



Microsoft in the UK
**Gender pay
report**

April 2026

Introduction

At Microsoft, our culture is how we deliver on our mission. It fuels performance by helping us attract, develop, and retain exceptional talent, and by embedding inclusion into how we work so we can innovate, adapt, and meet the needs of our customers in a changing world.

Since 2018, we have published annual UK Gender Pay Gap reports in line with government reporting requirements. Over time, changes in our UK business and continued organisational growth have supported progress in representation through focused efforts across hiring, development, internal mobility, and retention, alongside continued investment in a workplace where everyone can do their best work.

We recognise that continued focus is needed, particularly at senior levels within the technology sector.

Our Gender Pay Gap results

Our results this year are broadly consistent with last year. The analysis for Microsoft UK Limited follows the government's methodology, using hourly rates of pay as of the snapshot date of 5 April 2025, bonuses paid in the 12 months up to 5 April 2025, and workforce demographics as of the same date. In line with government requirements, disclosure is based on data for men and women. As we operate in a dynamic industry, factors such as hiring, attrition, internal movement, and promotion can influence workforce composition and, in turn, year-over-year gender pay gap outcomes.

Hourly pay

6.4%
(-0.2%)

The **mean pay gap** shown is the difference between the average hourly pay of men and women.

5.6%
(+0.3%)*

The **median pay variance** shown is the difference between the midpoint in the ranges of hourly pay of men and women.

Bonus pay

21%
(-0.2%)

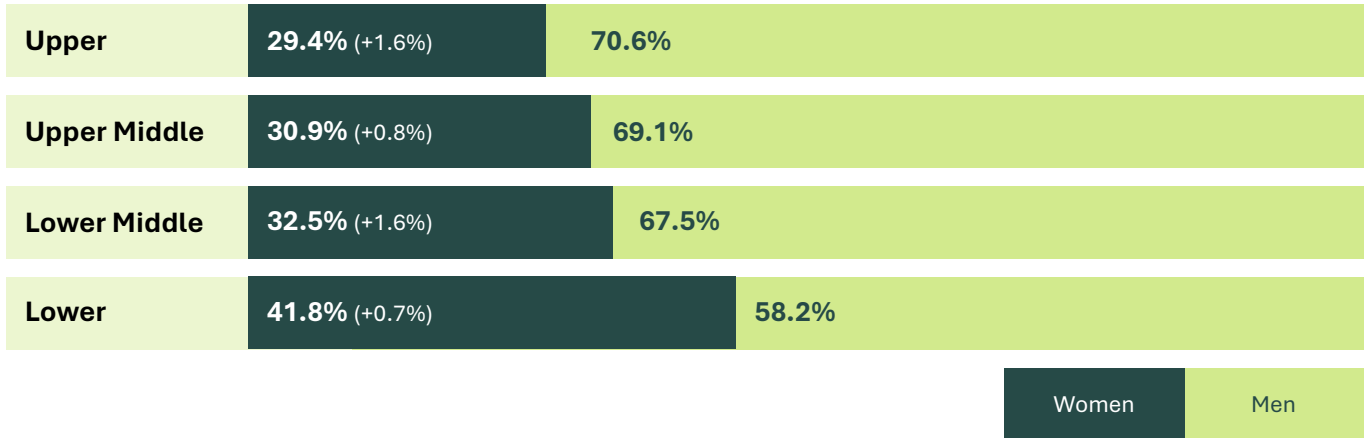
The **mean bonus pay variance** shown is the difference between the average bonus pay of men and women.

17.7%
(-5.2%)*

The **median bonus pay variance** shown is the difference between the midpoint in the ranges of bonus pay of men and women.

The proportion of employees in each pay quartile according to gender

We ranked employees by hourly pay, from lowest to highest, and divided the population into four equal-sized groups to show the distribution of men and women across pay quartiles.



The percentage of employees receiving a bonus

The government's Gender Pay Gap analysis measures the difference between the average pay of men and women as a proportion of the average pay of men within an organisation.

94.5%
(-1.4%)

The proportion of **employees who are women** that received bonus pay during the year to 5th April

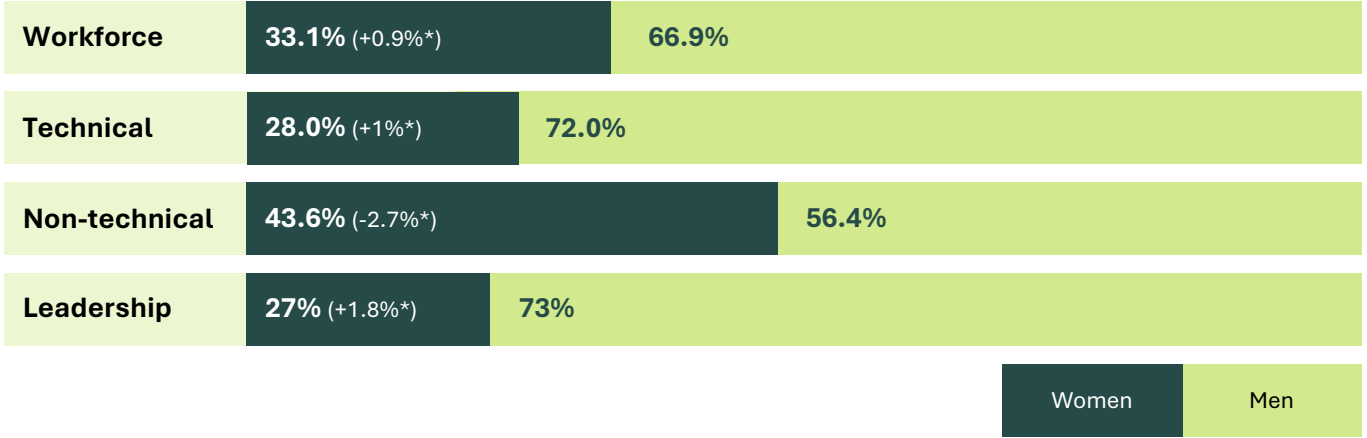
95.2%
(-1.6%)

The proportion of **employees who are men** that received bonus pay during the year to 5th April

Workforce representation in the UK

Year over year, women's representation increased by 0.9 percent, as outlined below. Increases were most notable in leadership and technical roles.

Below is our women representation breakdown in the workforce (as per April 2025)



Pay Equity in the UK

We are committed to pay equity—providing equitable pay for substantially similar work—and to building a workforce with the skills and capabilities needed to compete globally. To provide a more complete view of pay at Microsoft, we also voluntarily share our pay equity analysis for the UK.

This report also includes pay gap analysis required by the UK Gender Pay Gap Reporting Regulations, which measure differences in pay between groups regardless of factors that legitimately influence pay. This is different from pay equity analysis, which measures the difference in the pay of two employee groups accounting for factors that legitimately influence pay, such as job title, level and tenure. Where pay equity exists, a pay gap can highlight opportunities to continue increasing representation of women in more senior roles.

We remain focused on transparency, accountability, and continuous improvement, ensuring our efforts are measurable, meaningful, and consistent with legal requirements in each country where we operate.

Inclusion is a business imperative, embedded in how we lead, collaborate, and deliver.

As of September 2025, women who are rewards eligible in the UK earn £1 in total pay for every £1 earned by men in the same job title and level, taking tenure into account.

*Versus Gender Pay Gap Report 2025 Negative Values indicate a reduction year on year

Authorised signatory

Declaration

I confirm that the data contained within this report is accurate and meets the requirements of the Gender Pay Gap reporting regulations.



A handwritten signature in black ink that reads "Keyonda Gallardo".

Keyonda Gallardo
UK Sr. HR Director