



The *WALT DISNEY* Company UK

GENDER PAY GAP REPORT

2025

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WHY DOES DISNEY HAVE TO REPORT GENDER PAY GAP?

This is the ninth year of mandatory gender pay gap reporting in the UK – a requirement for all legal entities with over 250 employees, for the period of May 2024 to April 2025. Approximately 10,000 companies across the UK are reporting their gender pay gap in April 2026.



WHAT IS A GENDER PAY GAP?

The gender pay gap is the difference between the hourly rate of pay of male employees and female employees, expressed as a percentage of the hourly pay rate of the male employees. The gender pay gap is reported on both a mean (average) and median (mid-point on a distribution) basis.



IS IT THE SAME AS EQUAL PAY?

No, equal pay compares the salaries of men and women doing the same or equivalent work. This is one of the primary measurements that Disney uses to ensure a fair and equitable workplace. A gender pay gap does not mean that women make less than their male counterparts doing the same job.

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The Walt Disney Company takes a holistic approach to ensuring equality in our workforce.

While we recognise and understand that there is always work to be done to improve any gap, we are proud of the shape of our organisation and that we compensate and promote people based on their roles, experience and performance. The statistics included in the Gender Pay Gap measurement are not reflective of these nuances as they only measure the difference between average pay for men and women across a workforce.

The Gender Pay Gap is a measure of the difference between the average pay of men and women in an organisation, rather than whether men and women are paid the same for similar jobs (equal pay), and it's important to take into account the complexities of a workforce within a multifaceted organisation including technical expertise and differing responsibilities and experience.

We benchmark our compensation internally and externally and look at the skills, expertise, qualifications, experience and tenure of each candidate to establish appropriate compensation.

We also take a holistic approach to addressing the gap itself.

Recruitment, selection & talent pipeline

We know that representation plays a pivotal part in reducing our gender pay gap. Right now, the main driver of our pay gap is representation at the lowest and highest levels of the organisation. Therefore, we have made concerted efforts in our recruitment processes to seek greater representation balance at every level.

- We are committed to fostering a barrier-free talent process for everyone. We ensure panels are used to interview candidates at all levels
- Training is available to hiring managers across the UK and EMEA, to ensure that we reach and attract the best, most talented people. This has resulted in:
 - **Interns:** In FY25, men represented 41% of all applicants and 33% of all offers accepted. We have improved offers to men by 5% compared to FY24 which is balancing representation at lower levels of the organisation
 - **Executives:** In FY25, 72% of all hires for vacant Executive roles were women, mostly at the Director level
- Developing, mentoring and sponsorship of high potential employees to gain experience and visibility that positions them for senior roles
- The third cohort of our talent development programme for women, empowHER, launched in January 2026, continuing our commitment to developing high-potential female senior managers
- We work with Disney UK & Ireland's Belonging Employee Resource Groups to share job opportunities
- Disney's fast-growing technology business offers many opportunities. We continue to work with organisations to support the pipeline of talent into STEM careers, and our recent recruitment campaign saw both men and women hired into roles at all levels

People initiatives

- The EMEA Parental Transitions coaching programme, which supports all parents throughout their parenthood journey, will continue with Part 2 launching in March 2026
- Our seven Women@Disney Belonging Employee Resource Groups across the region continue to bring together women and allies to champion community, education, and the advancement of women as they progress their careers at Disney

Additional benefits

Inflection, newly launched in FY25, delivers expert-led, on demand education around fertility, menopause, and other life moments, in 55 languages. Through this education:

- Women are supported when they need it most and managers can learn how to offer support, ultimately normalising conversations about health and life challenges
- We believe this can improve retention of mid-career and senior women and promote equity

Disney offers a number of enhancements available to employees in the UK through our medical insurance policy, including:

- Paying for fertility investigations and treatment up to an agreed limit
- Access to specialist gynaecologist or endocrinologist care for menopause symptoms

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WHAT ARE MEAN AND MEDIAN PAY GAPS?

The mean (average) is calculated by adding together all values and dividing by the number of values.

The median is the middle value in a list sorted from lowest to highest.

MEAN PAY GAP

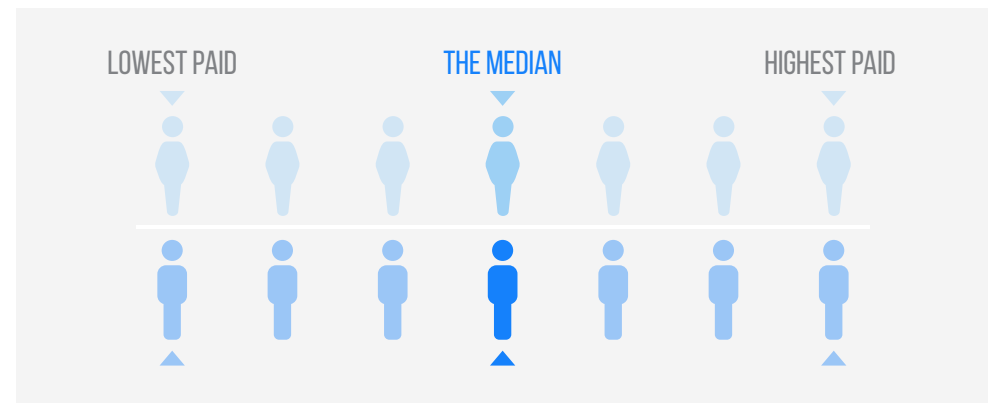
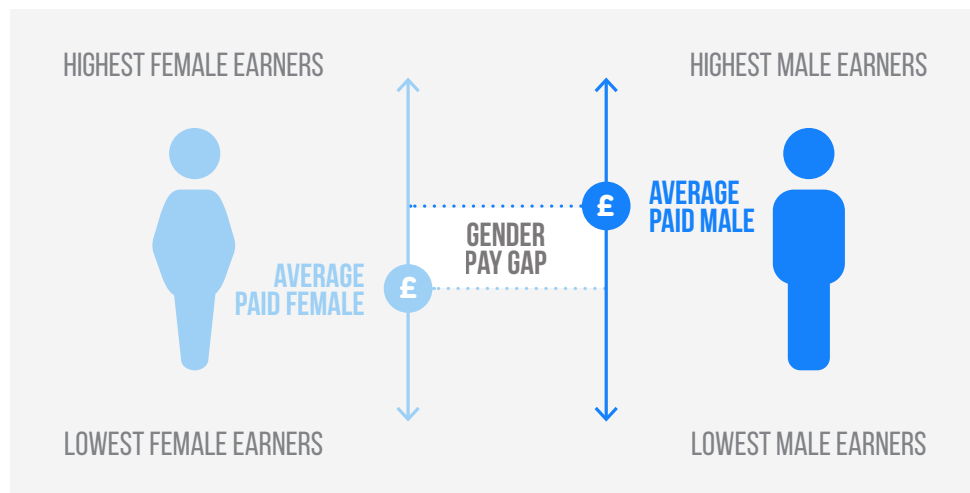
The mean is the overall average of the whole sample and can thus be subject to the influences of any salaries at the very top or bottom of the sample. In other words, the mean is much more subject to skewing by a small number of outliers.

For example, a 20% mean pay gap means that the average pay of men is 20% more than women.

MEDIAN PAY GAP

The median is a statistic commonly used in analysing both internal pay tendency and external market norm, because it looks at the central tendency of the market or sample, showing the middle-most salary of a sample. Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary.

For example, a 15% median pay gap reflects that the average pay of women by this measurement is 15% less than men. Because the median measurement is less impacted by the highest and lowest outliers, it is closest to the experience of the typical man and the typical woman in a workforce.



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GENDER PAY GAP

The gender pay gap figures outlined below show the percentage difference between the average pay for men collectively and the average pay for women collectively across the entire organisation, irrespective of roles. The mean and median gap figures are based on hourly rates of pay for all UK employees.

This table shows there is a mean hourly gender pay gap of 20.1% between men and women for The Walt Disney Company UK and a median gender pay gap of 17.4%. With analysis, this gap is attributed to having more men at the most senior levels of the Company and a higher proportion of women in the more junior roles of the Company. Those earning the most and the least skew the mean to a greater extent than the median which is why the mean gap is greater than the median.

BONUS PAY GAP

The bonus gap figures outlined below show the percentage difference between the average bonus pay for men collectively and the average bonus pay for women collectively across the entire organisation, irrespective of roles. The figures also reveal the percentage of male and female UK employees receiving bonus pay in the reporting time period.

The table shows that there is a gender bonus gap of 39.6% in mean bonus pay between men and women for The Walt Disney Company UK, and a median bonus gap of 27.6%.

Understanding that the bonus measurement includes all types of bonuses, from high cash value long term incentives to low cash value incentive vouchers, helps to explain why there is a gap. Not only is there a gap between the highest and the lowest bonuses paid across both organisations, but we also know that there is a greater proportion of men at the highest levels of the Company which further skews the mean. In this case, looking at the median is a more accurate reflection of the typical employee.

The
WALT DISNEY
Company UK

1,958
TOTAL EMPLOYEES
61% female workforce

PAY GAP

20.1% **17.4%**
MEAN MEDIAN

% OF EMPLOYEES RECEIVING A BONUS

62.4% **51.4%**
MEN WOMEN

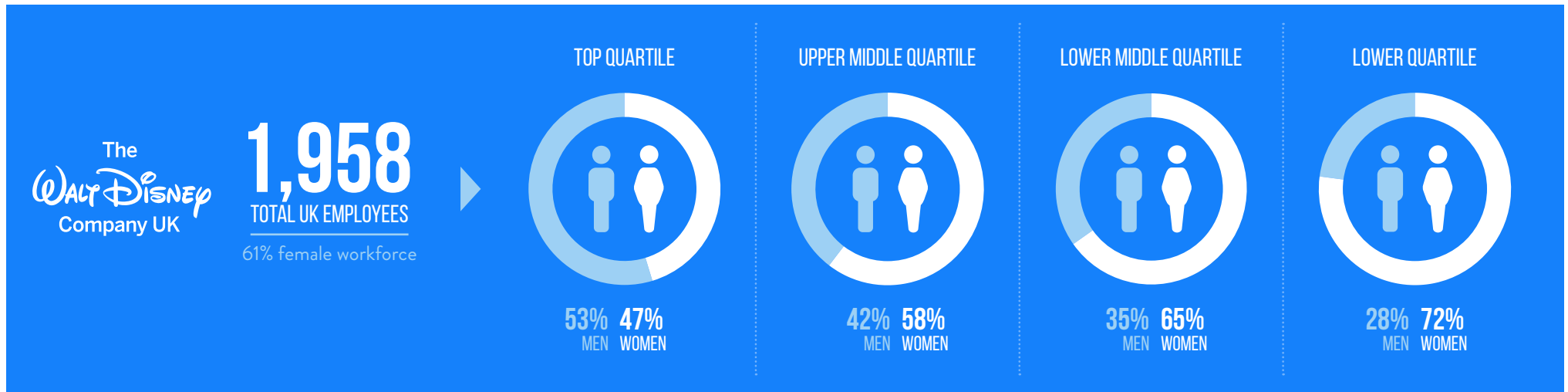
BONUS GAP

39.6% **27.6%**
MEAN MEDIAN

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GENDER POPULATION WITHIN QUANTILES

This shows how many men and women are in each quartile of the payroll based on hourly rates. As you can see in the figures outlined below, three out of the four quartiles at The Walt Disney Company UK have more women than men.





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