



# Gender Pay Gap Report 2025

# Message from our Group CEO and Chief People Officer

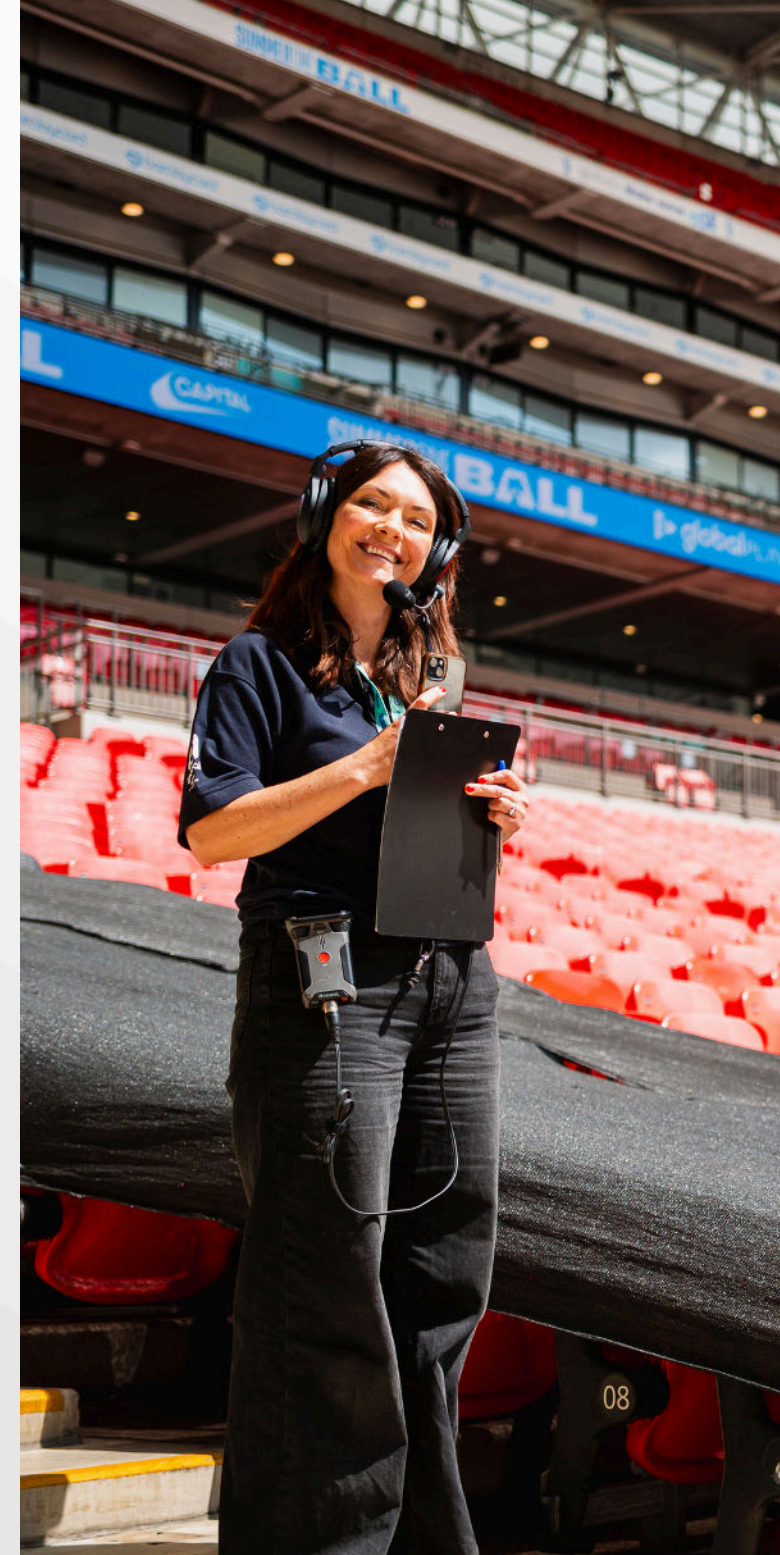
It is a pleasure to report that over the past 12 months our mean gender pay gap has reduced from 20% to 11%. Our median pay gap also reduced from 11% down to 6%. The positive year-to-year changes are based on a number of factors. More women moved into the upper and upper middle pay quartiles, which reflects our efforts to hire and promote women into senior roles. For example, 73% of senior hires this year were women. We were successful in retaining more female talent: 36% of senior leavers were women compared with 52% in the previous year. The timing of commission payments has also been a material factor in this year's gender pay gap numbers. This does change from year-to-year and can bring volatility to the numbers we report.

Over the past year, we've been very busy delivering a host of initiatives intended to strengthen business-wide diversity, equity and inclusion, with targeted action plans. For example, we introduced a development and networking initiative for female middle managers, aimed at strengthening our leadership pipeline, and over 150 Globalbers took part.

We will continue to increase our efforts and investment over the next year, using data to monitor the impact of our interventions and overall progress towards goals. We recognise it takes time to see results, but increases in the representation, promotion, retention and overall engagement of women in senior leadership positions over the past year have been positive.

Simon Pitts  
Group CEO

Sally Cairns  
Chief People Officer



# What is the Gender Pay Gap?

The gender pay gap is the difference between the average earnings of men and women. It looks across all jobs, at all levels, within an organisation

It is a legal requirement for all UK companies with over 250 employees to report their gender pay gap each year

Our 'Group' Global Gender Pay Gap data comprises our two UK entities, Global Media Group Services Ltd and Global Outdoor Media Ltd. Our results are based on the payroll data taken on the 5th April each year



## Gender pay vs equal pay

The gender pay gap is different to equal pay. Equal pay is the legal requirement that women and men are paid the same for the same or similar role and work



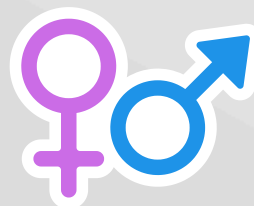
## Pay by quartile

The full pay range from the lowest to the highest paid employees split into four equal sized groups, with the percentage of women and men in each quartile broken down



## Median pay gap

The percentage difference between the hourly pay, or bonus pay, of the median woman to the median man in the organisation. The median for each is the woman or man in the middle of the hourly pay, or bonus pay, list ordered from lowest to highest paid



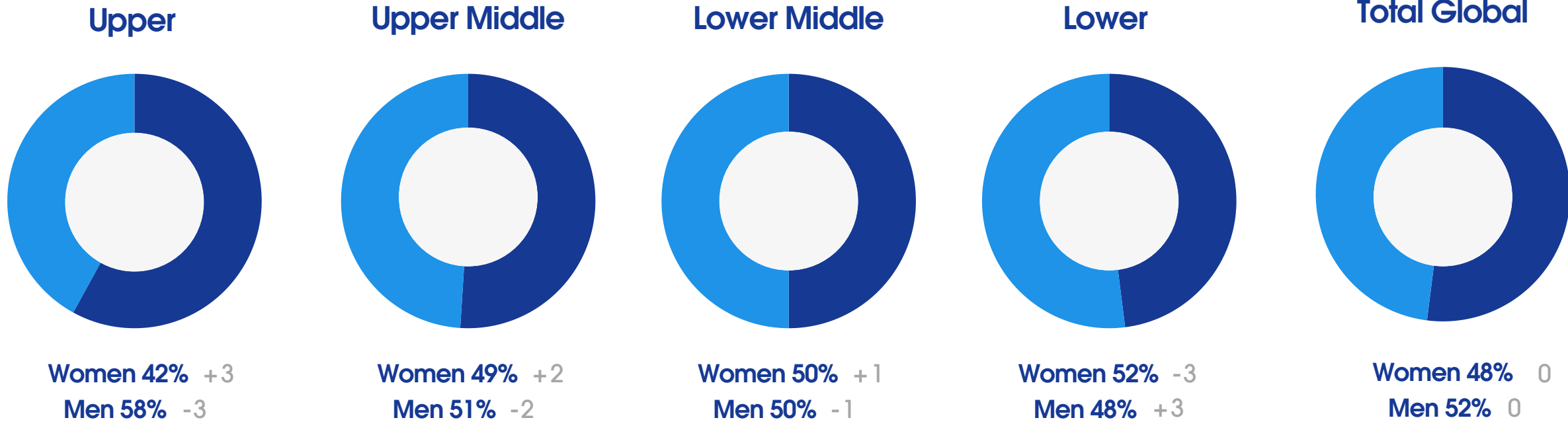
## Mean pay gap

The percentage difference between the average hourly pay, or bonus pay, of women compared with the average of men in the organisation

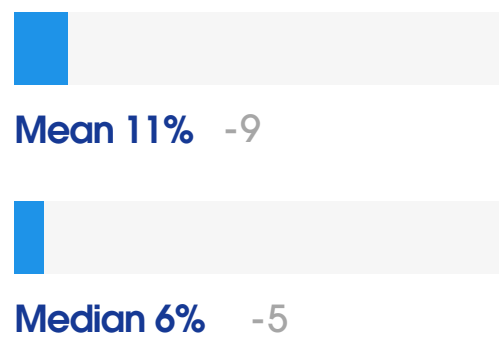


# Our 2025 Gender Pay Gap results

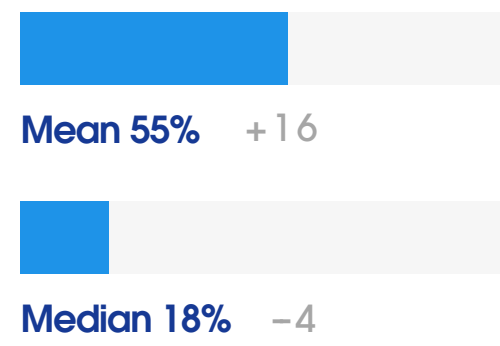
## Pay Quartiles



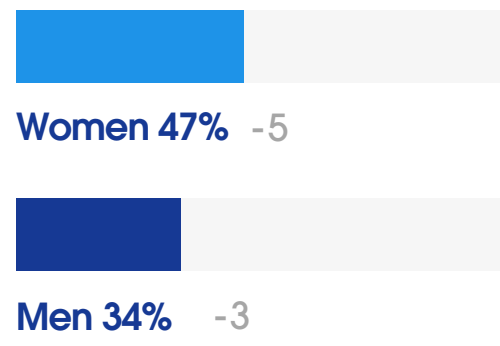
## Hourly fixed pay gap



## Bonus paid



## Proportion receiving a bonus



## Mean pay gap

**11%**  
Women vs Men -9

- Women
- Men
- 2024 comparison

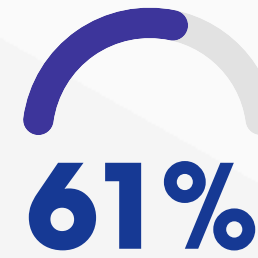
# What the data is telling us

- Since we first started collecting this data in 2017, we have reduced our mean pay gap by 23 percentage points
- For 2025, our mean gender pay gap decreased by 9 percentage points to 11% and our median gender pay gap by 5 percentage points to 6% since last year. This was driven by more women moving into the upper pay quartiles, increased senior hiring and increases in commission payments to women
- The representation of women in the upper and upper middle pay quartiles increased by 3 and 2 percentage points respectively, to 42% and 49%, whilst representation in the lower quartile became more balanced, decreasing by 3 percentage points to 52%
- More women continue to receive bonuses than men (47% women, 34% men), but the average bonus paid to men is more than the average bonus paid to women
- Overall, the gender split across the organisation has remained flat - 48% female and 52% male

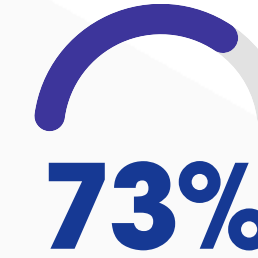


# Our focus on supporting women at Global during 2024/25

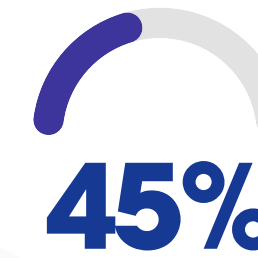
## In the way that we hire



of all hires in 24/25 were women  
+9



of our senior hires\* were women  
+30



of senior management\* at Global are women  
+6

## In the way that we develop and retain



of all promotions in 2024/25 were to women  
0



of promotions into senior management\* roles were to women  
+10



of female middle managers attended our women-specific development programme



of attendees on our Level 7 leadership programme were women  
-13



of our apprentices are women  
-3

\*When referring to 'senior' hires or management, these are 'Head of' roles and above

Data collected for 1st April 2024 to 31st March 2025 period, and compared to 2023/24



# How will we close the gap?

## The Focus

In 2024, we refreshed our diversity, equity & inclusion (DE&I) strategy and created an ambitious list of commitments to deliver and measure our progress against. You can read more about our wider DE&I strategy and work in our [Global Goodness Report](#).

One of our three business-wide focus areas is 'Gender equality at senior leadership level', with the goal to achieve gender balance at senior management levels.

## The Action

- Launched [ElevateHer](#), our development and networking programme designed for all female middle managers across Global (~240) to support them in their careers
- Hosted workshops open to all female middle managers with career experts at [ReclaimYourLane](#), aimed at building career clarity, direction and confidence
- Rolled out 'Unlocking Your Career Progression' workshops for all Globallers to learn more about the internal tools available to support their growth and progression, plus a dedicated session for people managers
- Developed targeted departmental action plans with senior leaders by reviewing hiring, promotion and retention rates on a quarterly basis
- Invested in our [six DE&I Networks](#), including Women @ Global and Families @ Global, by improving ways of working with core teams across the business, appointing additional senior leaders as Network sponsors and hosting annual planning sessions



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