



Our Gender Pay Gap Report 2026

H. I. Weldrick Limited

Snapshot date: 5 April 2026

Introduction

We are proud to have a diverse workforce and to attract applicants from a range of ages, backgrounds and nationalities. We believe we support equality through fair and transparent reward, recruitment, training and promotion processes.

As part of this approach, we regularly review our processes to ensure that women and men are rewarded fairly and that all employees have equal access to training and career progression, regardless of gender or role within the company.

At first glance, our published gender pay gap figures indicate that the average hourly rate of pay for male employees is higher than that for female employees. However, the figures reflect the composition and distribution of our workforce across different roles and areas of the business, rather than differences in pay between men and women undertaking the same or equivalent work.

As a business operating in the healthcare sector, we attract a greater proportion of female employees to our community pharmacies. Branch-based roles can also accommodate a range of flexible working patterns, which may be attractive to applicants seeking greater flexibility. In contrast, our branch management and service centre teams have a more even gender balance. These differences in the composition of our workforce contribute to the overall gender pay gap.

As a business, we are committed to the principles of equal opportunities and fair treatment for all employees. We are confident that our gender pay gap is not the result of paying male and female employees differently for the same or equivalent work.

We recognise that there is always more that can be done. We therefore continue to review our processes and practices and will make improvements wherever possible.

Gender Pay and Bonus Gaps

We treat all applicants equally and are committed to fair and consistent recruitment and selection processes. As a community pharmacy business, we attract a greater proportion of female applicants to our branch roles. We believe this reflects, in part, the strong interest among applicants in working in healthcare and supporting the communities in which they live.

We support our employees in achieving a positive work-life balance by providing access to flexible working patterns and considering requests for flexible working wherever operationally possible.

At our snapshot date of 5 April 2026, we employed 550 female employees and 95 male employees.

550

Female employees

95

Male employees

Selected areas of the business

AREA	FEMALE	MALE
Branch pharmacists	32	17
Warehousing and delivery	6	31
Service centre	30	12

At H. I. Weldrick Limited, different areas of our business have distinct pay structures, reflecting the different roles, responsibilities and market conditions applicable to each area. Within each area, we are confident that male and female employees are paid equally for undertaking the same or equivalent roles.

To support this, we maintain fair and consistent policies and processes, particularly in relation to recruitment and selection, pay reviews, performance reviews and bonus payments.

To illustrate the impact of workforce composition on our overall figures, if we remove service centre staff and pharmacists from the calculations, our gender pay gap figures for retail and dispensing staff in our community pharmacies, together with our warehouse and delivery operations, are as follows:

Retail and dispensing, warehouse and delivery employees

Excluding service centre staff and pharmacists

GENDER PAY GAP

Mean

0.2%

Median

1.3%**GENDER BONUS GAP**

Mean

-27.6%

Median

N/A

This can be compared with the data for the whole company below:

All employees**GENDER PAY GAP**

Mean

16.2%

Median

2.5%**GENDER BONUS GAP**

Mean

52.7%

Median

N/A

Note: The mean is the average of all the numbers in the dataset.

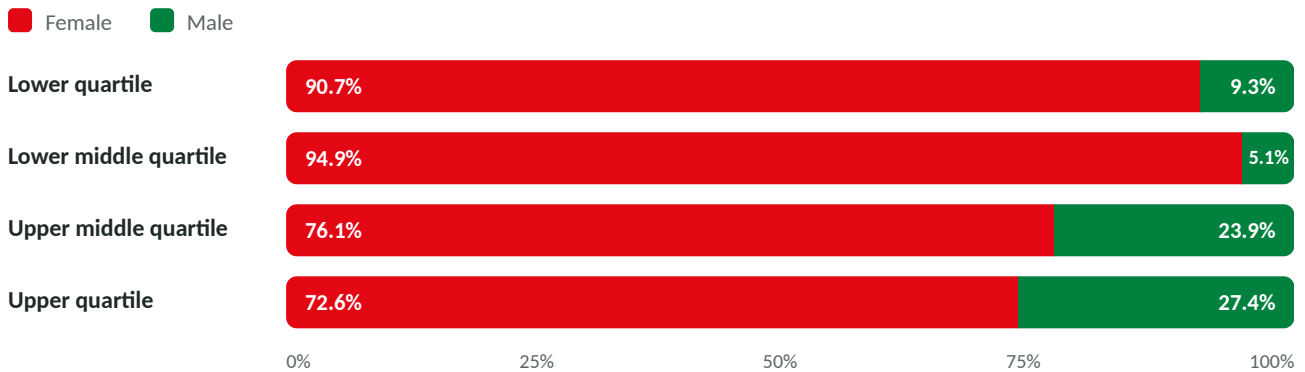
The median is the numerical value that splits the top 50% of the population from the bottom 50%.

As the figures above demonstrate, any gender pay gap within our total figures is not driven by any variance in like-for-like pay within our community pharmacies.

Gender Distribution

The chart below illustrates the gender distribution across the H. I. Weldrick Limited workforce in four equally sized pay quartiles. As the information shows, the greatest variance in the proportion of men and women is in the lower middle pay quartile, whereas the other quartiles are more similar.

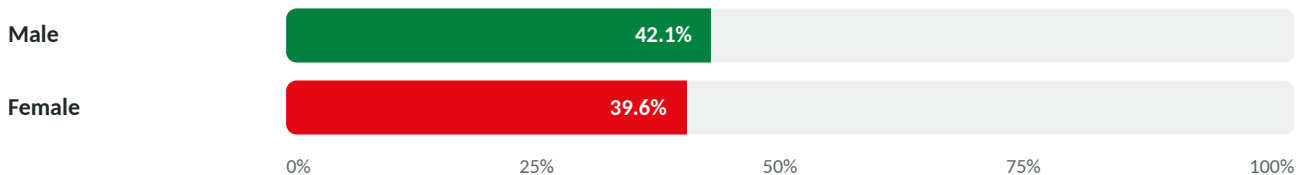
Employees by pay quartile



Proportion of Men and Women Receiving a Bonus

There is a material and opposite variance in the proportion of men and women receiving a bonus, as shown in the chart below.

Percentage of employees who receive bonus pay



As shown in both the chart above and the gender distribution chart, both of these factors are driven by the fact that a higher proportion of men are employed in service centre roles than in community pharmacies. Roles within the service centre typically attract higher standard pay rates but offer less opportunity to earn a bonus.

Our Commitment to Gender Equality

As a brand, we have a positive commitment to diversity and inclusion in all parts of our workforce. Initiatives that are already under way, or that we plan to put into effect, include:

- 1 Continuing to ensure that decision-making on pay and progression is appropriate and takes equality and diversity into account.
- 2 Offering additional training and development to encourage colleagues in community pharmacies (who are overwhelmingly female) to apply for roles within the support functions of the company.
- 3 Presenting at schools and careers fairs within our local communities to attract women and girls into STEM roles.
- 4 Providing unconscious bias training to employees responsible for recruitment and managing teams.
- 5 Continuing to promote our existing policies on flexible working and shared parental leave.
- 6 Ensuring we remain aligned with changes in employment legislation to provide fairness for all.

Statement of Accuracy

Our Gender Pay Gap Report has been compiled using the calculations prescribed by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. We confirm that these calculations have been checked and that the information in this report is accurate.

This statement confirms that the published information is accurate at the time of publishing and is signed by:

Michael Armstrong

Finance Director, H. I. Weldrick Limited