



Gender Pay Gap: 2025

At Boston Tea Party, our purpose is simple: Make Things Better, for our customers, our planet, and, crucially, for our team.

We believe fair and equitable pay is fundamental to a thriving workplace. Our gender pay gap reporting is not about equal pay for equal work, we are confident in our pay practices, but about how pay is distributed across our business, and what that tells us about opportunity, representation, and progression.

Each year, we use this data to reflect, challenge ourselves, and take action. Lets take a look back on 2025...

Our Results...

Mean
Pay Gap

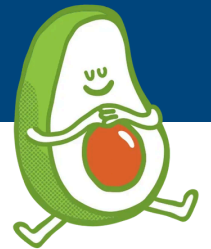
3.8%

Down by 2.9%

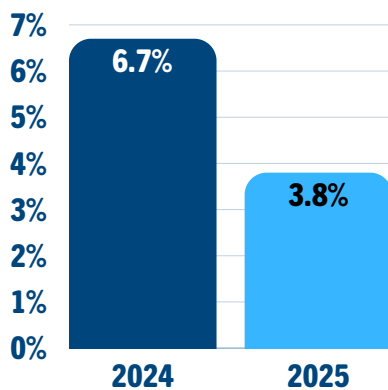
Median
Pay Gap

0.0%

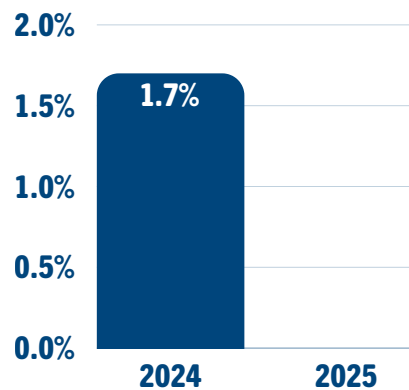
Down by 1.7%



Our 2025 Results (Year-on-Year)



Mean Gender Pay Gap: 3.8%
(2024: 6.7% → ↓ 2.9%)

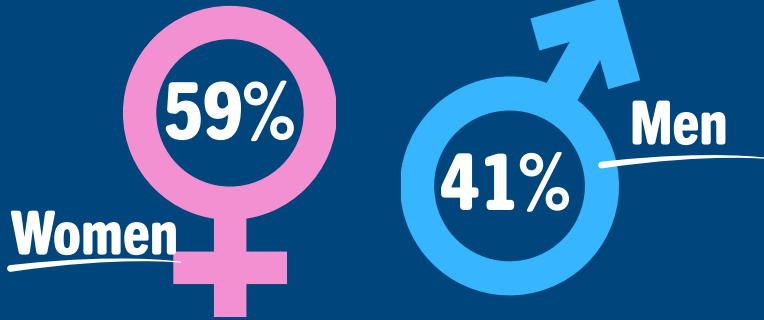


Median Gender Pay Gap: 0.0%
(2024: 1.7% → ↓ 1.7pp)

This year marks a significant step forward. Our median gap has closed entirely, meaning that the typical hourly pay for men and women across Boston Tea Party is now equal. Our mean gap has reduced by nearly half, indicating a more balanced distribution of pay across the organisation, including at higher pay levels.

This is a stronger rate of improvement than the previous year (2023 → 2024), showing that our actions are beginning to land more meaningfully.

Understanding Our Workforce Distribution



Understanding Our Workforce Distribution

As in previous years, our gender pay gap is shaped by the structure of our workforce rather than unequal pay.

| Quartile | 2025 Women | 2024 Women | Movement |
|--------------|------------|------------|----------|
| Upper | 61% | 50% | +11 |
| Upper Middle | 59% | 69% | -10 |
| Lower Middle | 51% | 53% | -2 |
| Lower | 67% | 73% | -6 |

What this tells us

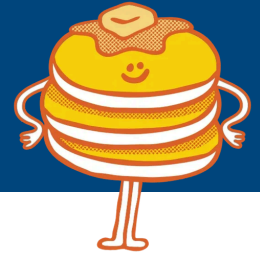
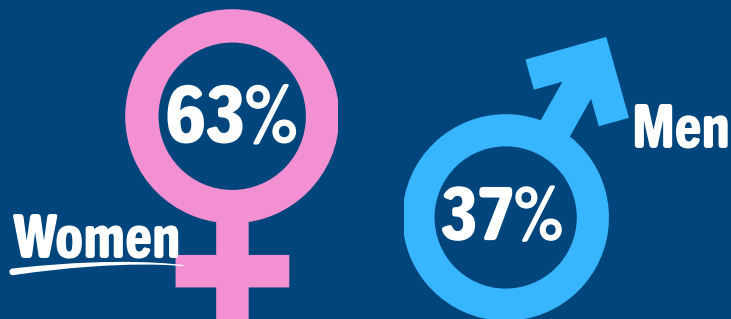
- **Women remain the majority across all quartiles, including the highest-paid roles**
- **The upper quartile has seen a notable increase in female representation (+11pp)**
→ **A strong indicator of more women progressing into higher-paid positions**
- **The lower quartile has reduced its concentration of women (-6pp)**
→ **Suggesting early signs of improved progression and movement through the business**
- **The upper middle quartile has rebalanced slightly, likely reflecting internal movement into senior roles**

Overall, this points to greater distribution of women across pay levels, rather than concentration at the lower end, a key driver of the improved pay gap

Bonus Pay Overview

Alongside our hourly pay analysis, we also look at bonus pay to understand how additional rewards are distributed across our teams.

Who received Bonus Pay?



Bonus Pay Gap

This year, we've seen a significant shift in our bonus pay gap, with two contrasting movements across mean and median measures.



What's driving this?

The reduction in our mean bonus gap is a really positive step forward. It shows that the overall distribution of bonus value across the business is now far more balanced, with a significant reduction in the impact of higher-value bonuses skewing towards one group.

At the same time, the increase in the median bonus gap reflects a difference in the typical bonus received. This is influenced by:

- The types of roles receiving bonuses
- The structure of bonus schemes across the business
- And the relatively small number of employees receiving bonuses overall

Putting this into context

- 62.5% of bonus recipients are women
- 37.5% are men

This reflects the overall gender balance of our workforce, where women remain the majority.

What's Next: Reflection and Focus Areas

This year's results show meaningful progress in how pay is distributed across Boston Tea Party. The closing of our median pay gap and the significant reduction in our mean pay gap demonstrate that our focus on fair pay, clear role structures, and progression is having a positive impact.

At the same time, our bonus data highlights that while overall distribution has improved, there are still differences in how reward is experienced across roles. Together, this tells us that our next steps are not about fixing pay inequality, but about continuing to strengthen representation, progression, and consistency in reward.

1. Continuing to support progression into higher-paid roles

Our data shows that women are well represented across the business, including in higher-paid roles. However, differences in average and median outcomes, particularly in bonus pay, highlight the importance of continuing to:

- Support progression into senior and specialist roles
- Ensure development opportunities are visible and accessible

2. Reviewing bonus structures and consistency

The contrast between our mean and median bonus gaps shows that while overall bonus distribution is more balanced, the typical bonus experience varies. We will focus on:

- Ensuring consistency and transparency in how bonuses are awarded
- Understanding how bonus opportunities align with progression and seniority

3. Maintaining fairness in pay as we grow

With a median pay gap of 0%, we are confident in our approach to pay equality.

- Continuing to review pay structures regularly
- Ensuring consistency as roles evolve

4. Building an inclusive and balanced workforce

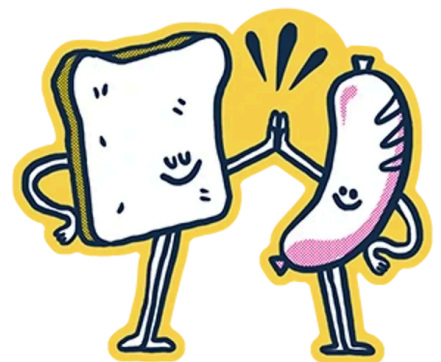
Through our Good Eggs approach, we will continue to:

- Attract and retain a diverse team
- Create a culture where everyone feels they belong
- Support individuals to grow and succeed

5. Using data to drive ongoing improvement

We will continue to:

- Monitor both mean and median gaps across pay and bonus
- Look beyond annual reporting to track trends over time
- Use insights from our teams to inform action



We're proud of the progress we've made this year, particularly in achieving a 0% median pay gap and significantly reducing our mean gap. Our focus now is on building on this momentum, ensuring that opportunity, progression, and reward are accessible to everyone across Boston Tea Party.