Gender pay gap report

5 April 2026

moonpig group plc

Introduction

The UK Government requires all legal entities with 250 or more employees to annually disclose their gender pay gap, based on an annual "snapshot" of the employee population on 5 April 2026. This report includes disclosures of the mean and median gender pay gaps for the Group's main UK trading entity, Moonpig.com Limited (Moonpig.com), as required by legislation, as well as the same gender pay gap disclosures for the whole of Moonpig Group plc (Moonpig Group), which we provide voluntarily. The Moonpig.com gender pay gap has been calculated in accordance with UK legislation using employee-level payroll data for the relevant pay period. The voluntary Group calculation, including overseas employees, has been prepared using a UK-aligned methodology, applying consistent principles with necessary adjustments to accommodate differences in local payroll data and reporting capabilities.

Understanding the gender pay gap

The gender pay gap is not the same thing as equal pay.

Equal pay: equal pay is a legal requirement mandating that men and women receive the same remuneration for performing the same or substantially similar work, under the same conditions. This legislation directly affects how employees are compensated and is enforced to prevent pay discrimination based on gender. Moonpig Group ensures compliance with this legislation through processes and controls implemented at every stage of the employee lifecycle.

Gender pay gap: The gender pay gap is distinct from equal pay as it refers to the differences in average earnings between men and women across an organisation, irrespective of their functional specialisms, roles or seniority. It is a disclosure requirement aimed at increasing transparency about pay disparities that arise from overall workforce composition, rather than focusing on direct comparisons of pay for the same job. This reporting helps identify and address systemic issues contributing to earnings inequality, reflecting factors such as the relative seniority of men and women, which can influence overall pay differentials.

UK gender pay gap definitions

UK legislation specifies six gender pay gap metrics that companies must report and specifies in detail how those measures must be calculated.

Mean pay gap: The percentage difference between average earnings of women and men, expressed relative to men's earnings.

Median pay gap: The percentage difference between the earnings of the middle person in a ranking of highest to lowest paid women, expressed relative to the earnings of the middle person in a ranking of highest to lowest paid men.

Hourly rate of pay: The mean and median pay gap are calculated for the hourly rate of pay. Under UK gender pay gap legislation this is based on "ordinary pay", which includes basic pay, allowances and shift premium pay but excludes items such as overtime pay or allowances earned during paid overtime, termination benefits and benefits in kind.

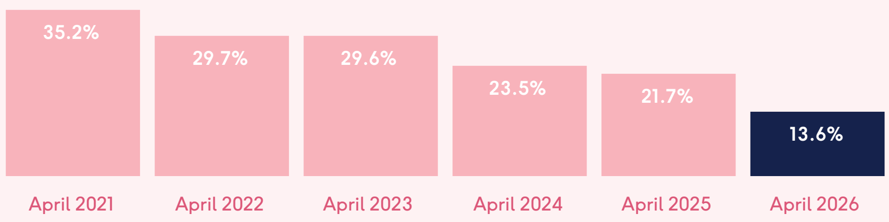
Bonus rate of pay: The mean and median pay gap are also calculated for the bonus rate of pay, which additionally includes bonus payments, commission and incentives paid in the twelve months leading up to the snapshot date.

Pay quartiles: These represent the pay rates from the lowest to the highest paid UK employees split into four equal sized categories, with the percentage of men and women in each quartile.

Proportion of employees receiving a bonus: The percentage of men and women who have received bonus pay in the twelve months ended on the snapshot date.

Results

Moonpig Group – Mean Hourly Rate



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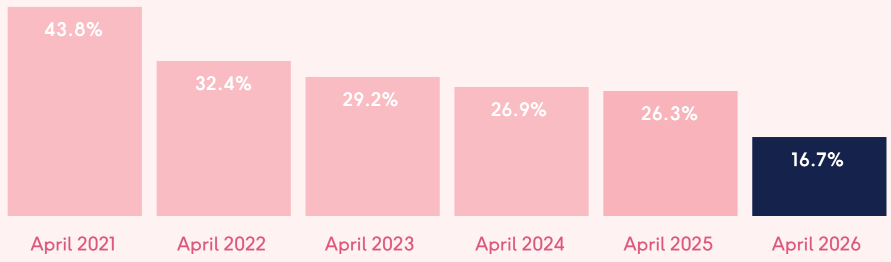
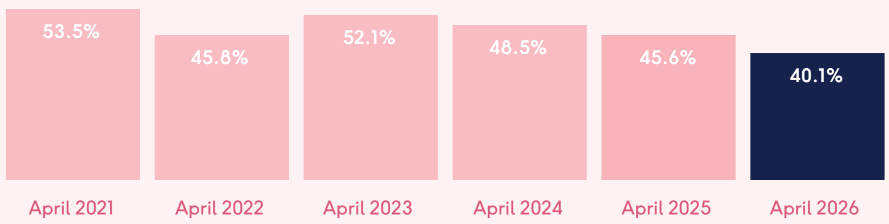


Moonpig Group – Mean Bonus Rate (excluding pre-IPO Award)



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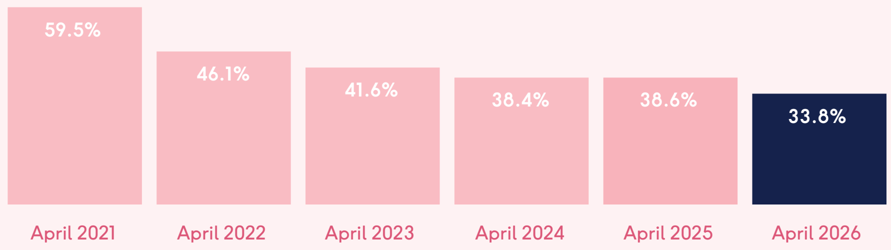

Progress since our last report

We have continued to make progress in reducing the gender pay gap during the year. Across Moonpig Group, the mean hourly gender pay gap at 5 April 2026 was 13.6%, compared to 21.7% at 5 April 2025[1].

At Moonpig.com, the mean hourly gender pay gap has reduced from 24.7% at 5 April 2025[1] to 16.5% at 5 April 2026.

8.1%pts

reduction in mean hourly gender pay gap

The Group first calculated its gender pay gap voluntarily as at 5 April 2021 and then reached the size thresholds for reporting at 5 April 2022. Since the first calculation, the Group's mean hourly gender pay gap has reduced by 21.6 percentage points from 35.2% at 5 April 2021 to 13.6% at 5 April 2026.

For Moonpig Group, the mean bonus gender pay gap was 40.1%, a reduction of 5.5 percentage points from 5 April 2025[1]. The median bonus gender pay gap was 33.8%, a reduction of 4.8 percentage points on the same basis.

Prior to the Initial Public Offering of Moonpig Group plc in February 2021, the Group implemented a one-off leadership incentive arrangement (the "pre-IPO Award"), comprising cash and share awards that vested in June 2023 and April 2024, subject to continued employment and performance conditions.

The final payout under the pre-IPO Award was included in the 2025 gender pay gap reporting period. No payments were made under the scheme in the twelve months to 5 April 2026 and, as a result, the 2026 bonus figures are not impacted by the pre-IPO Award. To support comparability, the year-on-year movements compare FY26 bonus outcomes with the FY25 bonus figures excluding the pre-IPO Awards that were published in the prior year's report.

The appointment of a female CEO during the year contributed to the reduction in the Group's gender pay gap. Excluding the CEO from both the 2025 and 2026 Group calculations, the mean hourly gender pay gap would have decreased from 19.8% to 15.9%. This movement reflects broader changes in workforce composition, including increased female representation in higher-paid roles and continued progress in reducing the gender pay gap within the technology function.

The Group's gender pay gap continues to be influenced by the gender distribution across functions and levels of seniority. Technology remains one of the Group's larger and higher-paying functions and, as a result, changes in representation and pay outcomes within the technology function can have a meaningful impact on the overall gender pay gap. During the year, the mean hourly gender pay gap within technology reduced from 16.8% to 11.0%, while female representation increased from 33.7% to 34.8%.

The proportion of Moonpig Group employees receiving a bonus was 75.2% for males and 70.8% for females. Substantially all the Group's employees are eligible to participate in an annual bonus scheme, with the difference reflecting employees who joined after the FY25 bonus eligibility cut-off date and were therefore not eligible to participate in the scheme.

5.5%pts

reduction in mean bonus gender pay gap

During the year, female representation in the upper pay quartile for Moonpig Group increased from 33.7% at 5 April 2025[1] to 37.6%. While women remain under-represented in this quartile relative to men, the increase reflects our continued focus on improving representation in senior and higher-paid roles, including within the technology function.

1. 2025 figures refer to those published in Moonpig Group plc's Gender Pay Gap Report dated 5 April 2025.

How we intend to address the gap

The Group's gender pay gap continues to be influenced by the distribution of men and women across functions and levels of seniority. While female representation within leadership has increased, women remain under-represented in the technology function, one of the Group's larger and higher-paying functions. Conversely, functions such as card design and gift buying – where market salaries tend to be lower – have higher female representation.

Reducing the gender pay gap remains a long-term focus for the Group. Our strategy focuses on increasing representation of women within the Leadership Team to build a diverse pipeline for future promotions, as well as increasing the proportion of women hired into technical roles.

As at the date of this report, women represent 57% of the Board of Directors, meeting the Listing Rule target for at least 40% female representation on the Board. Current female representation on the Extended Leadership Team is 45%, meeting the FTSE Women Leaders Review target of at least 40% female representation.

The Group was ranked 44th in the FTSE 250 for Women on Boards and in Leadership by the FTSE Women Leaders Review 2025. This ranking was determined before the appointment of the Group's current female CEO.

The Group supports initiatives aimed at increasing female representation in the technology sector and expanding the pool of potential applicants for technology roles. During the year, we continued our partnerships with organisations including SheCanCode and Cajigo, and established a new partnership with Women in Data. These partnerships support the attraction, development and progression of female talent within the technology sector.

We also partnered with Next Tech Girls to support the development of our early careers talent pipeline.

To support inclusive recruitment practices, our talent acquisition team continues to focus on diverse candidate sourcing and gender-balanced shortlists for open roles. We also use diversity and inclusion application surveys to improve our understanding of candidate demographics and recruitment outcomes.

The Board monitors the gender pay gap through analysis conducted at both half-year and year-end. Progress is tracked over time and reviewed by senior management, including reviews of workforce composition, representation and pay gap trends by function and level. This analysis informs actions to address the drivers of the gender pay gap and assess progress over time.

Gender pay gap

Difference in average pay for male and female employees, calculated excluding the pre-IPO Award[1]:

		April 2026		April 2025		YoY	
		Mean	Median	Mean	Median	Mean	Median
Moonpig Group	Hourly rate	13.6%	16.7%	21.7%	26.3%	(8.1)pts	(9.6)pts
	Bonus rate	40.1%	33.8%	45.6%	38.6%	(5.5)pts	(4.8)pts
Moonpig.com Limited	Hourly rate	16.5%	20.6%	24.7%	35.1%	(8.2)pts	(14.5)pts
	Bonus rate	35.6%	32.7%	34.3%	36.1%	1.3pts	(3.4)pts

Difference in average pay for male and female employees, calculated in line with gender pay gap legislation:

		April 2026		April 2025		YoY	
		Mean	Median	Mean	Median	Mean	Median
Moonpig Group	Hourly rate	13.6%	16.7%	21.7%	26.3%	(8.1)pts	(9.6)pts
	Bonus rate	40.1%	33.8%	76.2%	38.6%	(36.1)pts	(4.8)pts
Moonpig.com Limited	Hourly rate	16.5%	20.6%	24.7%	35.1%	(8.2)pts	(14.5)pts
	Bonus rate	35.6%	32.7%	52.0%	36.1%	(16.4)pts	(3.4)pts

1. The pre-IPO award impacted the Bonus rate gender pay gap percentages in April 2025. This was a one-off leadership incentive arrangement not repeated in 2026. Refer to page 2.

Proportion of male and female employees across the Group on 5 April:

	April 2026		April 2025		YoY	
	Female	Male	Female	Male	Female	Male
Moonpig Group[1]	50.5%	48.5%	51.0%	49.0%	(0.5)pts	(0.5)pts
Moonpig.com Limited[1]	49.8%	49.8%	50.3%	49.7%	(0.5)pts	0.1pts

Proportion of male and female employees receiving a bonus:

	April 2026		April 2025		YoY	
	Female	Male	Female	Male	Female	Male
Moonpig Group	70.8%	75.2%	70.5%	77.1%	0.3pts	(1.9)pts
Moonpig.com Limited	68.8%	70.6%	70.0%	82.4%	(1.2)pts	(11.8)pts

The proportion of men and women in each payroll quartile:

		2026				2025			
		Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile	Upper quartile	Upper middle quartile	Lower middle quartile	Lower quartile
Moonpig Group	Female	37.6%	51.5%	55.8%	53.9%	33.7%	50.3%	62.0%	58.0%
	Male	62.4%	48.5%	44.2%	46.1%	66.3%	49.7%	38.0%	42.0%
Moonpig.com Limited	Female	32.4%	49.1%	61.0%	51.9%	31.9%	38.3%	62.1%	68.4%
	Male	67.6%	50.9%	39.0%	48.1%	68.1%	61.7%	37.9%	31.6%

1 Where percentages do not sum to 100%, the difference relates to employees who do not identify as either male or female, or who have not disclosed their gender.

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24 June 2026

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24 June 2026

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