J D Wetherspoon plc

Gender pay gap report – 5 April 2026

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What is the gender pay gap?
The gender pay gap is a measure of the difference in the average pay of men and women across the company – regardless of their role.

How are the median and mean gaps calculated?
We have used those calculations set out in the gender pay gap reporting regulations[1].

The results

The figures below are for the snapshot date of 5 April 2026.

	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017
						All employees before the COVID-19-related lockdown##	All employees before the COVID-19-related lockdown^			
Employee numbers	**39,331**	38,926	38,794	37,886	36,356	36,177	42,820			
Male/female employees (%)	**50/50**	50/50	50/50	49/51	48/52	47/53	47/53	48/52	49/51	49/51
Median gender pay gap (%)#	**0.23**	0.31	0.08	0.72	1.06	0.00	-0.45#	0.23	1.21	2.53
Mean gender pay gap (%)#	**2.35**	2.36	2.49	3.08	3.84	3.64	3.97	4.17	4.45	5.23
Median bonus pay gap (%)#	**21.18**	21.60	20.28	23.47	28.99	25.7	25.39	29.47	27.48	27.68*
Mean bonus pay gap (%)#	**29.89**	32.61	32.89	26.47	35.42	35.95	34.82	38.12	41.39	39.71*
Male/female receiving a bonus (%)	**91/92**	90/91	90/91	85/86	83/83	99/99	89/90	90/91	89/90	87/87
Upper quartile male/female (%)	**55/45**	55/45	54/46	54/46	53/47	51/49	50/50	48/52	55/45	55/45
Upper-middle quartile male/female (%)	**46/54**	47/53	47/53	48/52	47/53	48/52	44/56	52/48	50/50	54/46
Lower-middle quartile male/female (%)	**49/51**	50/50	50/50	51/49	49/51	47/53	52/48	48/52	43/57	40/60
Lower quartile male/female (%)	**49/51**	48/52	48/52	44/56	42/58	43/57	43/57	42/58	46/54	45/55

*Figures for 2017 were amended in 2018 to include a missed bonus payment for 51 employees.

#A positive pay-gap figure means that, on average, men earned more than women; a negative pay-gap figure means that, on average, women earned more than men.

^2020 results: There were only 52 employees deemed to be in relevant employment on the snapshot date of 5 April 2020, most based at head office. An additional 42,768 employees had been placed on the coronavirus job retention scheme (CJRS) and were on furlough on the snapshot date. In order to provide a comparison with previous years, however, the same calculations were made based on the 42,820 employees who, before the COVID-19-related lockdown on 20 March 2020, were working in our pubs, hotels and at head office, in Great Britain and Northern Ireland (employees in the Republic of Ireland were not included).

##2021 results: There were only 168 employees deemed to be in relevant employment on the snapshot date of 5 April 2021, most based at head office. An additional 36,009 employees had been placed on the coronavirus job retention scheme (CJRS) and were on furlough on the snapshot date. In order to provide a comparison with previous years, however, the same calculations were made based on the 36,177 employees who, before the COVID-19-related lockdown on 3 January 2021, were working in our pubs, hotels and at head office, in Great Britain and Northern Ireland (employees in the Republic of Ireland were not included).

[1]https://www.gov.uk/government/collections/gender-pay-gap-reporting

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Understanding the results

Mean (average) gender pay gap

This figure uses the hourly pay of all full-pay employees to calculate the difference between the mean hourly pay of men and the mean hourly pay of women.

The mean (average) gender pay gap is 2.35% (2025: 2.36%).

Median gender pay gap

This compares the hourly pay rate of the median (middle) man (when all men are sorted in order of their hourly pay, from the lowest to the highest) with that of the median (middle) woman (when all women are sorted in the same way).

The median gender pay gap is 0.23% (2025: 0.31%).

Bonus payments

Regulations require that the median and mean bonus gap results be calculated on the value of any bonus earned, taking no account of hours worked. On average, female employees work fewer hours.

On a per-hour calculation, which is the method of calculating the median and mean pay, the median and mean bonus gap is 0.00% and 0.00%, respectively (2025: 0.00% and 0.00%).

In the financial year ending July 2026, the company paid £49m in respect of bonuses and free shares to employees, of which 98.9% was paid to staff below board level and 93.5% to staff working in pubs. Overall, 91.32% of all employees received a bonus (2025: 90.53%), while 27,600 employees are shareholders.

Declaration

I am confident that the data and information reported are accurate as of the snapshot date of 5 April 2026 and have been calculated according to the requirements of The Equality Act 2010 (Gender Pay Information) Regulations 2017.

John Hutson
Chief Executive
30 October 2026

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