COTSWOLD outdoor GROUP

GENDER PAY GAP REPORT 2025

The Cotswold Outdoor Group is pleased to publish our Gender Pay Gap Report in accordance with the Equalities Act 2010. We pride ourselves on being an inclusive business that endeavours to ensure all colleagues are treated equally.

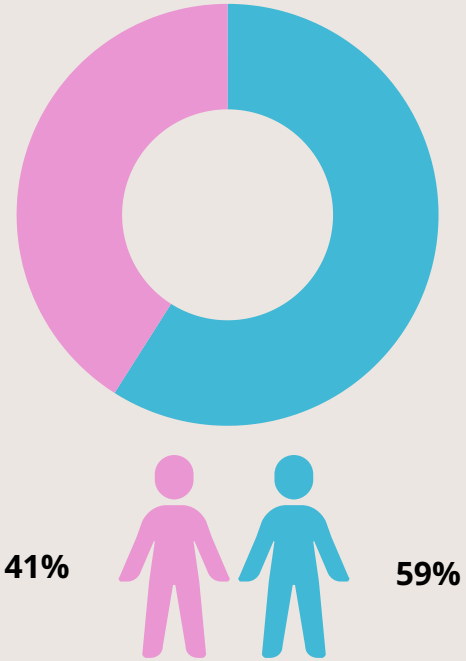
The gender pay gap is a measure of the difference in average pay of men and women across the business regardless of the work they do and the role they play.

- The mean result is the average hourly rate of all male colleagues versus the average hourly rate of all female colleagues
- The median result is the middle value of pay for men versus the middle value of pay for women
- The bonus gap considers pay received during the 12 months leading up to the snapshot date.

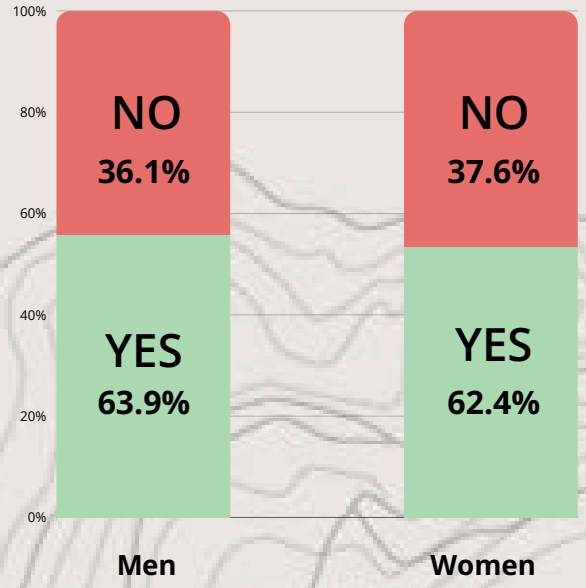
We acknowledge that for reporting purposes, legal regulation requires us to identify colleagues as men and women. We know this is not how all our colleagues identify themselves and we work hard to ensure everyone can be themselves at the Cotswold Outdoor Group.

Our snapshot from April 5, 2025 shows:

1,182 colleagues across the UK and Northern Ireland



BONUS RECEIVED



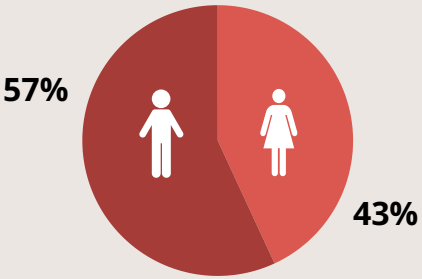
HOURLY PAY & BONUS GAP

	Mean	Median
Hourly	2.5%	0%
Bonus	26.9%	22.1%

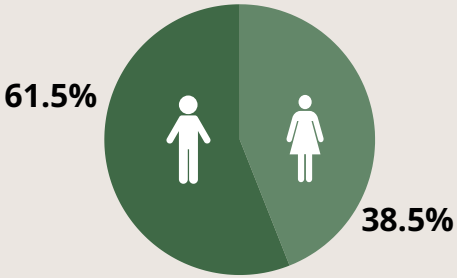
Our snapshot from April 5, 2025 shows:

PAY QUARTILES

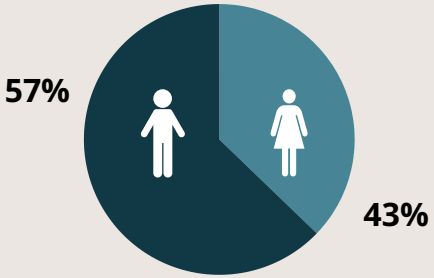
Lower Pay Quartile



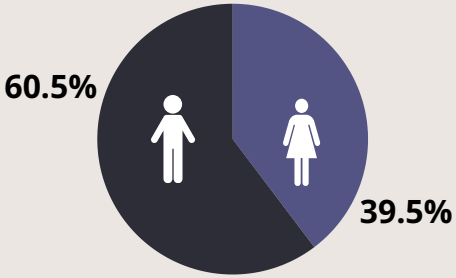
Lower Middle Pay Quartile



Upper Middle Pay Quartile

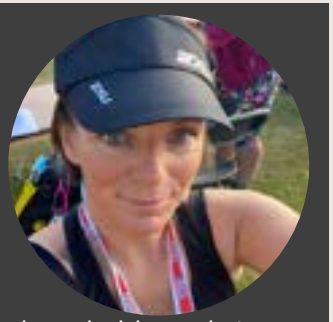


Upper Pay Quartile



Diversity and inclusion are multifaceted issues, and we need to address them holistically to better engage and support all underrepresented groups – it's a bold goal but one we believe should underpin our culture.

- Jamie Kristow, CEO



At Cotswold Outdoor Group, inclusion is central to who we are and how we operate. Each year, we reflect on the progress we have made and renew our commitment to creating a workplace where everyone feels welcomed, valued, and able to thrive. While we recognise there is always more to do, we remain focused on continuous improvement and meaningful action.

In 2025, our workforce continued to reflect a 59% male and 41% female split. We actively work to improve this balance and to ensure our values of openness, fairness and belonging are embedded across the business. We are encouraged by the continued reduction in our mean gender pay gap, which has decreased by a further 2.3% compared to 2024, when it stood at 4.8%. This marks the fifth consecutive year of progress and reinforces our commitment to long-term, sustainable change.

For us, addressing the gender pay gap is not simply a measure of fairness, but a reflection of our belief in the strength that diversity brings. We are committed to supporting every colleague to be the best they can be, both professionally and personally, and to creating opportunities that enable everyone to succeed.
Our 2025 data supports our wider ambition to better reflect the communities in which we live and operate, and to continue building a culture that is inclusive, respectful, and empowering for all.

- Claire Webber-Powell, People Director