

# GENDER PAY GAP REPORT 2025/26

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This report contains our April 2025 Gender Pay Gap data as reported in April 2026, plus May 2025 group context.

## Foreword

DC Thomson is a family-owned business, headquartered in Scotland, with a flagship office in London and a presence around the globe. We are home to some of the UK's best loved media brands, thriving family history and energy communities and a trusted technology business.

Our colleagues are united by a shared purpose to champion, entertain and bring together communities to drive positive change.

In this report, we provide an overview of the Gender Pay Gap reporting data for both DC Thomson & Co Ltd and the wider group. It also includes a summary of some of our key actions and initiatives as part of our business transformation to drive diversity and inclusion.

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

Lynsey Scott  
Chief People Officer

THE COURIER

The SUNDAY POST

The D&J

BEANO

Puzzler

STYLIST

E-FWD

ENERGY VOICE  
Leading the global energy conversation

FIFTH RING

The SOCIAL HISTORY ARCHIVE

Find my past

The British NEWSPAPER Archive

The People's Friend

My Weekly

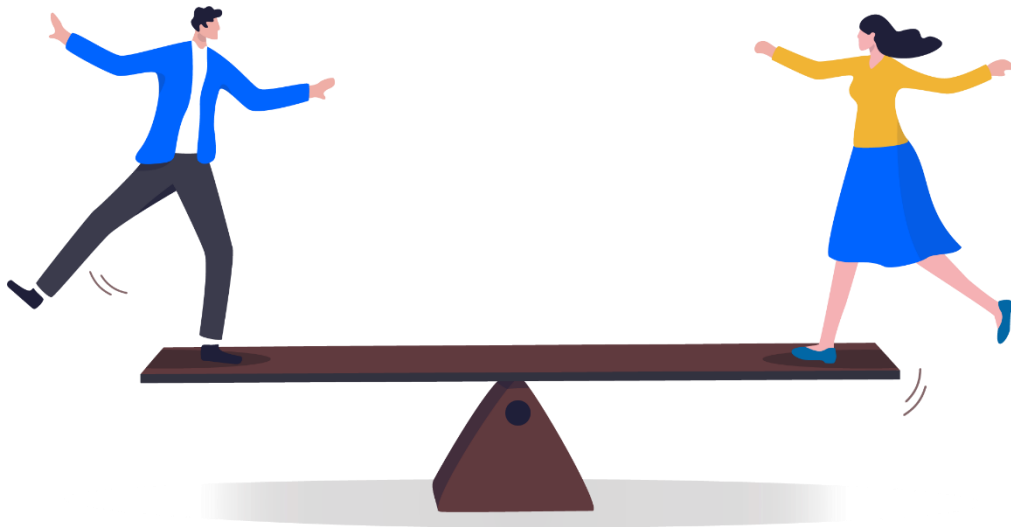
THE Scots MAGAZINE

YOUR HOME FOR GOLF  
bunkered

brightsolid

ORIGINAL 106

## What is the Gender Pay Gap and how is it calculated?



The UK Government introduced legislation in 2017 which requires companies in the UK with 250 or more employees to publish information on their Gender Pay Gap.

The Gender Pay Gap (GPG) is a measure of the difference between men and women's hourly earnings in a company. For DC Thomson, this includes base salary, allowances including car allowance, any acting up allowances, shift and standby payments, commission, zero hours and pension supplements received.

The Gender Bonus Gap is the difference in all incentive pay received by men and women in the 12 months up to 4th April 2025. For DC Thomson, this includes company or personal performance bonuses, sales incentive plans and commission plans.

In this report, we provide the data for **DC Thomson & Co Ltd** as of **April 2025** calculated in accordance with the regulations. We also took a snapshot of data in **May 2025** that includes a number of our businesses with fewer than 250 employees that are part of our wider DC Thomson group. While this is not a formal part of the Gender Pay Gap reporting, we have included this additional data within the report.

## What is the Gender Pay Gap and how is it calculated?

### The Gender Pay Gap in the UK should not be confused with 'equal pay' and 'pay equity'.

Equal pay is the legal requirement to pay men and women the same for performing the same work and this has been in place in the UK for over 40 years. The Gender Pay Gap disclosure is to bring attention to other issues that drive the pay gap, namely fewer women in senior positions and men predominating in specialist or senior positions that can carry a premium in the market.



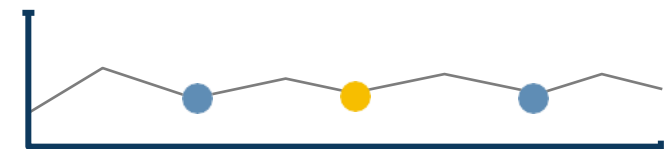
# % Mean and median compared

#### Mean

The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women and the values are compared. While useful, this 'true average' is easily skewed by a small number of high or low earners. Reporting both mean and median figures provides a more rounded understanding of the GPG.

#### Median

The median is the number which is in the middle when pay is ranked from lowest to highest. This is broadly understood by statisticians to be the best view of 'typical' pay, as extremes of low and high pay do not affect the median.



GROUP RESULTS

## Our Gender Pay Gap – May 2025

# Our overall median gender pay gap

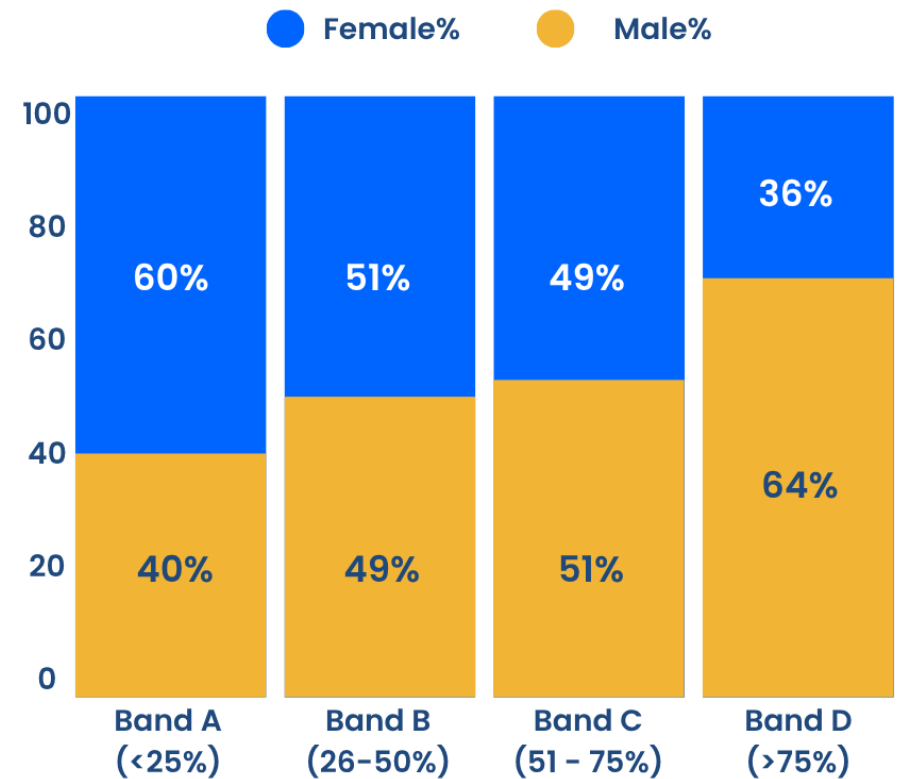
# of 11.7%

is a slight increase from 11.66% in June 2024.

Although the statutory requirement is to report DC Thomson & Co Ltd, we also report DC Thomson Group to give a fuller picture of our workforce and progress. Group results combine DC Thomson & Co Ltd and its wholly owned subsidiaries across all relevant payrolls and bonus schemes using the May 2025 snapshot.

The May 2025 group snapshot shows a steady median gender pay gap of 11.7% and an improved mean of 16.36% versus 17.47% in June 2024, across 1,176 colleagues with 49% female representation.

Women’s representation at the top nudged up, with Band C rising to 49% from 47% and Band D to 36% from 35%. At group level, women’s bonus participation is higher than men’s, but the average amounts differ, which drives the positive bonus gap of 40.38% on the mean and 58.23% on the median, with participation of 14.48% for women and 9.3% for men.



**DC THOMSON GROUP**

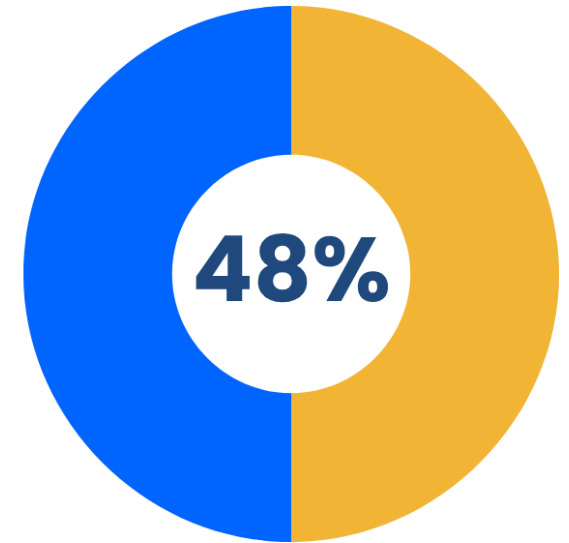
Pay gap:	16.36% (Mean)	11.7% (Median)	Bonus gap:	40.38% (Mean)^	58.23% (Median)^	Bonus participation rate:	Male 9.3%	Female 14.48%
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## Gender Pay Gap and Bonus Pay Gap

In accordance with the regulations, we are required to report the Gender Pay Gap for DC Thomson & Co Ltd, which is the qualifying part of the DC Thomson group.

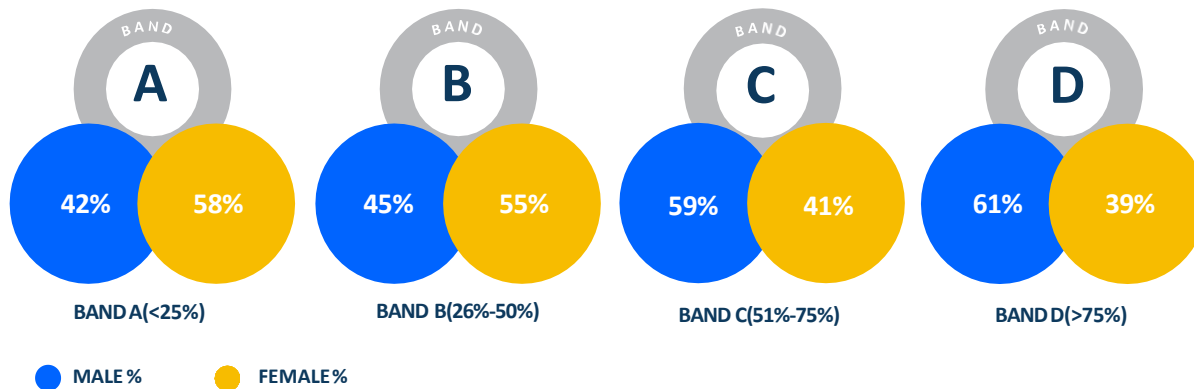
**In April 2025, the statutory median gender pay gap for DC Thomson & Co Ltd was 14.53%, an increase from 11.61% in 2024.**

Our April 2025 snapshot shows broadly balanced representation overall (344 women and 373 men) but a continued imbalance at the top of the pay distribution. Women make up 39% of the upper-middle quartile and 39% of the upper quartile. The top 10% of hourly earners is about 64% men, while the bottom 10% is about 65% women. This pattern remains the primary driver of the gap. This year saw increased investment in technical, data and engineering teams. These roles are paid at market premium and are, across the UK, still more male dominated. When we examine the data excluding these roles, the median gap is broadly flat year on year, indicating most of the increase sits in that function's mix rather than a company-wide pay shift. Our focus is to grow capability and close the gap by improving representation in these teams.



IN APRIL 2025, DC THOMSON & CO LTD HAD

**717** ELIGIBLE EMPLOYEES  
OF WHICH **48%** WERE FEMALE



**DC THOMSON & CO. LTD**

The below shows the Gender Pay Gap and Bonus Pay Gap for DC Thomson & Co Ltd calculated in accordance with the regulations.

Pay gap:	13.63% (Mean)	14.53% (Median)	Bonus gap:	13.70% (Mean)	13.39% (Median)	Bonus participation rate:	Male 8.29%	Female 9.62%
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## Our commitment to Diversity and Inclusion at DC Thomson

Supported our ERG group in delivering webinars and events to raise awareness and educate

Embed a 50/50 gender shortlist target for each role

We've improved attraction through more inclusive job design – with a move towards a skills first approach

Train our hiring managers on bias and inclusive interviewing techniques

Delivered Inclusive Leadership Training across our line management population and launched a neurodiversity toolkit

Introduced more balanced interview panels – reducing bias and being more data informed

Planning to introduce early career programmes – apprenticeships, internships and continue returnships

Refresh how our internal roles are designed and create career pathways to encourage internal mobility and skill building

Aim to develop a diversity declaration campaign across our colleague population to inform our future strategy refresh

Plans to run inclusive recruitment campaign messaging that spotlights successful women in technical and leadership roles internally

Introduced structured interview scoring to reduce subjective assessment

Normalised flexible and hybrid working for all colleagues

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