

Equality Report



2025

The
Guardian

Setting the stage: why reporting on equality matters

Since our founding over 200 years ago, the Guardian has recognised that diversity of thought makes for stronger reporting. We hold the same values when it comes to our organisation. Our equality report outlines our gender, ethnicity and socioeconomic pay gap data for the year to April 2025, identifies where we've made progress and notes where we must continue to drive positive change.

As an organisation built on facts and guided by our values, we apply the same principles that shape our journalism—honesty, integrity, courage and fairness, to how we operate. That's why, alongside publishing our gender pay data since 2017, we've been voluntarily publishing our ethnicity pay data since 2019. This year, for the first time, we're sharing our socioeconomic background pay data. This is part of our commitment to transparency and accountability. In expanding our reporting to capture social mobility data we aim to provide a broader, more complete picture of access and opportunity within the Guardian.

The media industry is constantly evolving, requiring us to be more international, more digital, and more reader-funded. In this climate, our ability to serve our global audience is directly strengthened by the representation and equality within our own organisation. We are pleased to share the progress we have made and outline the further action we are taking.

Since 2017 we've made steady and sustained progress in significantly reducing our mean gender pay gap, supported by ongoing investment in career development. This includes programmes specifically designed to help talented women to reach their full potential. We have now exceeded our ethnicity representation target of 20% and our recruitment strategy is proving successful in attracting diverse talent; for example, 45% of new joiners in the top-paid half of the company this year were people of colour. We also remain focused on internal programmes that open doors and nurture potential.



Anna Bateson
CEO



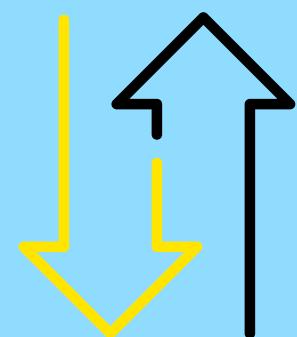
Katharine Viner
Editor-in-chief

However, this report also highlights where more work is needed. Unequal representation across pay levels remains the key driver of all our pay gaps and we are determined to address this through continued strategic investment in progression, leadership and inclusion across all levels of the organisation.

Lasting change doesn't happen overnight, and we remain dedicated to continued progress. We will use the findings of this report to chart our path forward, learning from the challenges and building upon our progress.

Calculation methodology and definitions

What's a pay gap?



The pay gap is the difference between two groups' average hourly earnings, irrespective of role. The pay gap is not to be confused with equal pay - the requirement that people performing the same or a similar role are paid the same. Paying people differently for the same role because of their gender has been illegal since 1970.

We use the mean and the median when reporting our pay gaps.

Why we report both

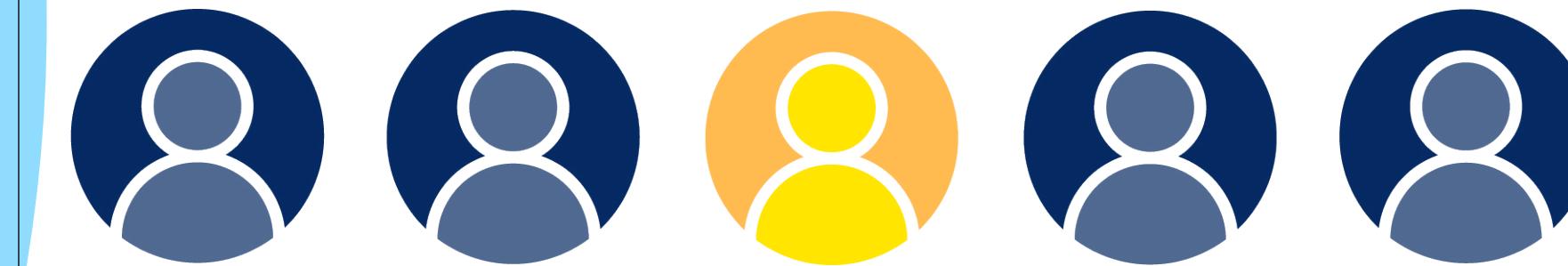
Using both the mean and the median helps build a fuller picture of pay at the Guardian. The mean can be influenced by a small number of very high or low earners, while the median provides a more representative view of what the average employee earns. Reporting both ensures transparency and helps us understand where structural inequalities may exist across different levels of seniority.

Mean



The mean is calculated when you add up the average earnings of all employees and divide the total by the number of employees. The mean pay gap is the difference between one group's (e.g. men) average pay, based on hourly earnings, and the second group's (e.g. women) average pay.

Median



The median pay is simply the figure that falls in the middle of a range; in this case, when everyone's earnings are lined up from the smallest to the largest. The median pay gap is the difference between the median pay in the first group (i.e. women) and the median pay in the second group (i.e. men).



Gender
pay gap

Gender pay gap

Headlines

1

The mean pay gap continues to close: Our mean gender pay gap has fallen by 9.4 percentage points from 11.3% when we first reported in 2017 to 1.9% this year.

2

The median pay gap has risen by 1.2 percentage points from 5.6% to 6.8% since last year, driven by a fall in the overall representation of women in the top-paid half of the organisation. However, this is still a notable improvement from 12.1% when we began reporting in 2017.

3

Women are under-represented in the top-paid half of the organisation and overrepresented in the lower-paid half, reinforcing the importance of progression, leadership pathways and the programmatic work we continue to develop and deliver year on year.

4

Headcount has reduced this year, impacting opportunities for progression and movement across pay quartiles.



Gender pay gap

A reduction of 9.4 percentage points since we first reported in 2017

1.9%

Mean pay gap is

Reduction of 0.7 percentage points since 2024

Reduction of 5.3 percentage points since 2017

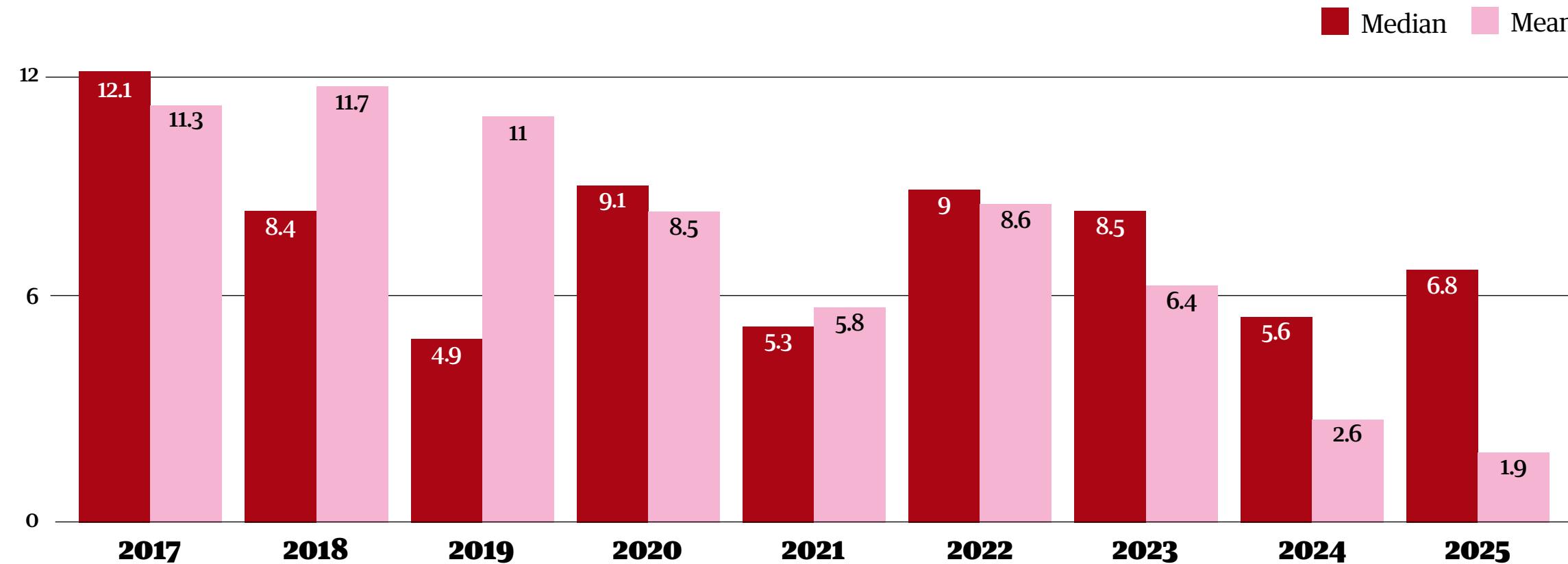
6.8%

Median pay gap is

Increase of 1.2 percentage points since 2024

The pay gap figures have been calculated including all UK GNM and GMG full-time and part-time employees.

Results over time



We've seen a significant reduction in our mean gender pay gap since 2017, reflecting steady progress over time.

However, the median pay gap is more complex: while it's significantly lower today than when we first measured it in 2017, consistent progress has been harder to sustain. The median pay gap is closely linked to the number of women in the top-paid half of the organisation, and, this year, women make up 43% of that group, a slight decrease from 44.5% last year. This change reflects a period of falling headcount and lower recruitment activity, which has impacted opportunities for progression and movement across pay bands. But our efforts don't stop when recruitment slows. Sustaining progress requires consistent and deliberate action.

We continue to invest in career development, ensuring women are supported to advance and move into senior roles. Through learning and development programmes, including our Leading Edge programme for women and other targeted leadership initiatives, we're ensuring our people are empowered with the tools they need for their personal and professional growth.

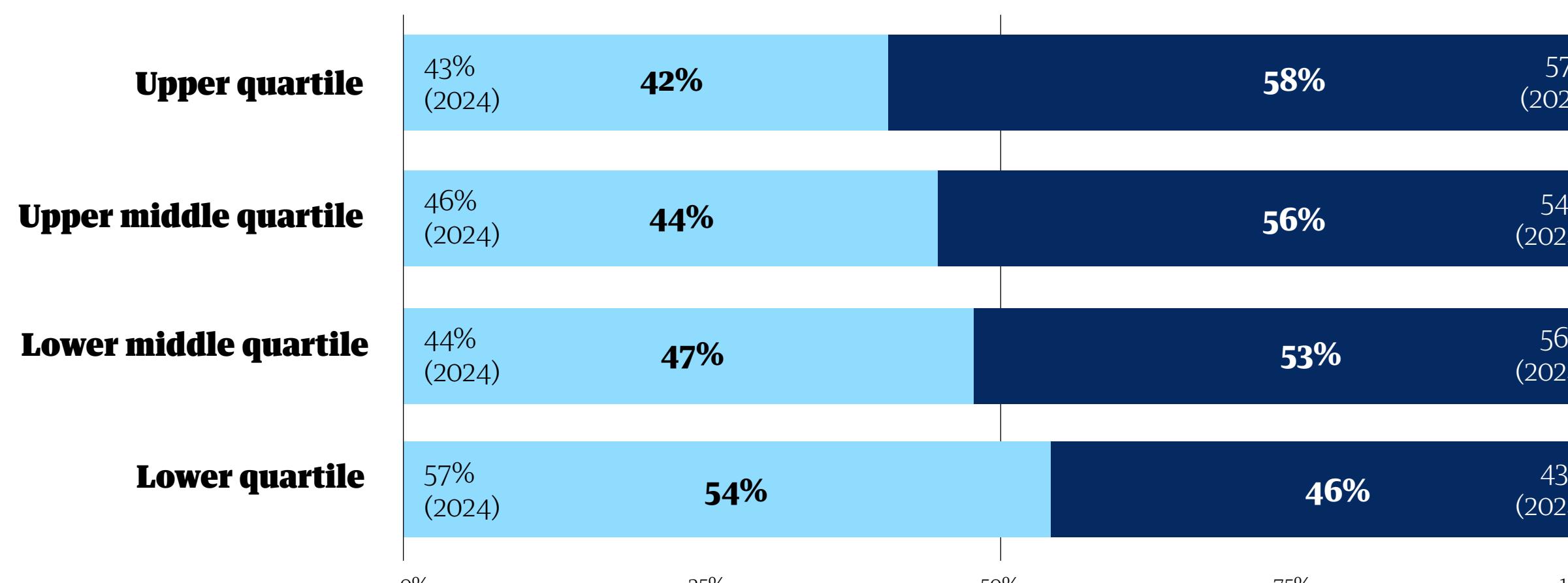
We understand the changes required, and we are already working to make them happen. Our long-term objective remains clear: to achieve a 50:50 gender balance in the highest paid half of the organisation by 2030. Through sustained efforts to strengthen internal mobility and ensure equitable access to senior roles, we are moving steadily towards this target.

Gender pay gap

Quartile distribution

Understanding quartiles

To understand how pay is distributed, we arrange all colleagues in order from the highest paid to the lowest paid, and then divide them across four equal groups, known as quartiles. We then compare the proportion of men and women in each quartile to see where representation differs and how this distribution influences our overall pay gap. This helps to show how representation changes across levels of seniority, and how that affects our overall pay gap.

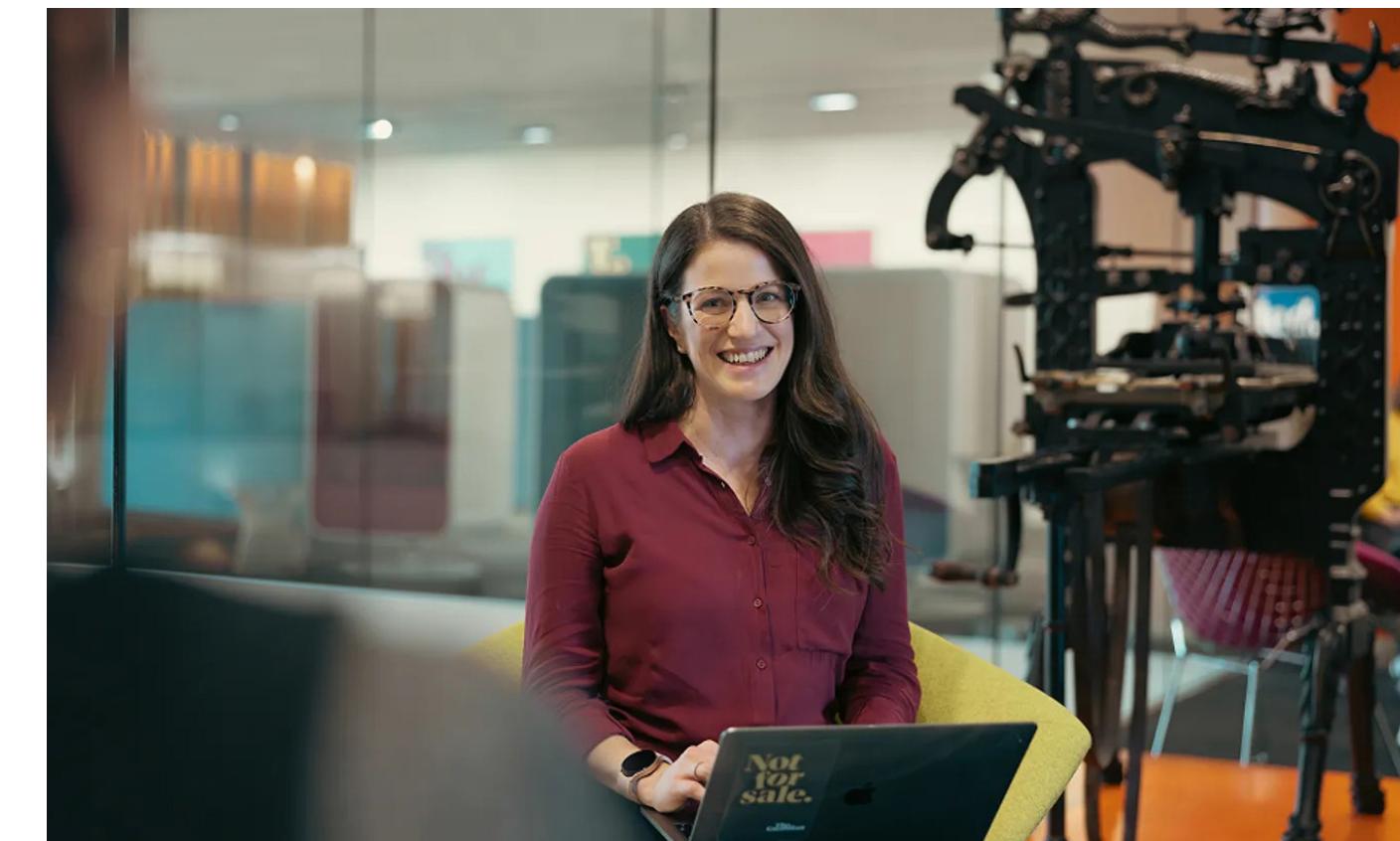
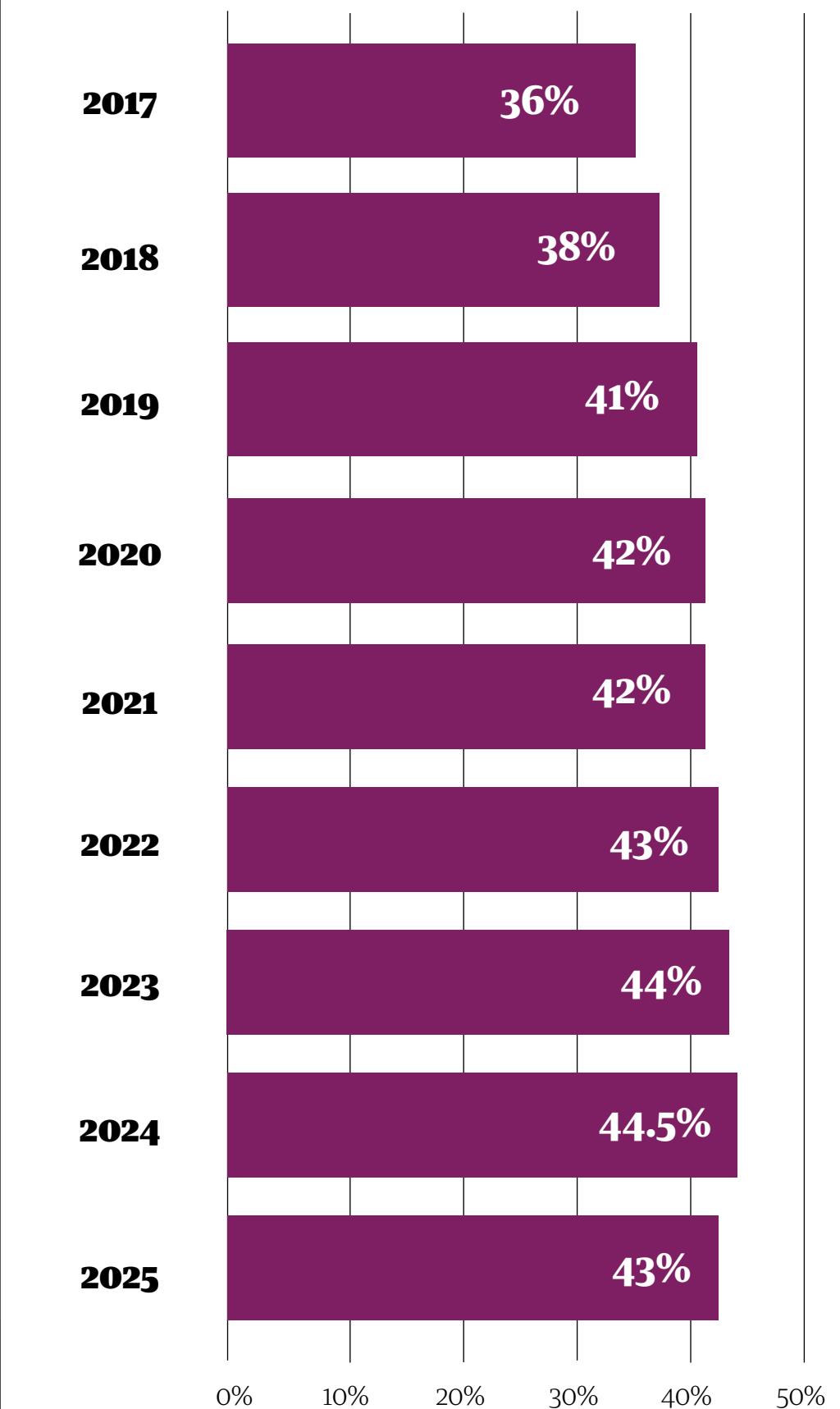


The percentage distribution in each quartile has been rounded to the nearest whole number for ease of comparison.

What the data shows

Representation of women in the bottom half of the organisation has remained unchanged at 51%, while representation in the top half has fallen slightly from 44.5% to 43%. This 1.5 percentage point fall in the proportion of women in the top-paid half of the organisation is a key factor behind the increase in the median pay gap.

Women in the top half of the organisation

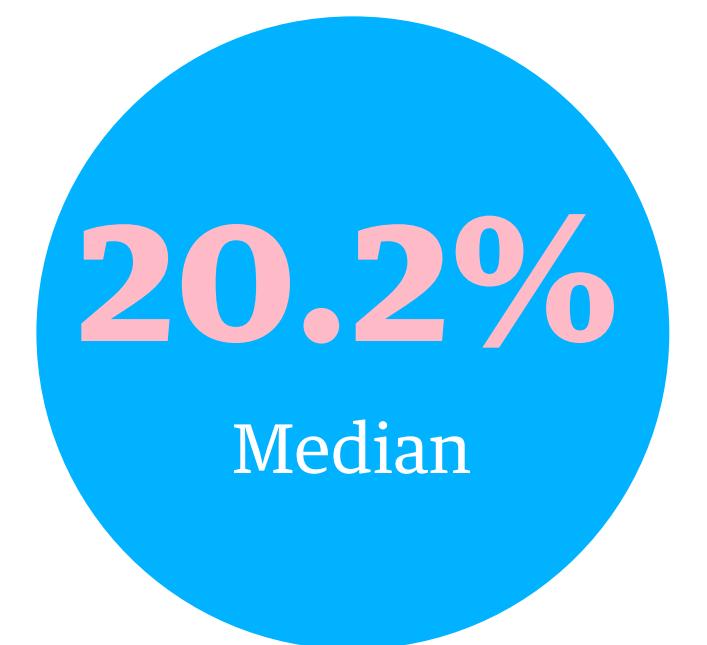
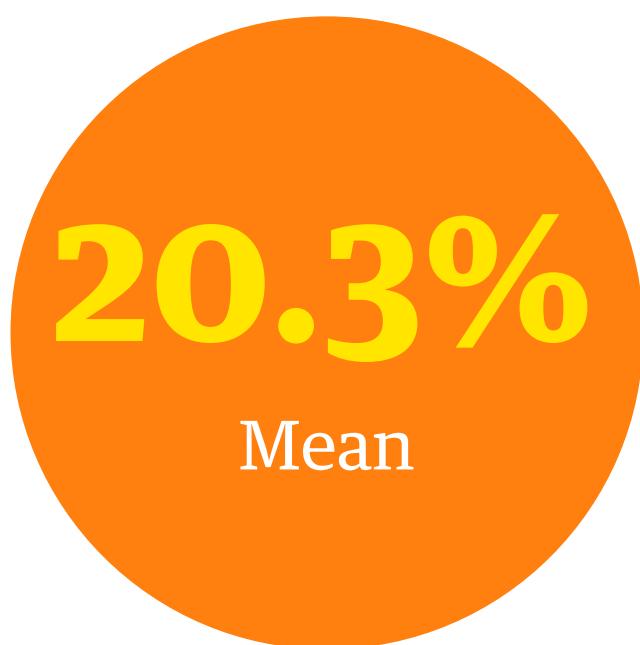


In contrast, the lower-middle quartile saw the proportion of women joining or progressing into this quartile grow from 44% to 47%. Representation in the lower quartile has reduced from 57% (2024) to 54%.

Over the 12 months from April 2024, 57% of promotion and career progression salary increases were awarded to women - a positive step in supporting internal advancement. During the same period, 56% of new roles were filled by women, showing we continue to attract female talent - many in the earlier stages of their careers. This reinforces the importance of creating clear pathways for progression within the organisation.

Gender pay gap in bonus pay

Bonus

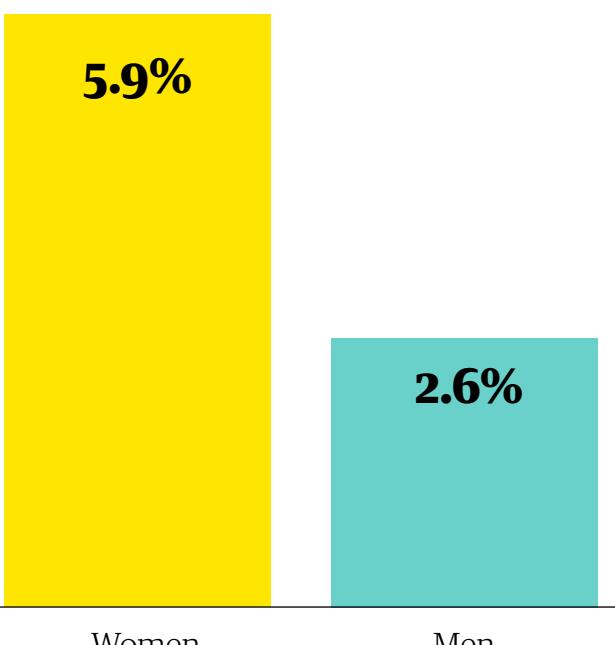


Only a small proportion of our employees receive variable pay, and it primarily relates to sales commission schemes within our advertising department. The annual results are prone to fluctuation and are influenced by external market factors.

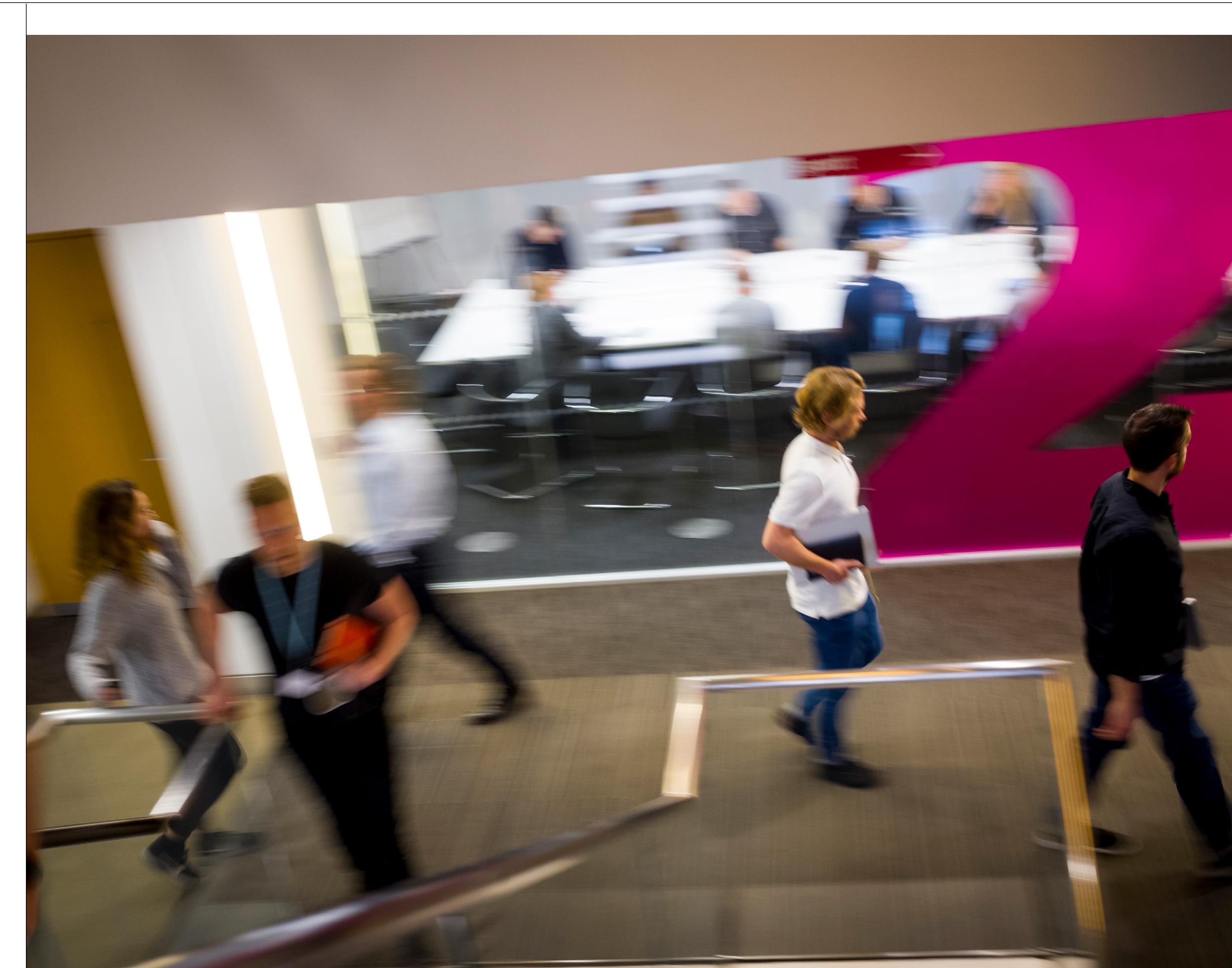
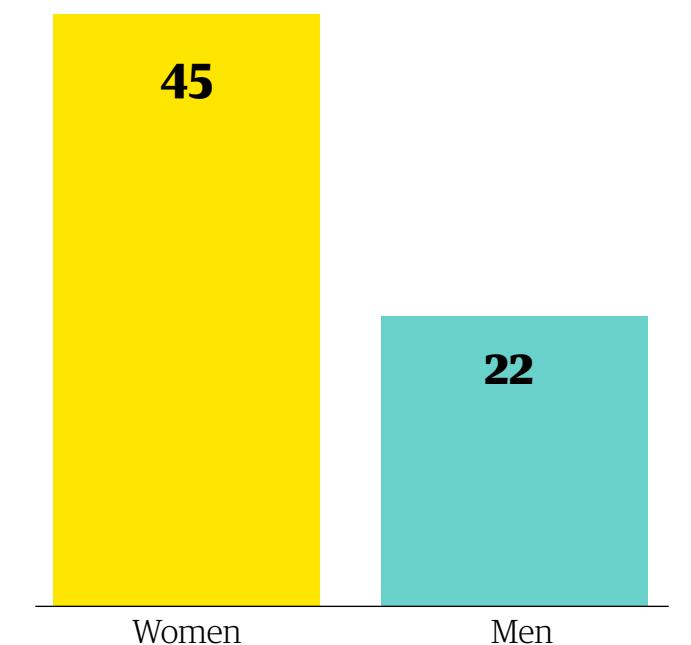
The results reflect the fact that there are more men in senior positions, which contributes to a larger gender pay gap for bonus pay.

Historical data and commentary can be found in [prior year reports](#).

Proportion receiving bonuses



Number of people receiving bonuses



Spotlight on action

Leading Edge

Our focus remains on building confident, inclusive leadership and supporting internal mobility across the organisation.

We continue to evolve Leading Edge, our development programme for high-potential women who are ready to take the next step in their careers. Participants are nominated by senior leaders for their strong performance, capability and ambition to grow further. The programme offers access to leading speakers on personal growth, communication and resilience, and includes stretch activities that challenge mindsets and build confidence.

Participants are encouraged to take ownership of their development, learn from senior leaders across the Guardian and champion inclusion beyond the programme. Through this experience, they deepen self-awareness, enhance their leadership presence and build lasting networks that promote shared learning and collaboration.



Participant feedback:

“ Leading Edge has driven me to challenge myself more and recognise the importance of feeling good with being outside of my comfort zone. It's given me more confidence to advocate for myself. Also it was a confidence boost to have been selected to join the programme and was a tangible indication that my manager saw potential in me and wanted to support my development.”

Ethnicity pay gap

Ethnicity pay gap

Headlines

Reduction of 5.9 percentage points since we first reported in 2019

Mean pay gap is
8.2%

Median pay gap is
8.5%

Reduction of 6.4 percentage points since 2019

Reduction of 1.2 percentage points since 2024

Unchanged since 2024



What is ethnicity pay gap reporting?

Ethnicity pay gap reporting measures the difference in earnings between White and Black, Asian and other minority ethnic employees. As with gender pay gap reporting, we analyse the results each year to identify pay gaps and understand why they exist to create and implement policies, initiatives and programmes aimed at closing them.

What is the data telling us?

These results show both progress and challenge. While our data reflects positive movement in representation overall, they also underline the importance of both attracting diverse talent and supporting Black, Asian and minority ethnic colleagues to grow and build their careers at the Guardian.

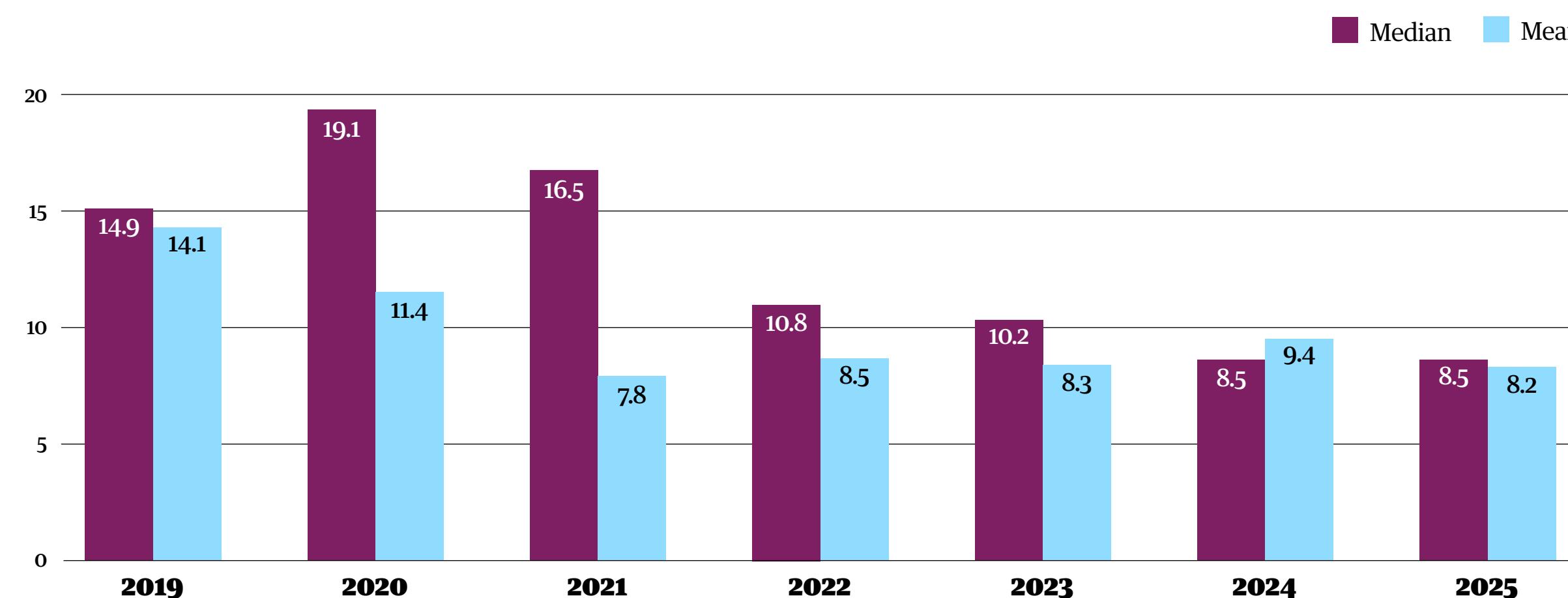
The fall in the mean flows from the increased representation in the top-paid half of the organisation. However, we've also had a high proportion of people of colour join in the lower-paid half which is having the effect of keeping the median about the same. We're attracting people of colour into the top half of the organisation when the opportunities arise, but these opportunities are limited. The higher proportion of joiners into

the bottom-paid half of the organisation creates a downward pressure on the median values.

Our recruitment programmes and redesigned [Work With Us](#) careers site are successfully bringing more diverse candidates to the Guardian. However, the attrition rate for people of colour in the bottom half of the organisation is higher than we would expect, with the reasons for leaving often including lack of progression and offers of higher pay. We're working hard to ensure we retain existing talent and offer support with career development and mentoring, so that diversity is reflected at every level of the organisation.

Ethnicity pay gap

Results over time



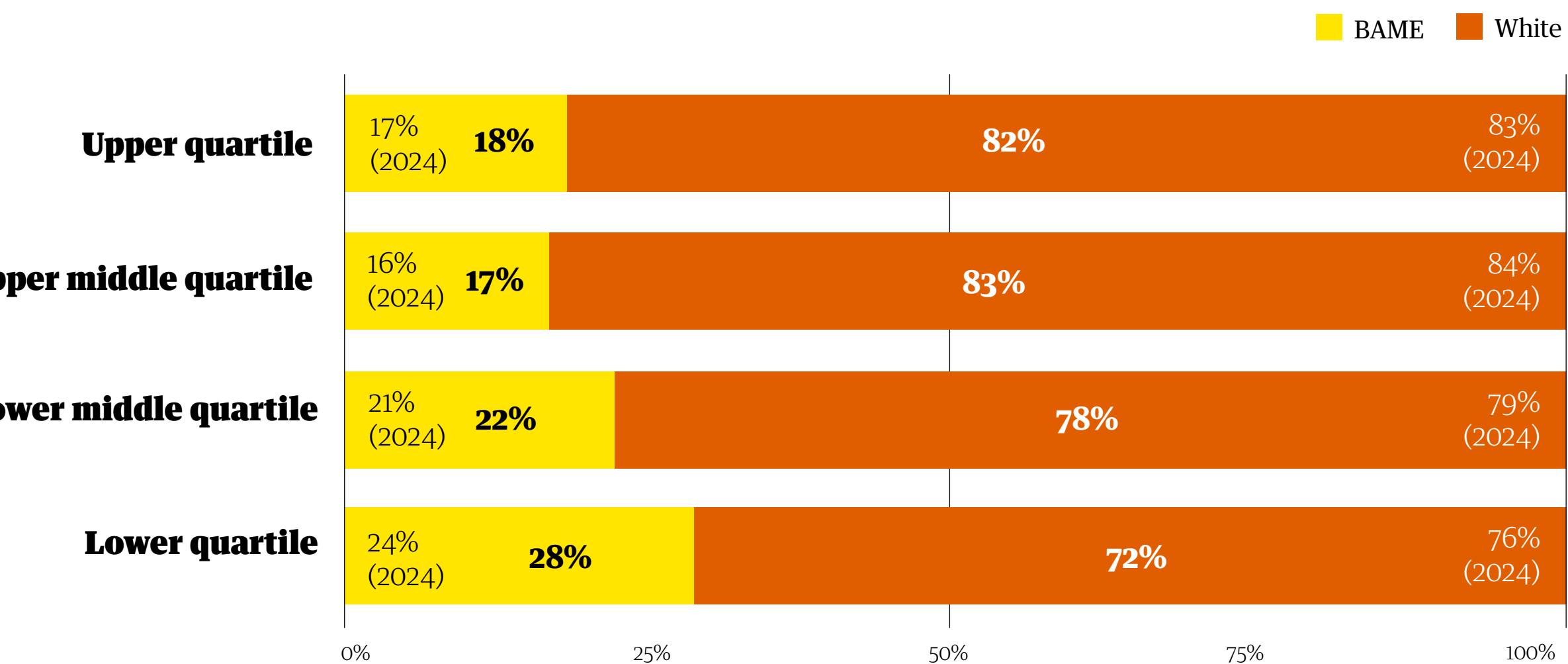
We set a five-year plan in 2019, the first year we published our ethnicity pay gap data. We're now at the end of this plan and proud to report that we've made steady progress against all of our objectives, but we know that the work isn't done. This year, while our mean ethnicity pay gap decreased from 9.4% to 8.2%, the median pay gap remained flat at 8.5%. We recognise the importance of continuing to drive this number down even further and will continue to invest in programmes aimed at empowering career development.

The representation of Black, Asian and other minority

ethnic employees reached 21%, exceeding our five-year goal. People of colour represent 17% of the top-paid half of the company but make up 45% of new hires this year in the top-paid half, and therefore reflect more diverse recruitment into the organisation.

Diversity is central to the Guardian's strength. It creates a better place to work, shapes the journalism we produce and helps us serve our audiences with fairness and integrity. We are scaling up the programmes that bring people to the Guardian and ensure they have the opportunities to grow and succeed here.

Quartile distribution



The percentage distribution in each quartile has been rounded to the nearest whole number for ease of comparison.

Representation of Black, Asian and other minority ethnic employees has increased across all quartiles this year, particularly in the lower quartile, where we saw an increase from 24% to 28%. This reflects the actions we've taken to attract more diverse candidates into the Guardian.

Spotlight on action The Pathways programme



Now in its second year, the Pathways programme is a nine-month mentoring scheme supporting women who are Black, Asian or from another minority ethnic group, in partnership with Women of Colour Global Network. The programme, which included 20 participants this year, aims to promote professional growth and facilitate career development, supporting our Race Action Plan strategy for inclusion and reducing the gender and ethnicity pay gaps.

Each participant is matched with an external mentor and internal sponsor. External mentors are all successful women of colour who have held senior positions in various industries, using their experience to help guide and support the participants. The internal sponsor, a member

of our senior leadership group, gains a deep understanding of the mentee's career aspirations and actively advocates for them and helps promote their advancement internally. Complementing this support, participants also take part in interactive professional development workshops that build practical skills and knowledge.

This programme is having demonstrable impacts on the careers of participants who report feeling a stronger sense of professional belonging, higher self-confidence and that their networks have grown as a result. Some 30% of participants were either placed into secondments or promoted.

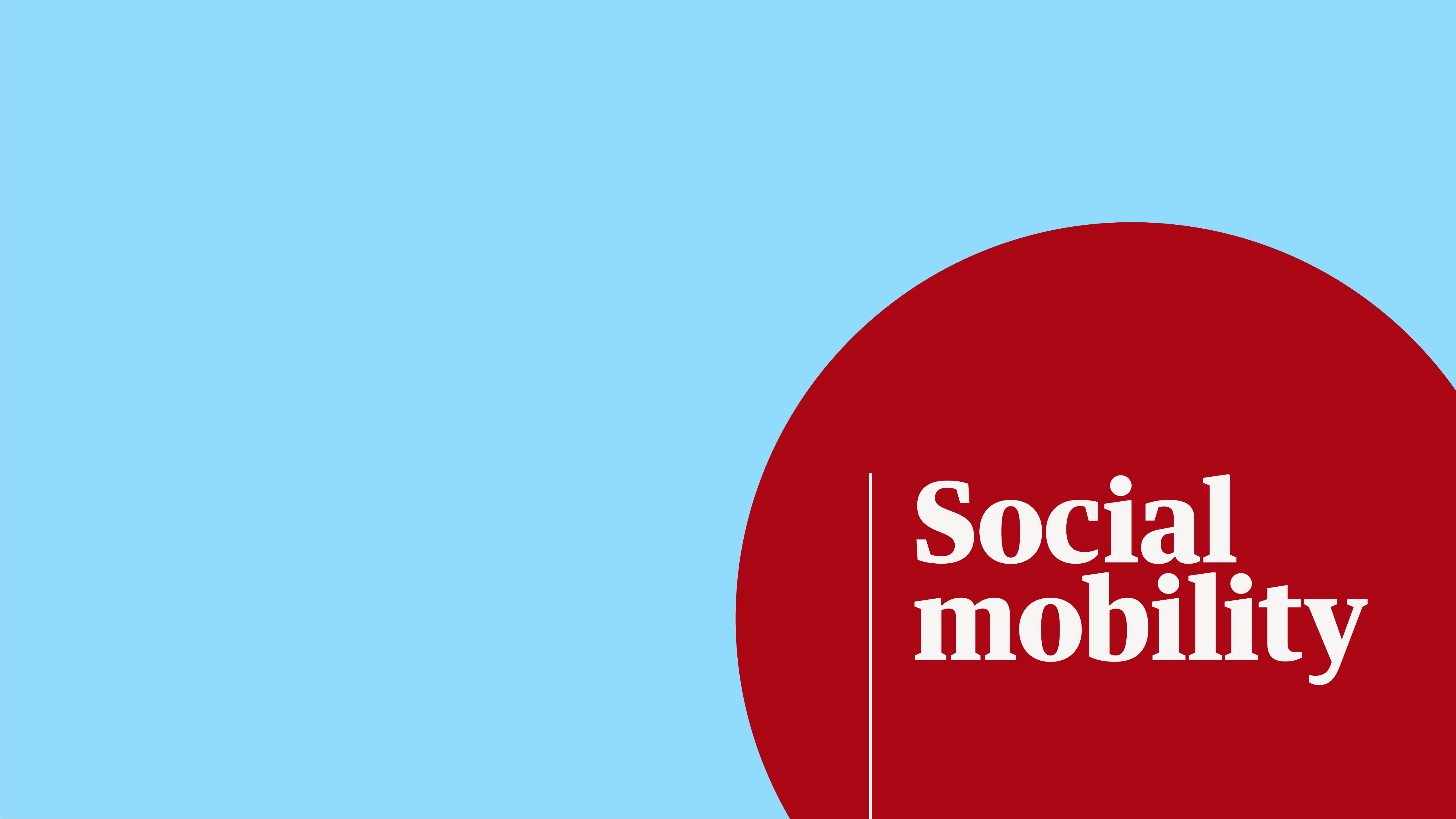


Participant feedback:

"I felt I had learnt a lot from each workshop, and left with the tools to put that into practice. I also left with a community, having met and built relationships with others in the programme."

Sponsor feedback:

"In being a sponsor, I am more conscious of my impact and influence in championing and supporting underrepresented groups."



**Social
mobility**

Social mobility

Headlines

1

20% of our employees are from a lower socioeconomic background, 15% from an intermediate socioeconomic background, and 65% from a higher/professional socioeconomic background.

2

Our mean socioeconomic pay gap is 4.2%, and our median socioeconomic pay gap is 2.6%.

3

Colleagues from lower socioeconomic backgrounds are underrepresented in the upper middle quartile. This is the primary driver of the pay gap.

4

67% of our employees were educated at state school, 18% at private school and 15% received their education outside of the UK.



This is the first time we are reporting on our socioeconomic pay data. We choose to do this because social mobility - the upward movement of individuals across socioeconomic levels - plays a vital role in creating a fair and representative workplace. While we're proud to take this step, we also recognise there is more to do, and are actively working to drive meaningful progress.

How we measure socioeconomic background

This year's data is based on responses from 66% of employees. We measure the socioeconomic background (SEB) of our employees by asking about their highest-earning parent's occupation when they were 14 years-old, a widely accepted method by academics for producing a clear picture of socioeconomic distribution.

Definitions

Professional background:

Modern professional and traditional occupations; senior or junior manager or administrators

Intermediate background:

Clerical and intermediate occupations, small business owners

Lower socioeconomic background:

Technical and craft occupations; long-term unemployed; routine, semi routine manual and service occupations

Social mobility

We believe talent and potential should never be limited by background. By understanding how socioeconomic factors influence pay and progression, we can take action to ensure that no one is held back and that every colleague can grow and thrive at the Guardian.

What is the data is telling us?

Our mean socioeconomic pay gap is 4.2%, and our median socioeconomic pay gap is 2.6%. This is measured by comparing the mean/median pay of all employees from higher socioeconomic backgrounds, to the mean/median pay of all other employees (i.e. employees from intermediate or lower socioeconomic backgrounds).

These gaps reflect modest differences in representation across levels of seniority. Colleagues from lower socioeconomic backgrounds are underrepresented in the upper middle quartile and overrepresented in the upper quartile.

Analysis of socioeconomic background (SEB), based on responses from 66% of employees, reveals distinct patterns when cross-referenced with gender and ethnicity.

People of colour are over represented in the intermediate and lower SEB groups and under represented in the higher SEB. Women are over represented in the intermediate SEB group and underrepresented in the lower SEB group.

These insights help us understand how socioeconomic background intersects with other characteristics, and where targeted action can help widen access and progression.

Pay gap between higher and all other employees

4.2%
2.6%

Pay gap between higher and intermediate

4.8%
2.5%

Pay gap between higher and lower

3.7%
2.6%

Pay gap between intermediate and lower

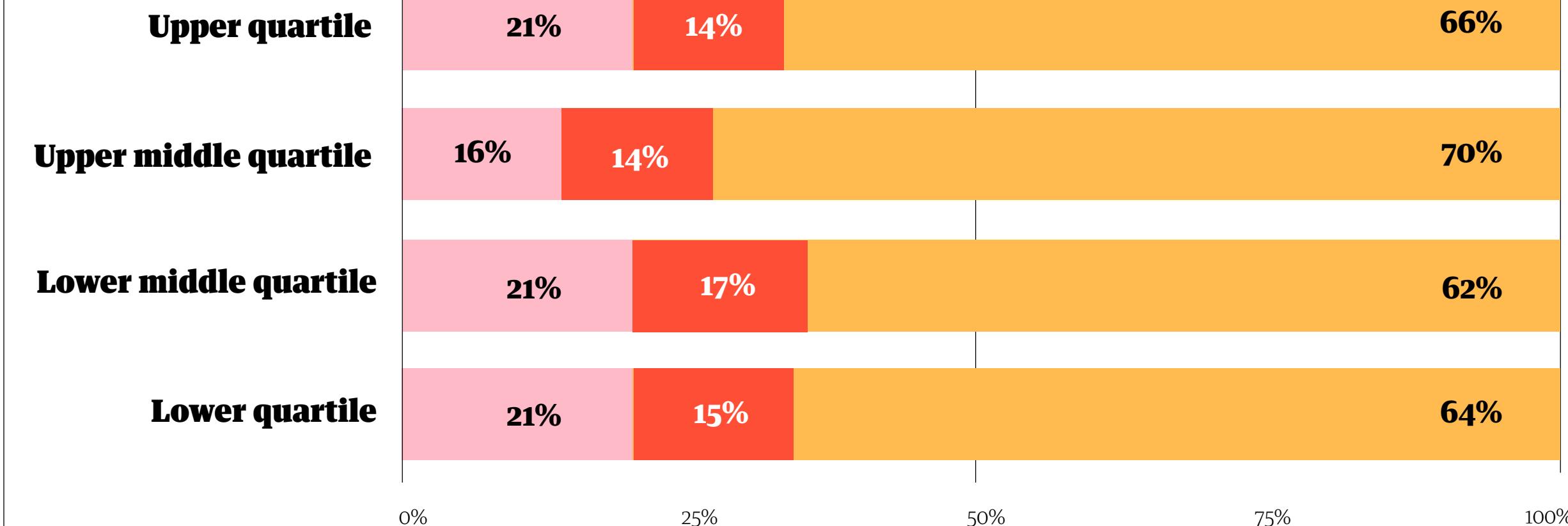
-1.2%
0.1%

Mean
Median

0 5%

Quartile distribution

Working class or lower SEB Intermediate background Professional or higher SEB



Overall quartile distribution - based on a total of 935 responses

Spotlight on action

A key priority is to increase the percentage of people reporting their socio-economic background (SEB) allowing us to build a more complete picture of the pay gap and develop targeted action plans.

We recognise that opportunity isn't always equal, and that talent can be limited by access rather than ability. Mentoring can play a key role in supporting colleagues to succeed at work. A global, facilitated mentoring initiative designed to foster trusted relationships and connections across departments and regions is open to all staff. Participants are encouraged to use the scheme to take charge of their career growth, gain practical skills and build their network.

We also have a number of thriving employee-led diversity and inclusion groups, including one focused on social mobility, that aims to promote different societal perspectives and increase social diversity at the Guardian.

We offer a number of programmes designed to open doors into the industry and nurture talent.



Scott Trust Bursary scheme

The Scott Trust Bursary has been supporting students to complete journalism qualifications for over 35 years. Many of them have gone on to brilliant careers in the industry

The primary aim is to assist students who face financial difficulty in attaining the qualifications needed to pursue a career in journalism, and who come from backgrounds that are underrepresented in the media. In particular those from a lower socio-economic background, Black, Asian and minority ethnic backgrounds, LGBTQ+ and people with a disability

Spotlight on action

Commercial internship

Through our UK commercial internship, delivered in partnership with Brixton Finishing School, we're widening access to careers in media for people from underrepresented communities. This eight-week paid internship offers hands-on work experience within the Guardian's commercial teams, helping participants to build skills, networks and confidence. Eleven interns joined the programme, with several progressing into longer-term roles.



“ My summer internship at the Guardian was such a rewarding experience that helped me build skills in campaign delivery, make lifelong friends. Schemes like the commercial summer internship are so needed to help young people develop and break barriers into the media industry.

Ahmed Abdullahi

“ The sports scheme really helped me put my foot in the door and gain hands-on work experience on working in a newsroom. Under the guidance of the team and my mentor, I learnt a lot about what type of journalist I want to be, and refined my skills which I hope will help me in continuing to learn and build confidence in myself.”

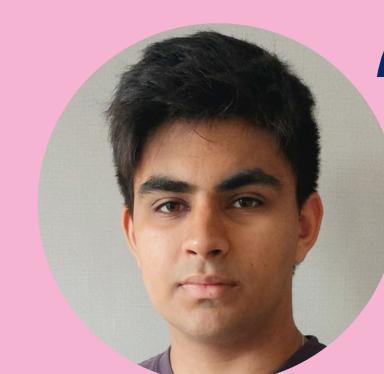
Murshida Uddin

Editorial Positive Action Scheme

The Positive Action Work Experience Scheme is designed to break barriers into journalism, and is now in its third decade. The scheme is open to those from underrepresented groups and includes those with disabilities, people from Black, Asian and other minority ethnic backgrounds, and, from this year, those from lower socioeconomic backgrounds.

Over the summer of 2024, we welcomed 31 aspiring journalists to our London office for two weeks work experience. With the support of the Sarah Hughes Trust, we were able to provide funding for those with no access to accommodation. We had a record number of applicants this year—1,300 in total, including well over 200 for the social class scheme.

The scheme continues to create opportunities for some of the best journalists of the future.



“ My time at the Guardian provided me with unparalleled opportunities to develop my writing skills as well as helping to familiarise myself with the journalistic process. Working across a number of desks, I was able to attain a wide range of experiences within a short space of time, including hosting interviews and writing my own pieces. As someone who has never worked within a professional journalist setting before, the Positive Action Scheme was invaluable in introducing me into the world of reporting, and I look forward to where it may lead in the future.”

Rohan Sathyamoorthy



Our
actions

Our actions



Suzy Black
Global HR director

We regularly review how we support a range of everyday needs so colleagues can work with confidence, whatever their circumstances. This includes how we use data, how we hire, how we develop people, and how we shape policies that work for different lives.

The actions outlined in this section reflect what the data tells us and how we are responding with practical steps to strengthen inclusion, widen opportunity and support progression across the organisation.

Data and insights driven

Each year, we use the results of our Equality Report to measure progress against our goals and identify areas of improvement and opportunity. We use the current data and historical trends to develop robust and targeted plans for addressing areas for improvement.

Taking a data-driven approach ensures our strategy is grounded in clear, factual insights. Self-reported data on ethnicity and social mobility gives us additional



insight into how we can improve as an organisation, from recruitment efforts to career progression opportunities. We also use a structured approach to understanding why employees leave the Guardian, providing further insight into how we can evolve as an organisation.

Recruitment

Building a diverse organisation starts with the first interaction candidates have with the Guardian. Our careers site, a key initial touchpoint, has recently been updated to clearly showcase our commitment to diversity and inclusion.

We reiterate this commitment throughout the entire recruitment process to ensure we're attracting the widest pool of candidates. Job advertisements are made more inclusive by using gender neutral language and diversity statements, and our outreach has been expanded to networks that reach diverse talent pools. When interviewing candidates, we assemble diverse panels to incorporate different perspectives.

We train our people managers on inclusive recruitment practices and how to promote inclusive workplaces. Training is also offered to all staff involved in the recruitment process. This helps build diverse teams with enhanced creativity, driving improved employee engagement and retention.

Our actions

Supporting career progression

We want everyone to have the opportunity to learn, grow and develop. We offer an extensive curriculum of virtual and in-person workshops, delivered by both in-house subject matter experts and third-party partners. These workshops are open to everyone and offer development in a range of different skill areas. We encourage internal moves across the organisation and promote internal secondment opportunities broadly so that employees have the opportunity to apply.

Training programmes offer our employees a valuable opportunity to grow their skills and develop professionally. Our nine-month mentoring programme is open to all employees and provides staff with valuable skills and expertise. The Great People Management programme (GPM) upskills and reskills all new and existing people managers, equipping them with the skills and confidence

needed to lead impactfully in a changing workplace.

GPM strengthens managers' abilities to create an environment where teams can perform, develop and feel supported to grow. It builds a shared understanding of what good management looks like at the Guardian and how it contributes to our wider culture of inclusion.

Inclusive process and policies

We have a comprehensive set of policies and processes in place, including family-friendly policies, to support work-life balance. Our hybrid working model combines in-office and remote work to provide more flexibility than ever before. We work with external experts to identify areas for improvement, ensuring our approach evolves in ways that genuinely support our people.

Diversity and inclusion need to be embedded within every level of the organisation, including - and especially - among leadership.



Every member of the Guardian News & Media (GNM) executive committee has set diversity and inclusion objectives and has developed and implemented a departmental plan to support these objectives. These policies and initiatives do more than meet organisational goals: they foster a workplace where everyone can thrive, collaborate and bring their full selves to work, strengthening both our community and our journalism.

External partnerships

We're committed to creating an inclusive workplace that supports everyone, including navigating mental health, neurodiversity, visible differences and/or short/long-term conditions. Our partnerships with other organisations bring a deeper level of expertise to our training and programmes.

The Guardian is a member of the Business Disability Forum, which gives our staff access to useful resources centred on inclusivity

and supporting candidates and colleagues with disabilities.

D&I learning programme

We provide comprehensive learning and development training for our staff, including mandatory training. Living Our Values and Dignity at Work and Unconscious Bias training support a more inclusive culture, ensuring all employees feel a sense of belonging at the Guardian. More than half of our people managers have taken our training on creating everyday inclusion for teams.

Cultivating an inclusive, anti-racist workplace requires the commitment and engagement of all of employees. To achieve this, we organise mandatory, all-staff sessions for employees to deepen their understanding of diversity and inclusion. These sessions, which are a combination of in-person conversations and online training modules, bring colleagues together and provide a safe space to share their own experiences and learn from one another.

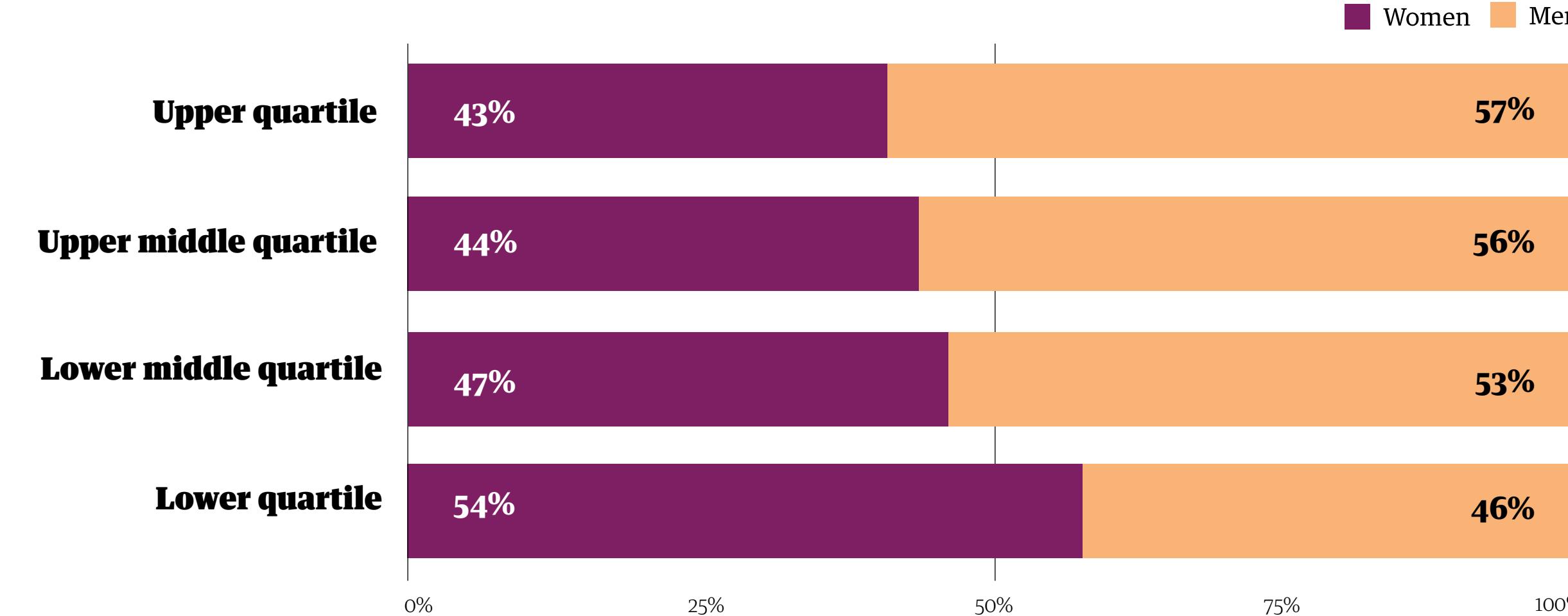
Statutory gender pay gap figures

The government requires employers to report both the mean and median gender pay gaps in their workforce, as well as information on bonuses and pay quartiles.

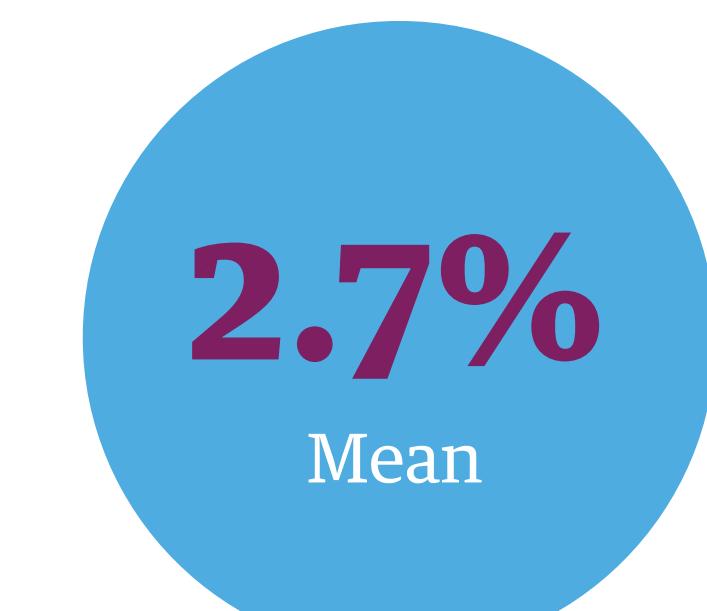
GNM's gender pay gap has been calculated according to the UK government's methodology. The pay data of 1,502 UK employees was analysed as of April 2025, including all UK GNM full and part-time employees and casual workers.

In line with the government methodology, anyone not receiving full pay on 5 April 2025 (for example those on maternity leave or other extended leave) has been excluded from the hourly pay calculations.

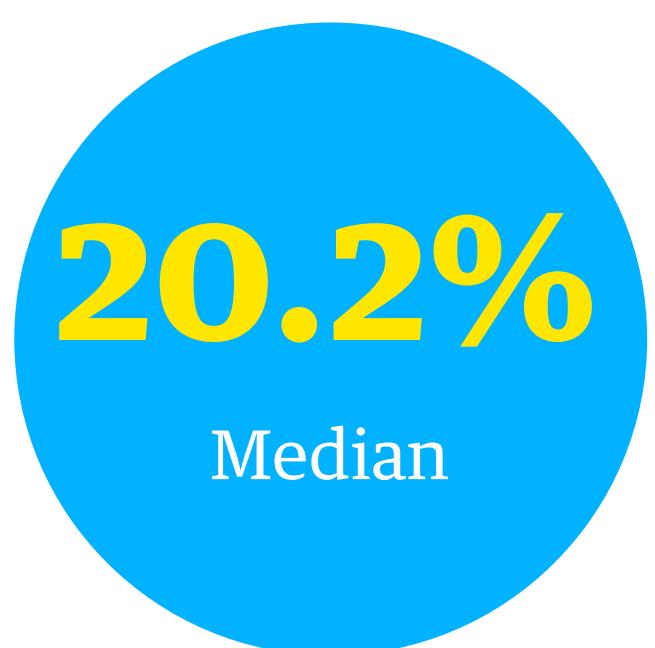
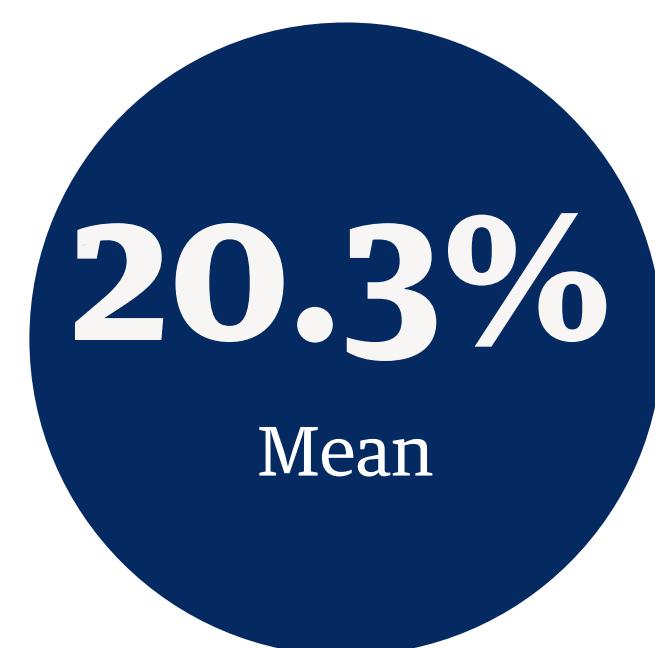
Quartiles



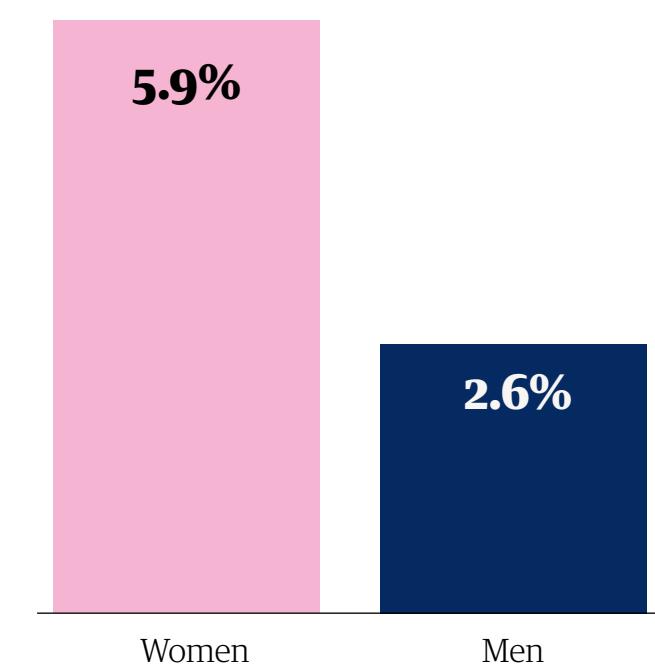
Overall gender pay gap



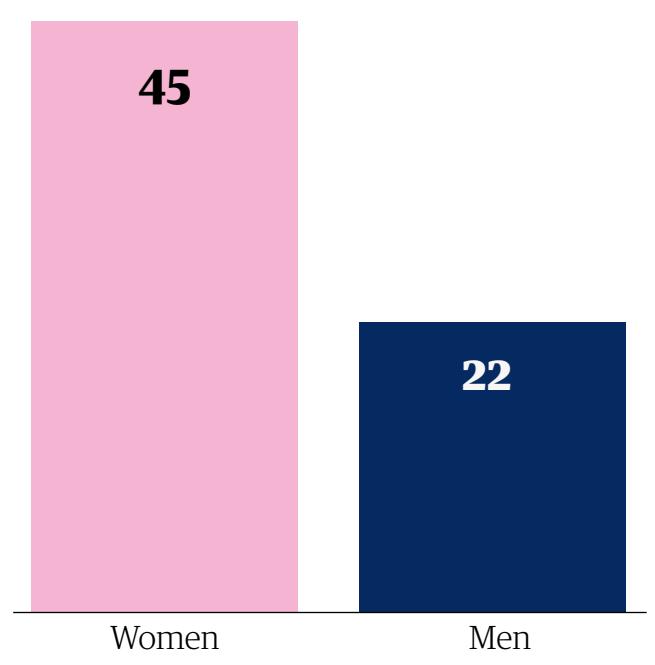
Bonus



Proportion receiving bonuses



Number of people receiving bonuses



Reporting categories

Black, Asian and other minority ethnic backgrounds

Arab

Asian or Asian British: Bangladeshi

Asian or Asian British: Chinese

Asian or Asian British: Indian

Asian or Asian British: Pakistani

Asian or Asian British: Other

Black or Black British: African

Black or Black British: Caribbean

Black or Black British: Other

Mixed: White and Asian

Mixed: White and Black African

Mixed: White and Black Caribbean

Mixed: Other/multiple ethnic background

Other ethnic group

White

White: English/Welsh/Scottish/Northern Irish/British

White: Gypsy or Irish Traveller

White: Irish

White: Roma

White: Other

GNM's ethnicity pay gap has been calculated using the same methodology as required by the UK government's gender pay reporting regulations. The key difference is that the comparison is between Black, Asian and minority ethnic, and White employees rather than female and male employees.

We ask all our UK colleagues to add diversity details to their confidential HR records. We achieved a 90% completion rate in 2025. Employees who preferred not to disclose their ethnic group have been excluded from the analysis. The pay data of 1,207 UK employees was analysed as of April 2025. This included all UK permanent and fixed-term contract employees. The data does not include freelancers and casual workers. Anyone not receiving full pay on 5 April 2025 (for example those on maternity leave or other extended leave) has been excluded from the hourly pay calculations.



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