

# GENDER PAY GAP REPORT

# 2026



The gender pay gap measure is an indicator which helps us to focus our efforts to create a team that reflects the diversity of our artist roster, and of broader society. We value – and continually work to advance – diversity, equity, inclusion and belonging.

As of April 2025, Universal Music’s mean pay gap decreased slightly to 25.9%, down from to 27.5% in April 2024, flat April 2023, and down from 31% in 2021. However, the median gender pay gap saw a rise of 1.7% alongside a rise in the median bonus pay gap to 11.8%. This was partially driven by a higher proportion of female leavers from the upper quartile in 2024 (17.6% compared to 10.5% of males). Additional contributing factors included the inclusion of equity into gender pay gap bonus calculations for the first time.

Throughout 2025, the proportion of women within our workforce remained stable at 45.2%. Since December 2023, the company has undergone a significant restructuring. The mean pay gap in the upper quartile has improved significantly, decreasing from 13% to 4%, and this is despite a 1% increase in the proportion of male employees in this group and the loss of some female employees at this level. Encouragingly, our hiring efforts continue to result in a higher proportion of female talent being recruited to roles within the lower middle quartile.

## DRIVING PROGRESS

We believe the best way to flourish in our ever-changing industry is to create a team that truly reflects the incredible diversity of our artist roster and society. We’re committed to creating an inclusive culture where everyone can freely express themselves and bring something unique to our creative journey and our shared passion for music.

Our diversity sets the stage for the creativity, collaboration and innovation that make our artists successful. Here, everyone is seen, and our contributions are supported, valued, respected, actioned and appreciated.

In April 2025, several senior female leaders participated in a filmed internal discussion aimed at increasing understanding of the gender pay gap: what it is, what it is not and the key drivers behind it at UMG UK. The conversation also explored retention, the importance of sponsorship at different career stages and the need to support equality in flexibility for family commitments and promote positive male role models.

In support of greater equality, UMG UK sponsored the UK’s first ever Working Dads Summit, hosted by Parenting Out Loud. The event focused on promoting equal parenting, encouraging men to openly embrace their caregiving responsibilities and inspiring cultural change. It was hosted by Elliot Rae MBE, BBC One documentary presenter, author, men’s mental health advocate, with participation from several senior male leaders across UMG UK who reinforced the importance of shared parenting and equality.

Following a commitment in the previous report, employee engagement surveys were reintroduced in 2025 to better understand what drives engagement, motivation and retention. UMG UK is currently in the action planning phase, with outcomes to be communicated company wide.

Finally, a series of focus groups has recently been completed with female employees aged 26 to 35 to better understand how to support their career progression. The consultation also included former employees from this group, as well as male peers, managers, and senior leaders. Insights from these discussions will be made available to leadership shortly after this report and will inform priorities and actions for the year ahead.

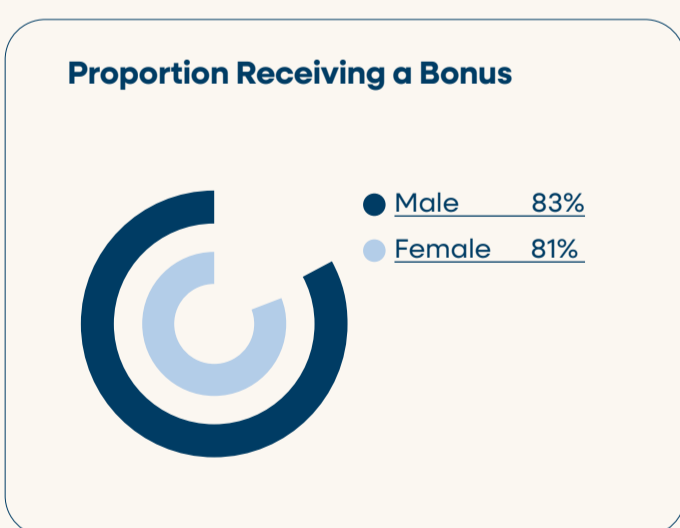
## OUR PAY GAP FIGURES

Legislation introduced in April 2017 requires all employers of 250 or more employees to publish their gender pay gap – for this year as of 5th April 2025.



**Gender Pay Gap**

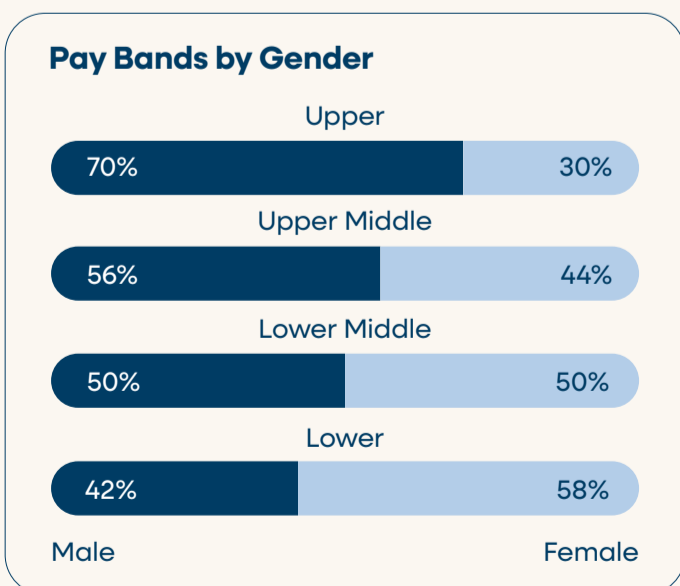
<u>Mean</u>	
<b>Pay Gap</b>	25.9%
<b>Bonus Gap</b>	40.7%
<u>Median</u>	
<b>Pay Gap</b>	25.2%
<b>Bonus Gap</b>	43.7%



**Mean vs Median**

The **MEAN** gender pay gap is the difference between average male pay and average female pay. It is calculated by adding the wages of all employees then dividing it by the number of employees. The calculation method means a few highly paid people can have a significant impact on the figure.

The **MEDIAN** is the middle figure in the sequence of salaries from smallest to largest. It compares the middle male earner in the organisation to the middle female earner.



## DECLARATION

I can confirm that the above information and data reported are accurate.

**Andrea Lawrence**  
Chief People, Inclusion & Culture Officer  
Universal Music Group UK