



## **Google UK: Binary Gender Pay Gap Report 2024/25**

At Google UK we build sustainable, responsible and impactful technology to help people achieve their ambitions, big and small. Whether it's Search or YouTube or Google Cloud, people are using AI and digital tools to learn new things, connect with new audiences, reduce their carbon footprints and boost their productivity. We believe technology works best when everyone has a chance to help create and shape it, and when the make up of our workforce reflects the world around us.

Across the tech industry, women hold senior and technical roles less often than men, and that's no different for Google. This contributes to a gender pay gap that we are committed to closing, and that, due to our focused efforts over the years, we see decreasing.

We remain deeply committed to continuing to be a company where everyone can succeed and do their best work, and where everyone has the same opportunity to advance. We drive a myriad of efforts to attract employees that represent our billions of users around the world, offering unparalleled onboarding, career development, and internal mobility experiences, and ensuring all Googlers feel welcome, respected and supported to succeed in their careers.

We also support organisations across our sector that address this industry-wide challenge, offering a broad range of digital and AI skills training and supporting the conditions for a talent pipeline that is welcoming to all.

This work has helped drive an overall long-term downward trend in our gender pay gap data over the past few years, alongside our focus on consistent hiring practices and pay integrity. While we are reassured by our progress in narrowing the gender pay gap at Google UK over the past several years, we remain committed to continuing our efforts to ultimately close the gap.

### **Compensation at Google**

Creating a work environment where everyone can succeed and do their best work is critical to everything we do at Google, and that extends to our pay processes. Things like compensation, performance ratings, and promotions should be consistent and based on what you do and how you perform.

When we calculate employee pay, our teams consider variables such as the market rate for individual roles, their level within the company, promotion history, and their performance rating. While our systems are designed to be consistent, and enable employees to succeed, audits are also run to identify any significant differences between employees who are doing the same job at the same level. These audits take into account factors that should legitimately impact pay, like performance. Where we see differences, we take action before employees' compensation goes into effect. This helps us to prevent pay disparity, and ensure that remuneration packages accurately reflect the individual efforts of those working with us.

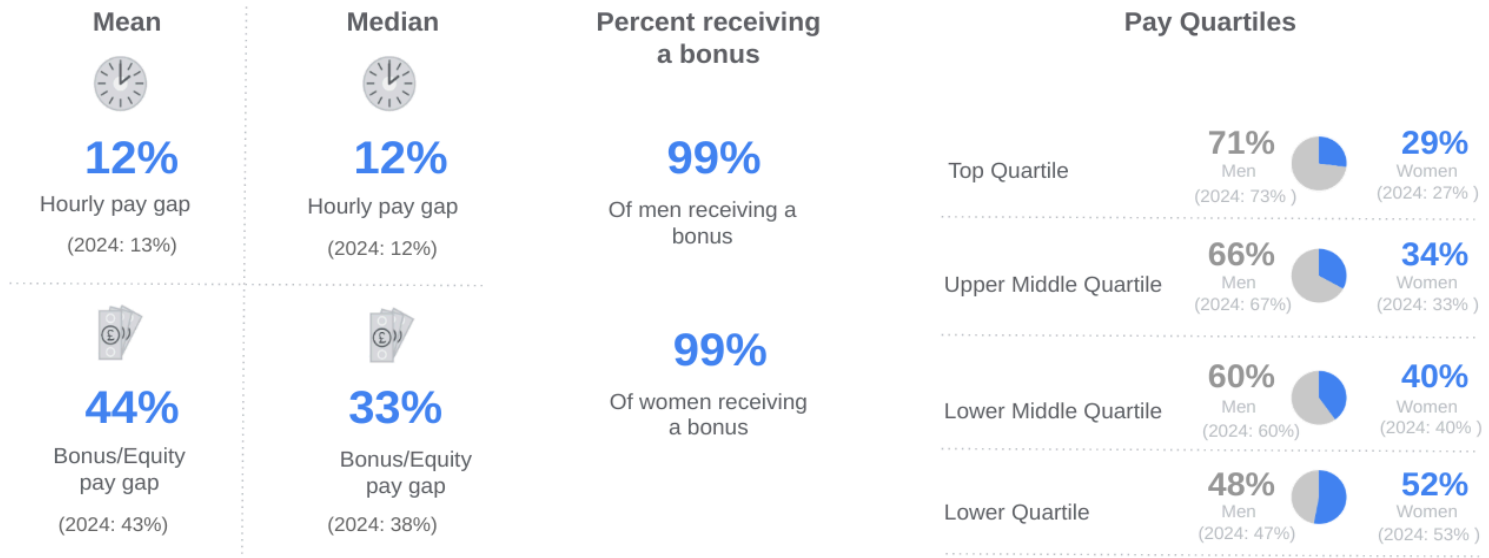
## UK Binary Gender Pay Gap Reporting

The UK Government requires organisations with 250 or more employees to publish and report specific figures about their gender pay gap. The gender pay gap is the difference between the average earnings of those that identify as men and those that identify as women, expressed relative to men's earnings. We recognise that by focusing exclusively on employees that identify as men or women, the gender pay gap report is unable to include all of our employees at Google. It's important to be clear that the gender pay gap – the difference between men and women's average pay – is not the same as equal pay, meaning the same pay for work of equal value. Transparency, accountability and consistency continue to be top priorities for us.

In accordance with the UK Gender Pay Gap Reporting Regulations, we are sharing our April 2023 - 2024 figures.

In the UK, our **mean gender hourly pay gap is 12%** (down from 13% last year) and the **median gender hourly pay gap is 12%** (equal to last year). This annual reduction in hourly pay gap is consistent with the trend we have seen over the last five years and we are committed to closing the gap in the long term.

The chart below shows the proportion of men and women Googlers in each pay quartile, with the proportion of women in the top and upper middle pay quartiles continuing to increase, and the proportion of women in the lower quartile continuing to decrease. While an equal percentage of men and women receive a bonus, there is a 44% mean and 33% median difference in bonus and equity pay in favour of men.



The percentage gaps we see in the UK continue to be driven by a lack of representation of women in senior leadership and engineering/technical roles. We have more men than women in these roles – and they are paid more, based on the market rates for those roles and their experience levels. Whilst the mean and median hourly pay gaps continue to decrease, there is more to do to address this challenge across the technology sector.

We see the same picture in our bonus pay gap. Even though all employees have the same opportunity to earn a bonus and equity, compensation at Google is highly incentivised and based on pay-for-performance. As colleagues become more senior and move into leadership positions, all forms of pay increase – base, bonus and equity. Typically, engineers receive more equity than colleagues in non-tech roles due to the competitive market for their expertise.

### Closing the gender pay gap

Taking a long-term view, we invest heavily in our early careers approach. Our teams are working to ensure a broad pipeline of new talent via our outreach programmes with student groups. We've also developed relationships and strategic partnerships with organisations to source future candidates from a range of backgrounds and to build their confidence and skill sets to unlock futures within the technology sector.

As soon as Googlers begin their careers at the company, we focus on the Noogler (new Googler) community with events that drive networking and sponsorship, building connections across our community and integration into the company. Throughout Googlers' careers, we take a rigorous and systematic approach to performance evaluation, promotion and progression to ensure Googlers have consistent experiences and receive similar outcomes.

We're invested in fostering a Google where everyone can thrive. All Googlers have access to career development and internal mobility programmes that offer career coaches, interview prep, resume support, and suggested role fits for internal candidates. Grow your Career Your Way was a hugely successful career event run in 2024 for all Googlers. We're also dedicated to making sure that Google is respectful and welcoming for everyone, with training for Googlers and managers around appropriate workplace behavior. Manager Responsibilities, Teamwork Attributes, and Leadership Expectations are embedded expectations assessed in our performance review process. To further support our employees, we also continue evolving our benefits to ensure that Googlers from all backgrounds have access to industry-leading support and resources. In November, our Benefits team announced expanded family-building benefits, which now includes reimbursements for elective egg/sperm freezing; adoption and surrogacy expenses.

### **Building community and connection**

We continue to invest in initiatives that support our global and local Googler community to reach their full potential and build products that serve the unique needs of all our users. Our central Employee Resource Groups (ERGs) and our work with colleges and universities enable us to build products to help all our users and partners.

We're passionate about creating a welcoming culture where everyone can thrive, and we know that our internal culture is a key driver of this.

Google UK leadership drives site-wide engagement, regularly reviews indicators of a vibrant and healthy work culture, and helps drive accountability throughout the business.

Our Googlers engage with extensive coaching programs and mentorship programs. Moreover our dedicated employee resource groups (ERGs), supports the development of a welcoming culture at Google and beyond.

Women@ UK is the local chapter of the global ERG, whose mission is to connect, celebrate and elevate the Women@ community to champion every woman's experience and growth. Their work spans all orgs and backgrounds in partnership with other ERGs and internal teams. Their priorities are to lift each other up, support career development for all and be an active ally.

### **Looking forward**

The work we've done so far has aimed to help create an environment in which everyone feels they belong, but we know that more needs to be done to drive the lasting change that we're keen to see in this area. We'll continue working to address the gender pay gap, increase women's representation

in Google at all levels and support their progression over the coming year. To learn more about our efforts, head over to [belonging.google.com](https://belonging.google.com).



Debbie Weinstein, President EMEA, Google