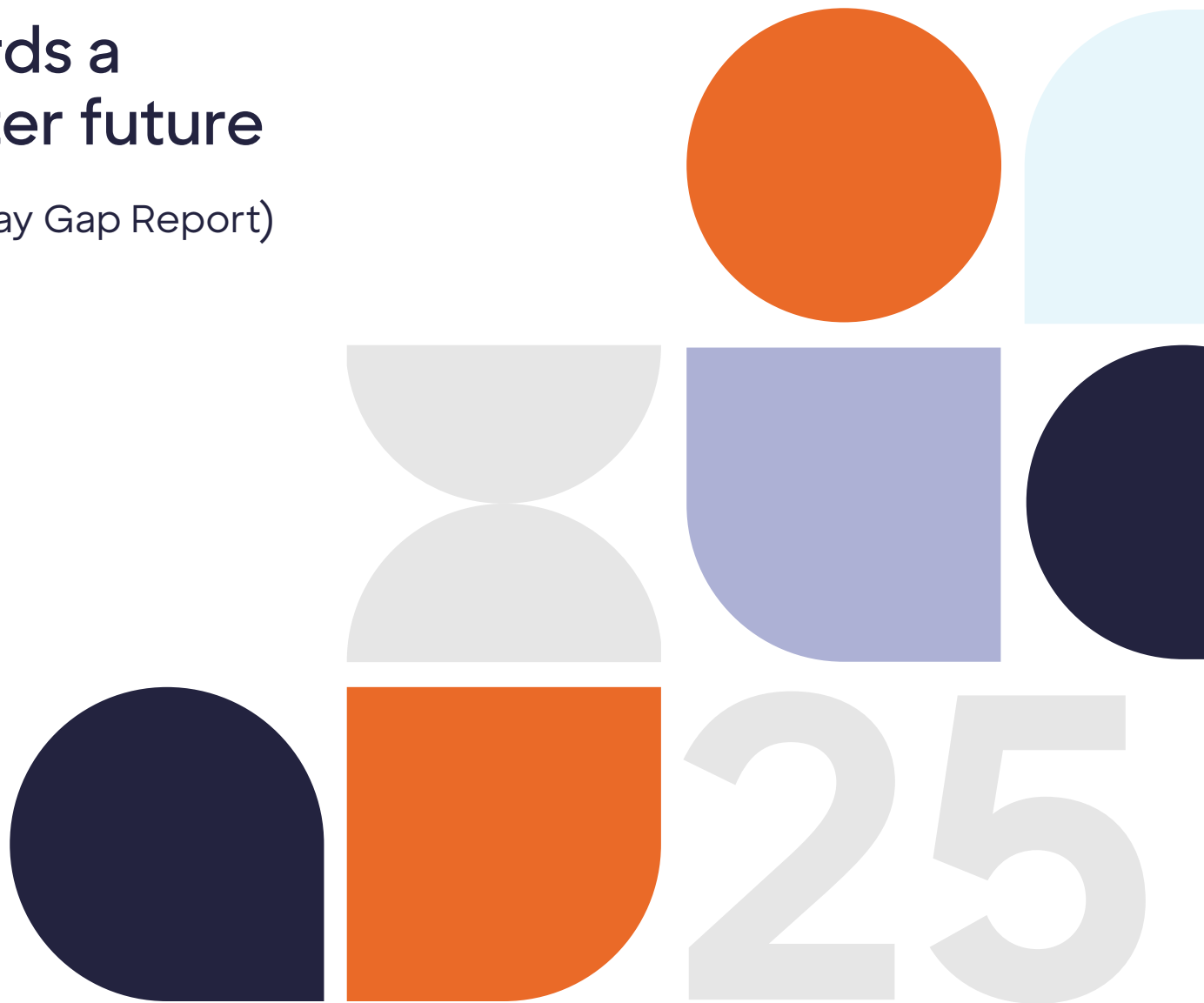



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(2025 Discover UK Gender Pay Gap Report)





# Understanding the gender pay gap

## What is the gender pay gap?

The gender pay gap is the difference between the average hourly earnings of men and women. For example, a 4% gender pay gap shows women earn 4% less per hour (on average) than men. To calculate the gap, we measure the difference between men and women's average pay. In Great Britain, it's a legal requirement for employers with more than 250 employees to report their gender pay gap.

## What is equal pay?

Equal pay is different to the gender pay gap. It looks at the legal right for men and women to be paid the same for doing equal work. While equal pay and the gender pay gap measure different things, they both provide valuable insights. We regularly review the pay of associates who do equal work. This process also takes into consideration things like location and experience as these can affect someone's salary, regardless of gender.

## How do we calculate our gender pay gap?

We measure the difference between the salary of men and women in two different ways: the mean and the median (as required by law).

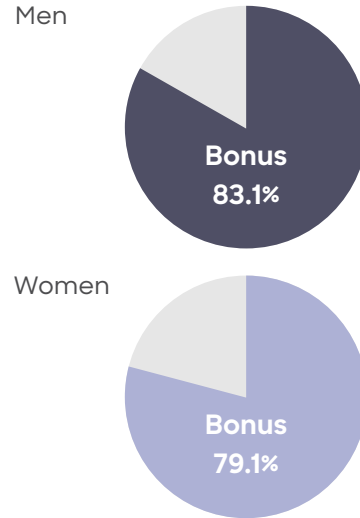
- The mean figure is the sum of all the men's or women's salaries, divided by the number of men or women respectively. The women's figure is shown as a proportion of the men's and the difference between these two figures is the gap. This is the figure we officially report.
- The median figure lists all the men's salaries from lowest to highest and takes the middle number, then compares this to the same figure for the women's salaries.

We also report our mean and median gender pay gaps in relation to bonus pay, as well as the proportion of men and women who receive a bonus in addition to their salary.

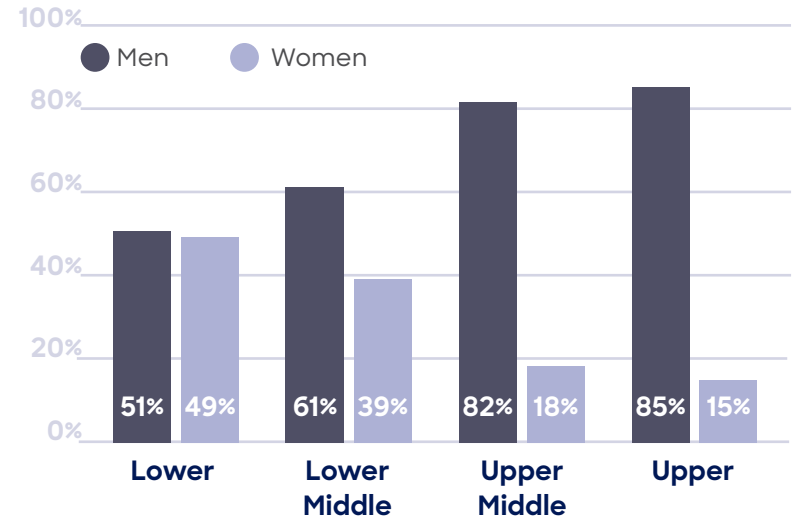
### Gender pay gap

	Median	Mean
Pay gap	17.5%	19%
Bonus gap	31.2%	45.8%

### % of employees receiving bonus



### % of men and women in each hourly pay quartile



## Director's note

**Finola Pierse**  
 Director, Human Resources

I confirm the figures in our disclosure are accurate and were independently reviewed by a third-party consultant (Willis Towers Watson) in accordance with their understanding of gender pay gap reporting requirements in the United Kingdom.

