DAY LEWIS PLC

Gender Pay Gap Report 2025/26

Using payroll figures for the snapshot date of 5 April 2025

Headline: the mean and median hourly pay gaps both narrowed year on year. The median bonus gap also reduced materially, while a higher proportion of both women and men received bonus pay.

Introduction

Day Lewis Plc was founded by the late Kirit Patel MBE and his brother JC Patel in 1975. The Group remains a family-owned business, having grown from one pharmacy in Southborough to a major community pharmacy presence across the UK.

The success of the Group has been built on its colleagues and organisational culture. Our core purpose is "To help people in the community stay healthy and feel better". We recognise and actively encourage the benefits of a diverse workforce and remain committed to equality of opportunity, fair reward and colleague development.

The gender pay gap measures the difference between the average earnings of men and women across the organisation, regardless of role. It is not the same as equal pay, which concerns whether men and women receive equal pay for equal work.

Our results at a glance

Measure	2025	2024	Year-on-year movement
Mean hourly pay gap	17.16%	20.19%	Narrowed by 3.03 percentage points
Median hourly pay gap	3.70%	5.67%	Narrowed by 1.97 percentage points
Mean bonus pay gap	36.42%	38.85%	Narrowed by 2.43 percentage points
Median bonus pay gap	0.47%	13.89%	Narrowed by 13.42 percentage points
Men receiving bonus	90.74%	86.50%	Increased by 4.24 percentage points
Women receiving bonus	92.27%	86.05%	Increased by 6.22 percentage points

Hourly pay

In 2025, women's median hourly pay was 3.70% lower than men's, compared with 5.67% in 2024. This equates to women earning approximately 96p for every £1 earned by men when comparing median hourly pay.

Women's mean hourly pay was 17.16% lower than men's, compared with 20.19% in 2024. The reduction in both measures is positive, although the mean gap remains material and shows that men continue to be more strongly represented in some of the organisation's higher-paid roles.

What mean and median show

The median compares the hourly pay of the middle man with the middle woman when hourly rates are ordered from lowest to highest. It is less affected by very high or very low values. The mean compares average hourly pay across all men and all women and is more sensitive to the distribution of colleagues across senior and higher-paid roles.

Pay quartiles

Pay quartile	Women 2025	Men 2025	Women 2024	Men 2024
Upper (highest paid)	61.54%	38.46%	62.76%	37.24%
Upper middle	78.32%	21.68%	76.54%	23.46%
Lower middle	85.31%	14.69%	76.35%	23.65%
Lower (lowest paid)	61.45%	38.55%	75.42%	24.58%

Women remain the majority in every pay quartile. Female representation increased in the upper-middle and lower-middle quartiles. In the upper quartile it was broadly stable, moving from 62.76% to 61.54%. The lower quartile changed more significantly, with women representing 61.45% compared with 75.42% in the prior year.

Bonus pay

The median bonus pay gap reduced from 13.89% to 0.47%, meaning median bonus outcomes for women and men were close to parity. The mean bonus gap also narrowed, from 38.85% to 36.42%. Differences persist in the value of bonus payments at the upper end, though the typical bonus received by women and men is more closely aligned.

Bonus participation increased for both groups. 92.27% of women received bonus pay, compared with 86.05% in 2024. For men, the proportion increased from 86.50% to 90.74%. Women were therefore 1.53 percentage points more likely than men to receive a bonus in 2025.

Understanding our gender pay gap

The principal driver of the gender pay gap continues to be the distribution of women and men across different roles and levels of the organisation. Day Lewis employs a predominantly female workforce, particularly in pharmacy-based roles such as pharmacy assistants and pharmacy technicians. Women are the majority in every pay quartile.

The 2025 results show encouraging movement. The mean hourly gap reduced by 3.03 percentage points and the median hourly gap reduced by 1.97 percentage points. The median bonus gap reduced by 13.42 percentage points to 0.47%, and bonus participation rose for both women and men. These changes indicate a more balanced typical pay and bonus outcome.

We remain committed to identifying and developing talent across the organisation, ensuring fair access to progression opportunities, and reviewing recruitment, promotion, reward and succession outcomes. Our focus will remain on sustaining the improvement in the median measures while addressing the structural factors that continue to influence the mean pay and bonus gaps.

Declaration

I confirm that the information contained within this report is accurate.

Neil Hopkins
Head of People