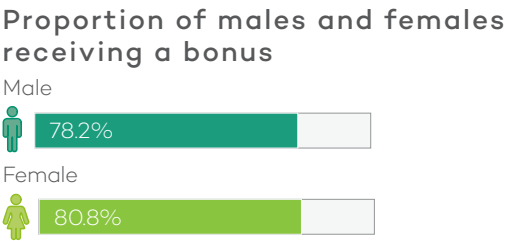
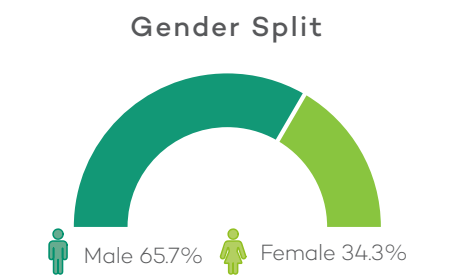




a PHOENIX company

# 2023 GENDER PAY GAP

# PHOENIX HEALTHCARE DISTRIBUTION LTD

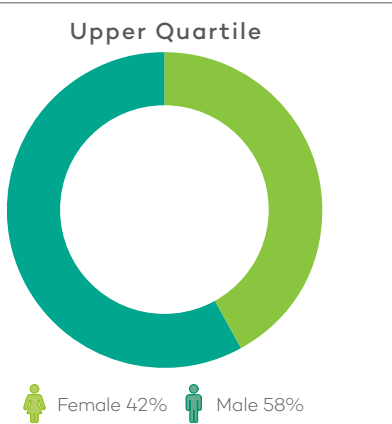
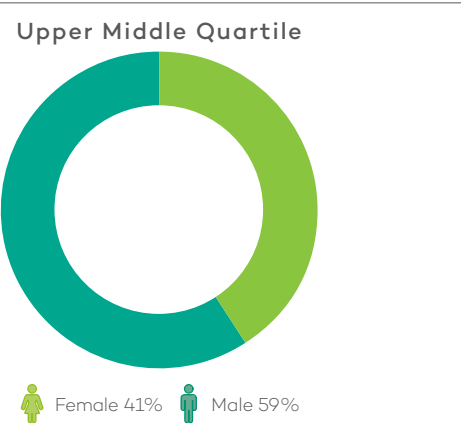
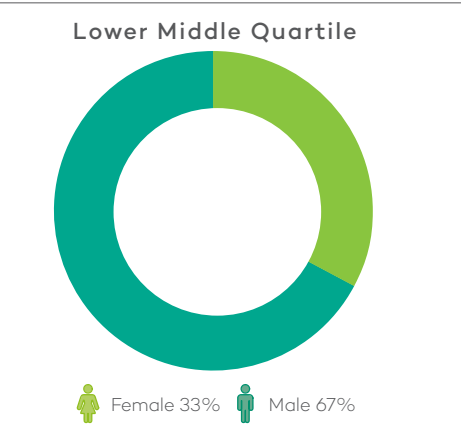
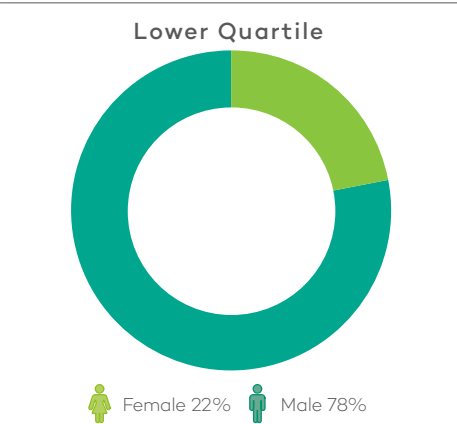
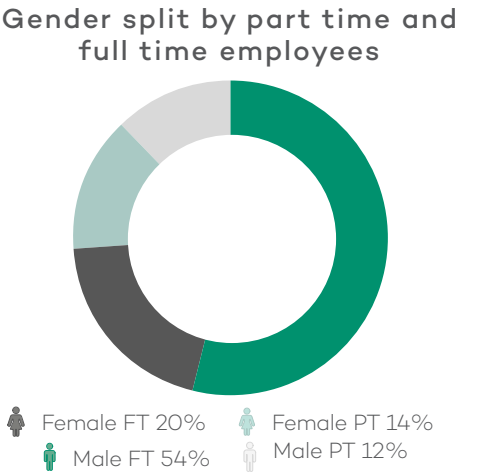


Mean and median Bonus pay gap

2023	-60.2% mean	5.3% median
2022	-54.0% mean	11.1% median

Mean and median pay gap

2023	-7.0% Mean	-5.2% Median
2022	-4.2% Mean	-2.0% Median



## Declaration

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

Rhys Parry,  
Director of HR