



# GSK UK Gender Pay Gap report: 2025

## Our 2025 UK Gender Pay Gap data

Building a high-performing organisation with an inclusive culture and a commitment to equal employment opportunity and non-discrimination for all employees supports strong business performance and better health outcomes for patients.



At GSK, we're creating an inclusive environment where people can feel a sense of belonging, be themselves, and have their differing perspectives and characteristics valued. This helps us understand all patients, bringing better insights and better-quality decision-making, driving innovation, and helping us get ahead of disease together.

Fair and equal pay practices are crucial to create an environment where people feel welcome, valued, included and supported to thrive. That's why we conduct country-based reviews and ensure all markets have clear guidance, tools and support to ensure pay fairness.

In 2025, our UK gender pay gap was -2.66%\* compared with the UK national average of 13.4%\*\*.



**Julie Brown**  
Chief Financial Officer

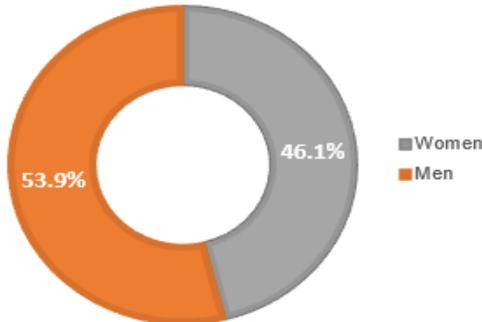


**Diana Conrad**  
Chief People Officer

\*Our GSK UK gender pay gap as outlined in this report, is determined using data for all permanent employees in the UK. This is provided in addition to the legal entity breakdown required by the UK government (shown on page 3).

\*\*Most recent data published by the ONS (dated 23 October 2025)

## GSK UK gender distribution



Our distribution is based on 99% disclosure. 0.9% of our employees "prefer not to say" or identify as a gender other than male or female.

## Gender Pay Gap explained

A gender pay gap isn't the same as unequal pay. A pay gap is the description given to the difference in average pay across an organisation, regardless of role or level. Our gender pay gap data shows the difference in pay of our male and female employees. Reporting a positive pay gap means male employees, on average, are paid more than female employees. Reporting a negative pay gap means female employees are paid more than male employees, on average.

Equal pay is different and is a direct comparison between individuals. Equal pay considers whether individuals receive comparable compensation to others performing the same or equivalent roles, irrespective of their gender. Unequal pay is unlawful.



## GSK UK Gender Pay Gap

Mean			
GSK UK		UK comparison	
2025	2024	2025	2024
-2.66%	-1.03%	13.4%*	13.8%

Median			
GSK UK		UK comparison	
2025	2024	2025	2024
-10.31%	-5.65%	12.8%*	13.1%

\*2025 UK comparison is the most recent data published by the ONS (dated 23 October 2025)

## GSK UK Bonus Gap (includes our Annual Bonus, Long-Term Incentives (LTIs) and Recognition)

Mean		Median	
2025	2024	2025	2024
-4.65%	1.15%	-25.42%	-9.77%

All permanent GSK employees in the UK qualify for an annual bonus. Target bonus percentages differ by grade, as do eligibility criteria for our long-term incentive (LTI) programmes. Eligibility is applied consistently by grade level.

The bonus gap is based on actual payments received with the pro-rating of bonus calculation for part-time workers. In 2025 our bonus gaps at both the mean and median favour our female employees.

## Pay quartiles

To provide transparency and insights into the distribution of earnings among our employees, we divide our UK workforce into four equal quartiles: Lower, Lower middle, Upper middle, and Upper. The proportion of employees in each quartile demonstrates the distribution of earnings between male and female employees.

	Lower		Lower middle		Upper middle		Upper	
	2025	2024	2025	2024	2025	2024	2025	2024
Women	48.81%	50.25%	38.55%	37.32%	47.46%	46.37%	49.53%	48.39%
Men	51.19%	49.75%	61.45%	62.68%	52.54%	53.63%	50.47%	51.61%

The GSK UK workforce is currently 53.9% male, and 46.1% female. Women are comparatively over-represented in the upper-middle and upper pay quartiles and under-represented in the lower and lower-middle quartiles; this concentration of women in higher pay quartiles helps explain why our reported gender pay gap currently favours women.



## Legal entity breakdown

For gender pay gap reporting, the UK government requires data to be reported by legal entities with more than 250 UK-based employees. As of April 5, 2025, two of our legal entities; GSK Services Unlimited with 9,530 employees, and ViiV Healthcare with 306 employees meet this criterion.

### GSK Services Unlimited (45.6% Female | 54.4% Male):

Our largest legal entity covering 96.7% of the GSK UK workforce

#### Pay Gap

Mean		Median	
2025	2024	2025	2024
-2.46%	-0.86%	-7.01%	-4.42%

#### Bonus Gap (incl. annual bonus, recognition and LTIs\*)

Mean		Median	
2025	2024	2025	2024
-1.33%	4.09%	-23.15%	-8.27%

#### Pay quartiles

	Lower		Lower middle		Upper middle		Upper	
	2025	2024	2025	2024	2025	2024	2025	2024
Women	48.62%	50.23%	38.25%	37.13%	46.19%	45.20%	49.43%	48.17%
Men	51.38%	49.77%	61.75%	62.87%	53.81%	54.80%	50.57%	51.83%

### ViiV Healthcare (61.1% Female | 38.9% Male):

This legal entity covers 3.1% of the GSK UK workforce



ViiV Healthcare is an independent HIV company with GSK as its majority shareholder. ViiV Healthcare is committed to delivering innovative new options for the care and treatment of people living with HIV/AIDS, with a mission to leave no person living with HIV behind. Having recently met the criterion for reporting as a separate legal entity, 2025 is the second year that ViiV Healthcare is reporting gender pay gap data.

#### Pay Gap

Mean		Median	
2025	2024	2025	2024
7.97%	9.36%	13.35%	14.97%

#### Bonus Gap (incl. annual bonus, recognition and LTIs\*)

Mean		Median	
2025	2024	2025	2024
-31.97%	-17.53%	13.56%	11.39%

#### Pay quartiles

	Lower		Lower middle		Upper middle		Upper	
	2025	2024	2025	2024	2025	2024	2025	2024
Women	68.83%	69.86%	70.13%	60.81%	51.32%	52.70%	53.95%	51.35%
Men	31.17%	30.14%	29.87%	39.19%	48.68%	47.30%	46.05%	48.65%

The ViiV Healthcare workforce in the UK consists of 38.9% male and 61.1% female employees. The gender pay gap at ViiV Healthcare is influenced by the types of roles within the business. Many operational roles are not included in the ViiV Healthcare headcount, as these are supported by GSK under service level agreements. This impacts the distribution within the Lower and Lower Middle pay quartiles and contributes to the reported gender pay gap. Employee data for ViiV Healthcare is included in GSK's overall UK pay gap disclosure, as detailed earlier in this report.