



TALON

GENDER PAY GAP

2025 Report



At Talon, our people sit at the heart of our success, and we're committed to ensuring everyone feels they belong and are recognised fairly for their efforts. Publishing our first gender pay gap report is an important moment for us. Not simply because we're required to do so, but because understanding where we stand today helps us shape where we want to be tomorrow.

While we have strong gender diversity overall, with women making up 47% of our leadership team, this report highlights areas where we still have work to do. Our pay and bonus gaps are driven by structural factors we take seriously: the greater proportion of men in senior and specialist roles, and the higher number of women in entry-level and junior roles. These findings don't define us, but they do guide us.

What matters now is action. Over the past few years, we've introduced a range of policies, training programmes, and inclusive hiring practices designed to support fairness and opportunity for all. But we also recognise that progress requires continual focus, as outlined in this report through the actions we're taking.

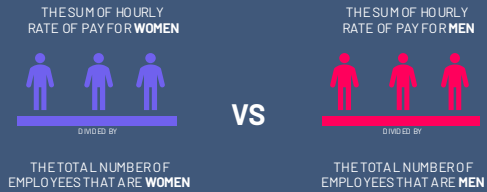
I'm very proud of the culture we've built at talon: one that is open, people-first, and committed to doing the right thing. This report is part of that commitment, to keep learning and keep moving our business in the right direction.

Sue Frogley

Sue Frogley, Global CEO

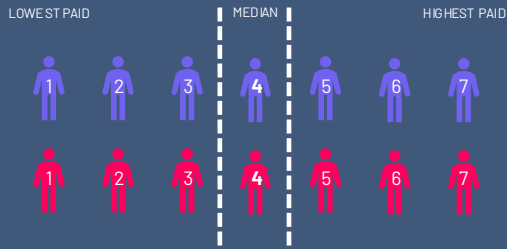
MEAN

The **average hourly** rates of pay that male and female employees receive



MEDIAN

The median is the **middle earning** male and female.



TALON UK GENDER PAY GAP 2025

SALARY PAY GAP

18.02% MEAN
18.11% MEDIAN

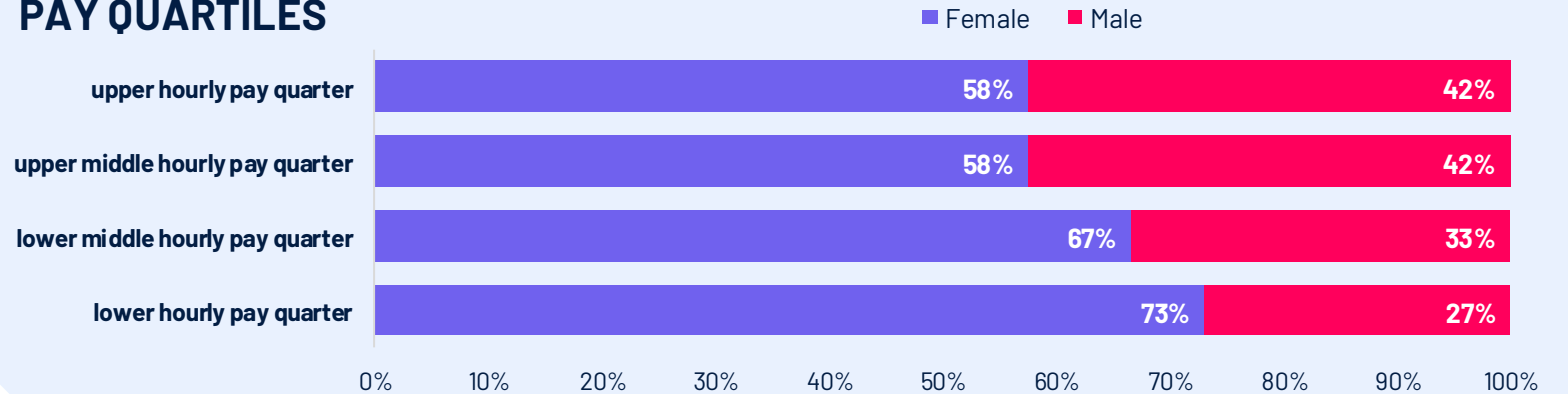
BONUS PAY GAP

29% MEAN
36% MEDIAN

PROPORTION OF EMPLOYEES RECEIVING A BONUS:

FEMALE **82%**
MALE **77%**

PAY QUARTILES



At the 'snapshot' date of 5th April 2025

ACTION PLAN

WHAT DO WE CURRENTLY DO?

RECRUITMENT & RETENTION

Applicant Tracking System (ATS)

In 2022, we launched an ATS which enables to monitor, analyse and track our recruitment practices.

Talent Acquisition

Introduced a specialist Talent Acquisition team to own the hiring process to minimise bias and ensure a balanced shortlist.

Job Descriptions

Rewrite of job adverts and descriptions to remove gendered language.

Exit Interview

Review of the exit interview process to make it more effective and insightful.

PAY & PROGRESSION

Benchmarking

Review and benchmark all salaries in line with IPA data and use other resources for non advertising specific roles.

Equal Pay Audit

Ahead of each salary review we undertake an equal pay audit to ensure pay parity.

London Living Wage

We are an accredited and review our salaries annually in line with increases.

Training

We offer equal access to our comprehensive training programme. We run mandatory unconscious bias training for all employees and managers.

REPRESENTATION

Cultural Committees

Global committees, such as Belong, consisting of employee volunteers and Board sponsors committed to championing the voices of Talon employees and driving initiatives for inclusion.

Creative Access

Partners for Internship programme where we have been able to offer 63% of interns permanent roles.

Events

Sending High Performers to WACL, BloomFest. Ensuring fair representation of NABs Fast Forward, Media Business Course and PAC.

POLICIES & PRACTICES

In 2024 we reviewed and relaunched our **family friendly policies** including, increasing, **maternity, adoption, paternity** and **shared parental** leave. We introduced **paid carers leave** and increased **pregnancy loss leave** for partners.

Flexible Working

We continue to offer hybrid working; Glide Time and a core hours structure; 10 days work from anywhere; School's Out Policy and holiday trading to support a healthy work-life balance.

Data Transparency

Encourage our people to confidentially and securely disclose key characteristics, enhancing our reporting capability.

ACTION PLAN

HOW DO WE PLAN TO TACKLE OUR GAP?

Talent Acquisition

Continue to review and evolve our overall talent acquisition approach, with a particular focus on entry-level talent, refining how we attract and assess candidates through initiatives such as diverse interview panels and, where appropriate, recruitment days or assessment centres.

Skills And Career Pathways

Creation of skills and career pathways, continuation of leadership workshops and learning opportunities to support progression at all levels.

Awareness Training

Run awareness training for managers on inclusive decision-making, recruitment and leadership.

Mentoring And Coaching

Dedicated mentoring and coaching programmes accelerate leadership readiness and help women navigate career challenges- mentoring portal underway.

Belong Talks

Live conversations that highlight the people and stories behind Talon, exploring themes from our Belong Culture Committee. Launched in 2025 with a Women in Leadership session.