

# Barbour UK Gender Pay Gap Report

## Gender Pay Gap at Barbour

Here at Barbour we are passionate about creating a great place to work, where everyone feels valued, is rewarded fairly and are developed and supported to reach their potential.

On the snapshot date of 5<sup>th</sup> April 2025, we employed 1014 people in the UK, 62.3% were female and 37.7% were male.

## Our Pay Gap Results

The business is made up of four key staff groups:

- Head Office Functions- this includes Design and Development, Supply Chain, Marketing, Sales and supporting functions such as Finance, IT & HR;
- Warehouse Operations;
- Our UK manufacturing facility;
- A small retail estate of stores.

We have compared the average pay of all the women we employ with the average pay for all of the men we employ.

## Mean Pay Gap

The mean gender pay gap is the difference in the average hourly pay for women compared to men.

The majority of warehouse, manufacturing and retail roles all fall within the first 3 quartiles of pay levels below, and within these quartiles there are marginal differences between male and female pay.

### Difference between Men's and Women's average hourly pay (total workforce)

<b>Lower Quartile</b> Women 3.16% higher	<b>Lower Middle Quartile</b> Men 1.65% higher	<b>Upper Middle Quartile</b> Women 1.74% higher	<b>Upper Quartile</b> Men 20.32% higher
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**Overall Mean Pay Gap is 18%, this means that on average women at Barbour are paid 18% less than men.**

Apart from the upper quartile there is very little difference between the average pay for men and women, the gap widens in the upper quartile. We have made significant progress in the upper quartile over the last couple of years and will continue to work through the actions highlighted at the end of this report to ensure that we continue to narrow this gap.

Our overall pay gap figure of 18% seems high and we have found this is influenced heavily by the lower number of women who are employed in our more senior roles within our head office departments.

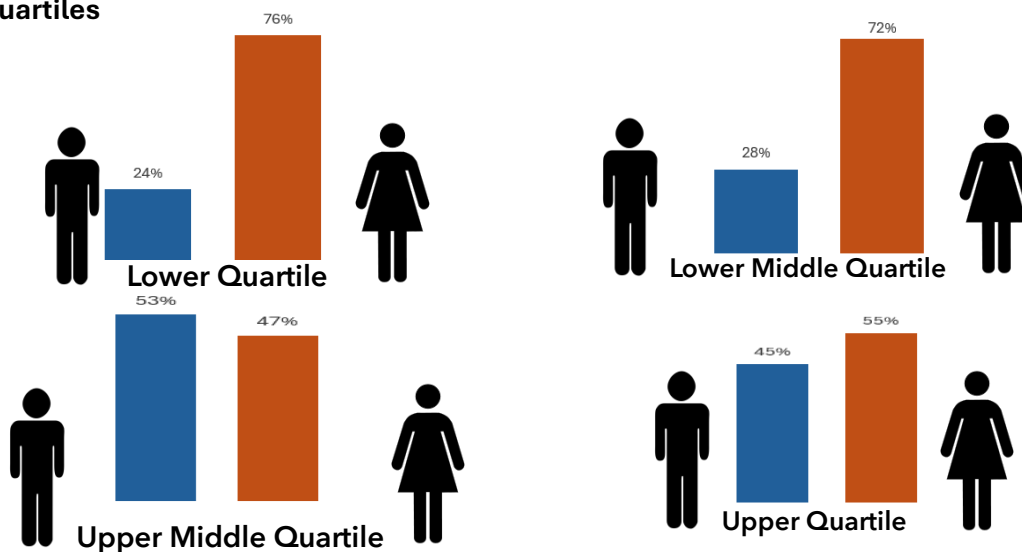
### Median Pay Gap

The median is the middle point of a population. If you separately lined up all of the women and men at Barbour, the median pay gap is the difference between the hourly rate of the middle woman compared to the middle man.

The median hourly rate for women is 2.98% less than the median hourly rate for men. This means that women earn 97p for every £1 that men earn when comparing median hourly pay.



### Pay Quartiles



### Our Gender Pay Bonus Gap

At Barbour annual bonus payments are discretionary and based on the performance of the business and for a high proportion of staff on their own individual performance. Most bonuses are based on a percentage of an individual's annual wage; therefore higher earners who are more influential and strong performers in the business are by definition eligible to access higher levels of bonus.

When we compared women's average bonus pay with that of men at the snapshot date, we found on average men's bonus payment was 67.29% higher than women. When it came to the median, the midpoint bonus for men was 0.5% higher than the midpoint bonus for women.

When broken down in quartiles however we found a significantly higher pay gap was found in the upper quartile due to more male employees than female employees in our most senior roles at Barbour who have the higher bonus earning potential because of their salary levels and their significant influence on the business results.

### Difference between Men's and Women's bonus pay

<b>Lower Quartile</b> Women 1.05% higher	<b>Lower Middle Quartile</b> Men 7.49% higher	<b>Upper Middle Quartile</b> Women 6.42% higher	<b>Upper Quartile</b> Men 75.6% higher
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We also looked at the bonuses paid across our business and found:



### Our Commitment to Closing the Gender Pay Gap

We recognise that women remain underrepresented in senior roles, and we are committed to creating a workplace where everyone has equal opportunity to grow and succeed. We have taken clear steps to support women's progression, strengthen our leadership pipeline, and ensure fairness in how we recruit, develop, and reward our people.

### Supporting Women Across Our Business

Our Inclusion Network provides a platform for women to share experiences, access peer support, and contribute to shaping a more inclusive culture. This network helps us understand the challenges women can face and ensures their voices influence how we evolve as an organisation.

### Developing Future Female Leaders

We work closely with managers to identify strong future leaders, with a particular focus on supporting talented women across the business. Dedicated Personal Development Plans (PDPs) help aspiring female leaders build the skills and confidence needed to progress into more senior roles.

We also deliver management training on inclusive leadership and unconscious bias to ensure leaders support diverse teams effectively.

### **Inclusive Recruitment and Career Development**

We have strengthened our hiring processes to reduce bias and encourage more diverse applications. Our new careers site and partnerships with community organisations help us reach women looking to return to work or take the next step in their careers.

### **Reward, Recognition, and Flexible Working**

We are confident that men and women are paid equally for equivalent roles. Our performance and reward processes are designed to be fair, consistent, and based on merit.

We continue to support work–life balance through hybrid working, flexible hours, enhanced maternity benefits, and a dedicated support programme for colleagues returning from maternity leave.

### **Looking Ahead**

We are committed to increasing female representation in senior roles and creating a workplace where everyone can thrive. By continuing to invest in development, remove barriers, and promote inclusion, we aim to build a more balanced and diverse leadership team for the future

**I confirm that the data contained in this report is accurate.**

Steve Buck

Managing Director  
J Barbour & Sons Ltd