

John Cotton Group Limited 2025 Gender Pay Gap Report

Pay and Bonus Gap

The gender pay gap is defined as the difference in the average pay between men and women. This differs from an equal pay gap, which is a failure to pay men and women like pay for like work.

	Mean	Median
Hourly pay	19.7%	6.2%
Bonus	87.3%	0.5%

The above table shows our mean and median hourly gender pay gap and bonus gap as at the snapshot date (i.e. 5 April 2025 (pay) and in the 12 months reference period to 5 April 2025 (bonus)).

Our analysis of our gender pay gap shows that it is largely driven by the fact that there are more men in higher paid, senior managerial roles within the business. When we adjust for this factor, our mean pay gap drops to 5.9%, where any differences can largely be explained by skill set or time in role factors.

When looking at our bonus gap it is predominantly driven by two key factors, the first being by the amount of bonus paid to the shareholders and secondly that there are more men in senior managerial roles in the business. When we adjust for these two factors our mean bonus gap drops to 12.5% in favour of males.

At John Cotton Group Limited we are confident that men and women are paid equally for doing equivalent jobs across our business.

Proportion of employees receiving a bonus

Male	66.9%
Female	72.9%

Pay quartiles

	Lower	Upper		
	Lower	middle	middle	Top
	quartile	quartile	quartile	quartile
Male	62.3%	65.1%	77.9%	78.3%
Female	37.7%	34.9%	22.1%	21.7%

The above tables illustrate the gender distribution across John Cotton Group Limited in four equally sized quartiles.

The above figures are confirmed as accurate by:



Nick Manning
Chief Executive Officer
13 February 2026