

Boots Retail Ireland Limited

Gender Pay Gap Report as at June 2025





Stephen Watkins
Managing Director, Boots Ireland

A message from Stephen

For nearly 30 years, Boots Ireland has been part of communities across the country - helping people feel good and live well. As we look ahead, we're focused on exciting plans for the future of our organisation, including how we grow and evolve to meet the changing needs of our customers and our colleagues.

I welcome the publication of our latest Gender Pay Gap Report. This year's report shows steady progress, but we're restless to be better and to go further. Growth for us isn't only about scale - it's about creating opportunity, supporting our colleagues, and making sure everyone has the chance to develop and succeed while they work for Boots Ireland.

That's how we'll continue to build a business where people thrive, where fairness and care guide our decisions, and where everyone we meet is better for it.

A handwritten signature in black ink that reads "S. Watkins".



Martha Ryan
Director of People and ESG Lead,
Boots Ireland

A message from Martha

This year's Gender Pay Gap Report is an important reminder of both the progress we've made and the work still ahead. Real change takes time, consistency, and a shared belief that inclusion makes us all stronger.

That belief is now at the heart of our colleague promise, which we elevated during 2025 to sit alongside our customer promise as part of our new strategic narrative. It defines what we stand for as an employer and reflects our commitment to ensuring every colleague feels seen, rewarded and able to thrive at Boots.

Our focus now is on bringing that promise to life through Belong at Boots, leadership development and policies that help people balance work and life. These are the actions that will build further trust, strengthen our culture and ensure we create a brilliant Boots for our people, trusted for generations to come.

A handwritten signature in black ink that reads "Martha Ryan".

Understanding gender pay gap reporting

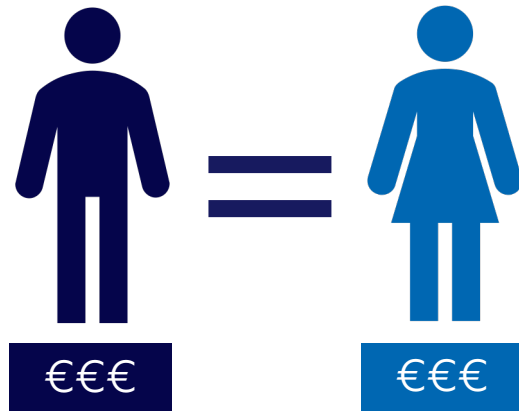
What is the difference between equal pay and a gender pay gap?

A gender pay gap is different from equal pay.

Equal Pay

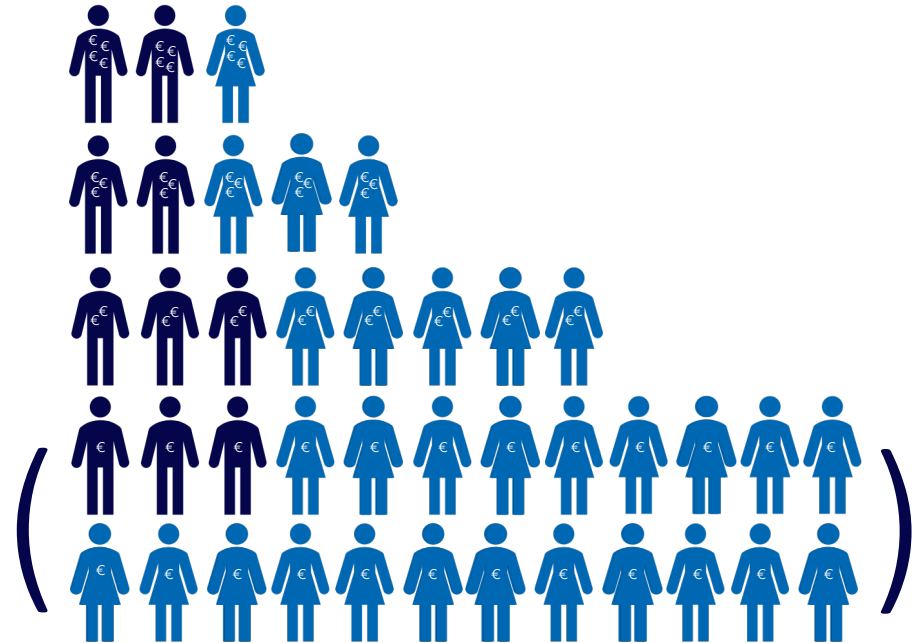
Equal pay is paying males and females equally for like work, work of equal value and work rated as equivalent.

This is protected by Irish legislation.



Gender Pay Gap

A gender pay gap looks at the differences in pay between genders across groups of colleagues irrespective of the work they perform.



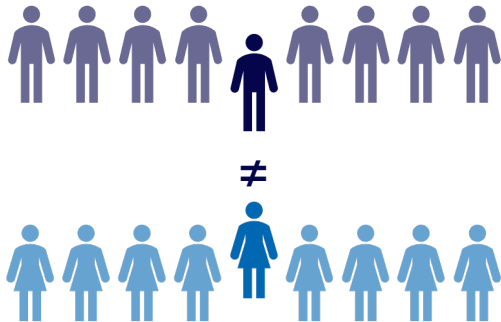
One of the main reasons for the gender pay gap in our society is that men are statistically more likely to be in senior roles and gender differences in occupations and industries may be caused by different educational and career choices.

Understanding gender pay gap reporting

The median is the middle point of a range of numbers and the mean is the average of a range of numbers. How do we calculate this for gender pay gap reporting?

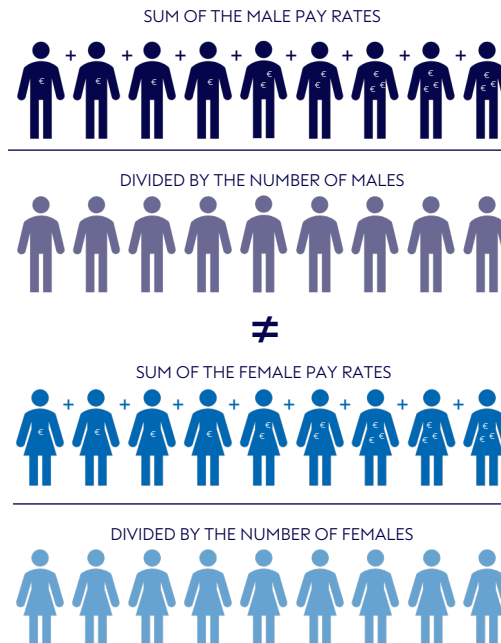
MEDIAN PAY GAP

If all our male colleagues stood in a line in order of lowest hourly rate earned to highest and all females did the same, the median pay gap (as a percentage) is the difference in pay between the middle colleague on the male line and the middle colleague on the female line.



MEAN PAY GAP

If we add together all the hourly rates of male colleagues and calculate the average and do the same for female colleagues, the mean pay gap (as a percentage) is the difference in pay between the average male and female hourly rate.



BONUS PAY GAP

The mean and median bonus gaps are calculated in the same way as the gender pay gaps. However, this time we use the actual bonus paid to colleagues. We also report the number of male and female colleagues receiving a bonus (as a percentage of the total male and female population).

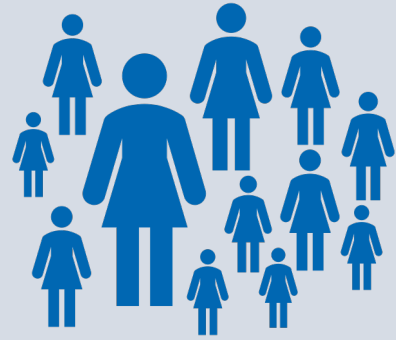
PAY QUANTILES

Pay quantiles are calculated by dividing all hourly rates paid across the business, from lowest to highest, into four equal sized groups of colleagues and calculating the percentage of males and females in each.

Our 2025 results as at June 2025



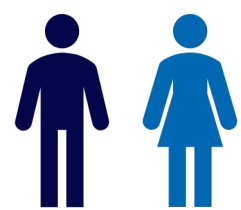
Percentages of all our male and female colleagues.



Pay Quartiles

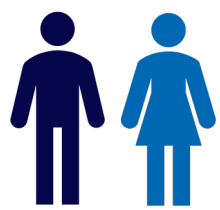
The hourly rate and percentages of all male and female colleagues within each quartile pay band is:

1ST QUARTILE



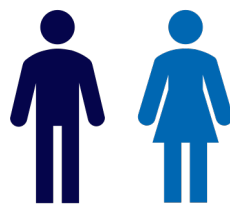
12.83% 87.17%

2ND QUARTILE



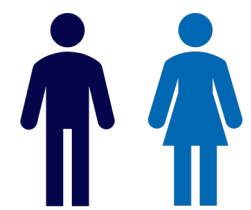
9.67% 90.33%

3RD QUARTILE



9.14% 90.86%

4TH QUARTILE



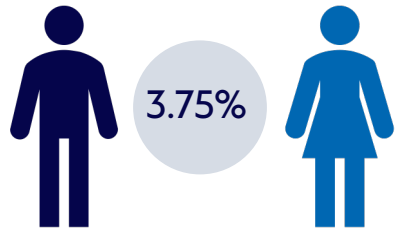
19.12% 80.88%



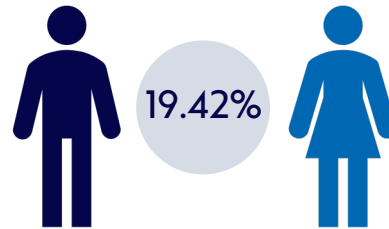
Our 2025 results as at June 2025

Gender Pay Gap

Median Pay Gap



Mean Pay Gap



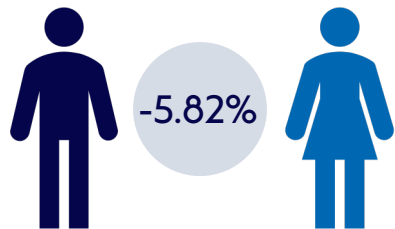
Our analysis shows that our gender pay gap is predominantly driven by the shape of our workforce, our overall workforce is 87.4% female.

In a company like Boots Ireland with a large majority population of one gender, this will impact the gender pay gap especially with more women in store roles and working flexible part-time hours.

We're proud to have equity of male and female leaders on our Ireland senior leadership and field leadership teams. In addition, 77.7% of our store managers and 73.3% of our pharmacists are women.

Part Time Employee Gender Pay Gap

Median Pay Gap



Mean Pay Gap



Part time employees are classified as any colleague working below 37.5 hours per week.

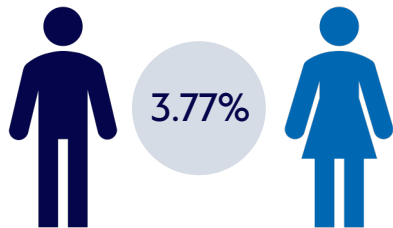
Boots offers a variety of flexible contracts to suit colleagues lives outside work with 65.5% of our workforce choosing to work part time. Of our part time colleagues over 92.5% are female.

Our part time employee pay gap shows a negative pay gap which means women are earning more than men in this population.

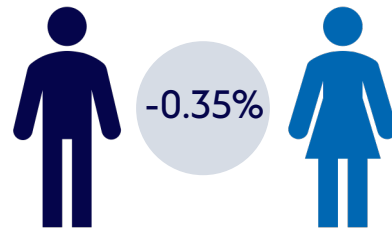
Our 2025 results as at June 2025

Temporary Employee Gender Pay Gap

Median Pay Gap



Mean Pay Gap

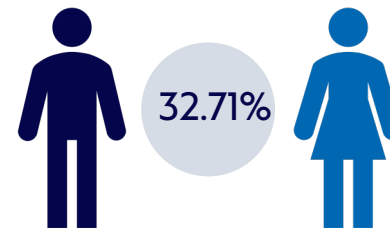


Percentage of male and female employees in receipt of benefits that attract Benefit In Kind

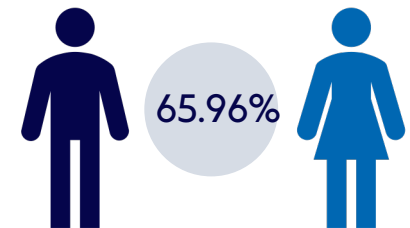


Bonus Gender Pay Gap

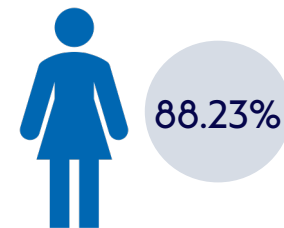
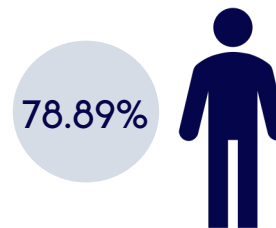
Median Pay Gap



Mean Pay Gap



% of Bonus Paid by Gender



All bonuses paid in the year to 30 June 2025 are used for calculation of the bonus gap, and our bonus schemes are gender neutral by design.

The calculation is based on actual bonus paid rather than full-time equivalent. We have a high proportion of female colleagues who work part-time and therefore received a pro-rated bonus payment.

A higher percentage of female colleagues were in receipt of a bonus payment compared to male colleagues.

What we've done to address our gender pay gap?

We are committed to encouraging and supporting female colleagues across the organisation and inspiring everyone to reach their full potential.

- We use an online tool to remove unconscious bias from job descriptions, leading to a 1.7% rise in female applicants and a 2.3% increase in women progressing to interview and being offered roles in FY24/25.
- Our recruitment team is trained in intersectionality and disability inclusion, strengthening hiring practices and supporting women into senior roles to help reduce the gender pay gap.
- Flexibility remains a top attraction for candidates. We offer flexible contracts, family leave options, and a holiday buy scheme, helping women balance work and caregiving and remain in the workforce and build their careers.
- Enhanced benefits, including paid leave for Pregnancy Loss and Neonatal Care and improved family leave, reflect our commitment to wellbeing and inclusion and fostering an inclusive workplace.
- Through the Retail Apprenticeship, leadership programmes, and education initiatives, we continue to enable majority-female participation and advancement into senior roles helping to reduce the gender pay gap.
- We continue to provide opportunities to progress from ground roots to the most senior roles which included, this year, in a female former Graduate Programme trainee appointed Flagship Store Manager in Ireland's largest Boots store.
- Gender education remains a focus, with 2025 training on neurodiversity, parental equity, social mobility, gender equity beyond binary, trans visibility, menopause, and IVF support - equipping managers to better support female career progression and narrow the pay gap.

What we plan to do to address our gender pay gap?

We are committed to encouraging and supporting female colleagues across the organisation and inspiring everyone to reach their full potential.

- We will continue to offer flexible contracts, including part-time and job-share options, even though we recognise that these options contribute to the gender pay gap. We recognise their value to our 87.4% female workforce in remaining at work and progressing their careers.
- We are preparing for the transposition of the EU Pay Transparency Directive in 2026, which will enhance pay transparency at recruitment and during employment.
- Our growing Belong at Boots group continues to support parents and carers through resources, mentoring, and career development, promoting fairness and equal opportunities.
- We will continue to prioritise gender education through workshops and resources. In 2026, training will continue to focus on helping managers to better support female colleagues in developing and progressing their careers.
- Our new strategic narrative and colleague promise puts people at the heart of our business. By delivering on this promise, we aim to raise engagement, reduce turnover and absence, and strengthen favourability - making Boots an even better place for women to grow their career opportunities with flexibility options.
- We continue to deepen engagement with local communities and external partners to advance DEI initiatives, counter unconscious bias in recruitment and development, and ensure lasting progress on gender equity.

Boots

