

**ARCHANT** } GENDER PAY GAP REPORT 2021





Archant is a privately owned media company founded in Norwich 171 years ago. We operate over 140 local, regional, and national brands together with fully integrated marketing services for over 37,000 commercial customers.

As a business we believe all employees, regardless of their identity, background or circumstance deserve the opportunity to develop their skills and talents to their full potential, work in a safe and inclusive environment, be fairly rewarded and recognised for their work and have a meaningful voice on matters that affect them.

Over the past two years, in addition to responding to the COVID emergency and managing the impact on our business, our organisation has seen major change in its structure and direction.

In 2019 we embarked on a major transformation which focused on putting our customers at the heart of the business by ensuring we had a suite of products and services which we believe enables them to grow and prosper, by achieving their marketing aims.

At the end of 2019 we outsourced our print operation to News Printers UK which affected 100 staff.

During 2020 the company successfully completed a CVA, and Archant Community Media Limited has remained a trading entity throughout the process. Since Q4 of 2020 the company which is now owned by Rcapital and is trading successfully and is on track to meet its financial targets. The challenges of 2020 have also meant the business is leaner and more efficient in terms of pivoting to new opportunities.

Archant Community Media has continued to be innovative and forward thinking, acquiring new customers, and working alongside partners such as Google on exciting new projects to reinvigorate the way in which audiences consume content.

We have worked hard to support our audiences, winning awards for our crusading investigative journalism. And we have continuously supported our colleagues with mental health training, recognition activities and an internal communications strategy that won Gold in the International Employee Engagement Awards.

In March 2020 Archant appointed its first female CEO – Lorna Willis who has been with the business for 11 years and, over that time, has led several functions, including Digital, Data and Insight and most recently, as Chief Client Officer, our commercial teams, with responsibility for all customer revenues.

She is a passionate champion of women's career development and is firmly focused on achieving a gender balance across the Archant workforce.

Regarding gender pay, our achievements this year include:

- The reinvention of our magazine division. This major business unit, integral to our overall organisation, now employs a management team of which 70% are female. All appointments to managerial positions in 2020/21 have been women, including two senior leadership roles.
- 68% of salary awards through 2020/21 were to women. This includes promotions.
- The introduction of an agile working framework, enabling colleagues the opportunity to select a working pattern aligned to their lives. We believe this will help us attract and retain talent and will have a bigger significance for women in achieving a better work / life balance, providing both a practical tool and encouragement that they can grow their careers with Archant.



## THE NUMBERS

Total employees:

**644**

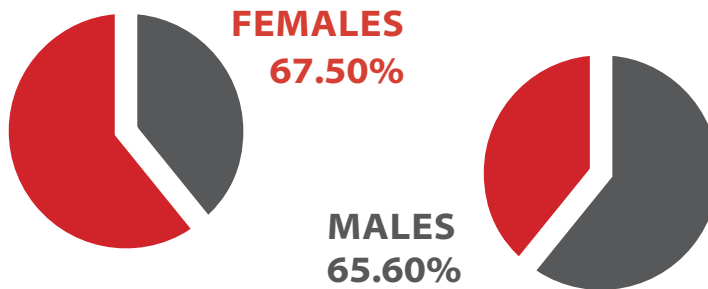
**42%** female  
**58%** male

staff included in gender pay gap data

**214**

staff excluded due to furlough, maternity,  
and long term sick

The proportion of females and males  
receiving a bonus payment:

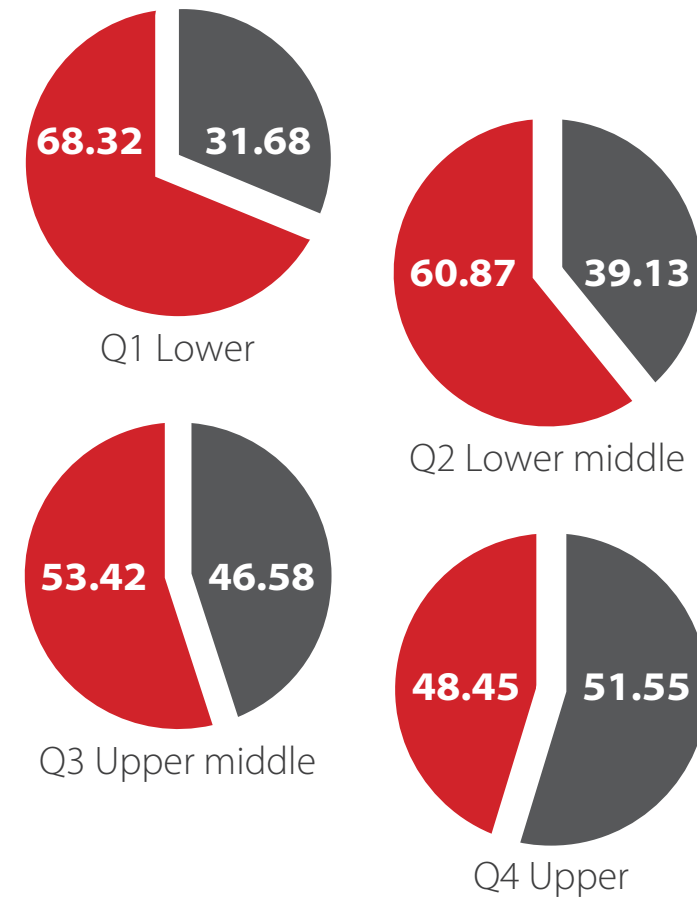


Difference between male and female pay:

	Mean	Median
<b>Hourly</b> pay gap	<b>19.12%</b>	<b>13.04%</b>
<b>Bonus</b> pay gap	<b>-20.00%</b>	<b>-224.50%</b>

The proportion of males and females  
in each pay quartile:

Female % Male %



## WHAT DOES THIS MEAN?

### The Pay Gap

Archant's mean Gender Pay Gap has increased, from 9.7% in 2019 to 19.2% in 2021.

At first glance our analysis shows this is due in part to the effects of furlough leave. However, the biggest impact on the pay gap was the outsourcing of our Print operation which saw 100 men transfer out of Archant to News Printers UK. The vast majority of the salaries earned by these employees were previously captured in the lower quartiles. The result is that the mean average salary of all men is now higher and consequently this has a high negative effect on the overall pay gap.

On a more positive note, while our overall headcount has reduced, we proportionally employ more females - 208, in the lower two quartiles, versus 164 in the upper two quartiles. We are now actively recruiting more women into trainee roles, such as trainee journalist and digital media roles. We envisage that there will be significant career progression and therefore pay progression for these individuals over time.

Pleasingly also, is that over the past two years through promotions, and by offering enhanced development opportunities, we have seen significant increase in the number of women represented in the upper quartiles. The number of women in the upper middle quartile now sits at 53% of that population and women account for 48% of those in the upper quartile which was previously 45%.

### The Bonus Pay Gap

The April reference pay period captures some high quarterly bonus payments. As in the past two years, the bonus pay gap is showing as favourable to women for both the mean and the median average.

The mean bonus average has reduced to -20% which was expected as our ex print employees all earned a bonus.

What the bonus data appears to show is that women in all quartiles are performing well in roles which attract bonus payments. Our challenge is ensuring that over time we develop this pool of talented women so that they can progress further with their careers which will be reflected in higher salaries, and they can be represented in the upper quartiles.





## CLOSING THE GAP

Archant is committed to achieving gender balance in all areas of our business. We continue to keep a close eye on how our policies are helping us improve. Specifically, we must ensure that the growing pool of talented women in trainee and development roles currently in the lower salary quartiles and our best performing women in the upper middle quartile can develop into more senior roles.

We have developed a plan of action which will, we believe, enable us to achieve our aim of having greater gender balance right across the organisation and thus ensuring all women can reach their potential and enjoy higher levels of pay to reflect greater responsibility.

These are some projects we are focusing on in 2021 and 2022 to contribute to our commitment in reducing our pay gap in the future:

- A women's network has been set up to enable gender issues and equality to be discussed without judgement. This will raise awareness, improve the working environment, and boost employee confidence. The network will be open to all female staff across the company and being led by senior women who are passionate about enabling female talent to prosper and thrive. Among other things it will provide mentoring, training support, and a forum for women to discuss issues which are important to them.
- Individual career development – we now ensure that women promoted into new roles will have regular career development and salary reviews. This will be measured and reviewed quarterly.
- Sales Steps to Success – One in three employees in our organisation work in sales / commercial roles, hence the development of these colleagues is extremely important. In May 2021 we launched 'Steps to Success', a transparent progression plan for each member of the sales population. This provides everyone with the opportunity to enhance their salary and career prospects over time. The initiative has been very well received and our managers and Learning & Development teams are committed to helping each individual maximise their opportunities in line with the plan.
- Management Masterclass – We believe that leadership is critical to ensure colleagues feel engaged and valued. We have therefore spent close to twelve months developing a masterclass for all our management population which will be launched in December 2021. This development programme will provide both internal and external training opportunities and is tailored appropriately to new and experienced managers.

**As Chief People Officer, I, Dee Willmott, can confirm that the information contained herein is accurate.**