



GENDER & ETHNICITY PAY GAP REPORT 2025

FOREWORD

The latest analysis of PRS for Music's gender pay gap reveals a slightly narrowed gap from 10.2% to 9.5% in comparison to our results last year. This is driven by a marginal increase in the proportion of females in the population this year with the most significant increase in distribution in the Upper Middle Quartile. The ethnicity pay gap meanwhile has increased from 14.0% to 18.0% driven by an increase in White employees in the population whilst there was also a decline in the representation of Other Ethnic Communities across the organisation.

Making progress to achieve pay equity is not straightforward and requires sustained effort and resilience. Our results this year are mixed and so we will be reviewing our actions to assess which are making an impact and what else is needed to keep us moving in a positive direction. The changes this year are largely driven by small changes in the employee population and their characteristics. We are reviewing what drives these changes and how we can ensure fairness across who we hire, promote and retain across the organisation.

This year marks the fifth year that we have published our ethnicity pay gap results, alongside reporting our gender pay gap results, which is now in its ninth year. We do so to be transparent and build confidence in our commitment towards achieving gender and racial parity.



“ I am proud of the progress we have made in narrowing the gender pay gap but fully recognise the need to address the challenges that the data reveals, not least of which is the ethnicity pay gap. By sharing these results I and the Executive Leadership Team hold ourselves accountable to building a workplace that reflects fairness at every level and where everyone has the opportunity to thrive regardless of their gender or race. ”

Andrea Czapary Martin,
CEO, PRS for Music

What is a gender and ethnicity pay gap report?

We feel that it is important to understand that the gender and ethnicity pay gap report refers to the disparities in average earnings between different groups and is the difference between the average earnings of males and females and people from different racial or ethnic backgrounds.

There are several calculations that together show the difference in pay, a full explanation for each calculation is as follows:

Gender

When it comes to gender, this report took into consideration the gender as binary – male and female.

Ethnicity

Within this report we use the term Other Ethnic Communities to refer to a data set that includes individuals from Black and Asian backgrounds and / or anyone who does not identify as White.

Mean vs Median

The mean of a data set is also known as the average and is found by adding all numbers in a data set and then dividing by the number of values in the set. The median is the middle value when a data set is ordered from least to greatest.

It is important to report both mean and median, as we have done in our report, not least as it allows for proper scrutiny of the data and can indicate any inconsistencies in the data. The median generally gives the most appropriate idea of the data distribution.

Quartiles

In statistics, a quartile is a type of measurement which divides the number of data points into four parts, or quarters, of more-or-less equal size. The data must be ordered from smallest to largest to compute quartiles; as such, quartiles are a form of order statistic.

Relevant employee

This includes all employees on our payroll that have a contract of employment and includes employees who are part-time, job-sharing, and on leave.

Full pay relevant employees

Full-pay relevant employees are all employees employed during the snapshot period who are paid their usual full basic pay including paid leave during the same period. The regulations prevent employers from counting anyone as a full-pay relevant employee if they were not paid their usual full basic pay because they were on leave.

Pay equity remains one of the most important measures of our commitment to fairness and inclusion at PRS. This year's report presents a mixed picture – we have made meaningful progress in some areas while recognising we've lost ground in others. Achieving pay equity is not a linear journey – it needs constant attention to build momentum and course correct when impact of our interventions is slower than planned. We will be resilient in refreshing our plans this year to respond to these latest figures.



Suzanne Hughes,
Chief People and
Transformation Officer,
PRS for Music

GENDER

		2024	2025
Pay gap	Mean	10.2%	9.5%
	Median	15.7%	11.7%

This year, the mean pay gap, in favour of males, has decreased from 10.2% in 2024 to 9.5%.

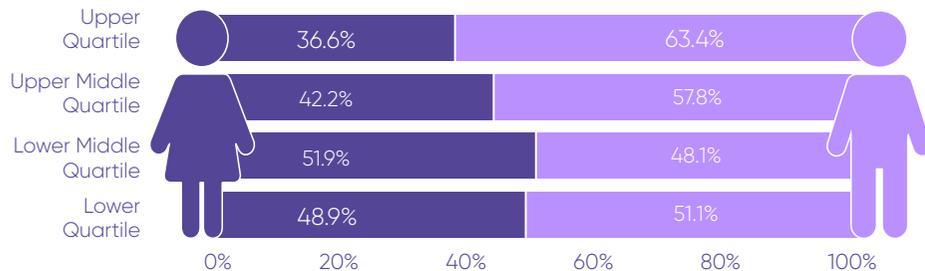
The key drivers of this change were:

- A small increase in the proportion of females to males from 2024 in the overall population.
- A greater proportion of females in the Upper and Upper Middle quartiles, where average pay is greater due to both salary and bonus target links.
- A decrease in the proportion of females in more junior roles, where average pay is lower due to both salary and bonus target links.

The median pay gap change from 2024 shows a 4% decrease to 11.7% in favour of males.

There was a reduction in female representation at the highest level for this year's calculations, but this was more than countered by an increase in the representation of females in the Upper Middle Quartile. This was partly caused by a fewer number of females receiving reduced pay, because of Family Leave at the point of calculation, compared to the previous year.

Pay quartiles - by gender



		2024	2025
Bonus gap	Mean	4.4%	8.9%
	Median	26.6%	25.3%

The changes in favour of males in this year's mean bonus gap data were driven by a reduction in the females with higher bonus targets this year.

The median bonus gap has further decreased from 26.6% to 25.3%, driven by an increase in the proportion of females receiving a bonus in the reporting period. However, with the distribution of males being greater in our higher bands, which are linked to higher bonus opportunities and smallest in our lower bands which are linked to lower bonus opportunities, the mean remains skewed in favour of men.

Proportion of employees who received bonus pay



There has been an increase in the proportion of employees receiving a bonus in this year's data set. The number of employees that are eligible is based on length of service, with all employees eligible to participate in our discretionary companywide bonus scheme, subject to start date for the current performance year, there were fewer colleagues whose start date meant they were not eligible this year.

ETHNICITY

		2024	2025
Pay gap	Mean	14.0%	18.0%
	Median	16.0%	7.1%

% gap in favour of those who have identified as White

		2024	2025
Bonus gap	Mean	38.5%	34.2%
	Median	13.5%	22.5%

% gap in favour of those who have identified as White

We had a slight reduction in diversity data disclosure from 96.8% to 96.5% this year.

This year, the mean ethnic pay gap has increased to 18%. This has been caused by a decrease in Other Ethnic Communities' representation from 2024 and an increase in White representation in the population for this year's calculation. At senior levels, whilst the number of employees from Other Ethnic Communities has stayed the same, there has been an increase in the number of overall employees, including a small increase in those opting to not disclose their ethnicity data.

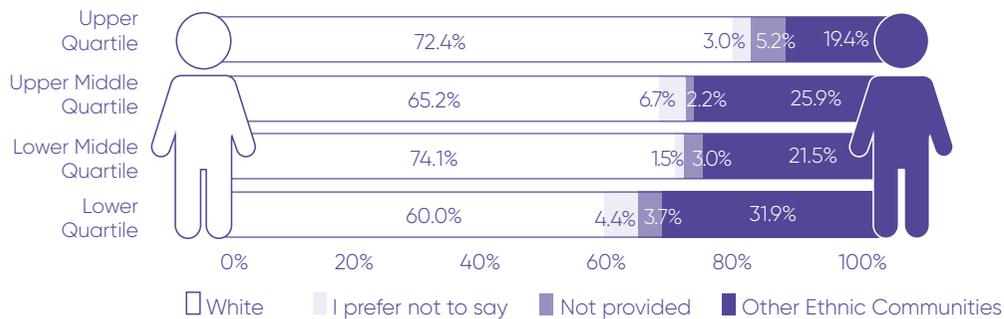
The median ethnic pay gap however has improved, because whilst there is an overall reduction in Other Ethnic Community representation, there has been a decrease in representation in our lowest bands and an improvement in representation in our middle bands, whilst the representation of White employees has moved in the opposite direction for both of these groups.

The improvement in the ethnicity bonus gap is driven by there being an increase in representation in the Upper Quartile of Other Ethnic Communities of those receiving a bonus payment in the calculation period, improving the mean. Whilst overall there was an increase in White employees in the overall representation, this was predominantly in the lower pay bands which have smaller bonus targets.

The median bonus gap has widened, this is because the overall average bonus payment increased this year but the average bonus payment to those representing Other Ethnic Communities reduced, as the overall representation reduced across all quartiles other than the Upper Quartile. These lower quartiles represent employees from lower bands with lower bonus opportunity targets.

There has been an increase in the proportion of employees receiving a bonus in this year's data set. The number of employees that are eligible is based on length of service, with all employees eligible to participate in our discretionary companywide bonus scheme, subject to start date for the current performance year, there were fewer colleagues whose start date meant they were not eligible this year.

Pay quartiles - by ethnicity



Proportion of employees who received bonus pay



OUR ACTION PLAN

We will continue to raise capability through targeted learning initiatives, enhancing managerial accountability for inclusive hiring and improving consistent inclusive behaviours in meetings and our ways of working. These actions, along with further embedding our Core Competency framework and upcoming Learning Management System (LMS), are designed to streamline processes and provide more transparency for career progression, enhance our high performing workforce culture, and help to strengthen skills and competency building in support of our gender and ethnicity ambitions.

Recruitment

We continue our focus on improving the internal assessment processes used by our recruitment team and hiring managers in the way we qualify and evaluate candidates, whilst promoting equity and fairness. Externally, the selection of job boards we use and the partnerships we have built have also been chosen to help drive greater diversity without compromising the quality of candidates we select.

We remain committed to skills-based hiring, which is designed to help identify the skills required for success in each role up front, while ensuring diverse shortlists for all senior internal and external hiring. We are piloting the use of AI to help ensure our job advertisement and competency-based interview questions are gender neutral.

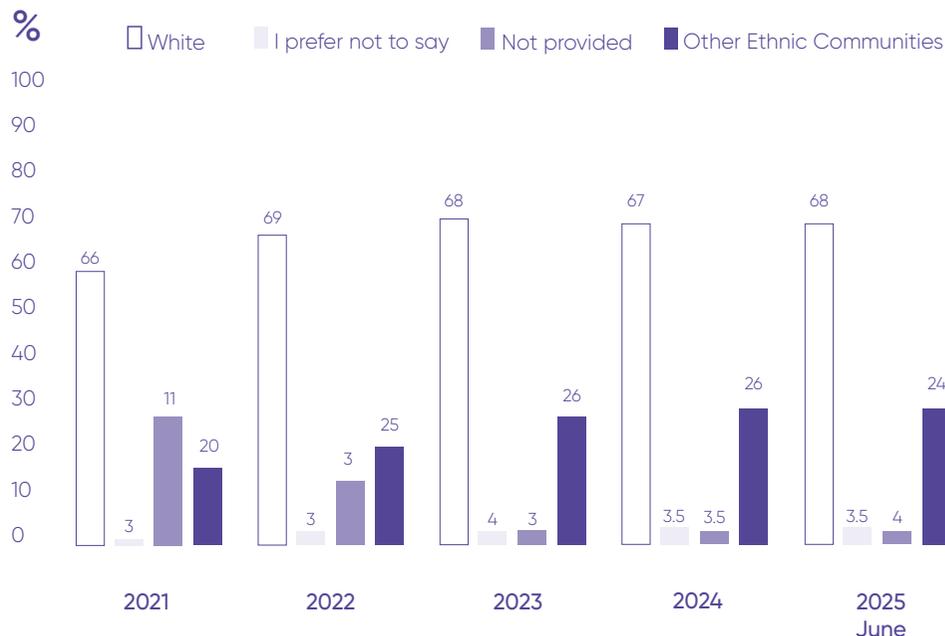
Our recruitment target:

50% gender composition **30%** ethnicity

Current composition (30 June 2025):

46% females **24%** Other Ethnic Communities

Gender and ethnicity composition over the past five years :



OUR ACTION PLAN

Internal mobility strategy

We will offer better transparency in career progression to PRS for Music employees through our Talent Review process and follow on development actions for employees. In particular, we will evolve and continue to deliver our Be Seen talent programme which delivers targeted support, primarily aimed at colleagues who are less represented in senior roles, to build confidence and skills to support them to achieve their career ambitions.

By continuing to embed our Core Competency framework we will support a fair measurement and assessment of talent across our business.

We will continue to offer targeted support in the form of coaching and mentoring to enhance our high-performance culture and strengthen our skill set.

We continue to promote and fill job vacancies within the organisation, ranging between 25% and 30% of appointments filled by internal candidates.

Year	Internal promotions	As % of hires/promotions
2021	12	36%
2022	34	37%
2023	34	26%
2024	35	26%
2025 (at June 25)	15	37%

Equity, Diversity, Inclusion and Belonging

After several years of operating our affinity groups, we will be refreshing the groups to reignite engagement and strengthen the sense of belonging at PRS. These groups have been instrumental in shaping policies and providing safe spaces for our colleagues across different departments whilst working with the EDIB team to make the business more consciously inclusive.

We will focus on strengthening our employer brand through targeted marketing campaigns, leveraging our communications channels to better reach underrepresented demographics and share opportunities at PRS for Music.

We will share success stories promoting both colleagues who are women and from differing ethnic backgrounds, those who demonstrate our values and who have made an impact within the organisation, appealing to a broader range of qualified candidates.

Learning & Development:

We continue to implement learning and development plans to help improve our gender and ethnicity targets, ensuring we can diversify representation at senior levels in line with our five-year targets.

Our ongoing partnership with the Government's apprenticeship levy continues to give people from underrepresented groups the opportunity to grow and progress within the organisation.

Our competency framework ensures a fair measurement and assessment of talent and behaviours across our business. This helps to remove subjectivity and potential bias from our processes and complements the required technical skills for each role and level. The competencies form the way in which we align and assess skills for development or career progression when opportunities arise within the organisation.

In 2025, we re-launched our 'My Learning Window' courses. This catalogue of ongoing courses, available to all PRS employees, help to bridge the gap in common challenges faced at work, which are known to be barriers to career progression. Specific courses include personal effectiveness, growth mindset, receiving and seeking feedback, presentation skills, owning your professional development, as well as the newly introduced workshops to focus on the competencies.

As mentioned, we have also re-launched Be Seen, a comprehensive training programme which aims to give those that have not had any or many development opportunities at PRS or previous jobs an opportunity to build confidence and see the potential in themselves, which further training & development could help unlock. This provides tangible strategies for growth and transformation.

GENDER & ETHNICITY PAY GAP REPORT 2025

PRS for Music
1st Floor, Goldings House,
2 Hays Lane,
London SE1 2HB

prsformusic.com

Registered in England No. 134396

