



UK Gender Pay Gap Report

Snapshot 5 April 2025

What is the gender pay gap?

The gender pay gap measures the difference between the average earnings of men and women across an organisation, calculated in line with the prescribed UK Government methodology. It does not consider individual roles, seniority, or performance.

The gender pay gap is different from equal pay, which relates to men and women being paid the same for equal work. Equal pay is not assessed within the scope of gender pay gap reporting; however, Norstella remains committed to providing equal pay regardless of gender.

UK organisations with more than 250 employees are required to publish an annual gender pay gap report. As all UK employees are now employed by Pharma Intelligence UK Limited, the organisation meets the reporting threshold, and this report reflects the consolidated UK position. We also voluntarily provide global data to represent the full picture.

By analysing this data, alongside ongoing work to support belonging and inclusion, we aim to better understand our workforce composition and identify areas for improvement over time.



How we measure the gap

Norstella's gender pay gap figures are calculated in line with the UK Government's Gender Pay Gap reporting requirements. They show the difference between average earnings of men and women across the organisation at the snapshot date.

HOURLY PAY

Hourly pay is calculated using ordinary pay based on salary data as at the snapshot date in April 2025.

BONUS PAY

Bonus pay figures are based on bonuses and commission paid during the twelve-month period from April 2025 to March 2026, in line with UK Government guidance.

MEAN

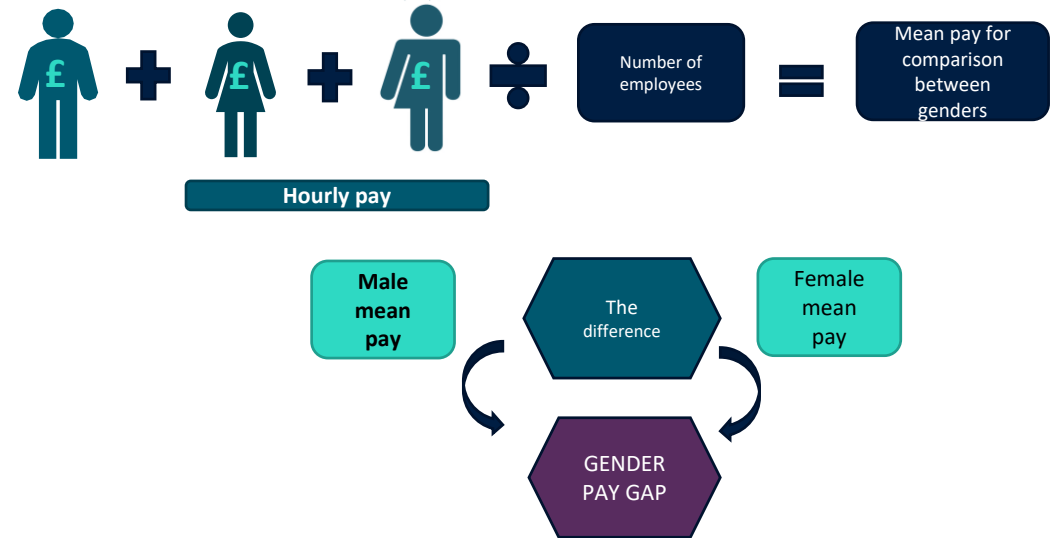
The mean gender pay gap shows the difference between the average hourly pay of men and women. It is calculated by adding together all hourly pay for each gender and dividing by the number of employees, then comparing the results.

MEDIAN PAY

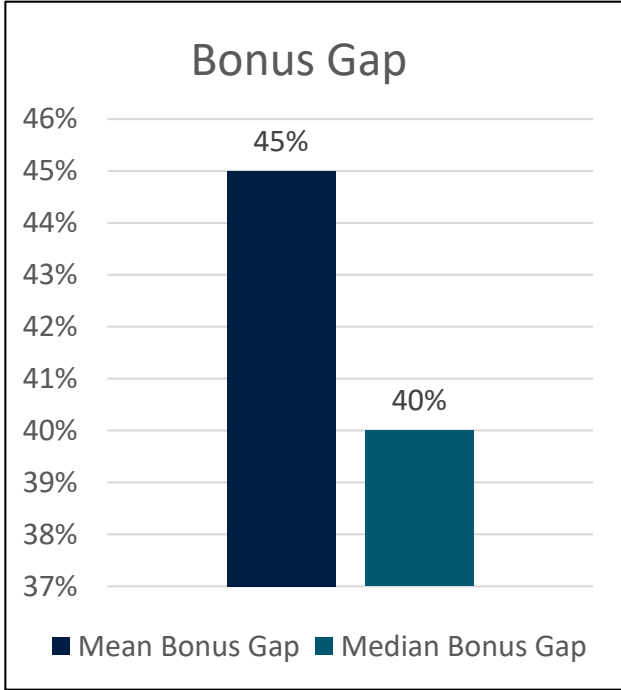
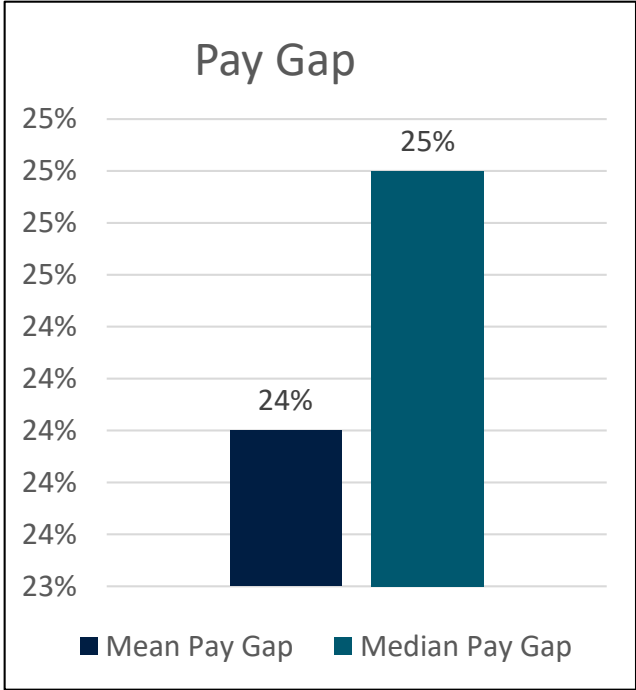
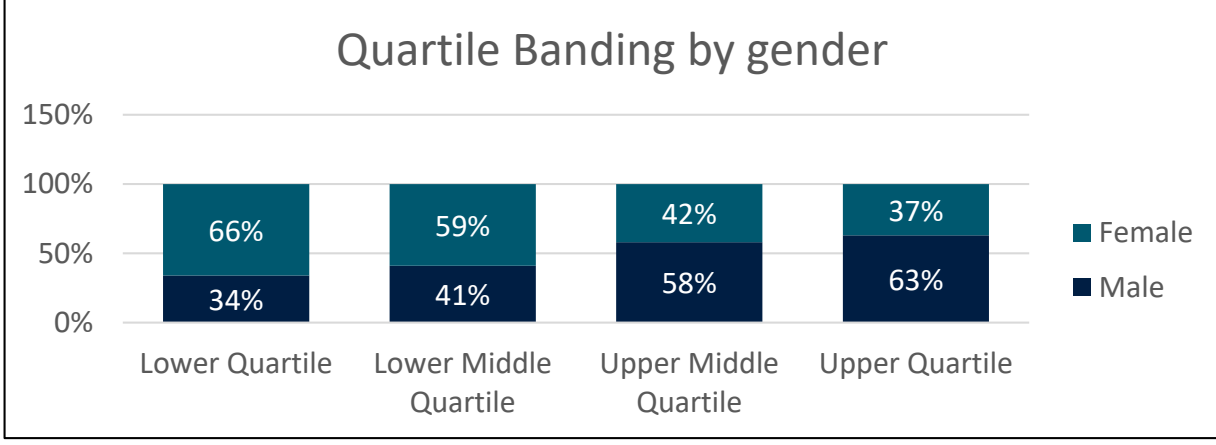
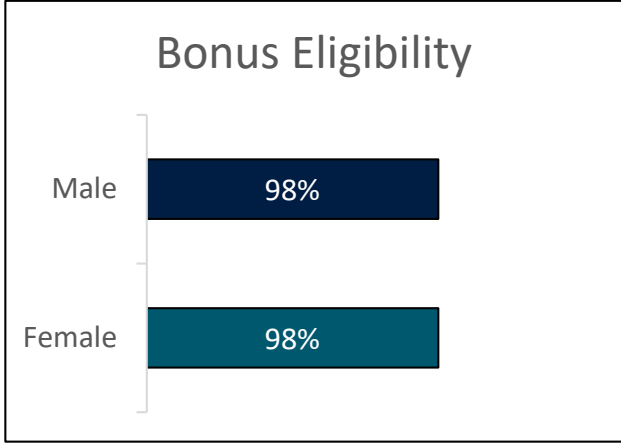
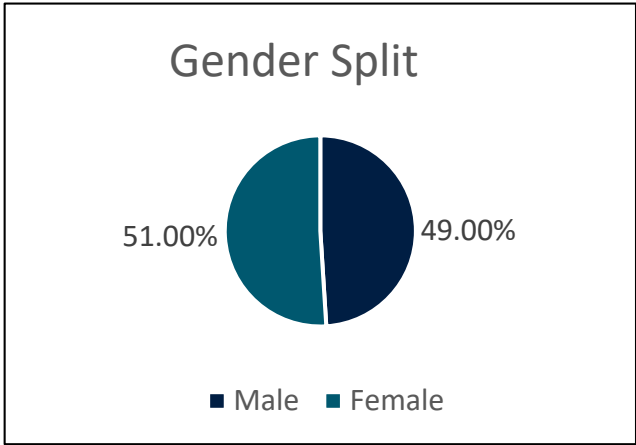
The median gender pay gap shows the difference between the midpoint of the hourly pay distribution for men and women, when employees are ordered from lowest to highest paid.

Pay Quartiles

Quartile pay bands divide the workforce into four equal groups based on hourly pay. They are used to show the proportion of men and women in each pay quartile and help illustrate how gender representation varies across pay levels.



Voluntary Reporting – UK Combined Data – 2025



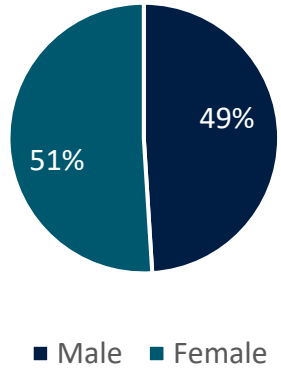
Since 2023, Norstella has reported using a complete UK dataset, enabling more consistent year-on-year comparison. Since 2024, the mean bonus pay gap has reduced by 5 percentage points and the mean pay gap has reduced by 1 percentage point. During this reporting period, a global alignment of bonus eligibility has also taken place, which has influenced bonus outcomes.

The gender pay gap is influenced by the distribution of men and women across roles and levels within the organisation. In particular, lower female representation in higher-paid and senior roles continues to be a key driver of the gap. Changes year-on-year may also reflect organisational or structural changes rather than changes to pay practices.

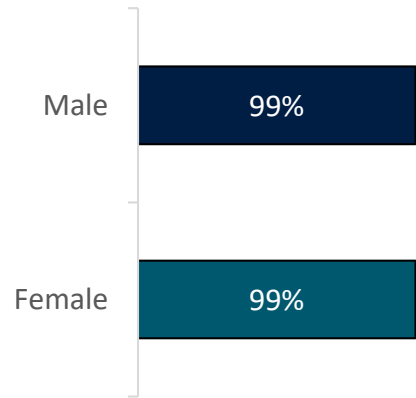
Norstella continues to review its data and workforce composition to better understand these drivers and identify areas for focus over time.

Voluntary Reporting – Global 2025

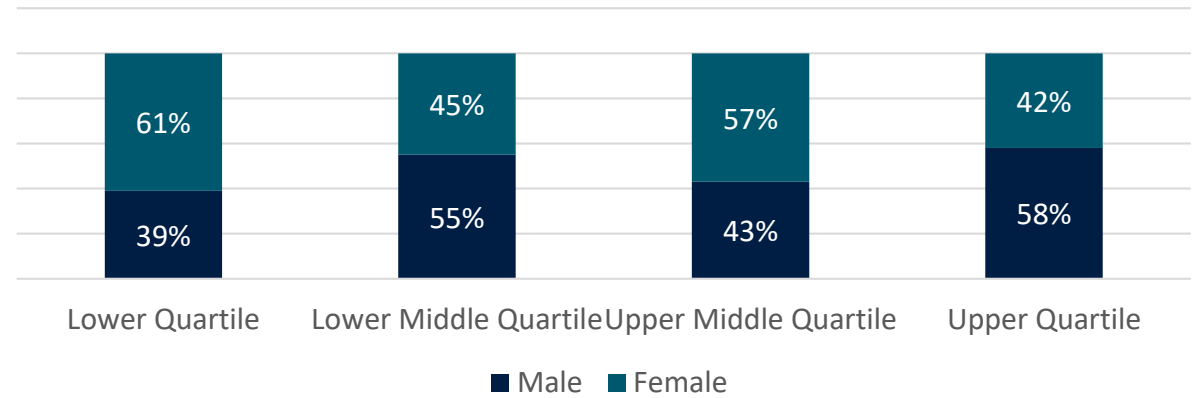
Gender Split



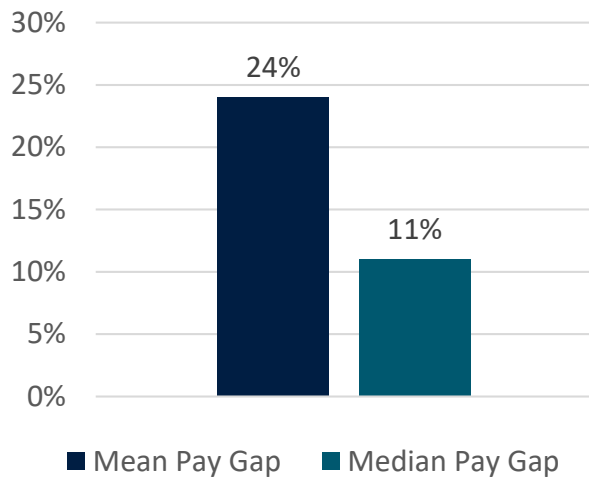
Bonus Eligibility



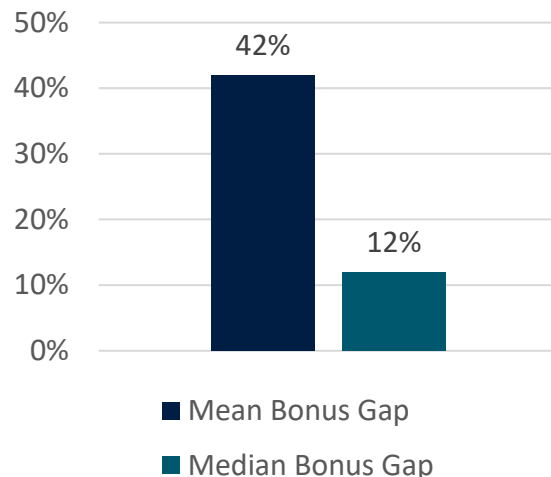
Quartile Banding by gender



Pay Gap



Bonus Gap



Norstella is a global organisation, with employees working from offices and remotely across multiple locations worldwide, including Australia, Canada, China, Germany, Hong Kong, India, Italy, Japan, the Netherlands, South Korea, Spain, Switzerland, the UK and the USA.

As part of onboarding, employees are encouraged to voluntarily disclose information about their gender identity and nationality. These disclosures indicate that Norstella’s global workforce comprises individuals from a range of backgrounds and experiences. During this reporting period, Norstella onboarded a company based in India, which increased the global workforce by over 1,000 employees.

This change in workforce composition, together with ongoing efforts to align pay and bonus models globally, has influenced the global gender pay and bonus gap data. Year-on-year movements in global figures should therefore be interpreted in the context of these organisational changes.

Global gender pay gap figures are provided voluntarily and for information purposes only. Differences between countries reflect local labour markets, workforce structures, and regulatory environments and are not directly comparable to UK gender pay gap results.

Changes year-on-year may reflect organisational or structural changes rather than changes to pay practices.

Positive Steps Towards Change

Personal Development

- Norstella provides access to learning, training and development resources to support employees in building skills and preparing for progression into more senior roles. These initiatives are intended to support long-term career development across the workforce.
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Talent Acquisition

- Norstella's Talent Acquisition team takes a fair and inclusive approach to recruitment by partnering with universities and advertising roles across job boards that reach wide and diverse audiences. These practices are intended to support balanced representation across the organisation over time and address longer-term drivers of the gender pay gap.
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Career Development

- As a combined organisation, Norstella continues to focus on clear career pathways, consistent role frameworks and transparent promotion and reward practices. This work is intended to support fairness, progression and consistency across the workforce.
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Flexible Working

- Norstella supports flexible and hybrid working arrangements, where appropriate, to help employees balance work and personal commitments. Flexible working supports employee retention across different career stages and contributes to a more inclusive working environment.



Directors' Statement and Declaration



Mike Gallup
Chief Executive Officer

At Norstella, we are committed to fair and transparent pay practices and to creating an inclusive working environment where all employees are supported to develop and progress.

This report sets out Norstella's UK gender pay gap data in line with UK Government Gender Pay Gap reporting requirements. Our gender pay gap does not reflect unequal pay for equal work but is influenced by the representation of men and women across roles and levels within the organisation, particularly at more senior positions.

We recognise that addressing the drivers of the gender pay gap requires a long-term and sustained approach. Through our ongoing focus on inclusive recruitment, career development, flexible working, and workforce planning, we aim to support balanced representation across the organisation over time.

We remain committed to reviewing our data regularly, improving our understanding of workforce composition, and taking measured, appropriate action to support fairness and progression for all employees.

We confirm that the data contained within this report is accurate and has been prepared in accordance with UK Gender Pay Gap reporting regulations.



Carrie Yonenson
Chief Human Resources
Officer