

# Gender and Ethnicity Pay Gap Report

2022

# Inclusion is a strategic focus

As a people-focused organisation, creating an equitable, diverse, and inclusive workplace where everyone, regardless of their gender, race, or background, feels supported, valued and developed, is a key strategic priority for us. As part of this, for the first time this year, we are publishing our ethnicity pay gap report, alongside our gender gap statistics. We believe this is important in terms of transparency and accountability to help eliminate inequalities in the workplace. As one of the few companies who voluntarily publish their ethnicity pay gap, we are lobbying, alongside the PPA for mandatory reporting. We intend to publish ethnicity representation and pay gap data annually to ensure we continue to make progress and to help us identify further areas for action.

**Immediate's gender pay gap for 5 April 2022 is 11.68%**, up from 11.23% in 2021, and below the national average of 14.9%\*. Our gender pay gap is not due to unequal pay between men and women in the same roles, but primarily driven by a lack of female representation amongst our highest paid roles, only a third of our Top 20 earners are female. In addition, we have a higher ratio of women to men in our lower paid roles, this is down over time but we know we need to do more to ensure we have more balanced representation across our business.

**Our median ethnicity pay gap in 2022 was 11.7%**. This is also driven by a lack of representation of people from ethnically diverse backgrounds in our most senior positions, and a proportionately higher number in our lower paid roles.

We are committed to making Immediate more diverse and ethnically representative at all levels of our business. Currently 16% of our people identify as being from an ethnically diverse background, whilst this is below the UK average, there are promising signs we are making real progress here, with a 30% increase in ethnically diverse hires at Immediate since 2020. We will continue the work we've done in this area, as well as introducing new measures to accelerate the process.

## Our commitment

Whilst we have reduced our gender pay gap since we first started reporting our data in 2017, we recognise the measures we've introduced - including increasing our minimum wage, giving those on lower salaries a higher percentage annual pay increase in three of the last four years and initiatives to increase representation across the business – have not closed the gap as quickly as we would have liked.

Similarly, over the last three years, we have actively focused on increasing diversity at Immediate, through strategic outreach and partnering projects and improving our talent recruitment capabilities, but we know we can and must do more.

We are committed to the breaking down barriers which contribute to lack of representation in our business to create a more diverse, equitable and inclusive workforce at Immediate. In order to achieve this, we are setting ourselves targets to have 50% representation of women in our leadership roles and Top 20 paid roles by 2028, and to increase the representation of leaders from ethnically diverse backgrounds to 20% by 2028. In doing this, we want to be open and transparent, and hold ourselves accountable to make real progress to help make Immediate, and the wider industry, more inclusive and diverse.



Tom Bureau  
Executive Chairman  
Immediate Media Co.

A handwritten signature in white ink that reads "Tom Bureau". The signature is stylized and cursive.

# What is the gender pay gap?

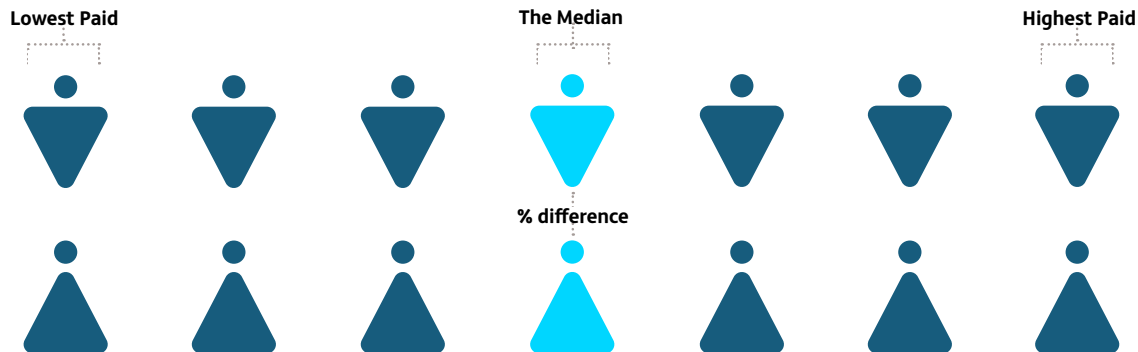
The gender pay gap is the difference between the hourly earnings for male and female employees, expressed as a percentage of the hourly rate of the male employees. The figures in this report are a snapshot of the salaries at Immediate on 5 April 2022.

## Mean Pay Gap

The mean gender pay gap is the difference between the average hourly earnings of men and women at Immediate.

## Median Pay Gap

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all the male and female salaries at Immediate, lines them up in order from lowest to highest, and compares the middle salary of the two. This is widely used as the more representative pay gap measure, because it's not skewed by a small number of people at either end of the pay scale, to provide a more accurate picture of the typical male and female salary at Immediate.



# What is the difference between the gender pay gap and equal pay?

A gender pay gap does not mean a disparity in salaries between men and women in the same role, it is often the result of a gender imbalance in certain roles in a business. Under the Equal Pay Act 1970 and the Equality Act 2010, it is unlawful to pay people unequally because of their gender.

Equal pay is calculated by a comparison of the individual pay-rates of men and women in specific roles, as opposed to gender pay which is a comparison of the average earnings of all men and women across the business.

# Immediate Gender Pay 2022:

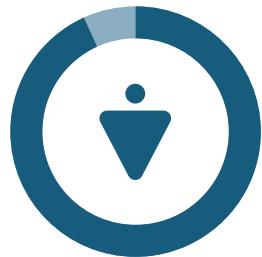
Based on salaries from **5 April 2022**

## Pay & Bonus

	Mean (average)	Median (middle)
Gender pay gap	17.7%	11.6%
Gender bonus gap	59.9%	30.9%

## Percentage receiving a bonus

Quartiles represent the pay rates from the lowest to the highest for our UK.



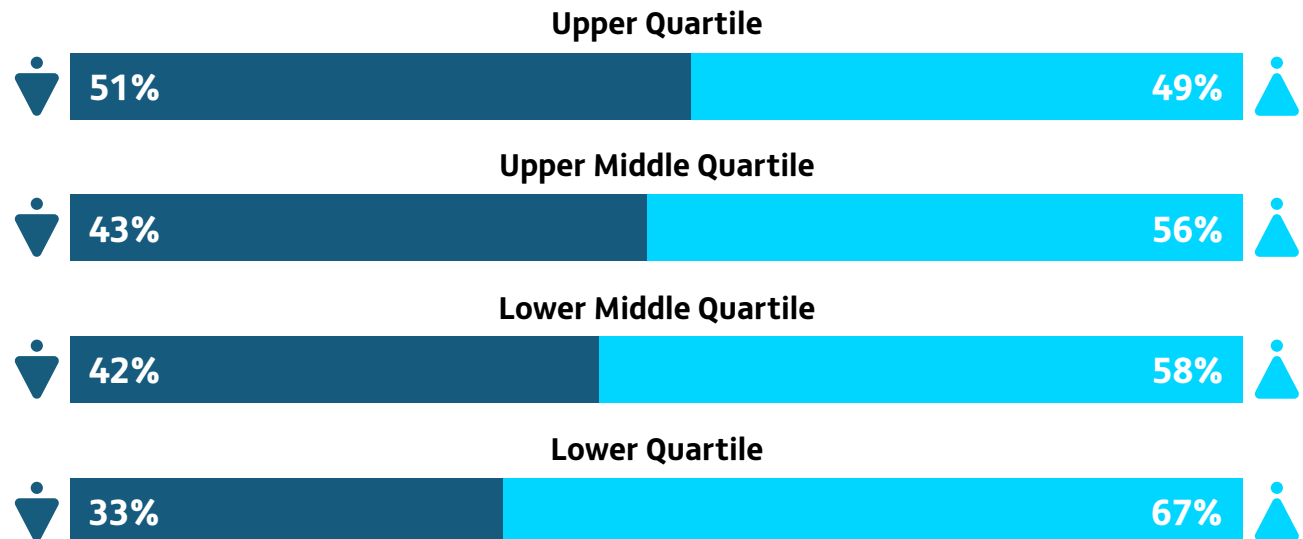
**91.2%**  
Male



**89.5%**  
Female

## Population by pay quartiles

Quartiles represent the pay rates from the lowest to the highest for our UK employees split into four equal sized groups, with the percentage of men and women in each quartile.



# Understanding our data

## Gender Pay Gap

As we have fewer women in higher-paying roles, our mean gender pay gap is higher than our median figure.

In 2022 our mean gender pay gap improved by 1%, as a result of a small increase in females in the upper pay quartile to 49%.

Our median pay gap is caused by a proportionately lower number of women in our upper pay quartile, including the very highest earners, and a disproportionately higher number of women in the lowest pay quartile.

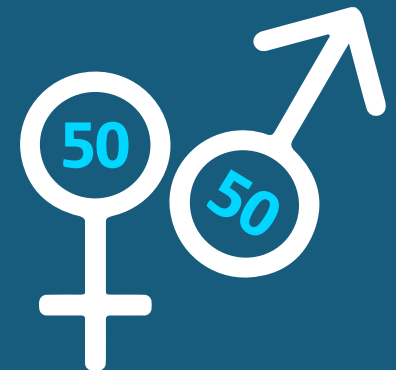
## Mean and Bonus Gender Pay Gap

In 2022 our mean bonus gap has risen to 59.9%, up 15.9% from 2021, this is driven by a higher proportion of men in highest paid roles, who in turn receive higher bonuses.

## Pay Quartiles

We recognise that we continue to have imbalances in the four quartiles, e.g. we have too many females in the lowest quartile and too few in the highest, by comparison to the ratio of females to males in the workplace. One of the key reasons for the imbalance in the highest quartile is the preponderance of males in the highly paid specialist roles, e.g. CEO, CFO and in technology positions.

Both issues impact our ability to reduce the gender pay gap, which is a key area of focus for us.



# What is the Ethnicity pay gap?

Our ethnicity pay gap has been calculated in accordance with Government regulations for calculating gender pay gaps.

The ethnicity pay gap is the difference in the average hourly rate of pay between our white and black, Asian and minority ethnic employees across the whole organisation.

Although we calculate our gap using the categories of ethnically diverse and non-ethnically diverse, we know that the experience, distribution, and individual pay gaps for different ethnic groups can vary greatly.

Due to the small sample size, we have calculated ethnically diverse as a whole, rather than individual ethnic groups, to ensure anonymity. As we increase the number of ethnically diverse people at Immediate, we can expand the level of detail in our reporting. Our figures are based on the 88% of Immediate people who shared their ethnicity details voluntarily, of which 16% identified as being from Black, Asian and minority ethnic groups.

We will continue to encourage our colleagues to share their ethnicity with, so we can gain a more accurate picture of our workforce. We expect to see some fluctuation in results over time as get more robust data. Nevertheless, we are resolutely committed to reducing our ethnicity pay gap.

# What is the difference between the Ethnicity pay gap and equal pay?

Equal pay is calculated by a comparison of the individual pay-rates of ethnic and non-ethnic employees in specific roles, under the Equal Pay Act 1970 and the Equality Act 2010, it is unlawful to pay people unequally because of their ethnicity.

Ethnicity pay gap is a comparison of the average earnings of all ethnic and non-ethnic people across the business. Ethnicity pay gap does not mean a disparity in salaries between ethnic and non-ethnic employees in the same role, it is often the result of ethnicity imbalance across a business.

# Immediate Ethnicity Pay 2022:

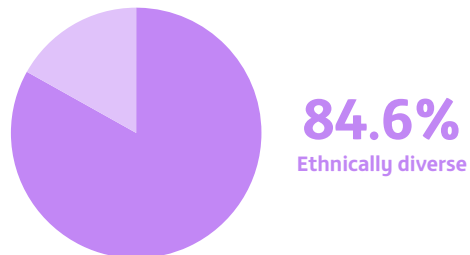
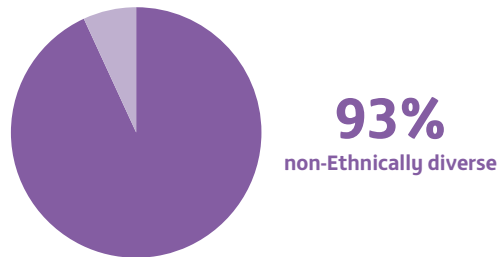
Based on salaries from **5 April 2022**

## Pay & Bonus

	Mean (average)	Median (middle)
Ethnicity pay gap	18.9%	11.7%
Ethnicity bonus gap	57.6%	17.2%

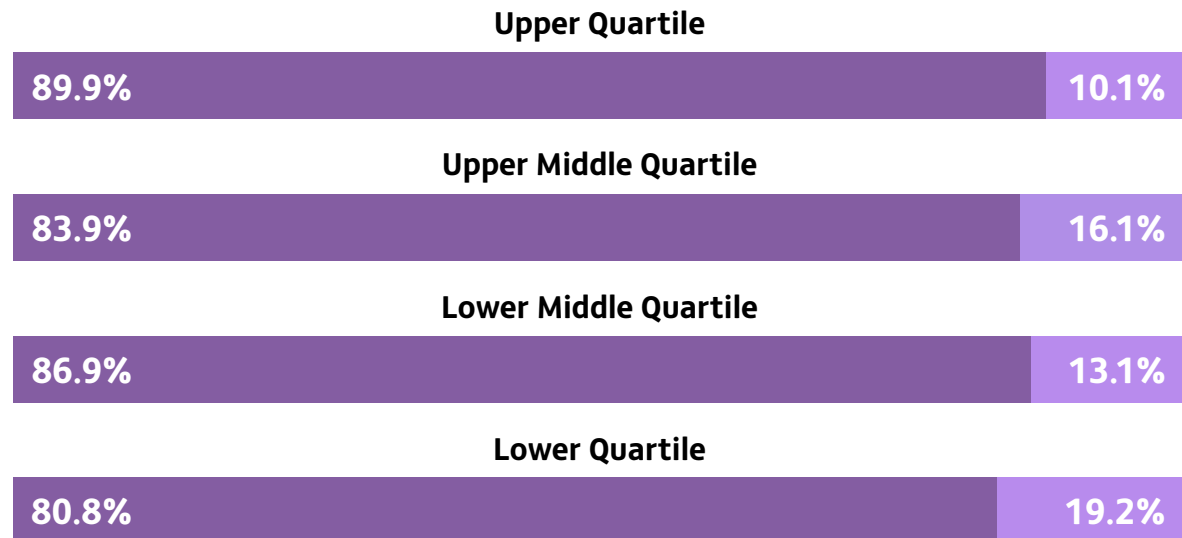
## Percentage receiving a bonus

Quartiles represent the pay rates from the lowest to the highest for our UK.



## Population by pay quartiles

Quartiles represent the pay rates from the lowest to the highest for our UK employees split into four equal sized groups, with the percentage of ethnically diverse and non-ethnically diverse people in each quartile.



# Understanding our Ethnicity Pay Gap data

The median pay gap between ethnically diverse and non-ethnically diverse employees is 11.7% and an 18.9% mean pay gap.

## **Drivers for the pay gap**

Our Ethnicity pay gap is the result of a lack of representation of ethnically diverse in our upper pay quartile (10.1%), combined with a higher proportional representation in our lowest pay quartile (19.2%).

We know we need to do more, to readdress the balance and are committing to achieving 20% representation of ethnically diverse people in our leadership roles and our top 20 paid roles by 2028.

## **Pay Quartiles**

The proportion of Black, Asian and minority ethnic people in the lower quartile is 19.2%, compared to just 10.1% in the upper quartile. Lack of representation through the quartiles, and particularly the top half of the organisation is a key driver of the pay gap.

It is encouraging that we are attracting diverse candidates into the organisation – we have increased the proportion of Black, Asian and minority ethnic colleagues by 30% in the last two years. However, a disproportionate number are in roles in the lower quartile. It is key that we attract more diverse candidates into roles at all levels, including the most senior leadership and management positions.



# What have we done

## Internal Development

- Introduced internal mentoring scheme (86.9% of female participants, and 1 in 3 mentees were subsequently promoted).
- Focus on promoting from within, since Jan 2022 we've had 121 internal promotions, 66% of whom have been female and 15% have been from an ethnically diverse background.

## Bridging the Gap

- Increased our minimum wage.
- Awarded lower earners a 2% additional salary increase.
- Focus on promoting from within, since Jan 2022 we've had 121 internal promotions, 66% of whom have been female and 15% have been from an ethnically diverse background.

## Attracting a broader talent-base

We've continued to invest in our recruitment capabilities and establish partnerships with organisations working with under-represented communities:

- We've increased proportion of diverse hires by a third since 2020.
- Developed partnerships with Brixton ADcamedy, Creative Mentors, Media Trust to offer more opportunities to previously underrepresented communities.
- Partnered with Women in Tech, helping increase female representation our in Product & Tech team by 20% since 2021. Focus on promoting from within, since Jan 2022 we've had 121 internal promotions, 66% of whom have been female and 15% have been from an ethnically diverse background.
- Introduced structured interviews skill-based assessment tasks in our recruitment process to reduce any unconscious bias.

# What have we done

## Creating an inclusive workplace

- We've launched new family-friendly and caring policies, including enhanced our Maternity, Adoption and Paternity policies, alongside new policies Surrogacy, Caring Leave, Fertility Support and Pregnancy Loss, to provide more support and flexibility to our people throughout their different life stages.
- Menopause support: introduced menopause training for managers, provided free access to menopause support app Balance+ to all Immediate people and created our Meno-Pause network group at Immediate.
- We now have seven network groups, with over a third of our people actively engaged with them. The networks groups encourage, support, include, empower, and listen to all voices at Immediate, highlighting issues and challenges to help us create a more inclusive workplace.
- Introduced a comprehensive range of training to help combat gender and racial bias within the workplace, including unconscious bias, trans inclusion, understanding microaggression and Inclusive Leadership workshops.



meno||pause

# Closing the gap - What are we going to do?

## **Accountability**

- Commitment to achieve 50% representation of women in our leadership roles and our Top 20 highest earners by 2028.
- Commitment to increase the representation of leaders from ethnically diverse backgrounds to 20% by 2028.
- Review gender and ethnicity representation for new hires by our senior leaders quarterly, to improve awareness of and address any unconscious bias.
- Join 'Change The Race Ratio' campaign to champion ethnic diversity in British businesses through meaningful action to increase ethnic diversity and create a culture that enables everyone to thrive.

## **Progression**

- Review leadership development options for women and our high-performing ethnically diverse talent, including coaching and mentoring options, to increase representation within the upper quartiles and to support their careers and progression plans.

## **Recruitment**

- All hiring managers will receive an inclusive hiring toolkit/ workshop before they begin the recruitment process.
- Insist on a gender and ethnically diverse balanced list of candidates for all senior appointments
- Partnering with Black Young Professionals (BYP) and Black Create Connect (BCC) to welcome more young Black leaders to Immediate.

## **Continue to create an inclusive and equitable workplace**

- Our well-established network groups will continue to help raise awareness and understanding of the barriers our people may face.
- Introduce mandatory neurodiversity and anti-racism training for everyone.
- Ensure our well-being focus tackles issues that could impact retention and progress for women and ethnically diverse people in the workplace. For eg – supporting women through our Menopause support initiative and contacting and supporting women on maternity leave and female returners.
- We will continue our work with Brixton ad-cademy, Creative Mentor Network and Media Trust to offer more opportunities to previously underrepresented communities.