

The Telegraph

Gender pay gap report
2017

Introduction

Nick Hugh
CEO

Women should expect to have the same opportunities to advance their careers as men. It is not only right for society but for the success of our business. We serve a diverse audience and we must have a representative workforce. It is this belief that lives at the heart of our commitment to a zero gender pay gap by 2025.

Since my appointment as CEO last summer, we have made good progress towards this target. Diversity and inclusion now form a key part of our long-term business strategy and improving how we recruit, develop and retain talented women is having a significant and measurable impact across our business. More inclusive recruitment practices, better maternity pay and benefits as well as a host of other initiatives, have culminated in an improved gender balance, from senior leadership through to our apprenticeship and graduate programmes.

Looking forward, we are building on this progress with a plan to tackle the key underlying issues that contribute to our gender pay gap. From building a more

inclusive culture to making structural changes in the way we approach flexible working so women and men can have long and successful careers at The Telegraph. We will also continue to ensure we are hiring from the widest pool of talent to recruit the very best, through 50:50 gender shortlists, screening job adverts for gender bias, and monitoring gender data across the recruitment process, from application to hire.

While we are moving in the right direction, we have much to do. As of April 2017, our gender pay report shows an unacceptable gap between the average pay for men compared with women. The main reason for this has been a lack of female representation at the most senior levels, something which we have already started to address. Our projections for the year 2018 indicate that we have eradicated one-fifth of the pay gap. Today we have more women in senior roles than ever before, and we are stronger for it, but to achieve gender parity we have to go much further.

Our aim of a zero gender pay gap by 2025 clearly

demonstrates where we see the future of The Telegraph. This is a core business measurement which we will monitor and report regularly. We have a global audience with different perspectives, experiences, beliefs and needs. It is our responsibility to ensure they are served by a workforce that is truly representative of society as a whole, where everyone, regardless of gender and background, has the opportunity to progress. Quality and equality is essential to the success of our business.

I confirm the data contained in this report is accurate.

Our gender pay gap

The gender pay gap shows the difference in average pay between men and women. It does not measure equal pay, which relates to men and women being paid equally for the same or similar roles.

The mean figure is the difference between the average of men and women's pay across the whole organisation, while the median is the middle of all the figures once the data is set out in numerical order.

Pay and bonus gap Difference between women and men

	Mean	Median
Hourly pay	35.03%	23.36%
Bonus pay	46.19%	0.00%

This shows our overall mean and median gender pay gap based on hourly rates of pay as of the snapshot date, April 5, 2017. Women's hourly mean pay rate was on average 35% lower than it was for men. Using the median data, women's hourly pay rate was 23% lower than for men. There was a 46% difference between bonuses paid to men and women in 2017.

Proportion of employees receiving a bonus

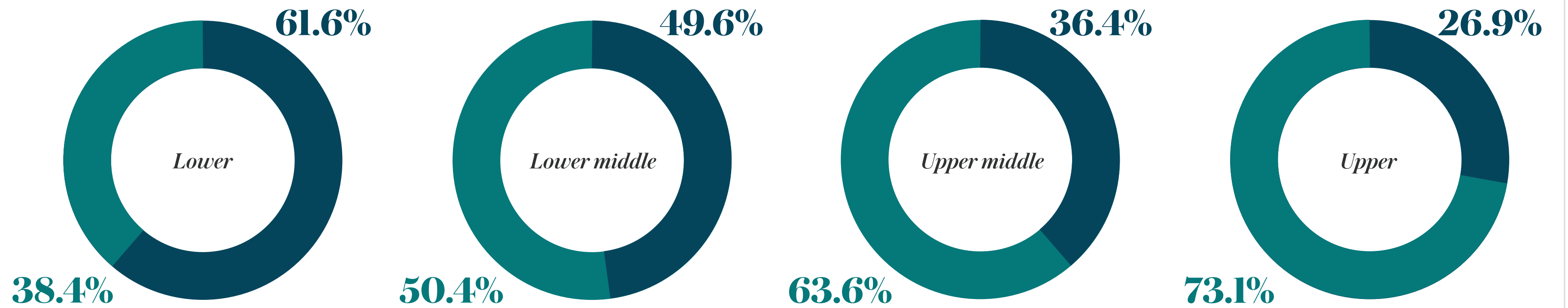


◆ Women ◆ Men

Pay quartiles

◆ Women ◆ Men

Proportion of employees in each pay quartile band



These charts illustrate the gender pay distribution across our workforce in quartiles. This is where our 1,099 employees are divided into four equally-sized populations based on their pay.

Closing the gap

Fostering a diverse and inclusive culture sits at the heart of our aim of achieving a zero gender pay gap by 2025. We will do this by ensuring everyone, regardless of gender or background, is given the opportunity to reach their full potential.

How we will do this

Create a more inclusive culture

Diversity and inclusion is at the heart of our strategy; we will empower our D&I networks to drive positive change. They include Employee Resource Groups for gender, parenting, LGBT, accessibility, black, Asian and minority ethnicity.

Career development

Flexible working is a key priority. We want to create a culture where the default position to requests is yes. We are working with our teams to understand how we can overcome challenges to more easily facilitate job sharing and working part-time.

We want to improve the rate at which women return to work after maternity leave and the length of time they stay with the company. As well as improved maternity benefits, we have recently introduced maternity coaching to support women before

maternity leave, during and after their return. We also provide training to managers on how best to support women on maternity leave.

Reward and recognition

We will continue to benchmark pay to ensure it is equitable in the market across salary reviews, recruitment and promotions; and monitor pay and bonus awards so there is fair and equal pay progression – especially for those in part-time roles.

Attracting the best talent

50:50 gender shortlists were introduced last year, for all roles at all levels. We will also ensure a mix of male and female interview panels and screen job ads for gender bias. Gender data will be monitored across the recruitment process from application through to hire.