

Gender pay  
gap report  
2021

# Foreword

The Economist Group is committed to being an organisation that promotes belonging. As an employer, we hold ourselves accountable to champion a Group culture that fosters diversity, equity and inclusion.

In this fifth year of reporting, the UK data shows mixed results with an improvement at the mean but a deterioration at the median. The analysis shows that if variable pay is excluded from the calculation, our fixed pay gap has shrunk by 1 percentage point at both the mean and median.

During the pandemic, with fewer colleagues leaving and fewer new joiners, our number of open roles was almost half of what it was in the previous year. However, even in this context, the proportion of women in senior roles continues to grow, though not with enough opportunities to make a clear positive impact on the gender pay gap.

Our gender pay gap is still significant, and we are working to change it. This is why we continued to publish our gender pay gap data throughout the pandemic, even when the UK compulsory reporting was temporarily suspended. This is also why we have looked beyond the figures in this report.



**Lara Boro**  
Chief Executive  
March 2022

# 1. The UK gender pay gap

(as per UK government reporting guidelines)

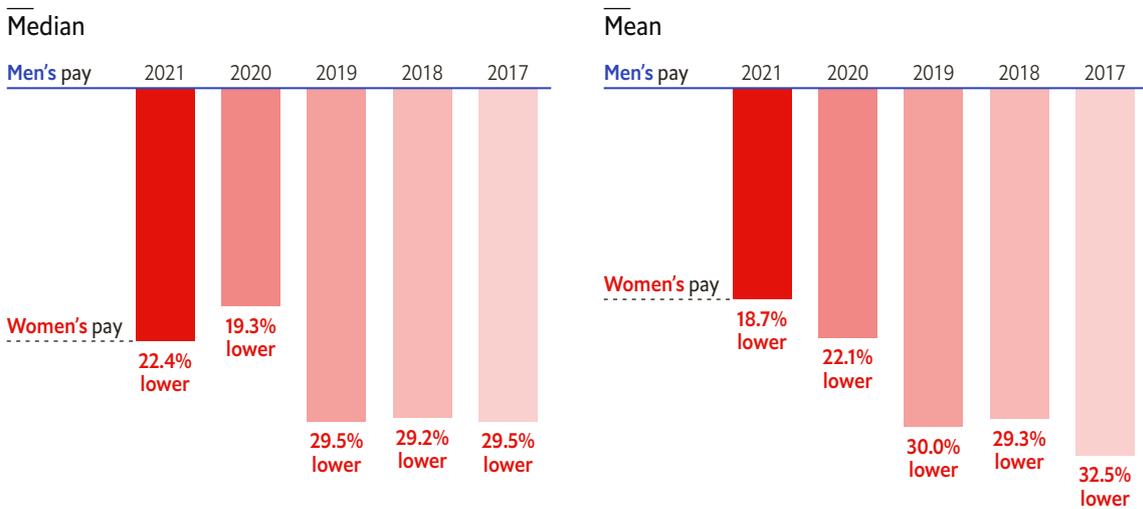
On the snapshot date of April 5th 2021, the Group employed 735 colleagues in the UK (365 women and 370 men), mainly in London and Birmingham including editorial colleagues, marketing, research, sales, technology, consultancy, head office and support functions.

The gender pay gap is calculated by comparing the average pay between women and men across the organisation, irrespective of their role. This is different to equal pay which looks at the average pay of women and men for the same (or similar) work.

Our mean gender pay gap has reduced by 3.4 points. Our median has increased by 3.1 points.

## Gender pay gap

Women's hourly pay rate\* vs men's

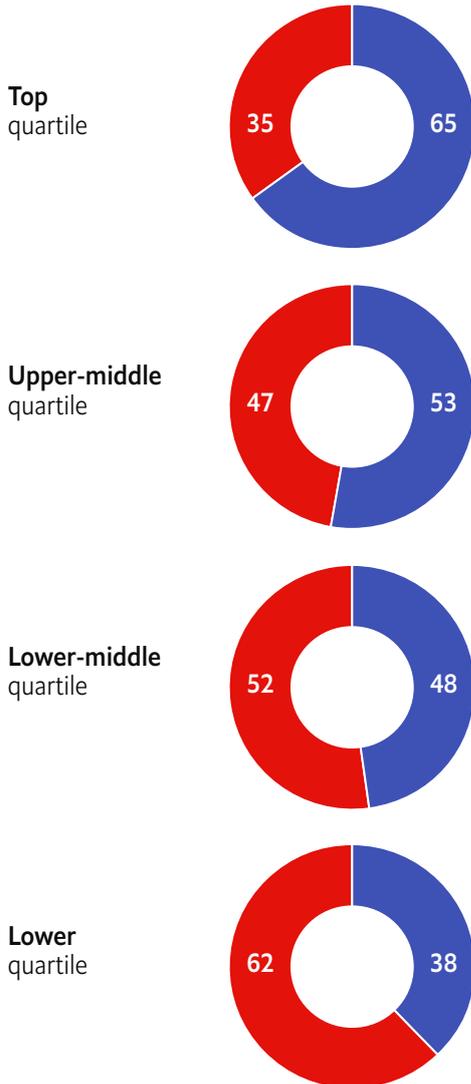


\*The hourly rate for UK government reporting purposes includes salary, allowances and variable pay paid in April  
Source: The Economist Group

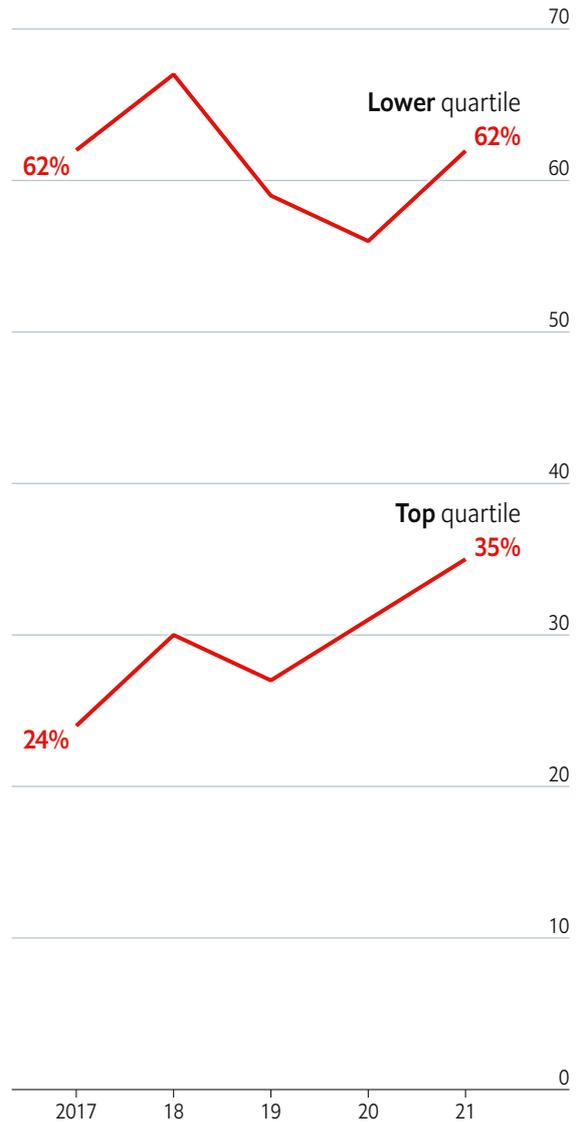
These figures include variable pay such as commissions. If variable pay were excluded, our ordinary gender pay gap (which includes salary and allowances only) shows improvement by 1 point at both the mean and median.

## Pay quartiles

Proportion of **women** and **men** in each pay quartile\*, 2021, %



Proportion of **women** in the top and lower pay quartiles\*, %



\*Based on hourly pay rates in April  
Source: The Economist Group

The proportion of women and men is stable and close to an equal ratio in the lower-middle and upper-middle quartiles. Women are better represented in higher paid roles (4 points improvement this year; 11 points improvement in 4 years) and it continues to be a priority focus. Women represented 41% of our hires in the top quartile this year.

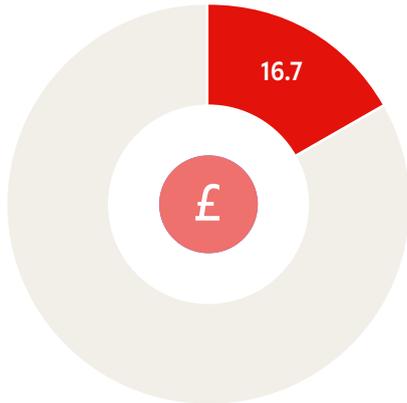
Our lower pay quartile is less balanced than last year which is due to two main factors. Firstly, retention of women has improved, especially in junior roles. Secondly, many junior women have joined our ranks this year and most of the editorial job growth has been in lower paid jobs.

1. The UK gender pay gap (as per UK government reporting guidelines)

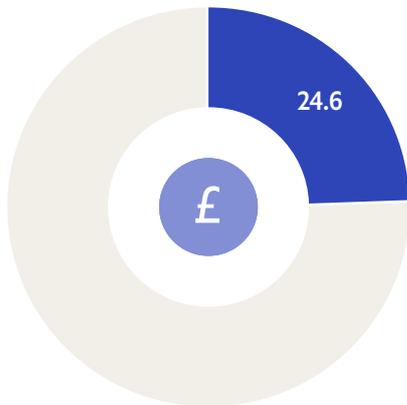
## Bonus pay

Proportion of **women** and **men** who received bonus pay\*, 2021, %

### Women



### Men



\*Based on bonus received during the 2020/21 tax year

†The bonus gap calculation excludes colleagues who did not receive a bonus payment at all during the 2020/21 tax year

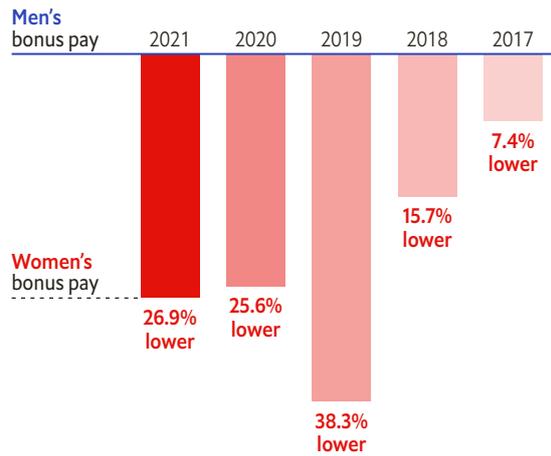
Source: The Economist Group

The proportion of women and men receiving a bonus this year is very similar to last year, as is our median bonus gap. However, for the first time since reporting it, we are seeing a mean bonus pay gap in favour of women. This is driven by payment of shares and/or dividends which are available to our most senior positions and the fact that our top positions of CEO and editor-in-chief are held by women.

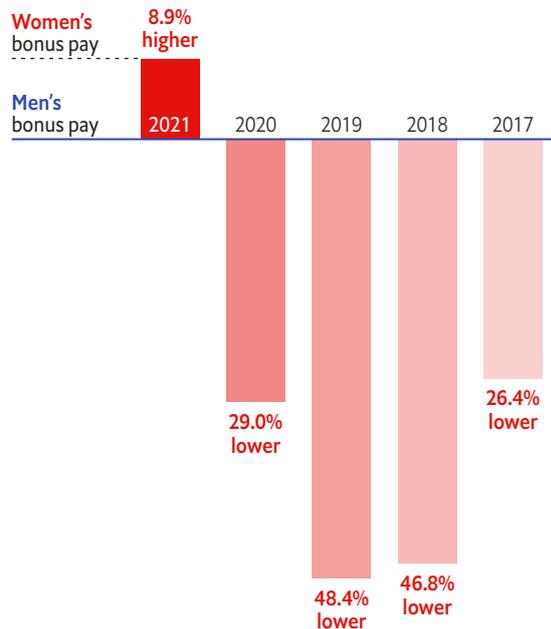
## Bonus gap

**Women** bonus pay† vs **men's**

### Median



### Mean

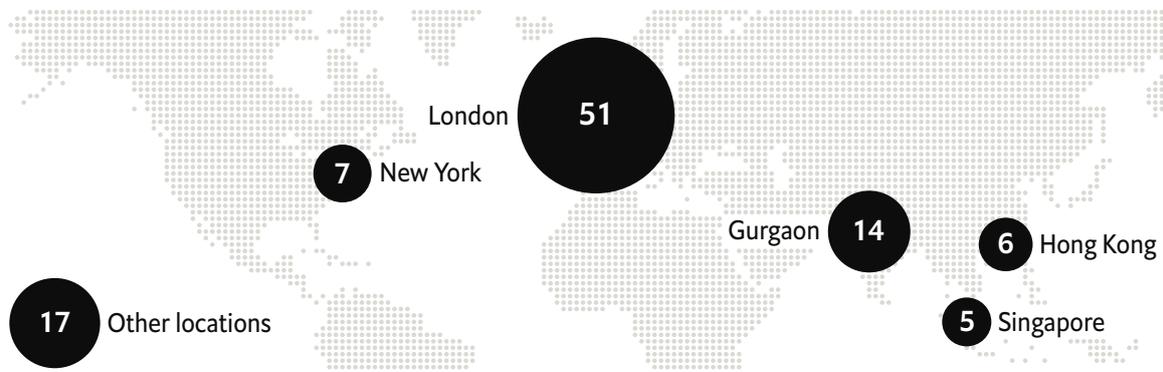


## 2. Global employment and salary patterns

We are conscious of the importance of monitoring change, on a regular basis, at a global level. The following section compares the earnings of our female and male colleagues across our Group, irrespective of their role.

### Main locations

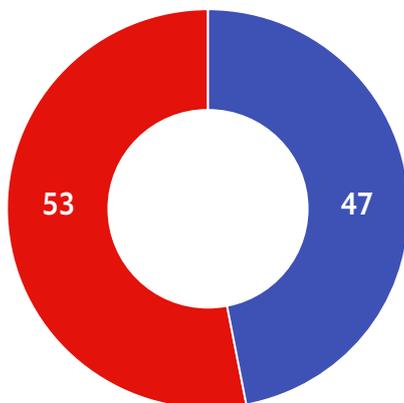
Employment distribution across The Economist Group, 2021, %



Source: The Economist Group

### Global gender balance

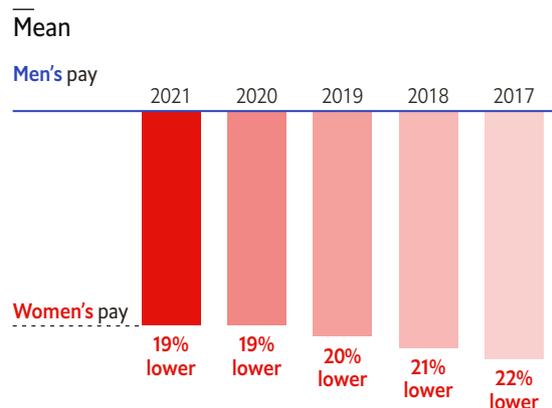
Women and men employment distribution across The Economist Group, 2021, %



Source: The Economist Group

### Global gender pay gap

Women's earnings\* vs men's

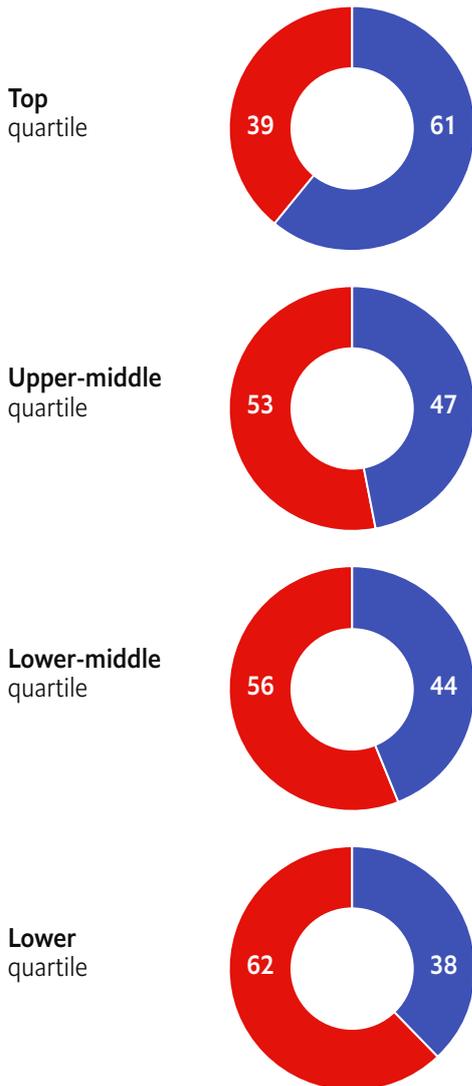


\*Based on annual base salaries, adjusted for purchasing power parity-PPP

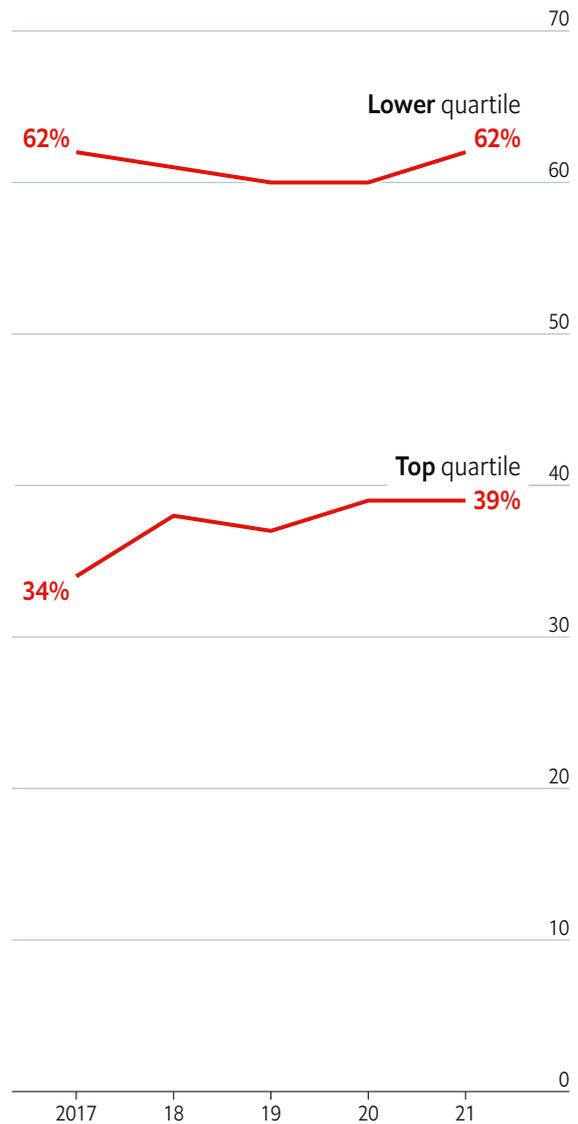
Source: The Economist Group

## Global salary distribution

Employment distribution across each salary quartile\* for **women** and **men**, 2021, %



Proportion of **women** in the top and lower salary quartiles\*, %



\*Based on annual base salaries, PPP-adjusted  
Source: The Economist Group

### 3. Actions taken to improve diversity and inclusion globally

**This section refers to the actions taken within The Economist Group towards the goal of improving diversity and inclusion. Many of the actions and partnerships listed below were suggestions from the Diversity Taskforce, our affinity networks or from colleague discussion with their managers. The Economist's editorial team has taken independent actions appropriate for the newsroom, such as intensifying the search for talent from a wider range of background, supported by specialist organisations, and requiring diverse shortlists.**

#### **The Diversity Taskforce**

Now in its second year, our internal Diversity Taskforce continues to support the development and implementation of our diversity & inclusion strategy, in partnership with skilled diversity and inclusion practitioners, which amongst other priorities helps to close the gender pay gap.

#### **Affinity networks**

In 2020 we launched our Women of TEG network dedicated to supporting, promoting, empowering and recognising our female colleagues by providing a place where they can connect, inspire and learn from one another, both professionally and personally. This sits along other networks which cover broader aspects of diversity such as ethnicity and sexual orientation. We also have a Family network which includes news, information and advice for parents. All of our affinity networks now have executive sponsors.

#### **Talent management**

In recruitment we use a number of specialist job boards that provide access to a diverse pool of candidates across factors, including gender, race, disability and socio-economic status. Our job descriptions are run through a decoder tool to ensure neutrality in wording and we regularly review the accessibility of our job adverts. Our shortlisting process ensures gender-balance and inclusion of under-represented groups. The Talent Acquisition Team has been working hard at developing new partnerships and practices to reach a more diverse applicant pool.

#### **Career progression**

We have launched Degreed, a learning experience platform to help colleagues build skills and knowledge. We are supporting colleagues with resources and guides to build their own bespoke career journeys. The clarity and support in career planning should help lead to more diversity in senior roles throughout the organisation.

#### **Diversity & Inclusion Team**

We have recently recruited our new Head of Talent D&I, who is helping us develop a deeper understanding of the way we work. Amongst other initiatives, we are inviting colleagues to D&I Safe Space drop-in sessions, to discuss diversity and inclusion topics. The aim being to create an informal social space to foster honest, open and candid discussions on this topic.

#### **Training programme**

In July, we relaunched the Differences Matter programme for all new hires. We also launched an 'inclusive leadership' programme covering the 200 top leaders across the Group. Our hiring managers are provided with tools and training to ensure a fair recruitment process.

#### **Colleague feedback**

Our latest engagement survey (November 2021) allows us to compare results by gender and ethnicity and new D&I questions have been introduced. The frequency of those surveys has increased to a quarterly cadence for a part of our organisation to allow us to check-in with our colleagues more regularly.

### 3. Actions taken to improve diversity and inclusion globally

#### Leadership objectives

Leadership Team members, as well as their direct reports, have diversity targets as part of their individual bonus objectives.

#### Tracking progress

We are proactive in setting clear goals to increase equity in opportunities. Our metrics around gender and ethnicity in recruitment are reviewed on a monthly basis. We provide quarterly reports to our business leaders with data on the gender pay gap, as well as on ethnicity and gender, to enable them to effectively evolve our inclusion strategy.

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I confirm our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Gnosoulla Tsioupra-Lewis**

Chief Talent Officer

March 2022

