

Gender Pay Gap Report – Snapshot of 5th April 2025

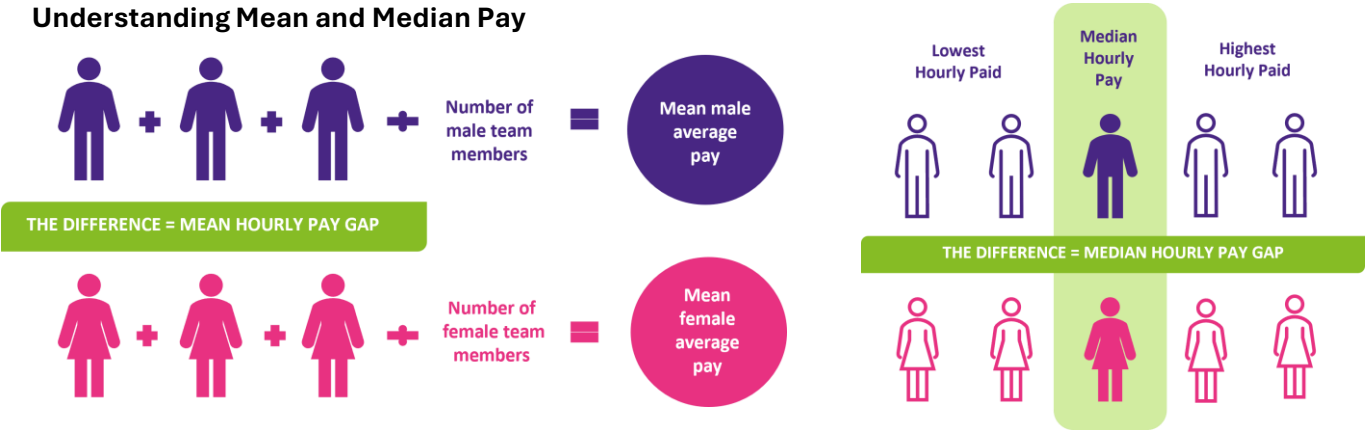
What is the Gender Pay Gap Report?

All UK organisations with over 250 employees are required to publish information about their Gender Pay and Bonus Pay Gaps. At Oxygen Active Play, we see this as a positive opportunity to reflect on where we are and to continue improving as an inclusive employer.

It’s important to understand that the Gender Pay Gap is not the same as Equal Pay. Equal Pay means men and women receive the same pay for doing the same or similar roles. The Gender Pay Gap, on the other hand, looks at the overall difference in average pay between all men and women across the business.

Our report is published annually and is based on a snapshot of our team taken each April. Sharing this information helps us see where we’re doing well and where we can continue to make positive changes, so everyone has the opportunity to thrive at Oxygen.

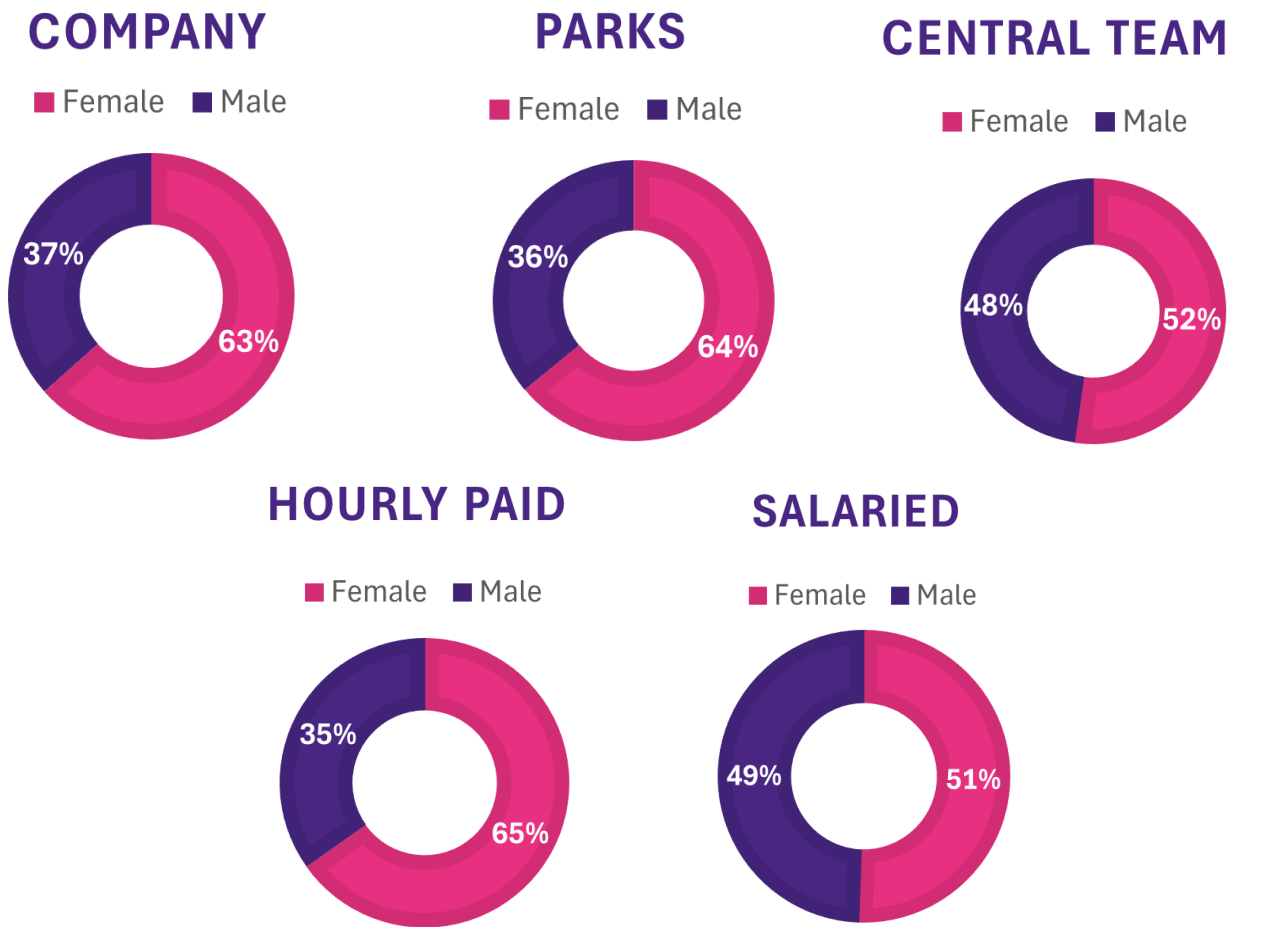
Understanding Mean and Median Pay



Our Teams

Understanding the gender composition of our teams is key when looking at our Gender Pay Gap statistics.

- Our largest employee population is in our Parks who are hourly paid, where have more female than male team members.
- Salaried roles are evenly split both in our Central and Park teams.
- This representation plays an important role in shaping the overall pay gap figures across the business.



Our Pay Gap Statistics

Across Oxygen, our mean gender pay gap is 12.77%, with a much smaller median gap of 1.46%. This tells us that, for the majority of our team, pay is broadly equal regardless of gender, and that the overall gap is influenced more by the roles people are in than differences in pay for doing the same job.

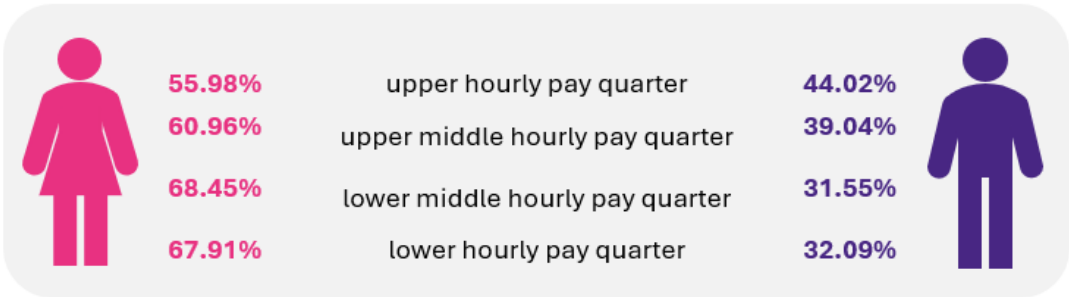
This is particularly clear across our park teams, where most of our colleagues work in hourly roles. Here, we see strong pay equality, with a mean gap of 1.2% and no median gap at all. For team members aged 21 and over, the mean gap reduces further to 0.39%, and for those under 21 there is no gap. This reflects the strength of our clear and consistent approach to pay across our operational teams.

The overall gap is mainly driven by our salaried roles, where the mean gap is 25.09% and the median gap is 21.17%. Within this, park leadership roles have a mean gap of 17.56% and a median gap of 15.97%, while our central support teams show a mean gap of 34.00% and a median gap of 26.85%.

These figures reflect that we currently have more men in some of our senior and higher-paid roles, particularly within central functions. This isn’t about unequal pay for equal work, but about representation at different levels of the business.

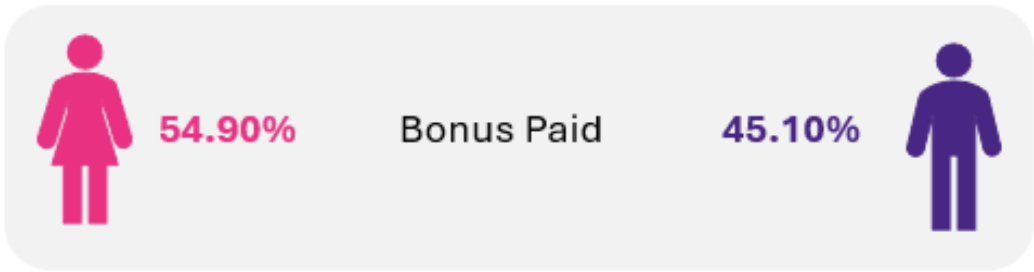
As we continue to grow, we’re focused on building a more balanced pipeline into leadership and support roles, ensuring there are clear opportunities for everyone to progress and succeed at Oxygen.

We also detail the gender split by pay quartile.



Bonus Pay Gap

Bonus participation is broadly balanced across the business, with 45.10% of men and 54.90% of women receiving a bonus. This reflects a slightly higher proportion of female team members receiving bonus payments, indicating good overall accessibility to bonus opportunities across the company.



Our Commitment and Looking Ahead

At Oxygen Activeplay, we believe that diverse teams make better decisions, create stronger experiences for our guests, and build a more successful business.

Our Gender Pay Gap data shows that we have strong pay equality across our operational teams, with the overall gap being driven primarily by the representation of men and women in senior and higher-paid roles rather than unequal pay for equal work. We are incredibly proud of the progress we have made, and we recognise that there is more to do.

Our ambition is clear: over the next five years, we will significantly improve female representation across our leadership population and reduce the gender pay gap in our salaried roles. We want our central leadership teams to better reflect the talented and diverse workforce that powers our business every day.

To achieve this, we will focus on building stronger leadership pipelines, creating clear career pathways, supporting internal progression, and ensuring that talented women have the opportunities, visibility, development, and sponsorship they need to thrive. Our behavioural competency framework is clear, and everyone is measured against the same criteria.

Our goal is not simply to improve a metric. Our goal is to become an employer of choice for ambitious, authentic, and smart women at every level of our organisation.

By 2031, we want to be recognised as a business where talented women choose to build their careers, where leadership opportunities are accessible, where progression is based on potential and performance, and where every colleague can see a future for themselves within our growing organisation. We will aim to:

- Achieve 40–50% female representation across leadership roles by 2030
- Reduce the salaried-role gender pay gap by at least 50% within five years
- Ensure gender-balanced shortlists for all senior leadership appointments

This is not a short-term initiative. It is a long-term commitment that will strengthen our culture, improve decision-making, support our growth ambitions, and help us build an even stronger business for the future.

We know that creating a truly inclusive workplace requires continuous effort, honest reflection, and deliberate action. We are committed to that journey and to ensuring that Oxygen Activeplay remains a place where talented people can do their best work, grow their careers and feel proud of what they achieve together.

A stylized blue ink signature of Stephen Wilson.

Stephen Wilson (Chief Executive Officer)