

Gender Pay Report 2025/26



More to Value.

Today, 1st April 2026, we are sharing our Gender Pay Report – an annual review of the wage differentials between male and female colleagues across Lidl GB.

Message from our Chief People Officer, Stephanie Rogers

At Lidl GB, our More to Value promise translates to a commitment to empower the dedicated teams who are the backbone of our business to build a future they truly value. Our latest Gender Pay Gap Report marks an important moment to recognise the efforts that we are making to reward our colleagues, by building a respectful working environment where everyone can thrive.

I'm pleased to report that, for the fifth year running, our median gender pay gap remains at 0%, which means that men and women in the same roles at Lidl are paid equally. Our mean gender pay gap has once again decreased year-on-year to 7.1% - which is significantly lower than the national average of 12.8%. This was achieved ahead of a further £29m investment in colleague pay, which has cemented our position as one of the highest paying UK supermarkets, indicative of our long-term commitment to positive change.

These results are encouraging, but our work to achieve gender parity doesn't stop there. Over the past year, we've taken meaningful strides to further strengthen the pathways for women into senior leadership. Most notably, we have recently welcomed our new Chief Customer Officer, Louise Weise, to our board and hosted our inaugural Women in Leadership conference, laying the foundations to propel more women into management through a programme of inspiring speakers and networking opportunities.

Our new Gender Programme brings together existing and new initiatives to improve the lives of all colleagues across the business, illustrating that gender equality is a crucial pillar of our core values. A wide range of policies and resources provide assistance for women at all stages of life, from market-leading maternity leave

and specialised support for returning parents, to free menstrual products and maternity uniforms for all Sales colleagues and our Menopause Champions who offer help for colleagues experiencing the menopause. There is a Director Sponsor for gender, who advocates for driving forward all aspects of the gender equality agenda.

Meanwhile, we have recently enhanced our family leave options to provide greater flexibility and support for diverse family needs. This includes doubling paternity leave and providing paid leave for fertility treatment and pregnancy loss. All of this combined plays a pivotal role in supporting female colleagues and advancing gender equity.

This progress has been achieved leading up to a milestone year for Lidl, which marked the opening of our 1,000th store. Our success wouldn't be possible without the hard work of our incredible colleagues. To recognise and reward their impressive efforts, we held Lidl GB's first ever National Achievement Awards ceremony. We also earned external recognition as one of the Financial Times UK's Best Employers 2025, were named DE&I Retailer of the Year at the Retail Industry Awards 2025 and were once again certified as a "Top Employer" by the Top Employers Institute, receiving the coveted Enterprise Seal. These impressive accolades reinforce Lidl's position as one of the best employers in the country.

It is through the commitment and energy that our 35,000 colleagues bring to work every day that make it possible to contribute as we do to communities up and down the country. Thank you for everything you do to help Lidl continue to grow, ensuring it remains a place where everyone can build a career they're truly proud of.

I confirm that the information and data provided is accurate and in line with mandatory requirements for businesses in England, Scotland and Wales.

A handwritten signature in blue ink that reads "S Rogers".

Stephanie Rogers
Chief People Officer, Lidl GB



Generating the report

To generate the Gender Pay Gap report, we firstly look at all jobs and all rates of pay across our entire business.

For our eighth report, the reporting period is from 6th April 2024 to 5th April 2025. We are required by the Government to take a snapshot of the pay data for all colleagues employed on 5th April 2025.

Our reporting deadline is within one year of the snapshot date, and we're sharing our report on 4th April 2026 with the public via our corporate website, and with the Government, via the Gender Pay Gap Service online.

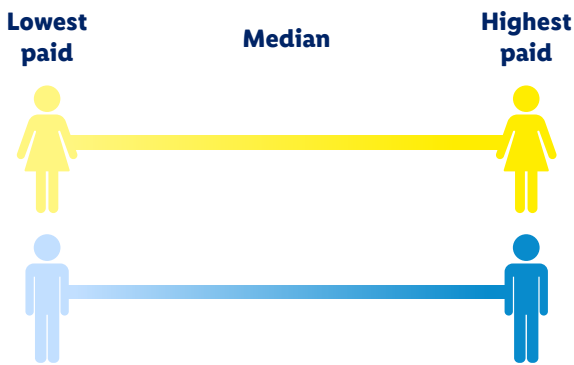
How it is calculated

Our Gender Pay Gap is calculated using two figures, the median and the mean value. We also look at the difference between both pay and bonus payments.

Glossary

Mean gender pay gap: the percentage difference between the mean (average) pay for male colleagues compared to female colleagues. To calculate it, we convert all salaries to an hourly rate, add these up and divide the total by the number of colleagues in that group.

Median gender pay gap: the percentage difference between the midpoint of pay for all male colleagues compared to female colleagues (when converted to hourly rate and listing from lowest to highest pay).



Mean and median bonus gender pay gap: calculated the same way as the above but looking at bonus payments rather than salaries.

It is important to note that the gender pay gap is different to equal pay. It is a legal requirement for men and women to be paid equally for performing the same work, or work of equal value.

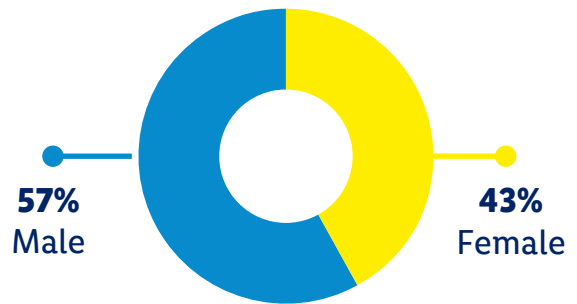
At Lidl, we pay all our colleagues equally across the business, regardless of gender. Our pay structure is designed to be simple, fair and transparent, with pay being based on the role an individual holds and their length of service within the business. This shows that we value loyalty and reward colleagues for their hard work.

Explaining the data

On the snapshot date of 5th April 2025, we employed 34,319 colleagues across England, Scotland and Wales. This was made up of 57% male colleagues and 43% female colleagues.

34,319

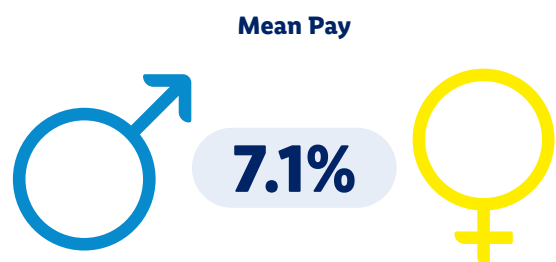
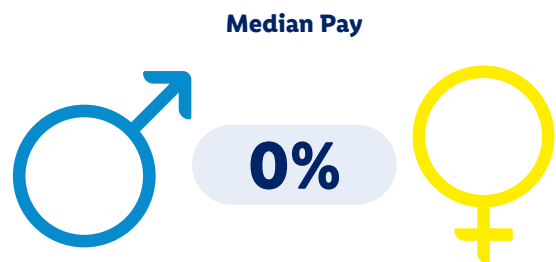
Lidl GB colleagues



Pay

We're pleased to announce that the median gender pay gap remains at 0%, as it has for the previous four years. This means that there is no difference in the midpoint of pay between male and female colleagues – reaffirming our position as an industry leader in equal pay, not just in the supermarket sector, but the wider retail industry.

Our mean gender pay gap is 7.1%, continuing a downward trajectory from last year with a decrease of 0.9%. This remains significantly lower than the national average of 12.8% within the UK, as recorded by the ONS.



Bonus focus

For the purposes of the reporting, bonuses include, but are not limited to, anniversary payments and incentive payments, such as referring a friend to apply for a vacancy.

The overall proportion of colleagues who received a bonus remains small, representing just 7.5% of male colleagues and 6.3% of female colleagues - though this is an uplift on last year.

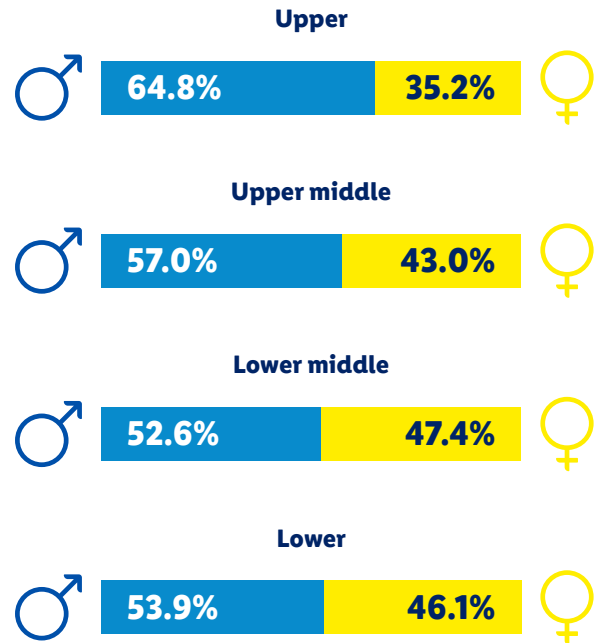
In the reporting year, our mean bonus gender pay gap has decreased to 26.1% from 27.8% in the previous year and our median bonus pay gap has decreased year-on-year, from 28.6% to 21.8%. While these figures mark an improvement on last year, there is still more work to be done to achieve greater balance and reward the commitment of all our colleagues.

Quartiles

The quartiles show the distribution of colleagues' pay, broken down by the hourly rate. If we ordered all Lidl colleagues by their hourly pay rates and we split them into four equal-sized groups, we would see what is known as the four pay quartiles.

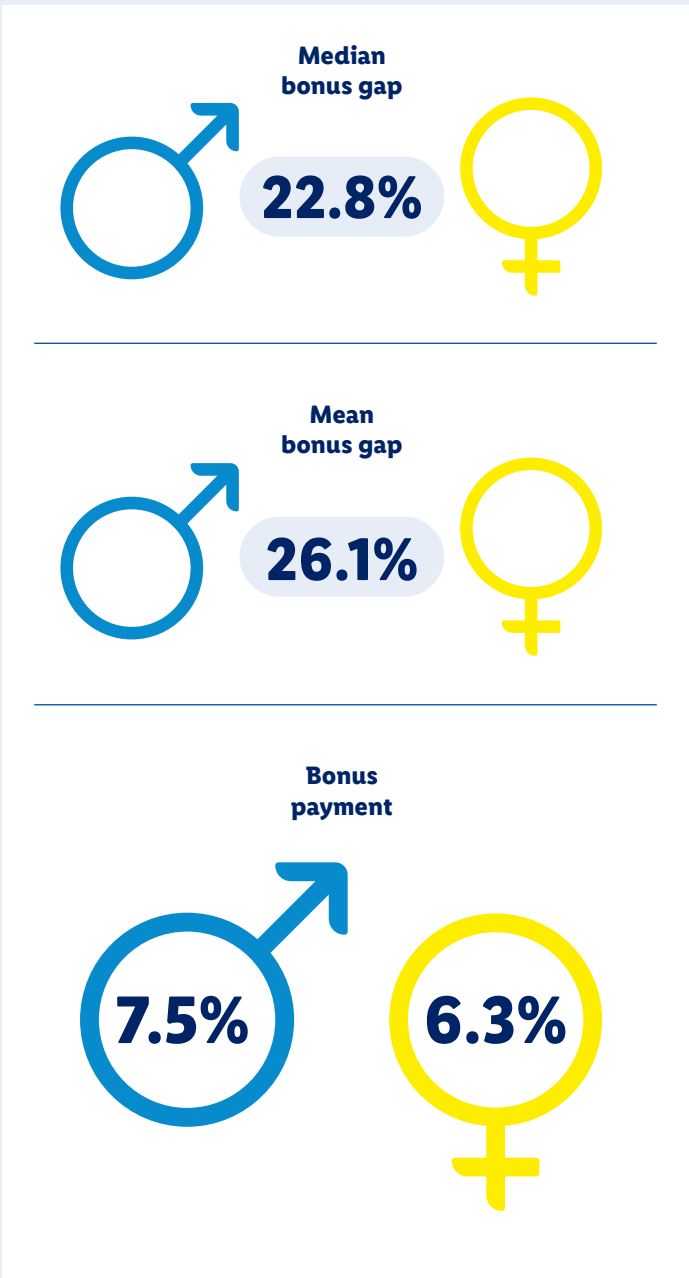
Upper	Lower
roles with hourly salaries of £14.50 per hour and above	roles with hourly salaries of up to £13.00 per hour
Upper middle	Lower middle
roles with hourly salaries of between £13.00-14.50 per hour	roles with hourly salaries of £13.00 per hour

The hourly salaries represented in each of the quartiles are as follows:



Yet again, we are pleased to report an increased percentage of female colleagues in the upper quartiles, indicating a growing shift in gender representation at the most senior levels of our business. These positive results are reflective of a dedicated push to build an inclusive environment for our colleagues that helps propel more women into management positions.

This year has seen the promotion of Louise Weise to Chief Customer Officer, marking her appointment to our Board of Directors to lead Brand & Marketing, Loyalty & Customer Insight, In-Store Customer Experience and Customer Care. The promotion recognises Louise's already instrumental role in building our business, while her in-depth knowledge of global operations and sharp customer-first mindset will enable us to elevate customer experience in-store even further.



As part of our Gender Programme, we were pleased to celebrate International Women's Day with our Women in Leadership conference, which aims to support female leaders and empower the next generation of women moving into management. This exciting event took place across six hub locations nationwide, with a mix of inspiring keynote speakers and opportunities for women to discuss many aspects of our Gender Programme during breakout sessions.

How we are closing the gap

While the results are positive, there is still more work to do to advance gender equality and close the gender pay gap. Our commitment to address the gender pay gap and improve workplace inclusivity remains a core focus, and we continue to roll out initiatives to work towards gender parity. Colleagues can access our internal Gender Hub to view the latest initiatives which are being implemented to cultivate an inclusive workplace where everyone feels valued and included.

Colleague Networks and Mentoring

Our core Values include Belonging, Respect and Trust and these will continue to underpin the frameworks we put in place to promote equal opportunities throughout the business. We want all colleagues to have the chance to shape the future of their workplace and develop to their full potential, which is why we're proud to have built supportive community networks for Gender, Parents & Carers, Black & Asian Professionals and LGBTQ+, all of which encourage, connection, discussion, and advocacy. These networks are run by colleagues, for colleagues, to foster a culture of understanding across Lidl GB, and are important mechanics to ensure that all colleagues have their voices heard. Mentoring programmes are also available, providing colleagues with guidance and support for their development from more senior colleagues. The successful launch of our Mentoring for Women in Sales programme increased engagement and performance by pairing Shift Managers with Store Managers and Deputy Store Managers with Area Managers. Following this success, a trial of Mentoring for Women in Logistics will be launched this year ahead of a national roll-out.

Ways of working

Recognising the importance of accountability in driving meaningful change, we also appointed Director Sponsors for Gender, ensuring a clear commitment to gender equality at every level of the business. Alongside this, we expanded our Diversity, Equity & Inclusion (DEI) Working Groups, ensuring colleague voices play a key role in shaping our approach to inclusion and belonging. Flexibility remains a focus to ensure all colleagues can thrive. We are committed to expanding our options to encourage flexible working, including exploring opportunities for job sharing, the provision of 'family friendly' hours in stores and warehouses and increasing new and prospective colleague's awareness of the flexibility which already exists.

Hiring practices

We were pleased to recently announce our first hire made through our partnership with Standing Tall – a charity that supports people who have experienced homelessness into sustainable long-term employment. This collaboration reflects our commitment to create opportunities for our colleagues that go beyond the workplace – helping every individual to thrive. We're excited to welcome more talented colleagues through the partnership in the next year.

Recognising Outstanding Colleagues

An important milestone in our year was the first ever National Achievement Awards, hosted to recognise the outstanding contributions of colleagues in stores, warehouses, and offices across Lidl GB. This annual moment of reflection provides a platform to celebrate the inspiring individuals who exemplify the company's Values of Performance, Grounded, Belonging, Trust and Respect – alongside our monthly commendations - ensures that hard work is rewarded. We look forward to continuing this practice of regular recognition throughout this coming year, and beyond.

Industry leading pay rates

All of our colleagues can look forward to a bright future following the recent announcement of a further £29m investment in colleague pay benefiting all 35,000 colleagues, which has cemented Lidl GB's position as one of the highest paying UK supermarkets. From 1st March 2026, entry-level hourly pay rose to an industry-leading £13.45 nationally, increasing to £14.45 with length of service. In London, hourly pay increased from £14.35 to £14.80, rising further to £15.30 with length of service.

Alongside pay, Lidl is supporting its teams during all life stages by introducing one of the industry's most competitive paternity leave offers, providing colleagues with up to eight weeks of full pay. This entitlement is available to colleagues after five years of service. For those with up to five years of service, Lidl has doubled the initial offering from two to four weeks of full pay. This extension builds on our existing credentials as the first supermarket to introduce 28 weeks full pay for maternity or adoption leave, alongside our support for fertility treatment and pregnancy loss.

Looking ahead

We have made great progress this year, but our ambition will not stop there. The intention behind our Women in Leadership conference was to support even more female colleagues into leadership positions to shape the future of our business.

We continue to take deliberate steps to weave gender equality into the way we work, shaping an environment where everyone has the chance to excel. Central to this effort has been listening to our colleagues to gain a deeper understanding of the challenges – whether big or small, visible or not - that can hamper progress. Guided by these insights, we are continuing on our trajectory to shape a purposeful gender programme, anchored in real, measurable change, which will have the greatest impact for our colleagues.