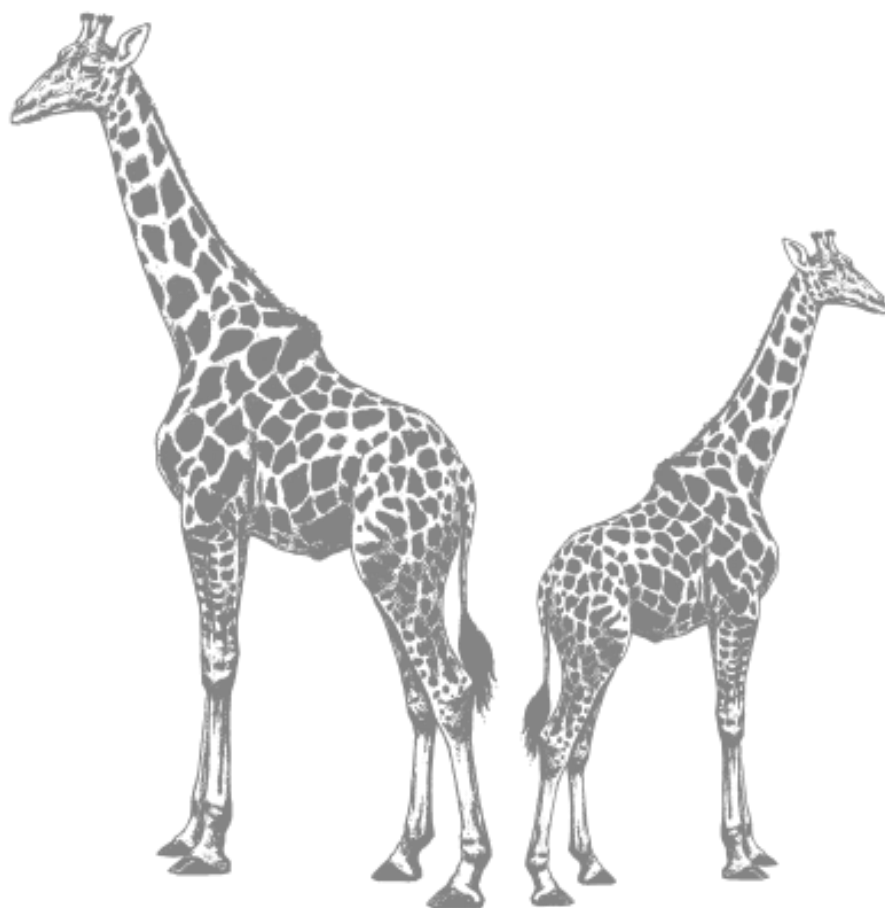


Howletts & Port Lympne Gender Pay Gap Report 2025



1. What is the Gender Pay gap?

The gender pay gap is the measure of the difference in average pay of male and female employees employed by Howletts and Port Lympne parks.

It is important to distinguish the gender pay gap from equal pay. Equal pay relates to men and women receiving the same pay for carrying out the same or equivalent roles. The gender pay gap, by contrast, reflects the overall distribution of men and women across roles at different levels of the organisation.

2. Our approach to pay across Howletts and Port Lympne parks

At Howletts and Port Lympne parks, we recognise the value that every employee brings to the organisation and remain committed to fostering an inclusive and supportive working environment.

We use a structured job grading framework to ensure roles are evaluated consistently and fairly. Each role is assessed through a formal grading process, which helps ensure that pay is aligned to the responsibilities and requirements of the role, supporting fairness and transparency across the organisation.



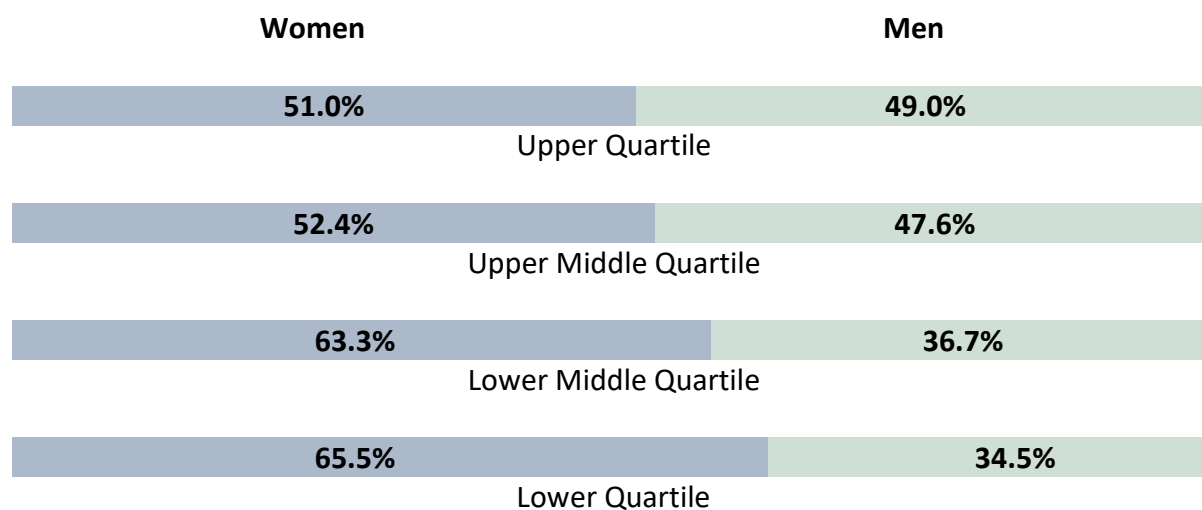
3. Demographics of Howletts and Port Lympne parks on 6 April 2024

	Female	Male
Number of Employees	342	247
Percentage of total employees	58.1%	49.1%

The overall gender profile of the workforce remains stable, with female identifying employees continuing to represent the majority of employees across the organisation. This consistency provides a strong foundation for ongoing work to address pay and progression outcomes.

4. Gender split by pay quarter

The workforce has been divided into four pay quartiles to better understand how male and female employees are distributed across different pay levels.



Women continue to be well represented across all pay quartiles. However, the latest data indicates a shift in distribution compared to the previous year.

There has been a reduction in female representation within the upper quartile from 54.6% in 2024 to 51.0%, alongside an increase within the lower quartile from 63.4% to 65.5%. While the overall balance remains positive, this movement suggests a need to better understand progression into higher-paying roles and ensure that opportunities at senior levels are being accessed equitably.

5. Distribution of Bonus Pay

The gender pay gap in bonus pay is also measured. This figure shows the percentage of men and women who received bonus pay in the 12 months ending on the snapshot date.

Percentage of women receiving a bonus	0.8%
Percentage of men receiving a bonus	0.7%

The proportion of employees receiving a bonus has reduced for both men and women compared to the previous year. The distribution between genders remains broadly aligned, with only a marginal difference in allocation.

6. Mean and Median gender pay gap and bonus gap

This table shows the mean and median gender pay gap for the parks, based on hourly rates of pay and bonus pay on the snapshot date in April 2025.

	Median (Middle)	Mean (Average)
Gender pay gap	6.0%	8.3%
Gender bonus gap	97.1%	97.2%

The mean gender pay gap for 2025 is 8.3%, showing little movement from 2024. This indicates that the overall difference in average hourly pay between men and women has remained relatively consistent.

The median gender pay gap has increased to 6.0%, highlighting a widening disparity at the midpoint of the pay distribution. This suggests that pay outcomes within mid-range roles require closer examination, particularly in relation to progression and pay positioning.

The gender bonus gap has increased significantly, with both mean and median measures exceeding 97%. While similar proportions of male and female employees receive bonuses, the value of those payments is disproportionately weighted towards male employees. This indicates that higher-value bonuses are concentrated within a relatively small number of roles, which are currently more likely to be held by men.

7. Our Commitments

We remain committed to building a fair and inclusive workplace where pay and progression opportunities are fair, transparent, and aligned with our organisational values.

This year's results highlight the importance of focusing not only on overall representation, but also on how employees progress and are rewarded across the organisation. In response, our priorities for the coming year are:

7.1 Strengthening Career Pathways

We will take steps to better define and communicate career pathways across departments, ensuring employees have clear visibility of how to progress into higher-paid roles. This will include identifying key transition points where additional support or development may be needed.

7.2 Supporting Internal Progression

We will place greater emphasis on internal progression by encouraging employees to apply for development opportunities and vacancies. This will be supported by skills development, and career development conversations.

7.3 Maintaining an Inclusive Working Environment

We will continue to promote an inclusive culture where all employees feel supported to succeed. This includes maintaining flexible working practices and ensuring that policies remain accessible and supportive to a diverse workforce.

7.4 Targeted Review of Role Distribution

We will carry out a review of roles across pay quartiles to better understand the factors influencing gender distribution, particularly in upper and lower quartiles. This will help us identify any patterns that may be limiting balanced representation at higher pay levels.

8. Conclusion

This year's data highlights that, while overall workforce representation remains strong, there are emerging disparities in pay distribution and bonus outcomes that require focused attention.

Addressing these areas will be a priority over the coming year. Through a more targeted and data-led approach, we aim to ensure that pay and progression outcomes are equitable and that all employees are supported to realise their full potential.

Communicating the Gender Pay Gap

Legislation requires us to publish the Gender pay gap report on both the governments gender pay gap service website as well as our own website. This ensures it is accessible to both employees and the public.