

Gender pay gap report 2022

haymarket®



Kevin Costello
Chief executive,
Haymarket
Media Group



Celia MacMillan
Director of People
& Communications,
Haymarket
Media Group

This statement confirms that the published information is accurate at the time of publishing

Our values_



Creativity

Great ideas,
well executed



Expertise

Inspiring,
insightful and
independent



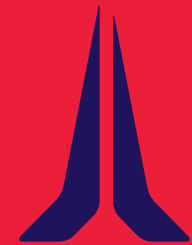
Integrity

Trust sustains
our business



Innovation

New ideas
new techniques



Respect

We value
difference

Shaping a Better Future with Remarkable Content_

Shaping a better future with remarkable content is our purpose and we have recently launched **Haymarket IMPACT** to serve that purpose globally, aligned with the United Nations' Sustainable Development Goals (SDGs).

The strategy recognises that if we are to effect real, meaningful change, we need to focus our energies and efforts aligned with those SDGs where we have a right to play, and where we can make the most positive difference. Initially, IMPACT will focus on the following 4 (of the 17) SDGs:

1. Gender equality
2. Climate Action
3. Quality Education

All of which are underpinned by 4. Partnership for the Goals.

Globally, 51% of our workforce are women, broadly in line with our UK representation of 52%. But in certain areas of our business, women are still underrepresented and we remain absolutely committed to changing that.

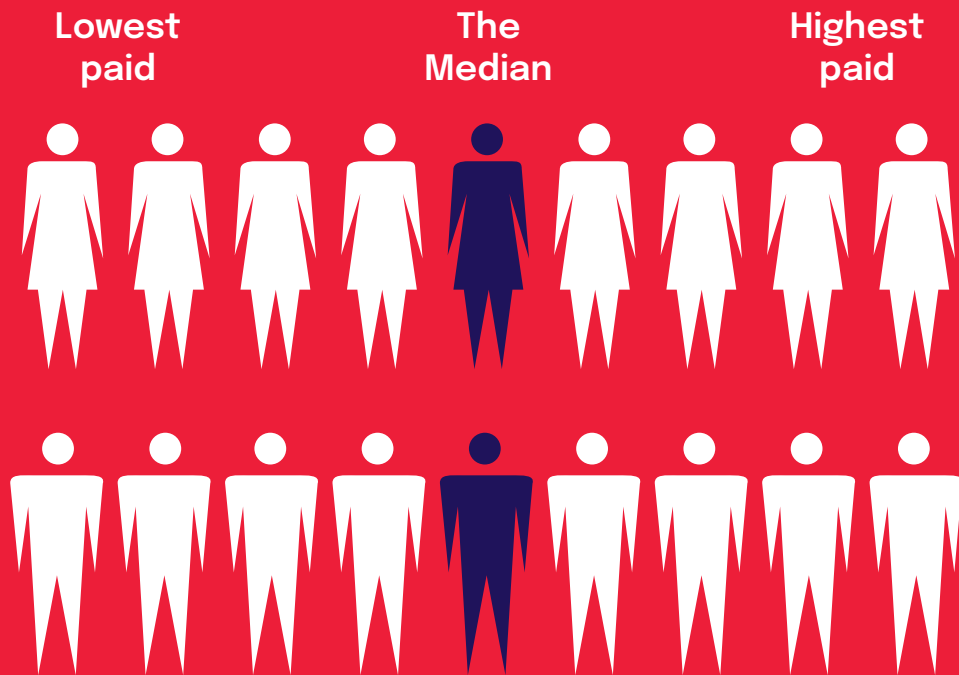
But we also recognise that as a media business, we have a duty and the remit to influence and accelerate gender equity, and ultimately gender equality, amongst our global clients and our audiences. We have a voice and we must use it.

What is a gender pay gap and how is it calculated?_

The gender pay gap is a measure of UK labour market or workplace disadvantage, expressed in terms of a comparison between men's and women's average hourly rates of pay (total earnings) and bonus.

Our statistics refer to the earnings of our UK-based workers for the period ending April 2022.

This is different from equal pay, which looks at the difference in pay between a man and a woman performing roles of equal value.



The median gender pay gap reflects the percentage difference in pay between the middle person in a ranking of highest to lowest paid women and men, respectively.

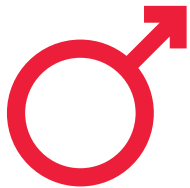


The mean gender pay gap looks at the average percentage difference in hourly pay of the women at Haymarket in the UK as compared with the men.

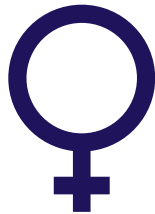
Our 2022 results...

Our workforce is_

48%
male

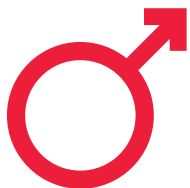


52%
female

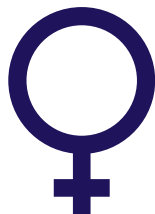


	Mean (Average)	Median (Average)
Gender pay gap	15.9%	4.7%
Gender bonus gap	66.5%	7.6%

% of gender receiving bonus



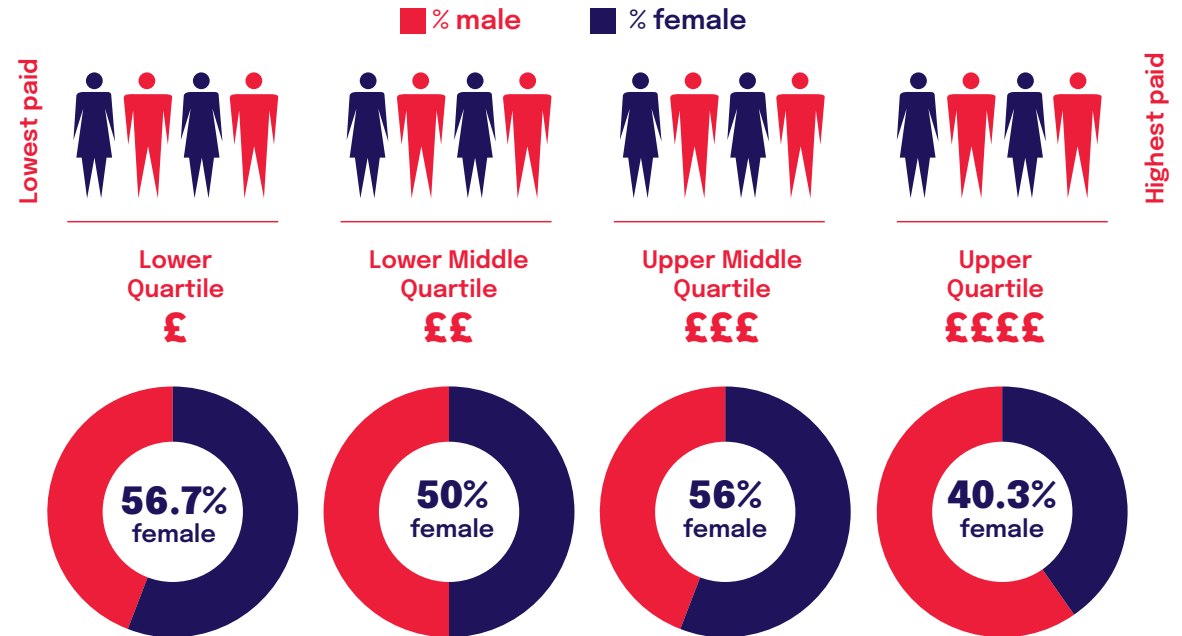
80%
male



71%
female

Haymarket's UK population is 656

There are 164 people in each of the four quartiles



Our mean gender pay gap by quartile is_

Lower
Quartile
-3.65%

Lower Middle
Quartile
0.49%

Upper Middle
Quartile
-0.42%

Upper
Quartile
13.87%

Definition:

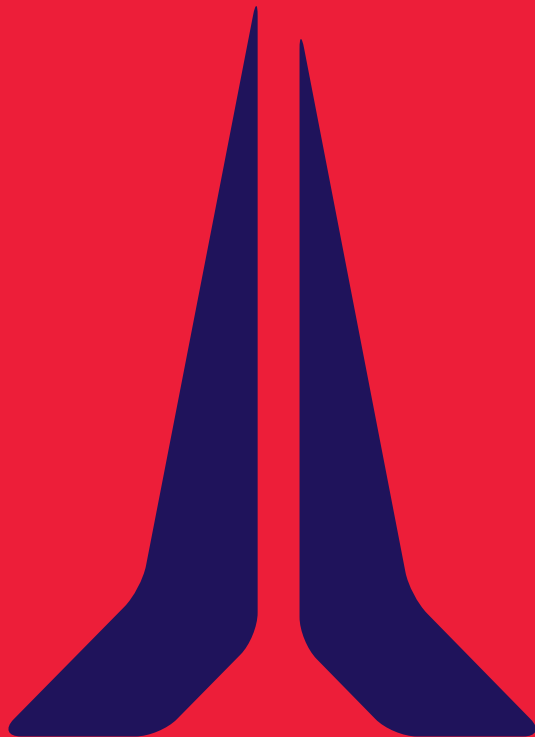
Pay_ Salary, bonuses and allowances received, less pension salary sacrifice, pro-rated for contracted hours

Bonus_ Payments in twelve months to 5 April 2022 defined as bonus & commission

Receiving bonuses_ Percentage of workers receiving bonus or commission in year, as a total of each gender

Quartile_ Employees ranked by hourly rate (lowest to highest), split into four groups

What do our results mean?_



Gender Pay is different to Equal Pay.

Gender Pay compares the aggregate average pay of all female UK employees versus all male UK employees. Equal Pay considers the individual remuneration of a woman as compared with a man performing a similar role. Haymarket has measures in place to ensure men and women performing broadly the same roles, enjoy the same level of remuneration.

From a Gender Pay perspective, in the 12 months ending April 2022, our average gender pay and bonus gaps reflect the fact that women occupy only 40% of our highest-paid jobs, and 56.7% of the lowest-paid jobs.

The most commonly reported Gender Pay statistic is the median pay gap. In the 12 months to April 2022, our median gap was 4.7%, meaning for every £1 men earn on average, women earn 95 pence, an improvement from 93 pence last year.

We remain committed to redressing our gender imbalance and over the last five years we have made huge strides in terms of our gender representation at a leadership level globally.

Of our 7 operating divisions 3 are led by women, and one other has a female Deputy MD. At a Group Board level we run a very lean team, we continue to employ only 3 executives, with a remit across the entire global business, they are our Chairman, CEO and CFO. These most highly-paid roles are held by men, who are targeted against our global performance and whose bonus incentives represent a far greater proportion of their overall remuneration package. This continues to skew our gender pay gap. However, 46% of our global executive leadership team are women. Of our UK-based executive board members (including our Global CEO & CFO) 40% are female, and reporting into the boards, our UK senior leadership teams are gender-balanced (56% women).

Globally, 51% of our workforce are women and reassuringly in all territories, we have seen a significant uplift in the percentage of female joiners during 2022 as we focus on recruiting more diverse talent.

We will continue to focus on improving outcomes, internally and externally, as we strive for global gender equality in alignment with the UN SDGs.

This year's focus_



At Haymarket we are very proud of our values-based, inclusive, gender-balanced culture. But we recognise if we are to achieve genuine **gender equality**, we need to do more.

Our **Haymarket IMPACT** strategy is focused on accelerating the pace of change against those UN Sustainable Development Goals (SDGs) where right now, we can make the most difference. Minimising our negative impact as a business and using our voice and our brands to positively influence our audiences, colleagues, clients and partners.

We have a set of **IMPACT KPIs** for 2023 aligned with our chosen SDGs, one which is Goal 5. **5. Gender Equality** - we **have committed** to extending our UK Gender Pay Gap work and we will audit and **report, our aggregate global gender pay on an annual basis**.

As part of IMPACT, we have appointed a **Global IMPACT Board**, led by our CEO and made up of gender-balanced colleagues from across our global business. Sitting alongside them on the Board are two external experts, **Laura Haynes**, former Chair of the UN Women National Committee UK, and David Ellis from specialist consultancy, Maikai, who has been working with us on developing and embedding our IMPACT strategy.

Our focus areas_

Our culture_

1.

Equity_

Globally we remain committed to attracting, retaining and advancing talent who reflect the communities we serve, whilst also using our remarkable content to influence a better future for all.

In the UK, we have five Diversity, Equity and Inclusion (DEI) established networks:

- Origin: race, nationality, religion and socioeconomic background
- Balance: gender, work/life, parents & carers
- Neurodiversity: sociability, learning, attention, mood and other mental functions
- Body & Mind: health, fitness, physical disability and mental health
- LGBTQ+: sexual orientation and gender identity

The networks are charged with helping us to drive positive change, meeting quarterly with our global CEO and Director of People & Communications, to discuss and agree their goals and ambitions and propose policy changes, new ways of working and initiatives that celebrate diversity and advance education across all areas of difference and inclusion.

We have recently reviewed and revamped all of our UK policies and processes to ensure we are providing the right conditions for everyone to thrive here. We are proud of our extensive family-friendly policy offering. Our working parents programme, hybrid working approach, work from anywhere policy and flexible start and end times give everyone the tools to work smartly and help achieve a healthy work/life balance. We also provide a generous 30 day holiday entitlement after 5 years service.

Working with our Balance DEI network, we have introduced a number of benefits and policies, including those aimed at supporting people affected by the menopause, people with caring responsibility and anyone who has experienced pregnancy loss. And we will continue to build on the support for our mothers returning to work after maternity leave, with the proposal to introduce returning mother cohorts and a single parent forum.

Our culture_



We have made significant strides in creating the right culture for a gender-balanced workforce and we are immensely proud of what we have achieved. But we must do more and below we will set out just some of steps we are taking to ensure our culture continues to provide **everyone** with the opportunity to succeed:

Talent Attraction_

Turnover, particularly at the most senior level, is very low. Whilst this is a strength we are aware it also inhibits our ambitions to be more diverse. We are thrilled that Sue Biggs has now joined us on our Group Board as a Non-Executive Director. Sue retired as Director General of The Royal Horticultural Society (RHS) earlier this year. As the longest-serving Director General in the charity's history, she transformed the organisation, doubling its membership during her tenure. We are committed to attracting, retaining and developing a diverse talent pipeline.

We are proud of the changes we have made to ensure our recruitment process is inclusive. We continue to advertise all roles with salaries and we no longer ask candidates for their current salary details and salary expectations.

We are working on improvements to our careers site and applicant tracking system, improving diversity data at each stage of the recruitment process and removing bias wherever possible.

We are using targeted content and social media marketing to support this. We are committed to a completely inclusive recruitment process - from the way we word job adverts to the way our recruiting managers select candidates. We are already seeing positive results in attracting female candidates to apply for roles in more male-dominated teams, using tools to ensure our adverts and job descriptions are gender-neutral in tone.

Our apprenticeship and entry-level cohort programmes continue to re-energise our business, bringing in young, diverse talent.

Our culture_



Talent Development_

Haymarket has a proud history of promoting from within, advertising all our vacancies internally and giving priority to current employees. Each of our five UK-based female board colleagues have all grown their careers with Haymarket, with the shortest tenure being 15 years!

Our ongoing – and much-valued – coaching for our most senior women is equipping them to succeed and thrive. External **coaching** is available to all employees and we have encouraged returning parents, in particular, to take advantage of it in helping them transition back to work. Of our total take-up, 76% are women.

In recent years we have focused on developing an individualised approach to performance conversations, prioritising the discussion over the process. Our people are empowered to lead their own performance reviews and significant support has been given to ensuring they are valuable and impactful.

We continue to invest heavily in the learning and development of everyone at Haymarket. Every employee has now taken part in our in-house mandatory **diversity, equity and inclusion training** and we are now rolling out **sexual harassment training**. We constantly review our development offer to make sure we are actively helping diverse talent overcome barriers, providing them with the tools to manage their careers focusing on upskilling, stretch assignments, resilience and through providing access to internal and external coaches and mentors. We provide all employees with access to our comprehensive **learning management platform**, My Knowledge, which provides flexible blended learning, including unlimited access to **LinkedIn Learning**. Alongside this we have also created job role-specific career progression Academies.

Each year we run a **coaching programme** in partnership with Circl and Richmond upon Thames College, aimed at encouraging **future leaders from underrepresented groups**. The programme matches Haymarket employees with young people and together they develop and practise key coaching skills including active listening, observation and communication, culminating in receiving a formal coaching accreditation recognised by the Association of Coaching. Of the cohorts so far, 60% have been women.

In 2022 we introduced a formal internal **mentoring** programme where 72% of those benefiting are women. Around 20 colleagues took part spanning all levels of seniority and areas of the business including editorial, tech, finance, design and more.

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Shaping a Better Future with Remarkable Content

Haymarket Media Group, Bridge House, Twickenham, TW1 3SP