

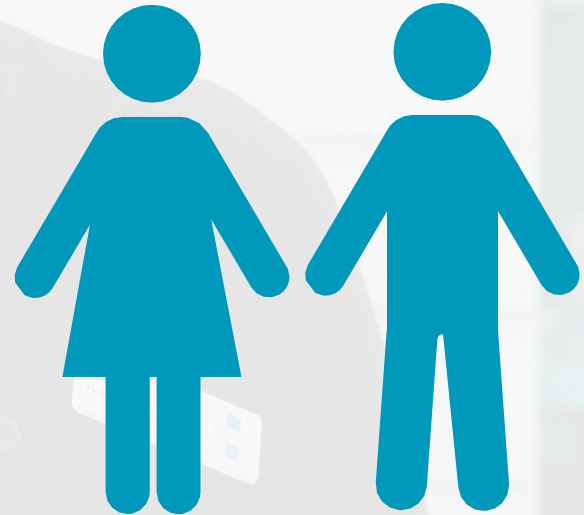
2025 L. ROWLAND & COMPANY  
(RETAIL) LTD



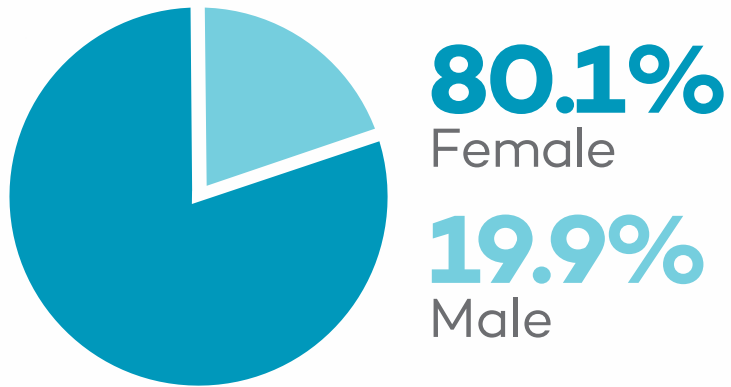
 **ROWLANDS  
PHARMACY**

**3197**

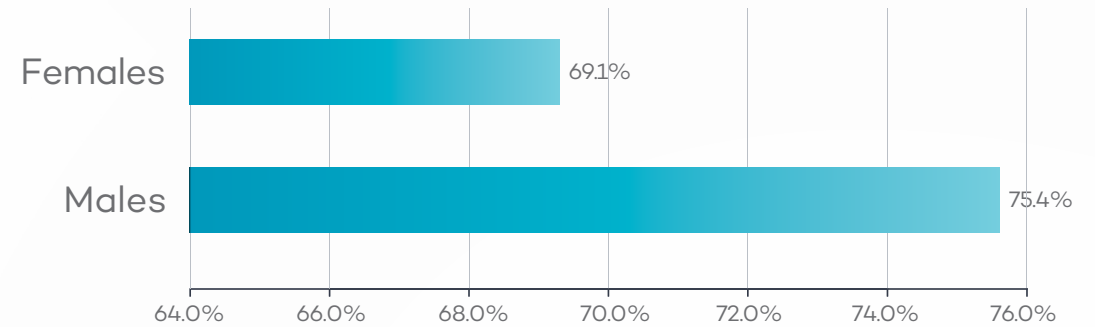
People Employed



## GENDER SPLIT



## PROPORTION OF FEMALES AND MALES RECEIVING A BONUS



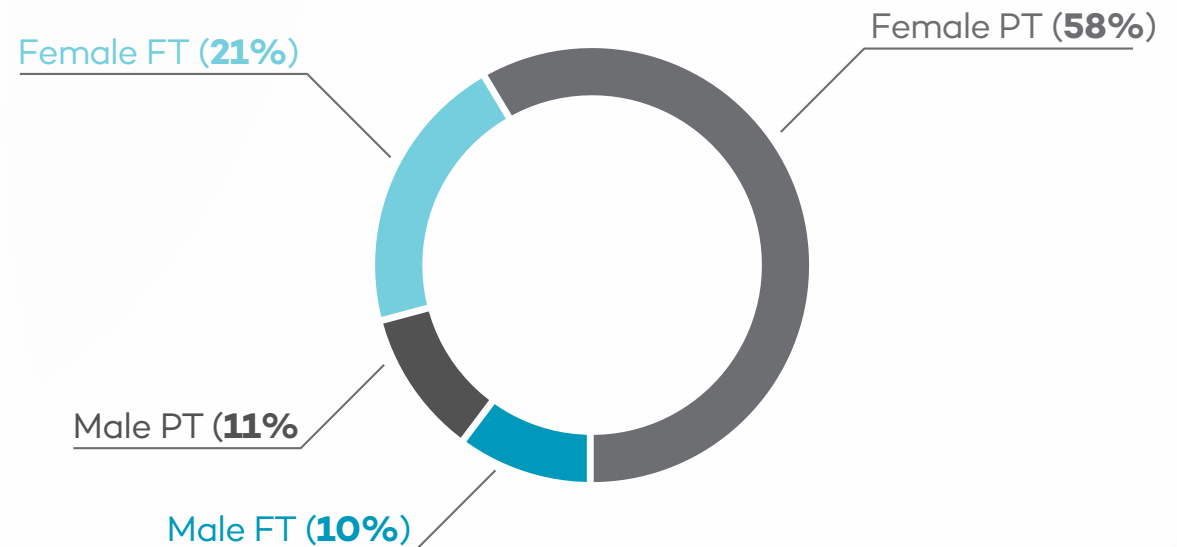
## MEAN AND MEDIAN PAY GAP

2025	16.5% Mean	0.4% Median
2024	13.8% Mean	0.0% Median

## MEAN AND MEDIAN BONUS PAY GAP

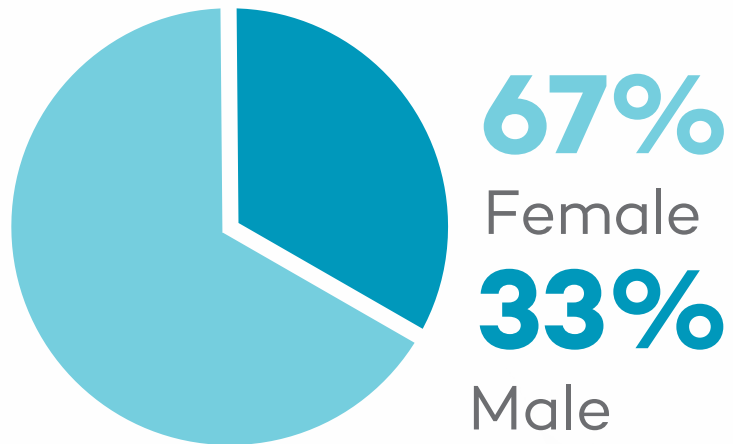
2025	64% Mean	11.3% Median
2024	71.3% Mean	-0.6% Median

## FULL TIME VERSUS PART TIME

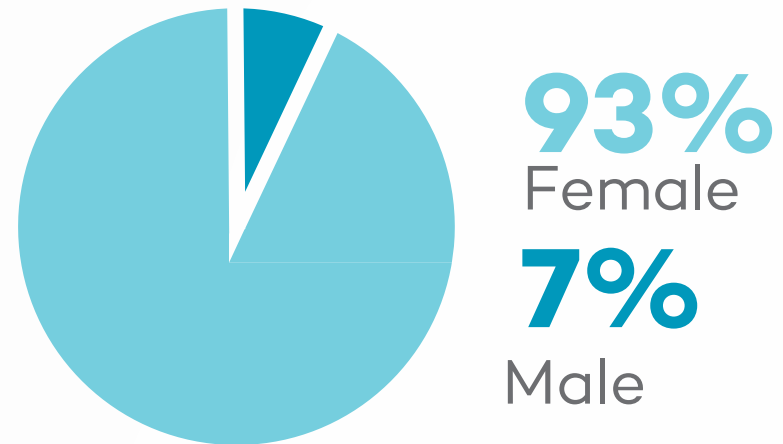


# PAY QUARTILES

LOWER QUARTILE



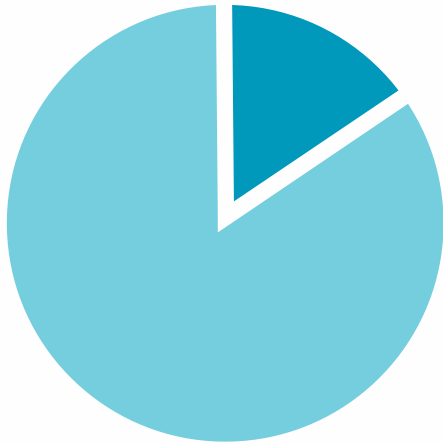
LOWER MIDDLE QUARTILE



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

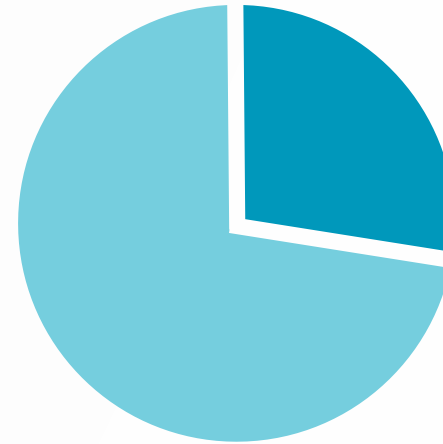
## UPPER MIDDLE QUARTILE



**84%**  
Female

**16%**  
Male

## UPPER QUARTILE



**72%**  
Female

**28%**  
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