

# UK Gender Pay Report 2025

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## Why are we reporting the UK Gender Pay Gap?

UK legislation requires organisations with over 250 employees to report on their Gender Pay Gap on an annual basis.

Within Spotify, we continue to strive for pay equity, fairness, and equal access to career growth opportunities. You can read more about our focus and actions in our [Equity & Impact Report 2025](#).

## How is the Gender Pay Gap defined according to UK pay equity reporting standards?

The gender pay gap, as defined by UK legislation, refers to the difference between the average earnings of employees that identify as men and women across an organisation irrespective of role.

This is different from equal pay, which focuses on whether men and women are compensated equally for performing the same or similar work. In order to mitigate and monitor for this, Spotify has conducted an annual pay equity review since 2015 comparing the pay of employees doing “like for like” work, and investigating the causes of all pay differences that cannot be justified. The objective of these reviews is to course correct if needed and ultimately ensure we are applying equitable pay practices. Pay equity is also taken into consideration when we make any pay decision, like during the hiring process or our compensation review windows.

While we find the legislation and required calculations can create potentially misleading results, fairness and equal treatment is at the heart of our decision making, whether at the time of hire, our annual pay review or when considering an internal job move.

## Report Summary

This is the eighth year that Spotify has reported under the UK Government's gender pay regulations, and the below offers a snapshot view of the business as of 5 April 2025.

For 2025, following the UK guidelines for calculating mean gender pay gap, Spotify UK's mean gender pay gap is 15.6% and its median gender pay gap is 17.7%, compared with 13.9% and 16.1% respectively in 2024. Our gender representation has slightly improved, with 55% of the population male and 45% female, compared with 56% and 44% last year.

It is worth noting that the widening of our pay gap this year reflects changes in the overall distribution of seniority across our workforce. While female representation remains strong across our lower pay quartiles, we continue to see a higher concentration of men in more senior roles. During the year, we saw a modest decline in female representation at senior levels, including Senior Manager level and above, which has been a key contributor to the increase in the gap. We recognise that improving gender balance at more senior levels remains an important focus area.

We were encouraged to see that women made up half of all new joiners during the year. However, as these employees enter at more junior levels, this contributes in the near term to a greater concentration of women in our lower pay bands. With the right progression support, including laterally into new teams and departments across the business, we believe this pipeline will strengthen female representation at senior levels over time.

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## Bonus Gap Overview

This year our mean gender bonus gap is 29.4% and our median gender bonus gap is 17.4%, compared with 22.1% and 18.0% respectively in 2024. While our median bonus gap has remained broadly stable year-on-year, the widening of the mean reflects the concentration of the largest equity awards at the most senior levels, where male representation remains higher. The proportion of women and men receiving a bonus remains ~100% for both groups.

There are various components considered in the bonus distribution calculation, which include sales commissions and equity grants. Given that the timing an individual chooses to exercise an equity grant is a personal decision, this can create fluctuations based on exercise dates vs the underlying value of the award granted. This may also contribute to fluctuations in our data year over year that do not appropriately reflect the gender gap.

That said, we recognise that as long as men have a higher proportion of senior jobs, the bonus gap will favour men due to the increase in equity award size at these levels. There is work to be done in our representation to fully address this gap.

# Our Snapshot as of April 5<sup>th</sup> 2025

## Gender pay gap

Mean

15.6%

2024: 13.9%

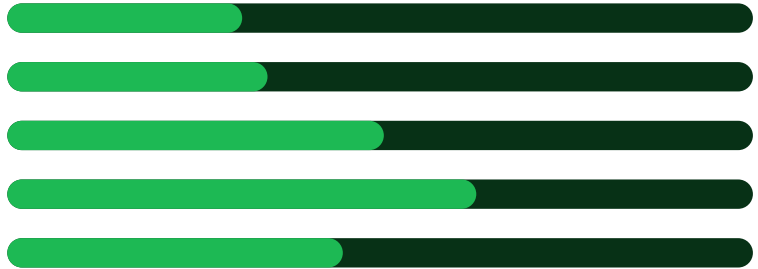
Median

17.7%

2024: 16.1%

## Representation of women\*

- Upper quartile: 31.5% (2024: 32.4%)
- Upper middle: 34.9% (2024: 32.7%)
- Lower middle: 50.5% (2024: 52.4%)
- Lower quartile: 62.9% (2024: 58.5%)
- Overall: 45.0% (2024: 44%)



## New hire pipeline

49.5%

women

April 2024–April 2025

## Gender bonus gap\*\*

Mean

29.4%

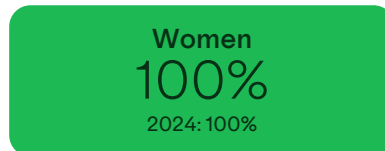
2024: 22.1%

Median

17.4%

2024: 18.0%

## Proportion receiving bonus

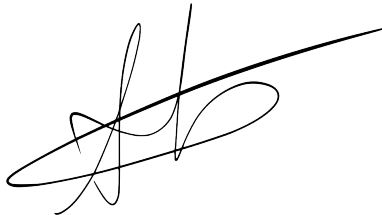


\* In the period covered by this report, only a few employees in the UK identify as non-binary or questioning. These employees are not included in these numbers.

\*\* In accordance with the government-required format, the bonus measurement includes commission, sales incentives, other allowances (such as relocation allowances) and bonus payments, but also income realised through our long term incentive programme which is offered to all permanent Spotify employees.

Every new permanent hire receives a long term incentive award but the choice each employee makes – both in terms of the mix of cash and equity they wish to receive and the timing of realising value from the awards – will impact the numbers we see in each reporting period.

“At Spotify, we believe transparency is the only way to drive real change. While we saw a slight shift in our leadership demographics this year, we are encouraged by the fact that women now make up 45 percent of our total workforce. We are focusing our efforts on career development and internal growth to make sure every employee has an equal opportunity to move into senior roles.”



**Andy Vincent**

Interim MD, Northern Europe

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We confirm that the information and data provided in this report is accurate and in line with the [Equality Act 2010 \(Gender Pay Gap Information\)](#).

Date: April 2025

Spotify's UK Gender Pay Report 2024 can be found [here](#).