



OWENS & MINOR, INC.

ArcRoyal Ltd, Ireland Gender Pay Gap Report 2025

Our commitment

As a company, Owens & Minor, are committed to building a diverse, equitable, and inclusive culture and workplace, where every teammate can thrive through equal opportunities. This effort includes an open space where teammates learn with and from one another, endeavouring to strengthen communities with whom we partner. In Q2, we focused on the theme of “belonging”, taking the opportunity to connect, learn and celebrate each other. Global initiatives are integrated into each site, including a company-wide annual Code of Honor training to ensure that every teammate understands what is expected of them and their responsibility.

We are pleased to present our second Gender Pay Gap Report for our ArcRoyal facility in Co. Meath that manufactures medical devices for use in the healthcare sector. During 2025, the Leadership Team actively engaged to understand their role in reducing the gender pay gap in recruitment by leading meetings on the issue and taking part in training on related matters, such as unconscious bias. We firmly believe that a diverse and inclusive workforce is essential to our continued growth, innovation, and long-term sustainability and with more knowledge and training, we can progress positive changes.

Introduction

The Gender Pay Gap Information Act 2021 requires Irish organisations to report annually on their gender pay gap. This report outlines our 2025 metric results taken from a snapshot date in June 2025. This report is aimed at providing transparency around the differences in average earnings between men and women within the organisation. An annual review ensures that we identify any disparities and address them with a view to further promoting equality and inclusion in the organisation.

The gender pay gap (GPG) represents the difference in the average hourly wage of men and women through the entire workforce across a range of metrics.

Gender Pay Gap Metrics

Median Pay Gap is calculated by finding the exact middle point between the lowest and highest paid male teammate and the lowest and highest paid female teammate.

Mean Pay Gap is calculated by adding up the hourly pay of all the women and dividing by the number of women. The same is done for men and the two (2) figures are compared.

Quartiles are calculated by splitting all teammates into four (4) groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels of the organisation.

Metrics calculations used in accordance with the requirements of the Gender Pay Gap Information Act 2021.

Understanding the Data

The figures

Our figures have been calculated by reference to a point in time (30th June 2025), when we employed 188 teammates, with a breakdown of 34% male and 66% female and as such, our ArcRoyal facility currently has a predominantly female workforce.

SUMMARY	2024	2025
Difference in mean salary	17.41%	18.98%
Difference in median salary	-0.75%	0.62%

- Our mean gender pay gap of 18.98% indicates that on average, men in our organisation earn 18.98% more per hour than women across all roles. The slight increase in figure for this reporting year is due to turnover within management, for instance, through retirement. Looking to the future, a focus on improving gender balance within management structure will help improve this metric.
- Our median gender pay gap of 0.62% means that the middle-typical male in our organisation earns approximately 0.62% more than the middle-typical female, indicating that men and women are paid almost equally to the median within the organisation. A small gap may fall within normal year to year variation.

SUMMARY	2024	2025
Difference in mean bonus	69.75%	26.64%
Difference in median bonus	0%	35.32%

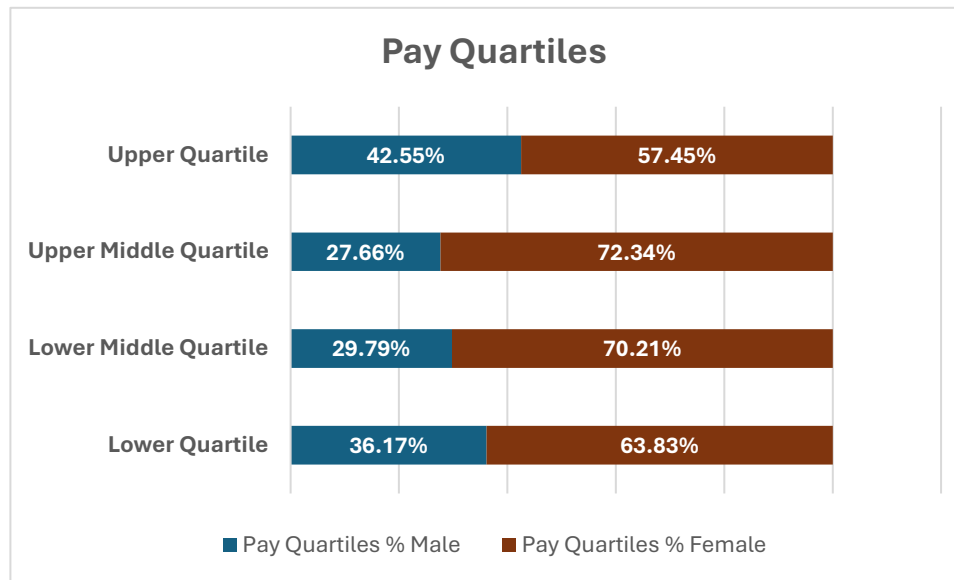
- Our mean gender bonus gap is 26.64% and our median bonus gap is 35.32%. Bonus eligibility and rates are determined solely by role, and all bonus payments are based on overall company performance, not individual performance. This means there is no difference in bonus opportunity or rate of payment between men and women performing the same role. The structure of our bonus scheme is consistent and applied equally to all eligible teammates. A higher proportion of men occupy managerial roles, and we will continue to focus on improving gender balance across all levels of the organisation to help narrow the overall mean and median bonus gaps over time.

SUMMARY	2025
Difference in mean part time workers	-38.57%
Difference in median part time workers	-12.21%

- There was a positive increase in approvals for part-time work arrangements. More females than males have sought part-time arrangements.

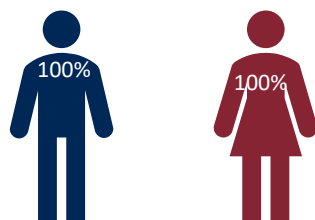
SUMMARY	2025
Difference in mean Contractors	-43.92%
Difference in median Contractors	-16.80%

- Our contractor roles are suitable for both male and female applicants across all roles and we have inclusive recruitment practices in place. We see higher application rates and retention among female applicants. Length of service plays a role in determining pay levels due to service level pay increases. Dependent on retention rates, a positive or negative gap may form but no differential in basic pay exists by service level.



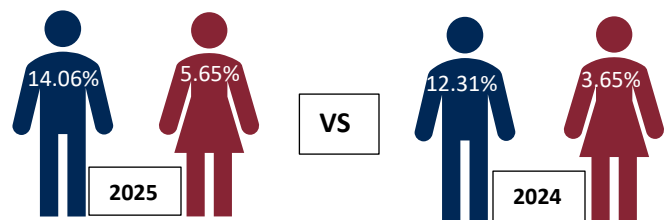
As of 30 June 2025, ArcRoyal has a gender distribution of 34% male and 66% female, as was also the case in 2024. The high female distribution in the upper middle quartile demonstrates how females hold the majority of mid – senior roles and this pipeline of talent is a positive prospect for career advancement into management roles

Bonus Receivers



Percentage of men and women who received bonus. The organisation provides vouchers of nominal value to teammates in line with revenue guidelines. All vouchers are of equal value.

Benefit in Kind (BIK) Receivers



Percentage of men and women who received BIKs, increased at a similar rate for male and female in 2025 vs 2024 report due to movement in roles, where eligibility for schemes apply for grades.

Driving progress

At Owens & Minor, we continue to take meaningful steps to understand and address the factors impacting our gender pay gap. Through focused actions, we aim to improve equal opportunities across all levels of our organisation and ensure that every teammate can thrive in their role and advance their careers. We are continuously exploring ways that we can improve.

Flexible Working in Production

Recognising the challenges of offering flexibility in a manual manufacturing environment, we have made a concerted effort to introduce practical solutions that support our teammates' diverse needs.

- Targeted flexibility: Following a significant increase in requests, measures such as increasing headcount to cover work schedule were put in place. We have increased flexible and part-time arrangements by 43% since our last report, supporting teammates with family, care, and parental responsibilities to remove barriers and allowing teammates to remain in workforce. This has been mainly requested by female teammates.
- Work-life balance: We built in recurring time-off slots for personal appointments, authorised lates, and granting reduced hours when returning from protected leave or transitioning to retirement.
- Annual leave enhanced: Service-level increments were added to annual leave to recognise tenure.
- Teleworking: Our teleworking policy continues to enable remote work where possible. Laptops have been issued to all desk-based roles requiring MS outlook to support requests for remote working.
- We aim to maintain and grow these measures where business needs allow.

Developing an Inclusive Culture

We are embedding inclusion and equity at every level of our operations through initiatives such as:

- Diversity, Equity & Inclusion (DEI): Site-level and global events promote awareness and celebrate our diverse teams. In 2026, we are setting up an ESG project team to regulate our social governance.
- Training: Leaders commenced training on unconscious bias in recruitment and leadership to promote fair and inclusive practices. A “buddy” system supports new hires in Production, ensuring smooth onboarding and integration. We aim to train all managers in 2026 on unconscious bias.
- Career Development: We introduced Individual Development Plan (IDP) workbooks, empowering teammates to map their career paths with active support from their managers. In future, it is an aim to incorporate a development goal into an individual's annual goals to increase active use of development plans across functions.
- Learning Access: Through the Udemy learning platform, teammates have access to thousands of online courses spanning technical, leadership, and cross-functional skills. In 2026, we aim to set up onboarding plans using the learning system for new managers and other identified roles.
- Career Visibility: Our HRIS system now shows internal jobs on a portal to provide full visibility of open roles across the organisation, encouraging internal mobility and equal access to opportunities. In 2026, we seek to encourage all teammates to complete their career profile on this system.
- Education Support: We offer educational assistance to help teammates pursue third-level qualifications and meet the criteria for senior or technical roles, including in engineering and STEM fields. For 2026, we have budgeted for new educational applications.

Building Future Talent

We are committed to inspiring the next generation of female talent. Through our facilitation of Transition Year Work Experience, we encourage students to explore careers in science, engineering, and technology at an early age. We promote awareness of STEM disciplines and their role in innovation and societal progress.

Recognition and Wellbeing

- **Celebration:** Owens & Minor celebrated International Women's Day with guest speakers and teammate features, following the annual theme at each site. On the next International Women's Day, with their permission, we seek to highlight the good work and effort of one of our females' teammates to inspire and give recognition.
- **Wellbeing:** Our 2025 wellness initiatives included global assistance programs, VHI Employee Assistance Program and hosted webinars, in-house awareness talks, occupational therapy and welfare check-ins. We recognise that teammates balance multiple responsibilities, and we endeavour to promote open dialogue in the workplace and offer practical resources, where possible. In 2026, we plan to host more site talks from Cancer societies, suicide awareness groups and childhood bereavement organisations to raise awareness of resources available.
- **Teammate Resource Groups (TRG):** Teammates are invited to join TRGs, which offer safe spaces to connect, share experiences, and collaborate on inclusion initiatives. Adjustments are made where possible for different time zones to support full participation.

Equitable Pay Practices

ArcRoyal pays male and female teammates equitably for the work they perform, considering experience, qualifications, and performance. Our commitment to pay equality remains steadfast — we compensate and aim to ensure that fairness permeates every stage of employment within the organisation.

- **Fair Practices:** formal grading and benchmarking of roles is in process.
- **Inclusive Hiring:** For non-direct roles, interview panels include a diverse mix of interviewers, with a minimum of two participants. For Direct roles, testing and interview scoring is standardised to ensure an objective and transparent scoring system.
- **Pay Equity Safeguards:** Teammates on protected leave remain eligible for merit increases, ensuring no pay gaps arise due to absence. Hourly pay is determined based on budgetary considerations and (where eligible) are applied to service levels for whole groups, ensuring consistency and fairness.
- We will focus on stronger representation of females on the management team at ArcRoyal.

Conclusion

Although the mean gap shows a higher average of pay for men, the very small median gap demonstrates that pay levels are broadly consistent for men and women in equivalent positions. We are confident that our pay and bonus framework are fair and applied consistently to all teammates. By maintaining equitable pay practices and fostering an inclusive workforce, we aim to narrow the overall gender pay gap over time, while ensuring equal opportunity to progress and succeed. We will continue to strengthen this by continuing to promote fair recruitment, career development and progression practices that enable teammates to reach their full potential.



CORPORATE OFFICE

804.723.7000
www.owens-minor.com

STREET ADDRESS

9120 Lockwood Boulevard
Mechanicsville, VA 23116

MAILING ADDRESS

Post Office Box 27626
Richmond, VA 23261-7626