



FUTURE

# Future Publishing Limited

Gender Pay Gap Report  
2025

# GENDER PAY GAP 2025

The mandatory gender pay gap reporting for large companies is a crucial instrument for driving cultural change. It motivates employers to analyze the reasons behind their gap and create targeted action plans. Future PLC considers this report a vital tool for accountability and for continually enhancing the working environment for all staff.

The UK gender pay gap is determined by the difference between the average hourly earnings of all men and women within the organization. The 2025 report highlights the persistent challenge of representation in our most senior roles, which continues to drive our pay disparity.

Our ESG and DE&I strategy is the operational framework to eliminate this gap by ensuring equitable access to development, visibility, and promotion, with a focus on women and underrepresented groups as we remain dedicated to creating clear pathways and support systems for all colleagues to achieve their maximum potential.

## DATA SUMMARY

This report encompasses 2,146 UK colleagues (including full- and part-time employees and casual workers) who were paid under an employment contract as of April 5, 2025, in compliance with Government Equalities Office regulations.



Kevin Li Ying, CEO

# GENDER PAY GAP 2025

## HOURLY PAY GAP

The pay gap looks at the difference in pay rate during the measurement period (April 2025).

	2025	2024	2023
Mean (Average)	20.6%	15.0%	12.50%
Median	12.4%	6.7%	6.30%

**Mean Gender Pay Gap:** The mean gender pay gap has increased substantially year-over-year. It rose from 12.50% in FY23, to 15.0% in FY24, and currently stands at 20.6% in FY25.

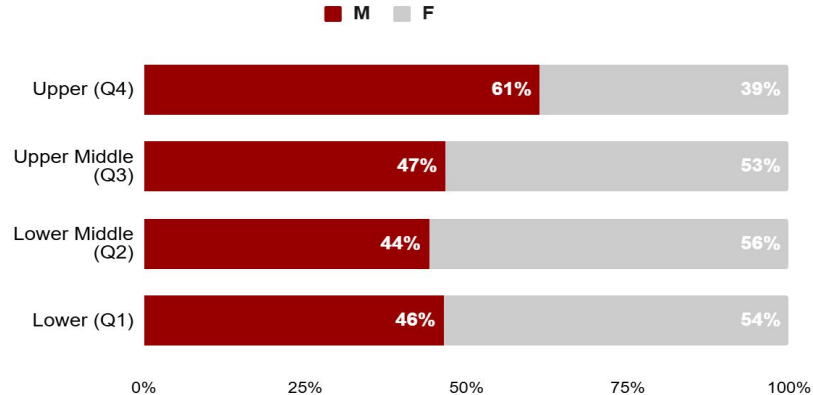
**Median Gender Pay Gap:** The median gender pay gap has also seen a steady increase. It was 6.30% in FY23, increased slightly to 6.7% in FY24, and has now risen to 12.4% in FY25.

The key contributor to this disparity is the underrepresentation of women in senior leadership roles (Upper Quartile), where men account for 61% of employees covered in this report.

# GENDER PAY GAP 2025

## Gender Pay Gap Quartiles

The graphic below shows the proportion of **women (grey)** and **men (red)** in the four quartiles of pay.



**Upper Quartile (Q4):** This highest-paying quartile, which typically includes senior leadership roles, shows the greatest gender imbalance, with men accounting for 61% and women for 39%. This underrepresentation of women in the most senior, highest-paid roles is a key contributor to the mean and median gender pay gap figures. **Middle and Lower Quartiles (Q3, Q2, Q1):** Women are majority represented across the remaining three pay quartiles, indicating a strong presence in junior and middle management levels.

# GENDER PAY GAP 2025

## BONUS PAY GAP

The bonus pay gap takes into consideration the bonuses paid in the full year leading up to the snapshot date (April 2025).

	2025	2024	2023
Mean (Average)	30.7%	39.3%	4.80%
Median	0.0%	56.3%	0.00%

The successful achievement of key financial objectives for the fiscal year led to the funding and distribution of the bonus pool across the organization. Analysis of the bonus pool distribution across all levels indicates that the funds are concentrated at the most senior roles, which are predominantly held by men, as evidenced in the Upper Quartile pay data. This dynamic has contributed to the mean gender pay gap remaining high in 2025.

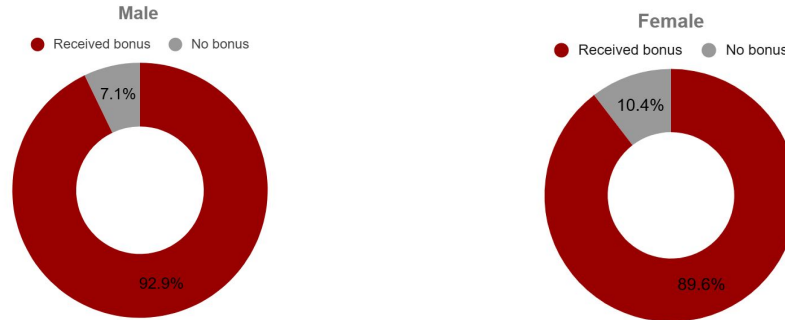
**The Mean Bonus Gap.** This gap indicates that the average bonus paid to men is significantly higher than the average bonus paid to women and is predominantly created by more male colleagues in the higher earning senior positions, but has reduced since last year from 39.3% in 2024 to 30.7% in 2025.

**The Median Bonus Gap** returned to 0.0% in 2025, down from 56.3% in 2024. This is a direct result of having more performance bonus payments distributed to a larger population across the group after Future successfully met business objectives for the fiscal year.

# GENDER PAY GAP 2025

## WHO RECEIVED BONUS PAY

'Who received bonus pay' is a measure of the proportion of employees that received a bonus payment in the year leading up to the snapshot date.



With the funding of our profit pool in the year included in this snapshot, the majority of employees received a bonus, but there is still a 3.3 point gender difference (92.9% of men received a bonus where 89.6% of women received one). The data shows that the majority of this difference is due to new hires; we hired a higher proportion of women than men into the company in 2025 and therefore fewer women were part of the bonus program captured in this report.

# GENDER PAY GAP 2025

## Closing the gender pay gap

Future is dedicated to addressing the gender pay gap and improve on our efforts in creating an environment where all our people can do their best work. Our Diversity, Equity, and Inclusion **(DE&I)** strategy is specifically designed to achieve this objective by ensuring equitable access to opportunities for development, visibility, and promotion, particularly for women, part-time employees, and individuals from underrepresented groups. The strategic plan encompasses the following key initiatives:

- **Employee Networks:** 'Women of Future' launched in 2025, designed to empower Connection, Culture, and Change.'
- **Inclusive Recruitment:** Mandating inclusive recruitment and unconscious bias training for all hiring managers.
- **Development and Progression:** Initiatives are concentrated on enhancing internal mobility, establishing clear career pathways, and implementing comprehensive support systems (including mentoring and development programs) that allow women to progress within Future.
- **Data and Accountability:** Monitoring progression data by gender to rigorously audit internal mobility processes and identify areas of inequity.
- **External Partnerships:** Exploring and establishing collaborations with universities, colleges, and relevant industry networks (e.g., Women in Media).
- **Embedding Equity in Pay:** Strengthening our comprehensive compensation strategy & job architecture framework.

# OUR VALUES

Defining our culture and guiding our actions.



## PASSIONATE

We are passionate about our brands and serving our audiences, partners, and communities.



## RESOURCEFUL

We find ways to figure things out and solve problems with skill and creativity.



## RESULTS DRIVEN

We are focused on hitting our goals, delivering on promises, and are relentless in the pursuit of success.



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We are focused on hitting our goals, delivering on promises, and are relentless in the pursuit of success.



## INNOVATIVE

We aspire to be thought-leaders, constantly challenging the status quo of our industry, and embrace experimentation to find better ways of doing things.