

# UK Health & Beauty 2025 Gender Pay Gap Report

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Superdrug 

**savers**

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Best  
Workplaces™

for Women

Great  
Place  
To  
Work®

UK  
2025

This report is based on the 12 months up to 5 April 2025. Superdrug and Savers are separate businesses, each operating on the UK high street and are both owned by AS Watson (Health & Beauty UK) Limited. We take a joint approach for our teams and have a shared workforce, which is why our pay gap numbers are reported together.

This report outlines the gender pay and bonus gap data, as well as information about our commitment to delivering a safe and inclusive workplace through our Belonging and Wellbeing strategy. Part of this strategy is to increase the number of women in middle and senior management roles. We do this through inclusive recruitment practices, mentoring, development, and a focus on female and family-friendly working practices and policies. We have shared more about this and our action plan on pages 5 and 6.

I was also delighted that this year, Savers was ranked as one of the **Best Workplaces for Women™** by **Great Place to Work**, following the employee engagement survey.

We continue to see **reductions in both the mean and median pay and bonus gaps**. I am particularly pleased that the **median pay gap is now less than 5%**.

Gender Pay Gap regulations mean we must report based on binary gender identity, female and male; however, we know that increasingly people are choosing not to be put into female and male categories. Due to the small numbers in the 2025 data range, as per official guidance, anyone identifying as non-binary has been excluded from the calculations. Internally, team members can identify as non-binary and other options when it comes to gender identity, and we remain committed to supporting all team members through our employee networks and inclusion activities.

I confirm that the information and data provided in this report are accurate and in line with UK reporting requirements.



**Amy Davies**  
**People Director**  
**Health & Beauty UK**

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## How we calculate the 2025 figures

UK gender pay gap reporting requirements require gender pay gap data to be calculated on a snapshot date of 5 April each year. Reporting covers both ordinary and bonus pay differences between men and women across the organisation, regardless of role. Results are provided on both a mean (average) and median (mid-point) basis, reflecting the overall distribution of roles and pay. Gender pay gap data can be impacted by having an unequal number of women and men across different roles in an organisation.

It is important to note that this is not the same as equal pay for women and men. Equal pay comparisons involve a direct comparison between women and men doing the same, similar, or equivalent work or work of equal value. Our pay structures and processes mean we are confident that women and men who work for us are paid equally when doing equal jobs.

**Ordinary Pay:** which is not limited to basic pay, as it can include premium payments and holiday pay. It does not include overtime, pay related to redundancy/termination of employment or contracts, pay in lieu of leave or the value of benefits which are not in monetary form.

Calculations for ordinary pay are based on the snapshot date of 5 April 2025. We have used actual hours worked in the snapshot period for all employees.

**Bonus Pay:** Any additional pay which is in the form of money or vouchers (includes our sales incentive prizes).

Calculations for bonus are based on payments for the 12 months up to 5 April 2025.

**Mean:** The mean gender pay gap is the difference in hourly average rate of pay between men and women.

**Median:** The median is calculated by laying out the lowest to highest rates of pay for male and female team members.

The median pay gap is the difference between the female in the middle vs the male in the middle.

**Quartile:** Four equal data sets are calculated by listing the rates of pay for each team member across the business from lowest to highest, and then splitting these into 4 equal-sized groups. The % of males and females is then calculated within each quartile.



# 2025 Pay Gap

This report includes the following gender pay gap information:

- The mean and median gender pay gap, based on hourly pay
- The percentage of men and women in each quartile
- The percentage of men and women receiving a bonus
- The mean and median bonus pay gap

This year, both the median and mean pay gaps **decreased**. The median pay gap reduced by 1.6% to 4.9% and the mean reduced by 1.1% to 17.5%.

The main reason for our gender pay gap remains the same. With an employee base that is **78%** female, we have more women in lower-paid and part-time roles, such as Sales Advisors and Apprentices and more men in higher-paid roles. This is often driven by positive factors such as flexibility and availability of hours for retail roles, which, due to a variety of historical and social reasons, have always been more attractive to women.

Our bonus pay gaps **decreased** in both the median and mean versus the 2024 numbers. The median by 9% and the mean by 2.3%. In 2025, we paid out slightly fewer bonuses to both women and men, though we still paid bonuses to around 50% of the population.

**Gender Pay Gap**

Median  
**4.9%**

Mean  
**17.5%**

**Bonus Pay Gap**

Median  
**64.7%**

Mean  
**66.2%**

**% receiving a bonus**

Women  
**47%**

Men  
**50%**

Quartiles	Female	Male
Q1	84%	16%
Q2	83%	17%
Q3	77%	23%
Q4	62%	38%



# Our Ongoing Commitment to Gender Equality

With a workforce that is 78% female, belonging and wellbeing for women are key components of our people strategy. We focus on developing and supporting women at all levels of the business, ensuring that everyone feels safe and comfortable bringing their authentic selves to work. In recent years, the actions we have taken to support women in our business and promote a culture of equality, safety, and inclusion include:

## **Inclusive Recruitment: 75% of all internal promotions were to women**

- Audits, balanced shortlists, not asking salary history, advertising most roles as open to flexible working and publishing salary bandings for most roles.
- Introduced a robust remuneration process to ensure no gender or other biases.
- Training for talent teams and managers to ensure fair and effective recruitment across the organisation.

## **Training & Development: 87% of training hours invested in women**

- Women make up 75% of our leadership and development programmes and 80% of our apprenticeship programme.
- Rolled out mandatory training focused on **sexual harassment and safety in the workplace**.
- Mentoring programmes promoted by the Gender Equality Employee Network.

## **Family-Friendly and Supportive Policies**

- Inclusive policies and toolkits, including support for Sexual Harassment, Menopause, Pregnancy Loss, and Domestic Abuse.
- Partnered with **Employers for Carers** to support our team members who are also carers outside of work.
- Launched a **Menstrual Health policy**, promoting positive conversations and support for team members and their menstrual health.
- Free period and incontinence products are available in bathrooms for anyone who might need them.

## **Education and awareness**

- Held +30 events in 2025, including podcasts, webinars and panels on working parents, carers, sexual harassment, menopause, and more.

## **Acknowledging intersectionality and that some women face additional challenges**

- A **Stonewall Proud Employer**, ensuring inclusivity for all gender identities.
- Partnership with **Purple Tuesday**, helping us work to achieve **Disability Confident Level 3**.
- Signed up to the **Centre for Ageing Better pledge**, supporting older workers.



# Action Plan

We are committed to reducing our pay gaps through clear, effective actions, and we have shared some of our key focuses for 2026. The actions are owned by the Senior Inclusion Manager and monitored and reviewed by the CEO and People Director. In addition, the Gender Equality Network and Belonging & Wellbeing Steering Group have the opportunity to review and input.

## Data

- Launch dashboard to show full life cycle by gender and other DEI facets to spot trends and possible bias.
- Conduct a pay gap analysis using other DEI metrics.

## Inclusive Recruitment

- Undertaking a disability focused Inclusive Recruitment audit.
- Ensure women's career stories are always featured on our career sites, including showcasing flexibility at work.
- Introduce an Inclusive Recruitment checklist for Hiring Managers.

## Training & Development

- Run a minimum of 30 education and awareness events focused on belonging and wellbeing.
- Complete rollout of Sexual Harassment training.
- Report on the outcomes of development programmes by gender.

## Family-Friendly and Supportive Policies

- Monitor flexible working requests by acceptance and refusal, to check for hidden bias.

## Acknowledging intersectionality and that some women face additional challenges

- Continue our work with Stonewall, Centre for Ageing Better, and Carers UK.
- Recruiting care-experienced young women and those from lower socio-economic backgrounds, giving qualifications and work experience.
- Continue our work with Bronzefield HMP to find permanent roles for women leaving prison.



## Our Stories

We are passionate about supporting women's careers at all levels of the business. Jasmin, Nicola, and Elly have shared their career stories with us.

### Jasmin, Operations Manager, Distribution

"I'm Jasmin Rajput, Warehouse Operations Manager for the Superdrug Distribution Centre.

I began my Superdrug journey in 2016 as a Picker, and from there I've continued to grow through a range of roles across the operation. I progressed to Stock Controller, then moved into a Leadership path as a Super User, gaining broader operational knowledge and exposure. Over the years, I have been promoted to Team Leader and Shift Manager, before stepping into my current role as Operations Manager in 2025.

In my role, I'm responsible for bringing together our people, processes, and performance to deliver a safe, smooth, and efficient operation every day. I'm especially passionate about the people side of the job, coaching, supporting and developing others is where I find real purpose. Seeing people grow in confidence and capability is one of the most rewarding parts of my role.

Superdrug has consistently supported my development by providing me with opportunities to build my skills. Coaching and leadership development programmes have increased my confidence, helping me to shape my leadership style and deepen my understanding of how to get the best out of my team. They've also enabled me to connect and network with colleagues across our Stores and Head Office, building strong relationships that support collaboration and the overall flow of our business."



## Nicola, Regional General Manager, Savers

“My name is Nicola and I began my career with Savers nearly 24 years ago as a young teenager, eager to learn, work hard, and challenge myself. I joined the business as an Assistant Manager in one of the company’s highest-performing stores at the time. Given my age, I initially felt apprehensive about taking on such responsibility, but I was proud and delighted to be entrusted with the role.

Since then, I have continued to grow and develop within the organisation, progressing through several leadership roles, including Store Manager, Area Manager, and, most recently, Regional Manager. In my current role, I lead and support a region of stores across a large geographical region, with accountability for commercial performance, operational excellence, people strategy, and delivering exceptional service to our customers.

Throughout my career, Savers has provided me with the opportunities, support, and encouragement needed to build my confidence, skills, and leadership capability. I have grown and matured both professionally and personally during my time with the company.

The strong support network and the people I work alongside make Savers more than just a workplace; it is a community. Every day brings new challenges and rewards, and I remain proud to be part of an organisation that values development, inclusion, and long-term career progression.”



***“The strong support network and the people I work alongside make Savers more than just a workplace; it is a community.”***

## Our Stories

### Elly, Store Manager, Superdrug



***“Being recognised as one of the very best managers across the ASW estate is an incredible feeling”***

"I started my journey with Superdrug in 2018 as a Team Leader, and I'm now proud to be the Store Manager of the Nottingham Chilwell Hub store. Over the years, I've grown my skills, taken on more responsibility, and developed myself into a confident leader, thanks to the support and opportunities this company offers.

Working for a business where women make up a strong part of the workforce has always felt encouraging, and it's inspiring to see so many women progressing and achieving across the organisation. Being part of a hub store has also allowed me to support other teams and make a wider impact on the business, which is something I truly value.

In 2025, I was delighted to win the company Store Manager of the Year competition. This competition recognises management excellence in store and people practices. In March 2026, I will attend the AS Watson Global Conference in Hong Kong, along with other management winners from Europe and Asia. Being recognised as one of the very best managers across AS Watson is an incredible feeling, and one I am extremely happy to have achieved.

I'm proud to work for a company that recognises potential, invests in development, and creates an environment where women like me can build successful, rewarding careers."

"Elly is a Store Manager who leads from the front, coaching and engaging her team to win as one. Over the last year, Elly has grown from a small store to opening a new retail park store, and now supports our online fulfilment within the store. Every time you step into her store, the atmosphere is electric, the team always have a smile on their faces, and they delight every single customer. This is down to Elly's leadership with her incredible management team! Elly is a real asset to the region and the business and we are very lucky to have her!" **Aaron Cregan, Regional General Manager**

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