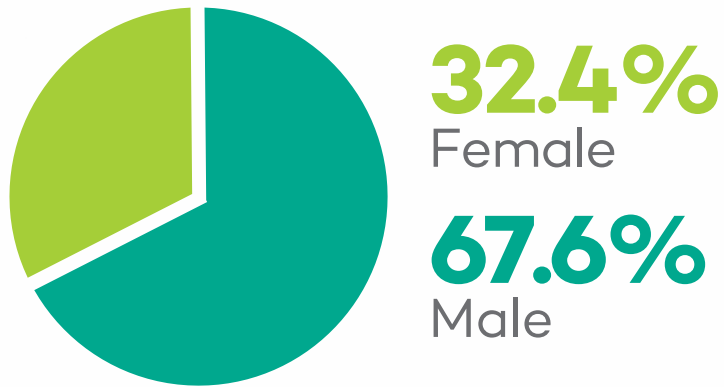




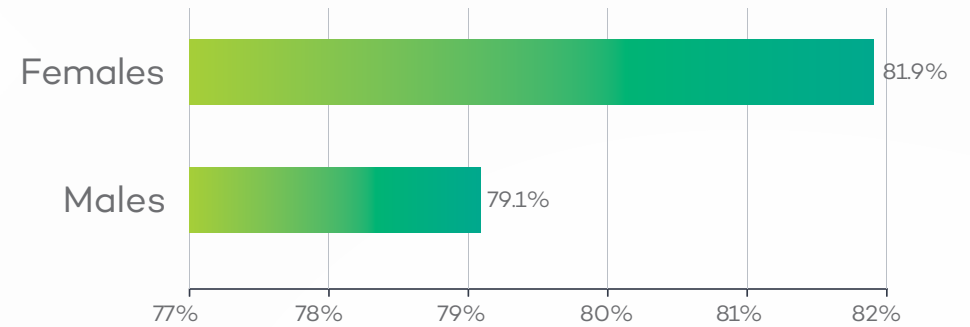
1502
People Employed



GENDER SPLIT



PROPORTION OF FEMALES AND MALES RECEIVING A BONUS



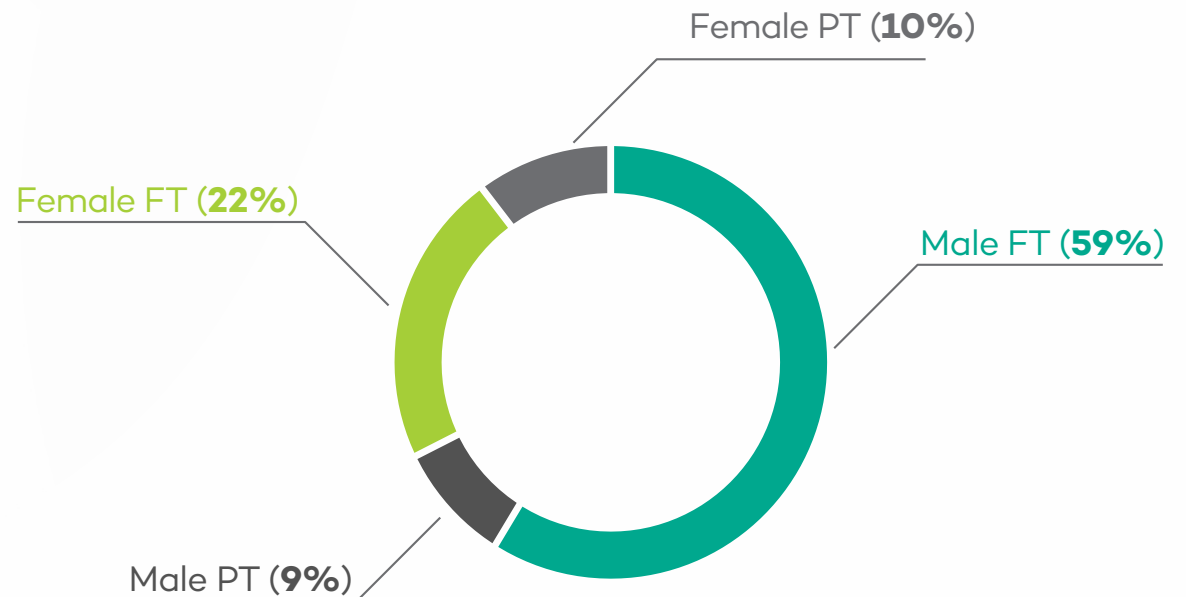
MEAN AND MEDIAN PAY GAP

2025	1.6% Mean	-0.1% Median
2024	-6.5% Mean	-1.2% Median

MEAN AND MEDIAN BONUS PAY GAP

2025	-8.6% Mean	0.0% Median
2024	-54.2% Mean	0.0% Median

FULL TIME VERSUS PART TIME



PAY QUARTILES

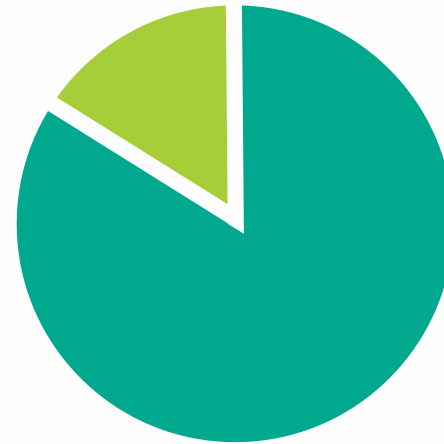
LOWER QUARTILE



46%
Female

54%
Male

LOWER MIDDLE QUARTILE



16%
Female

84%
Male

The illustrations above show the proportion of male and female colleagues that fall into each quartile pay band, once the workforce is divided into four equal parts.

PAY QUARTILES

UPPER MIDDLE QUARTILE



30%
Female
70%
Male

UPPER QUARTILE



36%
Female
64%
Male

The illustrations above show the proportion of male and female colleagues that fall into each quartile pay band, once the workforce is divided into four equal parts.

Declaration. I can confirm that the Phoenix Healthcare Distribution Ltd Gender Pay Gap calculations featured in this report are accurate.

Rhys Parry
HR Director