TRANSPARENCY & FAIRNESS

GENDER PAY GAP REPORT 2025

We publish this report because transparency matters. Our aim isn't just to comply — it's to understand, improve, and be honest about where we are and where we're going.

SNAPSHOT DATE: 5 APRIL 2025 · LED GROUP

MEAN PAY GAP	MEDIAN PAY GAP	TOTAL EMPLOYEES
2.0%	1.7%	728
↑ from 1.0% in 2024	↓ improved from 3.0% in 2024	↑ +220 employees year on year

CONTEXT

WHAT THE NUMBERS MEAN

Gender pay gap reporting shows the difference in average hourly pay between women and men across an organisation. It is not the same as equal pay — which asks whether people doing the same job are paid equally. We are confident that is the case at LED Group.

Our gap is primarily driven by how our workforce is composed: which roles people hold, how hours are distributed, and where seniority sits. Leisure and hospitality workforces are naturally shaped by part-time and flexible working patterns, which tends to influence these figures across the sector.

> **"Our results don't indicate an equal pay problem — but they do tell us something about where we need to keep focusing: representation at senior levels and development pathways for everyone."**
>
> VICKY ANDREWS, PEOPLE MANAGER – LED GROUP

OUR PEOPLE

A WORKFORCE THAT'S GROWING

At the April 2025 snapshot, LED Group employed 728 people — an increase of 220 year on year. Our workforce remains female-majority, though the profile is shifting towards a more balanced split.

58.2% FEMALE

Women continue to make up the majority of our workforce, strongly represented in frontline, supervisory and operational roles.

41.8% MALE

The shift towards a more balanced gender profile reflects both our growth and broader sector patterns in leisure and hospitality.

PAY QUARTILES — FEMALE REPRESENTATION BY BAND

Lower quartile	~65%
Lower middle quartile	~62%
Upper middle quartile	~57%

Upper quartile (highest paid) ~44%

THE HONEST PICTURE

WHAT'S DRIVING OUR GAP

Our analysis points to two main factors. First, as in most leisure and hospitality organisations, higher-paid, specialist and senior roles have a less balanced gender profile — and those roles carry more weight in the mean calculation.

Second, rapid growth during the year brought in a significant number of new starters across a range of roles and contracts. The mix of those appointments influences how the figures land. Individual appointments in smaller parts of the business can shift results noticeably year to year.

Neither LED nor LEDE has an equal pay problem. But we recognise that representation at senior and specialist levels is something we need to keep working on — not because the law requires it, but because it matters.

LOOKING AHEAD

WHAT WE'RE COMMITTED TO

STRONGER DEVELOPMENT PATHWAYS

Building clearer routes into senior and specialist roles, with progression supported — not left to chance.

MONITORING INTERNAL PROGRESSION

Tracking who is progressing and from where, so we can spot and act on any patterns early.

PREMIUM PAY TRANSPARENCY

Reviewing how overtime, shift premiums and supplements are distributed, and whether access is equitable.

INCLUSIVE RECRUITMENT

Continuing to hire fairly and actively working to attract a wider range of candidates into senior roles.

ANNUAL REPORTING

Reporting clearly and consistently each year — with honest commentary on what's changed and why.

EVIDENCE-BASED DECISIONS

Using people data to make better choices on pay, promotion, and workforce planning across the Group.

This report relates to the statutory snapshot date of 5 April 2025. Gender pay gap reporting is a legal requirement for organisations with 250 or more employees. It measures differences in average pay between women and men — it is not a measure of equal pay. LED Group is confident that differences identified do not result from unequal pay for equal or equivalent work.

LED COMMUNITY LEISURE · REG IN ENGLAND NO. IP30029R · UNIT 16, WOODBURY BUSINESS PARK, WOODBURY, EXETER EX5 1AY