

Gender Pay Gap Report

2019

Introduction



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Editor-in-chief
David Pemsel
Chief executive

Guardian News & Media (GNM) is committed to being a diverse and inclusive employer - one which values and respects all of our people, and invests in their growth.

We first reported our gender pay gap in March 2018, committing to a series of actions which we believed would have the most long term impact on women's progression at GNM.

This is our third set of published results. Our 2019 data shows that we have made some encouraging progress. We are recruiting more women into the top of the organisation and supporting women to progress in their careers at GNM.

While year on year we see some fluctuation in our results, the overall trends are determinedly in the right direction. We're pleased that the range of company wide measures we are taking appear to be setting us on the right path.

At the same time we recognise the need to go further if we are going to meet our goal of 50:50 gender balance in the top half of the organisation by the time we report our gender pay data in 2022. Some of the longer term actions we have implemented, such as mentoring or career planning, take time to deliver impact, but where we can we will accelerate plans.

Closing the gender pay gap and building a truly representative workforce will require ongoing focus, care and attention. It's also a collective effort with leaders, managers and employee representative groups all playing a part in tackling the gap. We will continue to take a proactive approach, building on the actions we have taken across the company to date.

GNM 2019 results

Our median gender pay gap has improved, falling 3.5 percentage points compared with 2018, halving since we issued our first report in 2017. This reflects a better representation of women in the top and middle of the organisation as we attract more women into the company.

The mean has improved marginally reflecting a number of senior female appointments.

Details of methodology and definitions are laid out in the appendix.

Overall GNM

2019

Median



Mean

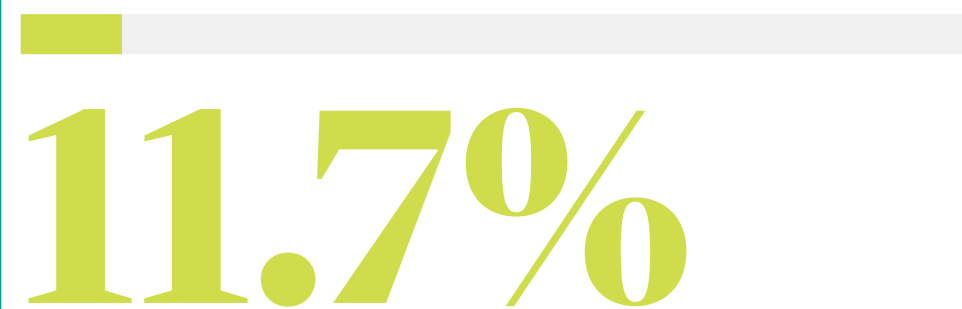


2018

Median



Mean



2017

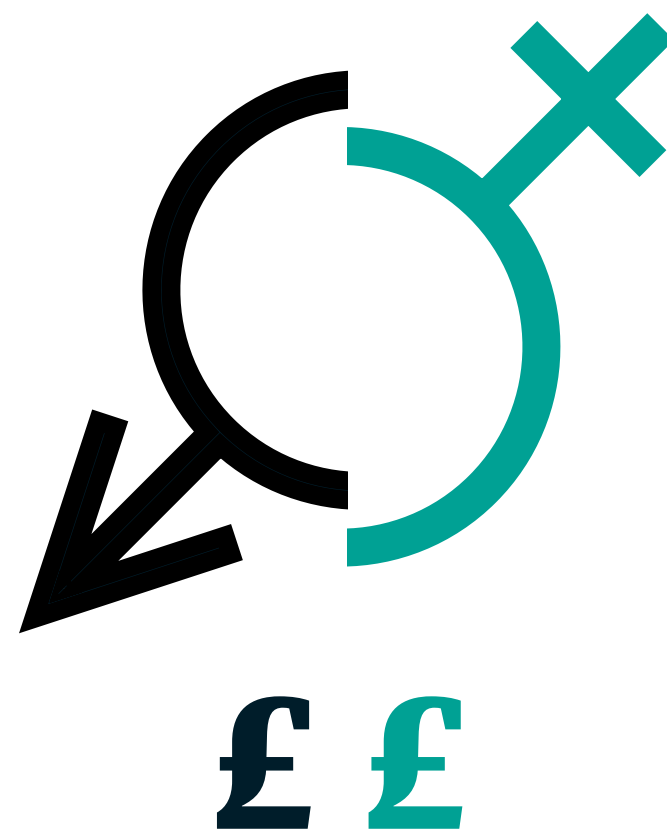
Median



Mean



GNM 2019 results



The drivers

Two factors continue to be the primary drivers of our 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.

While the drivers reflect broader societal trends we are committed to addressing the gap by developing, promoting and recruiting more talented women at every level and in every part of the organisation.

Our goals

The goals we set out in 2017 to address these factors and close the gap remain unchanged.

- ▶ 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.

Our progress so far

- ▶ We've seen a good improvement in the median pay gap, reflecting a more even representation of men and women in the upper middle and lower middle quartiles.
- ▶ The mean pay gap has improved by 0.7 percentage points since 2018, reflecting senior female appointments. 61 women and 30 men were promoted during 2018.
- ▶ The top half of the organisation is now 41% female, compared with 36% in 2017.
- ▶ We still have work to do to address the gender split in the highest and lowest quartiles. We are predominantly attracting women, not men, into roles in the lower pay quartile. This reflects broader industry trends, but we are reviewing our search strategies with a view to attracting a more equal balance of candidates into administration sales and marketing roles.

The gender pay gap within GNM

GNM is a diverse organisation with a range of roles and specialisms. In editorial, there is a narrower range of roles and salaries. Non-editorial, which includes a number of different departments, has a greater range of roles and salaries, as well as a larger proportion of men in the highest paid roles.

In editorial we have made a marginal improvement to the median. In non-editorial our 2019 data shows an improvement on 2018, and since 2017 we have seen an improvement of 2.1 percentage points in the mean pay gap, with the median pay gap relatively stable.

While there is some fluctuation, year on year overall trends are determinedly in the right direction.

	2019		2018		2017	
	Median	Mean	Median	Mean	Median	Mean
Editorial	5.9%	6.2%	6.4%	6.1%	8.8%	7.4%
Non-editorial	18.6%	15.1%	19.1%	18.2%	18.2%	17.2%

Bonus data

During the year 163 employees, 11.8% of women and 9.1% of men, received a bonus, the vast majority of which related to sales commission payments for employees in our commercial teams.

The mean bonus gap of 27.5% reflects the fact that the majority of our most senior commercial advertising roles eligible for sales commission are held by men. The median gap of 2.8% indicates a relatively small bonus gap between men and women at mid-levels within our commercial teams.

Historical data and commentary can be found in our 2017 and 2018 reports.

2017:

https://uploads.guim.co.uk/2018/03/14/GNM_2017_genderpayreport.pdf

2018:

<https://uploads.guim.co.uk/2018/07/16/GNM-gender-pay-report-2018.pdf>

Median

2.8%

Mean

27.5%

Pay quartiles

One of our goals set out in 2017 was to increase the number of women in the highest paid half of the organisation. Since then we have seen an 8 percentage point increase in the number of women in the upper middle quartile and a smaller improvement of 2 percentage points in the upper quartile.

Overall 48% of GNM's workforce is now female, compared to 47% in 2018 and 44% in 2017.

The number of women in the lowest quartile is also increasing as we recruit a higher number of women overall into the organisation. This reflects broader industry trends, but we are reviewing our search strategies with a view to attracting a more equal balance of candidates into administration, sales and marketing roles. In October 2018 we increased our minimum salary to £27,000.

	2019		2018		2017	
	Women	Men	Women	Men	Women	Men
Upper quartile	141 37%	243 63%	133 35%	242 65%	138 35%	252 65%
Upper middle quartile	176 46%	207 54%	155 41%	220 59%	146 38%	243 62%
Lower middle quartile	181 47%	202 53%	185 49%	190 51%	174 45%	215 55%
Lower quartile	243 63%	140 37%	229 61%	146 39%	223 57%	166 43%

To calculate 2019 pay quartile data, the employee population of 1,533 was divided into four pay groups, each containing 383 employees.

Progress against our action plan

Since we began reporting on gender pay we have continued to take steps in a number of areas to develop, promote and recruit women at every level across the organisation. Below is a summary of the actions we committed to and our progress so far.

We said we would

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 women early in career.

Strengthen recruitment practices: mandate mixed-gender candidate shortlists and mixed-gender interview panels for all roles and seek out female candidates in all disciplines.

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.

Review minimum pay: to ensure staff in the lower quartiles are paid fairly.

Our actions to date

We launched a programme for women in mid-level roles to progress to the next level, building on their existing skills and experience.

24 women participated in a newly created Leading Edge program in 2018.

We began a new mentoring scheme, focused initially on supporting women early in their career. The first wave targeted 60 women. We are now rolling this out more broadly benefiting men and women throughout GNM.

We've introduced new recruitment practices including gender balanced interview panels and shortlists wherever possible, gender neutral job advertisements and the inclusion of our diversity statement on all job advertisements.

During the year sixty one women and thirty men were promoted.

In October 2017 we introduced a company-wide minimum salary of £26,500. This was reviewed in October 2018 and raised to £27,000 a year.

Progress against our action plan

(continued)

We said we would

Offer enhanced learning and development opportunities: such as people management, dignity at work, unconscious bias - aim for all people and managers to be trained by the end of 2018.

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

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

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.

Our actions to date

Around 70% of employees have attended unconscious bias and dignity at work training. Half of employees have attended values and behaviours training. It is mandatory for new employees to attend these training modules as part of their new starter experience.

We continue to educate managers on how to best support staff who are considering greater flexibility in their roles due to parenting or other caring responsibilities. We are reviewing ways to increase participation.

Every member of the GNM Executive team has set clear departmental objectives to improve women's representation and progression within their own areas. These are reviewed quarterly.

We have begun a review of pay principles across GNM. Employees have given their input through a survey and focus groups which will help inform a set of pay principles which align with our values.

Since publishing our gender pay data and action plan we've held briefings with the NUJ, Unite, and our employee forums. We continue to engage with stakeholders on gender pay.

We've worked closely with RCICF, which meets four times per year, chaired by the non-executive director who leads our remuneration committee. The group continues to take an active role in our gender pay action plan.

Diversity and inclusion

Gender is just one strand of GNM's overall diversity and inclusion agenda. At the Guardian, we value and respect the differences in people - both seen and unseen - and are committed to equality in all its forms.

We believe our team should reflect the audiences we serve, and continue to push to become a more diverse organisation. It's also important to us that our people feel included, accepted and a sense of belonging.

A thriving diversity and inclusion forum, an employee based group, is helping to secure a consistent and strategic approach to drive real change across the business. The forum is a way for employees to

suggest appropriate policy, process, systems, development, activity and engagement to support and bring to life diversity and inclusion at the Guardian across all areas of the business.

We are actively taking steps to attract, develop and retain people from diverse backgrounds and have committed to publish an ethnicity pay gap report this year. As part of this commitment we will also lay out the steps we intend to take to address any gap identified. This is an important next step for us as we continue to hold ourselves to account and push ourselves to build a more purposeful and sustainable organisation that lives our values everyday.

GNM believes the introduction of legislation requiring organisations with 250 or more employees to publish data on the gender pay gap has been an extremely positive step for equality, and is a step forward toward making the UK a fairer society. We are committed to the actions we set out in our plan and will do everything possible to close GNM's gender pay gap.

The data contained in this report for GNM is accurate.

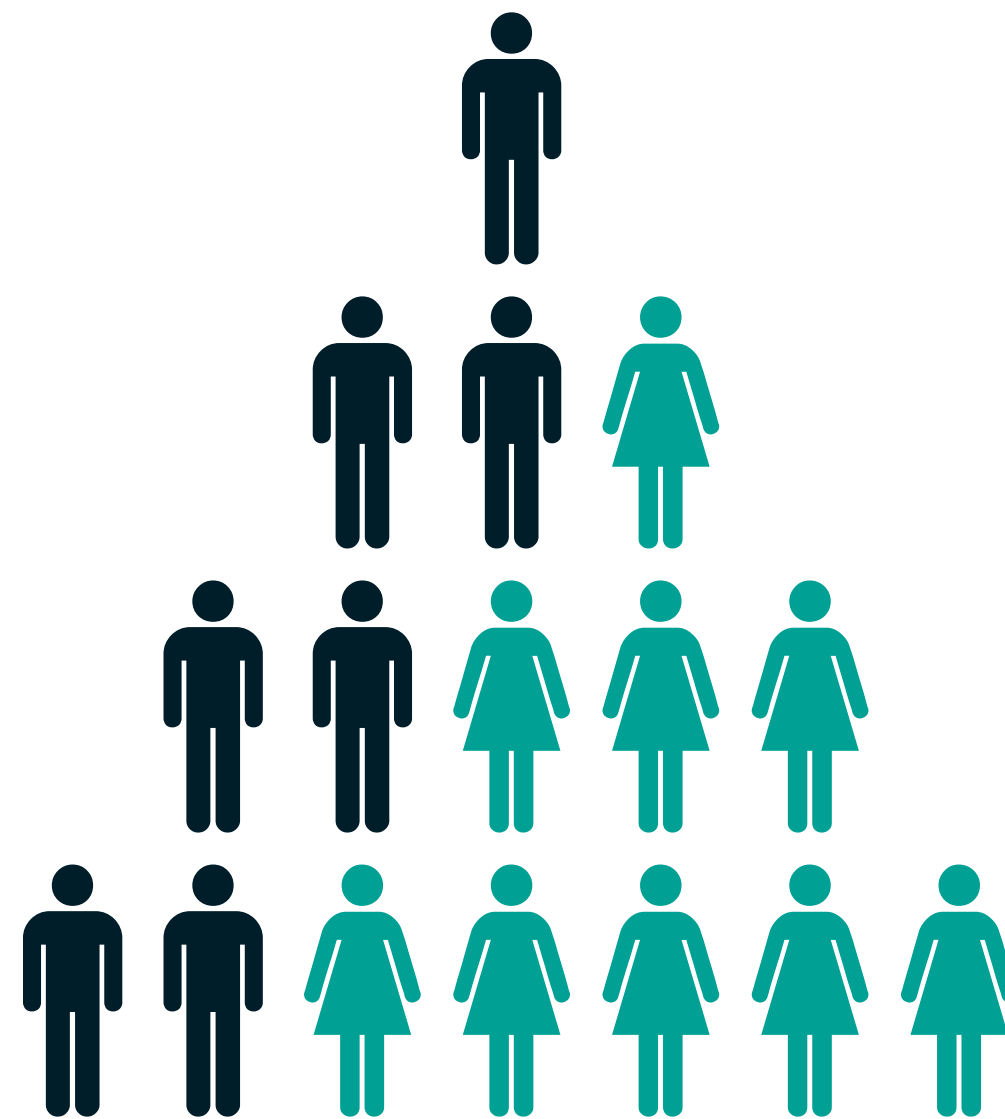


Suzy Black
HR director
 Guardian Media Group

Appendix: 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.



Appendix: Methodology

(continued)

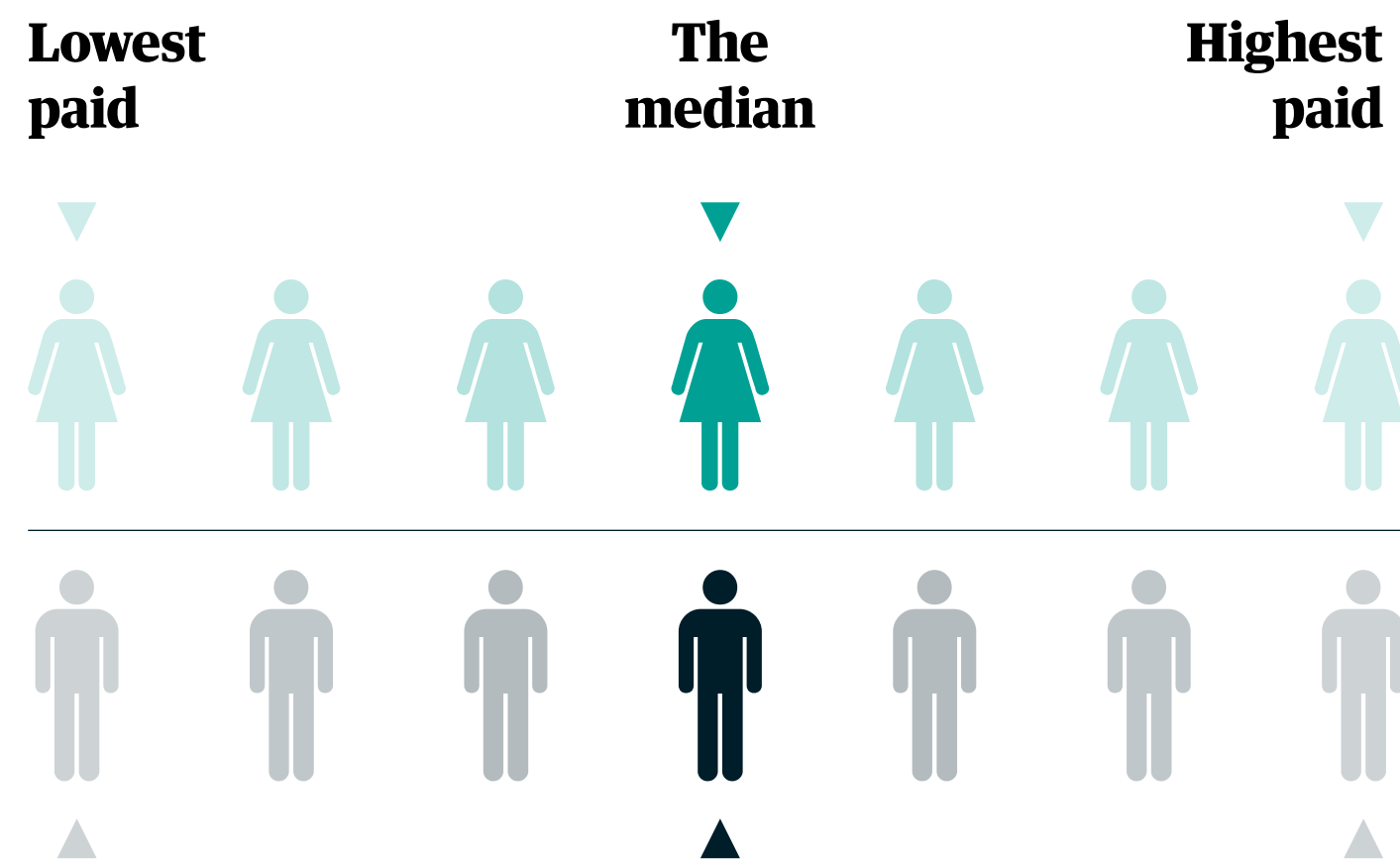
The government requires employers to report both the mean and median gender pay gaps in their workforce, as well as information on bonuses and pay quartiles.

GNM's gender pay gap has been calculated according to the UK government's methodology. The pay data of 1,533 UK employees was analysed as of 5 April 2019, 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. In line with the government methodology anyone not receiving full pay on 5 April 2019 (for example those on maternity leave or other extended leave) has been excluded from the hourly pay calculations.

The gender pay gap within GNM on page 5 is not required but is presented for greater transparency. The data includes all GNM full and part time employees. It does not include casual workers.

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.

