



The
Boots
Group



We have **health** at our **heart**

Environmental, Social and Governance
Impact Report 2025

Welcome

The Boots Group is built on a legacy spanning almost two centuries, during which we have been trusted by communities to connect people to healthcare and provide expert advice and products that help them live healthier lives.

Today, that commitment continues across 3,316* stores and online, supported by over 66,000 colleagues who serve millions of customers and patients every day — from our community pharmacies and optician practices to our beauty halls and digital platforms.

In This Report

Guided by a clear purpose, we are expanding access to care, championing inclusion and advancing sustainability across everything we do. This ESG Impact Report 2025 brings our purpose to life, sharing the stories, partnerships and progress that reflect the dedication of our teams and the trust of the people we serve every day.

This report covers our FY2025 from 1 September 2024 to 31 August 2025 unless otherwise stated.



Download the ESG Technical Report 2025

The ESG Technical Report 2025, contains detailed data, metrics and framework disclosures, please visit [ESG Technical Report 2025](#) or scan the QR code.



The Boots Group is a private, standalone company and a leader in healthcare, pharmacy and retail. References in this Environmental, Social and Governance (ESG) Impact Report 2025 to “the Company,” “we,” “us,” or “our” refer to The Boots Group and its consolidated subsidiaries, and in each case do not include unconsolidated minority-owned entities.

*Boots Opticians and other franchise locations excluded from total store number.

Overview	Introduction from our Chair of the Board of Directors and Chair of the ESG Committee	3
	The Boots Group at a Glance	5
	Our ESG Strategy	6
	Our Highlights in FY2025	7
	Alignment to the United Nations Sustainable Development Goals (SDGs)	9
Healthy Communities	Introduction	11
	Our Impacts in FY2025	12
	Access to Affordable Healthcare	13
	Community Engagement and Partnerships	20
Healthy and Inclusive Workplace	Introduction	30
	Our Impacts in FY2025	31
	Prioritising Colleague Health, Safety and Wellbeing	32
	Cultivating an Inclusive and Supportive Workplace	38
Sustainable Marketplace	Introduction	45
	Our Impacts in FY2025	46
	Patient and Customer Experience	47
	Sustainable Products, Packaging and Circular Economy	56
Healthy Planet	Introduction	62
	Our Impacts in FY2025	63
	Climate Change Resiliency	64
	Responsible Waste Management and Reduction within our Operations	69
Additional Information	Legal Notice	75

Introduction from our Chair of the Board of Directors
and Chair of the ESG Committee

A Year of Positive Impact

On behalf of The Boots Group, I am delighted to share our Environmental, Social and Governance (ESG) Report for our 2025 fiscal year.

This is our first ESG report since we began operating as an independent, standalone company on 28 August 2025 following the acquisition of Walgreens Boots Alliance by Sycamore Partners with Stefano Pessina and myself. While our structure is new, our mission does not change: we are committed to bringing healthcare to communities. Following in the footsteps of Boots' legacy, we have an enduring commitment to care for our customers, our colleagues, our communities and our planet.

We are fully focused on the expectations for us to safeguard the future, continuing to reduce the impact of our operations,

and realise the positive change we want to make. To reflect this, our report is titled "We have health at our heart", which speaks to the core our ESG work is built upon.

The external operating environment is challenging, and the ESG landscape is rapidly evolving. Across the world, healthcare systems face unprecedented pressure, the retail industry is undergoing profound transformation, driven by digital innovation and shifting consumer expectations, and technology is evolving at speed. Climate change is a present reality and extreme weather conditions directly affect our operations.

To me, these challenges also present opportunities for innovation and leadership, and this report captures the ways we are adapting to them. By harnessing technological advancements, such as using data



Introduction from our Chair of the Board of Directors and Chair of the ESG Committee continued

and AI to optimise our performance, we can deliver faster, more efficient services that both improve customer experience and help us reduce our environmental footprint by lowering emissions and cutting waste. I am encouraged by the ways in which we are improving operational performance while implementing more sustainable practices.

As a trained pharmacist myself, I am always humbled when I think of the vital role we play in supporting changes in care; initiatives such as NHS Pharmacy First in the UK, for example, where Boots delivered over 1.5 million consultations in FY2025, improving access for customers and patients.

The safety and wellbeing of our colleagues is also paramount — our people are our greatest asset — and we continue to build safe and inclusive workplaces for the 66,000 colleagues of the Group who serve millions of customers and patients every day. This year, we have taken decisive steps to protect our teams, including expanding measures to tackle retail crime. At the same time, we are investing in development and wellbeing through programmes that support mental health, provide

flexible learning opportunities and create pathways for career growth.

I am pleased to report that we exceeded our target in reducing Scope 1 and 2 carbon emissions, achieving a 37.1% reduction since our 2019 baseline, while also diverting over 550 tonnes of hard-to-recycle plastic from landfill through our Recycle at Boots scheme and saving 368 tonnes of surplus food via our partnership with Olio. Waste reduction remains a critical priority. From rolling out blister pack recycling points across 800 stores in the UK, to digitising processes that saved 7.9 million sheets of paper in Mexico, we are embedding circularity and efficiency into every part of our business. These achievements represent tangible progress towards a healthier planet.

Whilst we are proud of our achievements, I know that bringing our vision to life is not something we can achieve alone. The partnerships we have strengthened during FY2025 have been instrumental in driving progress across our ESG priorities. We are deeply thankful for the support and shared commitment of our partners, and we look forward to continuing this journey together.



I am encouraged by the ways in which we are improving operational performance while implementing more sustainable practices.”

And of course, none of this would be possible without the dedication, talent and generosity of our colleagues. To me, this report is a recognition of their work — for those delivering frontline care and support for our customers and patients, and for the teams innovating behind the scenes. I am always inspired by our colleagues, and I extend my heartfelt thanks to everyone involved in this work. I also thank the Board and ESG Committee who continue to power our journey.

As we celebrate this milestone, our focus is already on the future. We must continue to play a key role in creating a world that supports both healthy people and a healthy planet, and continue to make a real

difference in the lives of the communities we serve every day. I invite you to explore this report and join us on this journey.

Ornella Barra

Chair of the Board of Directors and
Chair of the ESG Committee
The Boots Group

9 February 2026

The Boots Group at a Glance

The Boots Group is a leader in health, beauty and pharmacy-led retail, trusted by millions of customers and patients every day. The Boots Group combines deep healthcare expertise with world-class retail and beauty innovation.



Operating across 11 countries



£19.4 billion in annual sales



Headquartered in London, UK



Over 66,000 colleagues

Our Brands and Businesses

Each part of The Boots Group plays a unique role in delivering trusted healthcare, expert advice and quality products to communities around the world.



With you. For life.

1,800+

pharmacies and retail stores serving millions of customers weekly

179 million

prescriptions dispensed annually in the UK and Ireland

240+

stores in Thailand

94

stores across Ireland, with a presence in every county

85%

of the population within a 10-minute journey of a store in the UK



Opticians

323

optician practices across the UK

2.1 million

eye tests conducted each year



1,100+

pharmacies across Mexico

24 million

prescriptions dispensed annually in Mexico

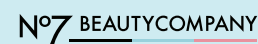


9,000

pharmacies supported through our logistics and cooperation networks in Germany

27

regional branches and logistics centres, ensuring the timely and reliable supply of medicines nationwide



#1

Home to the UK's #1 skincare brand, No7

Portfolio includes:

No7, Liz Earle, Soap & Glory, Botanics, Sleek MakeUP, and Aromatherapy Associates

Our ESG Strategy

Healthcare at the Heart of our Strategy

At The Boots Group, we are committed to improving health outcomes for people and protecting the planet through accessible care, inclusive workplaces, trusted brands and products, and responsible retail practices.

Environmental, social and governance (ESG) principles are built into every part of our business — from how we design products and source materials, to how we serve our customers, patients and communities. Guided by our purpose to support better health, we align our commercial success with long-term social and environmental progress.

Driven by Collaboration and Accountability

Our ESG priorities are shaped through ongoing conversations with our colleagues, customers, partners and communities. Responsibility for delivering our commitments sits with The Boots Group ESG Committee, led by our Chair of the Board of Directors. This ensures we have transparency and can integrate our ESG principles into business decision-making.

Together, these commitments define how The Boots Group delivers lasting value — for our people, our customers and patients, and the planet we share.

A Connected Framework for Better Health

Our ESG strategy is built around four interconnected pillars that shape how we operate, grow and create impact:



Our strategy was shaped through ongoing dialogue with our key stakeholders. For more detail on our engagement process during the last reporting period, please see our [ESG Technical Report 2024](#), pages 12-13.

Our Highlights in FY2025

Healthy Communities

£53 million

given to communities through monetary and in-kind donations, fundraising and volunteering in last 10 years.

£23 million

raised for Macmillan Cancer Support since 2009 and £3.3 million (€4 million) raised for Irish Cancer Society since 2012.

1.7 million

products donated to The Hygiene Bank to date, helping to tackle hygiene poverty across the UK.

1.5 million+

NHS Pharmacy First consultations delivered by Boots pharmacy teams.

497,000

free health checks delivered by Boots UK Health MOT service.



Healthy and Inclusive Workplace

11% reduction

in panic alarm activations due to Boots UK's Friends in Every Force strategy.

8,200+ colleagues

took part in Inspire, The Boots Group's largest ever clinical training programme.

Long-Term Impact Honour

awarded to Boots and No7 Beauty Company for our commitment to a menopause-friendly workplace.

£280,000

worth of grants provided to 231 colleagues via the Boots Benevolent Fund.

3,100+ colleagues

engaged in Farmacias Benavides' Environment, Health and Safety Exposition.



Our Highlights in FY2025 continued

Sustainable Marketplace



90% completion

of the Supplier Sustainability Declaration, driving greater transparency in our supply chain.

>90% of palm oil

used in Boots-owned brands is from RSPO physically certified sources.

2,600+ items

from owned brands now carry the On-Pack Recycling Label (OPRL) to help customers recycle correctly.

4,200+ participants

in Future Renew range testing programme, the most extensive in No7's history.

17%

average post-consumer recycled (PCR) content from Boots suppliers.

Healthy Planet

37.1% reduction

in Scope 1 and 2 carbon emissions since 2019 baseline.

11 million

hard-to-recycle items diverted from landfill via Recycle at Boots, amounting to over 800 metric tonnes of hard-to-recycle plastic.

7.9 million

sheets of paper saved by digitising processes in Mexico.

368 tonnes

of surplus food saved from landfill through our Olio partnership.

1.9 tonnes

of used contact lenses collected for recycling by Boots Opticians.



Alignment to the United Nations Sustainable Development Goals (SDGs)

We are proud to support the United Nations SDGs, the global blueprint for a healthier and more prosperous future for people and the planet.

Our ESG strategy is intentionally aligned with the SDGs. The material topics that underpin our ESG strategy drive progress across multiple goals simultaneously. This alignment is fundamental to how we pursue responsible growth and contribute to a more equitable and resilient world.

The table illustrates the connection between our core ESG focus areas, in order of priority as identified in our 2023 double materiality assessment, and the specific SDGs they support.

	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
1 Data Privacy and Security																	
2 Employee Health and Safety																	
3 Patient and Consumer Experience																	
4 Health Equity, Access and Affordability																	
5 Business Compliance and Ethical Conduct																	
6 Climate Change Resiliency																	
7 Diversity, Equity and Inclusion																	
8 Product Safety and Quality																	
9 Service Safety and Quality																	
10 Human Rights in the Supply Chain																	
11 Public Health Outcomes Improvement																	
12 Prescription Drug Abuse Prevention																	
13 Employee Wellbeing and Investment																	
14 Community Engagement and Partnerships																	
15 Sustainable Products/Packaging and Circular Economy																	
16 Sustainable Supply Chain																	
17 Innovation and Digitalisation																	
18 Energy and Emissions																	
19 Responsible Waste Management and Reduction Within Our Operations																	
20 Corporate Governance																	
21 Product Labelling and Transparency																	
22 Engagement in Public Policy																	
23 Biodiversity and Healthy Ecosystems																	
24 Water Resources																	
25 Animal Welfare																	

1 Healthy Communities



Introduction

Putting Health at the Heart of Every Community

At The Boots Group, we know that healthy communities are the foundation of a stronger, fairer society — and that accessible healthcare is essential to achieving both. Every day, our pharmacies, digital services and healthcare partners connect millions of people to trusted advice, affordable medicines and expert care.

Through our Healthy Communities pillar, we focus on two priorities: enhancing access to affordable healthcare and advancing community partnerships. Together, these efforts reflect the scale and breadth of our impact, from everyday pharmacy care and preventive health services to long-term collaborations that address inequalities and strengthen public health systems.

Our Healthy Communities impacts in relation to the United Nations SDGs:



Our Impacts in FY2025

£53 million

given to communities through monetary and in-kind donations, fundraising and volunteering in last 10 years

£23 million

raised for Macmillan Cancer Support since 2009 and £3.3 million (€4 million) raised for Irish Cancer Society since 2012

1.7 million

products donated to The Hygiene Bank to date, helping tackle hygiene poverty across the UK

1.5 million+

NHS Pharmacy First consultations delivered by Boots pharmacy teams

497,000+

free health checks delivered by Boots UK via Health MOT service

Our Story in 2025

Priority

Our Actions

Access to Affordable Healthcare

1. Expanded Access to Everyday Care

Bringing trusted, pharmacist-led healthcare closer to millions through community pharmacies, digital services, optometry and expanded clinical roles across our UK, Ireland, Mexico, Thailand and Germany networks.

[See page 13](#)

2. Broadened Reach in Preventive Health

Making early detection and preventive care more accessible with community vaccinations, free health checks and digital diagnostic tools.

[See page 15](#)

3. Strengthened Health Capacity

Building long-term capacity through professional training, digital health infrastructure and public-health partnerships across our markets.

[See page 17](#)

Priority

Our Actions

Community Engagement and Partnerships

1. Partnered to Support Transformative Health Moments

Collaborating with leading charities and campaigns to improve support for people affected by cancer, dementia, menopause and long-term health challenges.

[See page 22](#)

2. Collaborated to Advance Health Equity and Inclusion

Joining forces with community organisations to remove barriers, tackle hygiene poverty and create fairer health outcomes.

[See page 26](#)

3. United to Provide Safety, Care and Crisis Support

Working with specialist partners to provide safe spaces, rapid crisis response and essential support to vulnerable groups across our markets.

[See page 27](#)



Our aim is to ensure everyone we meet is better for it. For 176 years, Boots has stood at the heart of community health, and today we also stand side by side with the NHS to deliver care where it matters most. I'm immensely proud of how we've scaled our impact in FY2025, finding new ways to support our patients and customers through digital solutions like Boots Online Doctor, Pharmacy First services and innovative partnerships that make our offer simpler, faster and more personal for millions."

Anthony Hemmerdinger

Managing Director, Boots UK & Ireland

Access to Affordable Healthcare

Access to affordable, timely and high-quality healthcare is one of the world's most pressing challenges — and a defining test of equity.

Accessible community care is not only a social necessity but an economic imperative, helping to prevent illness, reduce hospital pressure and strengthen national health systems.

At The Boots Group, we play a vital role in bridging these access gaps. Across our extensive pharmacy and digital networks, we connect millions of customers and patients to trusted advice, essential medicines and affordable care — often closer to home and faster than traditional healthcare settings. In the UK, 85% of the population lives within a 10-minute journey of a Boots pharmacy, while in Ireland, Boots is present in every county through its 94 stores. Together with more than 1,100 Farmacias Benavides stores in Mexico, 240 Boots pharmacies in Thailand and a major healthcare distribution network serving 9,000 pharmacies in Germany, this reach ensures healthcare is easily accessible for communities of every size.

The quality of care provided through this network was recognised in FY2025 when Boots Ireland took home the top award for 'Excellence in Community Pharmacy Chain/Group' at the Irish Pharmacy Excellence Awards. This achievement is a reflection of the dedication and care of our pharmacists, dispensers, healthcare teams and store leaders, who are making a lasting impact on the communities we proudly serve.



As trusted, first-line healthcare providers, our pharmacy teams combine clinical expertise with genuine community connection. They are often the first point of contact for advice, treatment and prevention, helping to ease the strain on national health systems while improving patient outcomes.

- **Turning awareness into advocacy:** using our platform to promote better health literacy and champion inclusion.
- **Bridging digital inequalities:** expanding online services that make care accessible to all.
- **Addressing health disparities:** understanding and responding to the diverse needs of the communities we serve.
- **Empowering local solutions:** enabling pharmacy teams to develop targeted, community-led health initiatives.

Through this integrated approach, we are redefining what access means — delivering care that is local, accessible and sustainable.

Access to Affordable Healthcare continued

Delivering Everyday Care Where it's Needed Most



Expanding access to everyday care means removing barriers of cost, distance and complexity.

Community and pharmacy-led models like The Boots Group's are becoming vital to health equity — bringing high-quality, frontline healthcare closer to where people live and work, easing pressure on public health infrastructure and building healthier, more resilient communities.

The Last Mile of Care

Our pharmacists are the clinical face of care in our communities, but our Healthcare Logistics teams are the hidden heartbeat — delivering not just medicine, but connection, to those who need it most.

For many vulnerable patients, a Boots delivery driver may be the only person they see that day. Recognising this unique role, we've transformed delivery services into a frontline care initiative. Drivers are encouraged to take the time to connect with isolated patients and help with small tasks.

To strengthen this, Boots is equipping drivers with NVQ-level care training qualifications enabling them to identify vulnerability and provide informed support, turning our fleet into a mobile extension of community healthcare.

Improving Everyday Healthcare Through the Common Illness Programme

In Thailand, the Common Illness Programme empowers pharmacists to diagnose and treat conditions such as conjunctivitis, dermatitis and minor wounds, supporting universal health coverage and reducing hospital strain.

In FY2025, the programme expanded to 111 Boots pharmacies, extending access to thousands more people across Thailand's provinces and offering patients fast, affordable and professional care close to home.

Expanding Frontline Access Through NHS Pharmacy First

Launched in England in January 2024, the NHS Pharmacy First service represents a significant evolution in how people access primary healthcare by enabling pharmacists to assess and treat seven common conditions (sinusitis, sore throat, earache, impetigo, infected insect bites, shingles, and uncomplicated urinary tract infections (UTIs)) without a GP visit. Consultations are provided in private spaces by trained pharmacists, ensuring confidentiality and high-quality clinical standards.

Boots has played a leading role, delivering over 455,000 consultations in FY2025. By offering immediate, free access to advice and treatment, Pharmacy First makes it easier for people to receive the care they need in their own communities — reducing waiting times, supporting NHS capacity and preventing minor conditions from escalating into more serious illness.



This marks a significant moment in our commitment to supporting the NHS through the Pharmacy First service in England. Customers are increasingly choosing to come to Boots as their primary destination for health advice and treatment."

Alex Roberts

Director of Healthcare Services,
Boots UK

455,000+

consultations delivered by
Boots in England

Access to Affordable Healthcare continued

Boots Online Doctor – Broadening Access Through Digital Care

The Boots Online Doctor service provides convenient and discreet access to advice, testing and treatment for a wide range of conditions — connecting patients to clinicians without the barriers of time, distance or traditional appointments.

The platform has continued to grow rapidly, by 80% in FY2025, reflecting a major shift in how people are choosing to manage their health. This evolution reflects a broader trend that health equity now depends as much on timeliness and accessibility as on affordability.

In FY2025, Boots also partnered with the NHS to launch commissioned services for adult ADHD diagnosis and treatment in several London areas — addressing an average waiting time of eight years.

This collaboration combines Boots' digital infrastructure and clinical expertise with NHS oversight to provide faster, safer and more equitable access to specialist care.

By leveraging technology to remove barriers of time, distance and stigma, Boots Online Doctor is helping to reshape how people access healthcare — broadening reach, improving outcomes and building a model of digital-first care that complements and strengthens the wider health system.



80%

growth in service usage of Boots Online Doctor in FY2025



We understand that more and more patients prefer the convenience of accessing healthcare through digital platforms. Boots Online Doctor is partnering with the NHS to drive its digital transformation agenda, meeting these evolving patient preferences while improving health outcomes for all."

Marc Donovan OBE

Healthcare Development Director,
Boots UK

Access to Affordable Healthcare continued

Providing Trusted Information Through the Boots Health Hub

The Boots Health Hub brings together a wide range of digital health services, information and tools in one easy-to-use online platform. Designed to simplify the healthcare journey, it enables people to find advice, access clinical services and manage prescriptions all in one place.

The hub links customers to services such as Boots Online Doctor, Health MOTs and vaccination bookings, while offering expert guidance on topics from skin health to mental wellbeing. In FY2025, the platform continued to expand its reach and functionality, providing a trusted digital front door to healthcare that complements Boots' extensive pharmacy network. By integrating physical and digital services, the Health Hub strengthens accessibility — ensuring that accurate information, timely care and professional advice are only a few clicks away.

Preventive health is one of the most powerful ways to achieve health equity — helping people stay well for longer, detect conditions early and reduce the burden on health systems. The World Health Organization identifies early detection, vaccination and lifestyle screening as among the

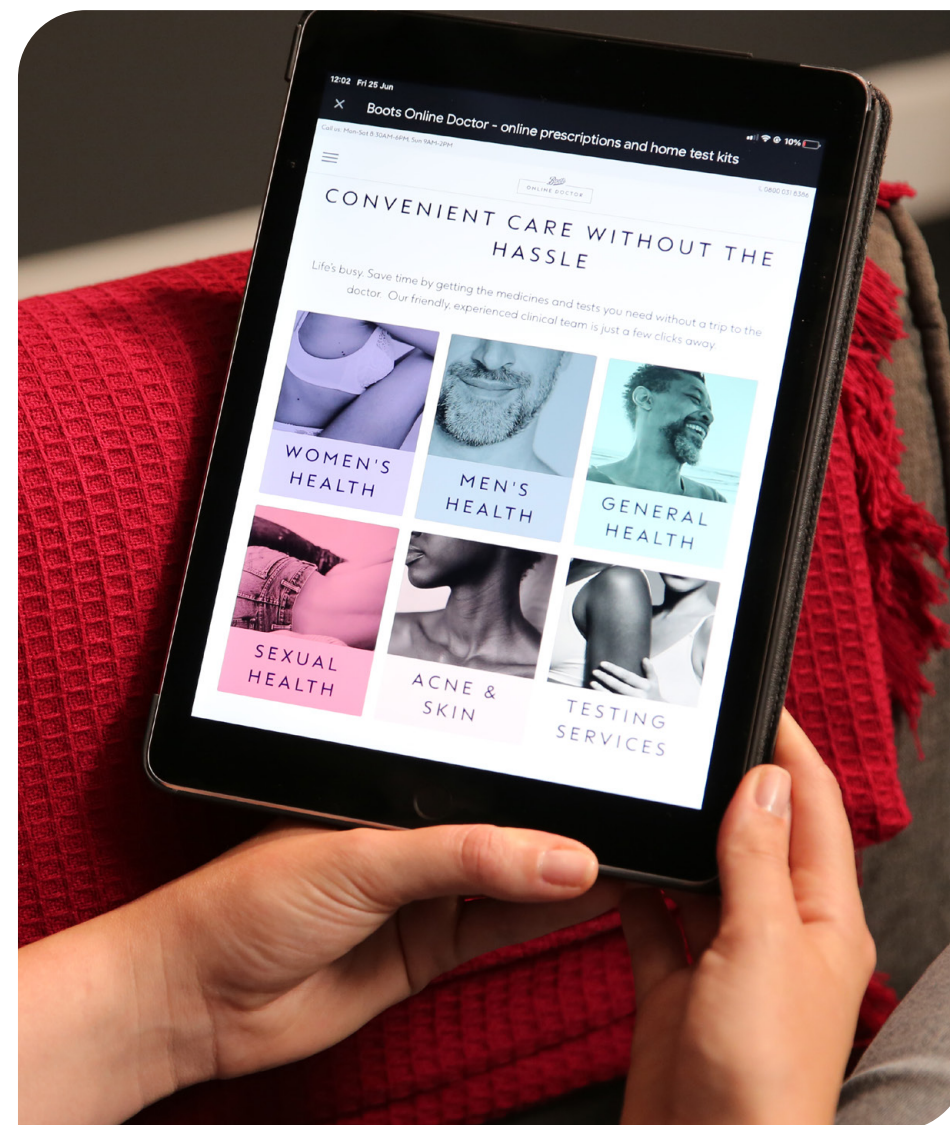
most effective and equitable strategies to reduce this toll.

Through its pharmacies, digital platforms and clinical services, The Boots Group is making prevention part of everyday life, helping communities to take small, proactive steps that can lead to longer, healthier lives.

Protecting Communities Through Vaccination Access

Across all our markets, we are trusted to make vaccination uptake convenient, local and accessible. From seasonal flu and travel vaccines to COVID-19 boosters and childhood immunisations, our pharmacy teams provide expert advice and clinical care in settings that are easy for people to reach.

In FY2025, we administered over a million vaccinations across the UK, Ireland, Germany, Thailand and Mexico — protecting communities against preventable illness and supporting national health campaigns. In the UK and Ireland, pharmacies continued to deliver large-scale flu vaccination programmes, while in Thailand and Germany, we supported public and employer-led immunisation drives.



Access to Affordable Healthcare continued

The Boots Health MOT – Enabling Early Detection and Prevention

Early detection saves lives — but access to simple, preventive checks remains inconsistent for many people. High blood pressure remains a significant, yet often silent, health risk, with an estimated 1.4 billion adults aged 30–79 worldwide living with the condition, often undiagnosed. To address this, the Boots Health MOT service plays a vital role in identifying potential risks through convenient, pharmacist-led consultations.

Each consultation includes a blood pressure measurement and a discussion of risk factors such as weight, smoking and physical activity. For those found to have high blood pressure or other concerning results, pharmacists provide tailored advice and referral to NHS services for further assessment or treatment.

In FY2025, Boots pharmacies continued to offer the Health MOT, providing over 497,000 free checks to people who might not otherwise access such services. The results underline the value of community-based prevention: during a Health MOT campaign, one in four participants was identified as having high blood pressure and referred for follow-up care, helping to prevent future cardiovascular events and reduce long-term strain on the NHS.

By embedding preventive screening within local pharmacies, Boots is turning awareness into action — giving people the information, confidence and support they need to take charge of their health.



Putting Patients First by Transforming Pharmacy Roles

A key strategic priority for Boots is enabling our pharmacists to operate at the full scope of their skills. In FY2025, in the UK, we have made an investment in automated dispensing hubs to achieve this goal. With new facilities, like our latest hub in Basingstoke, joining our established sites in Preston and Leicester, we are centralising high-volume, repeat prescription dispensing.

This state-of-the-art automation provides better accuracy and greater efficiency in handling millions of prescriptions. However, the true value of this investment is in fundamentally changing the role of our in-store pharmacy teams.

By automating the technical dispensing, we are enabling our pharmacists to dedicate more time to high-value care, such as delivering NHS Pharmacy First consultations, providing Health MOTs, and offering specialist advice. This shifts the focus from manual dispensing to the direct, frontline clinical care that makes the most difference to our customers and patients.

Access to Affordable Healthcare continued

Enhancing Patient Safety and Medicine Adherence

Supporting patients to use their medicines safely is a cornerstone of preventive care. The Boots Group provides accessible pharmacist consultations, medication reviews and community initiatives that promote safe and responsible medicine use.

We also continued our medicines return and disposal scheme, which enables customers to return unused or expired medicines to pharmacies for safe, environmentally responsible disposal, preventing accidental misuse and reducing waste.

Through this dual focus on patient education and safety, we are supporting better health outcomes, easing demand on overstretched health systems and reinforcing trust in pharmacy-led care as an integral part of preventive health.

While daily prevention helps people stay well now, large-scale research is shaping how we prevent illness in the future — turning today's health data into tomorrow's discoveries.

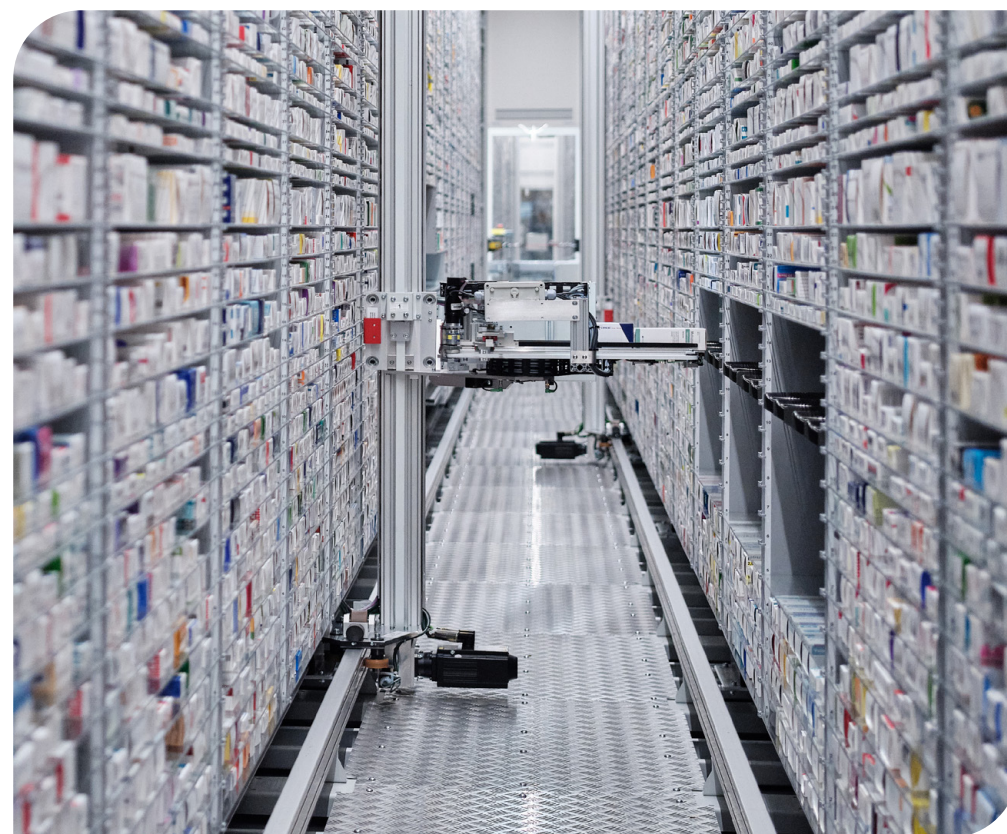
Building Health System Resilience Through Digital Integration

In Germany, we are helping to build a more connected and resilient healthcare system through digital infrastructure that empowers pharmacists and improves care coordination.

A central example is the rollout of a national digital vaccination management system, designed to streamline the administration, recording and reporting of vaccinations across community pharmacies. Developed in collaboration with healthcare professionals and public health partners, the platform enables pharmacies to manage vaccination appointments, verify eligibility and securely document patient data. This innovation supports both routine and large-scale immunisation programmes, enhancing efficiency, traceability and patient safety.

The vaccination platform is part of a broader integrated digital pharmacy network that connects dispensing, logistics and patient management systems across thousands of pharmacies. In FY2025, this network strengthened

collaboration between pharmacies, physicians and public health authorities. By synchronising data and improving visibility, the network ensures that medicines and vaccines reach patients quickly, safely and efficiently — even during times of heightened demand.



Access to Affordable Healthcare continued

Our Future Health — Advancing National Health Research

Boots is proud to partner with Our Future Health, the UK's largest health research programme, which aims to develop new methods of prevention, detection and treatment for a wide range of diseases. Volunteers from across the country provide health information, samples and data that helps researchers understand how genetics, lifestyle and environment influence disease risk.

Through its trusted network of pharmacies, Boots is helping to make participation more accessible by offering information and in-store appointment bookings. This community-based approach allows people to contribute to vital national research in a familiar, convenient setting — removing barriers to involvement and ensuring the data reflects the diversity of the population.

In FY2025, Boots supported the programme's expansion into new regions, helping over 269,000 people enrol in the study. By linking everyday healthcare with long-term scientific discovery, Boots is strengthening national research capacity and building a deeper understanding of how to prevent illness for generations to come.

Investing in Expertise to Strengthen Pharmacy Capacity

Continuous professional development across the pharmacy sector is central to a resilient healthcare system. Through the Alliance Healthcare Deutschland ACADEMY, over 16,000 pharmaceutical professionals have attended training seminars in areas such as clinical safety, pharmaceutical law, digital operations and customer care. These programmes ensure that pharmacy teams across the sector remain current with evolving regulation and technology while building the expertise needed to meet growing community healthcare demand.

In FY2025, this commitment was strengthened through the Initiative for Service Strength — a nationwide eLearning event designed to enhance pharmacists' clinical communication and service delivery. The programme focused on optimising pharmaceutical services, improving patient experience and reinforcing confidence across pharmacy teams, with over 270 colleagues taking part.

By combining structured learning with practical, collaborative training, we are helping to build a capable and confident pharmacy workforce equipped to deliver safe, consistent and patient-centred care.



16,000+

professionals trained through the Alliance Healthcare Deutschland ACADEMY



Community Engagement and Partnerships

Strong communities are the foundation of good health. For many communities, disparities in access, awareness and support continue to shape health outcomes — determining not only who gets sick, but who gets treatment and who recovers. Tackling these inequalities requires deep collaboration between healthcare providers, charities, research organisations and local groups who understand the realities their communities face.

The Boots Group works with trusted partners to address social, emotional and systemic health inequalities — bringing together expertise, compassion and access at critical moments in people's lives. From supporting cancer patients and their families to championing dementia awareness and tackling hygiene poverty, our partnerships help to make compassionate care more equitable and more accessible everywhere we operate.

Community Engagement and Partnerships continued

Our Enduring Commitment: Decades of Partnership

Our commitment to community health is not a new endeavour; it is a core part of our heritage, built on decades of trust and sustained partnerships. We are proud to stand by our long-term partners, working in collaboration to create lasting, measurable impact.



EORTC (Europe)

A **12-year** partnership, including a c.**£1.5 million (€1.8 million)** commitment to the E²RADlatE research platform.



Macmillan Cancer Support (UK)

A **16-year** partnership, raising over **£23 million** to date.



Irish Cancer Society (Ireland)

Across **14 years** of partnership, over **£3.3 million (€4 million)** has been raised, equating to **10,500** nights of end-of-life care.



Baan Gerda (Thailand)

An enduring partnership contributing **£21,660 (946,000 Thai Baht)** in FY2025 through monetary and product donations to support children living with HIV.



Hygiene Hub

Hygiene Hub (Ireland)

Three years in partnership, tackling hygiene poverty with in-store donation points.



Hestia (Safe Spaces UK)

A **five-year** partnership (since 2020), providing a lifeline in **1,400** pharmacies where we have a consultation room.



The Hygiene Bank (UK)

A **five-year** partnership, donating over **1.7 million** essential hygiene products.



The Boots Charitable Trust (UK)

Over **50 years** of support, reaching nearly **73,000** people in FY2025 through **50** grassroots projects.



The King's Trust (UK)

A **six-year** partnership, supporting over **800** young people into careers through retail, logistics and healthcare training programmes.



Dementia: Understand Together (Ireland)

Partnering on the campaign for **eight years**, with over **1,900** colleagues completing awareness e-learning.

Community Engagement and Partnerships continued

Partnering to Support People Affected by Cancer

A cancer diagnosis changes everything — for patients, families and communities alike. Through enduring partnerships with leading cancer charities and health organisations, The Boots Group provides compassionate, practical and life-changing support at every stage of the journey.

EORTC — Advancing European Cancer Research

Our commitment to supporting world-class cancer research continues through our long-standing partnership with the European Organisation for Research and Treatment of Cancer (EORTC), an independent, non-profit organisation.

For over 12 years, our business has supported EORTC in building the SPECTA platform, a leading pan-European translational research infrastructure. We are now in the next phase of this partnership, which began in October 2022, with a commitment to raise over £1.5 million (€1.8 million) in support of EORTC's E²RADlatE platform — the only radiation oncology platform of its kind in Europe. With 62 active centres across 14 countries as of 31 August 2025, E²RADlatE is improving radiotherapy research, addressing key clinical questions and coordinating international research to help set new standards of care for cancer patients across cancer types, including rare cancers.

Macmillan Cancer Support — Expanding Access to Cancer Care

For over 16 years, Boots UK and Macmillan Cancer Support have worked together to ensure that people facing cancer can receive practical advice, emotional support and expert guidance in their local communities.

Through this partnership, thousands of Boots pharmacists, pharmacy technicians, No7 beauty advisors, optometrists, contact lens opticians and dispensing opticians have received bespoke Macmillan training to help patients manage the physical and emotional effects of treatment — from advice on medication and managing dry or sensitive eyes, to supporting changes in skin and defining sparse eyebrows to help people look and feel more like themselves again.

Since the partnership began, colleagues and customers have raised more than £23 million, helping to fund Macmillan's direct services, including the Macmillan Support Line, Online Community and vital cancer resources.



With our presence in local communities across the UK, we're well placed to provide trusted information and compassionate support to those affected by cancer. Our partnership with Macmillan Cancer Support continues to thrive and provide much-needed care for people at their most vulnerable."

Anna Harland

Corporate Affairs Director, Boots UK

Community Engagement and Partnerships continued

Enhancing Early Cancer Detection Through Specialist Training

Early diagnosis remains one of the greatest opportunities to improve cancer survival rates. Yet across many health systems, patients still face long waits or missed referrals due to subtle, non-specific symptoms that often go unnoticed at first presentation. Recognising the vital role of community-based professionals in changing this picture, Boots and Macmillan Cancer Support are helping to embed early detection into everyday healthcare.

Through this partnership, pharmacy and optical professionals receive training to help identify potential early indicators of cancer and where to refer or signpost patients for appropriate medical care via the NHS. Training has now been completed by over 4,200 colleagues in stores and support office, equipping them with the skills and confidence to notice warning signs such as skin abnormalities observed during routine consultations and advise on the side effects of cancer treatments. These training programmes strengthen the frontline of healthcare helping to recognise symptoms early, leading to quicker referrals, reduced diagnostic delays and better treatment outcomes.

4,200+ colleagues

trained as Boots Macmillan professionals

16 years

Boots UK and Macmillan Cancer Support
in collaboration



Community Engagement and Partnerships continued

Empowering Communities to Fund Cancer Care in Mexico

Through the Rosa Fuerte ('Strong in Pink') campaign, Farmacias Benavides has become a leading community partner in the fight against breast cancer. Each year, the initiative brings together thousands of participants across Mexico for a nationwide charity race, raising funds to support cancer treatment and prevention programmes.

In FY2025, over 3,700 runners, families and community partners took part in Rosa Fuerte, contributing to a record level of funds raised for local cancer organisations. The campaign also amplified education around early detection and the importance of regular screening — key factors in improving survival outcomes in Mexico, where many cases are still diagnosed at a late stage.

By combining physical activity, awareness and solidarity, Rosa Fuerte exemplifies how The Boots Group's local businesses bring communities together to advance women's health and strengthen access to cancer care.



Irish Cancer Society — End-of-Life Care

In Ireland, Boots continues its long-standing partnership with the Irish Cancer Society, fundraising and helping to support free end-of-life care for patients who choose to spend their final days at home, surrounded by their family and loved ones.

Through this partnership, funds raised by colleagues and customers directly support the Irish Society's Night Nursing Service, which provides specialist palliative care to patients with cancer. In FY2025, the partnership funded more than 1,200 nights of care, enabling patients and families to experience comfort, dignity and peace in familiar surroundings.

Beyond fundraising, Boots Ireland continues to use the skills of our colleagues through the roles of Boots Irish Cancer Society Information Pharmacists who can help with early detection and side effects, and Boots Cancer Beauty Advisors who help patients with advice on hair, skin and nails.

Community Engagement and Partnerships continued

Partnering to Support People Living with Dementia

The Boots Group is helping to create greater understanding and access to care for people living with dementia in care settings and the community.

In Ireland, we collaborate with the Health and Safety Executive's Dementia: Understand Together campaign to reduce stigma and train colleagues to create welcoming, inclusive spaces. In FY2025, a three-county roadshow engaged local communities with interactive events and resources, helping people recognise signs of dementia and access support for themselves and their loved ones.

Raising awareness is only part of the journey. The Boots Group is also embedding this understanding within our own spaces — ensuring our stores are welcoming, accessible, and supportive for people living with dementia and their carers.

The Memory Box Project — Reconnecting Through Reminiscence

Launched in 2025, the Memory Box Project, grounded in research from the universities of Surrey, West London and Nottingham, uses familiar sights, scents and textures to spark memories and connections for people living with dementia. Each box, curated from Boots' 176-year heritage, includes iconic products such as Gripe Water and Soltan sun cream. During Dementia Action Week, over 1,000 boxes were created for distribution to UK care homes, with overwhelmingly positive feedback from care staff reporting increased social interaction and greater emotional wellbeing. By blending Boots' rich heritage with academic research and community collaboration, the Memory Box Project demonstrates how sensory experiences can unlock memories and help people find comfort in familiarity.



Collaboration with the universities

of Surrey, West London and Nottingham



I've seen a remarkable transformation. People light up when they encounter something familiar from their youth; it sparks stories and unlocks memories that were otherwise lost — helping them to remember who they are."

Lucy Atkinson

Director at Church Farm Care,
Nottingham

Community Engagement and Partnerships continued

Collaborating to Advance Health Equity and Inclusion

Through initiatives that tackle hygiene poverty, improve access to oral and child health, and fund grassroots wellbeing projects, we aim to create fairer health outcomes and stronger, more resilient communities.

The Hygiene Bank — Tackling Hygiene Poverty in the UK

Access to basic hygiene essentials is fundamental to health, dignity and participation in daily life. Yet for many households, these items remain out of reach. To address this, Boots UK continues its long-standing partnership with The Hygiene Bank, united by a shared mission to end hygiene poverty.

The charity collects and redistributes donated toiletries and hygiene products to local community partners, through a network of volunteers. Since the partnership began, Boots has donated over 1.7 million essential hygiene products. In FY2025, we deepened our support through a donation of over 175,000 products to The Hygiene Bank as part of our Christmas campaign, recognising the additional pressures many families face during winter.

This was complemented by collections organised by Boots colleagues across the UK, who contributed locally to their nearest Hygiene Bank projects. Our network of in-store donation points and our online e-voucher system makes it simple for customers and patients to participate.

Hygiene Hub — Expanding Hygiene Access in Ireland

In Ireland, we expanded our network of Hygiene Hub donation points to 25, helping families and individuals experiencing financial hardship.

A key initiative this year was a collaboration with Spotlight Oral Care, an Irish oral health brand. Across July and August 2025, for every Spotlight Oral Care product sold in Boots stores, a bamboo toothbrush was donated to Hygiene Hub. This initiative provided approximately 6,500 toothbrushes to support the charity's back-to-school campaign, ensuring that children and families across Ireland could access the essentials of good oral health.



Community Engagement and Partnerships continued

Uniting to Provide Safety, Care and Crisis Support



Strengthening Support for Survivors of Sexual and Domestic Violence

In partnership with Sexual Assault Referral Centres (SARCs), across England and Wales, Boots supported the relaunch of the Wash Bags Project, initiated by Her Majesty The Queen, to provide essential personal care items to people following forensic medical examinations.

Each wash bag contains toiletries such as shampoo, toothpaste and deodorant — small but significant items that help restore comfort and dignity at a deeply vulnerable time.

In FY2025, more than 9,500 wash bags were distributed through SARCs, with product-giving charity In Kind Direct as distribution partner, helping survivors begin their recovery with care.

Providing Safe Spaces for Survivors of Violence

For survivors of domestic abuse, finding a safe moment to reach out for help can be extraordinarily difficult. Pharmacies are often one of the few public places a person can visit alone, making them a vital access point for support.

Through our partnership with the charity Hestia, launched in 2020, Boots continues to provide safe spaces in every pharmacy in which we have a consultation room in the UK, ensuring that help is always within reach. Pharmacy teams receive specialist training to handle disclosures sensitively and connect survivors with the professional help they need.

For Boots, this partnership represents the essence of what it means to be a trusted presence in the community — providing care, compassion and safety in the moments that matter most.



Community Engagement and Partnerships continued

Baan Gerda, Supporting Children Affected by HIV in Thailand

In Thailand, one of the cornerstones of our community engagement is our enduring partnership with Baan Gerda that provides family-style homes and holistic care for children living with HIV.

Our support is designed to be both sustainable and immediate, combining financial contributions with direct, practical aid. In FY2025, Boots colleagues, customers and patients raised over £19,000 (over 860,000 Thai Baht) to fund Baan Gerda's essential operational needs — from nutritious meals and medical care to providing education and emotional support. This commitment was complemented by the donation of essential personal care products, helping to meet the children's daily wellbeing needs.

Red Cross Thailand, Delivering Humanitarian Aid in Times of Crisis

In FY2025, Boots Thailand mobilised quickly to support families displaced by conflict in the Buriram province, partnering with the Provincial Red Cross Chapter of Buriram to deliver emergency humanitarian aid.

Teams from local stores helped provide personal care products to affected families. By working alongside trusted humanitarian partners, Boots Thailand helped bring stability, safety and hope to people facing unimaginable challenges.



The Boots Charitable Trust – Investing in Local Communities

For more than 50 years, Boots Charitable Trust has supported projects that improve health, education and social care for those most in need. In FY2025, Boots funded 50 community projects, reaching 73,000 people across the UK, addressing mental health, youth wellbeing, homelessness and health inclusion.

Our support included grants for an interactive podcast educating schoolchildren on the risks of vaping, free counselling for young people facing long waits for traditional services, mobile health outreach through The Health Bus for people experiencing homelessness, and inclusive fitness and nutrition programmes for refugees and marginalised communities in Nottingham.

2 Healthy and Inclusive Workplace



Introduction

Ensuring a Safe and Inclusive Workplace

At The Boots Group, the health, safety and wellbeing of our colleagues are fundamental to our purpose and integral to our ambition. We are dedicated to creating a nurturing and respectful workplace where everyone feels valued.

Our commitment is delivered through two key priorities: prioritising colleague health, safety and wellbeing, and cultivating an inclusive and supportive workplace. These priorities guide our efforts, from ensuring our physical workplaces are secure and accessible to championing the mental, physical and financial wellbeing of our colleagues through dedicated support and development opportunities.

Our Healthy and Inclusive Workplace impacts in relation to the United Nations SDGs:



Our Impacts in FY2025

11% reduction

in panic alarm activations due to Boots UK's Friends in Every Force strategy

8,200 colleagues

took part in Inspire, The Boots Group's largest clinical training programme

Long-Term Impact Honour

awarded to Boots and No7 Beauty Company for our commitment to a menopause-friendly workplace

£280,000

worth of grants provided to 231 colleagues via the Boots Benevolent Fund

3,100 colleagues

engaged in Farmacias Benavides' Environment, Health and Safety Exposition

Our Story in 2025

Priority

Our Actions

Prioritising Colleague Health, Safety and Wellbeing

1. Innovated for a Safer Work Environment

Protecting our colleagues by transforming our crime intelligence processes, building robust partnerships with police and government bodies, and enhancing safety across all our operations.

[See page 33](#)

2. Supported the Holistic Wellbeing of our Team

Providing comprehensive support systems that address the full spectrum of our colleagues' needs. This is achieved through a robust benefits scheme and expanded initiatives covering physical, mental, emotional and financial wellbeing.

[See page 35](#)

3. Advanced our People's Growth and Development

Investing in our colleagues by providing diverse learning programmes, clear pathways for career advancement and specialist skills training.

[See page 37](#)

Priority

Our Actions

Cultivating an Inclusive and Supportive Workplace

1. Championing an Inclusive Culture

Cultivating a workplace where every colleague feels respected and valued. We achieve this by actively listening through our Business Resource Groups and surveys, and by celebrating colleague's contributions through dedicated awards and initiatives.

[See page 39](#)

2. Built an Accessible Workplace

Providing our colleagues with the essential resources and facilities they need to excel. Through partnerships with expert organisations like Purple Tuesday, we train our teams to enhance the accessibility of our products and implement tools that directly support our colleagues.

[See page 41](#)

3. Created Pathways to Opportunity

Nurturing future talent by providing targeted support for individuals facing barriers to employment. This is delivered through our dedicated employability programmes, which take place across our stores, warehouses and support offices.

[See page 43](#)



Every day, our colleagues go above and beyond to support our customers and patients. In return, we're committed to creating a safe and respectful workplace where everyone can grow and develop. Looking ahead, we're creating opportunities for tomorrow's workforce through partnerships like with The King's Trust, helping us unlock potential and prepare young people for a brighter future."

Basak Sonmez Braggio

VP Human Resources, The Boots Group



Prioritising Colleague Health, Safety and Wellbeing

We understand that the wellbeing of our colleagues is the foundation of our success as an organisation.

Responding to the pressing safety challenges facing the retail sector and a growing societal focus on mental health, The Boots Group has reinforced its commitment to creating a workplace where every colleague feels protected and supported.

We have made significant investments in enhancing safety across our stores and warehouses, leading to a reduction in retail crime and health and safety incidents. We champion a holistic approach to wellbeing through a suite of health initiatives, including financial support programmes, dedicated mental health training for leaders and physical health programmes to enable colleagues to be at their best.

Prioritising Colleague Health, Safety and Wellbeing continued

Innovating for a Safer Work Environment

Creating a safe and secure environment is a fundamental priority for The Boots Group, ensuring our colleagues feel protected and respected every day. In FY2025, we implemented multiple initiatives across our stores and warehouses to reduce threats from retail crime, enhance operational safety through technological innovation and strengthen our partnerships with police and government bodies.

Tackling Retail Crime Through Intelligence and Collaboration

In the UK and Ireland, we transformed our crime intelligence processes with the implementation of a new intelligence platform. This system empowers teams across our estates to report violence, crime and aggression, providing us with richer data to shape our security investment and prevention strategies. We have now connected all of our stores to the platform and this initiative has resulted in a significant increase in data.

To translate this data into decisive action, we launched our 'Friends in Every Force' strategy, building relationships with the retail crime lead for all police forces in the UK

and collaborating with Opal, the national serious organised acquisitive crime task force. In the last year, these partnerships have contributed to an 11% reduction in panic alarm activations across our store estate.

Our work in retail crime was recognised with two prestigious awards: the Retail Risk Best Collaboration award in October 2024 and Auror's Supreme Hero award for Collaborator of the Year.

100%

stores in UK and Ireland connected to the crime intelligence platform

11%

reduction in panic alarm activations



Hosting the Home Secretary

In July 2025, we were honoured to host the then Home Secretary, Yvette Cooper MP, at our Beeston Store and Nottingham CCTV monitoring centre to demonstrate the high-tech solutions we are deploying to deter crime. This visit coincided with a new government strategy to tackle retail crime, and we are proud to support this national effort via the shared and more streamlined use of industry data.

As part of our ongoing efforts to build and strengthen relationships with police forces, we invited every police and crime commissioner in the UK to observe how we use the platform, with the long-term goal of connecting the police directly to this data source. In the last year, we have welcomed senior members from the Metropolitan Police, the Opal team, the Derbyshire Police and Crime Commissioner, and the Surrey Police and Crime Commissioner to build closer collaborations.

Prioritising Colleague Health, Safety and Wellbeing continued



Enhancing Safety across our Operations

Our commitment to safety extends across all our operations. In FY2025, Boots UK experienced a 20% decrease in reportable injuries for our colleagues. This was the result of investment in refreshed training and enhanced safety processes across the business, including:

- The DEXORY automated robot ('Jesse Bot') at our Burton warehouse, which improves safety by taking over high-risk manual tasks.

- A new collaboration forum for construction contractor safety leads to drive compliance and share best practice.
- The delivery of bespoke safety training to warehouse representatives.

Our proactive approach is validated by our warehouse safety culture survey, which revealed improvements across all eight safety categories. Furthermore, our commitment to best practice is reinforced by our partnerships with local primary authorities for health, safety and fire safety, which resulted in formal 'Assured Advice' on managing slips, trips and falls, and ensuring store structural integrity.

In FY2025, Boots Thailand was awarded Silver Level in the Zero Accident Campaign, organised by the Thailand Institute of Occupational Safety and Health, under the Ministry of Labour. This is the second consecutive year that Boots Thailand has received an award for its strong commitment to workplace safety, recording over 5.4 million work hours without a single accident.

In Mexico, Farmacias Benavides launched its first Environment, Health and Safety Exposition,

with over 3,100 colleagues participating in workshop and learning activities. The exposition focused on reinforcing the safety culture, promoting health and wellbeing and raising awareness about environmental impacts and care.

This comprehensive work has laid the essential foundation for creating a safer and more secure workplace, upon which we have built our broader commitment to holistic colleague wellbeing.

3,100

colleagues participated in Environment, Health and Safety Exposition workshops and learning activities in Mexico

5.4 million

work hours without a single accident in Boots Thailand



Prioritising Colleague Health, Safety and Wellbeing continued

Supporting the Holistic Wellbeing of our Team

At The Boots Group, we are committed to providing robust support systems that address the complete spectrum of our colleagues' health: physical, mental and financial needs.

In FY2025, Boots UK delivered vital 'Mental Health in the Workplace' training to 300 leaders and colleagues. In parallel, Boots Ireland expanded its support network with over 140 mental health first aiders at year end and continued its partnership with the Shine Green Ribbon Campaign to reduce the stigma surrounding mental health.

In Thailand, we enhanced our wellness programme through a strategic partnership with iStrong, a leading mental health counselling institution. This collaboration provides colleagues with accessible and confidential support for both physical and mental health, offering free counselling sessions with professional counsellors. In FY2025, colleagues sought support for a range of topics, including family conflicts, work-related issues and anxiety.

Meanwhile, in Mexico, we provide professional mental health support through our 'Orienta' service, offering colleagues one-on-one sessions with psychologists alongside talks and webinars that address key wellbeing topics.

Our dedication to colleague wellbeing also includes providing financial support during difficult times. The Boots Benevolent Fund in the UK, a registered charity, provided approximately £280,000 in grants to over 230 colleagues experiencing financial hardship in FY2025.



Prioritising Colleague Health, Safety and Wellbeing continued

Providing a Foundation of Comprehensive Support

Our benefits are designed to be both extensive and adaptable to the diverse needs of our workforce.

In **Boots UK and Ireland**, colleagues have access to:

- A comprehensive Employee Assistance Programme (EAP).
- Loyalty awards.
- Pension programmes.
- Life insurance options.
- Enhanced family-friendly policies, increasing maternity and adoption leave to 14 weeks in Boots UK and to 16 weeks in Boots Ireland, and paternity leave to two weeks in UK and Ireland in FY2025.
- Infertility guidance and pregnancy loss support, including paid leave for eligible colleagues.
- Free period products in the toilets of all our stores, offices and warehouses.
- Free Boots Opticians Ultimate Eye Tests which includes an optomap ultra wide field scan, an OCT scan and a dry eye evaluation.

In **Boots Thailand**, an EAP is offered providing access to a free consultation hotline providing advice and support for all colleagues.

In **Alliance Healthcare Germany**:

- We continue to implement 'Corporate Health Days' with convenient on-site health checks, vaccinations and educational sessions. Over 60 colleagues attended the Health Day in our Meerane Branch.
- We provide influenza vaccinations during working hours.

In **Farmacias Benavides, Mexico**:

- We hosted a Benefits Fair, showcasing the benefits available to our collaborators and offering information, activities and prize giveaways throughout the event.
- We conducted vaccination campaigns and performed free health checks for HIV, glucose and blood pressure.
- We enhanced our family-friendly working policies and expanded paternity leave by five days.



Prioritising Colleague Health, Safety and Wellbeing continued

Advancing our People's Growth and Development



In FY2025, we sharpened our focus on creating tailored development programmes that reflect the specific needs of our business and the aspirations of our colleagues.

In the UK, a key highlight of the year was the launch of 'Inspire', our largest-ever clinical training programme. Designed to enhance the skills of our pharmacy and healthcare teams, this new consumer healthcare programme ensures they are equipped to provide the best possible care. Over 8,200 colleagues completed its first edition.

We also invested in the specialist skills of our optometry teams, sponsoring 71 clinicians to undertake higher qualifications. These included certifications in paediatric eyecare, glaucoma and medical retina, as well as the independent prescribing qualification, enabling our colleagues to offer an even higher level of clinical care.

In Boots Thailand, we hosted 'Cosmetics Mastery' training for over 100 skin experts. This equipped them with expanded product knowledge and new selling techniques to provide more professional beauty advice to our customers.

Nurturing Future Leaders

Our commitment to nurturing internal talent was demonstrated through our flagship leadership initiatives. In the UK and Ireland, over 100 colleagues completed our LEAD (Lead, Engage, Accelerate, Develop) programme, which prepares aspiring senior leaders for the challenges of tomorrow. The programme focuses on strategic thinking and human-centred leadership through real-world business projects and continues to show a tangible impact on career progression, with 25% of participants moving into a higher-level role upon completion.

In Ireland, we continue to run our Bloom leadership programme which covers three main development

modules: Leading Self, Leading Others and Leading Pharmacy. Since the programme's inception in 2020, 108 colleagues have started the programme, with 67 participants completing all modules to date. This has already led to significant career progression, with 46 participants appointed as assistant managers and three as store managers.

In Thailand, we invested in the next generation of store leaders by introducing a new leadership development programme for pharmacists and store managers. The initiative empowers participants to become certified 'Trainers', taking ownership of learning and development within their respective stores and areas.



Cultivating an Inclusive and Supportive Workplace

We believe our people are our greatest strength, and that their wellbeing and ability to thrive are fundamental to our success.

We continue to strive to create a workplace that celebrates individual strengths and fosters equitable opportunities. The progress we made in FY2025 is a testament to our teams, and we are grateful for their dedication to building our culture.

Each of our 66,000 colleagues contributes a unique set of experiences, backgrounds and perspectives that enriches our collective knowledge and talent. We strive to celebrate individual differences and promote equitable opportunities for everyone. We are on a continuous journey of learning and growth, and we sincerely appreciate the contributions of every colleague in shaping who we are as a company.

We are proud to report that in the FY2025 'Our Voice, Our Future' survey, we maintained an overall Inclusion Index score of 78, exceeding the UK benchmark used by our provider, Viva Glint.



Cultivating an Inclusive and Supportive Workplace continued

Our Business Resource Groups

Our nine business resource groups (BRGs), voluntary, colleague-led groups are critical to our inclusion efforts. With over 1,600 members, our BRGs champion inclusion, raise awareness, and provide vital feedback from across the business.

In FY2025, we implemented changes from a comprehensive impact audit delivered by Radius Networks. This led to enhanced governance, support and resources, with greater connections to Executive Sponsors. We invest in the professional development

of the BRG leaders and 25 colleagues have taken part in leadership development programmes.



Armed Forces Alliance

Armed Forces Alliance: supports Veterans, Reserve Forces, military families and friends and promotes our business as a supportive employer across all military communities.



Belong at Boots Ireland

Belong at Boots Ireland: fosters inclusivity and celebrates diversity at all levels of Boots Ireland.



Race, Ethnicity and Cultural Heritage

Race, Ethnicity and Cultural Heritage: creates a space for connection and storytelling, uplifting voices and celebrating ethnic diversity.



disAbility Alliance

disAbility Alliance: supports, empowers and celebrates disabled colleagues and raises awareness of disabilities and long-term conditions.



Environmental Sustainability

Environmental Sustainability: connects and inspires colleagues to make sustainability part of how we live and work.



InclusivIT

InclusivIT: promotes inclusivity and champions diversity across the IT function.



Pride Alliance

Pride Alliance: a voice for our LGBTQ+ colleagues, customers and communities, partnering with allies to promote a supportive and welcoming environment.



Women of The Boots Group

Women of The Boots Group: inspires, develops and supports women at all life stages through collaborative partnerships and connections.



Parents & Carers

Parents and Carers: provides resources and community for colleagues who are caring for others in their personal lives.

We also have German work councils, employee forums and unionised colleagues in the UK and Ireland to ensure that all our employee needs are heard and responded to across geographies.

Cultivating an Inclusive and Supportive Workplace continued

Championing an Inclusive Culture

Expanding our Support Through Strategic Partnerships

Recognising that one in seven people in the UK juggle work with unpaid care, we partnered with Carers UK, the leading national charity for unpaid carers, through their Employers for Carers membership forum. This provides colleagues with free access to resources, including an online support platform and the 'Jointly' care coordination app.

We also partnered with the Business Disability Forum to provide colleagues with access to information to help us build a more accessible experience for both our disabled colleagues and customers.

Celebrating our Colleagues

Our culture is championed from within by our incredible colleagues. Each year in the UK and Ireland, we celebrate their outstanding contributions through our annual 'Best of the Best' awards.

These awards honour colleagues who live our values, strengthen our communities and drive our business forward, with a diverse range of

categories designed to reflect the unique ways our colleagues make a difference.

In Mexico, our 'Aplausos' recognition programme evolved in FY2025 with the launch of an innovative digital platform. This makes it easier to celebrate colleagues who exemplify our company's values and have made exceptional contributions in areas such as learning and development, innovation and performance.

In Boots Thailand, we celebrated excellence by awarding high-performing teams and individuals who delivered outstanding results. We also honoured our external business partners for their invaluable support and collaboration in driving shared success.



Celebrating through 'Free to Be'

In June 2025, our Boots UK 'Free to Be' campaign demonstrated our active support for the LGBTQ+ community and we remain committed to supporting Pride marches across the country — sponsoring Nottinghamshire Pride for the fifth year.

In partnership with The King's Trust, we hosted 'Get Ready for Pride' events in Nottingham and Birmingham. These events provided a supportive space for 23 young people from the LGBTQ+ community to connect with peers, learn about career pathways within Boots UK and build their confidence by testing new beauty looks with our expert beauty specialists.

We continue to work with Stonewall and access the support and expertise of Terrence Higgins Trust to ensure we continue to create a business that is inclusive of the LGBTQ+ community. In recognition of these efforts, Boots and No7 Beauty Company have been awarded a Gold award in the Stonewall Workplace Equality Index, recognising us as one of the top 100 inclusive employers in the UK.



We are delighted to partner with Boots in championing LGBTQ+ young people. Through this work, Boots are helping to shape a future where all young people have the confidence, skills, and opportunities to thrive."

Ben Marson

Director of Fundraising & Marketing, The Kings Trust

Cultivating an Inclusive and Supportive Workplace continued

Building an Accessible Workplace

We are dedicated to ensuring that all our colleagues have the facilities and resources in place to excel, recognising the benefits that greater accessibility brings to our business and our people.

To ensure our workplace is supportive for all, we have developed practical tools to facilitate open conversations. The Workplace Support Passport, for example, helps colleagues and their managers discuss disabilities, medical conditions, or other key life stages, ensuring appropriate adjustments can be made.

In response to valuable feedback, we also launched a new training mini-series, 'Understanding and Embracing Neurodiversity,' which was attended by over 140 colleagues and managers and provided practical support for creating a more neuro-inclusive environment.

Our commitment to disability inclusion was recognised with the renewal of our Disability Confident Level 2 status, a testament to our ongoing journey to build a workplace and retail environment where everyone can thrive.

We are also training internal teams to enhance digital accessibility across our external platforms. We conduct internal audits of our most popular website pages every six months and use automated tools to monitor our platforms. This allows us to promptly address any accessibility barriers that arise. We've also evolved our accessibility testing by involving disabled people in our research, learning directly from the individuals who know accessibility best.



Through our accessibility auditing and training, we're setting a benchmark, not just for Boots, but for the entire industry."

Charlene Overend
Global Director of Growth
& Partnerships, Purple



Jamie Kerruish, Chief Healthcare Officer at Boots and Executive Sponsor of disAbility Alliance business resource group (left) with Mike Adams OBE, Chief Executive Officer and Founder of Purple Tuesday.

Driving Change with Purple

Our long-standing partnership with Purple, a leading disability organisation, is central to our inclusion efforts. As a founding partner of the annual Purple Tuesday campaign, and its Health and Beauty Sector sponsor for the fourth consecutive year, we have continued to drive meaningful change.

In FY2025, our partnership included training our colleagues using learnings from a comprehensive accessibility audit of 64 of our own-brand products. Conducted with inclusive design specialists and a panel of disabled users, the audit provided invaluable insights that are now shaping our product development and informing a new Accessible Product Design Guide for colleagues. We've used these insights to develop training for our teams, bringing to life the challenges experienced by disabled customers through interactive workshops with the aim of embedding inclusive design into our product development.

Cultivating an Inclusive and Supportive Workplace continued

Developing Inclusive Leadership



Advancing Gender Equity

Our goal is to build inclusive leadership at every level of the organisation. In FY2025, our inclusion masterclass series in the UK, which was attended by over 660 colleagues, received an exceptional average rating of 9.5 out of 10. It explored topics from men's wellbeing and the future of women at work, to ageism and social mobility, through the lens of gender equity.

Women make up the majority of our workforce and we have a long-standing commitment to creating a menopause-friendly workplace, which was recognised with a 'Long-Term Impact Honour' from Henpicked in summer 2025. Having been the first health and beauty retailer to receive Menopause Friendly Employer Accreditation in 2022, we were proud to be re-accredited in September 2025, a testament to our ongoing activity, including the

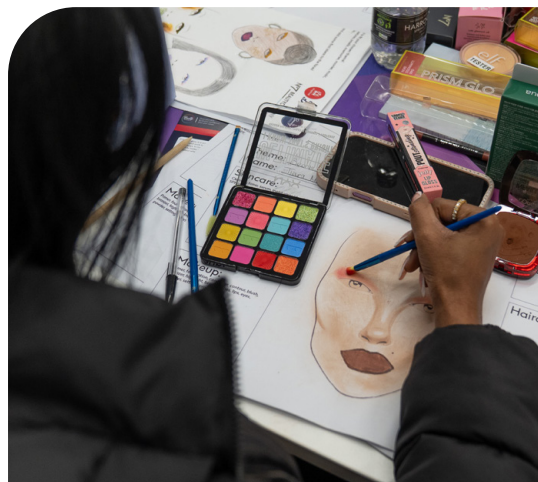
introduction of Menopause Champions in Boots Opticians and dedicated menopause zones in our stores.

We are focused on creating balanced leadership teams that reflect the communities where we work. In FY2025, we exceeded our goal of representation of women in senior leadership positions by 5.5 percentage points. Women now comprise 73% of the leadership team at Boots Retail

Thailand and 36% of management roles at Alliance Healthcare Germany. In Mexico, where women make up 71% of the leadership team, Farmacias Benavides organised a programme for 30 mid-level women colleagues, aimed at strengthening key aspects of personal branding, leadership and team management, in addition to a 'SpeakHers' webinar for women in leadership.

Cultivating an Inclusive and Supportive Workplace continued

Creating Pathways to Opportunity



800

Since the start of our partnership with The King's Trust in 2019, we've supported over 800 young people across the UK



The beautiful thing about this industry is that there's space for everyone, regardless of their background. Our partnership with The King's Trust is all about helping build strong paths for young people across the UK to unlock their futures, and what a privilege it's been to watch this group grow in confidence and realise their potential."

Emma Metcalf

Head of Employability, Boots

Since 2019, we've supported over 800 young people across the UK through our Get into Retail, Distribution and Customer Service programmes, as well as our 'World of Work' insight days, in partnership with The King's Trust. These opportunities have helped young people to build the skills and confidence they need to successfully get into employment.

In FY2025, we launched our first Get Started in Beauty programme in Nottingham with The King's Trust to inspire more young people to pursue careers in the beauty industry. This five-day event provided 17 participants with

hands-on experience in beauty, skincare and fragrance workshops. With the support of 11 experts from across the business, these young people spent more than 30 hours together shaping their futures, with 100% of participants completing the programme.

Nurturing Future Talent

Our apprenticeship programme has grown to support 829 colleagues, and during National Apprenticeship and Careers Weeks we engaged nearly 1,500 students with our career pathways, earning the Outreach and Engagement Employer award for the East Midlands.

We also partnered with social mobility charity Futures for All for the fourth year, providing virtual work experience to students. In Ireland, our World of Work programme reached 181 students across seven schools in areas with a high risk of leaving school early, bringing the total participation to over 1,800 to date.

In Thailand, we continued our commitment to nurturing the next generation of pharmacy talent through our Pharmacy Internship Programme. In partnership with 10 leading universities across the

country, the programme welcomed over 230 students in FY2025. During their internships, students gain invaluable hands-on experience in community pharmacy and patient care. This initiative is crucial for bridging the gap between academic study and professional practice, equipping future pharmacists with the real-world skills needed to serve our customers and patients.

Boots Retail Thailand also participated in 11 university job fairs, connecting with hundreds of pharmacy students to explore future career paths.



3 Sustainable Marketplace



Introduction

Building a Sustainable Marketplace

At The Boots Group, we believe a sustainable marketplace is built on trust, transparency and innovation across every product and partnership.

With over a billion customer and patient interactions annually in the UK alone, and over 150 million prescriptions dispensed, we have a unique responsibility to ensure our scale is a force for good. As an internationally recognised health and beauty retailer, we are responsible for how products are developed, sourced and experienced. Our customers trust us and they have made No7 the UK's #1 skincare brand. That trust demands that every choice we make supports people, communities and the planet.

Through our Sustainable Marketplace pillar, we focus on patient and customer experience, and sustainable products, packaging and circular economy. Together, these priorities define how we are creating an ethical, transparent and future-ready value chain — one that inspires confidence and reflects our long-standing purpose: to support better health for people and the planet.

Our Sustainable Marketplace impacts in relation to the United Nations SDGs:



Our Impacts in FY2025

90% completion rate

of the Supplier Sustainability Declaration, driving greater transparency in our supply chain

>90% of palm oil

used in Boots-owned brands is from RSPO physically certified sources

2,600+ items

from owned brands now carry the On-Pack Recycling Label (OPRL) to help customers recycle correctly

4,200+ participants

in Future Renew range testing programme, the most extensive in No7's history

17%

average post-consumer recycled (PCR) content from Boots suppliers

Our Story in 2025

Priority

Our Actions

Patient and Customer Experience

1. Empowered Customers to Make Informed, Responsible Choices

Embedding sustainability into the trusted Boots experience through transparent product information, pharmacist-led advice, and digital tools that guide better decisions.

[See page 47](#)

2. Elevated Safety, Quality and Trust across our Brands

Ensuring rigorous product testing, safety and authenticity across all owned brands so customers can trust every choice they make.

[See page 49](#)

Priority

Our Actions

Sustainable Products, Packaging and Circular Economy

1. Advanced Sustainable Packaging and Responsible Sourcing

Driving higher environmental and social performance across the value chain through robust governance, transparency and continuous improvement.

[See page 57](#)

2. Designing Circular, Low-carbon and Transparent Systems

Reducing environmental impact through responsible product and ingredient sourcing, increasing recycled content in packaging, and improved sourcing transparency across all categories.

[See page 59](#)



Our customers' trust is at the foundation of everything we do. With well over a billion interactions each year, we have a responsibility to lead the way in building a sustainable marketplace. That means making transparent, ethical and future-focused choices, using science and innovation to create products that deliver exceptional results, and working with like-minded suppliers to give our customers the products and information they need to live well while caring for the planet."

Steve Ager

Chief Customer and Commercial Officer, Boots UK

Patient and Customer Experience — Enabling Customers to Make Informed Choices

Trust is at the heart of our patient and customer experience. The Boots Group believes this trust is built on more than just quality of products — it's grounded in our expertise, ensuring customers receive credible, reliable advice. It's also strengthened by unparalleled access to essential healthcare and wellbeing services through our community stores or convenient delivery partnerships.

As customers increasingly want purchases to reflect their values, we are extending this trust to sustainability. Customers expect clarity — not only about what products do, but how they are made, sourced and disposed of. We see this as central to a modern, sustainable marketplace. From the ingredients we source to the products on our shelves, we're committed to transparency and innovation that help customers make responsible, science-based choices.



Patient and Customer Experience continued

Leading with Responsible Brand Innovation

Our portfolio of owned brands offers a unique opportunity to embed our ESG principles directly into the products our customers use every day. We strive to combine quality and innovation with responsible practices, working to integrate sustainability considerations across the product lifecycle.

This approach guides our efforts in ethical sourcing, packaging reduction and transparent labelling. In FY2025, our brands continued to demonstrate this commitment — from the scientific innovation driving No7 to the environmental partnerships championed by Liz Earle Beauty Company. Together, these initiatives reflect our ambition to deliver trusted health and beauty products that support both our customers and the planet.

Our Responsible Brand Ecosystem

Our owned brands operate across our core businesses, each applying shared sustainability principles to its unique market and product categories.



Owned Brands

- Boots
- Boots Soltan
- HABI
- Modern Chemistry
- Natural Collection



Owned Brands

- Alvita
- gesundleben



Owned Brands

- No7
- Liz Earle Beauty Co.
- Soap & Glory
- Botanics
- Slek MakeUP



Owned Brands

- Farmacias Benavides
- Well Beginnings



Patient and Customer Experience continued



No7 Future Renew – A Science-led Skincare Breakthrough

No7 is committed to advancing skincare through science-led innovation, ensuring that each product is developed with rigorous research, inclusive testing and transparent claims. Our evidence-based approach reflects a responsibility to deliver solutions supported by robust scientific standards.

The Future Renew range was underpinned by the most extensive and diverse testing programme in No7's 90-year history. Across 37 studies involving more than 4,200 participants, 51% of participants had medium to deep skin tones¹ ensuring that Future Renew was validated across a broad spectrum of skin types and tones.

In FY2025, the range expanded with the launch of the Future Renew Night Serum. Developed in partnership with the University of Manchester, this innovation advances understanding of chronobiology and the skin's circadian rhythms, supporting optimum night time repair.

We are also working to improve the sustainability of our ingredients and packaging. All palm oil used in No7 Beauty Company products is certified sustainable by the Roundtable on Sustainable Palm Oil (RSPO), supporting more responsible sourcing practices across our supply chain. Future Renew packaging is designed, wherever

possible, to be kerbside recyclable and to incorporate post-consumer recycled (PCR) plastic, contributing to the circular economy and reducing reliance on virgin materials.

Looking ahead, No7 Beauty Company continues to collaborate with universities, industry associations such as EcoBeautyScore, and sustainability organisations to identify opportunities to reduce environmental impact across the product lifecycle.

Liz Earle and WWF-UK — Restoring the UK's Seagrass Meadows

As part of the No7 Beauty Company, Liz Earle Beauty Co. demonstrates how brand purpose can drive real-world environmental progress. Rooted in the belief that great skincare should care for the planet as much as for people, Liz Earle applies the company's sustainability principles to every aspect of its formulations, sourcing and partnerships.

In FY2025, the brand continued its collaboration with the World Wide Fund for Nature UK (WWF-UK) to help restore seagrass meadows along the UK coastline — one of the world's most effective natural carbon sinks, seagrass absorbs up to 18% of the

ocean's carbon each year. The initiative supports marine restoration research and community-led planting while inspiring consumers to connect their beauty choices with ocean protection.

Through responsible ingredient sourcing, recyclable packaging and its ongoing position as a B-Corp accredited brand, Liz Earle illustrates how the No7 Beauty Company turns its sustainability commitments into measurable environmental progress — transforming brand trust into tangible action for people and the planet.



¹ The participants identified that their skin tone was medium to deep or their skin type was Fitzpatrick Score III, IV, V or VI

Patient and Customer Experience continued

Setting New Standards for Ethical and Transparent Products

From championing cruelty-free innovation to shaping global sustainability frameworks, we are driving progress that empowers customers to make informed, responsible choices — and setting new benchmarks for integrity across the marketplace.

Cruelty Free International-Approved — Reinforcing Boots' Cruelty-Free Leadership

In FY2025, The Boots Group achieved a significant milestone with over 1,000 own-brand products now approved under the Cruelty Free International Leaping Bunny programme, the globally recognised gold standard for cruelty-free cosmetics and personal care.

Cruelty Free International approval provides assurance that a brand is genuinely committed to removing animal testing from its supply chain. The achievement strengthens Boots' long-standing commitment to responsible innovation and positions the Group as one of the UK's largest retailers of certified cruelty-free beauty products on the UK high street.

By embedding Cruelty Free International's rigorous criteria across brands such as Soltan, Soap & Glory, Botanics and 17, Boots is making cruelty-free beauty more accessible to millions of customers.



1,000+

own-brand products now approved under the Cruelty Free International programme



Patient and Customer Experience continued

EcoBeautyScore Association – Advancing Transparency in Product Information

To help customers make informed, evidence-based choices, No7 Beauty Company plays an active role in the EcoBeautyScore Association, a global initiative bringing together more than 60 cosmetics and personal care organisations.

The association is defining a global standard for measuring and communicating environmental impact through a scoring system, beginning with product segments shampoo, conditioner, body wash and face care. This system assesses products across their entire life cycle — from ingredient sourcing to packaging and end of life. By supporting this science-based framework, we are helping to establish a common language of sustainability that empowers consumers, drives supplier accountability and encourages innovation across the industry. Our participation ensures that the voices of both retailers and customers shape the next generation of transparent labelling — making it easier for people everywhere to choose products that are better for them and for the planet.

Driving Change Through Policy and Partnership

For more than two decades, The Boots Group has maintained a clear position against animal testing in cosmetics. All our Boots brands, Liz Earle, Soap & Glory and Botanics products are certified by Cruelty Free International, reflecting our dedication to the highest standards of animal welfare. We work closely with trusted partners to promote and implement modern, non-animal testing methods across our product development processes. In addition, we actively support scientific progress by funding initiatives such as Replacing Animal Research, which drive innovation in alternative testing approaches.



Patient and Customer Experience continued

Designing for Every Life Stage and Every Body

Through inclusive design, accessible pricing and science-led innovation, we ensure our products are relevant, effective and trusted by all who use them. From expanding shade ranges and adaptive packaging to developing specialised health and skincare solutions, we are building a marketplace that reflects the people we serve — one that supports confidence, care and wellbeing for everybody.



150+

Boots stores with dedicated menopause support in FY2025

c.400

products, including 35 innovations from trusted brands, making menopause care accessible and personalised

Boots Menopause Support Zones – Normalising Care for Every Stage of Life

Menopause is a natural part of life — yet for too long, women have faced it without adequate understanding, support or choice. At The Boots Group, we are redefining that experience by combining clinical expertise, trusted products and open conversation to help women feel confident and cared for at every stage.

In FY2025, we expanded our menopause offering to nearly 400 products, including 35 innovations from trusted brands across skincare, supplements and wellbeing. To make this extensive range easier to navigate, we introduced dedicated Menopause Support Zones in over 150 Boots stores across England. Thoughtfully organised by key signs and symptoms — such as hot flushes, sleep changes and low energy — these spaces make it simpler for customers to find the right solutions with dignity and confidence.

Each zone is supported by the expertise of Boots pharmacists and beauty specialists, trained to provide empathetic, evidence-based advice, while the Boots Health Hub extends that support online through accessible, personalised resources. Together, these initiatives create a holistic, pharmacy-led model for menopause care — one that integrates products, expertise and empathy to make everyday wellbeing more inclusive, informed and empowering for women everywhere.

Patient and Customer Experience continued

Embedding Inclusive Design into Innovation

We see inclusive design not as optional, but as a core principle of responsible product development. Our goal is to ensure our products reflect the diversity of real-world needs — helping people of all ages, abilities and lifestyles experience health and beauty with confidence and independence.

To embed this principle across the business, we have developed a training programme on inclusive design in partnership with Purple, building on insights from an accessibility audit of over 60 products, working in collaboration with a panel of disabled users. The live sessions and four online modules provide product development teams with the knowledge and practical tools to integrate accessibility into each stage of the innovation process — from concept to packaging and communication.

Making Health Easier to Understand

To help customers and patients use our products with confidence, The Boots Group is integrating design and digital innovation to make health guidance easier to understand for everyone.

Tangible improvements, including the introduction of QR codes on the packaging of key healthcare products, such as our new blood pressure monitors, have been made. By scanning these codes, customers can access step-by-step video instructions that offer a simple, visual alternative for those who may find written information challenging.

Building Trust Through Digital-led Expertise

Skin health is a vital part of overall wellbeing, yet expert advice can be hard to access. To make early detection of skin conditions easier and build on our heritage of trusted, pharmacist-led advice, Boots introduced an AI-powered skin analysis tool. This service enables people to assess their skin health using a simple photograph, supported by the expert guidance of our pharmacy teams.

Available through the Boots website and mobile app, the service uses clinically validated artificial intelligence to analyse skin images and provide a personalised report, indicating whether a pharmacist or healthcare professional should be consulted. It is fast, confidential, and accessible from any device, bringing advanced screening technology directly to our customers' hands.

In FY2025, the AI skin analysis tool was used more than 170,000 times, demonstrating the growing demand for digital services that combine convenience with clinical integrity.



Early detection of issues such as skin cancer is really important and we've had some amazing stories from patients who have used the tool and gone on to seek early treatment for cancerous lesions."

Tom McKay

Managing Director, Boots Online Doctor



Patient and Customer Experience continued

Innovating for Patient Confidence and Convenience

Beyond improving the accessibility of health information, we are also transforming how patients experience care itself — using technology to bring greater transparency, reliability and reassurance to everyday health management.

Reducing Packaging Waste Through Circular Design

Beyond our own initiatives, we are preparing for new UK legislation such as extended producer responsibility (EPR), which transfers the financial responsibility for packaging waste from taxpayers to producers. To support compliance and innovation under this framework, Boots has completed detailed recycling assessment methodologies (RAMs) across key product categories — building the foundation for smarter, lower-impact packaging design across our supply chain.



We know our customers are looking for convenient ways to access their repeat prescription medications. The new text messaging and tracking capabilities make it easier than ever.”

Anne Higgins
Pharmacy Director

Improving Prescription Convenience

In FY2025, we took a significant step forward in our commitment to patient convenience by launching a fully enhanced Boots Online Prescriptions service in UK and Ireland. Recognising that managing repeat prescriptions can be a source of uncertainty for many, our goal was to create a seamless, transparent and reliable experience. The new service features a simplified and faster sign-up journey, making it easier than ever for customers and patients to get started.

The most impactful innovation is the introduction of an end-to-end tracking system, which provides complete visibility of a prescription's progress, from the moment it is processed to the point of collection or delivery. To further enhance this, we introduced real-time text message updates, including a 'ready to collect' notification sent directly to a patient's phone. This simple but effective feature removes guesswork and saves valuable time, giving people the confidence that their medicine is waiting for them. Whether choosing free home delivery across England or collection from their local Boots pharmacy, this service empowers customers and patients to manage their own health and the health of those they care for with greater ease and confidence.



Patient and Customer Experience continued

Deliveroo and Uber Eats – Bringing Healthcare Convenience Home

For many patients, managing everyday health needs goes beyond prescriptions. When illness, caring responsibilities or limited mobility make it difficult to visit a pharmacy, quick and reliable access to medicines and essentials can make a world of difference. That's why, in FY2025, we expanded our partnerships with Deliveroo and Uber Eats, enabling people to order pharmacy essentials and over-the-counter medicines for rapid home delivery from their local Boots store.

Through these partnerships, patients can receive trusted Boots products — from cold and flu remedies to pain relief, first aid and wellness supplements — delivered to their door in as little as 30 minutes. This extends the reassurance of Boots pharmacy care directly into the home, offering greater flexibility for people balancing work, family or recovery. Operating through hundreds of Boots pharmacies across the UK, the partnerships align with our commitment to modernising community healthcare through technology and choice. Each order is fulfilled by trained pharmacy colleagues, ensuring the same quality and accuracy that customers expect in store.



30 minutes

Through these partnerships, patients can receive trusted Boots products delivered to their door in as little as 30 minutes



Boots Sustainable Living — Making Sustainable Choices Simple

Boots Sustainable Living serves as a trusted, easy-to-navigate platform when buying online that helps customers and patients identify products aligned with their values and environmental priorities. Now featuring verified sustainable products across nine categories, the platform provides clear, accessible information on ethical sourcing, recyclable packaging, ingredient integrity and social impact. Each item is assessed against transparent sustainability attributes, giving customers the confidence to make responsible choices without compromise on quality, safety or value.

By combining transparency with education, Boots Sustainable Living transforms sustainability from a complex concept into an everyday habit — supporting our customers to shop consciously and contribute to a healthier planet.



Sustainable Products, Packaging and Circular Economy

Behind every product we make and sell lies a network of people, materials and partnerships that bring it to life. At The Boots Group, we recognise that our responsibility extends far beyond our shelves — it begins at the very start of our value chain.

We are committed to building a supply chain that is responsible, transparent and resilient, grounded in respect for human rights, environmental stewardship and strong governance. Through rigorous ethical sourcing standards, supplier engagement programmes and collaborative audits, we work to protect workers, strengthen traceability and reduce environmental impacts across our operations. By combining robust governance with partnership and innovation, we are embedding responsibility into every link of our value chain — ensuring that the products our customers trust are produced in ways that uphold fairness, safety and sustainability for the long term.

Sustainable Products, Packaging and Circular Economy continued

Our Value Chain Map

The Boots Group Sustainable Marketplace relies on an integrated value chain that connects responsible sourcing, ethical production, efficient distribution and circular reuse. Each stage plays a vital role in ensuring that sustainability, fairness and transparency are embedded from origin to outcome — creating a system that drives environmental progress, supports fair work and empowers customers and patients to make responsible choices



For more detail on our stakeholder engagement, governance structures and ethical sourcing frameworks, please refer to the Stakeholders and Governance section of [The Boots Group ESG Technical Report 2025](#).

Core value chain activities

Responsible Sourcing

Procuring materials and products that meet high ethical and environmental standards.

Sustainable Design & Production

Embedding circular design into manufacturing.

Distribution & Operation

Streamlining logistics to cut emissions and improve efficiency.

Retail & Community Experience

Connecting sustainable products and services through trusted communication.

Use & Circular Return

Extending product life through reuse, recycling and take-back schemes.

Strategic outcomes

Sourcing with integrity

Designing for circularity

Delivering efficiently

Empowering informed choices

Closing the loop through regeneration and reuse

Critical stakeholders

Producers and certification partners

Product developers, manufacturers and R&D teams

Logistics providers & distribution partners

Customers, patients and store teams

Customers and recycling partners

Cross-cutting enablers

Governance and Ethics

Partnerships for Progress

Digital Innovation

Sustainable Products, Packaging and Circular Economy continued

Partnering for Ethical Sourcing and Shared Responsibility

Building a responsible and resilient value chain starts with the strength of our partnerships. We work with suppliers who share our commitment to ethical practices, human rights and environmental stewardship — recognising that sustainability must be a shared endeavour.

Improving Transparency Through Supplier Declarations

Transparency is fundamental to our supplier relationships. In FY2025, The Boots Group achieved a 90% completion rate for its Supplier Sustainability Declaration, a process that, for the first time, incorporated questions on suppliers' diversity, equity and inclusion (DEI) policies. This enhancement enables us to better understand and support our partners' progress in building fair, inclusive and responsible workplaces. We also remain committed to ensuring all high-risk minerals are sourced ethically and in line with OECD (Organisation for Economic Co-operation and Development) due diligence guidance.

As we strengthen accountability and shared responsibility across our supplier network, we're also driving

measurable progress in how materials are sourced and used — ensuring that sustainability is built into the products themselves, not just the processes behind them.

Using Sustainable Materials at Scale

In FY2025, we made significant progress in transitioning to more sustainable materials at scale across our owned-brand portfolios. We advanced our use of recycled content by moving over 120 No7 product lines to a composition of 70% post-consumer recycled (PCR) material, significantly reducing virgin plastic use while maintaining product performance and safety. In addition, more than 90% of palm oil used in Boots-owned brands now comes from RSPO physically certified sources, reinforcing our commitment to transparency and sustainable sourcing at scale.

Embedding Human Rights and Fair Work across our Business

At The Boots Group, fair work and respect for human rights are woven into every part of our value chain — from sourcing ingredients and manufacturing products to

distributing our healthcare and beauty ranges to millions of customers.

Across our businesses, we combine global principles with local action to protect workers, promote equality and strengthen resilience. Our Supplier Code of Conduct, social-audit programmes and due-diligence processes ensure that every partner upholds the same high standards — creating a network where integrity drives impact.



Sustainable Products, Packaging and Circular Economy continued

Designing Circular, Low carbon and Transparent Systems

At The Boots Group, we are redesigning the systems that sit behind every product and service — reducing environmental impact while improving efficiency, traceability and transparency. From packaging and logistics to digital health and supplier engagement, we're building the foundations of a circular, low carbon and data-driven marketplace that works better for people and the planet.

Our approach combines innovation with accountability. Through the UK Plastics Pact, our work with suppliers, and the use of recycled and responsibly sourced materials, we're reducing waste and emissions across our operations. At the same time, new customer-facing innovations — like the Boots Online Prescriptions service — are transforming access and convenience, showing how technology can deliver sustainability, efficiency and trust in equal measure.

Delivering on the UK Plastics Pact — Progress Towards a Circular Future

As a founding signatory of the UK Plastics Pact, The Boots Group remains fully committed to achieving its ambitious 2025 targets — reducing waste, improving recyclability and accelerating the transition to a circular packaging system.

In FY2025, we made substantial progress across all core measures:

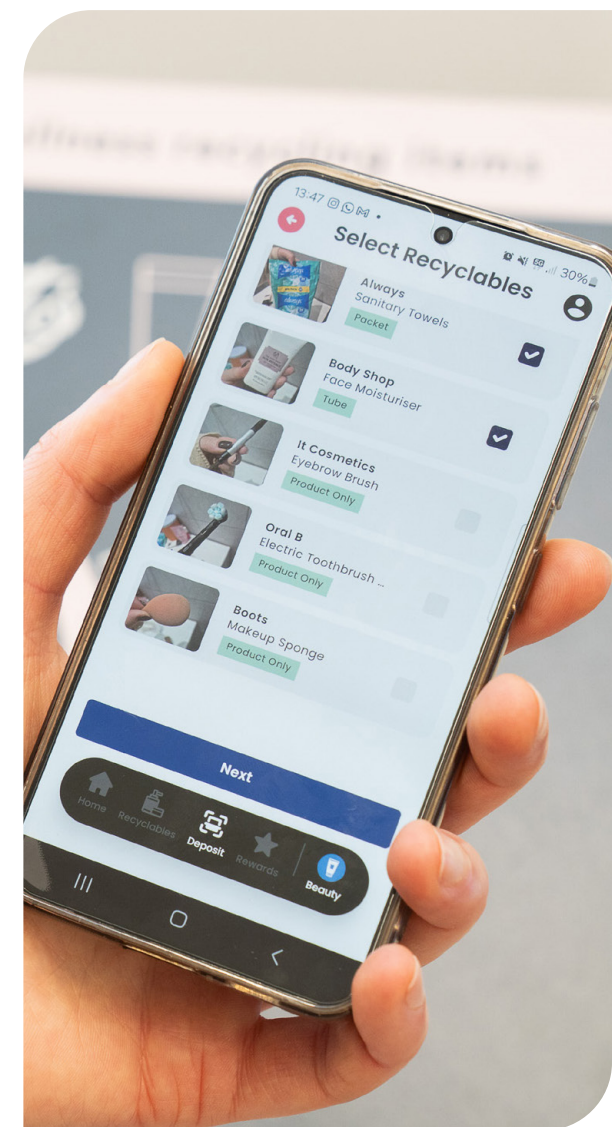
- **Target 1 — 100% reusable or recyclable packaging:** we are advancing this goal across own-brand ranges. For items not yet recyclable at home, such as medicine blister packs, we offer convenient in-store recycling solutions.
- **Target 2 — Eliminating problematic or unnecessary plastics:** we have achieved substantial reductions across our portfolio. For the small amount of complex materials remaining, our specialist take-back schemes ensure responsible management and landfill diversion.
- **Target 3 — Recycled content:** industry-wide challenges around supply, safety and cost make achieving 30% recycled content difficult. We're making progress, working with suppliers to boost PCR where feasible and safe, and have reached an average of 17% to date.

Helping Customers Recycle with Confidence

Effective recycling depends not only on packaging design but on clear information. That's why The Boots Group is helping customers make confident, informed decisions about how to recycle our products correctly.

In FY2025, more than 2,600 UK own-brand items carried the On-Pack Recycling Label (OPRL), providing straightforward, standardised guidance on how each component can be disposed of responsibly. This labelling helps customers navigate the complexity of local recycling systems while improving overall recycling rates and material recovery.

By combining clear communication with circular design, we are closing the loop between product innovation and consumer action — ensuring that every sustainable choice is simple to make and easy to understand.



Sustainable Products, Packaging and Circular Economy continued

Inspiring a Greener Front Line

Across Europe, local pharmacies are vital community touchpoints and their sustainability efforts drive real change. Alliance Healthcare Deutschland relaunched its Cooperation Award in FY2025, inviting pharmacy teams from its Alphega and Healthy Living 'Gesund Leben' networks to showcase sustainability projects. Under the theme 'More sustainability in the pharmacy', participants submitted 35 innovative projects for the 2024/2025 award cycle. These initiatives ranged from resource-efficient processes and regional supply chains to social projects that strengthen local communities.

To add tangible environmental value, we partnered with the Fit 4 Future Foundation to sponsor a tree for every participating pharmacy. In November 2024, the network hosted a training session, 'Sustainability in the Pharmacy – Action Options and Added Value', attended by 54 pharmacists and industry experts. The session provided practical insights on staying competitive while prioritising ecological responsibility, turning the award into an ongoing learning platform.


35

sustainability
projects
submitted

54

pharmacists trained
in sustainable
practices

35

Tree sponsorships
via Fit 4 Future
Foundation



4 Healthy Planet



Introduction

Innovating to Reduce our Impact

At The Boots Group, we understand that the health of our planet is fundamental to the long-term health of our customers, patients and colleagues.

Our Healthy Planet pillar represents our commitment to taking decisive, measurable action to reduce our environmental impact.

This work is centred on two strategic priorities: climate change resiliency, and responsible waste management and reduction within our operations. Through these priorities, we focus on reducing our carbon footprint, enhancing operational efficiencies and minimising waste to protect the environment for the communities we are proud to serve.

Our Healthy Planet impacts in relation to the United Nations SDGs:



Our Impacts in FY2025

37.1% reduction

in Scope 1 and 2 carbon emissions since FY2019 baseline

11 million

hard-to-recycle items diverted from landfill via Recycle at Boots in the UK

7.9 million

sheets of paper saved in Mexico, saving 39 million litres of water

368 tonnes

of surplus food saved from landfill through our Olio partnership

1.9 tonnes

of used contact lenses collected for recycling by Boots Opticians

Our Story in 2025

Priority

Our Actions

Climate Change Resiliency

1. Reducing Environmental Footprint

Exceeding our goals to reduce emissions and formalising our commitment to internationally recognised reduction targets through the Science Based Targets initiative (SBTi) within UK and Ireland.

[See page 65](#)

2. Operational Energy Efficiencies

Enhancing energy management across our operations by integrating innovative technology, identifying inefficiencies and implementing proactive, targeted solutions to reduce our energy consumption.

[See page 66](#)

3. Optimised Transport Links and Logistics

Advancing our supply chain by leveraging smart technology and strategic partnerships to enhance the efficiency of our transport operations and reduce our environmental impact.

[See page 67](#)

Priority

Our Actions

Responsible Waste Management and Reduction within our Operations

1. Reduced Operational Waste

Minimising waste by implementing reduction initiatives tailored to each of our markets. Through improved planning and close collaboration with our suppliers and partners, we are successfully diverting more waste from landfill.

[See page 70](#)

2. Advanced Recycling and Reuse

Creating accessible recycling pathways for our customers and patients via our internal recycling initiatives, national education campaigns and dedicated programmes focused on plastic reduction and reuse.


[See page 71](#)



We believe that the health of our planet is inseparable from the health of our communities, and we are taking decisive action to cut emissions, reduce waste and embed sustainability across our operations. But we're not stopping at reducing our footprint, we're reimagining solutions to tackle environmental challenges. Recycle at Boots is a fantastic example of this — since its inception over 16 million products have now been diverted from landfill and given a new life."

Una Kent

VP ESG and DEI, The Boots Group



Climate Change Resiliency

We have long recognised that climate change is one of the most pressing issues of our time and that it has a significantly detrimental impact on the health of both people and our planet.

Building on a history of environmental stewardship, our commitment is to proactively reduce our carbon footprint and enhance our climate resiliency for the benefit of our customers, patients, communities and colleagues. We are driving this progress by implementing operational energy efficiencies across our stores and supply chain, optimising transport logistics and working collaboratively with our suppliers.

Recognising the intrinsic link between climate change and human health, The Boots Group is a proud founding member of the Climate and Health Coalition, bringing together cross-sector organisations to create a deeper understanding of how a healthier planet enables healthier people.

While we are proud of the progress we have made, we know this is an ongoing journey and remain dedicated to innovating and collaborating to reduce our environmental impact.

Climate Change Resiliency continued

Reducing our Environmental Footprint

Recognising the profound impact that climate change has on the health of our planet and the wellbeing of the communities we serve, we are committed to taking meaningful action to reduce our environmental footprint.

In FY2025, we are proud to have exceeded our ambition of a 30% decrease in our Scope 1 and 2 greenhouse gas (GHG) emissions compared to our 2019 baseline, with a cumulative overall reduction of 37.1% for The Boots Group.

We report our GHG emissions for all entities where we have financial control, in line with the GHG Protocol Corporate Standard. Further details on our progress can be found in our ESG Technical Report 2025. As we track our long-term progress, FY2019 remains our established baseline year for Scope 1, 2 and 3 emissions.



37.1%

reduction in Scope 1 and 2 GHG emissions since FY2019

Aligning with Science Based Targets

To ensure our climate strategy is ambitious, credible and independently validated, we have formally committed to developing near- and long-term emission-reduction targets, in line with the Science Based Targets initiative (SBTi), for Boots UK, Boots Ireland, Boots Opticians and No7 Beauty Company. The SBTi is the leading global standard for ambitious corporate climate action, defining and promoting best practice in emissions reduction and net-zero targets in line with climate science.

This commitment, with plans due for submission by November 2026, solidifies our ambition to achieve net-zero emissions by 2050 at the latest, aligning our strategy with the goal of limiting global temperature rise to 1.5°C. Our Climate Transition Action Plan is already underway, providing a clear and accountable roadmap for our Healthy Planet pillar, supported by significant investment in our carbon footprinting processes.

Implementing Scope 3 Footprinting

In FY2025, we completed our first group-wide Scope 3 footprinting exercise, which incorporates all our international regions, including Germany, Mexico and Thailand. This vital work was enabled by the implementation of the Sphera data management tool. This platform provides us with robust internal carbon footprinting data for Scope 1, 2 and 3 emissions and is starting to be embedded across the business, enhancing our ability to identify and drive targeted reductions across our value chain.

Climate Change Resiliency continued

Innovating for Energy Efficiency across our Operations

As energy consumption accounts for the majority of our Scope 2 carbon emissions, improving operational efficiency is the cornerstone of our strategy. In FY2025, we continued to make significant progress in enhancing energy management across our stores and warehouses, building on our long-standing commitment to the responsible use of resources.

A key development in FY2025 was the trial of an AI-powered smart alerts system for energy management. This system uses artificial intelligence to analyse our gas and electricity consumption, helping us to identify inefficiencies and prioritise actions that reduce energy loss across our estate. This innovative tool enhances the effectiveness of our building management system, allowing for more proactive and targeted interventions.

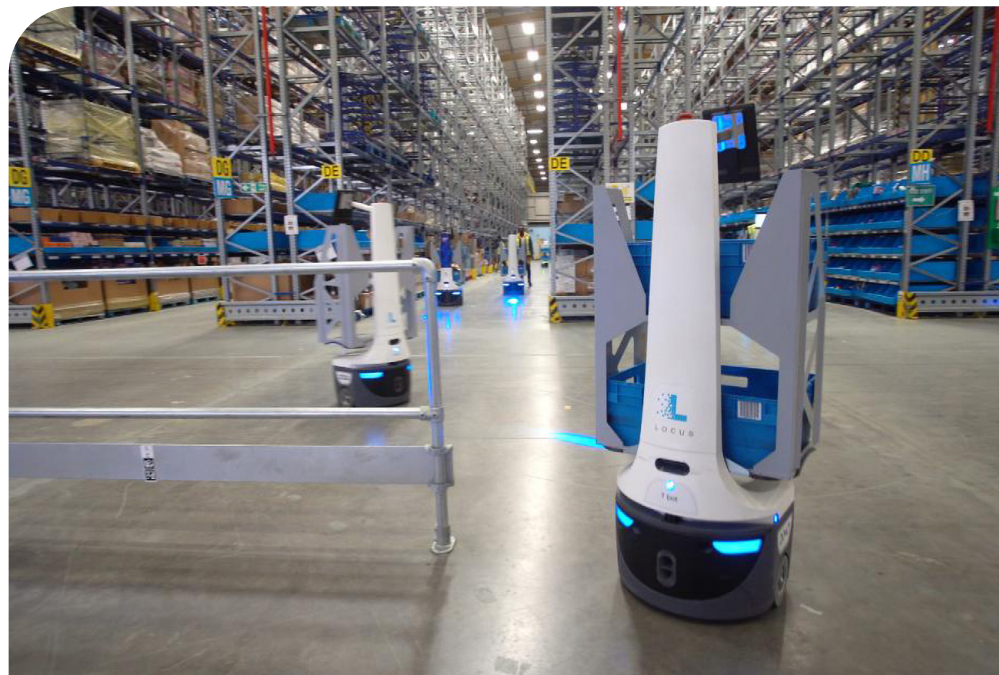
This forward-looking approach is complemented by our continued investment in proven technologies. We are progressing with the rollout of LED lighting across our UK and Ireland stores, which delivers significant energy savings. Furthermore, we are enhancing the sustainability of our store fittings by introducing energy ratings for new

products and shelf-edge lighting, ensuring efficiency is designed into our retail environments from the start.

In Mexico, our Farmacias Benavides business advanced its multi-year project to optimise energy performance, focusing on its HVAC (heating, ventilation and air conditioning) systems and cold rooms. Across the year, we implemented over 140 HVAC unit improvements, significantly

exceeding our annual goal of 92 and demonstrating how we are embedding sustainability throughout our operations to enable healthy futures.

Our commitment to efficiency is not limited to our buildings; it is a core principle that also guides our approach to reducing emissions within our transport and logistics network.



Optimising our German Facilities Network

In Germany, we launched a new state-of-the-art facility in Erlangen in January 2024, consolidating three former branches. This site exemplifies our commitment to sustainable infrastructure, featuring a high-performance solar photovoltaic system, climate-friendly LED lighting and an innovative rainwater management system.

Our new building in Berlin, constructed to the highest sustainability standards, has been submitted for DGNB (German Sustainable Building Council) certification, and merges two previous branches into one energy-efficient hub. This consolidation continued with two branches in Rostock merged in May 2025, and two sites in Stuttgart integrated in July 2025.

By centralising our operations into fewer, more advanced facilities, we have significantly streamlined our delivery routes, reducing vehicle mileage and substantially cutting carbon emissions across our German supply chain.

Climate Change Resiliency continued

Optimising Transport and Logistics

Across The Boots Group, we are constantly seeking innovative ways to enhance the efficiency and sustainability of our supply chain. By leveraging data, technology and strategic partnerships, we are actively reducing our environmental impact and building a smarter logistics network for the future.

Establishing Network-wide Efficiency Initiatives

Together with our IT supplier, Descartes, Boots has developed optimisation processes allowing us to deliver the same volume through fewer routes.

In Germany, we achieved a 5.4% reduction in total carbon emissions by strategically optimising routes and shifting from smaller vans to larger lorries, improving the efficiency of their deliveries.

Within Boots Healthcare Logistics, we implemented all-day routing to increase the number of drops per route and reduce total distance driven. We also work closely with Royal Mail to optimise our online order flows through their national super hubs. Complementing these efforts is our best-in-class use of Lightfoot telematics, a system that

monitors driver performance to encourage safer and more fuel-efficient driving. While these data-driven initiatives are central to implementing greater fuel-efficiencies across the business, we are also focused on expanding the use of clean fuels and more sustainable forms of transport as part of our wider approach.

Expanding Fleet Capacity and Future Logistics Solutions

The Boots Group continuously maximises the efficiency of its logistics network. In FY2025, we expanded our use of high-capacity, double-deck trailers for trunking operations, increasing the volume of goods moved per journey and reducing required road journeys and associated emissions.

In Mexico, our Farmacias Benavides business is restructuring its home delivery services, having started the initiative in Mexico City in April 2025. The initiative is based on the generation of delivery polygons where a hub pharmacy is responsible for all orders within a specific distance. We have 24 delivery polygons in use in Mexico City, and launched five additional polygons in Hermosillo in

August 2025. This strategic restructuring optimises delivery routes, resulting in a reduction in the distance travelled by two-wheeled vehicles during FY2025.

Using Data-driven Solutions to Optimise Deliveries

In the UK, as part of our commitment to innovation and operational efficiency, we leverage Microlise, a performance monitoring tool, to track key metrics such as fuel consumption and driving behaviour. In parallel, we are starting to use artificial intelligence (AI) to support route planning for the heavy goods vehicles (HGVs) travelling between our Nottingham and Burton warehouses each day, in collaboration with our logistics partner, XPO. This cutting-edge technology helps us to align route availability with driver shift patterns to improve speed and reduce vehicle idle time. Data-driven solutions not only enhance the performance and reliability of our supply chain, but have a demonstrable environmental benefit by helping to lower our carbon emissions.



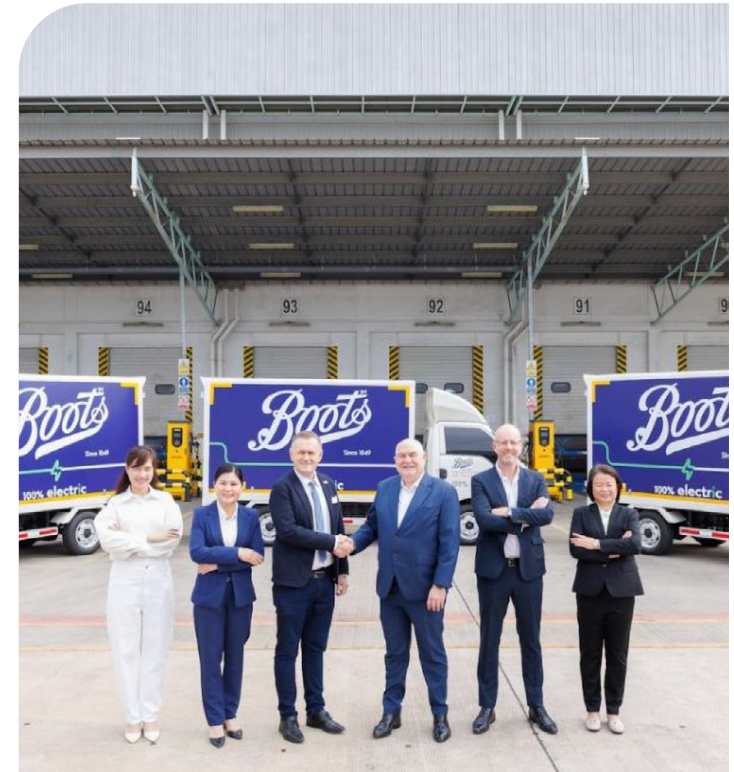
Climate Change Resiliency continued



Transitioning to Cleaner Fuels and Electric Vehicles

In FY2025, we significantly expanded our use of hydrotreated vegetable oil (HVO), a renewable diesel alternative that reduces GHG emissions — 35 of the 38 HGVs carrying products from our Nottingham site run on HVO, with a predicted annual saving of over 4,500 tonnes of CO₂.

In the UK, we are also accelerating our broader vehicle electrification strategy by identifying new opportunities for electric vans within our fleet. We are supporting the transition for both our colleagues and customers through the installation of electric vehicle charging points in our support office and store car parks. These initiatives are crucial steps in our journey to reduce road transport emissions and invest in clean logistics.



Increasing Electrification in Thailand

In partnership with DHL, Boots Retail Thailand launched local deliveries in Bangkok using three fully electric vehicles. These vehicles distribute Boots products to over 240 stores across the country, reducing our carbon footprint across our operations in Thailand.

Responsible Waste Management and Reduction within our Operations

We recognise the significant environmental impact of waste and are committed to managing our resources responsibly. Our focus is on diverting as much waste as possible from landfill by prioritising waste reduction, enhancing recyclability and engaging in innovative partnerships.

Through our comprehensive programme of recycling initiatives and internal education campaigns, we empower our customers, patients and colleagues to help us build a circular economy.



Responsible Waste Management and Reduction within our Operations continued

Reducing and Diverting Waste

Across The Boots Group, our first priority is to reduce waste at its source. We implement targeted initiatives to reduce waste generation, tailored to the operational context of each market.

Alliance Healthcare Deutschland streamlined its operations by consolidating two warehouses into a single, more efficient facility in Stuttgart. This improved planning and logistics, directly resulting in fewer product returns.

Similarly, we have made significant strides in reducing waste within our distribution network in Mexico. By collaborating with our suppliers to upgrade to more durable 'four-way' wooden pallets, the team has successfully cut down on pallet damage and disposal, resulting in a 20% reduction in the weight of wooden pallets used in FY2025.

Reducing Waste in Boots Opticians

In FY2025, Boots Opticians implemented an ethical exit review to ensure discontinued frames are never sent for destruction, unless damaged or broken. All discontinued and off-planner stock within the

supply chain is repurposed through giveaways, charity donations or staff sales at discounted prices. We prevented over 6,000 frames from being destroyed in FY2025, extending product life and reducing waste.

Additionally, Boots Opticians actively participates in an industry-wide sustainability forum, collaborating to share ideas and best practices that advance circularity and responsible resource use across the sector.

Tackling Food Waste through our Olio Partnership

A prime example of our commitment to turning environmental challenges into positive social outcomes is our partnership with the innovative food-sharing app, Olio. In FY2025, we significantly expanded this collaboration, rolling out the Food Waste Heroes programme to over 660 Boots stores nationwide. The Olio platform enables our store teams to easily share pre-packaged food nearing its sell-by date with a network of volunteers, Food Waste Heroes, who then redistribute it to people in their local communities.

The impact of this expansion has been immediate and substantial.

In FY2025 alone, the programme saved over 360 tonnes of surplus food from landfill, providing the equivalent of over 736,000 meals.

7.9 million
sheets of paper saved

37 tonnes
of CO₂ emissions avoided

39 million+
litres of water saved

Digitising for Efficiency: the Farmacias Benavides 'Think Green' Initiative

In Mexico, Farmacias Benavides is driving a major digital transformation to reduce waste and improve workflow efficiency for pharmacy teams. Through the 'Think Green' initiative, the business has automated manual follow-up logs and implemented digital reporting tools, allowing colleagues to access information directly from the system rather than relying on printed records.

This shift has delivered massive environmental benefits. In FY2025 alone, the initiative saved 7.9 million sheets of paper. This reduction represents an environmental impact equivalent to saving over 39 million litres of water and avoiding over 37 tonnes of CO₂ emissions. Beyond the environmental impact, the change has simplified daily routines for pharmacy teams, making workflows faster and information more accessible.

Building on this success, the business has also launched a pilot 'GreenMail' movement with its IT team, reducing CO₂ emissions by eliminating unnecessary email storage.

Responsible Waste Management and Reduction within our Operations continued

Advancing Recycling and Reuse

Growing 'Recycle at Boots'

Our 'Recycle at Boots' scheme continues to provide an accessible way for customers and patients to give a second life to hard-to-recycle health, beauty and wellness

packaging, regardless of where it was purchased. The scheme accepts hundreds of products, including items not typically recyclable through household collections, such as mascara wands, lotion pumps and toothpaste tubes.

In FY2025, the programme's momentum continued to grow across the United Kingdom and Ireland. In the UK, where the scheme is now available in 800 stores, our customers and patients returned over 11 million items for recycling. In Ireland, our network of 36,000 registered users across 54 stores helped recycle over 486,000 items. We introduced contact lens recycling points across all Boots Opticians stores in April 2025, leading to 1.9 tonnes of used contact lenses being collected for recycling in FY2025.

To deliver on our mission to increase recycling across the business, we partner with MyGroup, a specialist UK-based company that has developed a unique process to give a second life to materials considered 'unrecyclable'. They have been a key partner in our recycling initiatives, including the expansion of our medicine blister pack take-back trial, addressing a key stream of complex waste.

Enhancing Marketplace Recycling Programmes

In Thailand, our teams drove a decrease in waste — reducing the total waste generated by 5.5% in FY2025; 43% of the total was recycled. In our partnership with leading vitamin supplier Blackmores, we have encouraged customers to return empty vitamin bottles in exchange for a discount. In FY2025, over 5,600 vitamin bottles were returned through this scheme.

Building on FY2024's progress, in FY2025 we expanded the Pencycle programme, providing more customers and patients with a convenient way to recycle used injectable pens.

These collective efforts demonstrate a powerful, shared commitment to reducing waste.

This initiative not only provides a tangible solution to a complex waste stream but also demonstrates our commitment to finding innovative ways to support a circular economy and a healthier planet."

Candice Smith

Head of ESG – Business Strategy and Planning,
The Boots Group

Building a Solution for Medicine Blister Packs

For years, medicine blister packs have represented one of the most significant and difficult recycling challenges in the healthcare sector as they cannot be processed by most household recycling systems. In FY2025, we scaled up our industry-leading take-back scheme to tackle this problem head-on. Following a successful trial, we rolled out an additional 700 blister pack recycling points, making the service available in over 800 Boots stores across the UK.

Customers and patients can bring their used blister packs and deposit them for specialist recycling. The materials are separated into aluminium and plastic, with the aluminium smelted into aluminium ingots to be used within the construction industry, and the plastic repurposed to manufacture PVC windows and doors.

700

new blister pack
recycling points

800

Available in over
800 stores

Responsible Waste Management and Reduction within our Operations continued

Launching the Great British Beauty Clean Up

Our extensive consumer research revealed that a staggering 80% of British consumers admit to holding on to empty or nearly-empty beauty and wellness products, and 48% of those who don't recycle admit they are unsure of what can be recycled and where. In March 2025, during National Waste Week, we launched our 'Finish the Forgotten' campaign, a pivotal initiative supporting our broader partnership with the British Beauty Council's Great British Beauty Clean Up.

Leveraging the scale and accessibility of our innovative Recycle at Boots scheme, we called on the nation to bring their hard-to-recycle health and beauty empties to our stores. For every five eligible empty products deposited, customers would receive 500 Boots Advantage Card points, worth £5, as a reward for joining us on our sustainability journey.

To drive engagement, we executed a multi-channel communications plan. This included clear, visual guides to demystify bathroom recycling, showing what can be recycled at home versus what can be brought to a Boots store; five standout features in national publications, including *The Times*, *The Telegraph* and *Heat* magazine, educating millions on the ease and importance of recycling. We also empowered our colleagues to become 'Super Recyclers' by sharing top tips and championing the campaign from within.

This campaign created a marked uplift in the use of the Recycle at Boots scheme. By making recycling accessible and rewarding, we successfully diverted 45 tonnes of plastic from landfill in March 2025.



Boots were a key partner in our first 'Great British Beauty Clean Up'. Their support helped to drive wider industry engagement and achieve a strong 'proof of concept' for the years to come."

Victoria Brownlie MBE
Chief Policy & Sustainability Officer,
British Beauty Council

Responsible Waste Management and Reduction within our Operations continued

Reducing Plastic Waste

We are actively contributing to plastic-reduction programmes across The Boots Group company, starting with our packaging.

In the UK and Ireland, customers receive unbleached, 100% recycled paper bags at checkout, and our online orders are dispatched in plastic-free packaging. We also continue to collaborate with POPAI, an industry body supporting sustainable marketing materials, and use the Sustain tool to measure and reduce the environmental impact of our in-store displays.

In Mexico, our pharmacies continue to champion reuse by offering only reusable bags at checkout and have ongoing PET (polyethylene terephthalate) separation campaigns at our corporate offices and distribution centre.

In March 2025, we launched plastic bags containing recycled content within all our stores in Thailand.



5 Additional Information



Legal Notice

Forward-looking statements

All statements in The Boots Group ESG Report 2025 that are not historical, including goals for and projections of future results, constitute forward-looking statements that are based on current societal, market and regulatory expectations. These statements are not guarantees of future performance and are subject to risks, uncertainties and assumptions. These statements speak only as of the date they are made, and The Boots Group undertakes no obligation to update publicly any forward-looking statement included in this report.

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Exchange rates basis of preparation

Foreign currency amounts have been presented in British Pounds Sterling (£) for consistency, having been translated at the average exchange rate for the 12 months ending 31 August 2025. The most significant rates are 0.77 British Pound Sterling per U.S Dollar and 0.84 British Pound Sterling per euro.

Funds raised in other currencies over multi-year periods were converted to U.S. dollars using average exchange rates for the reporting periods in which the funds were raised.

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