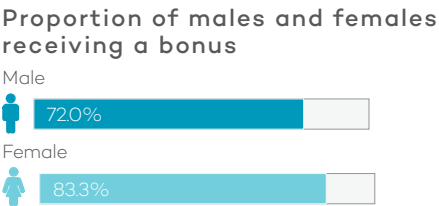


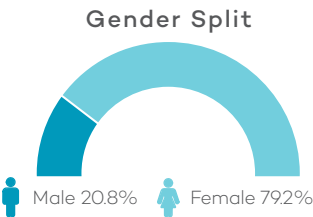
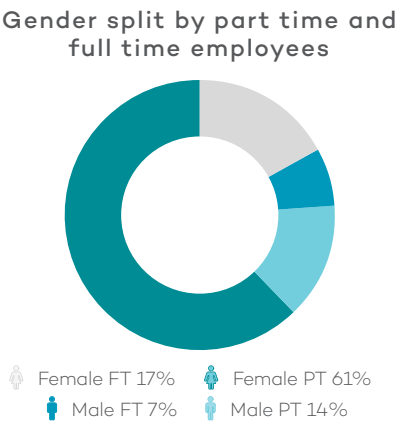
2023 **GENDER PAY GAP**

ROWLANDS PHARMACY



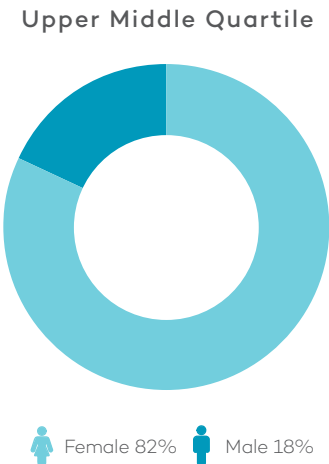
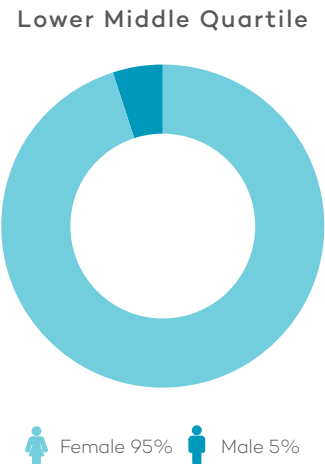
Mean and median pay gap

2024	14.8% mean	0.0% median
2023	19.5% mean	0.1% median



Mean and median Bonus pay gap

2024	62.9% mean	3.3% median
2023	47.2% mean	10.6% median



Declaration

I can confirm that the L. Rowland Retail Ltd Gender Pay Gap calculations featured in this report are accurate.

Rhys Parry,
Director of HR