

Equality report

2020/2021

Introduction



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Editor-in-chief

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GNM is committed to being a diverse and inclusive employer - we value and respect all of our people, invest in their growth and strive to create a workplace where they can flourish.

We last published our gender and ethnicity pay gap reports in 2019 but - due to the coronavirus pandemic - our April 2020 results were put on hold. Consequently, this year we have produced a combined report for 2020 and 2021 including details on both our gender and ethnicity pay gaps and the steps we are taking to address them.

We are now three years into our five year gender pay gap action plan. Since our [first report](#) we've seen the proportion of women in the organisation rise to 48% (from 44%) and a significant reduction in our gender pay gap, with the median gap at 5.3%

(down from 12.1% in 2017) and a mean of 5.8% (11.3% in 2017). While the overall workforce is fairly balanced (48% women, 52% men), women are underrepresented in the top half of the organisation and this continues to be a key driver of the pay gap.

Between 2017 and 2020 we made good progress taking the percentage of women in the highest paid roles to 42% (from 36% in 2017). However, recruitment and internal promotion opportunities fell by almost half in 2021 during the pandemic, delaying progress in 2021. We remain fully committed to achieving a 50:50 gender balance in the top half of the organisation by 2023 and will take every opportunity available to develop, promote and recruit talented women into the top half of the organisation.

We published our first [ethnicity pay gap report](#) in December 2019, alongside a series of actions designed to increase representation and close the pay gap. The ethnicity pay gap figures in this report are based on employees who self-reported their ethnicity (84% 2021, 85% 2020, up from 79% in 2019). Our efforts to build a complete picture of the diversity of our employees are ongoing and it's likely that we will continue to see fluctuation in our results as we gather more data.

The proportion of our workforce that identifies as being from BAME groups has risen slightly to 18% (17% 2019). While we saw a fall in the pay gap at a mean level from 14.1% down to 7.8% in 2021, it's disappointing that the median ethnicity pay gap increased by 1.6 percentage points to 16.5% during the same period.

Lack of representation in the top half of the organisation, which remains at 14%, is a key driver of the gap. We will continue to implement the actions set out in this report, with a specific focus on internal progression and taking every opportunity to attract diverse talent, particularly into the most senior roles.

In September 2020 we published a [race action plan](#), building on the commitments made in 2019 and a newly formed Race Steering Committee was established, to monitor performance and hold senior leadership to account. To drive and strengthen our reporting on minority communities new community affairs correspondent roles have been created.

To strengthen our reporting on minority communities we have created new roles reporting on community affairs and have also created a new full-time role of a senior editor for diversity and development, working across editorial

departments and with external groups on all aspects of diversity, including recruitment, training and development.

Overall we are a smaller organisation than in 2020 and continue to see low levels of staff attrition, particularly in editorial. While we don't expect our headcount to increase significantly in the coming months, some teams are growing as we invest, for example, in digital capabilities. It is ever more important that we continue to nurture a diverse pipeline of talent and make the most of each opportunity that arises to increase representation and close pay gaps.

We are grateful to GNM's Diversity and Inclusion Forum, Race Steering Committee members and other employee representative groups who continue to share their experiences with us. They have played a key role in shaping our approach, advising on our anti-racism training and selecting the measures we use to monitor our progress.

We will continue to work closely with these groups, leaders, managers and employees throughout the company to progress our action plans to build a workforce that truly represents who we are.

Overall gender pay gap 2020 & 2021

Overall women make up just under half of the workforce (48%), and 42% of the top half of the organisation.

Between 2019 and 2020 the median gender pay gap increased, as we recruited more women, but mainly in the lower paid half of the organisation. This trend was reversed in 2021 because, despite lower recruitment numbers due to the pandemic and a lower overall headcount, a greater proportion of women are in higher paid roles in our organisation.

The mean gender pay gap is following a downward trend, falling 5.2 percentage points compared with 2019.

2021

Median



5.3%

Mean



5.8%

2020

Median



9.1%

Mean



8.5%

2019

Median



4.9%

Mean



11.0%

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

The pay gap figures have been calculated including all UK GNM and GMG full and part-time employees and casual workers. The data does not include freelancers or other staff not on GNM's UK payroll.

Historical data and commentary can be found in our [prior reports](#).

Gender pay gap - progress against our objectives

Overall we've made good progress in increasing the number of women in the highest paid half of the organisation (42% in 2021) and will continue to take steps to develop, promote and recruit women at every level across the organisation. More recently a fall in recruitment activity - which reduced by almost 50% - has slowed our progress in this area.

It is clear that we need to maintain a sharp focus on increasing the number of women in the highest paid half of the organisation to achieve a 50:50 gender balance in the top two quartiles by 2023.

We said we would

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

- *Year on year we've seen a steady fall in the mean gap. The median has shown more fluctuation, increasing in 2020 before falling again in 2021.*
- *When we look at the trend since 2017 overall the gap has more than halved on both median (5.3% in 2021 down from 12.1% in 2017) and mean (5.8% in 2021 down from 11.3% in 2017) measures.*
- *Representation in the top half of the organisation showed a steady year on year increase from 36% in 2017 to 42% in 2020. The figure remained at 42% in 2021 reflecting a period of limited recruitment and internal movement.*
- *Women now make up 42% of the top half of the organisation, which is a lower level of representation than we had hoped for at this stage in our action plan. We will continue to work with a very sharp focus on achieving gender balance, making the most of every opportunity to develop, promote and recruit talented women into the top half of the organisation.*

The gender pay gap within the company

Around half of all roles within the organisation are in editorial. In non-editorial commercial and supporting functions, there is a wide range of departments, disciplines and roles, leading to more variation in salaries.

In editorial we saw a slight increase in the median in 2021, compared to 2020. However, the mean continues to fall and overall the trend is heading in the right direction.

In non-editorial we have seen a decrease in the median gap - falling from 18.6% in 2019 to 14.9% in 2021 - and a substantial reduction in the mean from 15.1% in 2019 to 5.9% in 2021, due, in part, to the appointment of a female chief executive in March 2020.

It should be noted that the mean is impacted by the movement of higher paid employees in the top two quartiles of the organisation. While the results continue to fluctuate slightly, they demonstrate a continued downward trend over the last [five years](#).

	2021		2020		2019	
	Median	Mean	Median	Mean	Median	Mean
Editorial*	4.5%	5.1%	4.0%	5.2%	5.9%	6.2%
Non-editorial*	14.9%	5.9%	17.8%	12.5%	18.6%	15.1%

*Company results include casuals, Editorial and Non-Editorial pay gaps exclude casuals.

The pay gap figures have been calculated including all UK GNM and GMG full and part-time employees. The data does not include casual workers, freelancers or other staff not on GNM's UK payroll. The statutory disclosures for GNM are included in the appendix.

Gender pay gap - bonus data

Around 10% of staff receive a bonus, primarily relating to sales commission payments in commercial teams, based on a percentage of salary. There were also a small number of one-off payments. Given the relatively low number of recipients the bonus gap is more susceptible to fluctuation.

In 2021, 93 employees (55 women and 38 men) received a bonus, compared to 143 in 2020 (78 women and 65 men). The number of bonus recipients fell in 2021 following a redundancy programme which significantly reduced the size of our commercial teams.

2020 bonus data was significantly affected by the prevalence of men in the most senior roles eligible for bonuses, increasing the mean bonus gap. Median bonuses for both men and women were significantly lower than in 2019, but with the men receiving bonuses on slightly higher average salaries than the women,

the median bonus gap has increased significantly.

In 2020/21, sales commission schemes were suspended for a significant part of the year due to the impact of the coronavirus pandemic, reducing the value of bonus payments made. In 2021, the average salary of women receiving bonus payments was again slightly lower than that of the average salary of men receiving a bonus.

	2021	2020	2019
Median	25.3%	21.0%	2.8%
Mean	33.5%	41.2%	27.5%

Historical data and commentary can be found in our [prior reports](#).

The bonus data has been calculated including all UK GNM and GMG full and part-time employees.

Gender pay gap - pay quartiles

Although our employee population is smaller in 2021 than in 2019, we have maintained a trend towards a more equal distribution of men and women throughout all pay quartiles.

In 2021, women made up just under half of the workforce (48%), and 42% of the top half of the organisation. A significant slowdown in recruitment limited our progress in bringing more women into the top half of the organisation in 2021, however we expect to resume the trend and make gains in representation as recruitment returns to pre-pandemic levels.

	2021		2020		2019	
	Women	Men	Women	Men	Women	Men
Top half overall	42%	58%	42%	58%	41%	59%
Upper quartile	141 41%	207 59%	154 39%	238 61%	141 37%	243 63%
Upper middle quartile	153 44%	194 56%	176 45%	216 55%	176 46%	207 54%
Lower middle quartile	174 50%	173 50%	191 49%	200 51%	181 47%	202 53%
Lower quartile	199 57%	149 43%	246 63%	145 37%	243 63%	140 37%

To calculate pay quartile data, the employee population of 1,390 (2021) 1,566 (2020) was divided into four pay groups, each containing 347 or 348 (in 2021) / 391 or 392 (in 2020) employees.

Gender pay gap - progress against our action plan

In 2018 we outlined a series of measures designed to address the gender pay gap as part of a five year action plan. Below is an update of how we are progressing.

We said we would

Fast-track women's progression across the organisation

Strengthen recruitment practices

Monitor pay and progression processes

Review minimum pay

Our progress to date

- *During the year to April 2021 66% of those promoted were women (53% in 2020).*
- *22 women attended our Leading Edge training programme for women at mid-level in their career in 2020/21*
- *A mentoring programme has been offered since 2018. In 2019/20 the programme had 84 participants, including 60 women. 105 participants, including 57 women, took part in 20/2021.*
- *Mixed-gender candidate shortlists and mixed-gender interview panels have been achieved for the vast majority of roles.*
- *In the year to April 2020, 68 (58%) of 117 people joining the company were women.*
- *In the year to April 2021, 41% of those joining the organisation were women and just over half (52%) were recruited for roles in the top half of the organisation.*
- *We continue to use gender neutral language in job adverts.*
- *We continue to review out of cycle salary increase proposals and annual salary review proposals increases with a diversity lens to ensure fairness.*
- *Our minimum salary increased to £27,000 per annum from 1 October 2018 and we believe it continues to be competitive and fair.*

Gender pay gap - progress against our action plan

(continued)

We said we would

Offer enhanced training and development opportunities in areas such as people management, dignity at work, unconscious bias

Set objectives

Consult

Governance and oversight

Our progress to date

- *Approx 71% of managers have attended great people management training.*
- *Approx 71% employees have attended values and unconscious bias training.*

- *Every member of the GNM executive committee has a personal objective and a departmental plan relating to diversity and gender pay.*

- *We have continued to engage with the NUJ/Unite unions, our diversity and inclusion forum and Remuneration Committee Information and Consultation Forum (RCICF), meeting virtually over the last year.*

- *Governance and oversight is provided by the Remuneration and People Committee, chaired by a non-executive director, and a Remuneration Committee Information and Consultation Forum which is made up of staff representatives from across the company.*

Overall ethnicity pay gap 2020 & 2021

In April 2021, 18% of our workforce identified as Black, Asian or ethnic minority (BAME) and 82% as white, compared to 17% BAME and 83% white in October 2019.

While we are pleased to see a fall in the pay gap at a mean level, it is disappointing that the median pay gap has increased to 16.5% compared to 14.9% in 2019. The main reasons for this are the high proportion of BAME representation in the lower pay quartile - 26% in both 2019 and 2021, and lower representation in senior and managerial roles, with 14% of the top half of the organisation identifying as BAME.

It is evident that we must work harder to attract more diverse candidates into the company, particularly into more senior roles, and to do everything possible to support the progression of our existing BAME employees.

2021
Median
16.5%
Mean
7.8%
2020
Median
19.1%
Mean
11.4%
2019
Median
14.9%
Mean
14.1%

Full details of the methodology and definitions are laid out in the appendix.

The ethnicity pay gap figures have been calculated including all UK GNM and GMG full and part-time employees who self-reported their ethnicity data. The data does not include casual workers, freelancers or other staff not on GNM's UK payroll.

We do not report the bonus pay gaps or the % of white and BAME employees receiving a bonus due to limited sample sizes.

Overall ethnicity pay gap 2020 & 2021

The figures in this report have been calculated based on the 84% of employees who self-reported their ethnicity in 2021 (85% in 2020). Efforts continue to increase the number of staff reporting their demographic details.

Without a full view of the staff demographic, our ethnicity pay data cannot give a comprehensive picture and it is likely that we will continue to see fluctuation in the results as we move towards more complete disclosure. Nevertheless we believe that publishing these results is an important step in understanding, assessing and resolving any inequities that may exist.

	2021	2020	2019
% BAME	18%	18%	17%
% White	82%	82%	83%
% Employees who disclosed ethnicity	84%	85%	79%

Ethnicity pay gap - progress against our objectives

We are committed to addressing the gap by developing, promoting and recruiting more talented BAME employees at every level and in every part of the organisation.

BAME employees are disproportionately likely to be in the lowest pay quartile (26% BAME and 78% white in April 2021), which is a key driver of the pay gap.

While representation in the top quarter of the organisation has increased by 2 percentage points to 14%, representation in the upper middle quartile has fallen by the same amount, meaning we have seen no change in overall representation in the top half of the organisation.

In 2020, we published our [race action plan](#) and established a global Race Steering Committee, tasked with monitoring performance and holding senior leadership to account. As part of our race action plan commitments we have recently appointed a senior editor for diversity and development to liaise across editorial departments and with external stakeholders in this important area, and have introduced mandatory anti-racism training for all managers and employees.

We said we would

Reduce the ethnicity pay gap every year

Achieve 20% BAME representation across the company in the next five years

Achieve 20% BAME representation across the top two pay quartiles of the organisation in the next five years

Our progress to date

- *The mean pay gap improved for 2020 and 2021.*
- *The median pay gap is higher in April 2021 than in October 2019. In part this is the result of having a more complete picture of the ethnicity of our workforce as more people shared their details.*
- *It is clear we must do more to reduce the ethnicity pay gap in 2022 and beyond.*
- *We saw a small increase in the number of people in the organisation who identify as BAME - 18% in 2021 up from 17% in 2019.*
- *In April 2021, 14% employees in the top half of the organisation identified as BAME and 86% as white, which was unchanged from 2019. More substantial progress must be made in this area.*

The ethnicity pay gap within company

Within editorial, 12% of employees identify as BAME, compared with 24% among non-editorial employees.

It is encouraging to see that in editorial, while there has been some fluctuation, overall the gap has narrowed since 2019 both at a mean level (down three percentage points to 8.6%) and median level (down two percentage points to 10.1%).

In non-editorial, the mean gap has reduced since 2019, driven in particular by an increase in representation at senior levels, including the appointment of a new chief executive in March 2020. However, the median ethnicity pay gap has increased, as a greater number of BAME employees were recruited into the lower half of the organisation.

We need to ensure we continue to place a strong focus on BAME recruitment within the top half of the organisation.

	2021		2020		2019	
	Median	Mean	Median	Mean	Median	Mean
Editorial*	10.1%	8.6%	15.7%	12.7%	12.6%	11.7%
Non-editorial*	14.4%	7.4%	16.6%	9.9%	11.3%	15.5%

*Company results include casuals, editorial and non-editorial pay gaps exclude casuals.

The ethnicity pay gap figures have been calculated including all UK GNM and GMG full and part-time employees who self-reported their ethnicity data. The data does not include casual workers, freelancers or other staff not on GNM's UK payroll.

Ethnicity pay gap - pay quartiles

In April 2021, the proportion of BAME employees in the lower quartile was 26%, compared to 14% in the upper quartile. Although the representation of BAME employees in the upper quartile has improved since 2020 and 2019, a lack of representation through the quartiles, and particularly in the top half of the organisation is a key driver of the pay gap.

Since launch in 2018, BAME employees have made up 18% participants in our Leading Edge development programme designed to support progression of women across the business. Just over a quarter of those taking part in our mentoring programme identify as BAME.

	April 2021		April 2020		October 2019	
	BAME	White	BAME	White	BAME	White
Top half overall	14%	86%	13%	87%	14%	86%
Upper quartile	37 14%	232 86%	35 12%	260 88%	33 12%	237 88%
Upper middle quartile	36 13%	232 87%	43 15%	252 85%	41 15%	229 85%
Lower middle quartile	50 19%	218 81%	52 18%	242 82%	44 16%	226 84%
Lower quartile	70 26%	198 74%	88 30%	207 70%	69 26%	201 74%

To calculate pay quartile data, the employee population of 1,073 (2021) / 1,179 (2020) was divided into four pay groups, each containing 268 (in 2021) / 295 (in 2020) employees.

Ethnicity pay gap - progress against our action plan

In 2019 we announced a series of actions alongside our five year targets to reduce the ethnicity pay gap and achieve 20% BAME representation across the company. Below is an update of how we are progressing.

We said we would

Strengthen recruitment practices

Accelerate progression

Ensure representation

Our progress to date

- We continue to include diversity statements in all job adverts and reach out proactively to BAME candidates through relevant networks.
- The majority of interview shortlists for roles open to external applicants have included a BAME candidate.

- We ensure everyone has equal access to training and development, including leadership and management programmes, and that any member of staff who would like a mentor has one as part of our organisation-wide mentoring programme.
- 18% of attendees of our Leading Edge training for women at mid-level in their career and 26% taking part in our mentoring programme identified as BAME.
- In the 12 months to April 2020 22%* of employees who received a promotion identified as BAME. This figure was 10%* in the year to April 2021.

(*based on those who shared their ethnicity details)

- We continue to focus on ensuring we recruit, retain and progress BAME employees at all levels of the organisation.
- In the year to April 2020 *29% of those joining the company identified as BAME and 19% of those were appointed into roles in the top half of the organisation (compared to 23% for white employees joining during the same period).
- 24%* of those joining in the year to April 2021 identified as BAME and 42% took roles in the top half of the organisation (35% for white employees).

(*based on those who shared their ethnicity details)

Ethnicity pay gap - progress against our action plan

(Continued)

We said we would

Monitor pay and progression

Provide comprehensive learning and development

Set objectives

Implementing Race at Work charter

Widen access

Our progress to date

- We continue to review out-of-cycle salary increase proposals and annual salary review increases proposals with a diversity lens to ensure fairness.

- We will continue to ensure that every member of staff attends mandatory training on unconscious bias, dignity at work, and values and behaviours, to support a more inclusive culture.

- In 2021 we introduced new mandatory anti-racism training for all managers and all staff. 84% of managers and 74% of staff have completed the training so far.

- Approx 71% of managers have attended or are enrolled on Great People Management training.

- Approx 71% employees have attended values and unconscious bias training.

- Every member of the GNM executive committee has a personal objective and a departmental plan relating to diversity and inclusion.

- We are a signatory to Business In The Community's Race at work charter and will act on the results of BITC's Race at Work benchmark.

- We have identified 3 priority actions - gathering more qualitative data on the experiences of People of Colour working at the Guardian, reviewing our harassment policy and developing a "speaking up" policy to encourage staff to challenge inappropriate behaviours.

- [The Scott Trust](#) bursary scheme has continued for 2020 and 2021.

Diversity and inclusion



Suzy Black
HR director
Guardian Media Group

At the Guardian we celebrate diversity, and value and respect all differences in all people, seen and unseen. We aspire to an open, supportive and inclusive culture that makes the Guardian a good place to work for everyone.

In 2020 we made a company-wide commitment to anti-racism which included plans to improve the representation of Black, Asian and minority ethnic (BAME) people across the organisation.

This followed a series of open and forthright conversations with members of our People of Colour groups. The group played a key role in developing our [race action plan](#), published in September 2020, including a series of actions to deliver greater transparency and accountability, and improve diversity throughout the company.

The coronavirus pandemic has been incredibly challenging for many of us. Supporting the mental health of our employees has been a priority. We stepped up the range of support available to staff through our employee assistance programme and hosted a week of events and workshops to mark the UK's Mental Health Awareness week 2020.

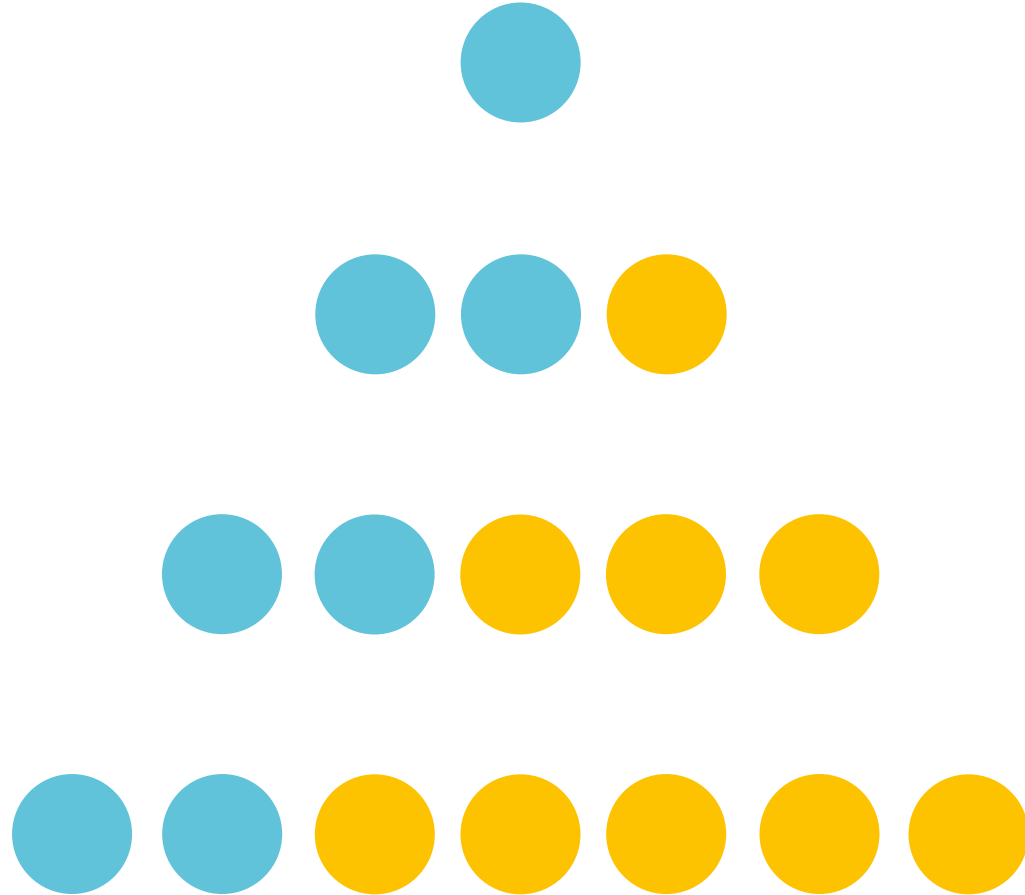
Our Diversity and Inclusion forum hosted a variety of virtual events for staff including the Inspirational Women Talk series, workshops on parenting, self-advocacy and events to celebrate Pride month.

Although we have made progress, it is clear that there is much more we need to do to ensure that we live our values as a diverse, inclusive organisation. We are fully committed to closing both the gender and ethnicity pay gaps and will work hard over the coming year to ensure we make the progress we need to do this.

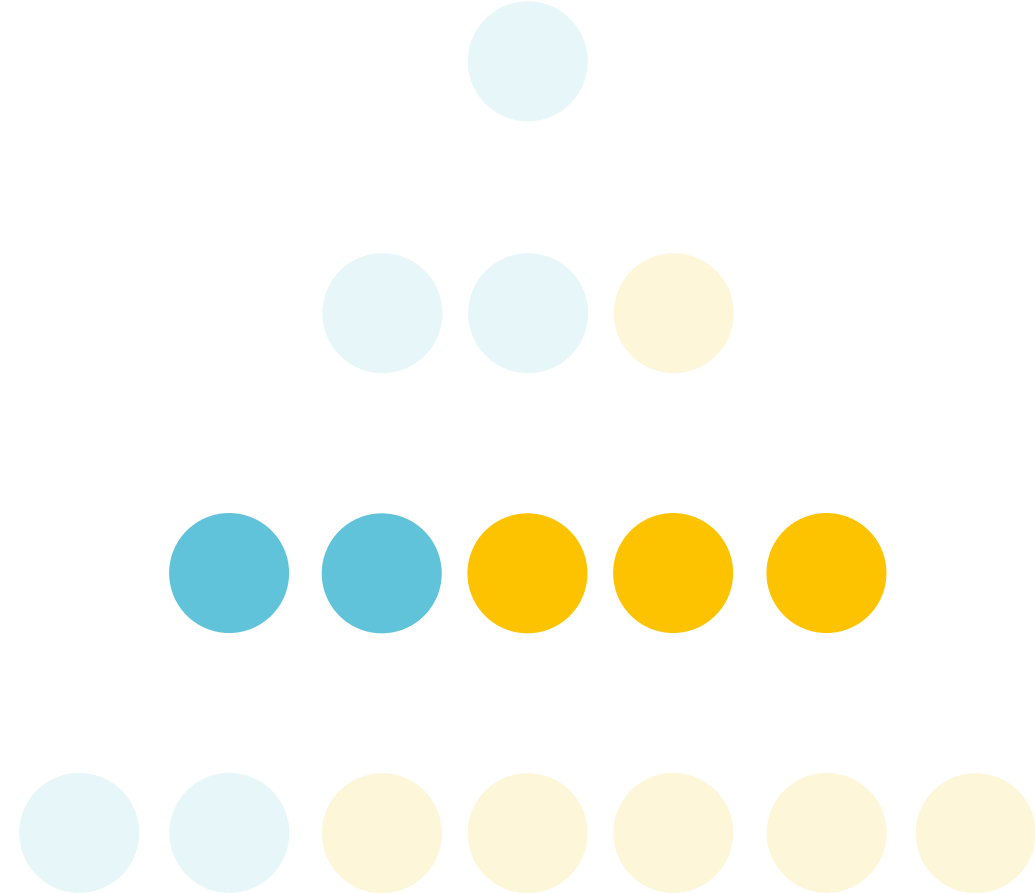
Appendix: Methodology

Gender and ethnicity pay and equal pay

Gender and ethnicity pay gaps show the difference between the average hourly earnings of all BAME and non-BAME staff or 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.

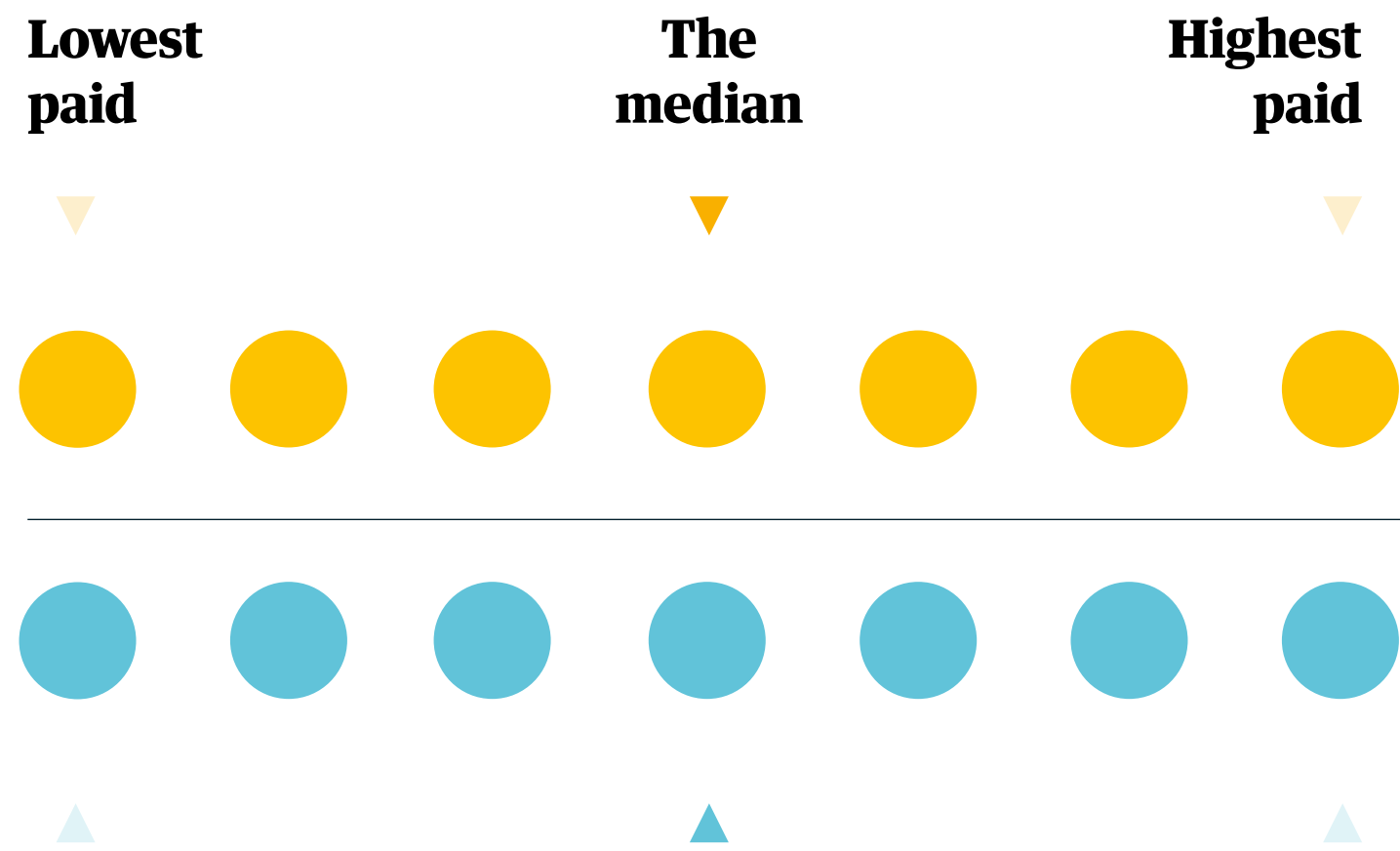


Appendix: Methodology

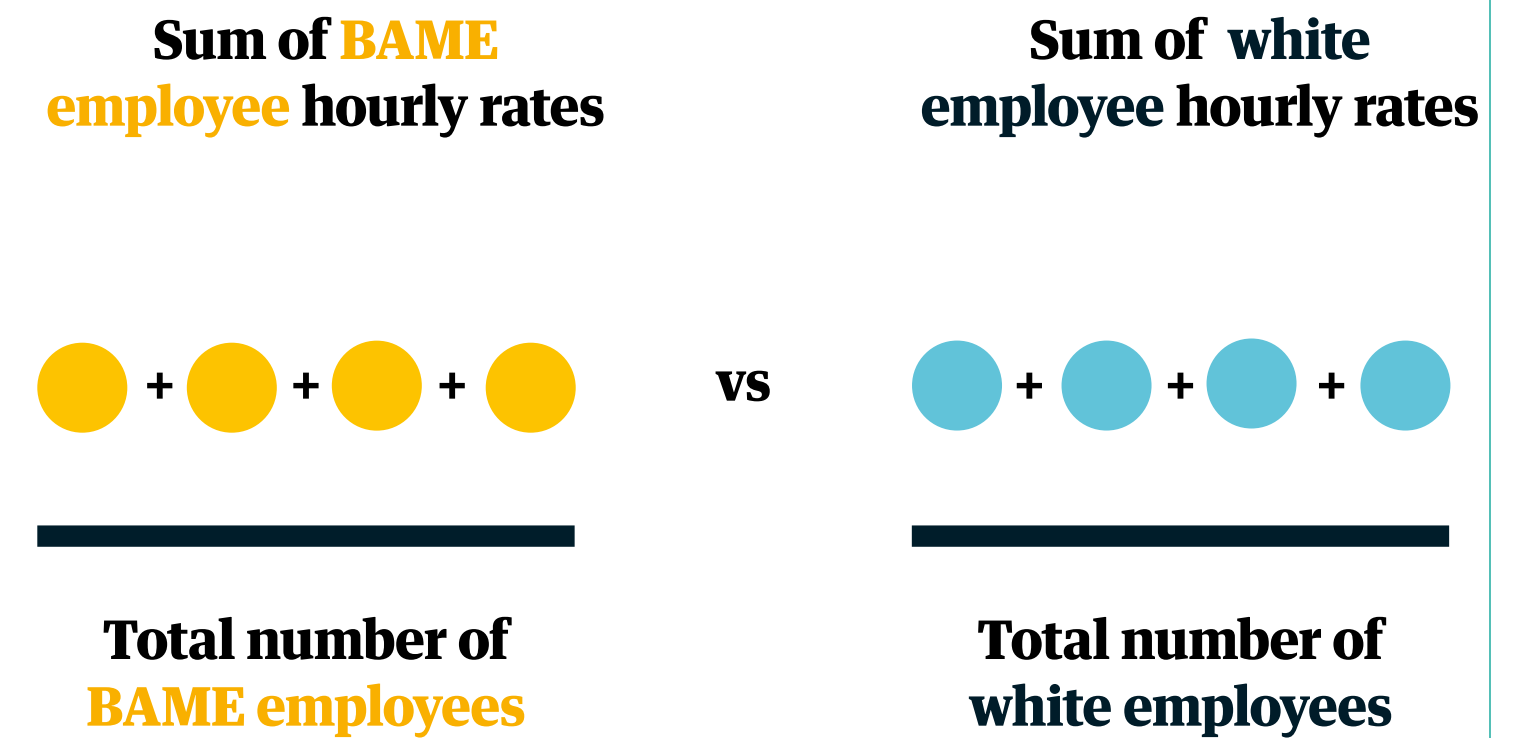
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How median and mean gaps are calculated

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 BAME employee's wages and the middle employee in the range of white employee's wages. The same process is used to calculate the gender pay gap.



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 pay gap is the difference between mean BAME employee's pay and mean white employee's pay. The same process is used to calculate the gender pay gap.



Appendix: Methodology

(continued)

GNM's ethnicity pay gap has been calculated using the same methodology as required by the UK government's gender pay reporting regulations. The key difference is that the comparison is between BAME and white employees rather than female and male employees.

We ask all our UK to add diversity details to their confidential HR record. We achieved an 84% completion rate in 2021 (85% 2020). Employees who preferred not to disclose their ethnic group have been excluded from the analysis.

The pay data of 1,073 UK employees was analysed as of April 2021 and the pay data of 1,179 employees was analysed as of April 2020. This included all UK permanent and fixed term contract employees. The data does not include freelancers and casual workers. Anyone not receiving full pay on either 5 April 2021 or 5 April 2020 (for example those on maternity leave or other extended leave) has been excluded from the hourly pay calculations.

Black, Asian and Minority Ethnic (BAME)

Arab

Asian or Asian British: Bangladeshi

Asian or Asian British: Chinese

Asian or Asian British: Indian

Asian or Asian British: Pakistani

Asian or Asian British: Other

Black or Black British: African

Black or Black British: Caribbean

Black or Black British: Other

Mixed: White and Asian

Mixed: White and Black African

Mixed: White and Black Caribbean

Mixed: Other/multiple ethnic background

Other ethnic group

White

White: English/Welsh/Scottish/Northern Irish/British

White: Gypsy or Irish Traveller

White: Irish

White: Other

Statutory figures

Coronavirus accelerated many of the long-term structural trends affecting the news industry, and during late 2020 and early 2021 we restructured our business, making job cuts in a number of departments. The April 2021 gender pay results are therefore based on a population of 1,390 people - 11% less than in previous years.

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 1,390 UK employees was analysed as of April 2021, 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. The figure for April 2020 was 1,566.

In line with the government methodology, anyone not receiving full pay on 5 April 2021 (for example those on maternity leave or other extended leave) has been excluded from the hourly pay calculations.

Hourly gender pay gap results - GNM statutory disclosures

The gender pay gap within the company 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.

For completeness the figures in this report have been calculated including all UK GNM and GMG full and part-time employees. Our statutory disclosure follows government guidelines to report by employer and relate to GNM only, including casual employees.

	2021	2020
Mean pay gap	6.5%	9.4%
Median pay gap	5.3%	9.4%

Statutory figures

Gender pay gap quartile analysis - GNM statutory disclosures

	2021		2020	
	Female	Male	Female	Male
Upper quartile	 40%	 60%	 40%	 60%
Upper middle quartile	 45%	 55%	 44%	 56%
Lower middle quartile	 49%	 51%	 49%	 51%
Lower quartile	 58%	 42%	 63%	 37%

Statutory figures

Gender bonus pay gap- GNM statutory disclosures

	2021	2020
Mean	33.5%	41.2%
Median	25.3%	21.0%
% Proportion of women receiving bonus	⁵⁵ 8.0%	⁷⁸ 9.9%
% Proportion of men receiving bonus	³⁸ 5.2%	⁶⁵ 8.1%
Total bonus receivers	93	143