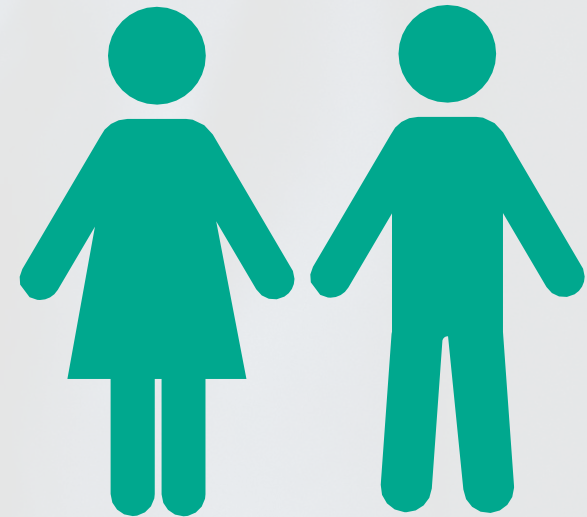




PHOENIX
Medical Supplies Limited

332

People Employed



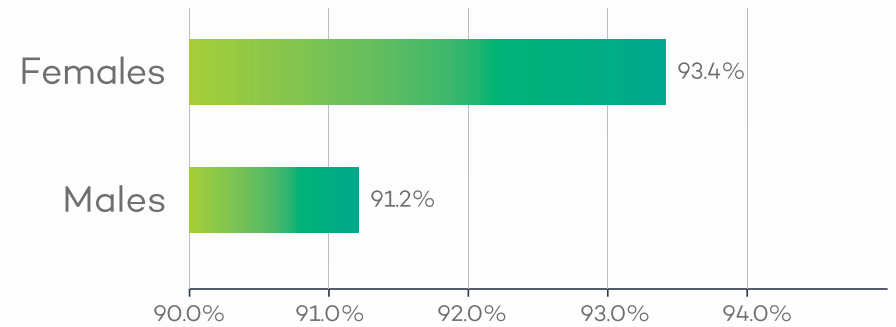
GENDER SPLIT



45.5%
Female

54.5%
Male

PROPORTION OF FEMALES AND MALES RECEIVING A BONUS



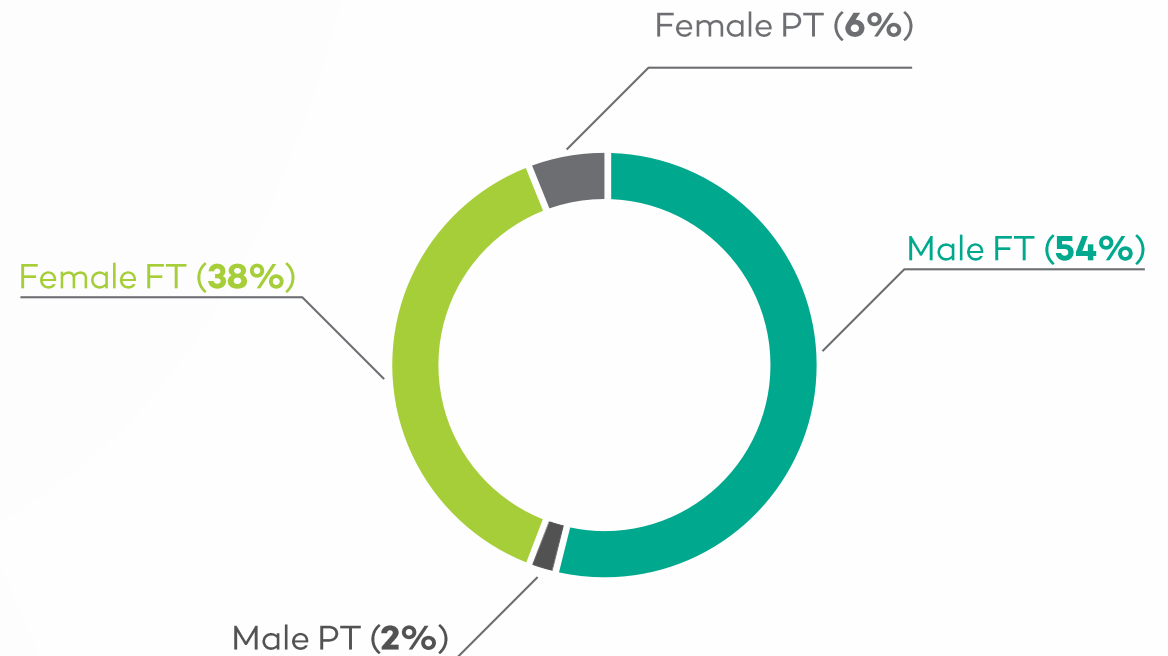
MEAN AND MEDIAN PAY GAP

2025	61.2% Mean	0.0% Median
2024	48.7% Mean	0.0% Median

MEAN AND MEDIAN BONUS PAY GAP

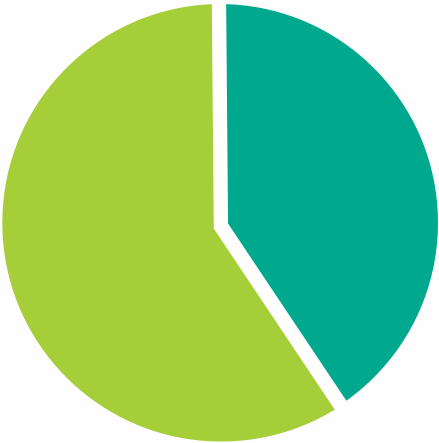
2025	29.4% Mean	18.1% Median
2024	31.5% Mean	21.6% Median

FULL TIME VERSUS PARTTIME



PAY QUARTILES

LOWER QUARTILE



59%
Female
41%
Male

LOWER MIDDLE QUARTILE



41%
Female
59%
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



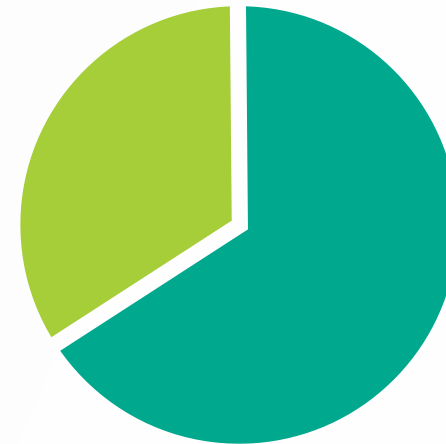
43%

Female

57%

Male

UPPER QUARTILE



34%

Female

66%

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 Medical Supplies Ltd Gender Pay Gap calculations featured in this report are accurate.

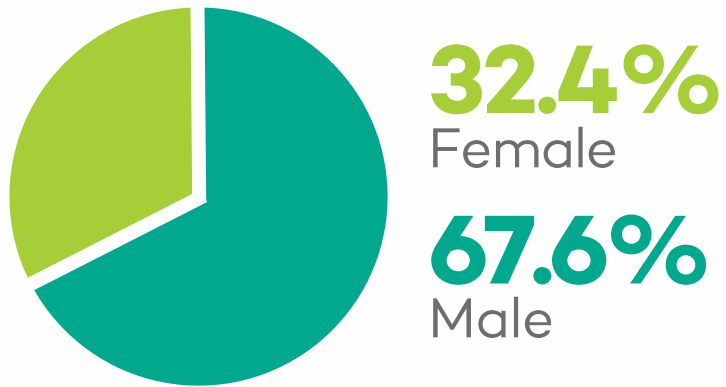

Rhys Parry
HR Director



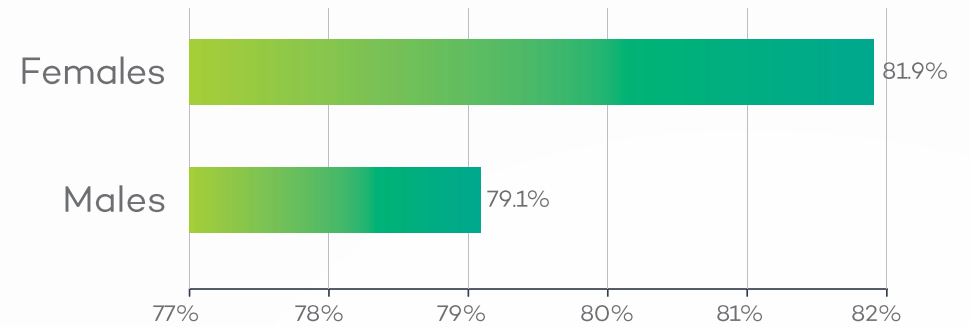
1502
People Employed



GENDER SPLIT



PROPORTION OF FEMALES AND MALES RECEIVING A BONUS



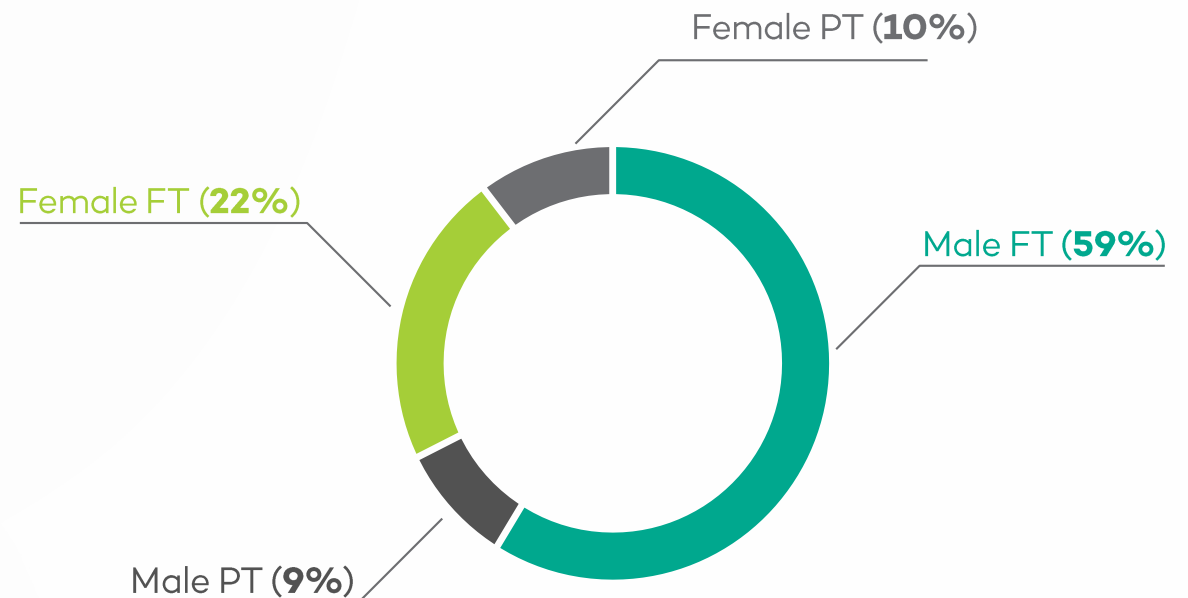
MEAN AND MEDIAN PAY GAP

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

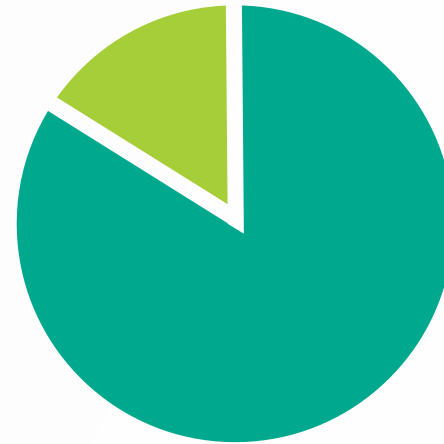
LOWER QUARTILE



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

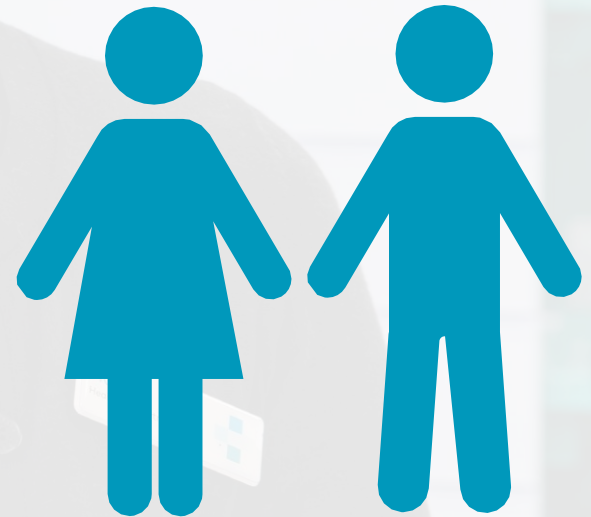
2025 L. ROWLAND & COMPANY
(RETAIL) LTD



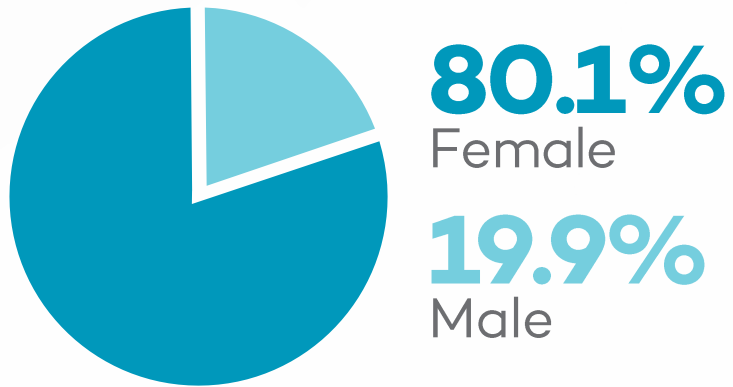
**ROWLANDS
PHARMACY**

3197

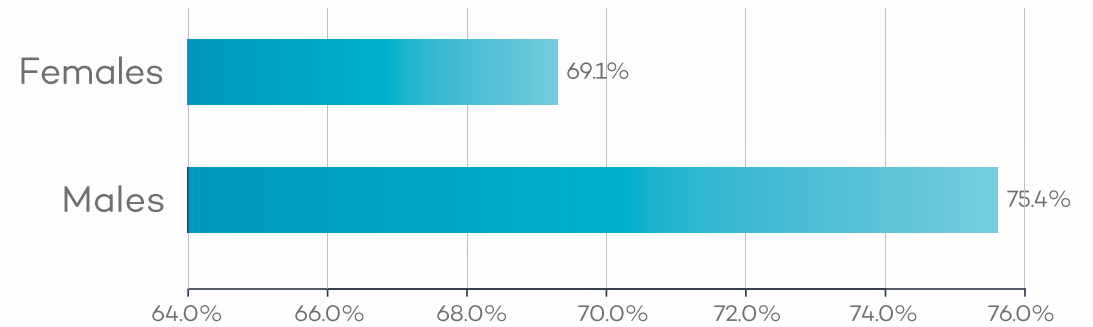
People Employed



GENDER SPLIT



PROPORTION OF FEMALES AND MALES RECEIVING A BONUS



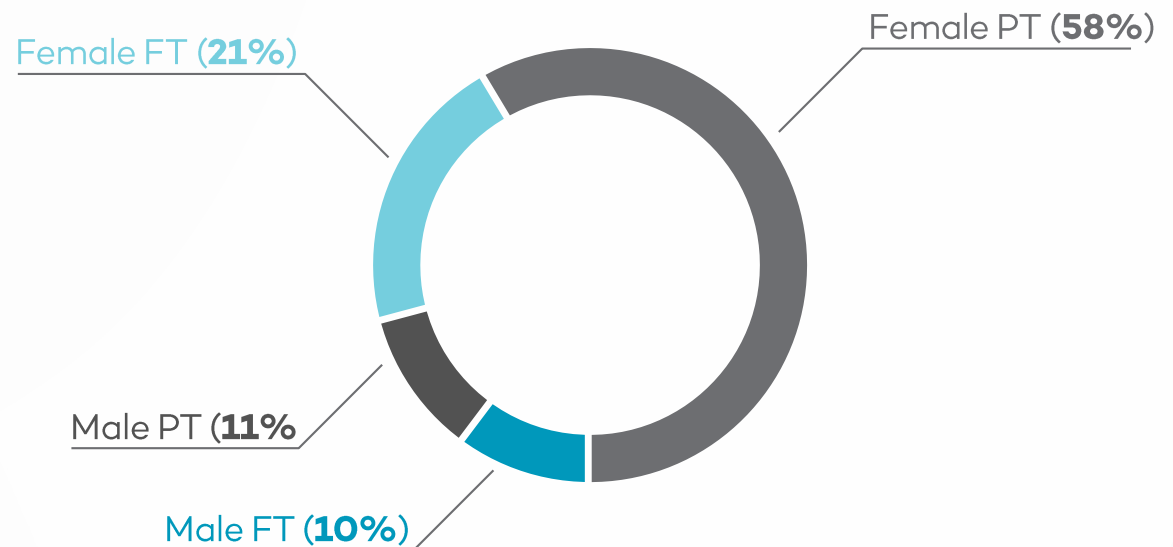
MEAN AND MEDIAN PAY GAP

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

MEAN AND MEDIAN BONUS PAY GAP

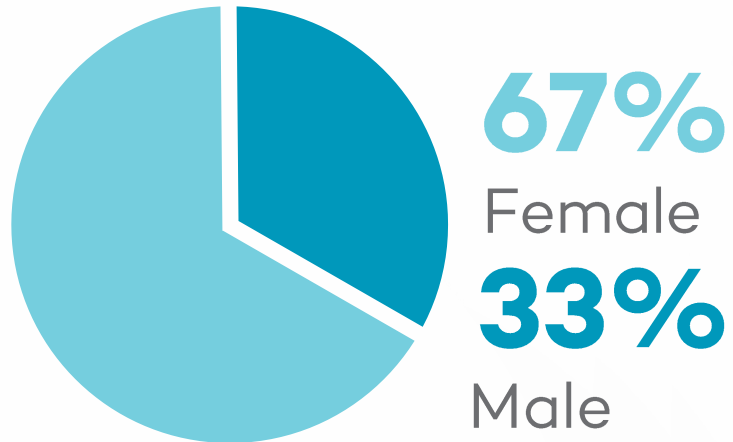
2025	64% Mean	11.3% Median
2024	71.3% Mean	-0.6% Median

FULL TIME VERSUS PART TIME

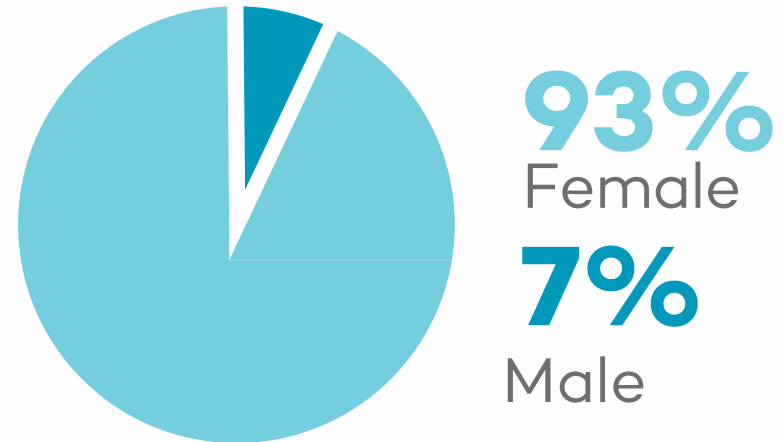


PAY QUARTILES

LOWER QUARTILE



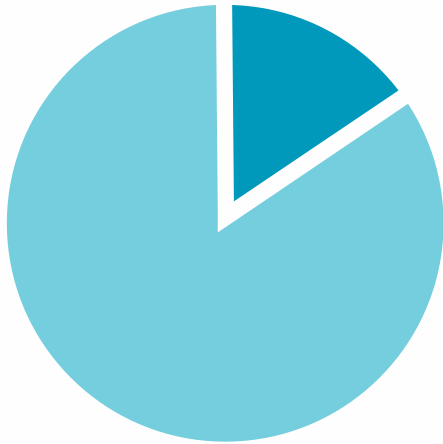
LOWER MIDDLE QUARTILE



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

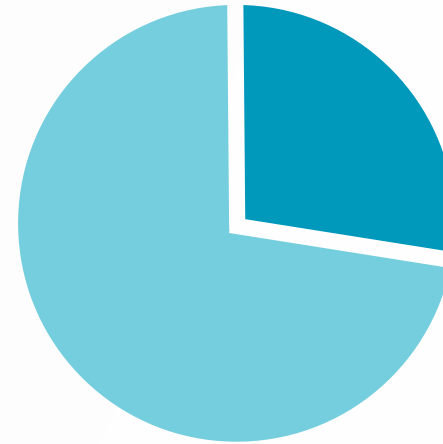
UPPER MIDDLE QUARTILE



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 L Rowland & Company (Retail) Ltd Gender Pay Gap calculations featured in this report are accurate.



Rhys Parry
HR Director