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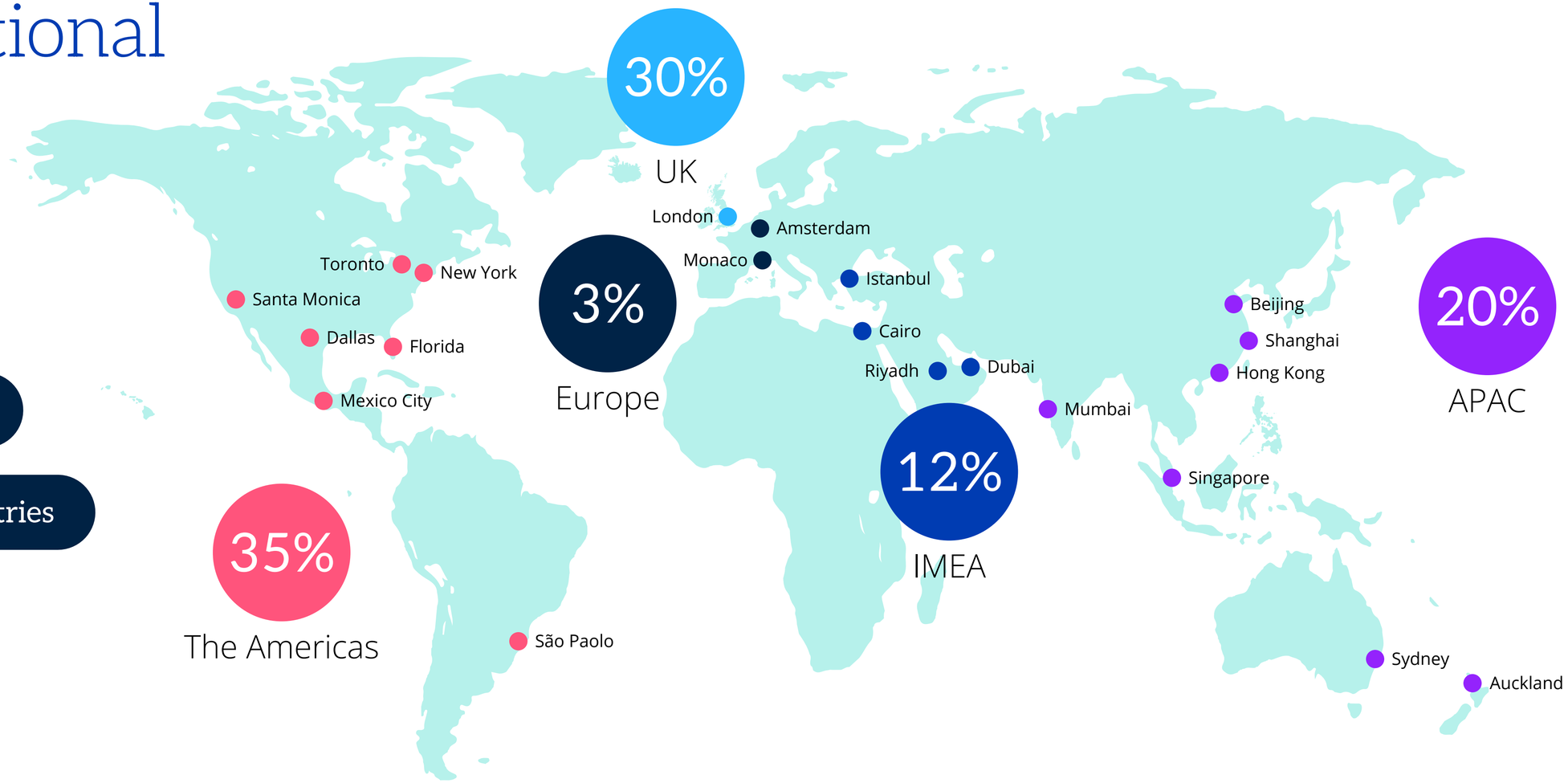
UK Colleagues and Pay

2025 Report

Informa.com

An international company

- 14,000 colleagues
- Teams in 30+ countries
- Customers in 150+ countries



Colleague headcount % across regions at February 2026

Opportunity and inclusion at Informa

Informa is a highly international, growth-focused business dedicated to knowledge and information: creating, enabling and delivering ideas and insights, new connections, new discoveries and outstanding live experiences for specialists all over the world.

To do this well takes a diversity of talent, and a community of colleagues around the world who have the right opportunities, support and environments to make a real difference for our customers.

That is why we continue to invest in our colleagues, culture and the experience of life at Informa, year after year and across over 30 countries and the more than 14,000 of us who work in the company.

UK data and progress

Around 30% of our colleagues work in the UK, and so we continue to report annually on colleague pay data in the UK in line with UK Government guidance. This document includes that information as of April 2025.

Our pay gap in the UK is primarily because there are more men than women working in senior roles that are based in the country. We also have senior leadership teams that have been in place for some time, which means there are comparatively fewer open senior roles to move into. However, we were pleased that in early 2026, the FTSE Women Leaders report recognised that over 40% of our leadership positions, as well as 45% of our Board positions, are now held by women, reflecting our long-standing commitment and ongoing work to ensure pathways to senior roles are open to everyone.

The data in this report reflects some changes year on year, including a reduction in overall median and mean pay differences, and an increase in the proportion of all UK colleagues receiving bonuses after what was a strong year of business growth.

There continues to be no evidence that women and men are paid differently for comparable roles, and we remain focused on creating opportunities for all colleagues to develop and grow their careers with us, on an international basis.

Career and professional opportunity

In recent years, we have put considerable effort into helping colleagues to advance and find their next opportunity inside, rather than outside, the business, as well as helping hiring managers access great talent from all over the company, so that everyone has a chance to build a rewarding career here.



In 2025, our What's Next programme offered the chance for any colleague to sign up for a 1:1 career clinic with a senior leader, with excellent feedback from participants on the practical advice and insights they received. We also created talent communities for each of our major functions, where colleagues can sign up to be alerted to relevant career and development opportunities directly. During the year, 44% of open roles in the company were filled by current colleagues: a very positive result overall and individually for the hundreds of colleagues who took that next step.

We also launched a new global platform for learning and development content and support, called The Campus. At its heart is an AI-driven multilingual Career Coach tool, powered by our in-house AI capability Elysia, which allows all of us to receive tailored guidance on how to gain skills and experiences and progress a career at Informa, including by connecting to home-grown mentors and coaches.

Investing in colleague experience

We take a 360-degree approach to investing in the experience all colleagues have at Informa. This includes providing additional benefits, support for health and wellbeing, and other practical types of assistance.

We are continuously investing in our flagship ShareMatch share ownership programme, where colleagues benefit from any increase in our share price, the dividends we pay, and receive free matching shares from the company. We expanded ShareMatch to colleagues in Bahrain and Mexico in 2025, with France and Monaco to come during 2026. Over 95% of colleagues are now able to become a shareholder in Informa and access these additional rewards.

We believe that a first-class working environment helps all of us collaborate, be creative, and enjoy our time together more, and so we continue to transform our offices worldwide with modern, flexible designs and advanced technology. In 2025 we opened new and upgraded office spaces in London, Dubai and Philadelphia, with the same planned for Mumbai and Riyadh in 2026.

In the UK, the additional benefits colleagues have access to include funded private healthcare and specialist healthcare support through the Peppy app. This is in addition to the flexibility we believe is a hallmark of our culture and way of working. More formally in this area, our Informa Anywhere programme allows all colleagues to work from anywhere in the world for up to four weeks a year, as a way to balance work and personal commitments and opportunities.

We continue to provide extensive pastoral support to any colleague in a situation that would benefit from individual help and guidance, through our own teams and in-house experts, our trained mental health first aiders, and our Colleague EAP service.

Looking ahead

As our Chief Talent and Inclusion Officer Claire Semple outlines in this report, we have taken further positive steps in our approach to inclusion since our last report.

Helping all colleagues to thrive, making sure everyone can participate and build a rewarding and satisfying career, and continuing to invest in the experience of work and life at Informa will remain central to what we do and prioritise as a company.



Stephen A. Carter
Group Chief Executive



Sally Ashford
Group HR Director

Understanding 2025 UK colleague pay

In April 2025, 4,132 of Informa's colleagues were based in the UK, of whom 60% were women and 40% were men.

UK pay, bonus and representation

Women and men are represented in different numbers within different roles and at different pay levels. The difference in representation in more senior roles, which tend to attract higher salaries and bonuses, drives a median gender pay gap of 22.1% (2024: 25.7%) compared with a UK national average of 12.8% (2024: 13.1%). The mean gender pay gap in 2025 is 21.3% (2024: 30.6%).

There continues to be no evidence that female and male colleagues are paid differently for doing similar roles, and our work to increase professional opportunity and to support colleagues throughout their careers are designed to positively impact the factors driving pay gaps.

Some colleagues participate in bonus schemes, which provide payments in addition to salaries. In this period, the number of colleagues receiving a bonus increased, rising from 80.6% in 2024 to 83.1% in 2025 for female colleagues, and from 83.8% to 86.0% for male colleagues. The median bonus gap is 40.8% in 2025 (2024: 40.3%).

We continue to focus on median averages, which are less likely to be affected by individual changes at the upper and lower ends of our range year on year.

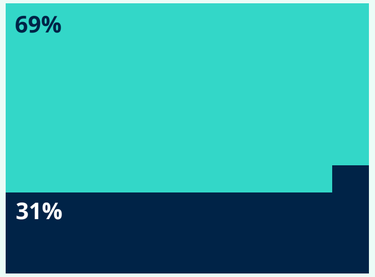




Median pay gap and representation by quartile

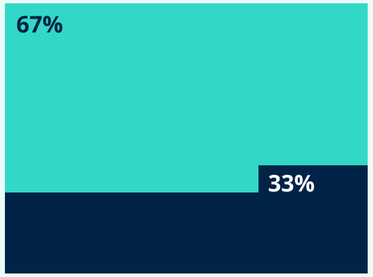
Female Male

Lower pay quartile



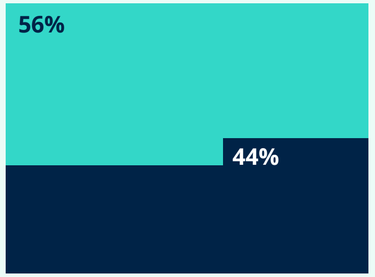
Gap: 1.4%

Lower middle pay quartile



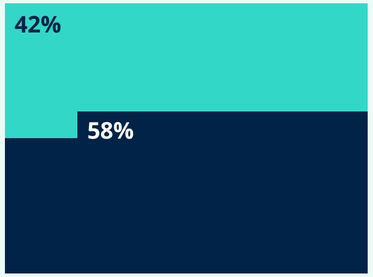
Gap: 3.1%

Upper middle pay quartile



Gap: 3.0%

Upper pay quartile



Gap: 2.5%

Informa UK data by company entity

In line with the reporting requirements, we provide data for UK legal entities that meet or exceed the threshold number of colleagues. As our business changes and our structure evolves, this can bring changes to our legal entities from year to year. As of April 2025, relevant UK legal entities were Informa UK LTD, Informa Group LTD, Informa Connect LTD, Informa Markets LTD and Ascential LTD, which has since become Informa Events LTD. We also provide a total figure which reflects these plus colleagues in other legal entities whose size fell below the individual reporting threshold.

I confirm the data in this report is accurate.



Sally Ashford
Group HR Director

Data Point	Gender	Total UK			Informa UK LTD			Informa Group LTD		Informa Events LTD	Informa Connect LTD			Informa Markets LTD		
		2023	2024	2025	2023	2024	2025	2024	2025	2025	2023	2024	2025	2023	2024	2025
Number of Colleagues	F	2,078	2,070	**2468**	1,663	1,152	**946**	360	**430**	**359**	239	273	**361**	106	140	**169**
	M	1,467	1,485	**1664**	1,113	660	**418**	369	**422**	**233**	168	156	**220**	85	117	**152**
Colleagues in upper pay quartile	F	39.6%	37.8%	**42.0%**	38.9%	43.9%	**54.4%**	37.8%	**37.9%**	**50.0%**	48.5%	51.0%	**49.3%**	52.2%	42.9%	**38.5%**
	M	60.4%	62.2%	**58.0%**	61.1%	56.1%	**45.6%**	62.2%	**62.1%**	**50.0%**	51.5%	49.0%	**50.7%**	47.8%	57.1%	**61.5%**
Colleagues in upper middle pay quartile	F	54.8%	54.3%	**56.4%**	56.4%	59.0%	**67.7%**	40.0%	**41.7%**	**54.9%**	63.3%	69.9%	**66.2%**	34.8%	38.7%	**48.1%**
	M	45.2%	45.7%	**43.6%**	43.6%	41.0%	**32.3%**	60.0%	**58.3%**	**45.1%**	36.7%	30.1%	**33.8%**	65.2%	61.3%	**51.9%**
Colleagues in lower middle pay quartile	F	66.4%	65.5%	**66.9%**	66.9%	70.5%	**73.6%**	57.1%	**55.3%**	**62.7%**	66.3%	68.3%	**69.8%**	58.7%	59.7%	**55.8%**
	M	33.6%	34.5%	**33.1%**	33.1%	29.5%	**26.4%**	42.9%	**44.7%**	**37.3%**	33.7%	31.7%	**30.2%**	41.3%	40.3%	**44.2%**
Colleagues in lower pay quartile	F	70.2%	72.0%	**69.4%**	73.8%	77.3%	**77.8%**	62.0%	**64.4%**	**70.6%**	56.6%	62.5%	**57.4%**	70.2%	71.4%	**62.8%**
	M	29.7%	27.9%	**30.6%**	26.2%	22.7%	**22.2%**	38.0%	**35.6%**	**29.4%**	43.4%	37.5%	**42.6%**	29.8%	28.6%	**37.2%**
Median pay gap		**24.0%**	**25.7%**	**22.1%**	**25.6%**	**22.7%**	**17.6%**	**25.7%**	**26.7%**	**12.4%**	**11.9%**	**8.4%**	**6.8%**	**18.5%**	**20.5%**	**16.9%**
Mean pay gap		**26.1%**	**30.6%**	**21.3%**	**27.7%**	**29.2%**	**12.0%**	**31.2%**	**22.9%**	**15.7%**	**18.5%**	**30.9%**	**20.9%**	**16.1%**	**19.1%**	**23.6%**
Proportion of colleagues receiving bonus	F	80.1%	80.6%	83.1%	83.5%	91.2%	95.2%	69.7%	64.4%	94.4%	62.3%	62.6%	70.6%	67.9%	74.3%	73.4%
	M	80.1%	83.8%	86.0%	82.5%	92.0%	96.9%	78.3%	78.7%	97.9%	69.0%	72.4%	73.2%	74.1%	76.9%	78.3%
Median bonus gap		**39.6%**	**40.3%**	**40.8%**	**41.3%**	**47.8%**	**40.1%**	**27.6%**	**22.0%**	**18.8%**	**42.9%**	**34.8%**	**57.7%**	**58.6%**	**33.3%**	**63.8%**
Mean bonus gap		**62.8%**	**64.0%**	**61.5%**	**66.3%**	**52.2%**	**47.3%**	**73.7%**	**62.4%**	**33.5%**	**46.3%**	**43.4%**	**72.8%**	**57.1%**	**51.2%**	**61.4%**

Everyone Included

One of the most important parts of my role is making sure Informa is a place where everyone is included, actively welcomed and able to thrive.

Some of this work is led by our dedicated Inclusion & Diversity team, and here, we took a number of steps during 2025 to make what we do even more impactful and relevant.



Claire Semple
Chief Talent and Inclusion Officer

To reflect and support the way the company has grown internationally over the last five to ten years, we refreshed our team structure, placing regional inclusion specialists in each of our key markets. This is already having a very positive effect: helping us to engage colleagues all over the world more effectively, and giving us new insights and perspectives that make our initiatives, policies and training more impactful.

At the same time, we updated our overarching approach to inclusion and reset our activities to focus on three key pillars: inclusive culture, inclusive leadership and inclusive engagement.

One of the foundational pieces of work we undertook during 2025 was a global survey called All In. Here, several thousand colleagues volunteered information about themselves and their backgrounds, giving us a new way to understand our colleague community on a deeper level, which is information we will be able to build into our planning in the future.

One of the things that continues to strike me about Informa's culture is how open everyone is sharing, providing views and contributing to the ways in which we can shape our company and experience for the better.

For example, as part of our work on supporting an inclusive culture, we recently held nearly 20 in person and virtual discussion groups with colleagues who have parental or caring responsibilities. We talked about different lived experiences and how we can make working life work as well as possible in different locations and for different functions.

We have also launched an ideas-sharing forum, called FeedForward, that gives every colleague the opportunity to put forward an idea for how we can make one, or more, elements of our business more inclusive and accessible.

These types of activity speak to what we value here: exchanging ideas, participating on an equal basis, having a say, and taking action based on real world feedback and experience.

They also show how engaged, committed and active colleagues and leaders across the company are in helping everyone to thrive and making the most of all of the talent that we have.

This is truly shared day-to-day work. The results are reflected in our annual Inside Informa Pulse survey, where we continue to see very positive feedback on how inclusive our team cultures and our leadership are.

Outside of team structures, our six colleague-run networks continue to do fantastic work to connect and champion key communities within Informa, including those focusing on veterans, LGBTQIA+, race and ethnicity, gender, visible and non-visible disabilities, and talent across generations. Our networks run events, deliver resources and offer relevant and timely support to each community year-round, creating spaces that deepen a sense of belonging here.



Our approach to inclusion reaches beyond the four walls of our company too. Over the last year, experts from inclusion and diversity, sustainability and our commercial teams collaborated to create the Inclusive Event Fundamentals, a new guide that helps all our event teams make our live events and experiences ever more inclusive.

I also had the privilege of joining a Women in Exhibitions industry panel to share the challenges and opportunities that many businesses like ours have in common, when it comes to supporting women to grow their careers and take up leadership positions on an equal basis.

We laid some great foundations for our refreshed approach to inclusion in 2025, and I am excited about the further impact we can make in 2026.