



GENDER PAY GAP REPORT

2025

GENDER PAY GAP REPORT 2025

?

WHY DOES INDUSTRIAL LIGHT & MAGIC (ILM) HAVE TO REPORT GENDER PAY GAP?

This is the ninth year of 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.

?

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 ILM 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.

GENDER PAY GAP REPORT 2025

Representation is an essential part of creating pay balance.

However, we acknowledge the visual effects industry has traditionally been predominantly male. That's why ILM continues to take a holistic approach to ensuring gender equality in our workforce. We compensate and promote employees based on their roles, skills, experience and performance whilst endeavoring to ensure everyone has an equal opportunity to develop and grow. Ongoing, current and future initiatives include:

- Embracing a 'promote for potential' culture. Ensuring that all vacancies are advertised internally. We now have three women in creative leadership roles, and this year a woman VFX Supervisor has been nominated for an Academy Award
- Ensuring job advertisements and job descriptions support fair and equitable hiring practices with the use of gender-neutral language
- High quality training for all employees at onboarding and refreshed regularly
- Our entry level intake, year on year, reflects a broadly balanced gender split, helping to ensure better representation in our talent pipeline
- Several high-quality training programmes, designed to build confidence and support under-represented groups
- An emphasis on improved work-life balance for all
- A listening project that enables every woman in the organisation an opportunity to share concerns and ideas to help us better understand the blockers, at all levels of the organisation, to female advancement
- Innovations in our performance management systems support meaningful manager and employee dialogue around areas for improvement and growth

To further support gender balance in the industry, ILM is focused on building pathways, community and practical support for women at every stage of their careers, including:

- A mentorship programme focused on women employees to encourage and support future growth
- A belonging employee resource group (BERG) giving women employees and their allies a forum for community, collaboration and representation
- An affinity group for Working Parents. Recognising the impact that child rearing can have on a woman's career development, this group creates a supportive community whilst also giving a voice to our working parents
- ILM continues to be a corporate sponsor of [Animated Women UK](#). With the aim of creating more gender balance in the industry, all women employees are given free access to support and learning resources and industry-wide activities and networking opportunities
- Innovations in our performance management systems support meaningful manager and employee dialogue around areas for improvement and growth

Looking to our pipeline of future talent, ILM continues to engage in a broad range of outreach programmes to raise awareness of careers in VFX among young women, and to inspire and signpost potential career paths. Our outreach and work experience programmes are designed to be representative of the cultures and communities we operate in, and we work with educational partners who demonstrate a strong commitment to improving gender representation.

GENDER PAY GAP REPORT 2025

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

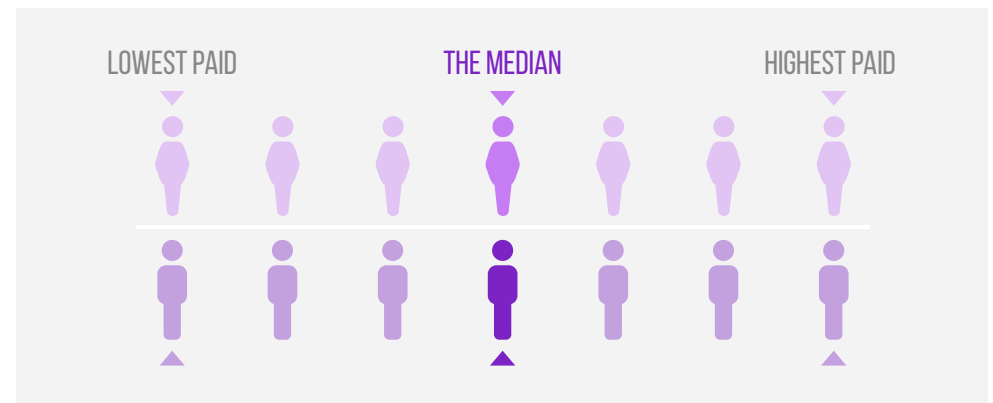
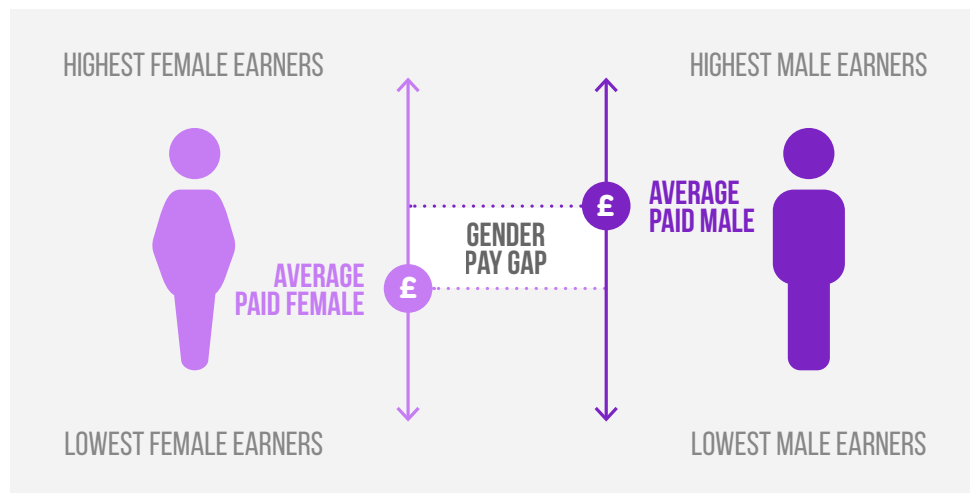
The mean is the overall average of the whole sample and can thus be subject to the influences of any salaries at the very top or bottom of the sample. In other words, the mean is much more subject to skewing by a small number of outliers.

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.



GENDER PAY GAP REPORT 2025

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.

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.



737
TOTAL EMPLOYEES
33% female workforce

PAY GAP

21.8% **23.1%**
MEAN MEDIAN

% OF EMPLOYEES RECEIVING A BONUS

29.4% **30.9%**
MEN WOMEN

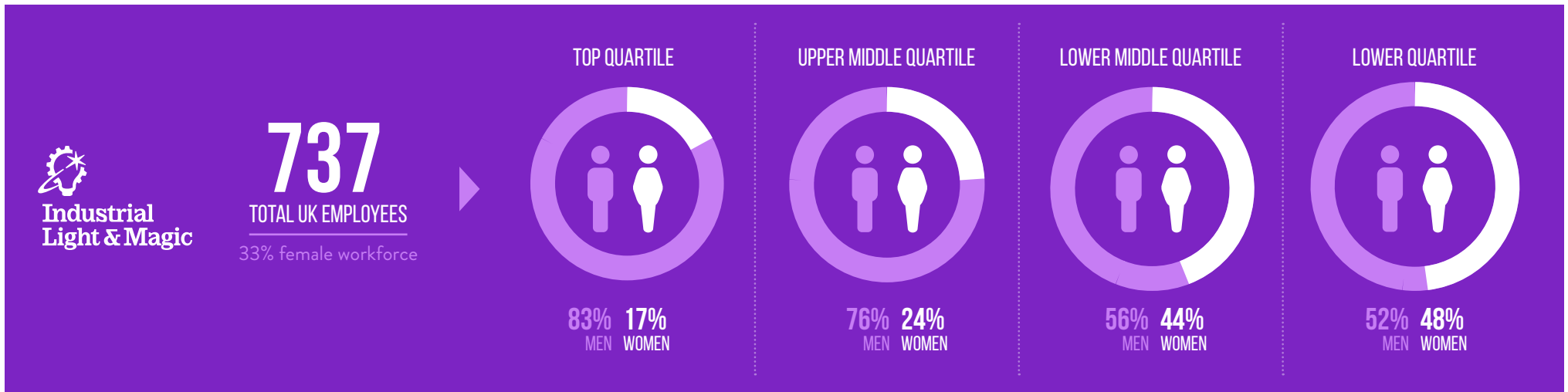
BONUS GAP

21.4% **0.0%**
MEAN MEDIAN

GENDER PAY GAP REPORT 2025

GENDER POPULATION WITHIN QUARTILES

This shows how many men and women are in each quartile of the payroll based on hourly rates.





GENDER PAY GAP REPORT

2025