Gender Pay Gap Report 2025/26

Key points

1) Headline results – we're moving in the right direction

Our gender pay gap has improved again this year. The average difference in hourly pay between men and women is now 9.89%, down from 11.5% last year. The median gap is 5.25%, down from 6.1%. Women earn an average of £20.15 per hour, while men earn £22.36. This shows steady progress.

2) Workforce profile – why a gap still exists

Sirona's workforce is mostly female, with 88.3% women and 11.7% men. Women are well represented across all pay levels, but men are more likely to be in the highest-paid roles and senior positions. Women are also more likely to work part-time or flexibly, which can slow career progression. These patterns are the main reason for the pay gap, not unequal pay for the same job.

3) Structural drivers and progression challenges

The gap reflects differences in roles and progression, not equal pay issues. Men hold more senior and specialist roles, which pay more. Women make up the majority of the workforce but often work part-time. Medical roles also have higher pay and different gender patterns. To reduce the gap, we need

to improve access to leadership roles, support flexible workers, and make sure progression opportunities are fair.

4) Action plan and accountability

We will help women progress into senior roles, promote flexible working at all levels, and review recruitment to improve gender balance in senior jobs. We will also improve workforce data to understand how gender interacts with other factors. Oversight sits with the Sirona Board and EDI committees, and progress will be monitored and reported regularly.

5) Conclusions and What’s Next

We have made clear progress, but structural issues remain. Next, we will deepen our analysis, improve data quality, and make sure part-time and flexible workers have equal chances to progress. Our goal is a workplace where pay reflects contribution and responsibility, and everyone has a fair opportunity to succeed.