

Gender Pay Gap Report 2017



Introduction



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Guardian News & Media (GNM) is committed to creating a workforce that is diverse and inclusive - valuing everyone and taking action to ensure all employees feel respected.

GNM's gender pay gap is lower than the current ONS national average, but that is not good enough and we aim to reduce it further. The gap is driven by two main factors: there are more men in the highest paid and most senior roles; and there are more women in lower paid administration, sales and marketing roles. While this is the case at many organisations and reflects society more broadly, it does not make it acceptable. More must be done to improve women's representation and ensure there are opportunities for everyone at GNM to progress.

Within five years we aim to achieve a 50:50 gender balance in the top half of the organisation. This is an ambitious goal but one we will strive to achieve.

We will achieve this by developing, promoting and recruiting more talented women at every level and in every part of the organisation. Specific initiatives include fast-tracking women's progression through GNM via a Women in Leadership programme for those in middle and senior management roles, and offering a mentoring scheme for all women. We will strengthen recruitment practices by ensuring female candidates are sought for all disciplines, and shortlists and interview panels are gender balanced. Each member of the GNM executive committee will have a personal objective and a departmental plan relating to diversity and gender pay.

GNM is committed to helping staff balance careers with caring responsibilities, and offers flexible working wherever possible, allowing roles of all levels to be job-shared. The 16% of staff who work part-time hours do not negatively contribute to GNM's gender pay gap, and a high proportion of women return to work after maternity leave.

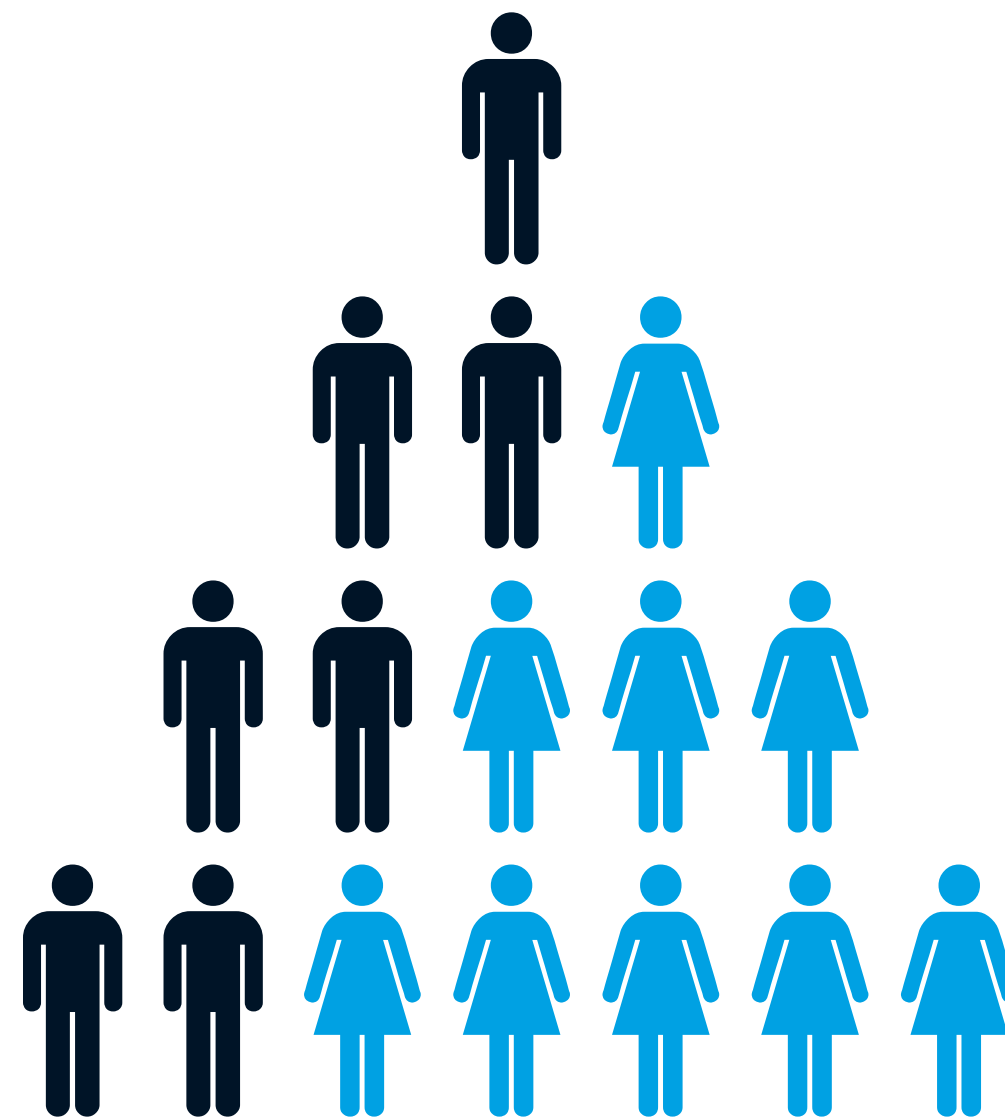
GNM strongly supports the legislation requiring organisations with 250 or more employees to publish data on the gender pay gap, which is a step forward toward making the UK a fairer society. We will do everything possible to close GNM's gender pay gap.

The data contained in this report for GNM is accurate.

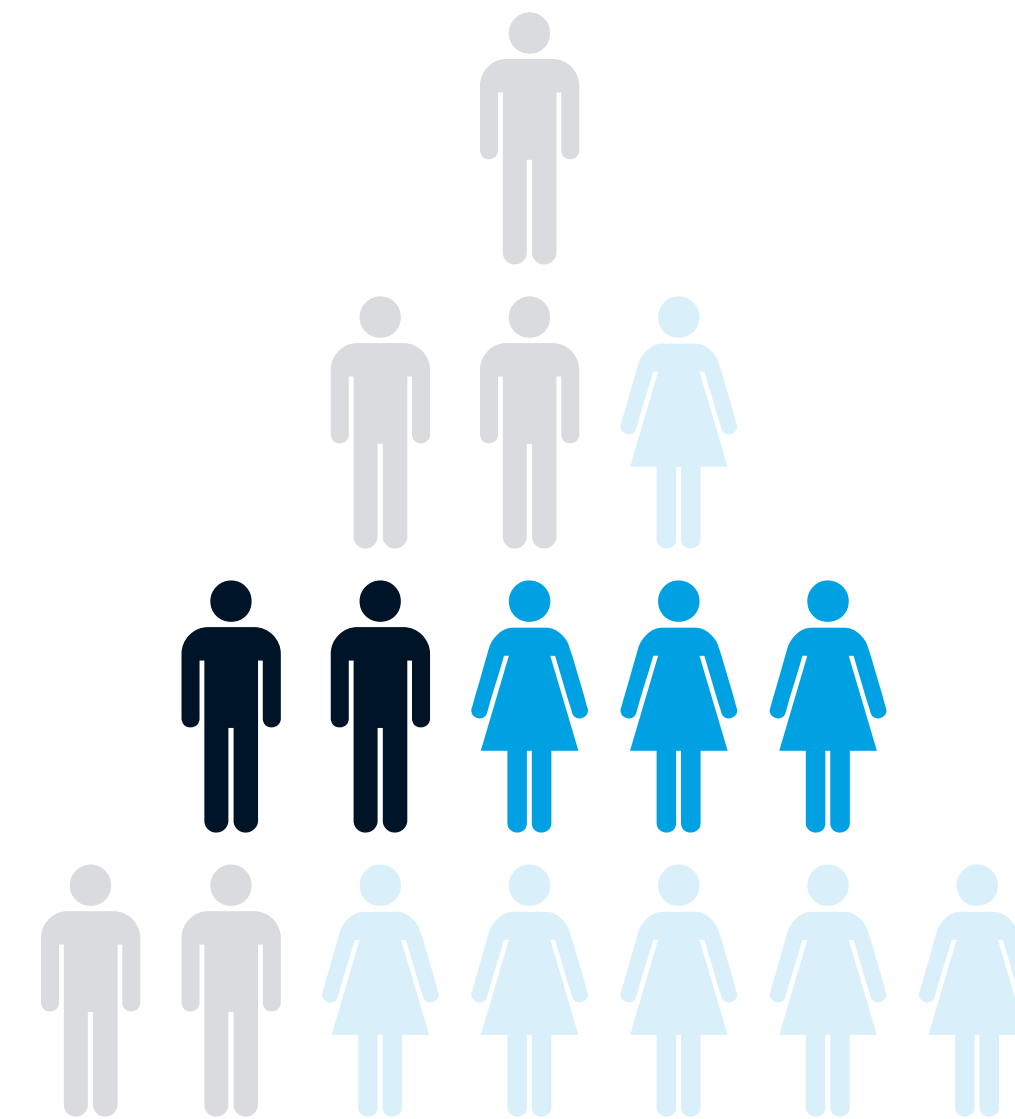
Methodology

Gender pay and not equal pay

The gender pay gap is the difference between the average hourly earnings of all men and women in an organisation irrespective of role.



It is not to be confused with **equal pay** - paying individuals performing the same or a similar role differently because of their gender has been illegal since 1970.



Methodology

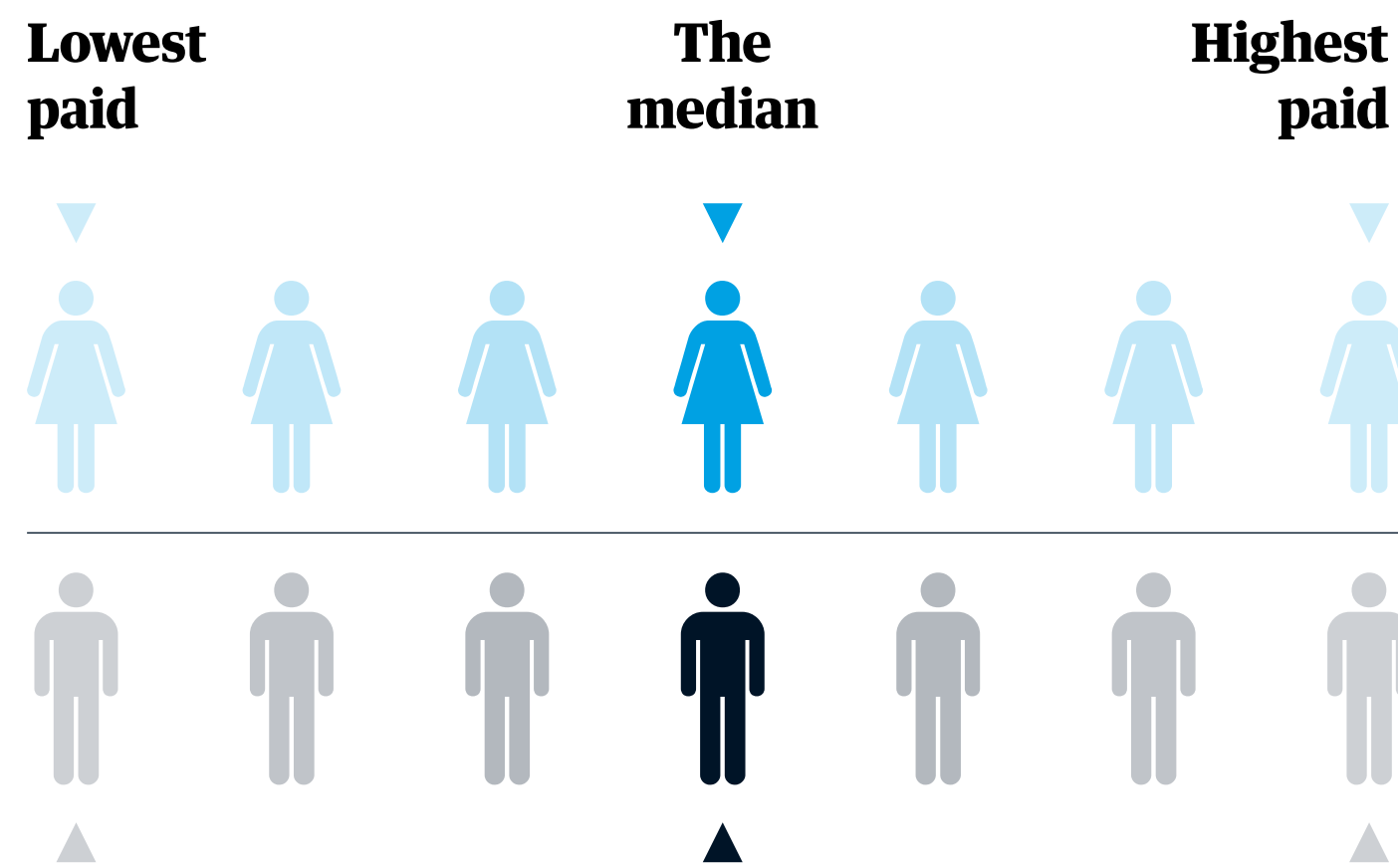
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The government requires employers to report both the mean and median gender pay gaps in their workforce, as well as information on bonuses and pay quartiles.

The proportion of men and women awarded a bonus has been reported as well as the gender gap relating to bonuses. Mean and median calculations were used when comparing bonuses for men and women from 6 April 2016-5 April 2017, in line with the government's reporting requirements.

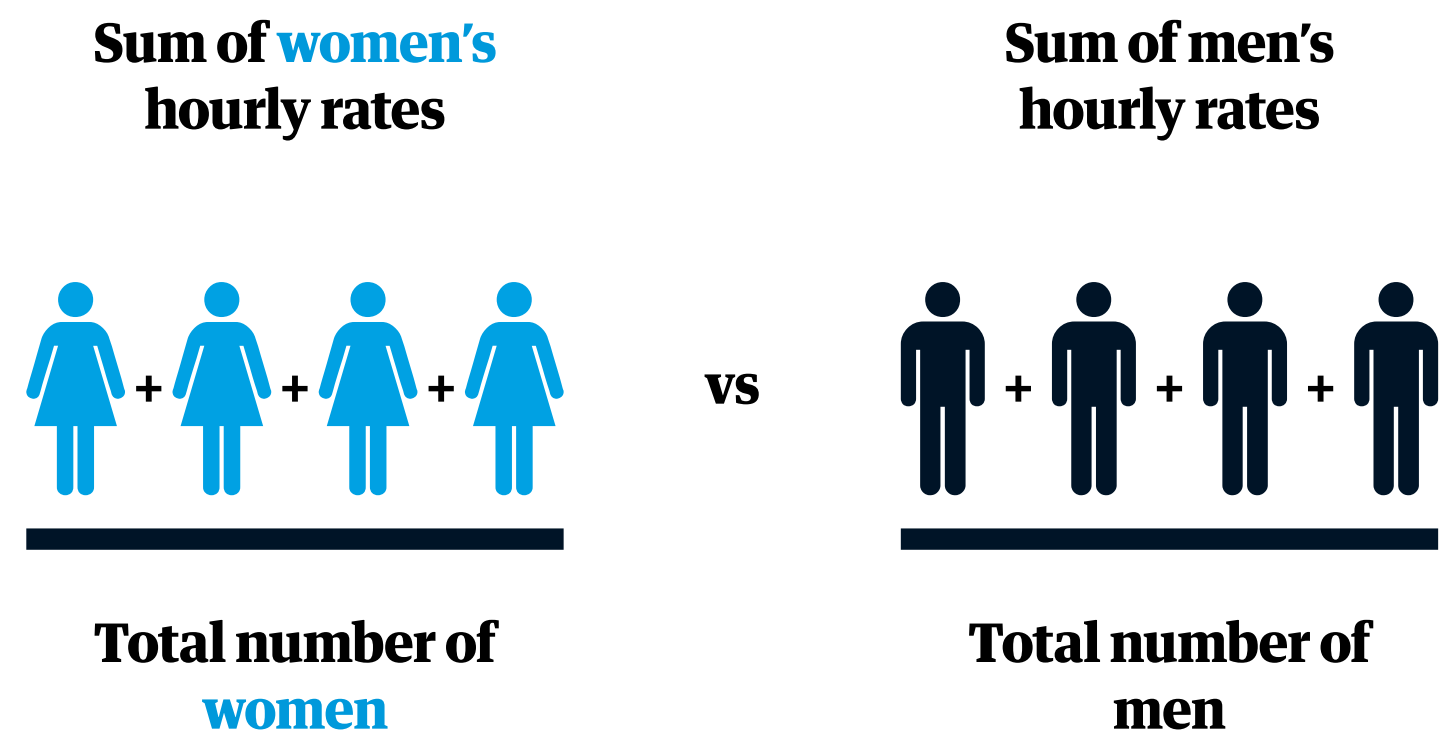
How median and mean gaps are calculated

The median is the figure that falls in the middle of a range when everyone's wages are lined up from smallest to largest. The median gap is the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages.



The mean commonly known as the average, is calculated when you add up the wages of all employees and divide the figure by the number of employees.

The mean gender pay gap is the difference between mean male pay and mean female pay.



GNM 2017 results

GNM's gender pay gap has been calculated according to the UK government's methodology. The pay data of 1,557 UK employees was analysed as of 5 April 2017 (876 men and 681 women), including all UK GNM full- and part-time employees and casual workers. The data does not include freelancers or other staff not on GNM's UK payroll. Anyone not receiving full pay on 5 April 2017 was also excluded from the hourly pay calculations.

The current ONS national average is 18.4% median.

GNM's gender pay gap

Women earn less than men on an hourly basis on both mean and median measures.

Median

12.1%

Mean

11.3%

The gender pay gap within GNM

GNM is a diverse organisation with a range of roles and specialisms. In editorial, we have a narrower range of roles and a more consistent pay structure. In non-editorial departments, there is a greater range of roles and salaries, and a higher proportion of men in the highest paid roles.

Editorial

Median



8.8%

Mean



7.4%

Non-editorial

Median



18.2%

Mean



17.2%

Bonus data

Of the 218 bonuses paid (14% of men and women), most were sales commissions paid to sales staff - a combination of men and women - with about 40 smaller awards made to the all-male print site technicians. This resulted in a median and mean gender bonus gap favourable towards women.

Median

-74.8%

Mean

-1.1%

Pay quartiles

GNM is made up of 56% men and 44% women. The total population of 1,557 was divided into the four pay groups to the right, each containing approximately 390 employees. The data shows there are more men in the the top two combined pay quartiles, 64% of employees in the top half of the organisation are men (495 men compared with 284 women).

Pay quartile	Staff numbers	Women	Men
Upper quartile	138	35%	65% 252
Upper middle quartile	146	38%	62% 243
Lower middle quartile	174	45%	55% 215
Lower quartile	223	57%	43% 166

Why is there a gender pay gap at GNM?

GNM's gender pay gap is lower than the current ONS national average, but that is not good enough and we aim to reduce it further.

There are two main factors that contribute to GNM's gender pay gap:

1. There are more men in the top half of the organisation and not enough women in the highest paid and most senior roles
2. There are more women in lower paid administration, sales and marketing roles across the organisation

What we will do

Aim to reduce the gender pay gap at GNM every year

Increase the number of women in the highest paid half of the organisation every year

Within five years, aim to achieve a 50:50 gender balance in the top half of the organisation

This will be achieved by developing, promoting and recruiting more talented women at every level and in every part of the organisation

How we will achieve this

1. Fast-track women's progression across the organisation:

a new Women in Leadership programme for middle management and senior women and a new mentoring scheme for all women

2. Strengthen recruitment practices:

mandate mixed-gender candidate shortlists and mixed-gender interview panels for all roles and seek out female candidates in all disciplines

3. Monitor pay and progression processes:

ensure all pay and promotion processes make a positive contribution to women's progression and reduce the gender pay gap

4. Review minimum pay:

to ensure staff in the lower quartiles are paid fairly and GNM is not replicating societal factors

5. Offer enhanced training:

and development opportunities in areas such as people management, dignity at work, unconscious bias - aim for all managers to be trained by the end of 2018

6. Set objectives:

every member of the GNM executive committee will have a personal objective and a departmental plan relating to diversity and gender pay

7. Consult:

continue to engage with employee forums and stakeholders to help close GNM's gender pay gap. These include the NUJ and Unite unions, the Diversity and Inclusion forum, and the Remuneration Committee Information and Consultation Forum (RCICF)

8. Governance and oversight:

progress will be monitored by RCICF, GNM's pay consultation body made up of a representative group of staff and chaired by a non-executive board member

Diversity and inclusion

Gender is one strand of GNM's overall diversity and inclusion agenda, the aim of which is to cultivate a working environment that celebrates and supports difference in all its forms.

Other initiatives include establishing a work experience scheme 15 years ago to give individuals from black, Asian and minority ethnic (BAME) backgrounds and those with disabilities the chance to work at GNM. Successful applicants spend up to three weeks as part of editorial teams, with mentors assigned to offer careers advice and help them get the most out of the placement. This year for the first time GNM is offering placements for BAME photographers.

Through the Guardian Foundation, staff have the opportunity to mentor local sixth-form students and provide advice and guidance to help them make informed decisions about their futures. The Guardian Foundation also offers a number of bursaries each year for aspiring journalists to study for an MA in journalism. The primary aim of these bursaries is to assist students who face financial difficulty in attaining the qualifications needed to pursue a career in media.

GNM has hosted women in technology events for the past three years to inspire young women to take up careers in digital. Recently, 50 schoolgirls from around the country met inspiring women from GNM's digital team and took part in learning about coding, data, user experience and product development. They learned about how journalists and digital teams work together, and discussed the film CODE: Debugging the gender gap.



We support this important piece of legislation, which we believe will have a positive long-term impact on gender pay issues in the UK. Our commitment to equality goes beyond gender to ensuring our workforce is diverse, inclusive and reflects the society we serve. We have a good foundation from which to improve and our ambition is to close and eliminate the gender pay gap.

Suzy Black
HR director
 Guardian Media Group