THE GENDER PAY GAP
Exterion Media Report 2018
Introduction

At Exterion Media we are committed to building an inclusive, diverse and gender balanced workforce throughout our business.

We believe that gender should not affect career opportunities, work experience and ultimately pay.

At the time of writing this report, 2018’s national average pay gap was 17.9%. At Exterion Media we are tracking in line with the national average, and although there are some anomalies, due to lots of changes in 2018, we believe that we can do better than this and recognise there’s still work to do in this area.

We are truly focussed on benchmarking our roles, ensuring that our people can expect fair pay for the work they do here.

We are passionate about making a difference now, and in the future to gender balance. We recognise that we have areas within our business that are mainly occupied by men, such as our operational teams, and that it’s going to take time to improve our gender split in these areas. That’s why we want to make a difference for the long term by engaging with females at an early age to help shape their future.

Through our partnership with the Girls Network and our Apprenticeship scheme, our aim is to inspire young women who are at school or just starting to think about their careers, to enable them see a range of opportunity in areas they may not have considered before. Reducing our gender pay gap is not just about improving the statistics for this report. We believe that by reducing our gender pay gap and by having a gender balanced workforce we will widen our talent pool, bring a wealth of experience and different perspectives into our business, enhance collaboration and team working, improve our retention, reflect the makeup of our customers and clients and ultimately grow our business.

We are creating an environment at Exterion Media where our employees, regardless of gender or background can learn and grow. In 2018 we delivered more accessible and value adding learning and development than ever before – we introduced LinkedIn learning and our focus on mental health along with the launch of our management development programme has laid the foundations for us to continue to equip and develop our people with the skills and behaviours to fulfil their career ambitions.

The data in this report is accurate as of a snap shot date of 5 April 2018 and has been approved by Exterion Media’s UK Managing Director and People & Culture Director

Jason Cotterrell
Managing Director

Karen Rumble
People and Culture Director
What is the Gender Pay Gap & How is it calculated?

Not to be confused with equal pay which relates to the right for men and women to be paid the same when doing the same, or equivalent work. The gender pay gap is the difference between the gross earnings for both men and women across an organisation.

Because different jobs pay differently and the number of men and women performing these jobs varies a gender pay gap exists.

**The Median**

When we order both our men and women’s hourly rate from lowest to highest the median would be the hourly rate in the middle.

**The Mean**

We add up all our men’s hourly rate and all of our women’s hourly rate and take the average for both.
Our Results

Gender Pay Gap

In 2018 we published our first gender pay report for 2017 which reflected a mean average of 12.58% against a national average of 18.1%. This year our report reflects an increased position of 17.2%. Now on the surface this is incredibly disappointing but there’s a number of anomalies that explain this.

2018 saw a lot of change for Exterion Media, we saw our Chief Executive Officer and Managing Director both change, this meant a period of transition (and salary cross over) during the reporting period of the 1st April 2017. Without these salaries included (as they are no longer part of Exterion Media) our position as of March 2019 is 13.2% which is much more in line with our month on month position, although still an increase on 2017’s report.

Gender Bonus Gap

This report also looks at the difference in bonus payments received.

Our bonus data tells us that more of our bonus eligible women received a bonus last year in comparison to our bonus eligible men. This means we are reporting our women earning 31.9 % more on the mean difference in comparison to our men.

However when we look at the median bonus payment, this shows that the mid point is slightly higher for men than women.

Our calculations are based on 418 employees as of 5 April 2018 and show a gender split of 150 women and 268 men.

<table>
<thead>
<tr>
<th>Difference between men and women</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Pay Gap</td>
<td>17.2%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Gender Bonus Gap</td>
<td>-31.9%</td>
<td>8.5%</td>
</tr>
</tbody>
</table>

Of those eligible what percentage of men and women received bonus?

- Men: 27%
- Women: 30%
Our Results

At Exterion Media we currently employ more men than women, this is reflected within each of the quartiles and the percentage split of men and women in each.

In order to reduce the gender pay gap we need to address this imbalance across the business, providing the right business environment to support a gender balance in all roles from administration roles to working on the Underground at bus depots and in senior leadership.

Over the next couple of pages we highlight some of the initiatives that we have undertaken that we think will help address the Gender Pay Gap.

**Proportion of women and men in each pay quartile**

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower quartile</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>Lower middle quarter</td>
<td>38%</td>
<td>62%</td>
</tr>
<tr>
<td>Upper middle quarter</td>
<td>36%</td>
<td>64%</td>
</tr>
<tr>
<td>Top quarter</td>
<td>27%</td>
<td>73%</td>
</tr>
</tbody>
</table>

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- Female
- Male
What we’ve been up to

We’ve been busy working on a number of initiatives which will ultimately drive positive change to our gender pay gap. These initiatives focus on all stages of our employee lifecycle from how we attract, recruit, retain and develop a gender balanced workforce.

We’ve also been involved with internal and external events which support and highlight the necessity to develop women in the work place. So, here’s what we’ve been up to…

**Balance**

In 2018 we began working with a number of Out-of-Home [OOH] agencies and media owners to focus on the diversity in our sector. 2018 saw a focus on gender balance with regular events hosted on this topic with an aim to make change on a much wider scale. Participation in this group lead to Exterion forming an internal group which will continue to support on key activities when it comes to gender balance and other areas of diversity and inclusion at Exterion Media such as Unconscious Bias training for all UK employees.

**The Girls Network**

We believe that the Girls Network are doing amazing things with their mission that ‘all girls should be supported to realise their ambitions, to discover their self-worth, and to develop their capacity to shape their world and their future’. We’ve trained 10 of our women to become external mentors to girls aged between 14-18. It’s a great opportunity for some of our women to learn a new skill and make a positive difference to our local community, and whilst this doesn’t impact our gender pay gap right now, we feel that supporting girls at an early age will have a greater positive impact on this issue in the future.

**Management Development**

In 2018 we launched our management development programme with the objective of driving consistent behaviour and skill application, in alignment with our values, across our people managers.

Currently our management population is made up of 34 women and 57 men which highlights there is still work to do to address this imbalance however; we’re confident that with the introduction of our Management Apprenticeships, along with the focus on balanced recruitment, we will see a change in the gender makeup of our managers.
What we’ve been up to

Recruitment and Promotion

We have been working closely with our network of recruitment agencies to provide us with diverse shortlists to support with improving our gender balance and diversity. Of our newly appointed employees in 2018, **56% were women**.

We’ve also seen a positive improvement with our internal promotions of the 50 people we promoted, in 2018 27 of these were women. This is a positive step to redressing our gender balance and our female employees seeing, feeling and believing that they have the same opportunities to progress as our men.

Apprenticeships

One area where we have already made a difference to gender balance is our apprenticeships. Currently we have **9 women and 7 men** on our apprenticeship schemes which run in different areas across our business. Of those numbers we have 4 women on our Level 5 Management scheme and 3 men.

We’ve been encouraged at the number of women in our business putting themselves forward for accredited apprenticeships to support their career development.

Flexible Working

Everyone in our business has the opportunity to request flexible working. We understand that for a lot of females, juggling work and home life can be particularly challenging, especially if your returning from maternity leave. We will be working with our teams to see where part time work or job shares can enable women to return to work and continue to develop their career.