

Boots Management Services Limited

Gender Pay Gap Report

As at April 2025

Member of The Boots Group





A message from our Managing Director, Anthony

“At Boots, we are focused on creating a brilliant Boots for our people, this includes making sure everyone feels included, supported and celebrated for the positive impact they make. Together with our leadership team, I am committed to helping every one of our colleagues feel that they can be at their best and have the opportunities to thrive and advance their careers.

As part of this, we’re dedicated to providing ongoing updates regarding our progress and are pleased to present our ninth Gender Pay Gap report.

Since we began reporting in 2017, the data shows that we’re continuing to make positive progress to address our gender pay gap. The actions we are taking are having an impact, including improving representation of women at a senior leadership level.

These steps have supported a further reduction in our mean pay gap, from 14.6% in 2024 to 13.5% in 2025. Our median pay gap stands significantly below the national average at 0.7%.

As in previous years, both gaps are largely shaped by the composition of our workforce. A significant number of our front-line positions, especially in our retail locations, are held by women. At the same time, men presently make up a larger share of senior and specialised technology roles.

While our progress is encouraging, there is still much more to do. We will continue to listen to our colleagues and refine the initiatives we have in place to further close our gender pay gap.

These include an ongoing focus on increasing the number of women in leadership roles, alongside ensuring an inclusive workplace where women feel supported to succeed both professionally and personally.

I am committed to promoting a culture of care, equity and inclusion, and our approach is guided by a simple belief: everyone we meet should be better for it.”

Anthony Hemmerdinger
Managing Director
Boots UK and Ireland

We confirm that the information contained within this report is accurate.

Mary Owen
Interim Chief People
Officer and Central
Operations Director

Samuel Hunter
Chief Financial Officer,
Boots UK & Ireland and
No7 Beauty Company

We are committed to creating an inclusive culture where our colleagues are able to thrive, innovate, and deliver exceptional care every day.

Actions we are taking

We have always sought to be a place where our colleagues feel encouraged and supported to be themselves throughout their careers and wherever they work in the business. This year, we have continued to make meaningful steps towards addressing our gender pay gap.



Culture

- We strive to be an organisation where women feel they can progress. Through multiple forums, we continue to listen to our colleagues about their day-to-day experience working at Boots, to inform our priorities on how we can further support their career aspirations.
- We pride ourselves on providing part-time working opportunities for candidates and colleagues who are looking to balance work and home life. 83.2% of all part time roles at Boots are held by women.

Leadership

- We continue to focus on our goal to expand the representation of women in senior leadership roles, reflected by a 4.5 percentage point increase over the last two years.
- We have invested in talent programmes which support us in reducing barriers and strengthen future leadership pipelines.

Offering inclusive roles

- We are focused on creating inclusive recruitment processes, for example:
 - Job descriptions and adverts are designed to be inclusive and welcoming to all candidates, using Datapeople technology, a tool that evaluates inclusive language.
 - We provide our hiring managers with interview training sessions and access to best practice guidance in our Hiring Resource Hub to reduce subconscious bias.
- We offer supportive family leave policies to improve our colleague retention, including improved policies on baby loss and fertility and enhanced maternity and paternity leave.
- We are recognised as offering a Menopause Friendly Working environment and as an Age Inclusive Employer.

Colleague support and programmes

- We run support networks via our Business Resource Groups, as well as partnering with the IVFN (IVF Network) to provide colleagues support with their fertility and reproductive health.
- We offer leadership development programmes.

How are the gender pay gaps calculated

The gender pay gaps show the difference in average earnings between female and male colleagues.

Median pay gap

The **median** is the middle point of a range of numbers, so the median pay gap is the difference in pay between the middle point among all female colleagues compared to the middle point among all male colleagues.

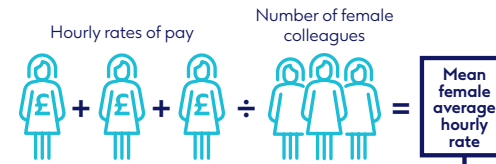


The difference equals the median hourly pay gap

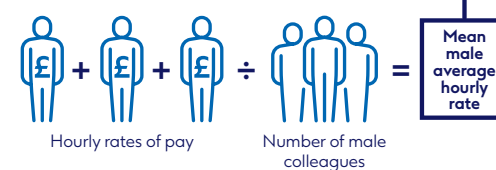


Mean pay gap

The **mean** is calculated by adding together all colleagues' hourly rate and calculating the difference between the average for female and male colleagues.



The difference equals the mean hourly pay gap



How are the pay quartiles calculated?

The **pay quartiles** are calculated by dividing the hourly rates paid to colleagues across the whole business and categorising them into four equal sized groups.

How is the bonus pay gap calculated?

The **bonus pay gap** median and mean percentages are reported using the same method, but the calculation is based on actual bonus paid, rather than the full-time equivalent, so it can be affected by high numbers of part time colleagues.

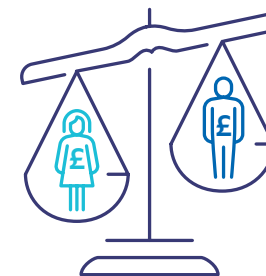
What is the difference between equal pay and the gender pay gap?

Equal pay



Equal pay is different to a gender pay gap. We pay our colleagues equally according to their role, regardless of their gender, which is also a legal requirement.

Gender pay gap

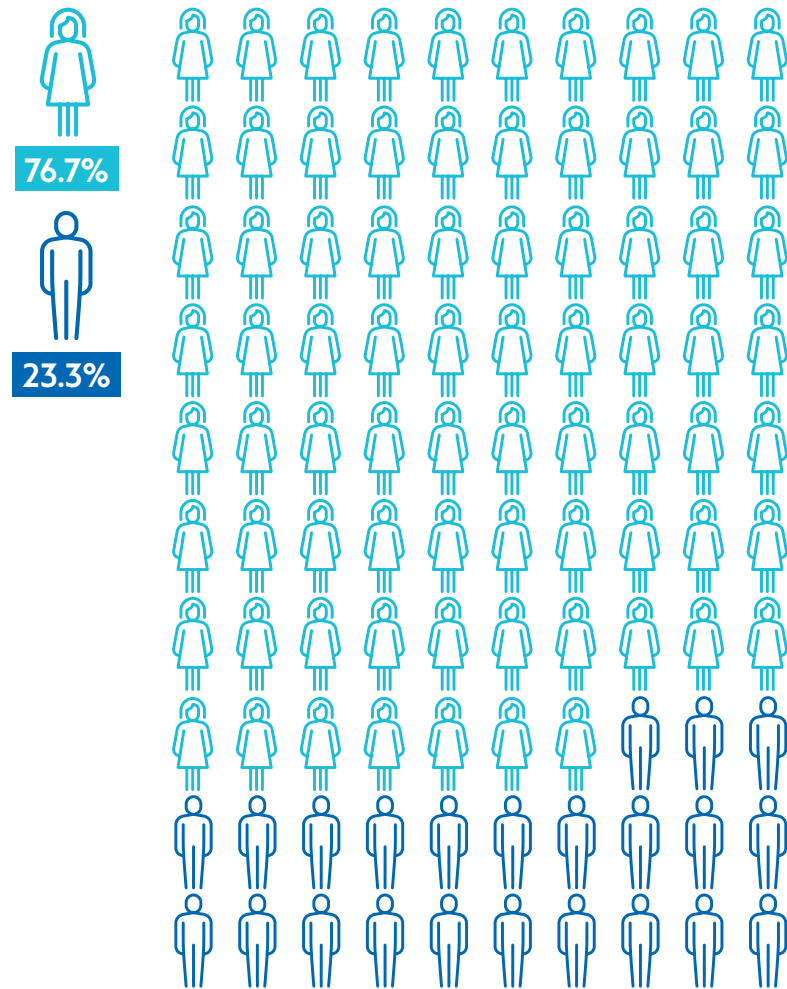


The gender pay gap looks at the differences in pay between genders across groups of colleagues irrespective of the work they perform. One of the main reasons for the gender pay gap in our society is that men are statistically more likely to be in senior roles.

Our 2025 results

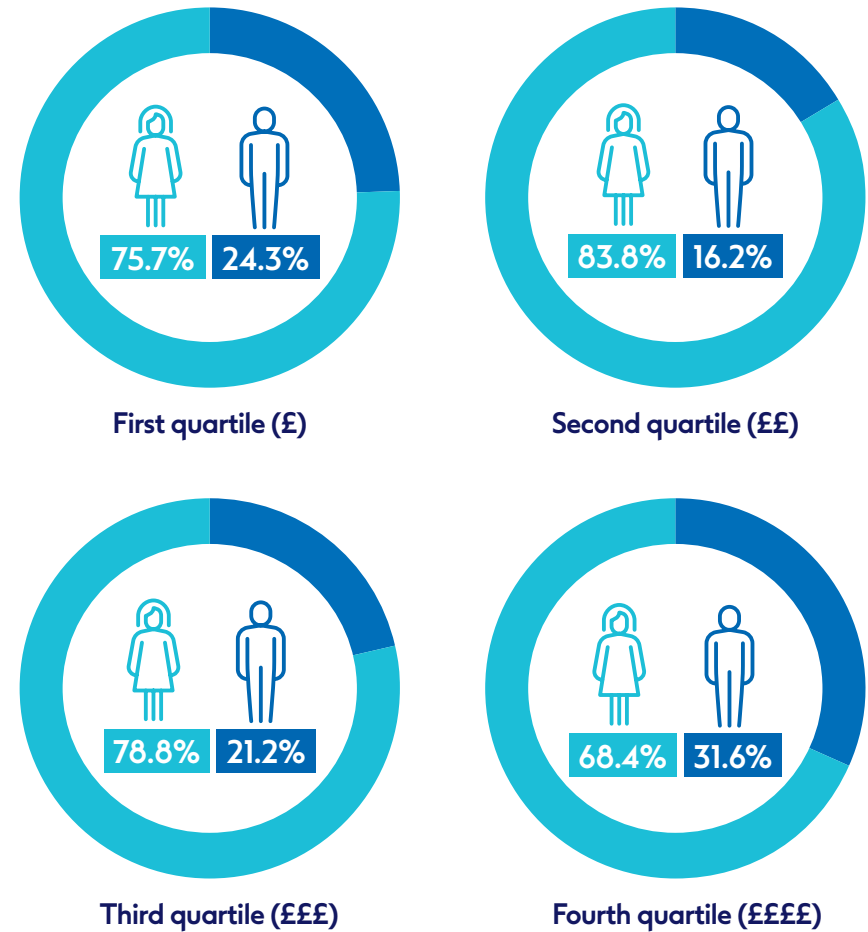
Colleagues

The percentages of all female and male colleagues are:



Pay quartiles

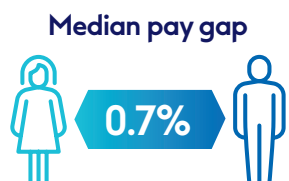
The percentages of all female and male colleagues within each pay quartile are:



Our 2025 results

Gender pay gap

The structure of our workforce remains similar year on year, with women making up 76.7% of our workforce.

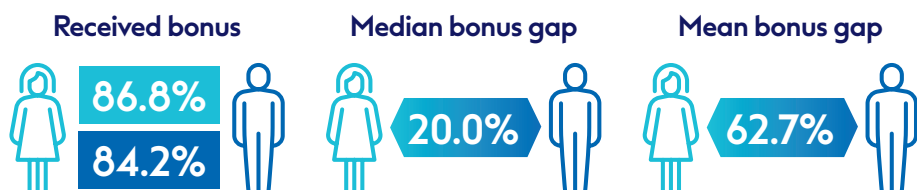


For this reporting period, our median pay gap has marginally increased from 0.6% to 0.7% which remains significantly lower than the national median pay gap.



Our mean pay gap has reduced again versus the previous year from 14.6% to 13.5%, which continues to reflect a steady annual decline.

Bonus pay gap



Our bonus schemes are gender neutral by design. This calculation includes all the actual bonus paid in the year up to 5 April 2025, rather than the full-time equivalent (FTE), and includes our Christmas gift payment, which is also paid on a pro-rata basis. Should this calculation be based on FTE, our Median Bonus Pay Gap would be 0.0%.

Understanding our gender pay gap at Boots

At Boots, our gender pay gap is primarily driven by the shape of our workforce; including a number of key factors:

- In line with the health and beauty retail sector, we have proportionally more women in our workforce (76.7%), and more women in customer-facing roles in our stores where we offer a wide range of flexible part-time roles (82.6%).
- Similar to national trends, there are also comparatively more men in senior roles and specialist technology roles compared to our wider workforce.

We have seen a steady decrease in both our median and mean pay gaps since we began reporting in 2017, which can be attributed to:

- Shifts over time in the shape of our workforce, as evidenced by the decrease in the proportion of women in the lowest quartile compared to when we first started reporting and further progress towards a more balanced gender representation in our senior leadership team, which is made up of 46.8% women.
- Continuing to develop a culture and environment that supports women to thrive and develop, including improvements to our family leave policies; supporting individuals experiencing female health conditions, as well as supporting access to progression opportunities by ensuring all vacancies are advertised internally first.

As part of our promise to our colleagues to create a brilliant Boots experience, we are committed to creating an inclusive workplace that provides the tools and resources to support everyone to succeed professionally and personally.