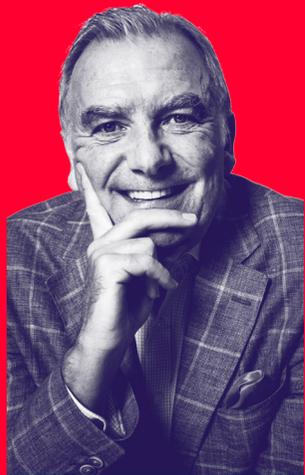


Gender
pay
gap
report
2020/2021

haymarket®

Committed to equality_



Kevin Costello
Chief executive,
Haymarket
Media Group



Celia MacMillan
Director of HR,
Haymarket
Media Group

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

Our values_



Creativity
Great ideas,
well executed



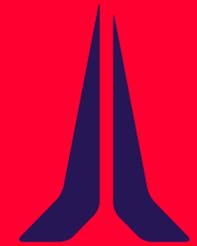
Expertise
Inspiring,
insightful and
independent



Integrity
Trust sustains
our business



Innovation
New ideas
new techniques



Respect
We value
difference

Our female talent is integral to our company's growth and success, recognising gender balance brings complementary perspectives and strengths.

We are extremely proud of the incredible, inspirational women we are lucky enough to work with. A perfect celebration of this was our International Womens' Day conference earlier this year, where we watched a roster of Haymarket women from across our global business come together to discuss and share their own stories around important topics such as women in leadership, women in journalism, upskilling and reskilling, gender bias in media and how we can help nurture the next generation of female leaders.

But we can do more and, whilst 50% of our global workforce are women, we recognise in some areas, like technology, we haven't got the gender balance right and we are committed to changing that.

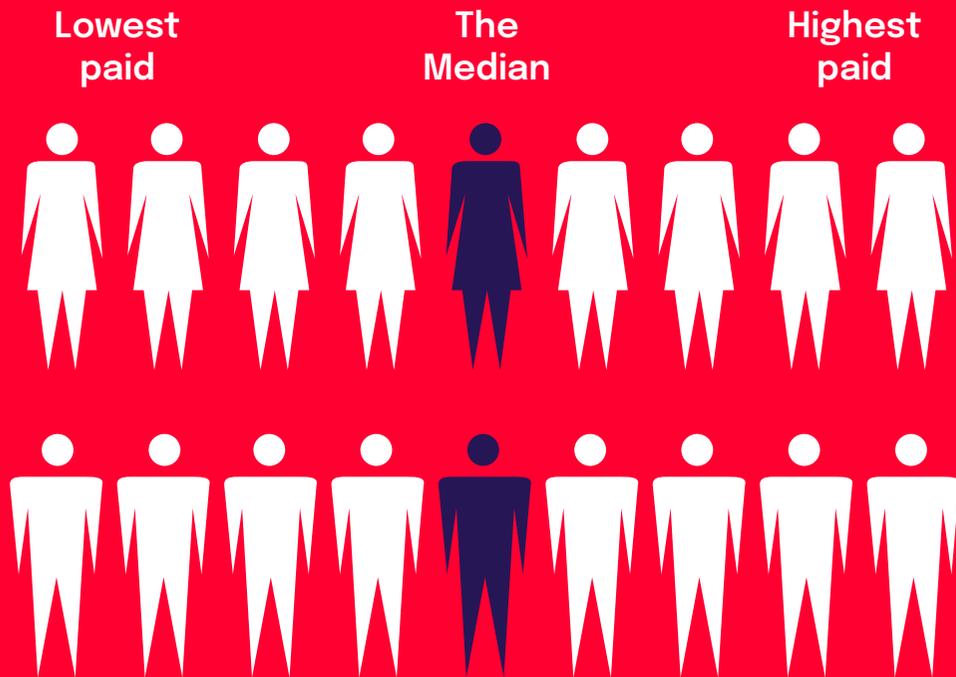
Since the onset of the pandemic, we have implemented extended working hours to give our people the flexibility to balance their professional and personal commitments more effectively. And as we return to the office we are trialing a blended working model, maximising the benefits of working from the office, and remotely.

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 respective 12-month periods ending April 2020 and April 2021.

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



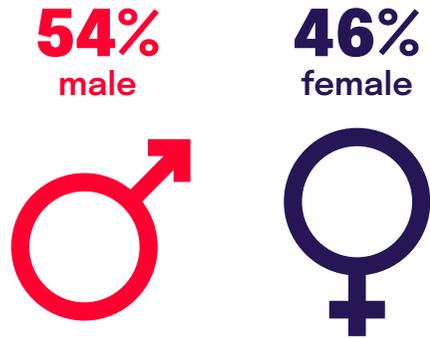
The **median gender pay gap** reflects the percentage difference in pay between the middle person in a ranking of highest to lowest paid women and men, respectively.



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.

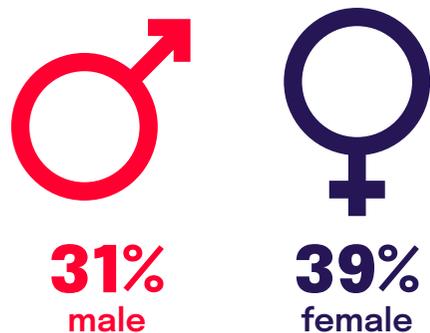
Our 2020 results...

Our workforce is_

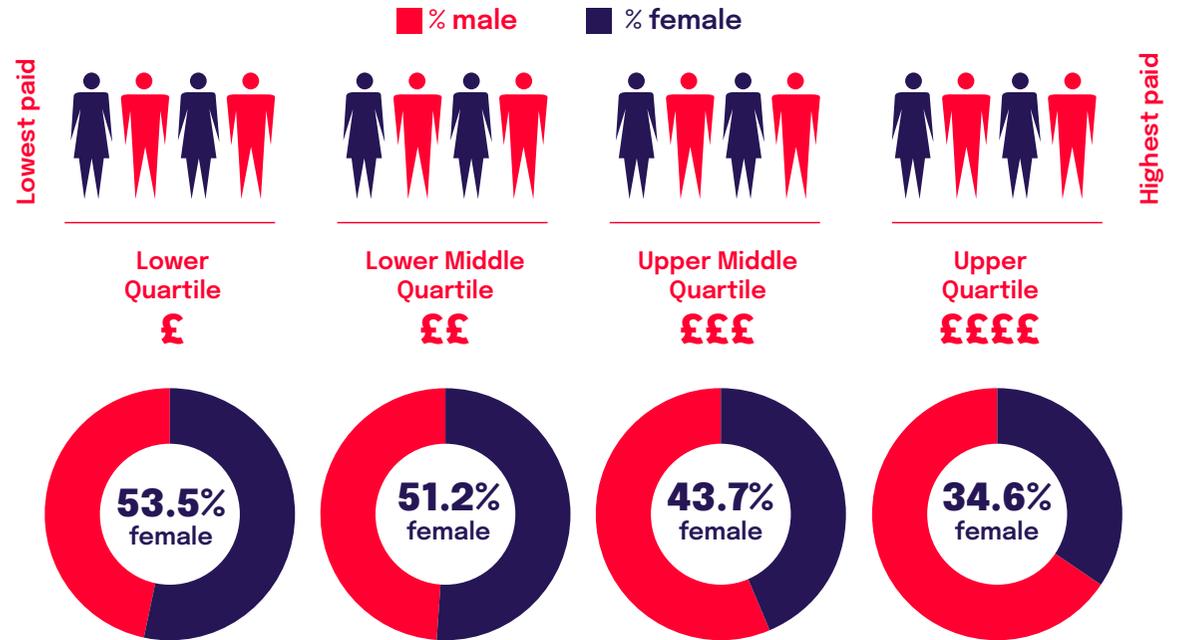


	Mean (Average)	Median (Average)
Gender pay gap	21.7%	14.2%
Gender bonus gap	59.5%	39.1%

% of gender receiving bonus



Haymarket's UK population is 508
There are 199 people in each of the four quartiles



Our mean gender pay gap by quartile is_

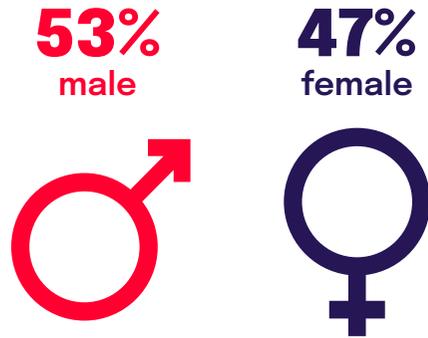


Definition:

Pay_ Salary, bonuses and allowances received, less pension salary sacrifice, pro-rated for contracted hours
Bonus_ Payments in twelve months to 5 April 2018 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

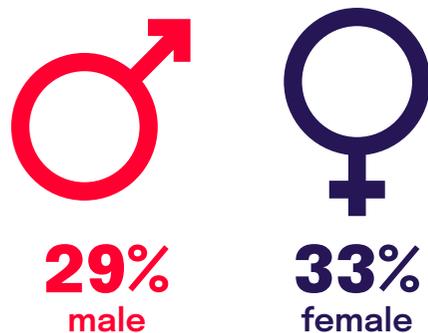
Our results 2021...'

Our workforce is_



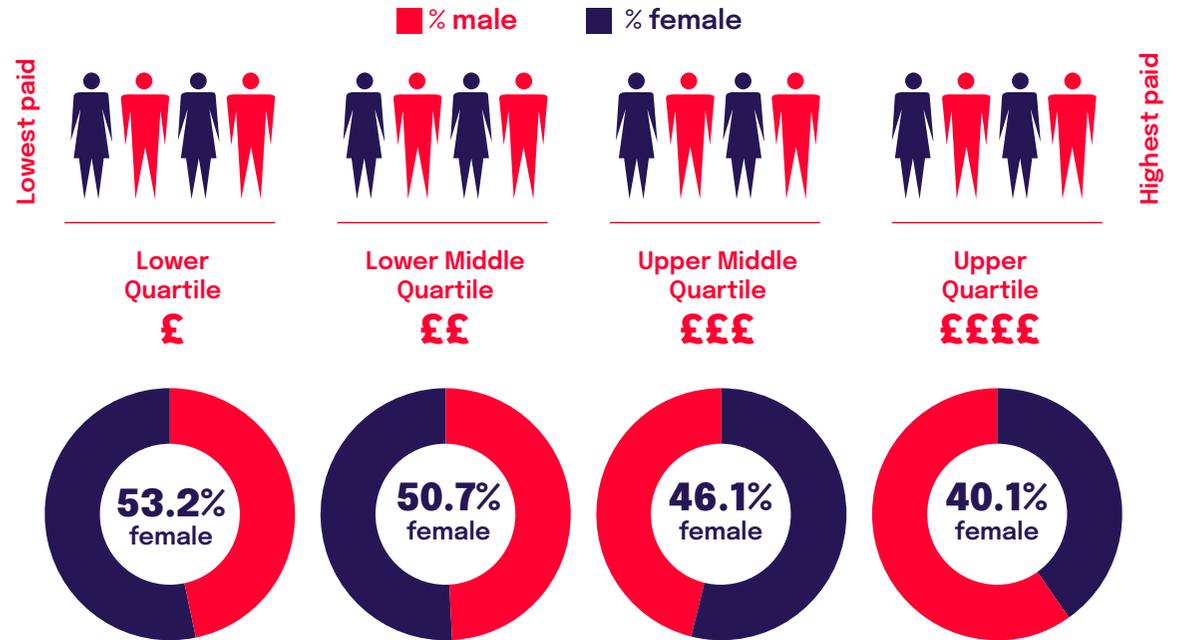
	Mean (Average)	Median (Average)
Gender pay gap	17.3%	7%
Gender bonus gap	66.9%	55.7%

% of gender receiving bonus



Haymarket's UK population is 583

There are 199 people in each of the four quartiles



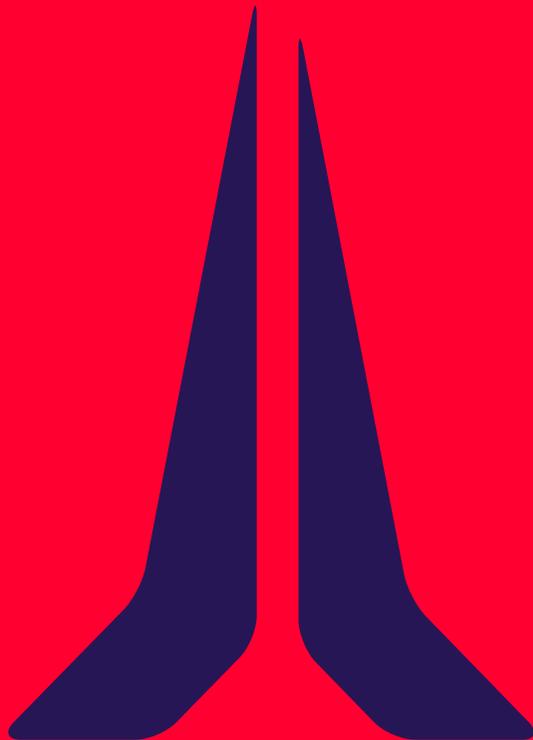
Our mean gender pay gap by quartile is_



Definition:

Pay_ Salary, bonuses and allowances received, less pension salary sacrifice, pro-rated for contracted hours
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What do our results mean?_



As explained earlier the gender pay gap calculations are concerned with aggregate remuneration for the total female workforce versus the total male workforce.

This is different to Equal Pay which compares the remuneration of women versus men 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 in line with the Equal Pay Act.

From a gender pay perspective, in the 12 months ending April 2021, our pay and bonus gaps reflect the fact that women occupy only 40% of our highest-paid jobs, and 53% of the lowest-paid jobs. The most commonly reported statistic is the median pay gap and the total earnings of our women over the 12 months to April 2021, were 7% less than our men, meaning for every £1 men earn, women earn 93 pence. Unfortunately this has widened since our last Report dated 2018. Whilst the average hourly rate for men has increased by 7% in the period from April 2018 to April 2021, the average hourly salary for women has only grown by 4%.

It is important to note the Gender Pay Gap is concerned only with the remuneration of our UK-based colleagues. Right across our international business over recent years we have focused on reshaping the structure and leadership of Haymarket. This has resulted in our hierarchy becoming flatter as we have shifted towards a more federated model. Haymarket Media Group today is made up globally of 7 operating companies, each with their own boards and senior leadership teams. We are hugely proud of the fact that 3 are led by women, and another has a female Deputy MD.

Our UK-based board members (including our global Executive Chairman, CEO & CFO) are 42% female. Reporting into the boards, our UK senior leadership teams are gender-balanced (54% female).

However in this devolved structure, we continue to employ only 3 executives on our Group Board, with a remit across the entire global business, they are our Executive 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 will continue to skew our gender pay gap.

There are other factors at play too and one key one is the appointment of more men than women into highly-paid specialist roles, such as technology. This is not for the want of trying. Another is women in our upper quartiles being excluded from the data due to being on maternity leave during the reporting periods.

Our focus areas_

Our culture_

1.

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 it also inhibits our ambitions to be more diverse. We are committed to attracting, retaining and developing a diverse talent pipeline.

It has always been important to us to hire a diverse range of talent and we continue to implement ways to make our recruitment process completely inclusive. We have recently taken the decision to advertise **all** roles with salary levels and to stop asking candidates for their current salary details and salary expectations.

We continue to enhance our careers site and applicant tracking system, increasing the amount of diversity data collected at each stage of the recruitment process.

We have made significant strides in attracting female talent into senior roles within our technology department. The recent appointment of Laura Squires as our IT Solutions Partner is an example of this.. Laura has worked at Haymarket since 2006 across a diverse range of roles. Since her promotion she has led the setup of our Women in Business stream of our Tech and Digital Academy. As a result of our efforts to date, 23% of our UK technology employees are now women which although above the national average is still pitiful. We continue to only work with recruitment agencies in the tech space who provide us with balanced shortlists and believe this is key to increasing the number of female applicants we are receiving. We have also launched our own Tech and Digital Academy and we are part of the Tech Talent Charter, an initiative aimed at delivering greater diversity in the tech workforce.

We are working hard to reduce the risk of bias from the recruitment and selection process. We have partnered with a variety of organisations, including our own Wonderful Workplaces, to ensure our vacancies are reaching a diverse audience and attracting a broad range of candidates. 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, including tech and Automotive, using tools to ensure our adverts and job descriptions are gender-neutral in tone.

We understand education is key, and we are developing a diverse tech talent pipeline in our local community, working with our partners at The Richmond Upon Thames School and Richmond Upon Thames College. This is part of our Skills Academy, which houses our apprenticeship and upskilling programmes.

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 5 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.

In recent years we have focused on developing an individualised approach to performance conversations. Throughout the last year, we have prioritised the conversation over the process. Our people are empowered to lead their own performance conversations and significant support has been given to all of our people in getting the best out of their conversations.

As we continue to broaden our development offering, each new course is designed with DEI and unconscious bias training at the forefront.

We constantly review our development offer to make sure it is actively helping our female talent overcome barriers. We give them the tools to manage their careers by focusing on skill-building, stretch assignments, resilience and by allocating coaches and mentors. We have launched our learning management platform, My Knowledge, which provides flexible blended learning, including unlimited access to LinkedIn Learning.

Building on the success of our 2020 mentoring programme, where 31 middle managers were paired with senior leaders, we launched a Future Leaders coaching programme in partnership with Circl and Richmond upon Thames college. The programme involved 10 Haymarket employees (6 women and 4 men), including our Group CEO, being matched with a young adult from an underrepresented background. Together they developed and practised key coaching skills including active listening, observation and communication. Everyone came away with a formal coaching accreditation recognised by the Association of Coaching. The programme was a resounding success and we will be looking to replicate it in the future.

We also continue to offer coaching to individuals who would benefit from it and offer return-to-work coaching for individuals on maternity or shared parental leave.

Our management and leadership development programmes expand each year, providing our managers with the tools to lead high-performing, diverse teams.

We have designed a DEI training programme for managers internally which we started delivering in July 2021. This course takes managers through their responsibilities in terms of diversity and inclusion, where their conscious bias lies and gives them tools to support their teams. It also includes a section on unconscious bias with supporting case studies to discuss how to reduce bias in each key management focus area. This programme will continue to run throughout the rest of 2021. After that it will transition to become part of our induction programme for new managers.

Mandatory DEI training for every Haymarket employee will be launched towards the end of this year to focus on bias and how each employee must take accountability to create an inclusive workplace. This too will be part of our new starter induction.

Our culture_



Equity_

As a global business operating in diverse markets, Haymarket is inherently multicultural. Globally we are committed to attracting, developing and retaining talent who reflect the communities we serve.

As part of our commitment we have set up five DEI networks:

- Origin - 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

Each of our networks is made up of people from all levels and across all of our divisions. Together, they set their own agendas and objectives for positive change. Each quarter, our networks meet with our global CEO and Director of People & Communications, to share their goals and ambitions and propose policy changes, new ways of working and initiatives that celebrate diversity and advance education across all areas of diversity and inclusion.

We regularly review our policies and processes to ensure we have the right conditions to enable everyone to succeed.

We are trialling a blended working model which sees all of us returning to the office on a three-day-week basis, providing individuals with greater flexibility on how they manage their working week.

We are proud of our extensive family friendly policy offering. Our working parents programme, smart working, and flexible start and end times give everyone tools to work smartly and help achieve a healthy work/life balance.

This year we have also introduced some new benefits concerned with improving female health, and we are about to launch a new menopause and carers' policy.

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Remarkable content

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