

Boots Opticians Professional Services Limited

# Gender Pay Gap Report

As at April 2025

Member of The Boots Group





# A message from our Managing Director, Kyle

At Boots Opticians, our colleagues are just as important as our customers. We're focused on building an inclusive workplace where everyone can thrive, because what our colleagues do every day matters, and it directly shapes the care, service and experiences we provide for the people and communities we serve.

I am passionate about ensuring that every colleague feels supported to be at their best and has the opportunity to grow and progress in their career. As a healthcare business, the strength of Boots Opticians lies in the skill, care and dedication of our people, and creating the right environment for them to succeed is essential.

This year's Gender Pay Gap Report shows continued progress. Women make up 76.3% of our workforce, and our median pay gap has reduced by 2.0 percentage points to 6.4%, remaining significantly below the national median. Our mean pay gap has also reduced by a further 1.1 percentage points to 11.4%, marking the third consecutive year of steady annual reduction.

Alongside these results, we have continued to strengthen our inclusive culture, listening to colleagues, investing in leadership capability, and ensuring our policies, roles and ways of working support opportunity for all. These actions are part of our wider commitment to building a better Boots Opticians for our people.

Our approach is guided by a simple belief: everyone we meet should be better for it. Through our Colleague Promise, we focus on providing a brilliant Boots Opticians, a place where colleagues feel supported, valued and able to make a difference for customers and for each other, every day.

By sharing this report, we aim to provide a clear and transparent view of where we are today, alongside the actions we are taking and the priorities that will guide our progress in the future.

**Kyle Rowe**  
Managing Director Boots Opticians

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

**Mary Owen**  
Interim Chief People  
Officer and Central  
Operations Director

**Mark Fisher**  
Director of Finance,  
Boots Opticians

# 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 Opticians, 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. 52.3% of women at Boots Opticians hold part time roles.

## 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. We have launched a professionally trained network of accredited Menopause Champions, providing support, raising awareness and improving understanding of menopause and available resources.

## 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.

# How are the gender pay gaps calculated

A gender pay gap shows 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

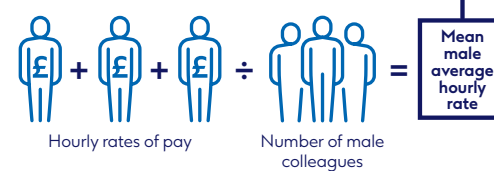


## Mean pay gap

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

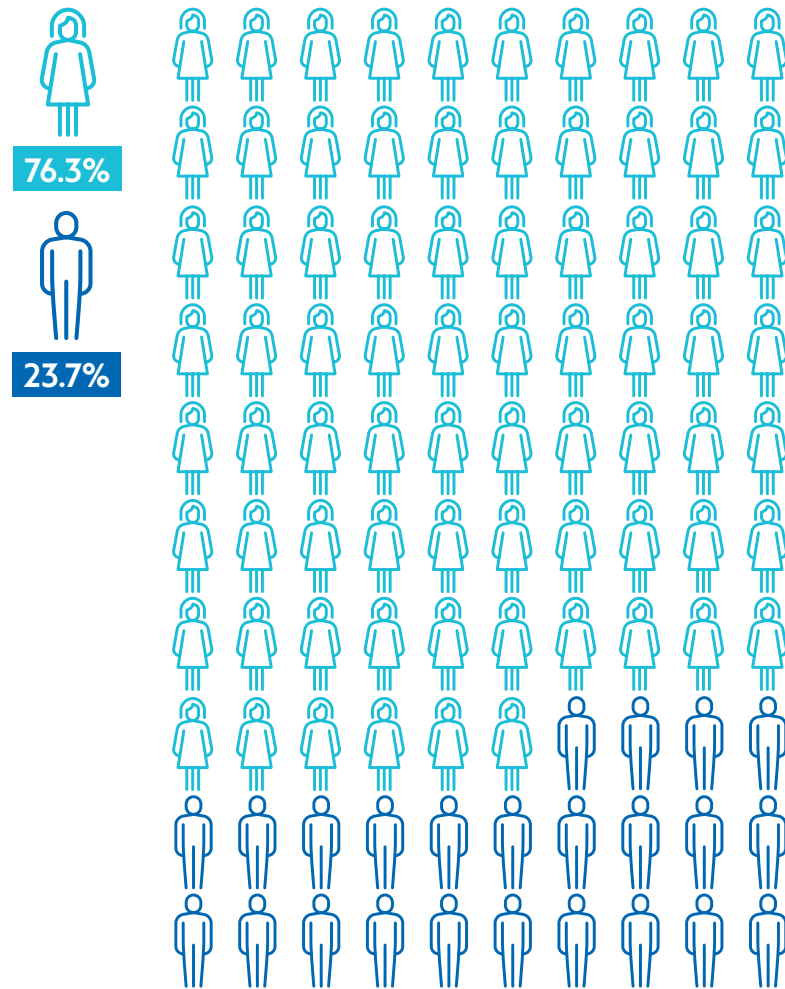


The gender pay gap looks at the differences in pay between genders across groups of colleagues irrespective of the work they perform. One of the main reasons for the gender pay gap in our society is that men are statistically more likely to be in senior roles.

# Our 2025 results

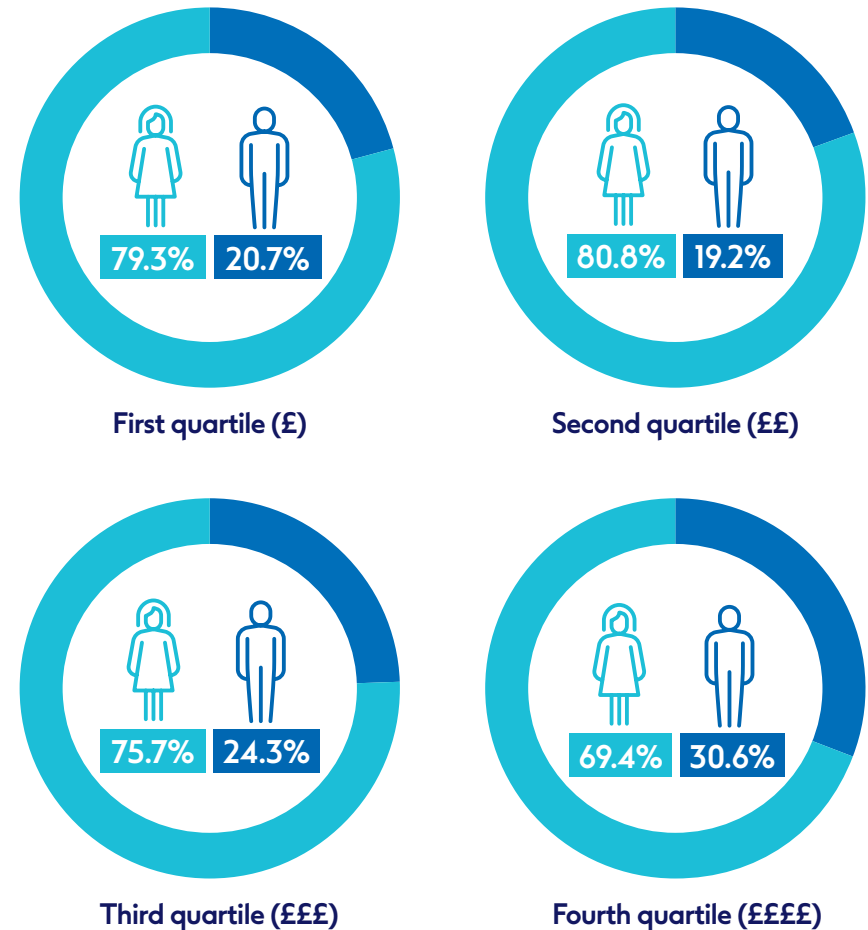
## Colleagues

The percentages of all female and male colleagues are:



## Pay quartiles

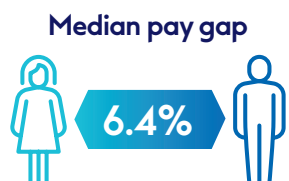
The percentages of all female and male colleagues within each pay quartile are:



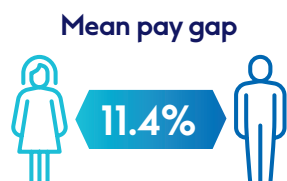
# Our 2025 results

## Gender pay gap

The structure of our workforce remains similar year on year, with women making up 76.3% of our workforce.

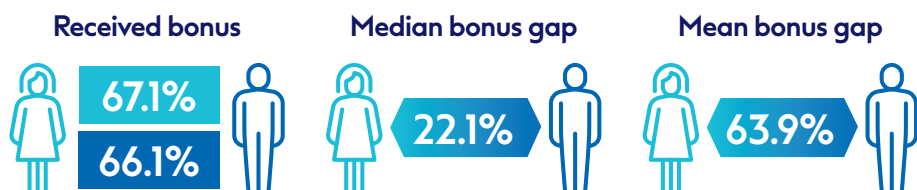


For this reporting period, our median pay gap has decreased by 2.0 percentage points, and remains significantly lower than the national median pay gap.



Our mean pay gap has reduced again versus the previous year by 1.1 percentage points, which marks the third year of 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 quarterly bonus payments, which are also paid on a pro-rata basis.

## Understanding our gender pay gap at Boots Opticians

At Boots Opticians, 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 (76.3%), and more women in customer-facing roles in our stores where we offer a wide range of flexible part-time roles
- 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 strong decrease in both our median and mean pay gaps since we started 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, as well as in regional manager and store manager roles
- 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 ensuring 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 colleagues to succeed professionally and personally.