

# Gender Pay Gap report

Understanding our  
data, our context  
and our actions



### Why gender pay gap reporting matters to us

At Euromonitor, our culture and values shape how we build teams, develop talent and deliver sustainable commercial impact. We know that strong performance is underpinned by a culture of fairness, inclusion and accountability. Monitoring our gender pay gap helps us understand how hiring, progression and leadership decisions influence pay outcomes over time, and where action is needed to drive equitable results.

Our commitment is to reduce pay gaps wherever possible, and ensure fairness, transparency and accountability. This commitment is strengthened through **the recent appointment of a Global Director of Reward**, providing expertise and oversight of pay and progression principles, and driving alignment across the organisation. It is also reflected in our progress, including an increase in female representation in senior leadership to **59%**, up **9%** year on year.

### Equal pay vs pay gap—what's the difference?

Equal pay relates to men and women being paid the same for the same or equivalent work. The gender pay gap, by contrast, shows the difference in average pay across the organisation and is shaped by representation, seniority, tenure and access to variable pay. The pay gap reflects structural patterns over time rather than like for like pay differences.



## What the data shows

Based on pay data from the 12 months prior to the April snapshot date:

9.29%

Mean gender pay gap

Down 7 percentage points year-on-year

16.57%

Median gender pay gap

Up 3 percentage points year-on-year

Our bonus gender pay gap has increased:

46.99%

Mean bonus gender pay gap

37.44%

Median bonus gender pay gap

## Understanding the drivers of our pay gap

Looking closely at the data, our pay quartile shows the following gender distribution across the organisation:

- Lower quartile: 66% women | 34% men
- Lower middle quartile: 61% women | 39% men
- Upper middle quartile: 50% women | 50% men
- Upper quartile: 53% women | 47% men

Overall, the pay gap and quartile data show that women are represented across all pay quartiles, including at senior levels. This indicates that the pay gap is driven by seniority and tenure patterns over time, rather than overall gender distribution.

Against this backdrop, there are two primary contributing factors to our pay gap. In both the Consulting division and in Executive Leadership, there is a higher concentration of men in senior roles and longer average tenure.

However, we continue to see strong female representation in commercially and strategically important roles, including Sales and Research, and Technology is no longer a key contributor to the pay gap. **Key progress demonstrated and evidenced by the data.**



### Understanding the drivers of our bonus gap

Bonus eligibility is broadly comparable, with 92% of women and 91% of men receiving a bonus. Differences in the bonus gap therefore relate less to eligibility and more to how bonus values are distributed across the organisation.

This is evidenced in our bonus quartile data which illustrates that while women are well represented across all quartiles, men represent a higher proportion of the upper quartile, where variable reward is typically higher.

#### Bonus quartile

- Lower quartile: 63% women | 37% men
- Lower-middle quartile: 63% women | 37% men
- Upper-middle quartile: 67% women | 33% men
- Upper quartile: 45% women | 55% men

Like our pay gap, the bonus gap is influenced by the same two factors; both the Consulting division and in Executive Leadership, where there is a higher concentration of men in senior roles and longer average tenure.

In summary, these influential factors illustrate what is referred to as an “explainable gap.” The data shows that we do not have a gap in pay for like-for-like roles. Instead, we have a gap that is illustrative of a difference in gender representation. The data is further skewed by the fact that our two founders are male, as is our CEO. If we were to adjust for their inclusion in the data, we would see that the remainder of organisation is quite well balanced, with exception of the one division noted above.

It is also important to note that gender pay and bonus gap data reflects a specific moment in time. Changes in leadership composition, representation and role mix can influence our pay gap data year on year, reinforcing the importance of monitoring trends over time and focusing on actions that sustainably influence representation, progression and reward.

### Our actions and ongoing commitments

We recognise the importance of reporting on our gender pay gap as a tool for transparency and insight. Equally important is being clear about the actions we are taking and will continue to take to drive accountability and progress over time.

### Our commitments

#### Improving the representation gap

We are focused on monitoring and strengthening gender representation at senior levels through proactive hiring and career progression decisions, inclusive job design, diverse interview panels and candidate diversity tracking. This is already progressing as evidenced by the recent hire of a female Chief Commercial Officer, bringing more balance to the Executive Leadership Team from April 2026.

We are also focused on pay equity over time, implementing a global reward architecture to ensure pay and bonus decisions are reviewed holistically, alongside clearer career progression pathways and strengthened reward governance.

#### Talent reviews and development planning

We are committed to implementing a global Talent Review to identify potential successors to leadership roles, and support development planning to close progression gaps. Our mentoring programme also serves to support women developing their career and progression.

#### Menopause support and life stage inclusion

We are building on our existing menopause policy and guidance to support retention, wellbeing and long term career progression. This includes partnership with our Women's and Multigenerational ERGs, clear signposting of reasonable workplace adjustments and occupational health pathways and building manager capability to support informed and inclusive conversations.

Together, these commitments strengthen our focus on closing the pay gap and sustaining an inclusive and high performing culture.

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This year's gender pay gap report reflects both progress and continued focus areas. It highlights how representation in our most senior roles influences our gap and reinforces our commitment to transparency, accountability and sustained action to support equitable reward and progression across Euromonitor.

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Nadia Strone – Chief People & Impact Officer



## Declaration

I confirm that the information contained in this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink, appearing to read 'Adeife Onwuzulike'.

**Adeife Onwuzulike**

Global Director – Culture, Engagement and Inclusion