



2025
**UK
GENDER
PAY GAP
REPORT**

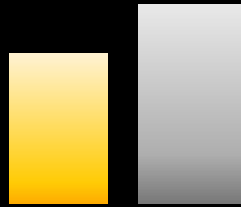


Pay Data

DIFFERENCE IN HOURLY DATA

MEAN

Women's mean hourly rate is **13.3%** lower than men's



When comparing mean hourly rates, women earn

86.7p

for every **£1** Men earn

MEDIAN

Women's median hourly rate is **2.0%** lower than men's



When comparing median hourly rates, women earn

98.0p

for every **£1** Men earn

Bonus Data

BONUS PAY GAP

MEAN

Men's mean bonus pay is

33.8%

higher than women's

MEDIAN

Men's median bonus pay is

39.8%

higher than women's

MEAN

The mean gender pay gap is determined by calculating the hourly pay and/or bonus for men and women separately. This is achieved by aggregating the total pay for each group and dividing by the number of men and women, respectively. As the mean reflects all data points, it may be influenced by unusually high or low salaries or bonus values.

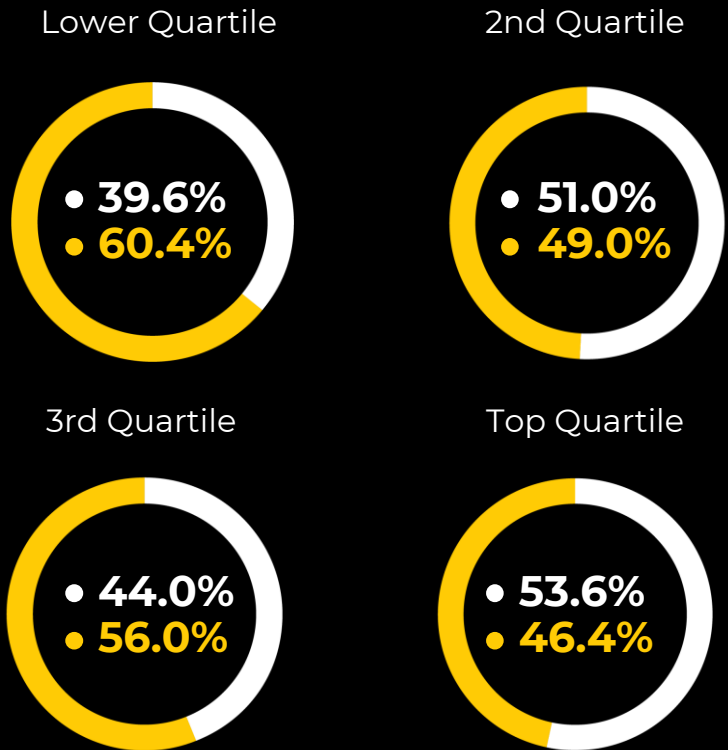
MEDIAN

The median gender pay gap is calculated by ordering the hourly pay and/or bonus values for men and women separately and identifying the middle value within each group. Unlike the mean, the median is less affected by extremely high or low pay levels and therefore provides a clearer indication of typical earnings.

Inside Ideas Group & OLIVER +

GENDER BALANCE BY QUARTILE

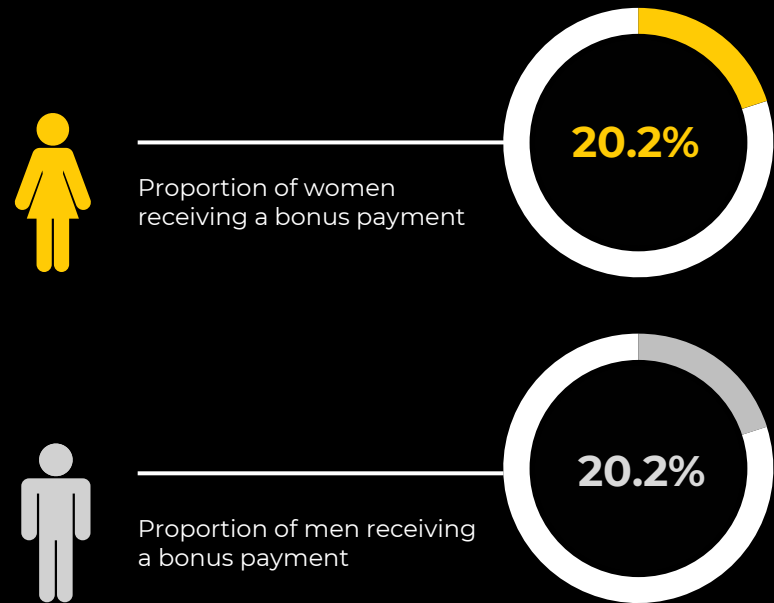
The image below shows the gender distribution at IIG & OLIVER when colleagues are placed into four equally sized quartiles based on pay



PAY QUARTILES

Pay quartiles show the gender split at different levels of our organisation's pay distribution. We divide all full pay relevant employees into four equally sized groups, from lowest to highest paid and report what percentage of each group are men and women.

PROPORTION OF STAFF RECEIVING A BONUS PAYMENT





Measuring the Gap

The gender pay gap shows the difference in average pay between women and men. Positive measures (percentages with a '+') indicate how much women earn, on average, less per hour than men.

Negative measures (percentages with a '-') indicate the extent to which women earn, on average, more per hour than men. The gender pay gap does not measure equal pay, which relates to how much women and men are paid for the same or similar jobs or work of equal value.

The UK Government requires all UK companies with 250 or more employees to report their gender pay gap information on an annual basis.

The Group currently employs approximately 1,050 people across five businesses in Great Britain, including the legal entities that fall outside the regulatory scope. This year, to provide the most representative view of our Group, we are presenting consolidated data for our two largest UK entities.

In this report, as required by the regulations, we disclose the median and mean (average) pay gaps between men and women's hourly pay and bonuses.

Our Gender Pay Gap: First Combined Report

Our combined mean pay gap is 13.3%, slightly below the UK average and compares favourably to several major marketing industry peers. Our median gap of 2.0% is perhaps the more telling figure - indicating near parity for the typical employee and a meaningful measure of day-to-day fairness across our workforce.

At the same time, we recognise that a higher concentration of men in senior roles continues to drive the mean gap, and while our mean bonus gap has improved year-on-year, it remains an area of focus. We are committed to addressing the structural factors behind these figures, not simply reporting them.

Our priorities are focused on four key areas:

- Talent & Recruitment - Embedding inclusive hiring practices, unconscious bias training, and diverse shortlists for senior roles.
- Empowering Women - Expanding access to mentorship, sponsorship, and targeted return-to-work support, ensuring women are supported at every stage of their career journey.
- Pay & Promotion Transparency - Building dashboards to track pay, promotion, and performance outcomes by gender and level, giving leaders the visibility to identify and act on inequity in real time.
- Accountability - Piloting peer best practices, measuring progress against our five-year targets and sharing annual updates.

In addition, we are committed to DE&I to deliver equity not just between genders, but across all our people including race, ethnicity, disability, LGBTQ+ status and other under-represented groups, and are proud that our people continue to be recognised for driving this inclusion across the industry (Adweek's 'Future is Female' and IPA iList 2026 Champion of Advertising Industry Diversity, Equity and Inclusion). This signals that our culture is producing leaders who are shaping the industry for the better, leaders who understand that the future of our work, including the responsible deployment of AI.

As AI reshapes roles, skills and pay structures at pace, we are equally committed to ensuring that shift does not replicate existing inequalities. Historically, the emergence of new high-value skill sets has tended to deepen structural inequity if left unmanaged, and we are committed to getting ahead of that pattern rather than responding to it after the gap has widened. That means ensuring women at every level have equitable access to AI tools, training, and the leadership opportunities forming around them - and building gender equity considerations into our AI adoption from the outset, so that the future of our workforce is not inadvertently designed around the inequities of the past.

While our median figures show progress toward parity, the gap at senior levels remains clear. We are committed to long-term, structural change through sustained and transparent action.



Angela Tangas, Global OLIVER CEO
Brandtech Group Chief Strategy Officer

