

Pets at Home Gender Pay Gap Report 2025

Executive Summary

At Pets at Home, we are committed to creating an inclusive workplace where all colleagues have equal opportunities to join, develop and progress within our business. Our approach to Equity, Diversity and Inclusion focuses on removing barriers, creating opportunities and helping everyone reach their potential regardless of background or personal characteristics.

Our 2025 Gender Pay Gap results show encouraging progress in a number of areas, particularly in our median pay gap, which has reduced significantly during the year. This reflects positive movement in the representation of women across our pay quartiles and increasing representation across a broader range of roles and levels within the business.

PAH Ltd Pay Gap				
	MEAN	% diff MEAN	MEDIAN	% diff MEDIAN
2025 Report	11.50%	3.40%	2.40%	-6.10%
2024 Report	8.10%	0.30%	8.50%	-1.20%
2023 Report	7.80%	-3.30%	9.70%	-0.20%
2022 Report	11.10%		9.90%	

Table 1 - Breakdown of year-on-year gap for PAH Ltd.

Employee Quartile Split		
	M	F
Upper	49.30%	50.70%
Upper Middle	26.50%	73.50%
Lower Middle	25.90%	74.10%
Lower	28.20%	71.80%

Table 2 - Employee proportion split per quartile.

While we are pleased with this progress, we recognise that our mean pay and bonus gaps continue to be influenced by the distribution of higher paid roles and larger bonus awards at senior levels.

Our Highlights & Progress

- We continued to maintain strong female representation across leadership roles, supported by ongoing investment in development and progression opportunities and reflected in external recognition through the FTSE Women Leaders Review.
- We delivered a further series of in-person ED&I workshops for Area and Store Managers, deepening awareness and practical skills to embed inclusive hiring and career development.
- We strengthened partnerships with organisations focused on intersectionality and career advancement for under-represented groups, expanding mentoring and tailored development opportunities.
- We have continued to invest in colleague development, leadership capability, inclusive recruitment practices, flexible working and wellbeing support. We have also begun working with the British Retail Consortium and other partners to explore how businesses can improve opportunities for young people who are not in education, employment or training (NEET). While this work is at an early stage, we believe it has the potential to help remove barriers to employment and contribute to more diverse talent pipelines in the future.

- We have continued to support initiatives within our veterinary business this year, designed to widen participation in the profession. Through our partnership with the University of Nottingham, we have supported nine veterinary students throughout their 5-year degree with bursaries intended to reduce some of the financial barriers associated with veterinary education and placements. The programme draws to a close this financial year with the final recipients expected to graduate in January 2027.
- We experienced significant organisational change during the reporting period, including changes to the structure and composition of the business. This created additional complexity in preparing the data and ensuring that our reporting approach remained appropriate and consistently applied. We therefore completed a comprehensive review of the calculations, underlying data and reporting methodology, supported by independent external validation. The additional work required to complete this assurance process resulted in publication taking place later than in previous years.
- As part of this work, we strengthened our reporting controls and refined elements of our methodology to reflect the current business structure. These steps were necessary to provide confidence that the reported figures offer an accurate, consistent and reliable assessment of our gender pay gap position.

Although there is more work to do, we are encouraged by the progress reflected in this year's results. Our focus remains on creating an environment where colleagues can thrive, progress and be rewarded fairly, whilst continuing to build a business that better reflects the communities and customers we serve.

Our Ongoing Commitments

Reducing our gender pay gap is not driven by one initiative alone. We believe lasting progress comes from creating fair access to opportunity, development and reward throughout every stage of the colleague experience, whilst also helping to remove barriers that can prevent people from accessing careers in our sectors.

The following commitments build on activity already underway across our business.

1. Strengthening progression and succession opportunities

We will continue to strengthen internal progression routes and succession planning across Retail, Distribution, Support Office and our veterinary businesses, helping colleagues develop the skills, experience and confidence needed to progress into more senior and higher paid roles.

We will continue to use workforce and talent insights to understand representation across different levels of the organisation and identify opportunities to support career progression for all colleagues.

2. Maintaining flexible ways of working and fair access to reward

We will continue to support flexible working where this meets the needs of colleagues and the business.

We recognise the important role flexibility plays in helping colleagues balance work and personal responsibilities and remain committed to creating an environment where colleagues can build successful careers whilst working in a way that supports their individual circumstances.

We will also continue to review our reward processes and governance arrangements to ensure they are applied fairly and consistently across the organisation.

3. Investing in leadership development

We will continue to invest in management and leadership development programmes to support a diverse pipeline of future leaders.

By improving access to development opportunities and building inclusive leadership capability, we aim to create greater representation across all levels of the organisation and ensure talented colleagues have the support needed to progress their careers.

4. Supporting social mobility and widening access to careers

We will continue to support initiatives that help widen access to employment and professional careers across the sectors in which we operate.

Building on the partnerships and programmes already underway across the business, we will continue to explore opportunities to improve access to employment, skills development and career pathways for underrepresented groups and those who may face barriers to entering the workforce.

Within our veterinary business, we will continue to work with educational institutions, industry partners and our Practice Owners to help increase access to veterinary careers, professional development opportunities and practical learning experiences.

By supporting individuals throughout their educational and career journeys, we aim to broaden participation, reduce barriers to entry and create more accessible pathways into the professions and sectors we serve.

5. Strengthening wellbeing support, including women's health and menopause

We will continue to develop our wellbeing and inclusion support, including resources and awareness relating to women's health and menopause.

Our aim is to create an environment where colleagues feel supported, able to have open conversations and equipped with the resources they need to thrive throughout different stages of their lives and careers.

By increasing awareness and supporting managers to have informed and compassionate conversations, we will continue to foster a culture of inclusion and belonging for all colleagues.

Looking Ahead

We are encouraged by the progress reflected in this year's results and remain committed to taking meaningful action to address the underlying factors that influence our gender pay gap and create equitable opportunities for all colleagues.

Progression and Succession

We will continue to strengthen internal pathways into leadership and specialist roles through inclusive talent, development and succession planning, helping to ensure colleagues are supported to realise their potential and progress their careers.

Fair Access to Opportunity

We will continue to promote equitable access to recruitment, development, progression and reward opportunities, supported by inclusive people practices and initiatives that help widen access to employment and professional careers.

Inclusive Leadership

We will continue to build leadership capability and accountability for creating inclusive environments where diverse talent can thrive, supported by ongoing investment in wellbeing, inclusion and flexible ways of working.

Alongside this, we will continue to use colleague feedback and workforce insight to better understand representation and progression across the business, helping us identify where action is needed and measure the impact of our efforts over time.

