

Gender Pay Report 2025 (Published 2026)

A note from our Chief People Officer

At A.F. Blakemore, our people are the heart of our business. Being a truly inclusive employer is a core priority, which is why we remain committed to full transparency regarding our gender and ethnicity pay gap data.

This 2025 report, my second since joining as CPO, highlights a year of transformational progress. We believe in a culture where every colleague is treated with fairness and respect, empowered to bring their authentic self to work. This is the essence of our 'One Inclusive Team' value.

While we listen to our colleagues through engagement surveys and our five Diversity & Inclusion networks, our gender pay gap data is a vital benchmark for our success. This year, I am delighted to share that our mean pay gap has fallen significantly to 11.49% (down from 16.77% last year), and our median pay gap has reduced to 7.63% (down from 8.52% last year).

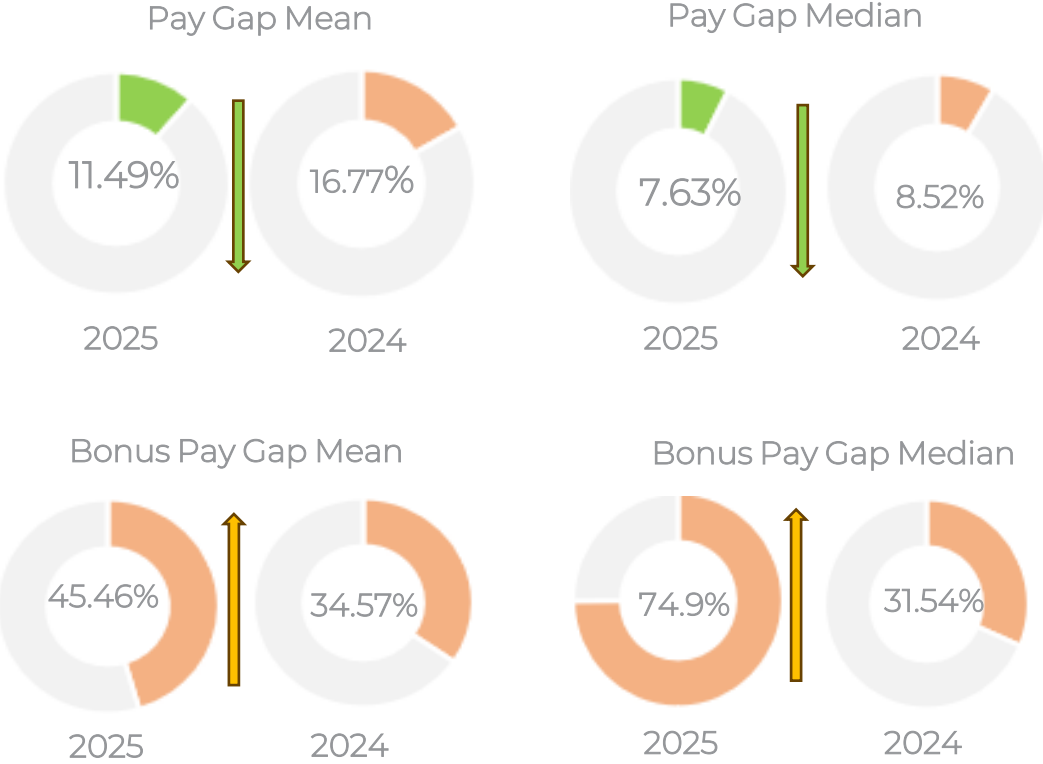
This improvement is a direct result of our focus on female representation at the highest levels; we have now achieved a 50/50 gender split on our Executive Committee and have seen the number of women in senior leadership roles rise to nearly 48%.

We are not finished yet. We remain deeply committed to closing our pay gaps entirely, ensuring a culture of belonging where we continue to listen, learn, and grow together by embracing our differences.

Nicola McIntosh
Chief People Officer

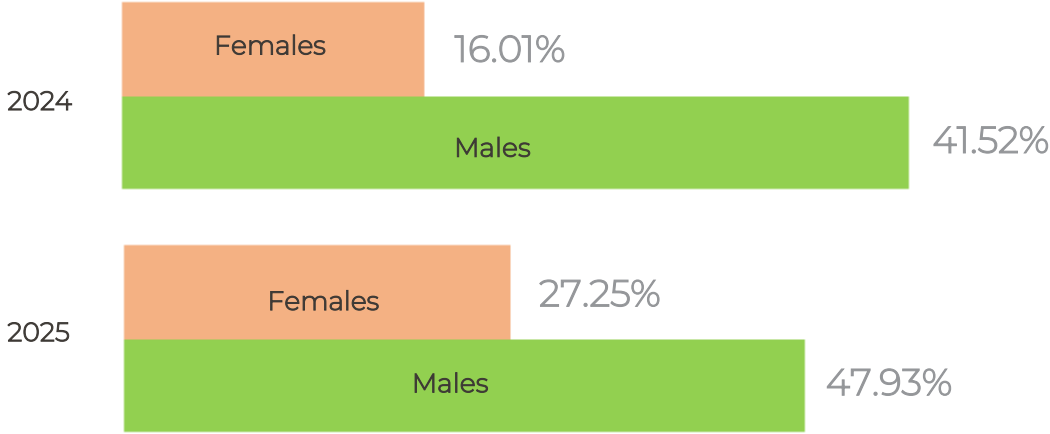


Our Gender Pay Gap



Since we first began reporting in 2017, we have seen a steady and significant reduction in our mean gender pay gap, falling from 21.2% to a historic low of 11.49%. This latest figure marks a strong year-on-year improvement and places us just below the UK national average. Similarly, our median pay gap has decreased this year to 7.63% (down from 8.52% last year and 9.2% at our starting point). While these downward trends reflect our consistent progress, we remain fully committed to the work ahead as we continue to close the gap entirely.

Proportion of Males and Females receiving a bonus



We define bonus pay as any reward related to performance, productivity, or long-service achievements. We are pleased to report that the percentage of female colleagues receiving a bonus has increased by a significant **11.24%** compared to last year. While our historical bonus distribution has been influenced by our large male-dominated teams in Logistics, this double-digit growth demonstrates that our new incentive schemes in Retail are successfully reaching more women across the business than ever before.

Our Gender Pay Gap

Upper Quartile



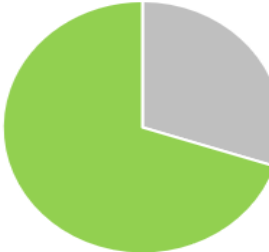
Men 68%
Women 32%

Upper Middle Quartile



Men 47%
Women 53%

Lower Middle Quartile



Men 30%
Women 70%

Lower Quartile



Men 33%
Women 67%

Our latest quartile data highlights an encouraging shift as more women progress into senior leadership positions. We are proud to report that female representation in our upper quartile has increased to **32%** (up from 29% last year), as we continue to balance our leadership team. We remain dedicated to accelerating this momentum by creating even more pathways for women to excel in senior roles.

As a key part of our journey toward gender equality and empowerment, we celebrate our annual **Women in Blakemore Recognition Awards**. This initiative allows colleagues to honor one another across five inspiring categories: the Elevation Award, Unsung Hero, Dream Builder, Outstanding Resilience, and SupportHER. By shining a spotlight on those making a real difference, we bring our 'One Inclusive Team' value to life and celebrate the diverse talent driving our business forward.

We are dedicated to supporting every colleague through our inclusive, family-friendly policies. For our female team members, we provide specialized care and guidance through every life stage, including comprehensive Menopause support, Fertility assistance, and dedicated facilities for Breastfeeding at work.

Beyond these targeted initiatives, we prioritize the mental and physical health of our entire workforce. Through our Employee Assistance Program, all colleagues have 24/7 access to professional wellbeing support and resources. By fostering an environment that values both personal health and professional growth, we ensure that every member of our team feels empowered, cared for, and supported throughout their career journey with us.

