



Gender & Ethnicity Pay Gap Report 2024



Emerald is resolutely committed to being a leading voice for inclusion and diversity. To us, that means regardless of race, gender, class, religion, sexual orientation, disability, age, income or anything else - individuals deserve and should demand to be equally represented and heard. As such we challenge ourselves, and those we work with, to always do more, and better. Our goal is to create a balanced workforce which reflects the customers and communities we work with.

We want Emerald to be a place where difference and individuality is valued, encouraged, recognised and celebrated.



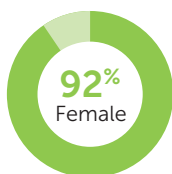
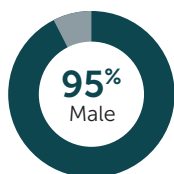
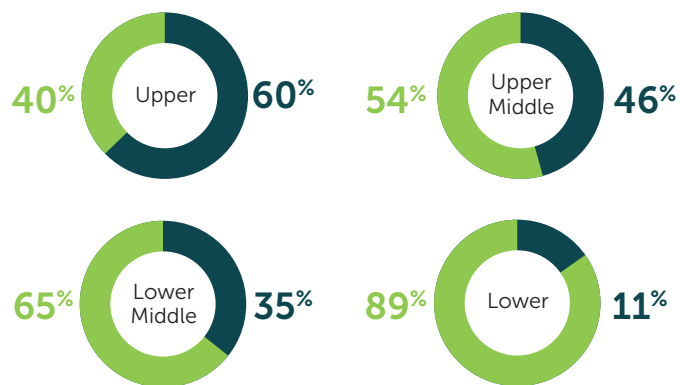
Gender & Ethnicity Pay Gap Report 2024

Our gender and ethnicity pay gap figures

Gender Pay Gap

● Women ● Men

Proportion of men & women in each pay quartile

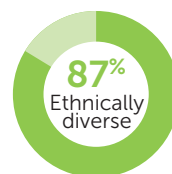
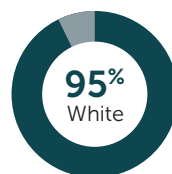
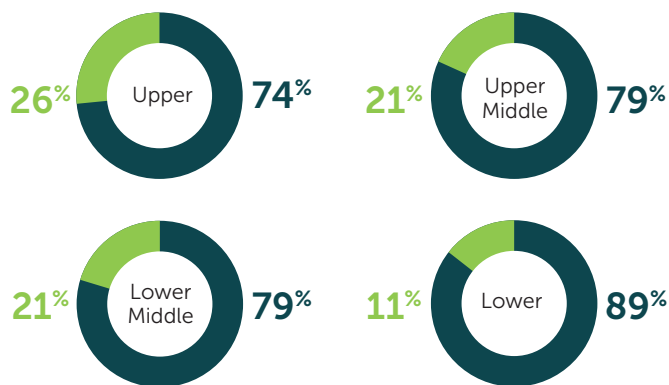


Proportion of men & women who received a bonus payment in the relevant period

Ethnicity Pay Gap

● Ethnically diverse ● White

Proportion of white & ethnically diverse in each pay quartile



Proportion of white & ethnically diverse who received a bonus payment in the relevant period

Pay & Bonus Gap

Difference between men and women	Mean	Median
Hourly Pay	22%	29%
Bonus	18%	28%

We continue to have a higher percentage of females in our workforce and our pay gap is still primarily driven by a higher proportion of females in our lower pay quartiles. We will continue to seek to address this through a range of targeted campaigns and initiatives.

Pay & Bonus Gap

Difference between white and ethnically diverse	Mean	Median
Hourly Pay	4%	-3%
Bonus	39%	28%

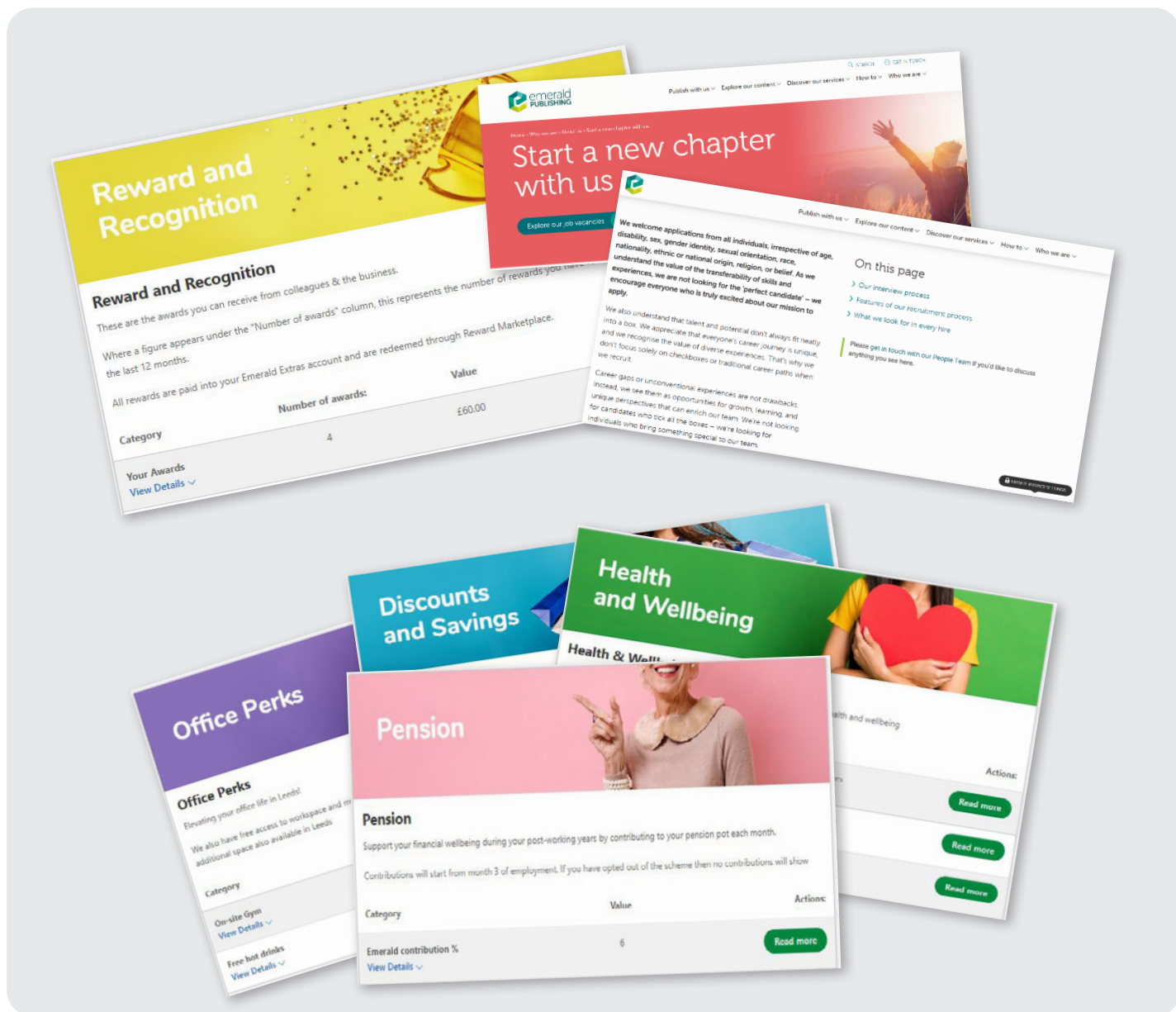
We voluntarily report on our ethnicity pay gap for full transparency and to hold ourselves accountable for improving it. Unfortunately, a large proportion of our workforce have not disclosed their ethnicity to us meaning that these figures are not truly reflective of our pay gap. We continue to encourage colleagues to feel comfortable enough to share this data with us.

We are mindful of the varying factors driving our pay gap, such as fewer males in lower quartile roles, having a majority of males in our Technology team with associated higher salaries, and other factors such as females in higher quartile roles being on maternity leave at the snapshot date. However, we don't make any excuses – this pay gap does not reflect our organisational goals and we are committed to working hard to narrow our pay gap again to the point of balance.



Steps we have already taken

Refreshed our careers website pages – we worked with OpenOrg to bring full transparency to our working practices. This creates a clear understanding of what it is like to work at Emerald for prospective applicants so they are aware that although we may not pay the highest salaries, we offer so much more such as flexible remote working, along with a wide range of benefits.







Introduced salary benchmarking – to strengthen transparency within the business, we use up to date external information to set salary ranges for each of our roles, which are reflective of the market. We have also introduced Total Reward Statements to show colleagues exactly how their benefits stack up, so colleagues get a snapshot of all their benefits in one place – bonus, pensions, cycle to work scheme etc. to highlight that there's more on offer beyond salary.



Improved our development programmes – Through our Ignite and mentoring programmes, we encourage female colleagues to get more exposure in the business and potentially open themselves up to career shifts / promotions.

We recognise that there is no quick fix to closing our pay gaps and, as such, our proposed action plans will be long-ranging. We expect it may take 2-3 years to see the impact of the initiatives we are putting in place to close the gap and at each pay gap reporting window we will monitor our progress and amend our plans accordingly.

Area	How we plan to do this	
 <p>Actively recruit more males into entry level roles</p>	<p>Now: Through outreach programmes we intend to partner with universities and colleges to conduct workshops and seminars highlighting the opportunities and growth in the publishing / content industry.</p>	<p>Next: Launch internship programmes specifically targeted towards male students with an interest in publishing / content.</p> <p>Next: Explore apprenticeships.</p> <p>Next: Explore accelerator programmes.</p>
 <p>Actively recruit more females into higher paid roles</p>	<p>Now: Keep promoting flexible working arrangements that can attract more female candidates.</p>	<p>Next: Launch or sponsor "women in tech" initiatives to encourage more female applicants for tech roles.</p>
 <p>Signpost and encourage shared parental leave (SPL) / carers leave</p>	<p>Now: Simplify the complex subject of SPL & signpost helpful tools such as the .gov calculator to check eligibility and entitlement.</p> <p>Now: Create more awareness of the support / flexibility that Emerald offers to registered carers.</p>	<p>Next: Gather insights from those returning from maternity / paternity to understand their knowledge of SPL and reasons for not exploring it.</p>
 <p>Signpost and encourage formal flexible working for males</p>	<p>Now: Share stories and testimonials from males utilising formal flexible working patterns to encourage more males to do the same.</p>	



We are a remote first business and trust our colleagues to work when and where suits them best. We are a flexified business and flexible working is just the norm for us. When it comes to formal flexible working patterns however, the majority of colleagues making use of them are female and use them predominantly to meet caring obligations, a role which is typically carried out by females and can have a knock-on effect to gender pay gaps.

We intend to signpost and encourage formal flexible working arrangements for males. We want to reduce the stigma of males asking for flexible patterns and highlight the fact that the benefits of working compressed or part time hours are manifold and aren't exclusively for fitting in caring responsibilities.

Here are some testimonials from male colleagues, from different parts of the business and with varying levels of seniority, currently taking advantage of formal flexible working patterns:



Jason Richardson - Talent Development Lead

"I was a single parent and used flexible working to do school runs. This saved me so much money in after-school clubs and enabled me to spend more time with my child while still getting my job done. Now I work compressed hours, so I have an extra day of the week all to myself where I go mountain biking with my friends. It's a protected day away from family and work commitments and is a massive part of my well-being. It really has helped me feel more energised and proactive in work too."



Dan Molesworth - Director of Data

Although initially nervous about asking for a flexible pattern, Dan is now a real advocate and feels it's a great benefit. Currently working 10 days over 9, he uses the extra day off in the week to go running in the hills, take his children to clubs and appreciates having this time off for himself in the week.



Jim Swainston - Data Architect

Changed his working pattern to work 5 days over 4 with Wednesdays off in order to spend quality time with his young children. Beyond childcare, he appreciates other things like having time to get things done around the house. He believes having this mid-week reset has positively impacted both his physical and mental health.



Martin Whiteford - Publishing Development Manager

"From my own experience, flexible working allowed me to focus on my mental health. More specifically, I used flexible working patterns to attend weekly group therapy over a 2-year period. Throughout this period, I felt supported (and empowered) by Emerald, particularly my line managers and immediate colleagues. It was genuinely a life changing experience and am therefore very grateful to work at a company that is committed to staff wellbeing through flexible work arrangements"



Ian Digby - Systems Accountant

"For me, part time and flexible working has huge benefits, for three main reasons":

- 1) Increased productivity
 - 2) Pursuing hobbies for better spiritual, mental and social health
 - 3) As an employee in their 70s stamina is reduced so shorter, but more productive, hours work better
- "I think Emerald has been very courageous and realistic in its approach to office time and I very much appreciate that"



Chris Tutill - Business & Services Development Lead

"I'd originally taken extended/shared paternity leave to look after my son."

"The flexible working pattern that Emerald allows means that I can make meaningful inroads into my work whilst balancing familial responsibilities. I have more energy to focus, and I have found face-to-face meetings and interactions in the new Leeds office that bit more meaningful".



Simon Jones - Finance Business Partner

"I moved to a 9-day fortnight, working full time hours over 9 days and getting every other Friday off. Me and my partner both did this to give ourselves a bit more time for doing the things we really enjoy, being small weekends away for walking our dog and outdoor adventures.

We also both do different volunteering outside of work and this extra time allows us to do this without interfering with our work lives."

"The fact that a gender pay gap persists in our organisation is a disappointment, but speaks to some wider equity challenges in our industry. We need to address these challenges collaboratively, with consistency and authenticity, in order to move the dial. Our action plan has full C-Suite level buy-in, with an aim of reducing our gap year on year to the point of eradication."



I confirm the data reported is accurate.

Vicky Williams

Vicky Williams. CEO

We're looking forward to reporting back in 2025 with news on how our action plan has been working for us.