



LONGLEAT

Gender Pay Gap

April 2025

Introduction – Gender Pay Gap April 2025

A gender pay gap is a measure of the difference in the average pay of men and women across an organisation as a whole. Across the UK, a range of factors contribute towards the existence of a gender pay gap, such as the fact that men are statistically more likely to be in senior roles or that women are statistically more likely to be in part-time roles.

A gender pay gap doesn't mean women are paid less than men for doing the same job within the organisation, but it does show that on average men occupy higher-paying roles than women. Our pay policy ensures that all employees within the same pay grade are paid the same salary regardless of gender or age. Likewise, our bonus scheme awards eligible staff based on the success of the business each year, regardless of gender.

We are proud to employ diverse and committed colleagues across our business and we will continue to take opportunities to improve our gender pay position.

At the snapshot date of 4 April 2025, Longleat employed 552 people. Of those, 59% were female (328) and 41% were male (224). These people are included in the bonus calculations.

At this time, 395 people were classed as 'Full-Pay Relevant' employees and included in the hourly pay calculations. This comprised 226 females (57%) female and 169 (43%) male colleagues which are the same percentages as our last report.

Median Hourly Rates & Bonus Payments

To calculate our median gender pay gap, we first rank all our people by their hourly pay. Then we compare what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received. The difference between these figures is the median pay gap

We have seen an increase in the median pay gap from 0.5% in 2024 to 1.1% in 2025. This can be partly attributed to a higher number of women overall and of those, a higher number of people in the lower two quartiles.

Within Longleat, as in many organisations, a higher proportion of women hold lower-paid roles. Men are more evenly spread across the workforce and have been more likely than women to occupy senior roles. This is the same trend across the Hospitality, Travel and Leisure industry.

Whilst we had a slightly smaller proportion of women achieving a bonus (0.8% difference), on average those women received a larger amount. Whilst the gap has broadened since our last report, we know that Bonus payments are made according to our scheme rules and payments are equal for all staff according to job grade. We will review the scheme rules to ensure they are not inadvertently disadvantaging women.

| Hourly Pay Gap | GPG % |
|--|-------|
| Median gender pay gap in hourly pay 2025 | 1.1 |
| Median gender pay gap in hourly pay 2024 | 0.5 |
| Difference | +0.6 |

| Bonus Pay Gap | GPG % |
|---|-------|
| Median Bonus gender pay gap 2025 | 16.7 |
| Median Bonus gender pay gap 2024 | 0 |
| Proportion of male employees receiving a bonus 2025 | 12.5 |
| Proportion of female employees receiving a bonus 2025 | 11.3 |

Key Takeaways

Our median gender pay gap has gone from 0% to 1.1% across our last two reports.

Whilst this is a small increase, we will explore in more detail what may be contributing to this and what we can do to address it.

Mean Hourly Rates & Bonus Payments

To calculate our mean pay gap, we add together all the hourly rates that women received, divided by the number of women in our workforce. We then repeat this calculation for men. The difference between these figures is the mean gender pay gap.

This year, the average pay for females was 9.7% less per hour than the average pay for men. This gap can be attributed to having more women than men in our workforce and of those, we have more females lower two quartiles, than in our upper two.

Whilst we had a slightly smaller proportion of women achieving a bonus (0.8% difference), on average those women received a larger amount. This resulted in nearly a 100% swing in our bonus pay gap since our last report and we now have a bonus pay gap of 55.5% in favour of women, in comparison to a positive gap of 53.9% in 2024. Here, a negative gap is a good thing. Bonus payments are made according to our scheme rules and payments are equal for all staff according to job grade.

| Hourly Pay Gap | GPG % |
|--|-------|
| Mean gender pay gap in hourly pay 2025 | 9.7 |
| Mean gender pay gap in hourly pay 2024 | 11.3 |
| Difference | -1.6 |

| Bonus Pay Gap | GPG % |
|--|-------|
| Mean Bonus gender pay gap | -55.5 |
| Proportion of male employees receiving a bonus | 12.5 |
| Proportion of female employees receiving a bonus | 11.3 |

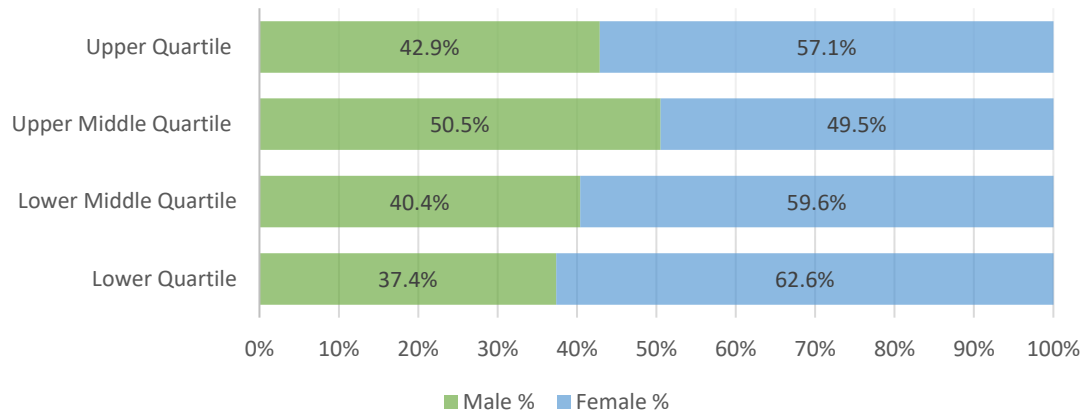
Key takeaways

Our gender pay gap narrowed by 1.6% from last year, which is good progress, but not where we want to be.

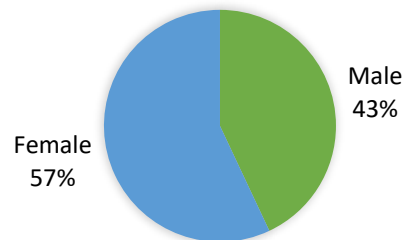
Our mean pay gap continues to demonstrate that there is still work to be done to ensure that we are attracting women into senior positions through internal promotion and external recruitment.

Pay Quartiles

Proportion of men and women in each pay quartile (based on hourly rates on 5th April 2025)



GENDER MIX 2025



We have a majority female workforce

We also have a growing number of females in the upper quartile at 57%, an increase of 6% from last year. It's important to note that the female Executive team member (at the time of the report) is not included within our figures as we outsource our Estate Management services, therefore our figures include an all-male executive team on highest salaries, and higher bonus eligibility according to job grade.

Although we have more female than male employees in all quartiles, the proportion of male to female employees is most significant within our lower quartiles, which ultimately impacts our gender pay gap.

Action Plan

01.

Recruitment System and Reporting

Since our last report we have implemented a new recruitment system, which will enable us to gain better insight into diversity at recruitment stage, with a view to addressing any areas which may be contributing to our gender pay gap.

Looking forward, we will be putting in place further recruitment skills training which we believe will help increase our focus on diversity outcomes.

02.

Learning and Development

Since our last report we have implemented a new learning and development platform. We know that we can do better in our learning and development activities, which can help foster career progression and advancement through the gender pay gap quartiles.

Looking forward we will be allocating additional resource to help move us forward in this area.

03.

New People Director Appointment

We have appointed a new People Director (in post January 2026) who will be reviewing what further action we need to take to become a more diverse and inclusive employer.

Declaration

I confirm the information published within this written statement is accurate and calculated in line with requirements.

K Iles

Kirsty Iles
People Director
4th April 2026

