

# GENDER PAY GAP REPORT 2025

## Summary

KA Leisure is committed to promoting equality, diversity, and inclusion across all areas of the organisation. This paper presents the findings from our annual Gender Pay Gap (GPG) analysis for 2025 (Appendix 1), conducted in line with UK Government Gender Pay Gap reporting requirements.

The analysis examines differences in average pay between male and female employees and should not be confused with Equal Pay which is the requirement to pay the same for like work.

## Key Headlines

- Total workforce: 603 posts (164.04 FTE)
- Gender split: 57.4% female / 42.6% male
- Mean gender pay gap: -8.73% (in favour of females)
- Median gender pay gap: -6.45% (in favour of females)
- No evidence of unequal pay for equal work
- Pay gaps are driven by role distribution across pay quartiles

## Gender Pay Gap Results

Measure	Male	Female	Gap
Mean hourly pay	£14.18	£15.42	-8.73%
Median hourly pay	£12.56	£13.37	-6.45%

## Pay Quartile Analysis

Pay Quartile	Female	Male
Q1 - Upper	72.7%	27.3%
Q2 - Upper middle	53.0%	47.0%
Q3 - Lower middle	23.8%	76.2%
Q4 - Lower	80.1%	19.9%

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The analysis confirms that KA Leisure has a negative GPG, meaning that on average female employees earn more per hour than male employees. The position is driven by workforce composition rather than unequal pay practices.

## Interpretation

- The overall Gender Pay Gap in favour of females is primarily driven by higher female representation in the upper hourly pay quartile.
- The upper middle quartile shows pay parity, indicating consistency of pay for comparable roles.
- There is no evidence of systemic unequal pay for equal work; differences reflect structure and role distribution.
- All quartiles in the 2024 report (Appendix 2) evidenced very similar rates being paid to women and men across the Company on average. This is due to the Company paying a minimum of the Scottish Local Government Living Wage (SLGLW) or the Real Living Wage (RLW) to all employees.

## Conclusion

KA Leisure's 2025 Gender Pay Gap data shows a negative pay gap, with women earning more on average than men. The results reflect workforce composition rather than unequal pay practices. We are satisfied that KA Leisure's pay arrangements

remain fair, transparent, and non-discriminatory and remain committed to monitoring gender representation across all levels and continuing to promote fair, transparent pay structures.

## Actions and Next Steps

- Publish the Gender Pay Gap report in line with statutory requirements.
- Continue monitoring and reporting to the Board.
- Review talent development and progression pathways to maintain balanced representation and progression pathways.

## Board Recommendation

The Board is asked to:

- Note the Gender Pay Gap results for 2025.
- Acknowledge the assurance provided on fair pay practices.
- Approve publication of the Gender Pay Gap Report on the Company website and to the Government Equalities Office in line with regulation.

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## Appendix 1

	Total Employees		Total Male		Total Female		Hourly Rates (Male)		Hourly Rates (Female)		Hourly Rates (Female v Male)		Percentage	
	FTE	Posts	FTE	Posts	FTE	Posts	Mean	Median	Mean	Median	Mean %	Median %	Male	Female
<b>Q1 (upper hourly pay qtr)</b>	55.76	150	24.07	41	31.70	109	£20.54	£18.14	£20.63	£20.76	-0.45%	-14.44%	27.3%	72.7%
<b>Q2 (upper middle hourly pay qtr)</b>	35.01	151	12.41	71	22.60	80	£14.04	£14.03	£14.00	£14.03	0.32%	0.00%	47%	53%
<b>Q3 (lower middle hourly pay qtr)</b>	44.08	151	34.41	115	9.68	36	£12.58	£12.56	£12.84	£12.70	-2.04%	-1.11%	76.2%	23.8%
<b>Q4 (lower hourly pay qtr)</b>	29.19	151	2.80	30	26.39	121	£11.96	£12.00	£12.44	£12.56	-3.94%	-4.67%	19.9%	80.1%
<b>Total</b>	<b>164.04</b>	<b>603</b>	<b>73.68</b>	<b>257</b>	<b>90.36</b>	<b>346</b>	<b>£14.18</b>	<b>£12.56</b>	<b>£15.42</b>	<b>£13.37</b>	<b>-8.73%</b>	<b>-6.45%</b>	<b>42.6%</b>	<b>57.4%</b>

A Better Life

February 2026

North Ayrshire Leisure Limited is a Company Limited by Guarantee No.202978 and a recognised Scottish Charity No.SC029780.  
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# GENDER PAY GAP REPORT 2024

## Appendix 2

	Total Employees		Total Male		Total Female		Hourly Rates (Male)		Hourly Rates (Female)		Hourly Rates (Female v Male)		Percentage	
	FTE	Posts	FTE	Posts	FTE	Posts	Mean	Median	Mean	Median	Mean %	Median %	Male	Female
<b>Q1 (upper hourly pay qtr)</b>	53.96	146	23.07	40	30.89	106	£20.67	£18.40	£20.54	£21.20	0.63%	-15.22%	27.4%	72.6%
<b>Q2 (upper middle hourly pay qtr)</b>	34.01	147	13.41	72	20.60	75	£14.06	£14.03	£13.90	£13.80	1.12%	1.64%	49%	51%
<b>Q3 (lower middle hourly pay qtr)</b>	41.08	146	21.37	64	19.71	82	£12.60	£12.56	£12.61	£12.56	-0.12%	0.00%	43.8%	56.2%
<b>Q4 (lower hourly pay qtr)</b>	28.40	147	15.83	81	12.57	66	£12.34	£12.56	£12.33	£12.56	0.07%	0.00%	55.1%	44.9%
<b>Total</b>	<b>157.45</b>	<b>586</b>	<b>73.68</b>	<b>257</b>	<b>83.77</b>	<b>329</b>	<b>£14.18</b>	<b>£12.57</b>	<b>£15.40</b>	<b>£13.37</b>	<b>-8.62%</b>	<b>-6.36%</b>	<b>43.86%</b>	<b>56.14%</b>

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