

BAIRD GROUP

GENDER PAY REPORT FOR 2025

COMPILED MARCH 2026

ABOUT THE GENDER PAY GAP

In April 2018 all medium to large UK companies employing 250 people or more were required to report on their gender pay gap for the first time. We are now in the eighth year of gender pay reporting, and whilst the 2019 report was not required to be submitted due to the pandemic we have added the 2019 figures as a comparison allowing us to analyse our results better.

The gender pay gap measures the difference between the average pay of all men and women in a company, this is calculated by the average difference in earnings across a business.

GENDER PAY AND EQUAL PAY

It is worth re-emphasising that the gender pay gap is sometimes confused with unequal pay, this is when one gender is paid less than the other for the same work and is calculated comparing pay of employees on a case-by-case basis, unlike the gender pay gap. Equal pay is the difference in pay between men and women who carry out the same or similar jobs. We have no reason to believe that we have any equal pay concerns, meaning that we believe that all our employees are paid fairly for the work which they do.

DATA CAPTURE PERIOD

The data capture period for the 2024 report is the **1st May 2024 to 30th April 2025** and the snapshot date is the **5th April 2025**.

1. BAIRD GROUP - GENDER PAY GAP RESULTS

Mean Gender pay gap across Baird Group

2025;	4.08%
2024;	6.27%
2023;	0.20%
2022;	0.12%
2020/21;	4.10%
2019;	3.65%
2018;	2.15 %
2017;	6.14 %

Median Gender pay gap across Baird Group

2025;	1.59%
2024;	-4.97%
2023;	-2.04%
2022;	1.00%
2020/21;	0.81%
2019;	2.14%
2018;	- 0.76 %
2017;	4.49 %

UK National Median Gender Pay Gap (Source; Office of National Statistics 2023)

2017;	18.4%
2018;	17.8%
2019;	17.4%
2020;	14.9%
2021;	15.4%
2022;	14.3%
2024;	13.1%
2025;	12.8%

BAIRD GROUP - GENDER PAY GAP COMMENTS

The results above show the Baird Group gender pay gap, this is a snapshot of the difference between the average hourly pay levels of all women compared to men in our business, irrespective of role or the level in the organisation.

Our figures show that the mean average pay of our female employees has decreased to 4.08% lower than our male employees.

The median average difference is 1.59%. In both areas, these figures continue to be well under the national medians.

The overall male – female breakdown within Baird Group, at the snapshot date, is now 172 male and 151 female.

The above results continue to enforce our ongoing approach that we pay the same rate to all employees regardless of gender.

2. BAIRD GROUP - GENDER BONUS GAP RESULTS



BAIRD GROUP - GENDER BONUS GAP COMMENTS

The results above demonstrate the Baird Group gender bonus gap showing a 54.08% mean and 21.11% median gender bonus gap across the business. The definition of a bonus for these purposes is bonus data from the period 1st May 2024 to 30th April 2025 which includes any retail bonus, incentive, performance related bonus, profit sharing or productivity.

2023 data capture reflected a number of bonus payments made to Ben Sherman employees, they were not included this year or in 2024. This has led to a significant narrowing of the median bonus gap to 21.11% from 44.2% in 2023, as the data capture period above is a period of time when there was no bonus scheme in place for Head Office and Warehouse employees. This means that the figures are entirely based on our retail bonus scheme. For the capture period, these retail bonus schemes are based on a team-based sales target and split based on hours within our retail locations.

The gender bonus gap exists in our retail workforce as the workforce is made up of more full-time men than full-time women; the overall gender split in our retail division at the snapshot date was 60.3% male to 39.7% female.

Additional explanation for this is that a higher percentage of our part-time employees are female, and total bonus payments are affected by the number of hours worked i.e. the more hours you work the more bonus you will earn as it is split pro-rata. Full-time female employees make up 17% of our overall retail workforce and full-time male employees make up 39%, these splits are unchanged from 2024.

We will continue to monitor this area but are confident that the bonus scheme we operate is the same regardless of gender.

3. PROPORTION OF RELEVANT MALE AND FEMALE EMPLOYEES PAID BONUS IN THE PERIOD

Proportion of male employees paid a bonus in the period	2025;	63.9%
	2024;	24.5%
	2023;	31.4%
	2022;	66.3%
	2020/21;	70.6%
	2019;	61.6%
	2018;	63.5%
	2017;	61.3%
Proportion of female employees paid a bonus in the period	2025;	45.7%
	2024	13.9%
	2023;	22.8%
	2022;	42.2%
	2020/21;	52.9%
	2019;	48.6%
	2018;	42.5%
	2017;	57.6%

BAIRD GROUP - PROPORTION OF PAID BONUS COMMENTS

As in the previous section, the proportion of male/female paid a bonus relates entirely to our retail employees and the amount of bonus generated by their personal sales.

4. PAY QUARTILE BREAKDOWN

Lower quartile of pay	Male – 56.8%	Female – 43.2%
Lower middle quartile of pay	Male – 48.15%	Female – 51.85%
Upper middle quartile of pay	Male – 48.15%	Female – 51.85%
Upper quartile of pay	Male – 34.60%	Female – 65.40%

PAY QUARTILE COMMENTS

The data above illustrates the gender distribution at the Baird Group across four quartiles, each containing 81 employees.

The percentage split in the Upper quartiles now demonstrates that, we have more senior female employees than male employees. As salary levels tend to be higher at Head Office these upper quartile figures relate to Head Office employees in the main.

5. STEPS WE ARE TAKING TO MAKE A DIFFERENCE

Men and women are paid equally for doing equivalent jobs across our business, and any gender pay differences are down to the factors we have described above.

Our Cultural Framework continues to be an integral part of working within Baird Group and it will continue to ensure that we act ethically and honestly in all areas of business and gender pay gaps are included in this.

We will continue to ensure we recruit the right person for the job, regardless of gender, through fair and balanced processes. Development opportunities will continue to be based on merit alone.

We have a job evaluation scheme which grades jobs on the content and not the job holder.

We fully support any female employees returning to the workplace and welcome flexible working requests from any employee.

This statement was compiled by Paul Thompson, HR Director, and approved by Koray Gul, CEO in March 2026, and they confirm this data is accurate.