

Gender Pay Gap Report

Snapshot Date: 05 April 2025

Executive Summary

The 2025 Gender Pay Gap analysis for Liverpool Experience Campus shows a small gap in favour of male employees, with a mean pay gap of 4.03% and a median pay gap of 1.93%. Both figures remain below the UK national average of 6.9%, indicating a relatively equitable pay structure across the organisation.

The data suggests that the pay gap is not driven by unequal pay for equal work, but rather by the distribution of roles within the workforce. While overall pay differences are minimal, male employees are more highly represented in upper pay quartiles and higher paying roles, particularly within operational areas that are traditionally male dominated.

Bonus analysis shows a larger mean gap of 25.89% in favour of men. However, this is influenced by a small number of higher value bonus payments awarded to male employees, despite a greater proportion of female employees receiving bonuses overall.

The organisation continues to demonstrate a strong commitment to equality, with a female Chief Executive and balanced representation at senior leadership level. A structured and transparent pay framework, supported by job evaluation and benchmarking, ensures consistency and fairness in pay decisions.

Progress made since 2017 has been significant, with the gender pay gap reducing over time and, in some recent years, favouring female employees. The slight increase in 2025 reflects changes in workforce composition, including the inclusion of freelancers, rather than any structural inequality.

Liverpool Experience Campus remains committed to reducing the gender pay gap further by improving representation across all levels, strengthening inclusive recruitment practices, and continuing to invest in equality, diversity and inclusion initiatives.

Definitions

Ordinary Pay - which the mean and median is calculated from, is a calculation of the hourly income of an employee composed of their basic pay, after any reduction for a salary sacrifice scheme, but before statutory deductions such as tax and NI. Ordinary Pay is calculated from monies received in April 2025.

Bonus Pay - is any form of money, securities, securities options, or interests received by an employee which is awarded as a result of profit sharing arrangements, productivity, performance, incentives, or commission. Bonus Pay is calculated from monies received in the 12 months leading up to April 2025.

Data Set at Snapshot Date

The Statutory Pay Gap calculation includes all Full Pay Relevant Employees (FPRE) employed by Liverpool Experience Campus as of the snapshot date 5 April 2025. This includes:

- 102 FPR females (this includes 34 casual workers)
- 150 FPR males (this includes 43 casual workers, and 15 were freelancers)

From these figures, 160 employees were permanent staff, of which 68 were female.

It is important to note that, due to our relatively small headcount, even minor changes in workforce composition can significantly impact our gender pay gap figures, in comparison to larger organisations.

Gender Pay Gap Analysis 2025

Difference in mean and median pay between males and females:



The mean gender pay gap reflects the difference between average hourly earnings, while the median gap measures the midpoint in the earnings distribution. Our analysis shows that, as of the snapshot date, male employees earned more on average than female employees.

During April 2025:

- The average (mean) hourly rate for female employees was £17.93.
- The average (mean) hourly rate for male employees was £18.68.

This represents a mean gender pay gap of 4.03% in favour of men, indicating that, on average, male employees earned slightly more per hour than female employees during this period. Although the gap is relatively small, it highlights that minor differences in pay exist across the workforce.

The median pay represents the midpoint of earnings when all employees are ranked from lowest to highest paid and provides a more representative view of typical pay:

- The median hourly rate for female employees is £14.24.

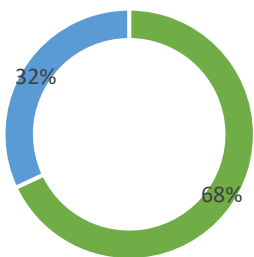
- The median hourly rate for male employees is £14.52.

This results in a median gender pay gap of 1.93% in favour of men, suggesting that typical pay differences between male and female employees are minimal. The relatively small median gap indicates that the overall gender pay disparity is less likely to be driven by standard pay differences and may instead reflect variations at the upper or lower ends of the organisation.

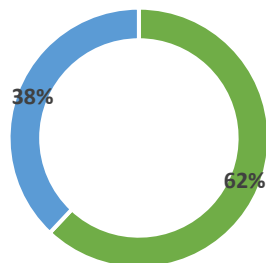
According to data published by the Office for National Statistics (ONS) in October 2025, the UK gender pay gap for full-time employees was 6.9% in April 2025, a slight decrease from 7.1% in April 2024. This suggests that the organisation's gender pay gap is lower than the national average, reflecting a relatively equitable pay structure compared with the wider UK workforce.

Pay Quartiles

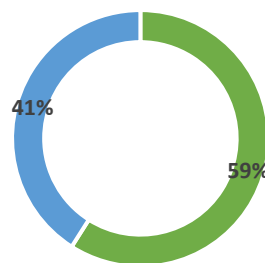
Upper Quartile



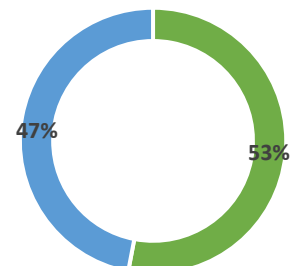
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



	Male
	Female

Analysis of employee distribution across pay quartiles highlights that higher paid roles are more male dominated. In the upper quartile, 68% of employees are men and 32% are women, while in the upper middle quartile, men represent 62% of the workforce. In contrast, the lower middle and lower quartiles show a more balanced distribution, with men comprising 59% and 53% respectively.

This pattern indicates that, although overall median and mean pay gaps are relatively small, men are disproportionately represented in higher paying roles, suggesting that

the gender pay gap is driven more by differences in role distribution and seniority rather than by unequal pay for comparable work.

Bonus Pay Gap

Difference in mean and median bonus pay between males and females:



The mean average bonus pay for male employees was £3,905.61, compared with £2,894.61 for female employees. This results in a mean bonus pay gap of 25.89% in favour of men, which reflects a higher average bonus payment received by male employees during the reporting period. As mean figures can be influenced by a small number of higher bonus payments, this gap may be impacted by the distribution and value of individual awards.

It is important to note that the organisation's non-contractual "One Team Bonus," introduced in 2020, is based on overall company performance and is designed to ensure equal distribution among employees. The criteria for this bonus were not met during the reporting period, and therefore no employees received this payment.

However, the sales bonus scheme, introduced in 2023, was paid during this period. Of the 127 male employees, 2.4% received a sales bonus, compared with 9.5% of 84 female employees. In total, 11 employees received a bonus, of which 73% were female.

This indicates that, while a higher proportion of female employees received bonus payments, the average value of bonuses awarded to male employees was higher, contributing to the overall mean bonus pay gap.

Organisational Context

Providing organisational context is essential to understanding the factors influencing the 2025 gender pay gap figures. The UK Government recognises that gender pay gaps can arise from a range of factors, including age, occupation, industry, sector, and workforce distribution.

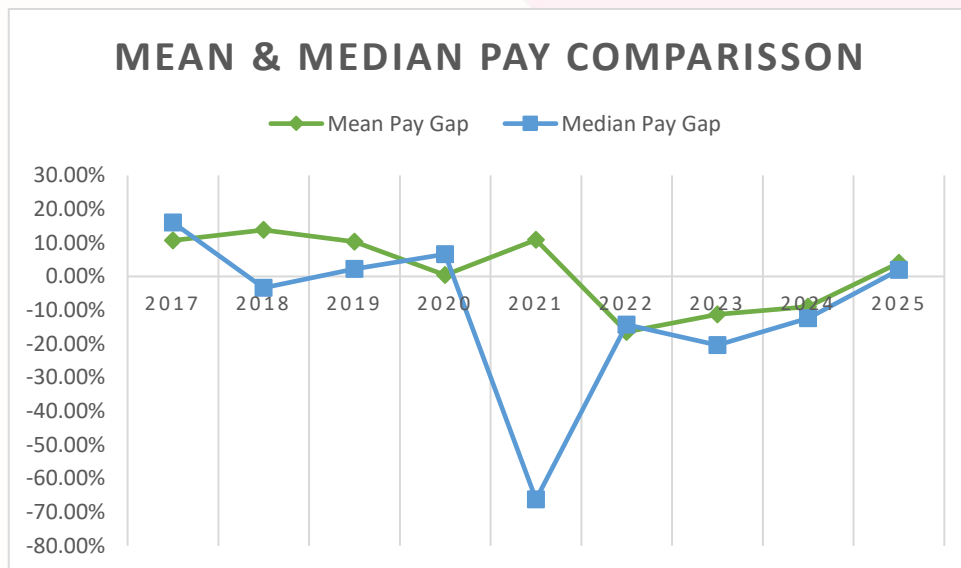
Liverpool Experience Campus operates within the events industry as a venue campus, with a diverse workforce spanning event management, sales, ticketing, security, facilities management (FM), production, and central support functions such as Finance and HR. Recently, the organisation has undergone TUPE insourcing, bringing previously outsourced services such as cleaning and additional security in-house. Some functions, including IT, remain outsourced.

As of the snapshot date:

- The organisation is led by a female Chief Executive.
- The Senior Leadership Team (SLT) is 50% female.
- The Senior Management Team (SMT) is 38% female.

It is important to note that several of the organisation’s largest operational departments, including FM, Production, Venue Services and Security, are traditionally male dominated. These roles often involve manual work and unsociable hours and, despite fair and transparent recruitment processes, tend to attract a higher proportion of male applicants. This occupational distribution remains a key factor influencing the gender pay gap.

Historical Trends & Key Influences



Since 2017, Liverpool Experience Campus has made significant progress in addressing its gender pay gap. In 2017, the organisation reported a mean gender pay gap of 10.7% in favour of men. While there were some fluctuations in subsequent years, the overall trend showed gradual improvement.

A notable shift occurred in 2021 and 2022, when the organisation reported its first negative gender pay gaps, meaning that, on average, female employees earned more

than male employees. The 2021 median figure was particularly pronounced; however, this was heavily influenced by the exclusion of furloughed employees during the pandemic, many of whom were in manual roles predominantly occupied by men. As such, this figure was not fully representative of the overall workforce.

From 2022 onwards, the organisation maintained a negative mean and median pay gap, largely reflecting the structure of the workforce. Many lower paid manual roles continued to be occupied by male employees, while the organisation's most senior and highest paid roles were held by female employees.

In 2025, the organisation has seen a slight shift back to a positive gender pay gap:

- Mean gender pay gap: 4.03% in favour of men.
- Median gender pay gap: 1.93% in favour of men.

Although this represents a change from the negative gaps reported in recent years, the gap remains relatively small and continues to compare favourably against the UK national average of 6.9% for full-time employees.

This change is largely influenced by workforce composition. The inclusion of freelancer data has had a notable impact, with the majority of freelancers being male and predominantly positioned in higher pay quartiles.

Our Approach to Pay Determination

It is important to distinguish between a gender pay gap and equal pay. Equal pay is a legal requirement and ensures that men and women receive equal remuneration for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

Liverpool Experience Campus is committed to ensuring equal opportunities and fair treatment for all employees. The organisation operates a fair and transparent pay framework, with standardised pay rates applied consistently across roles to ensure equity in pay decisions.

In 2022, the organisation undertook a comprehensive Job Evaluation and Benchmarking review to further strengthen its approach to fair pay. Job evaluation assesses the role itself rather than the individual performing it, ensuring an objective and consistent methodology. Following this review, each role within the organisation was aligned to a structured pay framework with three defined pay progression points, supported and validated by an independent external reward specialist.

This approach ensures that pay is determined based on the requirements and value of the role, providing assurance that any gender pay gap identified is not the result of

unequal pay for equal work, but rather reflects factors such as workforce composition and role distribution across the organisation.

Summary

Liverpool Experience Campus and its Senior Leadership Team are committed to fair and equitable pay, regardless of gender. We aim to ensure all processes remain inclusive, transparent, and free from bias.

We have made sustained progress in reducing the gender pay gap and, in recent years, have seen periods where pay favoured female employees. The 2025 results show a small gap in favour of men; however, this remains below the national average and reflects workforce composition rather than structural inequality.

We recognise that pay differences are influenced by representation across roles and levels. We remain committed to attracting, developing, and retaining a diverse workforce to further reduce the gap over time.

Recruitment and Workforce Diversity

We continue to broaden our recruitment reach to attract diverse candidates and improve gender balance. This includes working with recruitment agencies and executive search partners to strengthen senior level diversity.

Vacancies are promoted through inclusive platforms such as DI Jobs and, via Get Staffed, the Diversity Jobs Group network. Outcomes from these recent initiatives will be monitored. We also use free channels including LJMU Connect, Be More Jobs (LCR), the Race Equality Hub, and the Thrive Careers Hub to reach underrepresented groups.

As a member of the Care Leaver Covenant, we are committed to supporting care leavers to access meaningful employment opportunities and develop the skills and experience needed to live independently and thrive in their future careers.

All adverts are reviewed using a gender bias decoder to ensure inclusive language. Hiring managers are supported with training and tools aligned to organisational values. Apprenticeship programmes and external partnerships continue to encourage applications across all roles. Managers also receive ongoing recruitment training, supported by the People Team, to maintain fair and consistent practices.

Inclusion and Engagement Initiatives

Key initiatives supporting an inclusive workplace include:

- Living Wage Accreditation: Recognised as a Real Living Wage employer and accredited under the Fair Employment Charter.

- Equality, Diversity and Inclusion Strategy (2024): Promotes a workforce reflective of our communities and an environment where all employees feel valued and included.
- Hidden Disabilities Sunflower Initiative (2025): Recognition as a Sunflower Friendly organisation, strengthening accessibility, awareness, and wellbeing.
- Training and Development: Organisation wide ED&I and Dignity at Work training, with additional targeted training for the ED&I Forum, Senior Management Team, and People Team.
- Inclusive Policies: Enhanced family friendly policies, including Agile Working, Menopause, Fertility, and Shared Parental Leave. Equality Impact Assessments are applied to all new policies.
- Community Partnerships: Collaboration with organisations such as The Big Trust and The Power of Events to support outreach activities, including schools engagement, careers fairs, and mock interviews.
- Work Experience Programme: A structured and accessible programme with a centralised application process, focused on widening access for underrepresented groups across the Liverpool City Region.
- Academic Partnerships: Partnership with Liverpool John Moores University, including participation in the LJMU Discovery Internship Programme to support early talent.
- Recruitment Outreach: Expanded presence at community and venue-based events, alongside increased advertising platforms.
- Exit Interviews: Enhanced process, reviewed regularly to identify trends and potential barriers to retention.
- Inclusive Induction: Reviewed to ensure a welcoming and inclusive experience from day one.
- Annual Staff Survey: We regularly gather employee feedback through our annual staff survey, with Equality, Diversity and Inclusion forming a key focus area. This helps us understand how inclusive employees feel our workplace is and identify opportunities for continuous improvement.

Next steps

In 2025/26, Liverpool Experience Campus will continue to build on its progress towards creating a more inclusive workplace by:

- ED&I Strategy Development (2026-2029): Shaping the next phase of our Equality, Diversity and Inclusion strategy, structured around three key pillars: Customers, Colleagues, and Community. The Senior Management Team will play a central role in driving this forward.
- Workforce Data Analysis: Continuing to collect and analyse workforce diversity data to identify trends, inform decision making, and target areas for improvement.

- **Recruitment Outreach:** Expanding outreach through partnerships, careers fairs, and diverse job platforms to attract a broader and more representative talent pool.
- **Inclusive Recruitment Practices:** Strengthening our commitment to reasonable adjustments by clearly promoting this in all job advertisements.
- **Employee Feedback:** Analysing staff feedback to better understand and address barriers to inclusion within the workplace.
- **Community Engagement:** Continuing to build and strengthen relationships across the city and within our local communities.
- **Employee Charter:** Introducing an Employee Charter to formalise a shared commitment between the organisation and its people, supporting a culture where everyone can belong, thrive, and grow.