

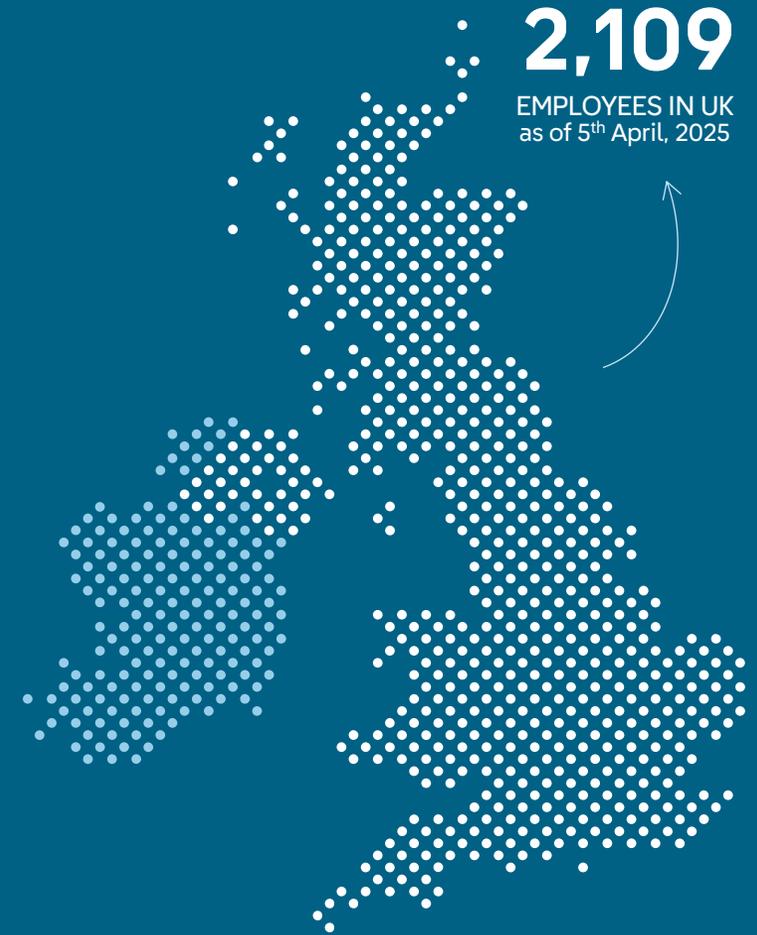
Snapshot period

6th April 2024 – 5th April 2025

LEGO Company Ltd UK Gender Pay Gap Report 2025



**In line with the UK legislation related to the Gender Pay Gap Regulations (2017), all findings in this report are in accordance with Gender Pay Gap calculations.*



UK Gender Pay Gap Report 2025



We are pleased to share the LEGO Company Ltd Gender Pay Gap figures for 2025. We are committed to creating a welcoming and inclusive workplace where all colleagues have the opportunity to make a positive contribution to our business and our mission to inspire and develop the builders of tomorrow.

Our policies are designed to ensure we offer equal opportunity for all colleagues, and we are committed to ensuring fair pay for all colleagues at all levels.

We have programmes in place that provide colleagues with opportunities to develop skills that will support their career and build professional networks across the organisation.

Our efforts to do this are reflected in our strong colleague motivation and satisfaction scores, which are best in class.

Nikki Lightfoot
Head of People Partnering, Western Europe



In 2025, LEGO Company Ltd had a **mean gender pay gap** of +6.9% and a **median gender gap** of +10.3% in favour of men.

The mean pay gap decreased from 8.0% in 2024 to +6.9% in 2025, meaning on average men had higher pay rate, but the gap lowered.

The median pay gap decreased from 11.3% in 2024 to 10.3% in 2025, due to more women entering the upper quartile pay groups.

The gap reflects gender distribution across reward bands, with a higher proportion of women in lower middle and lower quartile roles.

In 2025, the LEGO Group had a mean bonus pay gap of +13.7% and a median bonus pay gap of +17.0% for men during the reporting period. The mean bonus pay gap decreased from +17.8% in 2024 to +13.7% in 2025, meaning on average men had higher bonus pay, but the gap has lowered.

The median bonus pay gap decreased from +20.8% in 2024 by 3.8 ppts. to +17.0% in 2025. It is the lowest since 2021.

Our bonus system is built on a combination of company and individual performance, and bonus payouts are made in a fair and inclusive way with 100% of eligible employees receiving an annual bonus.

Everyone who starts their employment on or before September 30th is eligible, and those who work for only part of the bonus period may receive a pro rata bonus amount. The bonus is based on a target percentage of salary and is usually paid in April each year.

Level of Role Pay Quartiles

Upper quartile (Senior Managers +)

Female **49.3%**

Male **50.7%**

Upper middle quartile (Lead Professional, Manager, Senior Managers)

Female **48.1%**

Male **51.9%**

Lower middle quartile (BR, Consumer Service, Support, Professional, Lead Professional)

Female **54.6%**

Male **45.4%**

Lower quartile (Brand Retail (BR))

Female **61.5%**

Male **38.5%**

The headcount for the LEGO Group in the UK has increased by 5.8% since last year (5th April 2024), overall, our UK gender distribution is 53.3% women and 46.7% men.

For the past 6 years, the LEGO Group has conducted an annual internal pay review, analysing compensation across all levels of the organisation to ensure pay equity between men and women in the same roles. When discrepancies (typically within 5%) are identified, we thoroughly investigate and where appropriate, take action to address and rectify.

**In line with the UK legislation related to the Gender Pay Gap Regulations (2017), all findings in this report are in accordance with Gender Pay Gap calculations.*

