

GENDER PAY REPORT 2025

J & E Hall International

J & E Hall is one of the world's foremost refrigeration solutions providers. Our key activities include the design, manufacture, installation and after sales care of refrigeration and HVAC products.

We believe a diverse workforce is important, and recognise that publishing our Gender Pay Gap report is a key step in helping us achieve this. We welcome the transparency this provides, and encourage all employees at J & E Hall to help us build a team that better reflects society.

This report shows how we plan to make a difference, and People Centred Management is our way of engaging our employees through involving them in important business initiatives, like closing our gender pay gap.

The government's regulations ask us to publish six calculations every year that show the difference between the average earnings of all men and women across J & E Hall regardless of the nature of their work. The results of these calculations are shown in this report:

BACKGROUND

The manufacturing and engineering sector gender pay gap is higher than the national average. The primary cause of this is the workforce profile, like most of our industry we have more men employed within the company, and most of our senior managers are men, with this in mind we are working towards reducing our gender pay gap.

OUR GENDER PAY GAP RESULTS

	Mean	Median
Gender Pay Gap	32.4%	38.8%

The table on the left shows our "gender pay gap". This is a snapshot of the difference between the average hourly pay levels of all women compared to all men irrespective of their role or level in the organisation, expressed as a percentage of men's average pay.

These figures represent a decrease of 2.3% in our Mean Gender Pay Gap compared to 2024. The decrease suggests progress towards narrowing the gender pay gap.

	Mean	Median
Bonus Pay Gap	36.6%	6.2%

The table on the left shows our "bonus pay gap" which shows the difference between bonus payments made in the 12 months preceding 5th April 2025.

J & E Hall operates incentive schemes only for revenue generating areas of the business that meet pre agreed objectives. In 2025 there was a higher percentage of women receiving bonus hence impacting positively on our Mean Bonus Gender Pay Gap.

Proportion of employees receiving a bonus:



When looking at our bonus pay gap it is predominantly driven by bonus eligible employees being in more Senior or technical roles.

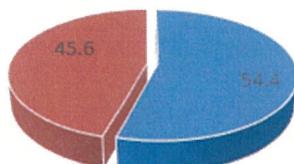
The median bonus gap reduced substantially by 18.8% that suggests that bonuses received by men and women are now **much closer in value** than in 2024.

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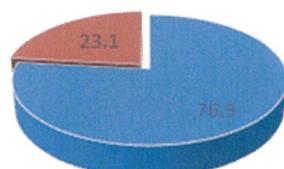
PROPORTION OF MEN AND WOMEN IN EACH QUARTILE (%)

Lower Quartile



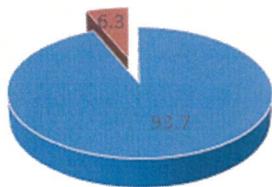
■ % Males ■ % Females

Lower Middle Quartile



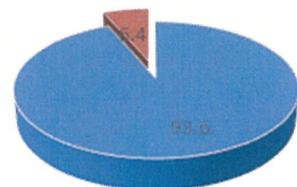
■ % Males ■ % Females

Upper Middle Quartile



■ % Males ■ % Females

Upper Quartile



■ % Males ■ % Females

HOW
WE
ARE

CONTINUING TO TAKE ACTION TO MAKE A DIFFERENCE

We are committed to creating a diverse and inclusive place to work where our people can be themselves and be at their best. Growing and supporting our female talent is a part of this and we continue to look into possibilities to enable us to do so.

The manufacturing and engineering industry sectors have historically been male dominated professions. J & E Hall recognise potential opportunities to improve the recruitment and retention of all employees. We currently have a variety of mechanisms to promote diversity in recruitment and are open to change to further this.

We continue to train all of our employees every year in Equality, Diversity and Inclusion to raise awareness and promote a culture that embraces this ethos. We also endeavour to create a culture where all of our employees feel that they can suggest ideas for positive action, or report areas of concern.

We are always reviewing internal initiatives to better promote and encourage employees to not only join us, but also spend their careers with us, and continue to search for ways to attract female engineering candidates.

Our aim remains to further increase this in 2026 by continuing discussing development opportunities in our workplace, attracting and creating future female leaders.

We confirm the data reported is accurate

Andrew Bowden, Managing Director



Martin Jefkins, Director of HR