

Equality report

2022

Introduction



Katharine Viner
Editor-in-chief

Keith Underwood
Interim chief executive

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 are pleased to share our latest equality report outlining our UK gender and ethnicity pay gap data for the year to April 2022. Being transparent through reporting is an important aspect of accountability and has helped us build a better understanding of the drivers of the pay differentials that exist at the Guardian and how we can reduce them. There are always opportunities to learn and improvements we can make. As an organisation we continue to strive towards achieving our goals and improving where we can.

When we first reported on our gender pay gap in 2018, the highest paid half of the organisation comprised 36% women and 64% men. That imbalance was a key driver of the pay gap. We set a goal to reach 50:50 gender balance in the top half of the organisation and an ambitious timeline to deliver this by 2023. Today women make up 43% of the top half of the organisation - an encouraging improvement of 7 percentage points since our first report. In the final year of our action plan we recognise it will take longer than anticipated to reach our goal.

The gender pay gap increased in 2022. The median rose by 3.7 percentage points to 9%, due to changes in some senior roles and an increase in the proportion of women in the lower half of the company. The mean went up 2.8 percentage points to 8.6%, driven by changes at a senior level and a growing number of new technology and engineering roles, a sector that remains majority male.

The ethnicity pay gap has reduced at a median measure falling by 5.7 percentage

points to 10.8%. Although the mean rose slightly to 8.5% (7.8% in 2021), driven by changes at a senior level, it is significantly lower than in 2019 (14.1%).

Our aim - set out in 2019 when we first reported on the ethnicity pay gap, is to reach 20% black, Asian and minority ethnic representation within the organisation as a whole and in the highest paid half. It is encouraging that just over a third of those joining into the top paid half of the organisation in the year identified as being from such backgrounds, taking representation in the top half up to 15% (14% in 2021), though representation overall remained at 18%. It is important to note that these figures are based on 85% of employees who self-reported their ethnicity. It is likely that we will continue to see fluctuation in the data while we continue to increase the percentage of people reporting their ethnicity and build a more complete picture.

Bringing a diverse pipeline of talent into the organisation is one of the key levers we can prioritise to address the pay gaps. It is our policy that long and short lists for vacant roles should have diverse candidate pools and our recruitment and development strategies are designed to promote this by, for example, reaching out to potential candidates through relevant networks. In addition to these practices we have introduced new initiatives, such as partnering with Tech Returners - an organisation that supports professionals returning to the industry - to bring diverse talent into engineering roles. We are also undertaking a review of our employment policies and practices to see if there are improvements we should make to better support women in the workplace.

During the year we appointed a senior editor for diversity and development within our editorial department and a diversity and

inclusion lead for the commercial side of the business to drive forward the Guardian's diversity agenda. Programmes such as the Scott Trust bursary scheme, now in its 35th year, and our positive action scheme, continue to provide work experience and support for students from diverse backgrounds looking to begin a career in journalism.

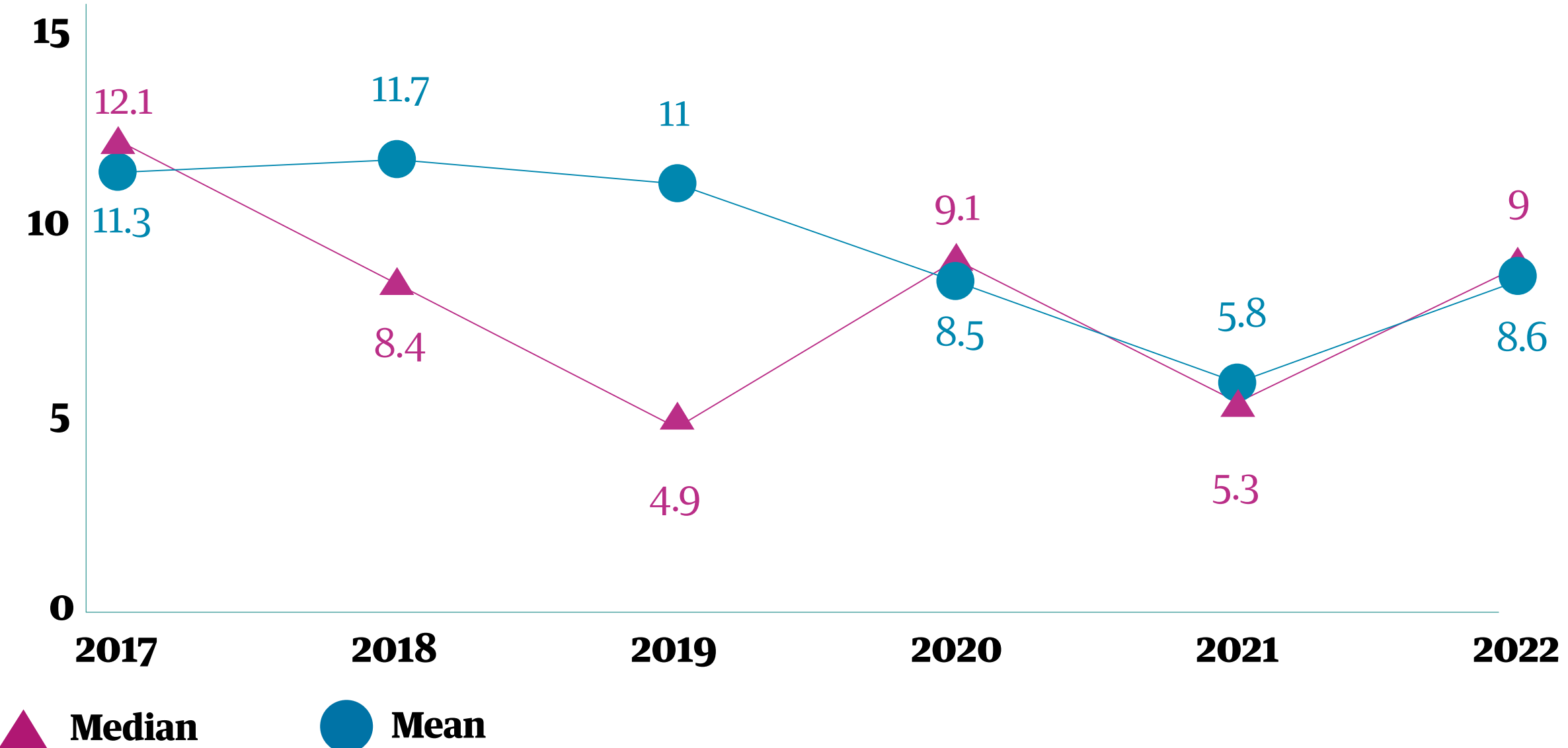
We continue to work closely with the race steering committee established in 2020 which meets quarterly to help us progress our race action plan and remain grateful to all members of Guardian's employee representative bodies, including unions, for their ongoing support.

We are determined to make the Guardian as diverse as the communities we serve. We believe that this will mean that we are better equipped to produce meaningful journalism, and to serve our readers and community.

Overall gender pay gap 2022

We are now four years into our five year gender pay action plan. Since our first report the proportion of women in the organisation has risen to 48%, up from 44% in 2017 and women now make up 43% of the top paid half compared to 36% in 2017.

The median pay gap stands at 9% (12.1% in 2017) and the mean at 8.6% (11.3% 2017). Women continue to be less well represented in the top paid half of the organisation (43%) and more represented in the lower half (54%). This imbalance continues to drive the gender pay gap.



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

The gender pay gap continues to be driven by a lack of women occupying the most senior roles and that women are overrepresented in the bottom half (54%).

Our ambition of gender balance in the top half will take longer to achieve than we originally anticipated.

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

- *Since 2017 the pay gap has fallen to 9% in 2022 at a median level (12.1% in 2017) and 8.6% mean (11.3% in 2017).*

- *However, both the mean and median increased in the year to April 2022 driven primarily by lack of women recruited into the highest paid roles*

- *In addition two thirds of those joining into roles in the lower quartiles were women.*

- *The number of women in the top half of the organisation has risen steadily year on year increasing by 1 percentage point in 2022 and by 7 percentage points since 2017.*

- *Women make up 43% of the top half of the organisation.*

- *In addition to our existing action plan which looks to create diverse candidate pools for vacancies and support progression within the organisation, we have introduced new initiatives, for example partnering with Tech Returners to bring diverse talent into engineering roles.*

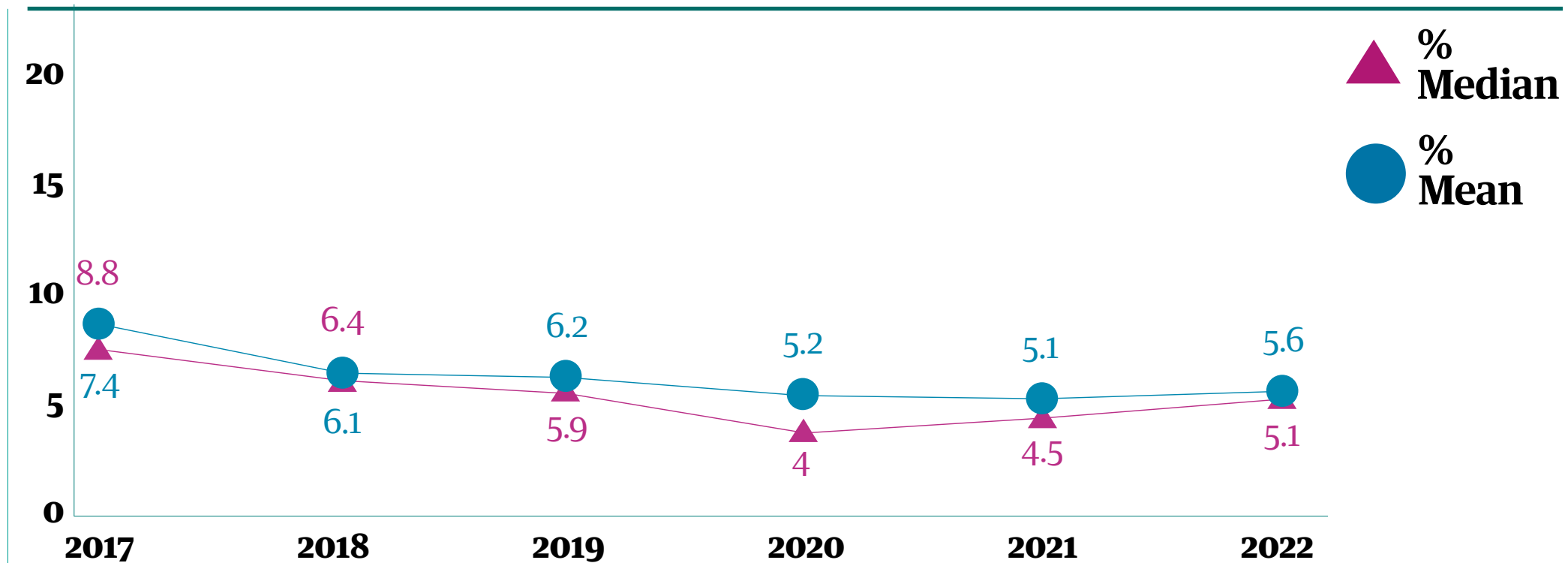
The gender pay gap within the company

Within GNM around half of all roles are in our editorial department. In 2022 we saw a small rise of less than one percentage point in both the median and mean within the department driven by a small number of changes at a senior level.

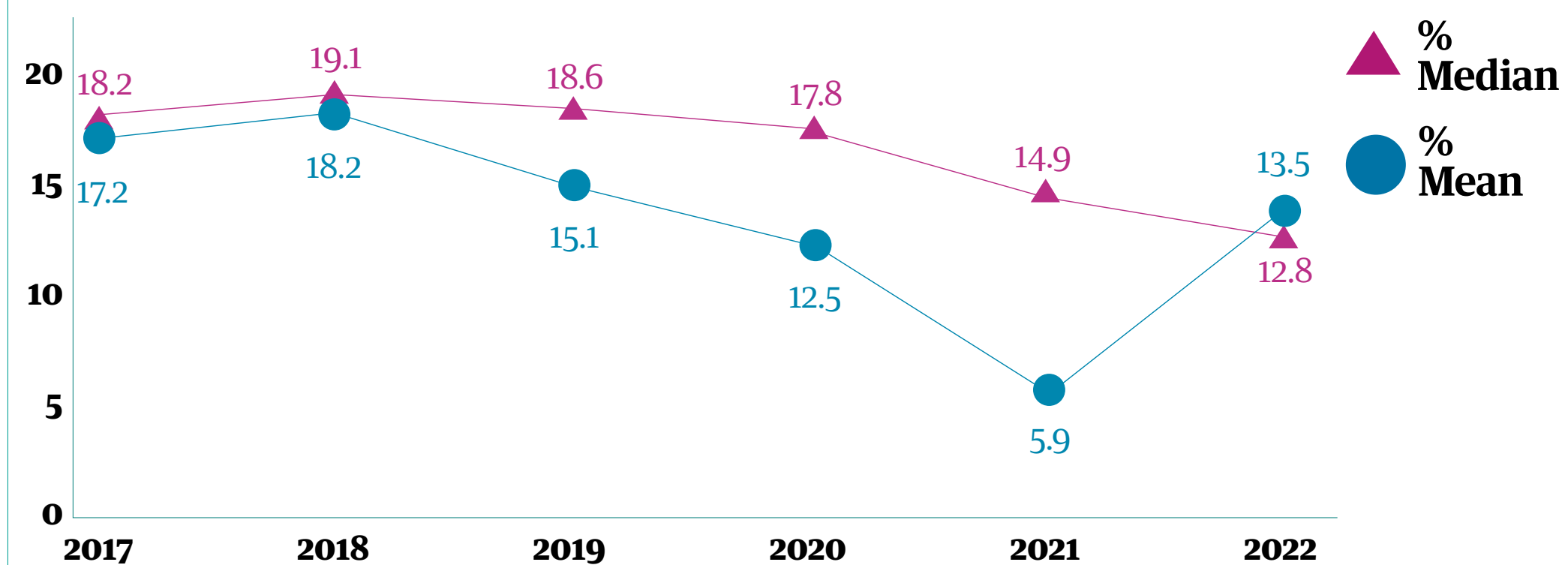
Outside editorial we have seen a steady fall in the median since 2018. However, the mean rose in 2022 driven by a small number of changes at a senior level and a higher proportion of men joining the organisation into the highest paid roles. The latter is a reflection of the kinds of roles available and broader trends within the sectors we are drawing from - for example we have a growing number of engineering and technology roles, an industry that remains majority male.

The pay gap figures for editorial and non-editorial 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.

editorial



non-editorial



Gender pay gap - bonus data

2022

During the year to April 2022 1,324 employees - 85% of men and 86% of women - received a payment classified as a bonus for the purpose of gender pay gap reporting. The majority of these were small, one-off, payments made to staff in December 2021 and March 2022 in acknowledgement of their contribution during a difficult period when the majority of staff were asked to work remotely.

A number of employees in our commercial teams also received a bonus related to sales commission. The mean bonus gap of 5.8% in favour of women reflects a good gender balance in the most senior roles eligible for sales commission.

Median

-5.8%

Mean

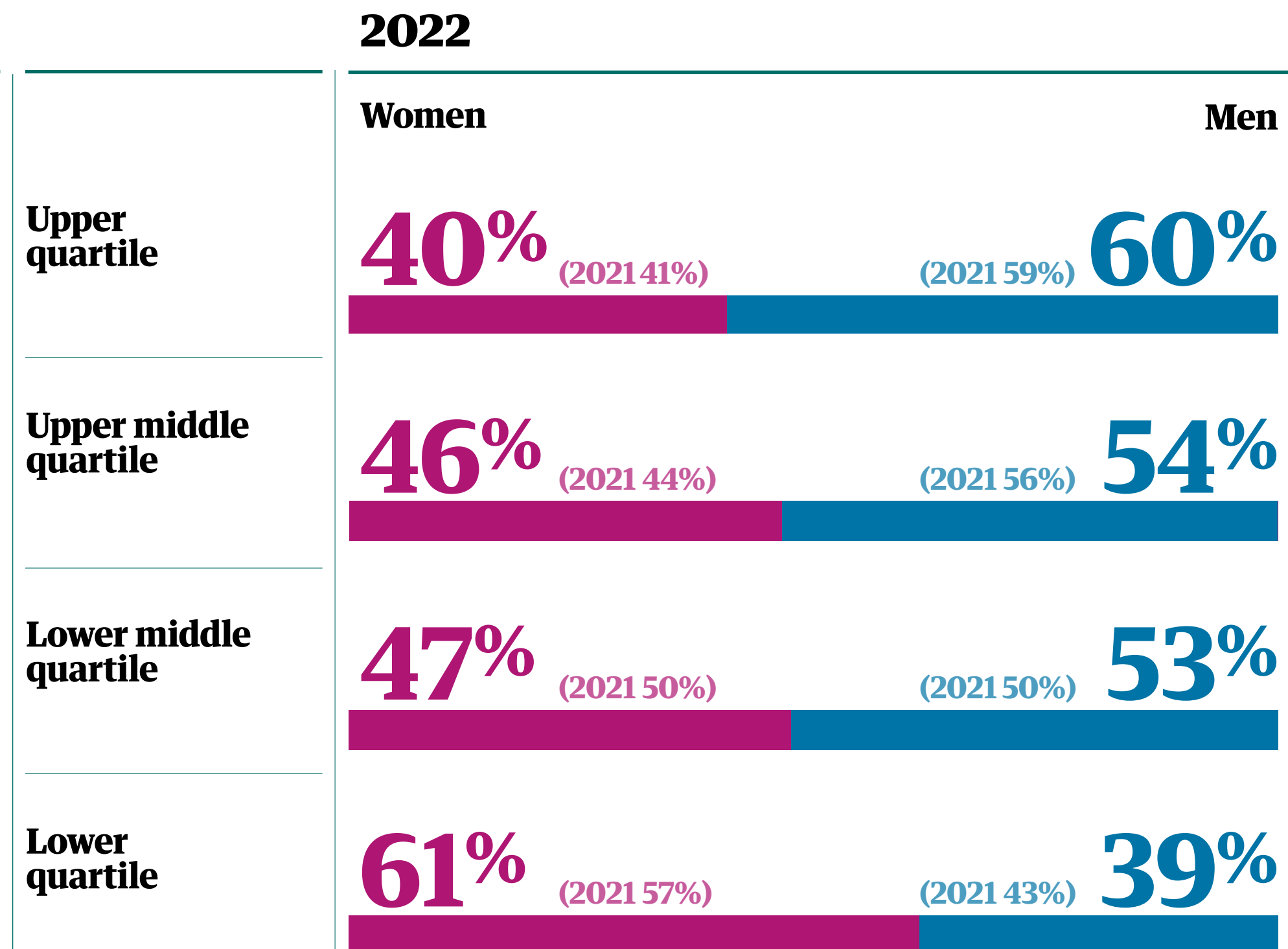
0.0%

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

Gender pay gap - pay quartiles

Overall women now make up 43% of the top half of the organisation, up from 42% in 2021 and up 7 percentage points since 2017. Women are also over represented in the bottom half of the organisation.

In 2022 two thirds of those joining the company in roles in the lower and lower middle quartiles were women. This imbalance at the top and bottom of the organisation continues to drive the gender pay gap.



To calculate 2022 pay quartile data, the employee population of 1,530 was divided into four pay groups, two containing 382 employees and two containing 383 employees. 2021 figures are shown in brackets.

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 progress in the year to April 2022.

We said we would

Fast-track women's progression across the organisation

Strengthen recruitment practices

Monitor pay and progression processes

Our actions

- *In the year to April 2022 48% of those promoted were women (66% in 2021).*
- *39 women attended Leading Edge training.*
- *In 2021/22 the mentoring programme had 96 participants, including 63 women. 84 participants, including 60 women, took part in 2020/1.*
- *In the year to April 2022, 61% of those joining the organisation were women. Just under half (48%) of those recruited for roles in the top half of the organisation were women.*
- *Mixed-gender candidate shortlists and mixed-gender interview panels were achieved for the majority of roles.*
- *We continue to use gender neutral language in job adverts.*
- *We continue to review out of cycle salary increase proposals and annual salary review increase proposals with a gender lens to ensure fairness.*

Gender pay gap - progress against our action plan

(Continued)

We said we would

Review minimum pay

Offer enhanced training and development opportunities

Set objectives

Consult

Governance and oversight

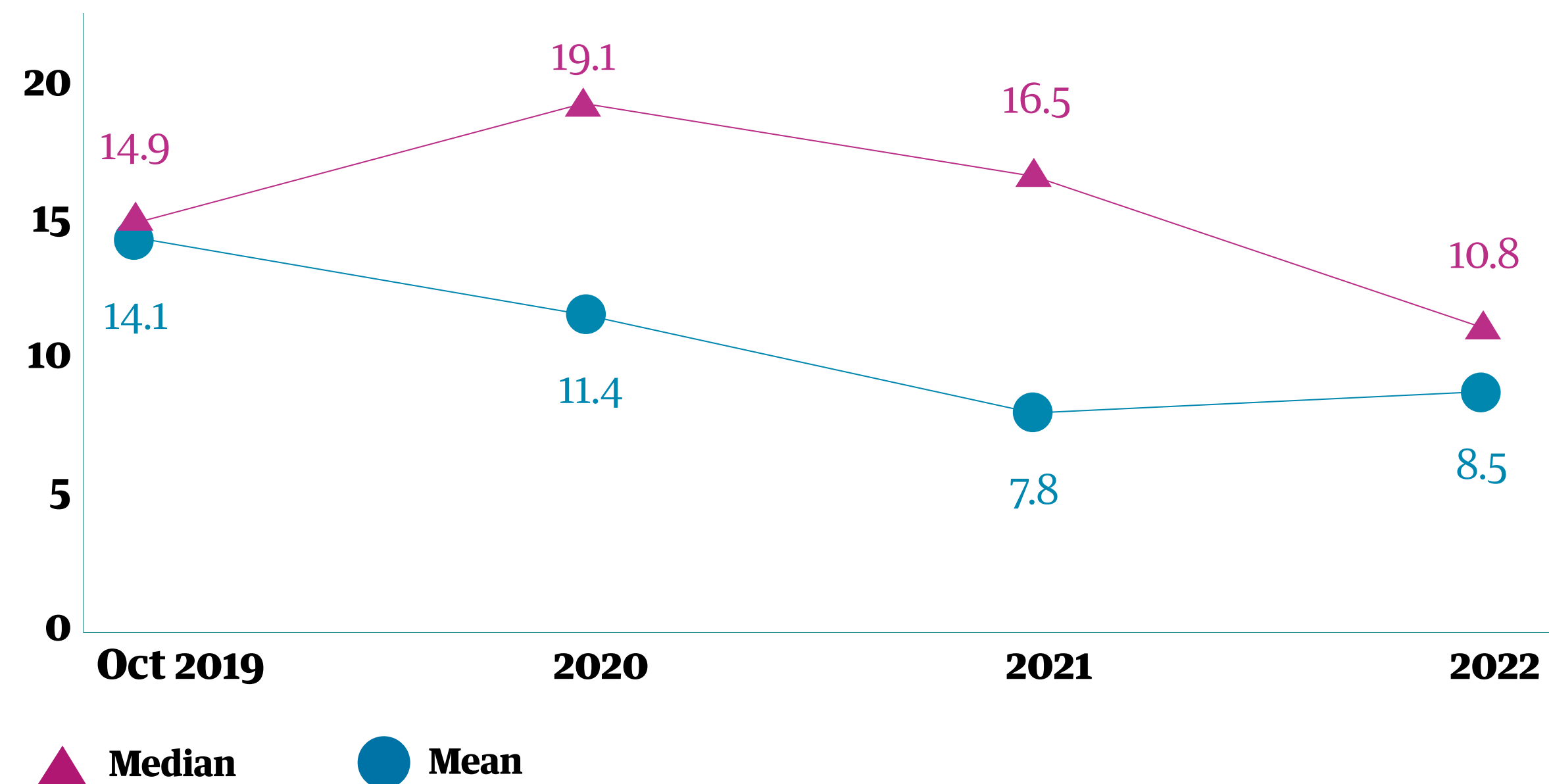
Our actions

- *Our minimum salary is regularly reviewed to ensure it is competitive and fair. It is substantially above the living wage.*
- *64% of managers have attended or are enrolled on Great People Management training.*
- *71% employees have attended living our values and dignity at work training. 84% have taken part in unconscious bias training.*
- *Every member of the GNM executive committee has diversity and inclusion objectives and a departmental plan to support these.*
- *We have continued to engage with the NUJ/Unite unions, our diversity and inclusion forum and the GMG Remuneration Committee information and consultation forum (RCICF).*
- *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 2022

We made progress in reducing the ethnicity pay gap this year. The median fell by 5.7 percentage points to 10.8%. While the mean rose slightly to 8.5% (7.8% 2021), this figure is significantly lower than in 2019 (14.1%). Since we published our first ethnicity pay gap report and action plan in December 2019 we've seen the median fall by 4.1 percentage points and the mean by 5.6 percentage points, which is encouraging.

Overall representation of black, Asian and minority ethnic employees remains at 18%, though it is pleasing to see a small increase in representation in the top half of the organisation which has risen to 15%. The pay gap is based on 85% employees who reported their ethnicity (84% 2021). The figures will fluctuate while we continue to build a complete picture of representation within the organisation.



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.

Ethnicity pay gap - progress against our objectives

We've made steady progress on our goals. While overall representation remains unchanged, representation in the top half of the organisation has increased to 15%.

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

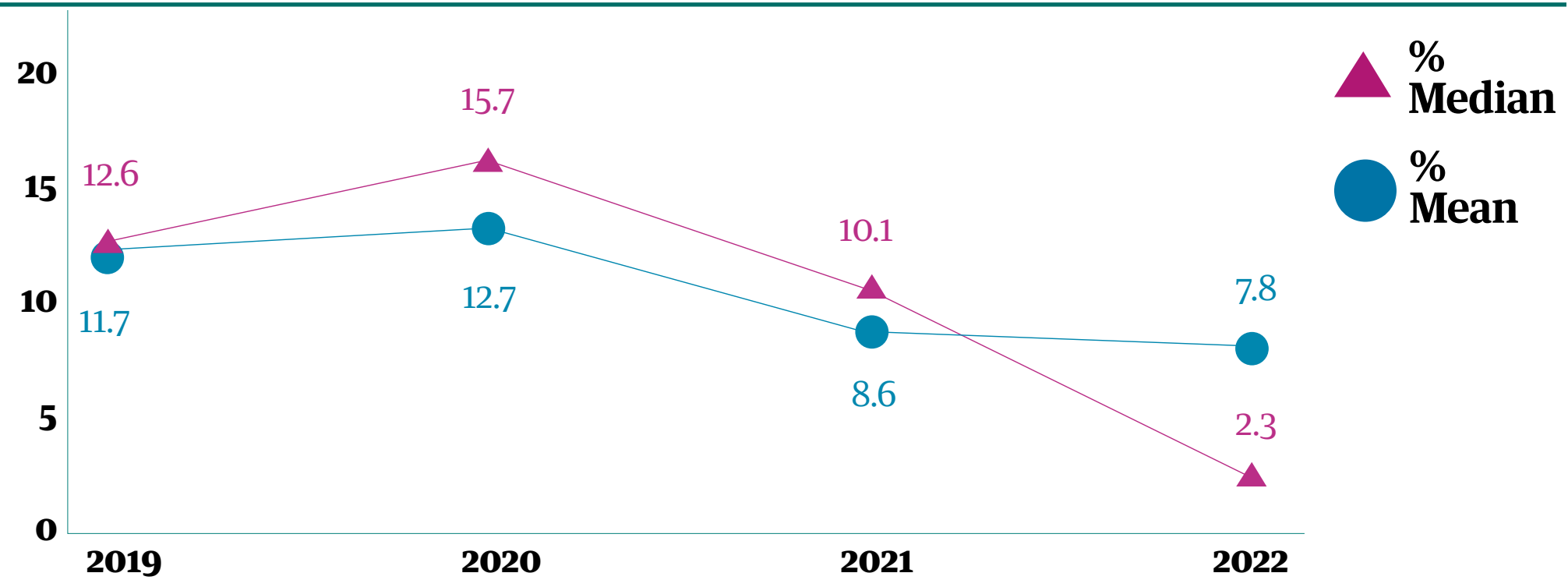
Our progress so far

- *The median pay gap has fallen steadily since 2020 and now stands at 10.8% (14.9% in 2019).*
- *The mean pay gap widened by 0.7 percentage points to 8.5% in 2022, but overall the trend is downwards falling 5.6 percentage points since we began reporting in 2019 (14.1%).*
- *The number of people in the organisation who identify as BAME remains at 18%, up from 17% in 2019. In 2022 we saw a more equal distribution in representation throughout the organisation.*
- *In April 2022, 15% employees in the top half of the organisation identified as BAME and 85% as white, an improvement of one percentage point compared to 2021.*

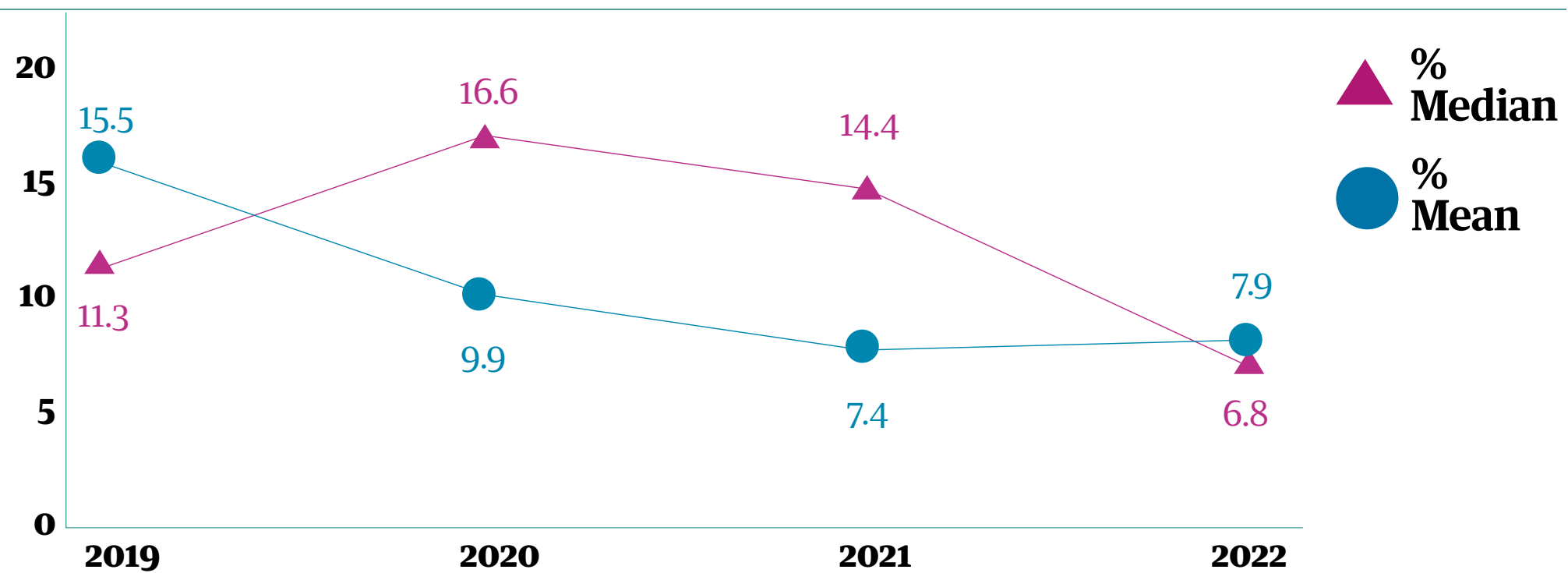
The ethnicity pay gap within the company

Within our editorial department 12% identify as BAME and 88% as white. Outside editorial 23% identify as BAME and 77% as white. Across both areas of the business we've seen a fall in the median, driven by better levels of representation in the top half of the company. A small rise in the mean, of less than one percentage point, was driven by a small number of changes at senior levels.

editorial



non-editorial

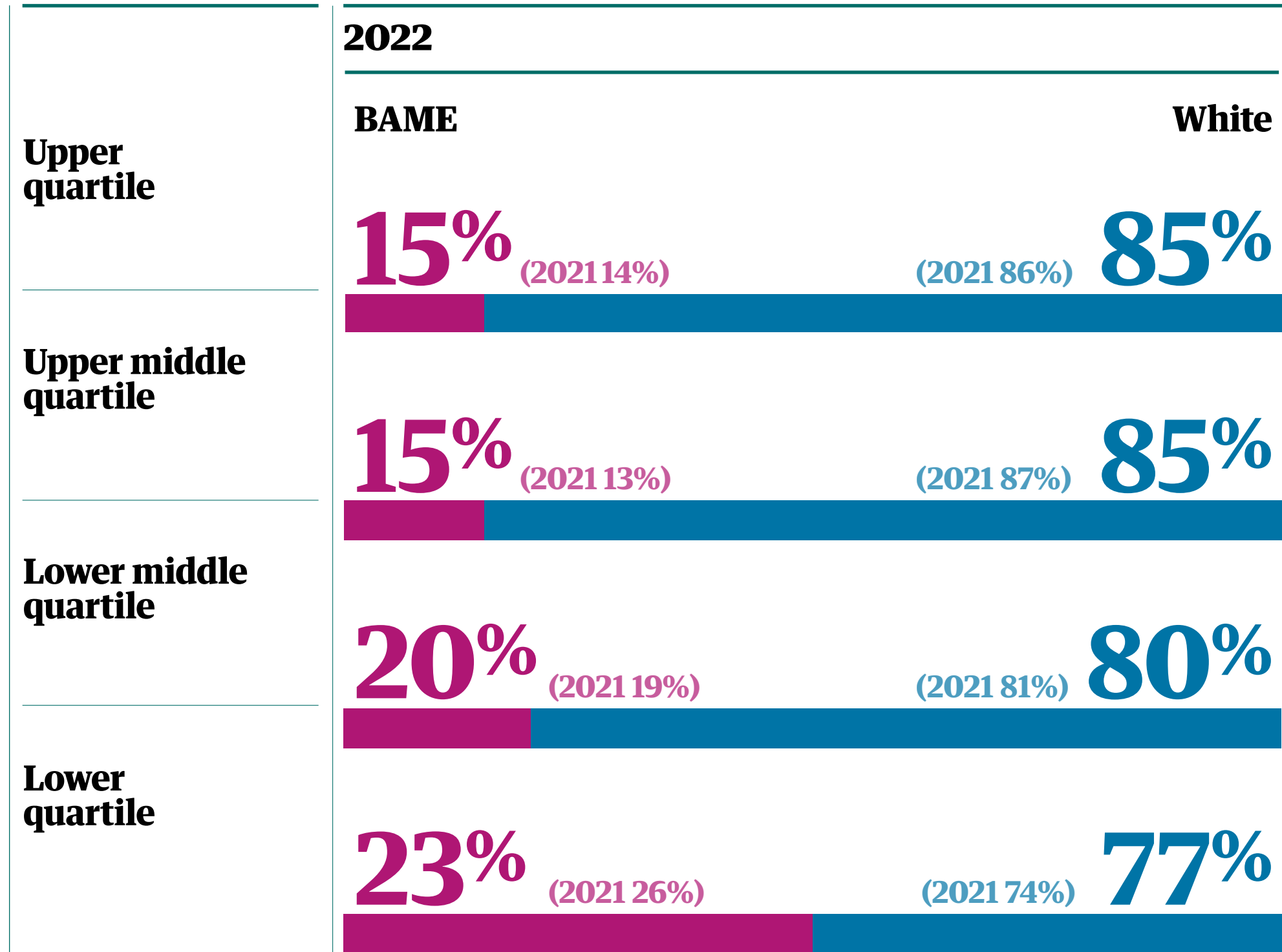


The pay gap figures have been calculated including all UK GNM and GMG full and part-time employees who self-reported their ethnicity data. The data does not include casual workers, freelancers or other staff not on GNM's UK payroll.

Ethnicity pay gap - pay quartiles

Representation increased across all but the lowest quartile. 36% of those joining into the top half of the organisation were from black, Asian and minority ethnic backgrounds which had a positive impact on representation in the top half of the organisation. Overall 27% of those joining the organisation identified as such.

To calculate 2022 pay quartile data, the employee population of 1,118 was divided into four pay groups, two containing 280 employees and two containing 279 employees. 2021 figures are shown in brackets.



Ethnicity pay gap - progress against our action plan

In 2019 we outlined a series of measures designed to address the ethnicity pay gap as part of a five year action plan. Below is an update of progress in the year to April 2022.

We said we would

Strengthen recruitment practices

Accelerate progression

Ensure representation

Our actions

- 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.
- In the 12 months to April 2022 20% of employees promoted identified as BAME. This figure was 22% in the year to April 2021 demonstrating a consistent level of progress.
- 23% of attendees of our Leading Edge training for women at mid-level in their career identified as BAME.
- 21% taking part in our mentoring programme identified as BAME.
- We continue to focus on ensuring we recruit, retain and progress BAME employees at all levels of the organisation.
- In the year to April 2022 27% (24% 2021) of those joining the organisation and 36% (42% 2021) of those joining into roles in the top half identified as BAME.

Ethnicity pay gap - progress against our action plan

(Continued)

We said we would

Monitor pay and progression

Provide comprehensive learning and development

Set objectives

Widen access

Our actions

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

- Anti-racism training is mandatory for all managers and all staff. 84% of managers and 79% of staff have completed this so far.
- We continue to mandate training on unconscious bias, along with living our values and dignity at work training, to support a more inclusive culture.

- Every member of the GNM executive committee has diversity and inclusion objectives and a departmental plan to support these.

- The Scott Trust bursary scheme continued in 2022.
- We have relaunched our Positive Action scheme which provides 24 two week work experience placements across our editorial departments.
- Twelve internship opportunities, targeted at black, Asian and minority ethnic students or from lower socio-economic groups are available in our commercial departments through a partnership with Creative Access.

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.

The figures in this report and actions we are taking give an important update on how we are progressing towards gender and race equality, but of course they are just one part of the picture. Our diversity and inclusion strategy takes a wider, holistic view of how we can build a workplace without bias and a culture that enables all employees to participate and thrive.

This year we embarked on an audit to measure and improve on disability inclusion, working closely with the Business Disability Forum. It's early days but we are getting a very real and practical sense of what's working and where we need to improve accessibility for our disabled employees, but also for our readers.

Following an extended period of remote working, employee support, particularly around mental health, has been enhanced. Our employee assistance programme now provides access to an online GP (24/7), mental

health support and wellbeing tools. In May 2022 we marked mental health awareness week with a series of events and talks.

We launched a set of pay principles, aligned to our values, articulating our approach to pay and benefits. Many people shared their views on what the principles should cover, including staff and members of our employee representation bodies, including unions. We continue to review and update our diversity and inclusion training to ensure it evolves and supports continuous development, particularly for line managers and hiring managers.

For example, we will shortly launch inclusive recruitment training for all hiring managers and roll out updated unconscious bias training. We have also reviewed the language in job descriptions and advertisements to ensure they appeal to a wide and diverse pool of talent.

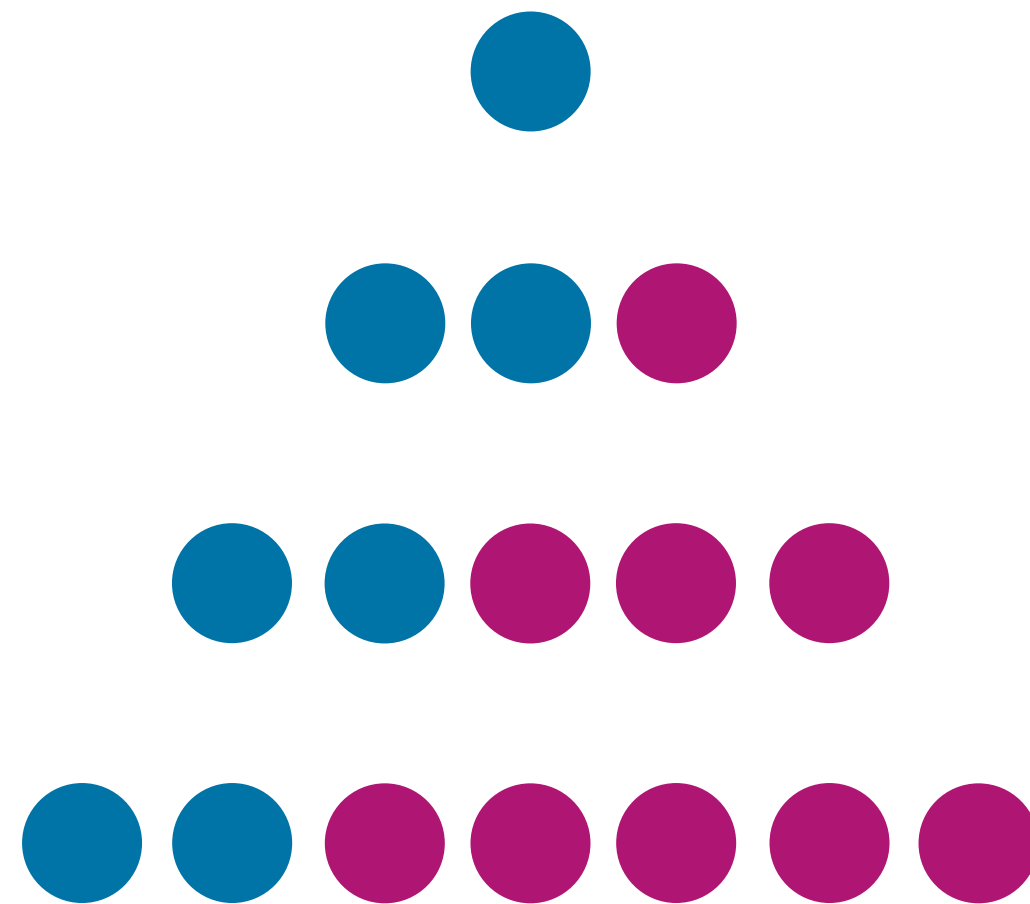
Employee consultation groups continue to play an active role in working life. The Guardian diversity and inclusion staff forum hosted their fourth annual awareness week in March 2022, putting on a full programme of informative and thought provoking events, which were attended by over 500 people.

We were also pleased to be able to restart our positive action scheme offering placements to black, Asian and minority ethnic backgrounds and people with disabilities considering a career in journalism. These placements aim to introduce aspiring journalists to an editorial environment but also match participants with an experienced journalist as a mentor to offer career advice and guidance. Internship opportunities outside editorial, run in partnership with Creative Access, will restart later this year. For the first time these will be open to both school leavers and graduates as part of our commitment to support social mobility. Together with the Scott Trust bursary scheme, managed by the Guardian Foundation, these programmes continue to provide meaningful opportunities for inclusion in media and play an important role in helping foster a pipeline of diverse talent.

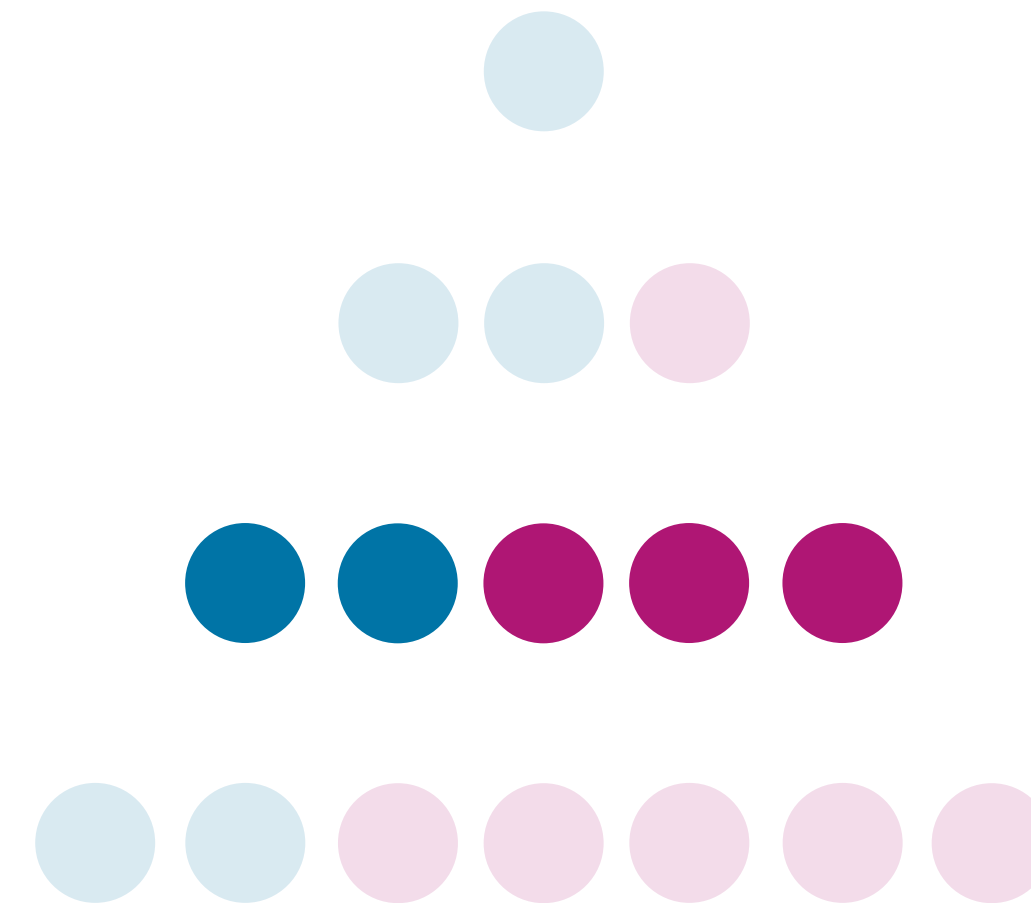
Appendix: Methodology

Gender pay and equal pay

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

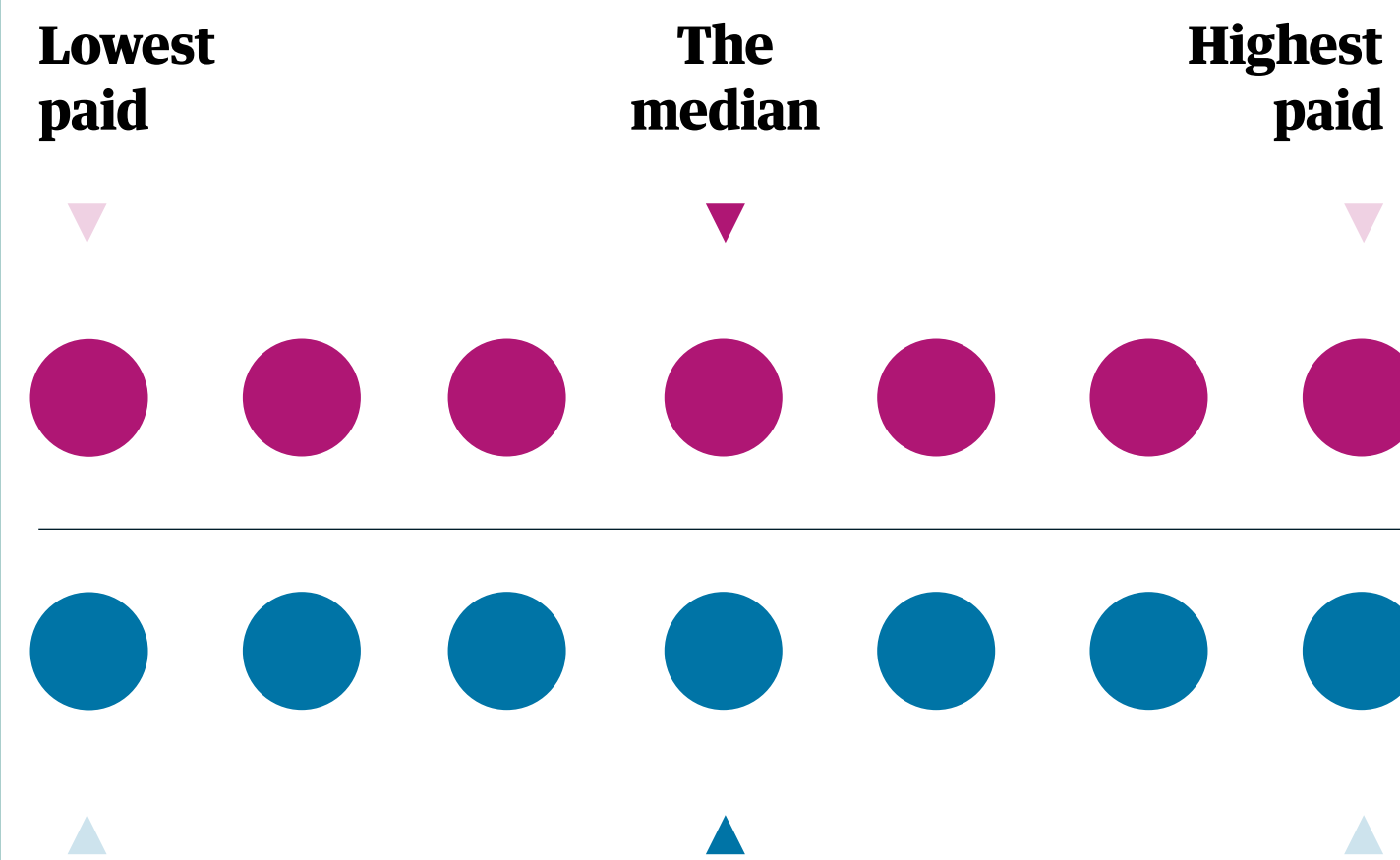


Appendix: Methodology

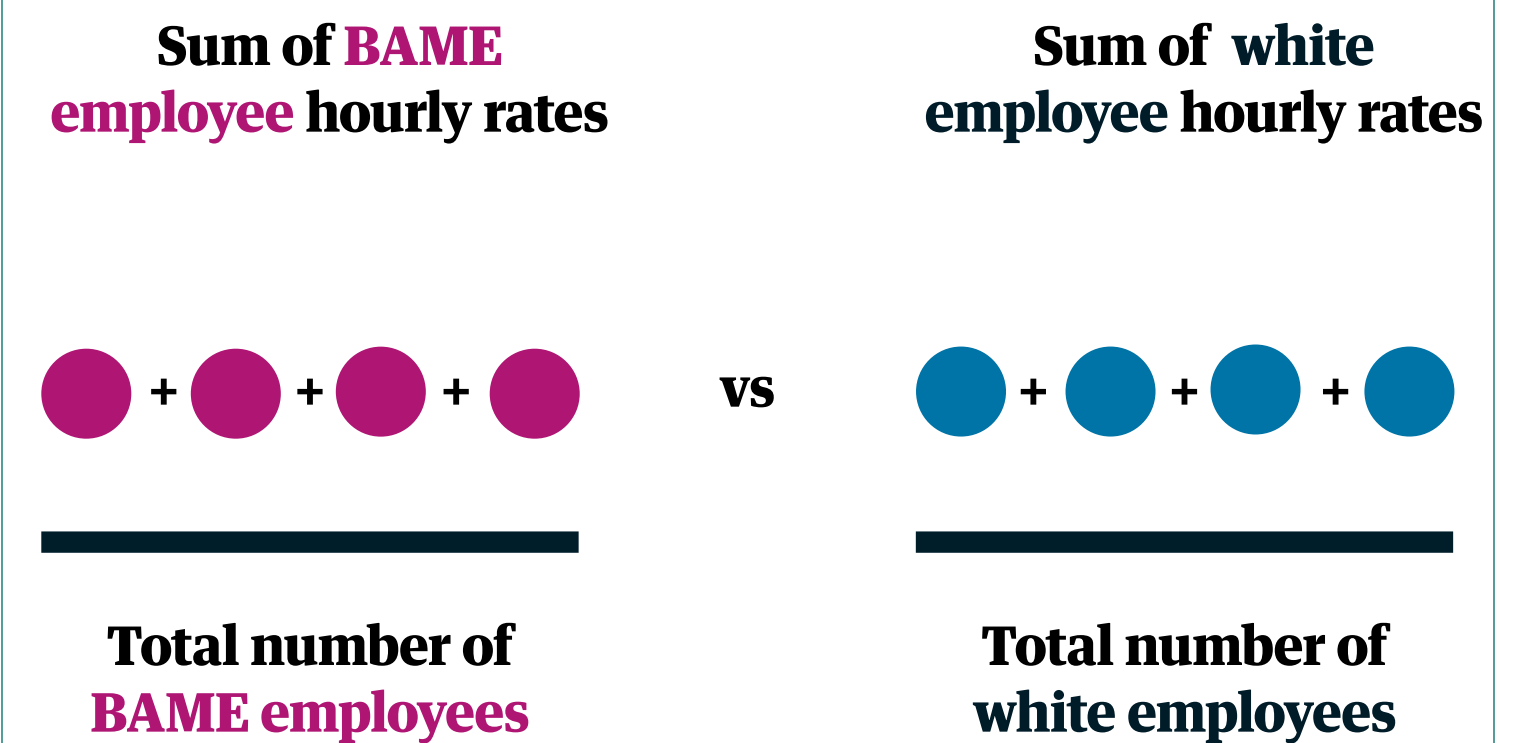
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How median and mean pay gaps are calculated

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 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.



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 85% completion rate in 2022 (84% 2021). Employees who preferred not to disclose their ethnic group have been excluded from the analysis.

The pay data of 1,118 UK employees was analysed as of April 2022. 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 5 April 2022 (for example those on maternity leave or other extended leave) has been excluded from the hourly pay calculations.

How median and mean pay gaps are calculated

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

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 1,517 UK employees was analysed as of April 2022, 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 2022 (for example those on maternity leave or other extended leave) has been excluded from the hourly pay calculations. 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

Hourly gender pay gap results - GNM statutory disclosures

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.

2022

Mean pay gap

7.8%

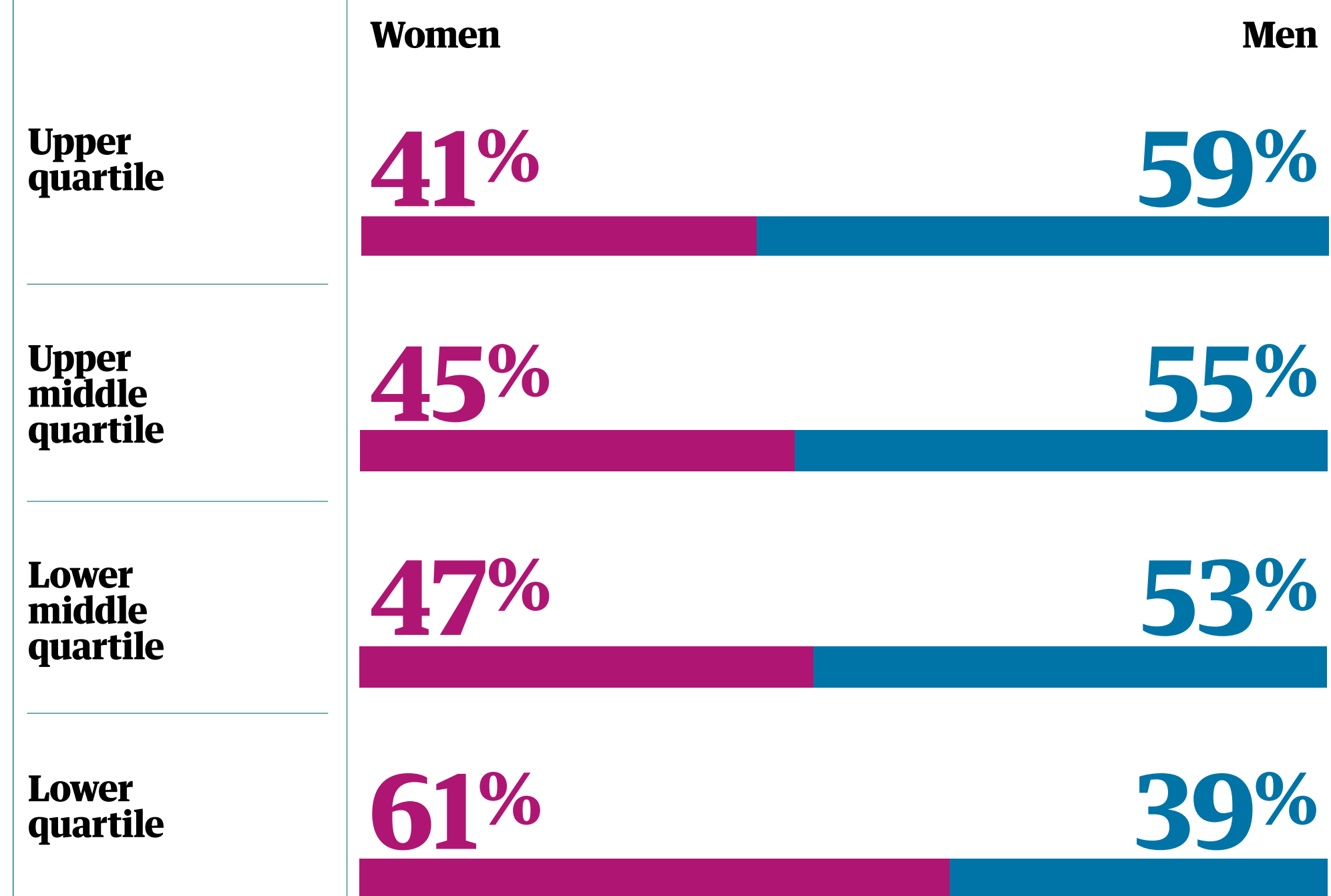
Median pay gap

8.7%

Statutory figures

(continued)

Gender pay gap quartile analysis - GNM statutory disclosures



Statutory figures

(continued)

Gender bonus pay gap

	2022	
Mean		-5.8%
Median		0.0%
% proportion of women receiving bonus	645	85.7%
% proportion of men receiving bonus	666	85.2%
% Total bonus receivers		1,311