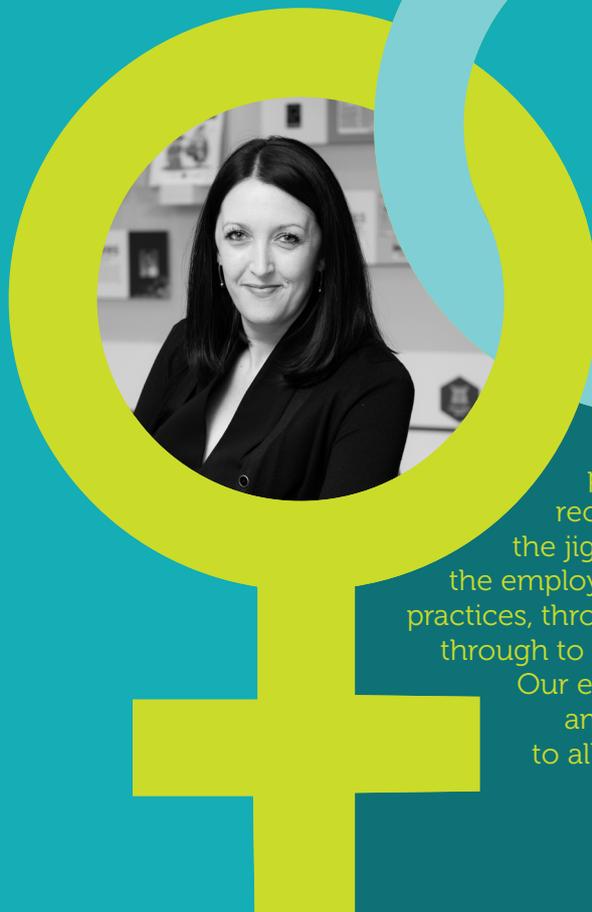


# Gender Pay Gap Report 2019

At Emerald, we are committed to equality, diversity and inclusion and are focused on creating a balanced workforce which reflects the customer and communities we work with. We are passionate about equal opportunities and the fair treatment of our global workforce. We value difference and diversity and our aim is to provide an inclusive working environment for our current and future people, where difference and individuality is valued, encouraged, recognised and celebrated. Individuality is one of the values at the heart of our business and we want all of our people to feel comfortable and empowered to bring their true and whole selves to work.



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Equal pay for equal jobs is a really important principle for Emerald. However, we recognise that pay is only one part of the jigsaw, and aim to look holistically at the employee experience – from recruitment practices, through to flexible working guidelines, through to progressive parental leave policies. Our equality, diversity & inclusion (ED&I) ambitions also reach beyond gender to all aspects of diversity and inclusion, and I'm proud to see the progress we make year-on-year.

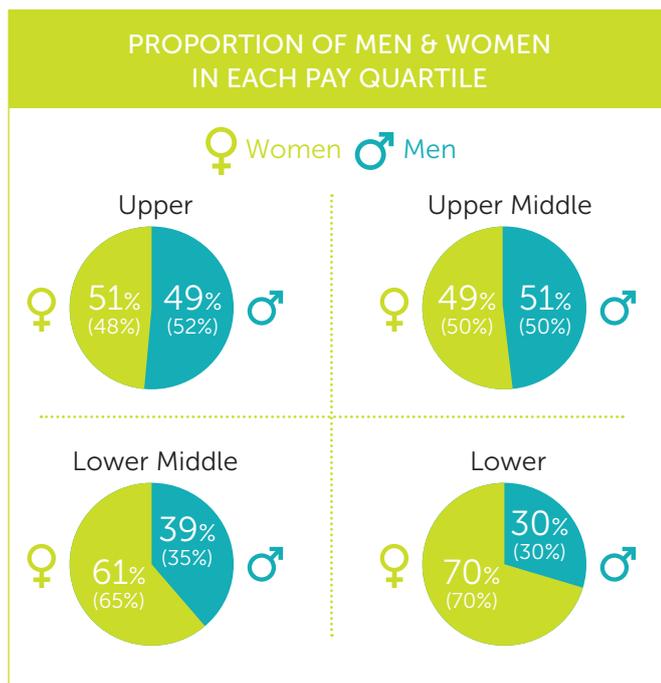
Vicky Williams, CEO

We are dedicated to addressing our gender pay gap through analysis, insight and robust inclusion plans that will be delivered across the organisation.

We are pleased to say we have made good progress on reducing our gender pay gap since we first started reporting in line with requirements, but we also recognise that we still have work to do and we are committed to continuing to focus our efforts on reducing our gender pay gap year-on-year. This report explains our current position alongside exploring our 2020 focus and action plan.

## Current Position

PAY & BONUS GAP		
Difference between men and women (prior year in brackets)		
	Mean	Median
Hourly Pay	12% (15%)	17% (19%)
Bonus	15% (23%)	-7% (15%)



## Our results

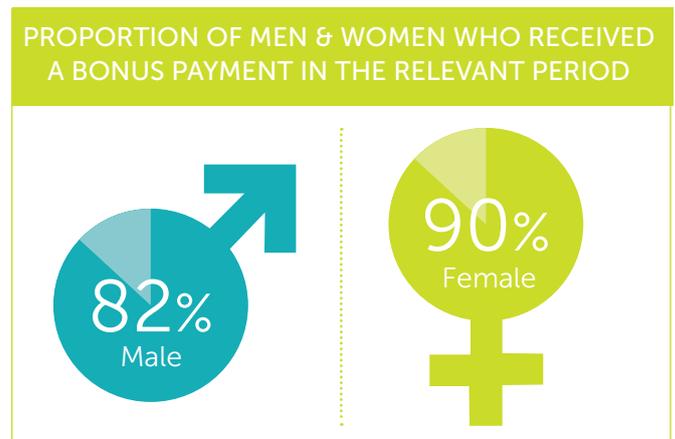
We have a higher percentage of females in our workforce which is typical of the scholarly publishing industry. This is not an equal pay issue. Our gender pay gap is primarily driven by a higher proportion of females in our lower pay quartiles. We are seeking to address this through a range of targeted campaigns and initiatives, described overleaf.

We continue to build on, and make progress in a number of areas and are pleased with the number of women that hold leadership positions within our business. We will continue to encourage gender diversity across all areas of our business however, and in particular within many of our larger teams. Gender diversity works both way so we will be encouraging more females to join our Technology team and more males to join our Publishing team.



Our median bonus gap has taken a turn this year and decreased considerably. This is reflective of:

- More females than males receiving higher performance ratings and therefore higher bonuses
- Females receiving higher commission payments than males



MEDIAN PAY GAP BY QUARTILE (prior year in brackets)

	Favourable to women	Favourable to men
Upper	-3% (11%)	
Upper Middle		+1% (7%)
Lower Middle	-1% (11%)	
Lower		+3% (1%)

# Our action plan

Emerald is committed to gender balance and equality and has been demonstrating this for a number of years. In 2016 Emerald Publishing CEO Vicky Williams launched STRIDE, our internal equality, diversity and inclusion programme. Initially, this was launched as a women in leadership programme but over time this has evolved to have a wider ED&I remit exploring opportunities, sparking conversation and organising company-wide events, initiatives and development.

We are proud that we have a very even gender split at director and senior management level (50:50) at Emerald. We are focusing our efforts on extending this gender balance across all levels within our business. We believe that achieving this balance will help us to positively influence our gender pay gap. We are working hard to understand the reasons why we have more female colleagues in our lower quartiles alongside exploring ways we can positively influence this.

AREA	WHAT WE SET OUT TO ACHIEVE	PROGRESS MADE
<p>Better support for parents &amp; carers</p> 	<ul style="list-style-type: none"> <li>To make taking time away from the business to care for children or loved ones easier.</li> <li>To actively look at ways to further support our parents and carers to ensure they still feel valued and able to take advantage of any opportunities that arise during their time away from the business.</li> </ul>	<ul style="list-style-type: none"> <li>Introduced a carer and foster carer policy including entitlements of additional paid leave</li> <li>Signed the Employer with Heart Charter showing our commitment to provide additional support for parents of premature babies</li> <li>Trialled "returnity" to help parents ease back into work after significant periods of parental leave.</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>Explore the benefits of introducing a carers network to further support employees with care responsibilities</li> <li>Continue to develop our returnity programme</li> <li>Promote shared parental leave and share success stories where appropriate.</li> </ul>
<p>Improve our recruitment processes</p> 	<p>To continue to make improvements to our recruitment process with the aim to raise awareness of potential bias as much as possible, not only in relation to gender, but to all protected characteristics.</p>	<ul style="list-style-type: none"> <li>All adverts are now run through a gender bias checker</li> <li>Unconscious bias training has been completed by managers.</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>Moving to anonymous applications to reduce opportunities for bias</li> <li>Moving 1st stage interviews from face-to-face to telephone to further reduce opportunities for bias</li> <li>Explore the introduction of shortlisting targets for some roles</li> <li>Explore the introduction of balanced interview panels</li> <li>Continue to roll out unconscious bias training.</li> </ul>
<p>Clearer routes of progression for women</p> 	<p>From the 2019 quartile analysis it is clear that to make improvements here, our focus needs to go beyond creating clearer routes of progression for women. This brings a range of actions including attracting more men into entry level roles. As such, this action point will be renamed to 'Improve gender balance in lower quartiles'. Internal personal and professional development is important at Emerald and we are exploring progression opportunities and paths for all colleagues. 2020 sees the launch of 'Ignite', a programme focused on celebrating the opportunity for learning, personal development and professional growth.</p>	<ul style="list-style-type: none"> <li>Explore apprenticeships to get women into digital roles.</li> </ul> <p><b>Next Steps</b></p> <ul style="list-style-type: none"> <li>From the 2019 quartile analysis it is clear that we need to focus on attracting male employees into entry level roles within our business and we are exploring how we can do this. Internal personal and professional development is important at Emerald and we are exploring progression opportunities and paths for all colleagues. 2020 sees the launch of 'Ignite', a programme focused on celebrating the opportunity for learning, personal development and professional growth.</li> <li>Alongside this, we also continue to explore apprenticeships and the opportunities these could bring. We have begun to address this through partnering with a university to run an annual Emerald Education Day targeted at publishing students. This is a day we are particularly keen to encourage males to attend.</li> </ul>

**NEW FOR 2020!**



**CONTINUED EVOLUTION OF FLEXIBLE WORKING**

We want to continue to evolve flexible working to empower our people to choose a way of working that suits them best.

**NEW FOR 2020!**



**FURTHER WORK TO UNDERSTAND OUR DATA**

We want to focus our energy on more in-depth analysis on the demographics of our workforce. This will aid in evidence based decisions and recommendations.

**NEW FOR 2020!**



**EVOLVE OUR ED&I STRATEGY**

ED&I has been identified as a strategic priority in our business and we are working to improve our vision and plans and become a thought leader in our industry.

## Our people



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I have worked in Publishing for 11 years and have been at Emerald for 3 years. The world of academic publishing is constantly changing and I have appreciated the many opportunities for professional and personal growth I have had in a dynamic industry.

I have personally seen the benefit of learning and developing in an inclusive industry and have enjoyed being managed by a fantastic range of publishing staff of all backgrounds who have helped me to progress to my current role.

I really would encourage anyone to consider a career in this industry, and in particular would advocate that more men are open to seeing publishing as a potential career path for them. I have worked to launch our annual Education Day, which sees us welcoming 30 MA Publishing Students at Emerald to showcase what we do and the opportunities we offer. I have also spent time working as part of the STRIDE team which has given me the opportunity to directly influence and contribute to the great work we do internally on equality, diversity and inclusion.

Niall Kennedy, Books Senior  
Commissioning Editor



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I have always felt supported in my career progression at Emerald. The company promotes flexible working and this has allowed me to continue my career progression alongside motherhood, in fact I applied for and was successful for a promotion whilst I was out of the business on maternity leave. I am empowered to manage my time and work and am so grateful for being able to balance my ambitions alongside being a present parent.

Sarah Boyd, Head of Digital Experience



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Emerald is confident that men and women are paid equally for doing equivalent jobs across our business. The differences in pay highlighted in this report are primarily driven by a higher proportion of females in the lower 2 pay quartiles, although we are pleased that this has reduced slightly this year and our action plan focuses on improving this further. We are passionate about equality, diversity and inclusion, as highlighted by our internal STRIDE programme and other work in this important area.

We have made good progress and have a clear plan to close our gender pay gap. We are proud of the work we have already done and know there is much more to do. We are committed to doing all we can to ensure our business is inclusive, diverse and an organisation that people are proud to work for.

I confirm that the data reported is accurate.

Richard Bevan, Chairman