

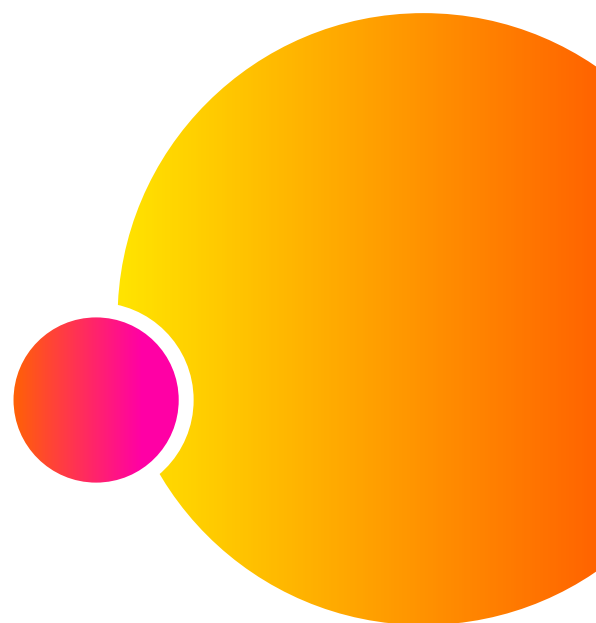


# Gender Pay Gap

2024 REPORT

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# 1. Introduction



**Claudia Osei-Nsafoah**

Chief People Officer UK & Ireland, Group  
Talent and D&I



At Sky, our people come from all walks of life - just like our customers. We know that to create truly brilliant products and services, we need different minds working together to come up with the best ideas.

This is why we work really hard to ensure that everyone working at Sky, regardless of their gender, feels supported to do their best work and to thrive. We're committed to gender equity and to fostering a truly inclusive culture. Our overall gender pay gap has narrowed compared to last year, with the mean gap decreasing by 2 percentage points and the median gap decreasing by 1.4 percentage points. Our gender pay gap has been steadily closing since we began reporting and we remain committed to closing it over the long term, with a recognition that there are particular challenges across our technology roles.

The longer-term trend of the narrowing of our pay gap is the culmination of focused efforts to support the women who work at Sky, as well as our efforts to attract more women to join us. As a business that values diversity, we are committed to breaking down barriers and unlocking the competitive advantages that an inclusive workplace brings. 47% of our Executive Leadership team are now women, which is a testament to the hard work we have been doing to attract and retain women at our most senior levels.

We have also worked hard to ensure that gender equity is embedded in our culture. In our recent People Survey, women reported higher levels of satisfaction in regard to growth opportunities, inclusive leadership, recognition and wellbeing - all areas we will continue to prioritise.

However, we also recognise that there is more work to be done. Closing our gender pay gap remains an important focus and we are committed to being transparent and accountable as we take further steps to advance gender equity at Sky. Our journey is ongoing, but we are determined to deliver meaningful progress through actionable change.

## 2. What is the gender pay gap?

The gender pay gap looks at the difference between the average hourly pay of all men and all women across an organisation, regardless of job type or how senior they might be.

Gender pay gap is sometimes confused with equal pay but they are not the same thing. Equal pay looks at the pay difference between a man and a woman doing the same work of equal value.

There are lots of factors that contribute to the gender pay gap, including but not limited to:

- Gender roles in wider society and in workplaces
- Gendered occupational segregation, that is, some jobs are perceived as more suited to one particular gender
- The structures of workplaces and jobs, which can disadvantage people who work part-time or have caring responsibilities

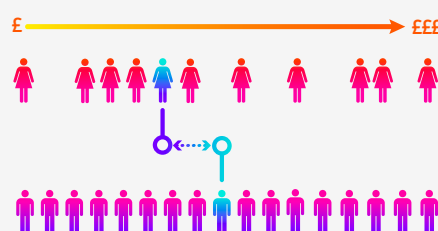
### How do we calculate it?

When calculating our gender pay gap, we are legally required to do more than just add up the basic salaries and provide two different measures. The methodology we use is based on the guidance set out by the Government's Women and Equalities Unit and the calculations include basic pay, performance-related pay and allowances. We also provide the median and mean measures for the bonus gap, as well as showing the percentage of men and women who received a bonus.

For more information on our methodology please see the Basis of Reporting at the end of this report.

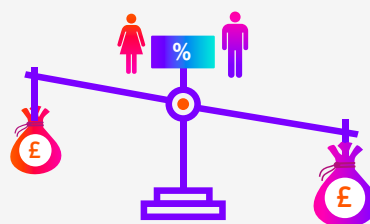
#### Median pay gap

One way to think about the median pay gap is like this: imagine if we lined up all the men and women at Sky in two rows, from the lowest to the highest paid. The median pay gap would be the difference in pay between the middle-man and middle-woman.



#### Mean pay gap

We calculate the mean by adding up the wages of all of the employees at Sky, and dividing that total wage figure by the number of employees. We run this calculation separately for each gender, and the mean pay gap is the difference in mean pay between men and women.



### 3. Sky's overall gender pay gap

	2024		2023	
	Mean	Median	Mean	Median
Sky Overall	8.0%	10.3%	10.0%	11.7%

#### What do these numbers tell us?

Overall, our gender pay gap has narrowed compared to last year with the **mean gap decreasing by 2 percentage points** and the **median gap decreasing by 1.4 percentage points**. This demonstrates how our efforts to embed and promote gender equity across Sky are contributing to positive change in the long term. For context, the UK's median gender pay gap in 2024 is 13.1%.\*

	National	Sky
Median pay gap 2024	13.1%	10.3%

\*National average is 13.1% for the Median pay gap (Source: [Office for National Statistics](#))

As in previous years, our gender pay gap is driven by representation. We have proportionally more men than women in senior roles, and we have more men than women in roles that typically command a higher market rate, such as for our technology roles. This is why we are focused on the long term when it comes to closing our pay gap. We know that it will take time and sustained investment to attract women to join our business, as well as to develop women already working at Sky to grow and move into senior leadership roles.

A breakdown of our entity level data is available on page 14 of this report.

#### What contributes to our gender pay gap?

There are two key contributing factors to our gender pay gap:

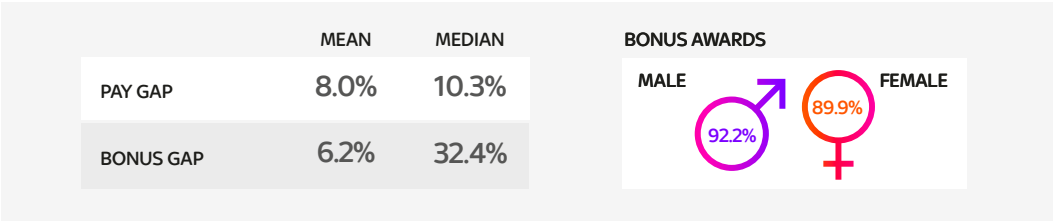
- That we have proportionally more men than women in our higher paying quartiles
- There are more men in more senior roles, especially in our technology roles

However, we are making positive progress towards closing the gap over the longer term. There has been an increase in the proportion of women within our upper middle pay quartile (Q3) and an increase in men across the lower (Q1) and lower middle pay quartiles (Q2), which has helped to close the pay gap.

### Bonus pay gap

The bonus pay gap is the difference in the mean or median bonus pay paid to men and women as a percentage. We have also included the total percentage of men and women receiving bonus pay. Unlike pay, bonuses are variable each year, so we are much more likely to see greater change in the bonus gap from year to year, both up and down.

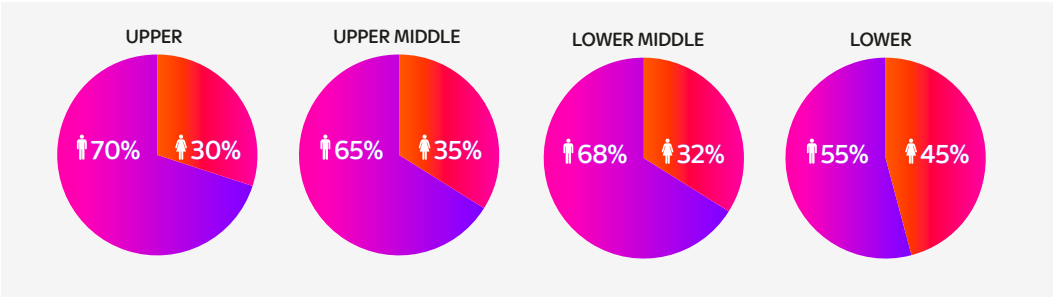
Our overall mean bonus gap has reduced by more than 9% to 6.2%, reflecting the above salary adjustments, with a 1% increase in women in the upper quartile (Q4). The median bonus gap, however, has widened slightly from 30.5% to 32.4% due to a small decrease in women receiving bonuses in the lower middle (Q2) and upper middle quartiles (Q3).



### Pay quartiles

We have also reported on the percentage of men and women in each hourly pay quarter. While there has been an increase in the proportion of women within our Q3 population since last year (34% to 35%), there has also been an increase in men at Q1 and Q2, which overall has contributed to a narrowing of the pay gap.

The proportion of women from our Head of Department level up, is higher than it was last year, and we have seen more women in these roles receiving a pay increase in the current year.



## 4. Championing inclusion at Sky

The technology sector continues to be disproportionately represented by men, both within Sky and elsewhere. This means that to attract and retain more women to work for us, we have to support, encourage and inspire women to join and grow their careers with us - especially across our technology roles. It also means we have to work hard to embed and advance gender equity across the organisation.

Here we share a snapshot of the wide range of initiatives we've been undertaking to support women at Sky, and drive inclusion throughout our organisation.

### Representation

#### Recruitment

Ensuring we have a strong pipeline of diverse talent is key to progressing gender equity across Sky. This is why we've explicitly embedded inclusion into our approach to recruitment by:

- Introducing an inclusive recruitment charter, which outlines steps for hiring managers to level the playing field from application to interview, create opportunities to diversify the talent pipeline where it doesn't exist, arrange interview 'co-pilots' to ensure objective justifications and more
- Auditing our recruitment processes to identify barriers for underrepresented candidates
- Mandating that everyone involved in the hiring process in the UK undertakes training designed to help them to manage the impact of bias during the recruitment process
- Sharing the 'Building Disability Confidence' training modules with all hiring managers to increase awareness of disability inclusion and Sky's approach to workplace adjustments

## Family-friendly policies

We offer a range of support measures for employees juggling caring responsibilities and domestic duties including:

- A discount on childcare fees and enhanced paternity/secondary carer leave of up to 12 weeks
- A Carers Passport to support employees with caring responsibilities outside of routine childcare. This is a document that is used to help record conversations about the flexibility and support that may be needed for an employee to be able to balance work and caring responsibilities better. The document moves with the employee when they change line manager or role, lessening the need to repeat the same conversations
- Supporting our Parents and Carers employee network to launch a parental buddy programme for employees returning from parental leave
- A coaching programme for parents returning from extended leave that was piloted in 2024 to provide access to a coach for people within six months of their return to work



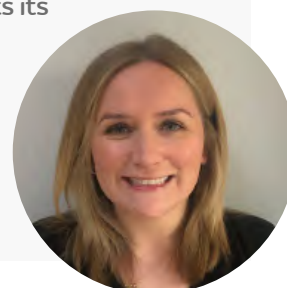
On returning to work after maternity leave, I felt a big knock in confidence. I was struggling to understand how to navigate the workplace and how to find my professional identity outside of being a mum.

My coaching sessions were an amazing opportunity and really helped me in this journey. Having access to an experienced coach allowed me to discuss any problems in a safe space. I am the only one within my NCT group to have been given an opportunity like this and for me, it cements that Sky is a business that develops and supports its employees through big life changes.”

**Aimee Hughes**

Digital Sales Manager

Participant of the pilot coaching programme for parental returners



## Menopause support

There's more research now than ever on the impact of menopause on a woman's career confidence, with one in 10 women leaving the workforce due to menopause, according to menopause specialists, Health & Her. We have run insight sessions for managers to help them better understand the experience of menopause.

Through our Digital GP and Employee Assistance Programme providers, employees can access:

- Menopause assessments
- Menopause-trained health professionals
- A five-week support programme designed to help manage symptoms

For 2024, there were 107 menopause consultations via our Digital GP App with a user feedback rating of 4.8 out of 5.



## Culture

### Inclusive leadership: targets and training

Building an inclusive culture is just as important as having diverse representation. This is why for the second year running, all our senior leaders have been formally set an inclusive culture goal which requires them to:

- Undertake inclusive leadership training to help drive inclusion across the business
- Encourage team members to learn about diversity and inclusion
- Complete a 360-degree evaluation tool based on leadership strengths and building awareness

In 2024, we designed and delivered the second phase of our Inclusive Leadership training programme. The programme is designed to upskill leaders to be able to collaborate across personality types and cultures and enable women to feel more empowered and supported to succeed and grow. The programme included a range of activities such as:

- An 'escape room' experience to immerse colleagues into a time-pressured environment to build their awareness of the impact of non-inclusive behaviour
- A workshop to equip leaders with the techniques for disagreeing well because inclusion doesn't mean having to all agree

Of the people who have attended an in-person workshop to date, 42% are senior female leaders from across the business.



## Spotlight on Women@Sky

### What's Women@Sky?

It's our employee network working to accelerate gender equity across Sky through education and support, amplifying key topics, showcasing inspiring people and driving awareness.

### Who's involved?

The network has over 3,300 members and is supported at a senior level with an Executive sponsor.

It's co-chaired by Andrea Burke (Head of Service Operations) and Rav Shawe (Senior Legal Counsel). Sophia Ahmad (Chief Consumer Officer) is our Senior Sponsor.

### What topics do you focus on?

Here are some of the topics we care about:

- Supporting progression
- Tackling gender bias through active allyship
- Female-identifying health and personal safety
- Holding the organisation accountable
- Speaking up

### What kinds of activities do you run?

We host events, support networking, host a dedicated podcast, website and more. We run a male-allyship programme and often collaborate with other employee networks across Sky to raise awareness of intersectional topics and issues. We also regularly work with and support our dedicated Diversity and Inclusion and People teams on initiatives and policies that are of interest to or that may impact our members.



Women@Sky has actively challenged traditional notions of feminism by approaching feminism through an intersectional lens. As co-chair, it's inspiring to build on and leverage great ideas by collaborating with other employee networks at Sky, working with our senior sponsors, as well as representing Women@Sky externally.

Watching women (and allies) supporting other women and understanding the impact of this type of support is incredibly empowering, and sometimes emotional!"

**Rav Shawe**  
Senior Legal Counsel and Co-chair of Women@Sky



## Progression

### Get Into Tech

Get Into Tech is our free 15-week training programme designed to teach women with little to no previous technical experience the foundational skills required to start a career in technology and software development. It provides beginner level training to support a number of different routes into the industry. Now in its seventh year, the initiative has helped over 250 women to kick start their career in technology.

Building on this success, we have recently expanded the programme to include Site Reliability Engineering and DevOps training to increase the pathways that women can take to start their careers in technology.

Around **25** women complete *Get Into Tech* each year, around **50-60%** are offered a technology role at Sky

### Circle Mentoring

Circle Mentoring is a one-to-many mentoring programme run in our Group Technology division. Although open to all, we actively encourage individuals from underrepresented groups to participate. Despite women making up 25% of the Group Technology division, 49% of participants of Circle Mentoring last year were women.



**I have a chance to set my own objectives and my mentor has done an amazing job supporting me, not only making sure I have the right tools to improve but also the right opportunities."**

Circle mentee feedback

### Optima

Our Optima series is a vertical leadership development and peer-to-peer coaching programme aimed at women who are Heads of Department in technology divisions but who are aspiring to move into a Director level position. Having piloted the programme in 2023, we completed our first full cohort in 2024. We have since celebrated the first middle to senior management move from the first cohort.

### Growth and Development Week

2024 saw the introduction of two Growth and Development weeks across Sky in March and October respectively. The weeks were designed to provide an opportunity for all employees to focus on their own development and growth through a series of sessions and workshops, based around themes related to career growth and future skills. Of all employees who attended both weeks, 53% were women.



## 5. Sky stories: creating a truly inclusive culture

“

Joining the MCN network was a no-brainer as I see the impact it creates. It adds so much to my experience of work at Sky, over and above my day job. I know that through the Multiculture@Sky network I am doing something meaningful for all of our communities and am helping create a more inclusive workplace.”

**Heena Smith**

Project Manager

Member of Multiculture@Sky Network



“

This network is important to me because it creates visibility, education, and change. I have always been very open about my dyslexia and ADHD, and believe representation is vital to improving the discourse and education around neurodiversity. Through the visibility of the network, and engaging with our activities, I hope other people at Sky can feel supported and empowered to be themselves.”

**Georgia Sheppard**

Creative Designer

Site Champion for Neurodiversity@Sky



“

Striving for inclusion by providing assistance to others has always been my passion, so I took the opportunity to contribute to inclusion initiatives at Sky. Engaging with fellow members of the network affords me a profound sense of belonging at Sky. One of the most rewarding aspects of being involved in the network is getting to see initiatives led by the network collectively evolve from planning through to successful execution. Being part of the entire process is incredibly fulfilling.”

**Abid Khan**

Operations Manager

Member of Multiculture Network



**Martine Williamson**

Director Of Service Operations

Co-chair of Multiculture@Sky



**You joined Sky back in 2010 – have you noticed any changes to our culture in that time?**

Absolutely, there has been a noticeable shift in the depth of conversations around inclusion. People are now more open to sharing who they are, their personal journeys, and what they need from both Sky as a company and their leaders to bring their full selves to work.

**You've since progressed into a leadership role - did you ever imagine you would develop such a successful career at Sky?**

Honestly, no. I didn't have a grand plan to climb the ladder. When I looked at leadership roles, I always assumed they were for other people, not for me. That changed when one of my leaders challenged my thinking and encouraged me to reflect on what unique strengths I could bring to a more senior role. It made me realise that leadership wasn't just for a select few.

**How do you think Sky's culture helped you on your journey?**

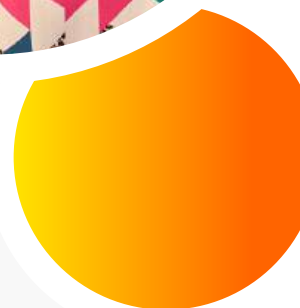
I've had the privilege of working with many amazing leaders during my time at Sky, and they truly helped me believe in myself. They created an environment where I had the space to grow, learn, fail, and then learn again. Sometimes, having someone who believes in your abilities more than you do can be the spark that helps you shine.

**Tell us about being co-chair of Multiculture@Sky**

It's an amazing experience, I get to work with some brilliant colleagues from across Sky. This year we've created a wonderful plan for 2025, celebrating all our communities through events as well as a new pillar 'using our voice'. This work will enable people of different backgrounds to use their voice to showcase who they are and educate us on how we can embrace and celebrate our differences. I'm continually inspired by the passion our people have for sharing their faith, cultures, and celebrations with their colleagues - it's truly rewarding to witness such enthusiasm and inclusivity.

**What is the culture you are trying to carve out for your team?**

I love the Maya Angelou quote: "People will forget what you said and what you did, but they'll always remember how you made them feel." It's a powerful reminder to be mindful of the emotional impact we have on others.





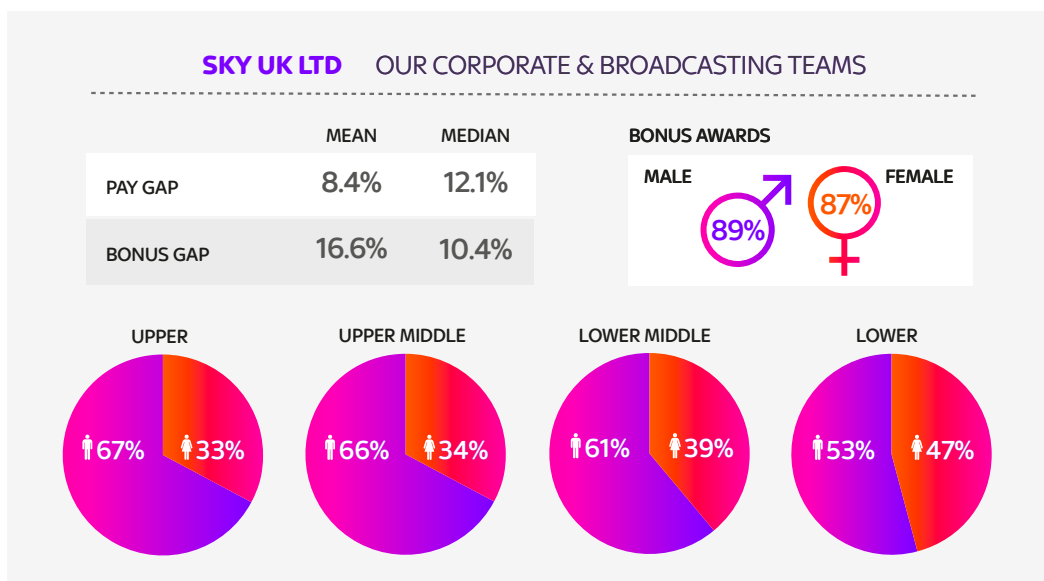
# 6. Employing entities: Gender pay gaps

Below are our overall gender pay gap figures for the five different employing entities that make up our UK business.

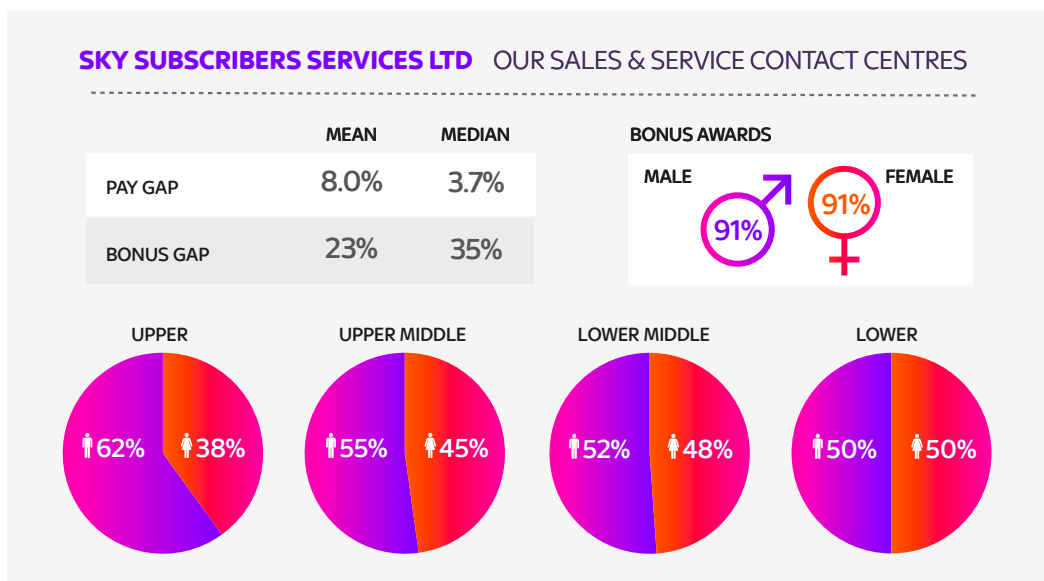
	2024		2023	
	Mean	Median	Mean	Median
Sky UK Ltd	8.4%	12.1%	8.3%	11.5%
Sky Subscribers Services Ltd	8.0%	3.7%	8.0%	2.4%
Sky CP Ltd	11.2%	12.3%	11.8%	13.6%
Sky In-Home Service Ltd	9.0%	14.3%	9.4%	14.1%
Sky Retail Stores Ltd	-1.7%	-2.5%	-3.0%	-1.3%



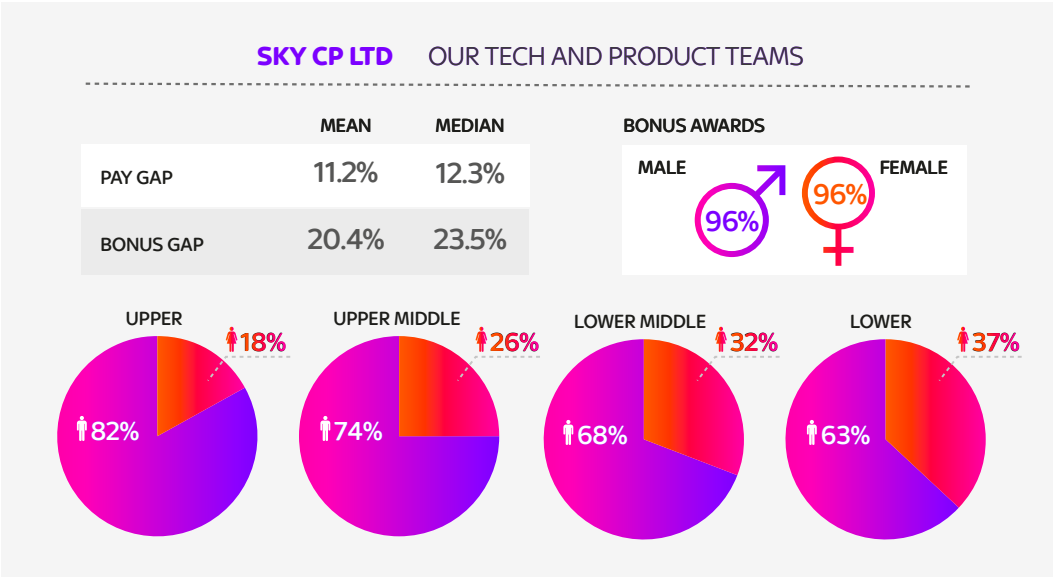
## SKY UK Limited



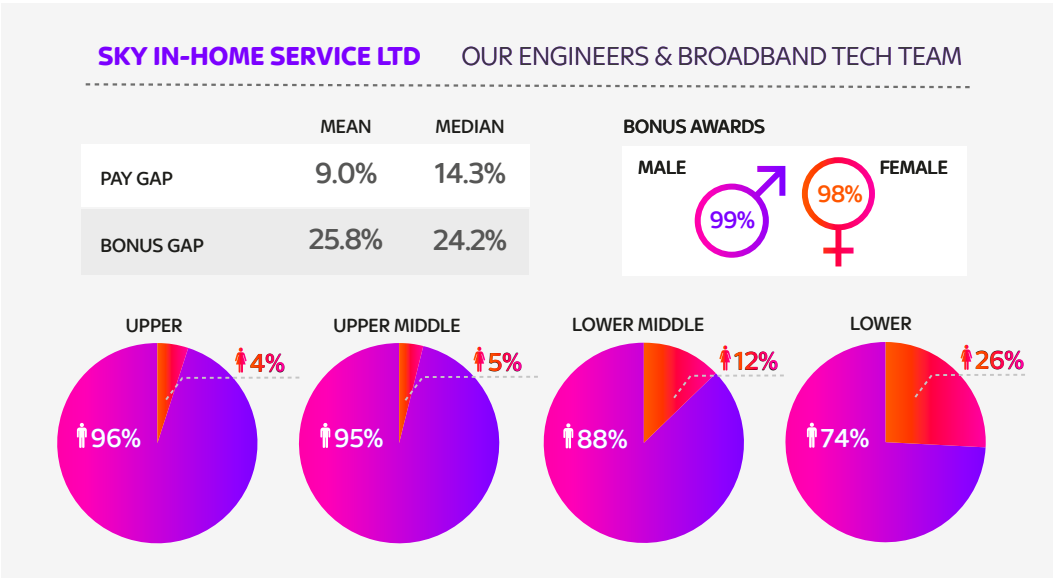
## Sky Subscribers Services Limited



# Sky CP Limited

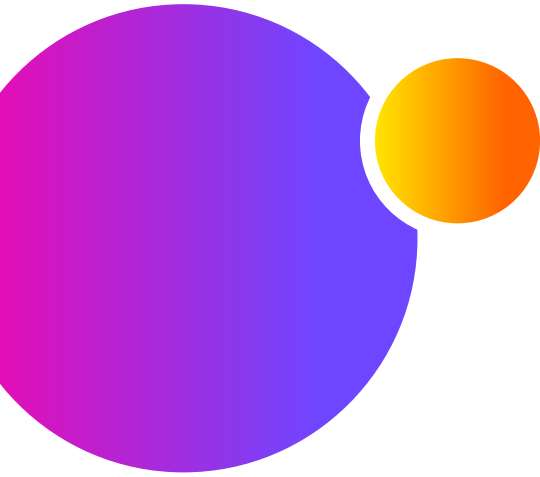
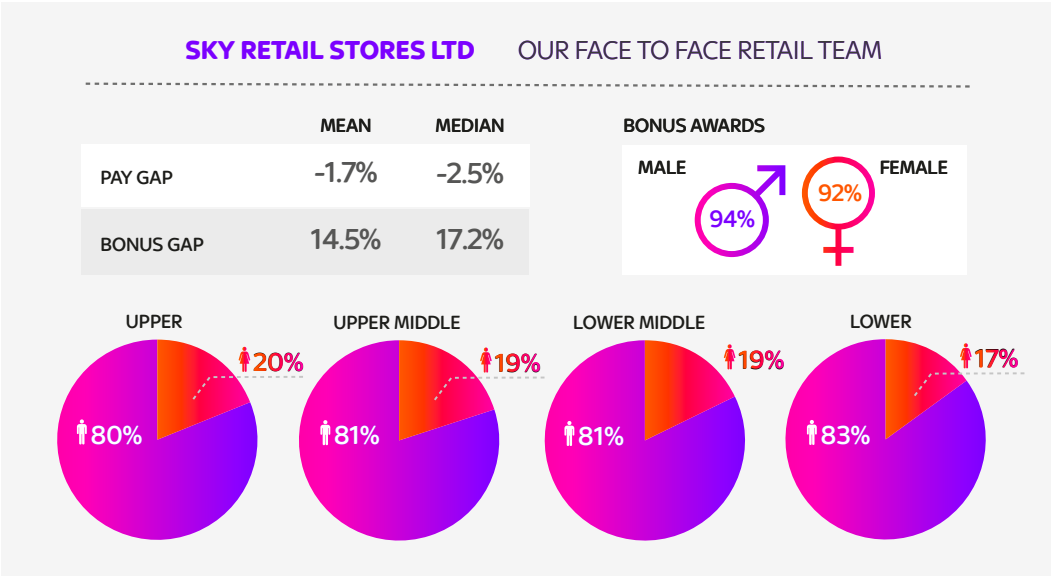


# Sky In-Home Service Limited





Sky Retail Stores Limited



## 7. Basis of Reporting

### Introduction

The gender pay gap is the difference in the average hourly wage of men and women across the workforce. In the UK, the **Equality Act 2010 (Gender Pay Gap Information) Regulations 2017** requires organisations with 250 or more employees to publish annual data on their gender pay gap. This report covers Sky UK's gender pay gap for the **2024** reporting period, including key metrics on hourly pay, bonuses, and pay quartile distribution based on a snapshot date of **5th April 2024**.

For more information on the government's requirements for gender pay gap reporting, visit the official government website:

[Equality Act 2010 \(Gender Pay Gap Information\) Regulations 2017](#)

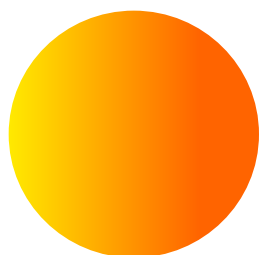
### Scope

This report covers all employees working for Sky UK on the snapshot date of 5th April 2024, including:

- Full-time, part-time, and temporary employees.
- Permanent and fixed-term contract staff.

All employees on full pay during the snapshot period are included in the calculations. Staff on reduced pay due to leave (e.g., parental leave, long-term sick leave) are excluded from hourly pay calculations but are included in bonus metrics where applicable.

In addition to reporting at the overall Sky UK level, the same level of analysis is conducted and reported for the five sub-companies: Sky UK Ltd, Sky Subscribers Services Ltd, Sky CP Ltd, Sky In-Home Service Ltd, and Sky Retail Stores Ltd.



## Methodology for Data Collection and Reporting

### 1. Gender Definition

We acknowledge that some of our employees may identify with a gender beyond the binary, however for the purpose of this report gender has been defined as the legally recognised gender for all employees at the point of hiring.

### 2. Pay and Bonus Data Collection

Data on ordinary pay and bonuses is sourced from Sky's payroll provider, Zellis, for the April 2024 pay period. Ordinary pay comprises basic salary, allowances, and shift premiums, all recorded post-salary sacrifice adjustments. Bonuses encompass cash bonuses as well as other performance-based rewards, including incentives and commissions. For employees who leave between the snapshot date and the end of April, all ordinary pay received during the April pay period will be included.

### 3. Exclusions

The following items are excluded from calculations of ordinary pay and bonus:

- Overtime payments
- Redundancy or severance payments
- Pay in lieu of notice and unpaid leave
- Benefits in kind (non-monetary rewards)
- Bonuses associated with termination payments

### 4. Hourly Remuneration Calculation

Hourly pay is calculated as follows: If an employee is present for the entire month, the sum of pay, bonus, and commission received in the April pay period is divided by the number of days worked in that month and then multiplied by 30.44. This calculation ensures that employees who leave partway through the month receive a prorated amount reflective of a full month's equivalent. This final amount is referred to as 'Monthly Pay'.

To comply with the ACAS guidelines, the hourly rate is then calculated by taking the monthly pay amount, multiplying by 0.23, and dividing by the contracted weekly hours.

### 5. Bonus Calculation

Bonuses awarded within the 12-month period ending **5th April 2024** are included in the gender bonus gap calculations. This includes cash bonuses, securities, and incentives. Where bonuses are awarded for periods spanning more than one year, only the proportion attributable to the relevant 12-month period is included.

For more detailed guidelines on the gender pay gap calculations, see the ACAS guide: [ACAS Gender Pay Gap Reporting Guidance](#)

## Key Metrics Reported

Sky UK reports the following mandatory gender pay gap metrics:

- Mean Gender Pay Gap: The percentage difference between the average hourly pay of male and female employees.
- Median Gender Pay Gap: The percentage difference between the median hourly pay of male and female employees.
- Mean Bonus Gender Pay Gap: The percentage difference between the average bonus paid to male and female employees over the 12-month bonus period.
- Median Bonus Gender Pay Gap: The percentage difference between the median bonus paid to male and female employees.
- Proportion of Employees Receiving a Bonus: The percentage of male and female employees who received a bonus during the reporting period.
- Pay Quartiles: To determine these, we rank everyone at Sky from highest to lowest hourly pay then divide them into four equally sized groups. The pay quartiles are:
  - Q4: upper quartile
  - Q3: upper middle quartile
  - Q2: lower middle quartile
  - Q1: lower quartile

To explore the gender pay gap reporting submission platform for UK employers, visit:

[UK Government Gender Pay Gap Service](#)

## Data Quality and Assurance

The data used in this report is extracted directly from payroll and HR systems. Before publication, the data is rigorously reviewed by Sky's Reward and HR Data teams to ensure accuracy and completeness. Any manual adjustments, such as corrections for payroll errors, are documented and approved by the HR leadership team.

## Reporting Frequency

Sky UK publishes its gender pay gap report annually, as required by UK legislation. This report is available on both Sky's corporate website and the UK Government's gender pay gap service.

## Compliance

Sky UK's gender pay gap report is fully compliant with the **Equality Act 2010 (Gender Pay Gap Information) Regulations 2017**. A written statement, signed by a senior executive, confirms that the data presented is accurate and in line with reporting requirements.

I can confirm that selected metrics within this report have been assured by Deloitte with a Limited level of assurance. Please see their opinion available [here](#).



**Claudia Osei-Nsafoah**

Chief People Officer UK & Ireland, Group  
Talent and D&I