

JOURNEY FURTHER

THE 2026 PAY GAP REPORT



OPENING NOTE FROM OUR VP, PEOPLE



At Journey Further, openness is one of our core agency values, and it matters a huge amount to us, particularly when it comes to how we recognise, reward and create opportunities for our people.

Although we aren't currently legally required to publish a gender pay gap report, we choose to do so because measuring our progress helps us hold ourselves accountable. It allows us to recognise where we are making a difference, be open about our gaps and focus our efforts where they will have the greatest impact.

Creating an equitable workplace is about so much more than just a single set of figures or an annual report. It requires sustained focus on how we attract, develop, progress and reward our people. It means looking honestly at

the experiences and opportunities available across the agency and taking meaningful action where barriers or imbalances exist. This report shares the progress we have made, the actions we have taken since last year and the commitments we are making for the year ahead. We know that lasting change takes time, attention, commitment and action.

We are proud of the progress we are making, but won't become complacent. Never settling is in our DNA, we'll continue to be open about the data, proactive in addressing the gaps and focused on creating an agency where everyone has an equitable opportunity to succeed.

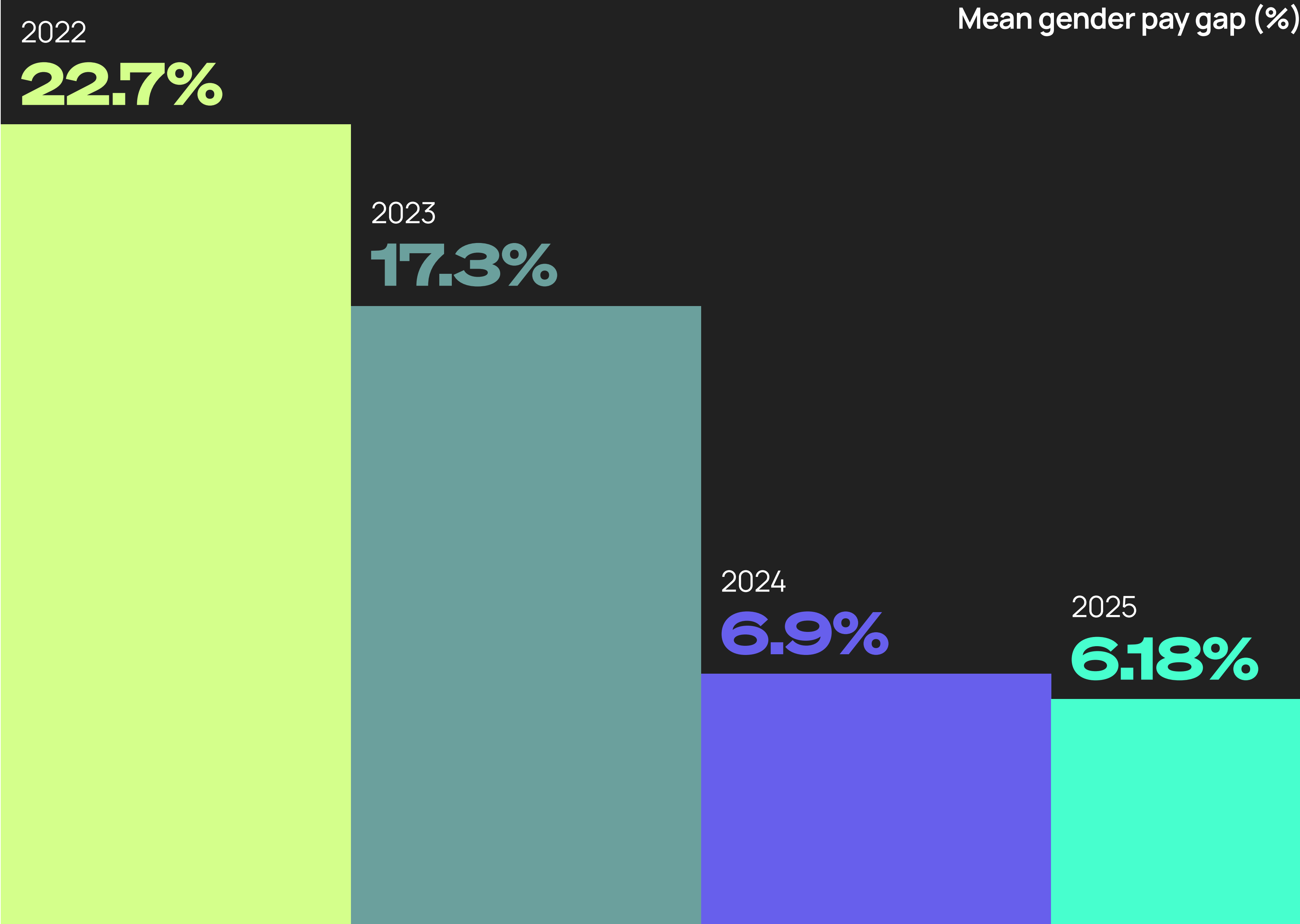
Kim Strachan
VP, people



MEAN GAP

In 2025, we started reporting on our gender pay gap and completed a review of data going back to 2021. We’ve looked at the trends and progress made over this time, and the good news is that we have significantly narrowed our gender pay gap over the last five years.

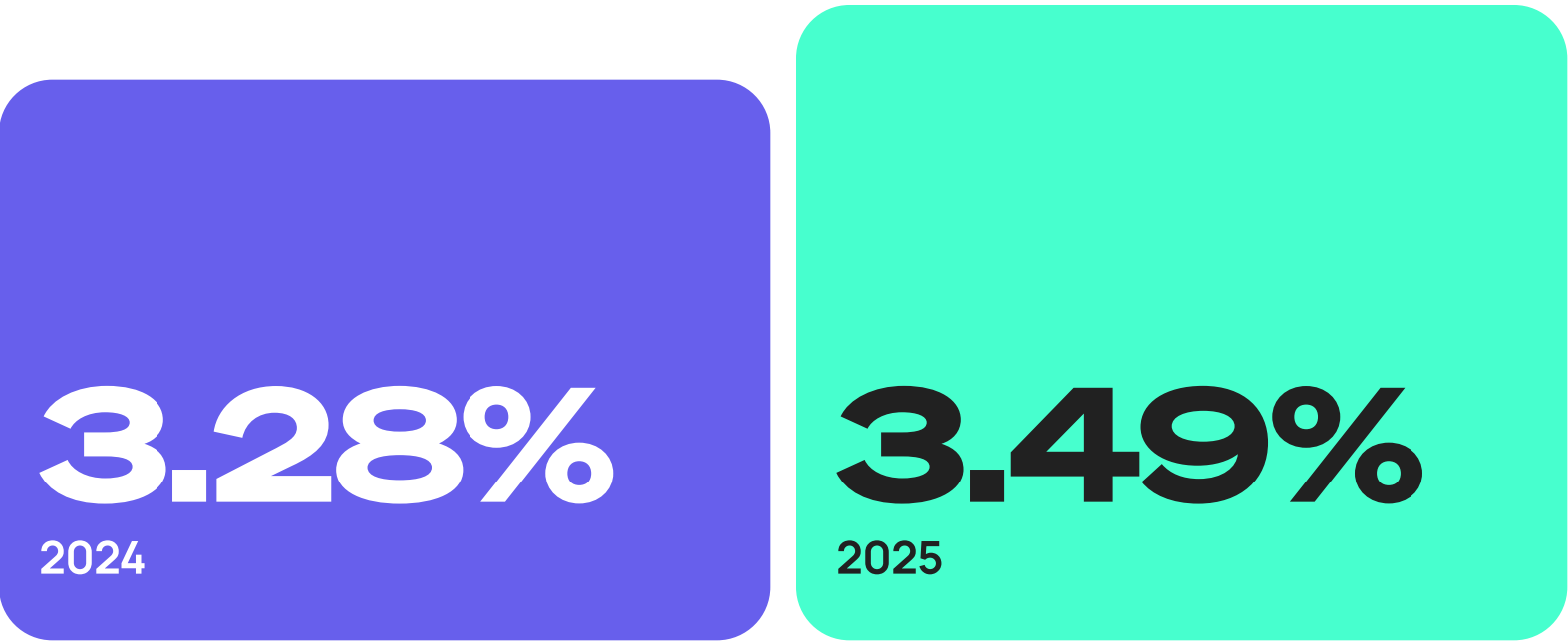
Importantly, we are continuing to close our gender pay gap, with our 2025 data showing a gap of 6.18%



MEDIAN GAP

Our median pay gap increased slightly, from 3.28% in 2024 to 3.47% in 2025. The median gap looks at the difference in pay between the middle-earning female and middle-earning male.

This increase reflects the fact that we currently have a higher proportion of women in entry-level and junior to mid-level roles, which influences the position of the median employee. This change is relatively small, but it does highlight an area we’ll need to monitor closely. As we continue to develop and support female talent across all levels of the agency, we remain focused on proactively creating opportunities for progression and reducing this gap over time.



Median gender pay gap (%)



PAY QUANTILES AND TOP 10%

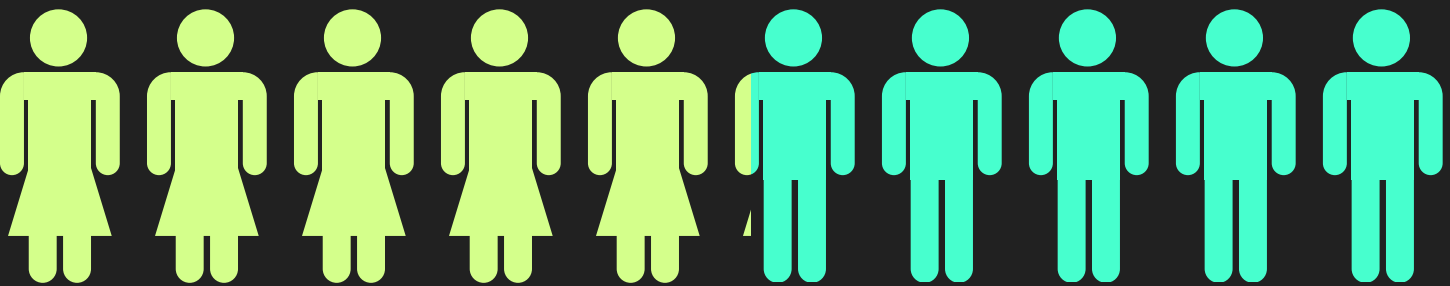
We're continuing to make positive progress on gender representation across the agency, and women now make up the majority of employees in our upper pay quartile.

We've also maintained an even 50/50 gender split within our top 10% of earners. These are important milestones in supporting gender balance in senior roles, and it's encouraging to see our overall average pay gap continuing to move in the right direction.

50/50

Split maintained of females and males in the top earning 10%.

Upper quartile



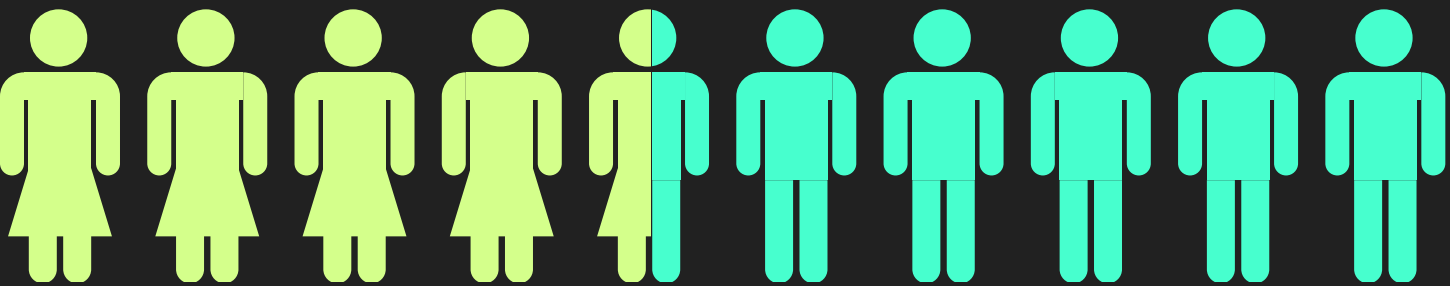
52%

Women

48%

Men

Upper middle quartile



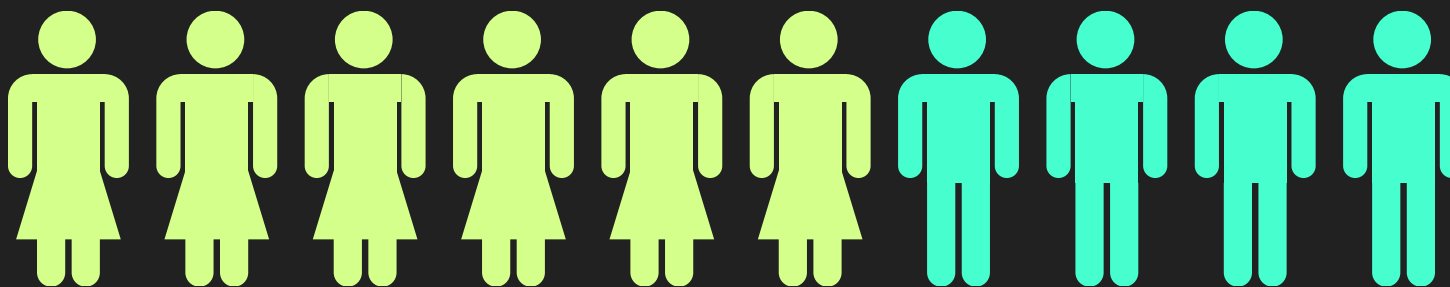
45%

Women

55%

Men

Upper lower quartile



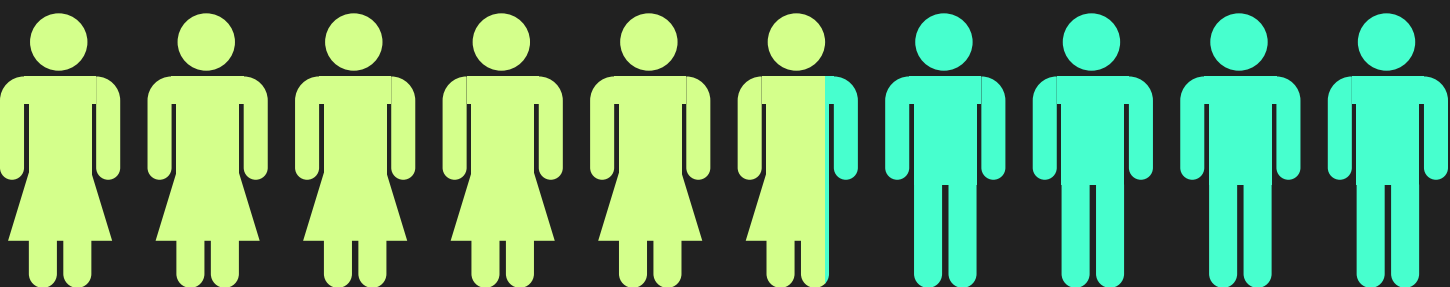
60%

Women

40%

Men

Lower quartile



57%

Women

43%

Men

FEMALE PROGRESSION SPOTLIGHT

While the gender pay gap report looks at the data behind our gender balance and pay, it's also important to recognise the individual career journeys behind those numbers. As part of this year's report, we're shining a spotlight on Sophie Somers as an example of female career progression within the agency.

Over the past five and a half years, Sophie has built an impressive career, progressing from the Paid Social Team Leader to Head of Paid Social and now Director. Her journey demonstrates the opportunities available to grow expertise, take on greater responsibility and progress within the business. Reflecting on her journey so far, Sophie told us:

“

Since joining Journey Further, I have had a wealth of opportunities to broaden my skillset and deepen my marketing knowledge. My experience here extends well beyond Paid Social; working so closely with such a talented team has given me a far greater understanding of marketing as a whole.

To any women considering their own career progression, my advice would be to believe in yourself. Journey Further provides both the tools to help you reach your goals and unwavering support along the way.

When I joined as a graduate in Paid Social, my Head of Paid Social asked me what my aspirations were. I told him it was to be him. I am proud to say that today, I am.

Sophie Somers
Director, Paid Social



WHAT DID WE SAY WE'D DO?

In our last report, we called out a number of strategic actions that we wanted to tackle over the next 12 months. Here's what we've done so far:

Inclusive job ads

We're conducting regular audits of job ads and templates to ensure we use gender neutral language, free from exclusionary or masculine coded phrasing.

Unconscious bias training

Our Talent Acquisition team has completed unconscious bias training, which helps us recognise and understand the hidden assumptions and stereotypes that can influence decisions relating to recruitment, promotion, and pay. By increasing awareness of these biases, we can make more objective and consistent decisions, helping to ensure that talent, performance, and contribution are recognised and valued regardless of gender.

Balanced selection panels

We continually review the selection panels we're using to interview future hires, so we can get the most balanced and diverse assessment experience for all candidates.



WHAT’S NEXT FOR US?

There’s always more you can be doing to challenge barriers to equality and drive meaningful, long term change. Here are some future actions that we want to tackle to continue moving in the right direction:

Equal pay audits

We’re committed to conducting regular equal pay audits to ensure all employees receive the same pay for doing the same, or equivalent work. By monitoring pay outcomes across the agency, we can take proactive steps to promote equity, support compliance with equal pay legislation, and reinforce our commitment to creating an inclusive workplace where all employees are recognised and rewarded appropriately for their skills, experience, and contribution.



Recruitment and ATS process review

We’ll regularly review our recruitment processes and Applicant Tracking System (ATS) to ensure they support inclusive hiring practices and enable us to attract, engage, and recruit talent from a broad and diverse range of backgrounds.

Unconscious bias knowledge sharing

We’re rolling out the techniques learned by our Talent Acquisition team during their unconscious bias training to further support hiring managers in assessing candidates consistently, focusing on capability and potential. This will continue helping us attract and recruit the widest possible range of diverse talent.

Recruitment training

We’ll review training for hiring managers and those involved in the recruitment process, to ensure they are fully equipped to assess capability fairly.

MOVING FORWARDS

Since our last report, we have continued to review our gender pay gap data, monitor progress against our commitments, and hold ourselves accountable for the actions we said we would take. The positive improvements are encouraging, but we want to make this an ongoing focus, challenge, and action, so we will continue to review and report this data.

We also recognise the importance of understanding the experiences and outcomes of colleagues across other protected characteristics. While we're not yet in a position to report on ethnicity or disability pay gaps, this remains an important area of focus. Meaningful reporting fundamentally relies on having sufficiently robust and representative data, and we are continuing to build the foundations needed to support this.

We want to continually improve, and ensure that our approach to diversity, equity, and inclusion is informed by evidence, accountability, and meaningful action.



Thank you.