



UK Gender Pay Gap Report 2025

Foreword

For statutory reporting, the UK Gender Pay Gap Regulations require employers to publish gender pay gap data for each legal entity with more than 250 employees. Thomson Reuters in the UK comprises of four legal entities, two of which have more than 250 employees. We are therefore publishing figures for Thomson Reuters (Professional) UK Limited and Reuters News and Media Limited: the disclosures for these entities appear at the end of this report. The other two legal entities each have fewer than 250 employees and are not subject to the statutory reporting requirements.

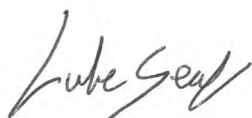
This report includes a voluntary disclosure showing a combined view of the pay gap results across all four Thomson Reuters UK entities.

Our 2025 combined gender pay gap report for Thomson Reuters UK shows an increased gap in both our mean and median hourly pay gaps compared to the 2024 report, with the mean pay gap increasing from 11.3% to 12.9%, and the median pay gap increasing from 11.8% to 12.5%. The mean bonus pay gap has improved from 46.4% to 37.4%, with the median bonus pay gap remaining broadly consistent from 43.1% to 43.5%.

As a global company, inclusion and belonging are central to our purpose and values. We remain focused on building inclusive workplaces globally where colleagues with varied backgrounds, perspectives and experiences can develop, contribute and thrive.



Matt Selley
Vice President,
Compensation
March 2026



Luke Seal
Vice President HR Business Partner,
Reuters
March 2026

What is the gender pay gap?

The gender pay gap shows the difference in the average pay between all men and women in a workforce, irrespective of their role and level in the organisation. It is not the same as equal pay.

Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. It is unlawful to pay people unequally because of their gender.



Measuring the gap

The mean gender pay gap is the difference in average hourly pay and bonus pay of all men and all women across a workforce. Since this includes all low and high earners, an organisation that has more women in less well-paid jobs than men will usually have a bigger gender pay gap.

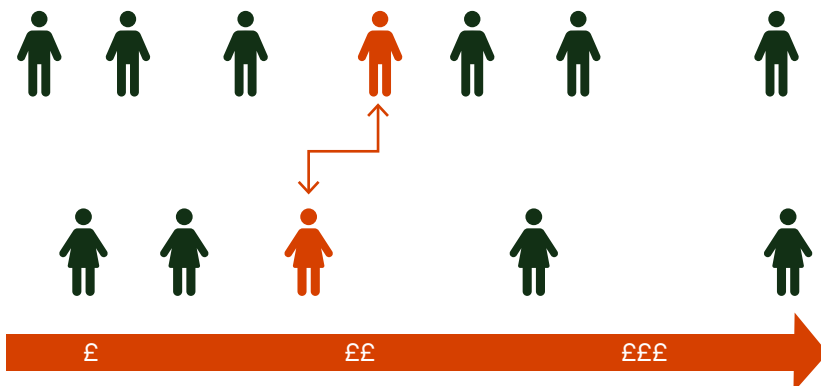
The median pay gap is the difference between the midpoints (the middle number when set out from lowest to highest) in the ranges of all men's pay and all women's pay. The median is the best representation of the 'typical' gender pay gap since it reduces the impact of what may be a small number of extreme outlying values.



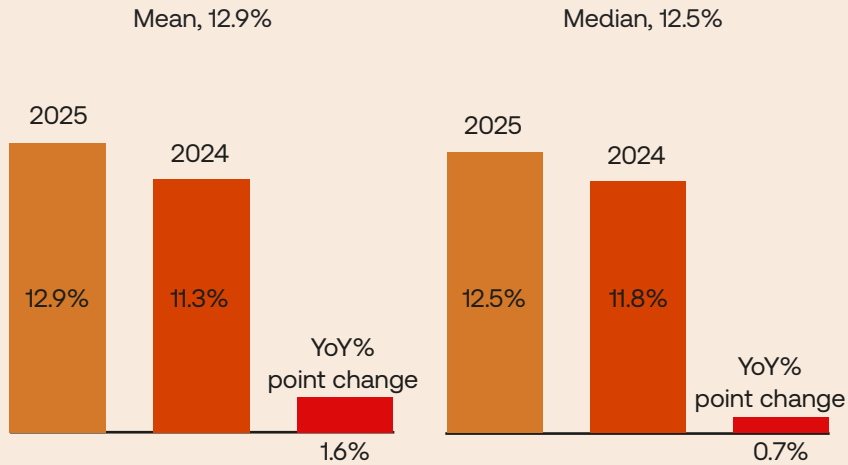
Mean pay gap: the difference calculated as a percentage of the average male pay



Median pay gap: comparing the pay of the midpoint of the range of male and female employees who ranked in order of earnings



Pay gap

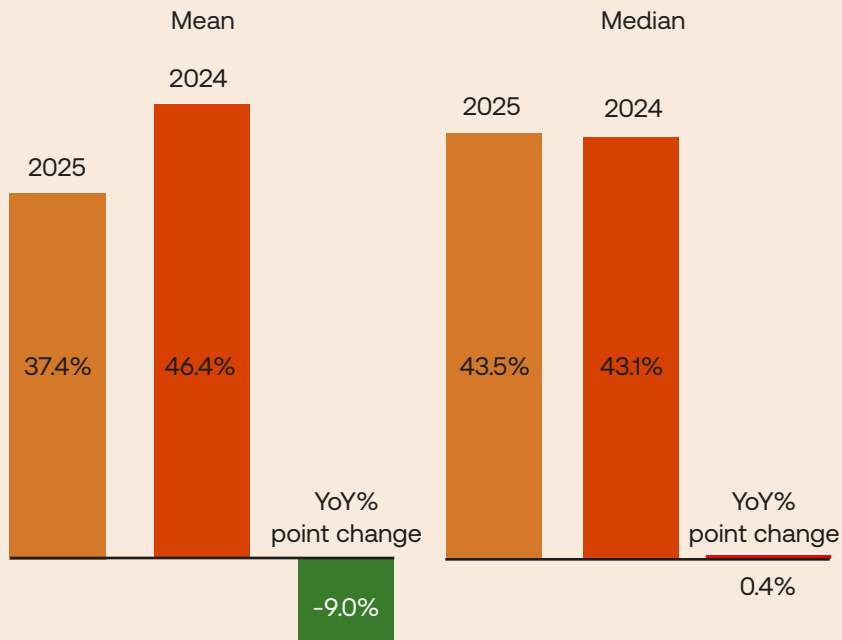


Understanding our pay gap

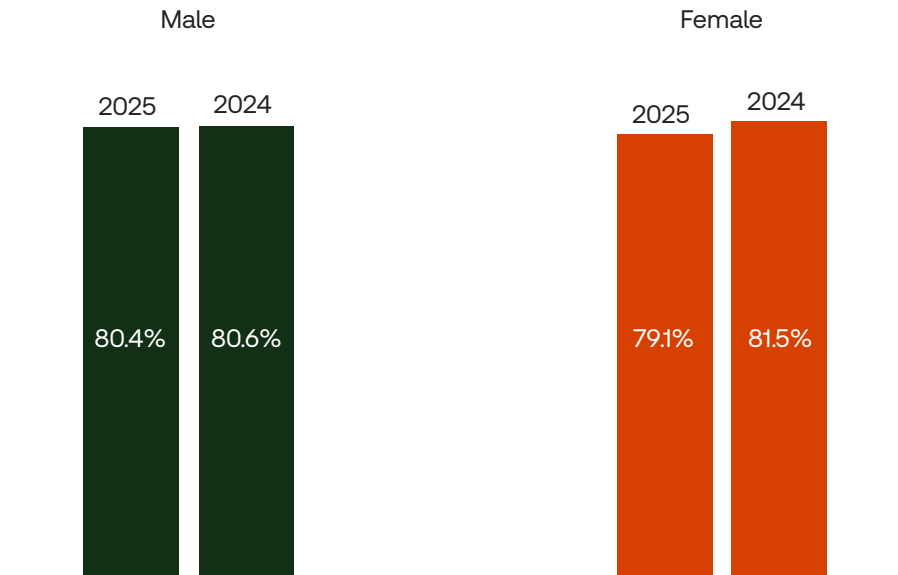
Data as of April 5, 2025

Overall gender pay gap for Thomson Reuters UK

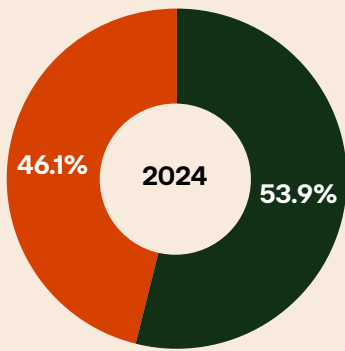
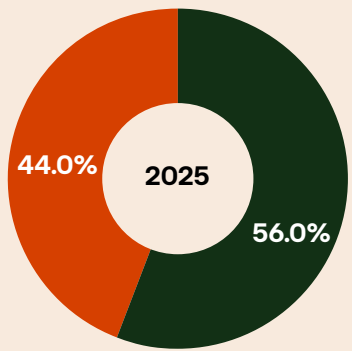
Bonus gap



% of employees receiving a bonus

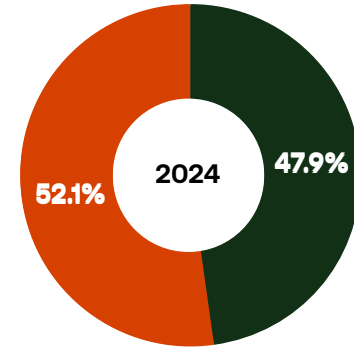
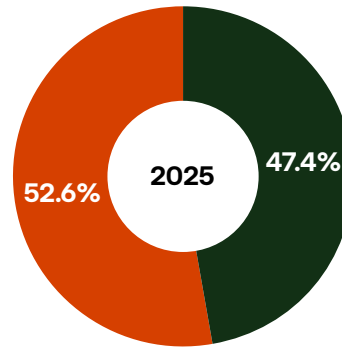
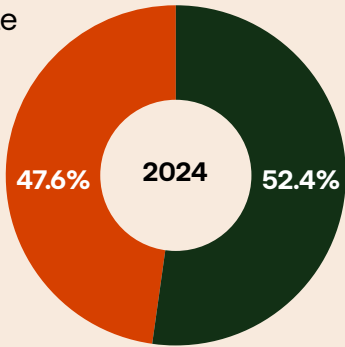
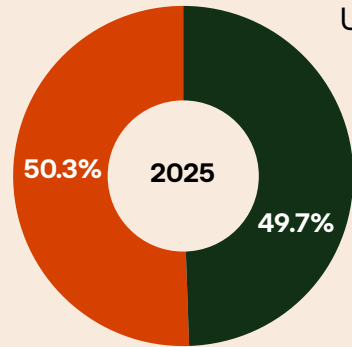


Top



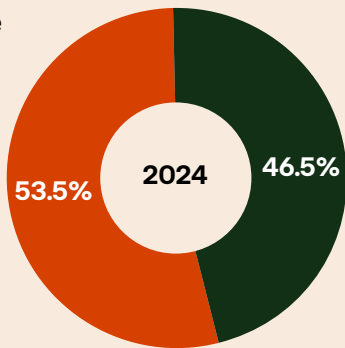
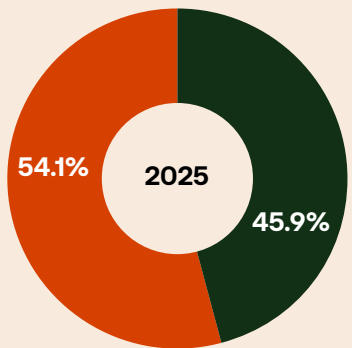
Thomson Reuters UK overall pay quartiles

All Thomson Reuters UK

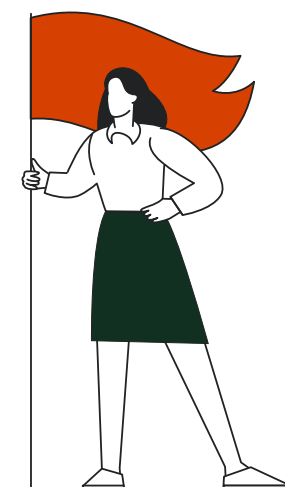
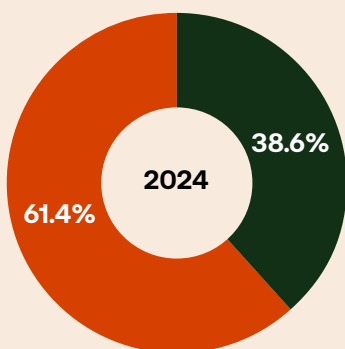
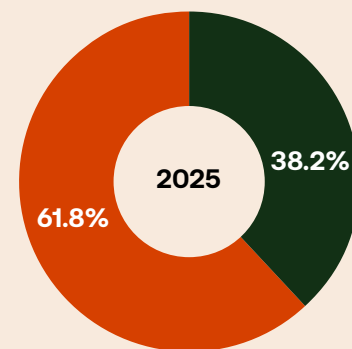


Upper middle

Low middle



Lower



Explaining our results

Headline movements year-on-year

In our 2024/2025 report, the mean gender pay gap increased by 1.6 percentage points compared with 2023/2024, and the median pay gap increased by 0.7 percentage points. Over the same period, the mean bonus gap decreased by 9.0 percentage points, and the median bonus gap increased by 0.4 percentage points. Several factors sit behind these movements.

What's shaping our pay gaps

Senior leadership representation

The higher representation of men in senior leadership level roles continues to contribute to our pay gaps. We remain committed to addressing that by building our pipeline of highly talented women for future senior leadership roles.

Representation at less senior job levels

Our results also reflect ongoing changes in representation at entry and less senior job levels, where pay is typically lower. With a higher proportion of women in roles at these levels in the UK, it can increase the overall pay gap when looking across the whole population particularly when higher-paid roles remain more male-represented.

Technology roles

For the pay reference period assessed, 70% of our UK technology roles were filled by men, compared with 72% referenced in our Gender Pay Gap report last year. Because these roles often command higher pay, reflecting market demand and competition for specialist skills, this occupational mix continues to influence our overall pay gap.

This reinforces the importance of our efforts to attract, recruit and retain more women in technology development roles.

Sales commissions and the timing of pay snapshots

The gender pay gap calculation is based on pay received during the snapshot period. Sales commission and certain bonuses paid in April are included in hourly pay calculations, while annual bonuses for non-Sales employees are typically paid in March and are therefore not reflected in the pay reference period.

Commission payments also vary more significantly from year to year than many other forms of pay. With a higher proportion of men in mid-level and senior sales roles, average commission payments remain higher for men, which can affect both pay gap and bonus gap outcomes. This is one reason we continue to focus on improving representation of women in commission-earning roles across job levels.

Impacts on bonuses

While we have reduced the mean bonus gap this year, average total bonus values remain higher for men than for women overall. This largely reflects the way bonus and long-term incentive opportunity is distributed across the organisation: senior leadership roles (which receive larger incentive awards) and senior sales roles (where a higher proportion of total reward may be delivered through variable pay) continue to be disproportionately male.

In addition, differences in the value of deferred share plan and long-term incentive vesting between men and women can materially affect bonus gap measurements in any given year. Where share prices vary each year the value realised at vesting can be amplified, particularly where these awards are concentrated at senior levels. Because vesting outcomes relate to grants made in prior years, they can introduce volatility into year-to-year bonus gap results.

Statutory reporting

Thomson Reuters (Professional) UK Limited 2025

Mean pay gap	11.0%
Median pay gap	13.4%
Mean bonus gap	42.3%
Median bonus gap	44.5%
% males/females receiving a bonus payment	93.7% / 94.3%
Upper quartile male/female %	53% / 47%
Upper middle quartile male/female %	48% / 52%
Lower middle quartile male/female %	42% / 58%
Lower quartile male/female %	41% / 59%

Reuters News and Media Limited 2025


Mean pay gap	15.0%
Median pay gap	13.7%
Mean bonus gap	25.6%
Median bonus gap	35.4%
% males/females receiving a bonus payment	69.0% / 67.1%
Upper quartile male/female %	64% / 36%
Upper middle quartile male/female %	55% / 45%
Lower middle quartile male/female %	48% / 52%
Lower quartile male/female %	40% / 60%

Declaration

We confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Matt Selley
Vice President, Compensation



Luke Seal
Vice President HR Business Partner,
Reuters



