bonus schemes.
- In 2025 we have a **median bonus gap** of -19.86%, showing women receive higher mid-point bonuses than men, a difference from last year's 43.88%.

We pride ourselves in creating a **safe, flexible** and **accommodating** working environment that enables all employees to enjoy a healthy work-life balance and take advantage of opportunities for career advancement.

As a company driven by our **values** within healthcare, we know diversity and inclusion are key **enablers** for us to **innovate, succeed** and **grow**. Our international footprint connects people from across the globe and we are committed to celebrating diverse backgrounds, cultures, skills, experiences and creating an environment that reflects the many communities we reach.





HOW WE DRIVE D&I AT DEDALUS



Our **D&I Strategy** and **governance** enables us to drive our commitment to promoting diversity, inclusion, equality and equity:

- We continue to be driven by our **D&I Strategy** and **D&I Commitment**, designed by our **Group Talent, Learning & Inclusion** team alongside our **D&I Steering Committee**. This year we have refreshed our 3-year D&I Strategy.
- Globally, in 2025, we continue to work towards our 3 main **D&I KPI** in alignment to our **ESG initiatives**, related to **Females in the Workforce, Females in Managerial Roles** and **Global Gender Pay Gap**. We have increased the quality of our people-data to focus on D&I statistics, through a monthly **D&I Dashboard**, holding our Leaders accountable.
 - In 2025 we met our KPI: **Females in Managerial Roles** and;
 - Our KPI: **Females in the Workforce**
- We track gender and hold gender-balance principles within **main people-processes** such as Talent Mapping and Succession Planning, Talent Programmes, Performance Management, Learning and Development such as training and mentorship.
- Our **bi-annual survey** serves as an employee voice tool to understand insights on our culture with regards to engagement, wellbeing, diversity and inclusion. In 2025, for the first time we introduced a range of D&I questions, split by gender to understand the voices of

different genders. **Action plans** are in place regionally, including in the UK.

- We continue to be supported by our **global Diversity & Inclusion Steering Committee** which involves 20 passionate employees, ranging in experience and seniority, including members of our Executive team. This Committee helps us to drive our D&I Strategy & Action Plan, focusing on the following missions:
 - Ensuring **full compliance** with local equity legislation & regulation
 - Creating an **inclusive, equitable, safe and flexible environment**
 - Building our capability through an **inclusive talent pipeline**
 - Driving a **balanced, diverse & represented** workforce
- To support the role of **Group Head of Talent, Learning and Inclusion** we introduced the role of **Group Inclusion, Learning and Engagement Senior Specialist** who covers all cultural initiatives, globally.
- In addition, over the past 3 years, as part of our ongoing cultural journey, we have been supported by over **400 Value Ambassadors** who are a global community driving **Engagement, Diversity & Inclusion** and **Wellbeing** initiatives.
- We support D&I **internally & externally** through communication and social media campaigns such as LinkedIn and Instagram.



ROBERTA OCCORSO

(SHE/HER)

GROUP CHIEF HR OFFICER

"Closing the gender pay gap isn't just about fairness—it's about building a stronger, more inclusive workplace where everyone is valued equally. At Dedalus, we are committed to equity because we know it drives innovation, boosts engagement, and strengthens our culture. When everyone is empowered and rewarded fairly, we create an environment where both our people and our business can thrive."



WHAT WE DID IN 2025



- In the UK, we promote **flexible working** including **remote and hybrid working** for our employees, encouraging work-life balance, supporting family commitments, improving health and wellbeing, and driving inclusivity.
- Globally, we have reinforced our **zero-tolerance position** to any form of discrimination through our Code of Ethics and Whistleblowing processes, with global training conducted.
- In 2025, we launched our **Respect Learning Path**, with the first module being **'Pursuing Diversity and Inclusion'** which included focus on gender-equity. The second module to follow in 2026 is **'Unconscious Bias in Practice'**.
- We are compliant with the **Sexual Harassment legislation** in the UK, launching our **Sexual Harassment Policy** and the mandatory **Prevention of Sexual Harassment e-learning** for all employees and contractors.
- In the UK, we partner with **TechUK and PRSB** (Professional Records Standard Body), championing the roles in technology to deliver a better future for people, society, the economy and the planet.
- The launch of our monthly **D&I Dashboard**, shared with leaders and HR teams, enables all regions, including the UK to analyse their trends in particularly with regards to our **KPIs**; females in workforce and females in managerial roles, to then take relevant actions.

- We began a review of **people-policies** aligned to the market and best-practice with improvements to be made in 2026.
- We promote **intersectional diversity** through our main awareness days such as **International Women’s Day, Pride Month, Transgender Awareness, Neurodiversity Week, Black History Month, Zero Discrimination Day, Girls in Science Day** etc.
 - We continue to hold our **‘Inspired Learning Sessions’** which are global TEDTalks from an external provider.
 - For **International Women’s Day 2025**, we held an all-day virtual global event with **12 interactive, expert-led sessions** on essential topics aligned to our ‘People Agenda’ and our Diversity & Inclusion Commitment, such as inclusive leadership, allyship and the role of men, empathy, bias, and empowerment.
- We continue to support important **STEM initiatives** across the globe, raising our profile in schools, colleges, and universities to attract females to STEM subjects. Globally, we partner with over **50+ employer branding sessions, 50+ university partners** and **370+ Apprentices, Interns and recent Graduate hires** – all driving the importance of STEM for our future generations.
 - Within the UK we have successful Apprenticeship programmes and have previously won, **‘Employer of the Year’** at the **UK First Apprenticeships Awards** hosted by **The Coders Guild**. This prestigious recognition is a testament to our commitment to fostering a **vibrant and inclusive workplace** that values growth, mentorship, and innovation. Our apprenticeship programme has played a key role in shaping the **next generation** of talented developers, coders, and tech professionals that contribute to building our successful product portfolio.