

Gender Pay Gap Report 2026

Freedom Leisure is a not-for-profit leisure trust which manages leisure and cultural facilities on behalf of partners across the UK.

As a not-for-profit organisation all surplus is reinvested in support of shared partner objectives. Freedom Leisure's key objectives are to deliver high quality, locally-focused services, while driving active and healthy communities.

Freedom Leisure employs around 5000 individuals across 130 sites in England and Wales.

Introduction

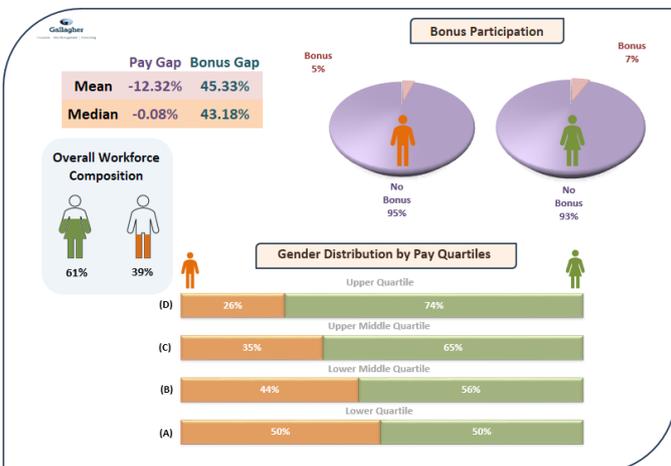
Under legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap data. A gender pay gap is a measure of the difference in the average pay of all men and of all women in an organisation, regardless of the roles that they do. It is not the same as an equal pay comparison, which directly compares the pay of two or more people carrying out the same jobs, similar jobs or work of equal value.

The information submitted by complying employers is published on the government-sponsored website. Employers are required to publish the overall mean and median gender pay gaps, the difference in mean and median bonus payments paid to men and women, the proportion of male and female employees that received a bonus and the gender distribution across the pay quartiles.

The calculations as of the 5th of April 2025 snapshot date make use of two types of averages:

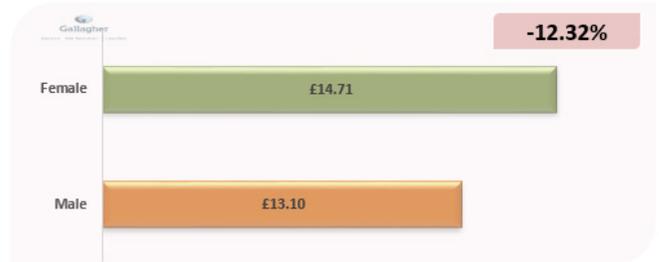
- A mean average involves adding up all of the numbers and dividing the result by how many numbers were on the list. This average places the same value on every number and so can be easily distorted by a small number of very high or low earners.
- A median average involves listing all of the numbers in numerical order and taking the middle number. This indicates what the 'typical' situation is, as extremes of low and high pay do not affect the median.

Summary of Gender Pay Gap Key Figures



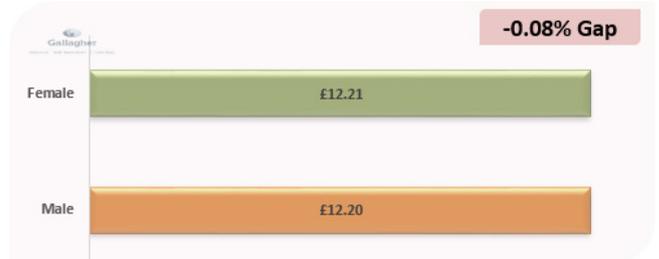
Mean Hourly Pay Rates

The mean hourly rates are currently favouring female employees by 12.32%, this is contrasted against the national mean favouring males of 13.9% according to the Office for National Statistics, 2022 (this is the most recent published data).



Median Hourly Pay Rates

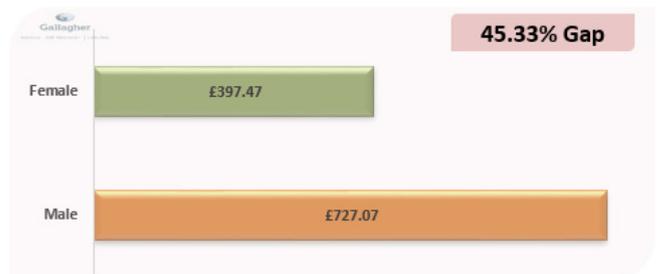
The median hourly rates are currently favouring female employees by just 0.08%, this is in contrast to the national median favouring males of 12.8% according to the Office for National Statistics, 2025.



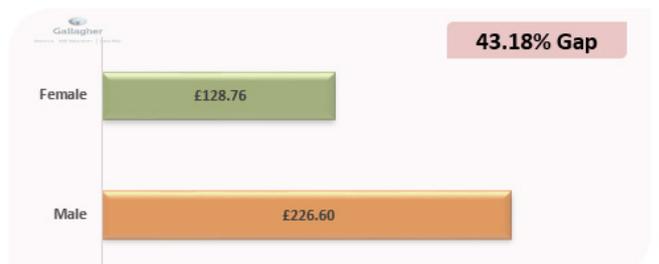
Bonus Payments and Participation

The bonus gap at Freedom Leisure is currently favouring male employees at the mean by 45.33% and median by 43.18%. This indicates that the data set is only slightly skewed, with a narrower range in the bonus amounts found in the larger female data set (n = 244) compared to a wider range in the smaller male data set (n = 107) who are in receipt of bonuses.

Mean Bonus Payments



Median Bonus Payments



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(cont.)

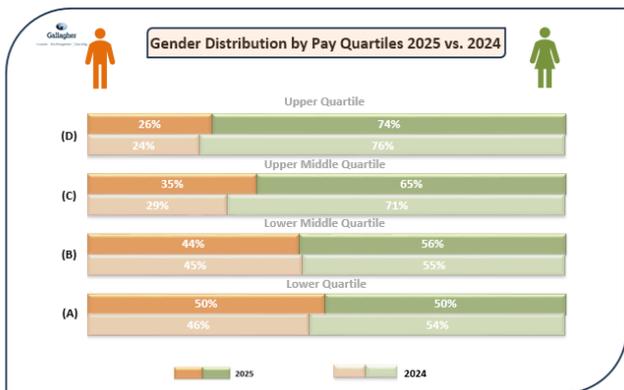
Bonus Participation

From the charts below we can see a slightly larger proportion of females received a bonus compared to males.



Pay Quartiles

When we observe the distribution of female and male employees within the quartiles, as shown in the bar chart below, we can see that encouragingly, female employees are well represented across all quartiles, most notably in the top two quartiles (C and D). Encouragingly we see increased year-on-year female representation in the second lower quartile (C + I%), with a decline in the other three quartiles.

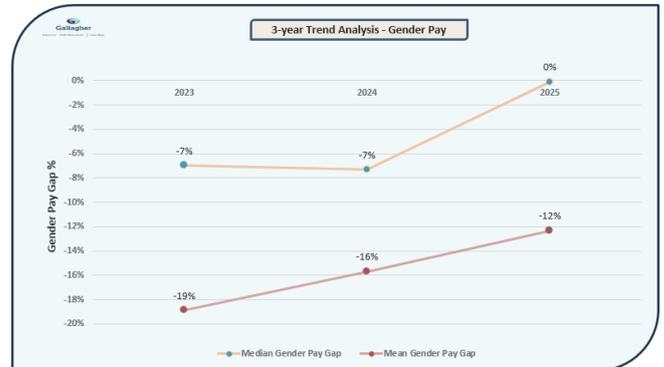


Trend Comparison

When we consider comparison between this year and that of the most recent reporting cycle in 2024, we see positive trends with a narrowing at both the mean and median pay gap, both of which continue to sit in favour of females. There has been a widening at both the mean and median bonus gap. Encouragingly, we also note increased bonus participation for both genders. We recognise that bonus pay, as defined by the regulations, includes a wide-ranging suite of awards including amounts relating to profit-sharing, productivity, performance, incentives and commission plans which can help drive a corresponding wide range in individual amounts reported.

	2023	2024	2025	2025 Vs 2024
Mean Gender Pay Gap	-18.90%	-15.70%	-12.32%	3.38%
Median Gender Pay Gap	-6.98%	-7.32%	-0.08%	7.24%
Mean Gender Bonus Gap	58.72%	26.38%	45.33%	18.95%
Median Gender Bonus Gap	-10.19%	7.60%	43.18%	35.58%
Males receiving bonus	3.28%	1.04%	4.71%	3.67%
Females receiving bonus	4.55%	2.15%	6.71%	4.56%

When we look across the three most recent reporting cycles, we observe a narrowing at both the mean and median pay gap, with the median now almost eliminated. Turning to the gender bonus gap, we note greater volatility at the mean, with a consistent widening at the median across the three reporting cycles.



Appendix I: The Regulations Explained

The UK Regulations on Mandatory Gender Pay Reporting require:

- Gender pay information to be reported by private and voluntary sector employers in England, Wales and Scotland with at least 250 employees
- Information to be published on a government-sponsored website by the 5th of April 2022, and annually thereafter

The main items to be reported on are:

Mean gender pay gap	Median gender pay gap	Gender bonus gap	*Pay bands are as follows: A. Lowest paid to lower quartile B. Lower quartile to median C. Median to upper quartile D. Upper quartile to highest paid
Difference between average hourly earnings of male and females	Difference between median hourly earnings	Proportion of male and female employees receiving bonus within the 12 month period	
Mean gender bonus gap	Median gender bonus gap	Pay quartiles	
Difference between average bonus earnings	Difference between median bonus earnings	Insight into career paths	

Definitions

- Lower Quartile: The point below which 25% of the recorded salaries fall
- Median: The mid-point (50th percentile) in a range of figures, i.e. 50% of the sample is paid above this amount, and 50% are paid below this amount
- Upper Quartile: The point below which 75% of the recorded data falls
- Mean: The sum of all the numbers in a group divided by the number of numbers in the group.

