

**2023**

# Gender Pay Gap Report

Wilmington plc



## Foreword

I am pleased to share our latest Gender Pay Gap Report. We remain committed to closing the gender pay gap, which is why we have calculated and voluntarily reported our gender pay gap since 2017. We have done this across our global business since 2021.

Since we began our reporting, we have shown a steady narrowing in our gender pay gap, and last year recorded our biggest improvement. This year, some of the measures we report show a slight increase our gender pay gap. While this may seem contrary to our ongoing efforts to narrow the gap, this report provides context to this change.

We do not pay people differently based on their gender. Our data tells us that our gender pay gap exists because of gender imbalances at different levels and in different roles across Wilmington plc. We are addressing this, and as I've shared before, it will take time for us and society as a whole.

Our long-term trajectory toward narrowing our gender pay gap persists, and we are committed to leveraging our data insights to drive meaningful actions across Wilmington plc.

### Ruth Abdey

Chief People Officer



### Our people ambition:

“We have the best people working for Wilmington, doing their best work with us. We care about them, include them and empower them. Our people are supported, developed, recognised and rewarded fairly.”

## We Are Wilmington plc

We exist to help our customers to do the right business in the right way.

We do this by acting as their trusted partner in navigating the complexity of the Governance, Risk and Compliance (GRC) landscape.

We provide high quality Intelligence with a complementary range of Training & Education solutions.

Our customer-led product management culture, and our cross-industry expertise allow us to deliver solutions that are high value, up to date, and responsive to change.

## Our people

At the heart of our business are our people, whose creativity, adaptability and dedication is critical to our success.

Our teams of experienced industry practitioners and talented subject matter experts play a crucial role in helping our customers to overcome their own business challenges.

We celebrate diversity in our business because we know that it drives us forward as we benefit from the range of talent across our teams. There are lots of opportunities for talented individuals to join us, and as we work with them to move forwards we are committed to embedding a responsible business culture across our organisation.

## Our diversity and inclusion vision

“We are a company with rich diversity, experiences, knowledge, and perspectives which powers our innovation and creativity to help our customers to do the right business in the right way”

## Our ambitions

**Workforce:** We have a diverse workforce and we attract, develop and retain the best people

**Workplace:** Our people feel they belong and we learn from each other and innovate together

**Marketplace:** We continue to develop our understanding of our customers and we deliver what they want

Our dedicated Diversity and Inclusion Working Group, led by our Head of Inclusion & Sustainability, works across our whole portfolio to ensure Wilmington celebrates and values diversity at every level in every team.



## What we report on

From 2017, UK employers with a headcount of 250 or more people must comply with regulations on gender pay gap reporting. Employers are required to calculate and publish their gender pay gap based on payroll data drawn from a specific date each year. This must be based on figures taken on the 5th of April each year and the information required to be published includes:

- percentage of men and women in each hourly pay quartile
- mean (average) gender pay gap using hourly pay
- median gender pay gap using hourly pay
- percentage of men and women receiving bonus pay
- mean (average) gender pay gap using bonus pay
- median gender pay gap using bonus pay

The gender pay gap is shown as a percentage of male earnings (e.g. women earn x% less than men).

We employ incredibly talented teams across our Intelligence and Training & Education brands, and our group functions, stretching over many countries. Despite our breadth of expertise and the broadness of our reach, we don't employ more than 250 people in any one entity in the UK. This means that we are not required to calculate and publish our gender pay gap. However, we know how valuable this exercise is and how powerful the insights it provides can be. Therefore, we have voluntarily completed our gender pay gap calculations every year since the introduction of the requirement. We have continually published our calculations and accompanying report, because we firmly believe in transparency and holding ourselves to account.

The principles of transparency and accountability in our approach to gender pay gap reporting are universal. Therefore, in 2021 we embarked upon understanding our gender pay gap beyond just the UK. We prepared and published global data for the first time, and we continue to do so in 2023.

## Means and medians

The median pay gap uses the midpoint in our employees' hourly pay, which discards the lowest and highest rates of pay – referred to as 'outliers.' This means that half of our peoples' earnings will be above the midpoint, and half will be below the midpoint. The difference between the male and female midpoints gives us our median gender pay gap using hourly pay.

The mean pay gap is the difference in average hourly pay between men and women. This is calculated by adding the rates of pay together for all men and all women and dividing the totals by the number of men and women we employ.

The mean and median bonus pay gaps are calculated in the same way, and considers performance bonus, sales commission, and long service awards.

## Quartiles

We put together a list of the hourly pay rates of all of our people and sort this list from highest to lowest. This list is divided into four 'quartiles', and we then work out the percentage of men and women in each quartile. We can then see the balance of men and women at each of these quartiles to understand the distribution of men and women across higher to lower paid roles.

## The difference between equal pay and our gender pay gap

Equal pay is our legal obligation as an employer to give men and women equal pay for equal work, whereas the gender pay gap is the measure of the difference between the average pay of men and women. We have a fair and gender-neutral approach to pay, and therefore our gender pay gap is not a result of equal pay issues.



**Equal pay is our legal obligation as an employer to give men and women equal pay for equal work**

## Our data

Gender Pay Gap statistics **2017 – 2023**

UK

	Hourly Pay		Variable Pay (Bonus)		Percentage Receiving Bonus		Quartile Distribution (% women)				% Female Employees
	Mean	Median	Mean	Median	Women	Men	4th (top) quartile	3rd Quartile	2nd Quartile	1st (bottom) Quartile	
<b>2017</b>	49.6%	36.6%	72.6%	57.2%	84%	71%	34%	56%	65%	78%	58%
<b>2018</b>	49.6%	34.8%	72.4%	61.6%	81%	81%	35%	57%	66%	80%	60%
<b>2019</b>	43.6%	35.2%	70.7%	63.2%	68%	66%	38%	56%	69%	78%	60%
<b>2020</b>	46.9%	34.0%	72.8%	68.4%	79%	84%	38%	59%	68%	77%	61%
<b>2021</b>	42.7%	32.7%	73.6%	52.9%	92%	83%	38%	57%	65%	76%	59%
<b>2022</b>	36.9%	22.6%	81.5%	55.6%	79%	76%	46%	60%	60%	75%	61%
<b>2023</b>	38.5%	24.0%	80.9%	51.7%	81%	73%	48%	66%	52%	79%	61%

Gender Pay Gap statistics **2021 – 2023**

Global

	Hourly Pay		Variable Pay (Bonus)		Percentage Receiving Bonus		Quartile Distribution (% women)				% Female Employees
	Mean	Median	Mean	Median	Women	Men	4th (top) quartile	3rd Quartile	2nd Quartile	1st (bottom) Quartile	
<b>2021</b>	40.7%	29.1%	69.3%	48.1%	88%	80%	41%	60%	67%	74%	61%
<b>2022</b>	34.9%	18.9%	73.3%	52.6%	77%	75%	50%	63%	62%	72%	62%
<b>2023</b>	34.9%	21.9%	74.3%	45.8%	79%	72%	50%	55%	64%	79%	62%

## What our data tells us

We previously made a commitment to go beyond our voluntary UK reporting, and continue to take a global view in closing our gender pay gap. We are reporting our global view for the third time. Since we started reporting in 2017, the UK median hourly pay gap – the main gender pay gap metric – has seen a 42% decrease. For the same period, the UK mean hourly pay gap has seen a 25% decrease. Globally, our median gender pay gap is 21.9%.

Following the significant narrowing of the UK gap for median hourly pay (2021: 32.7% to 2022: 22.6%) in our last report, we've seen a slight increase to 24.0%.

The analysis into this year's gender pay gap continues to show us that the gap is caused by there being more men than women in more senior roles, and less men in lower paid roles. Additionally, this year's gap has been affected by the timing of some of our events, which has caused a slight increase in some of the gender pay gap measures.

Though the impact of the timing of our events is unavoidable, we know that achieving gender balance across our global business will close our gender pay gap over time. Since our 2022 report, the percentage of females in the UK fourth (or top) pay quartile has increased to 48% which is very encouraging to see. In the global context, we are very pleased that we have maintained an important 50/50 representation of male/female colleagues in the fourth quartile.



We are very pleased to have reduced our median bonus pay gap in the UK and globally to its lowest level.

While we are pleased with this progress, there are a number of factors affecting our bonus pay gap, and we note that the bonus pay gap is based on variable pay, not just performance bonus pay e.g. sales commission, long service awards, etc.

Firstly, more senior roles across Wilmington plc attract a higher bonus earning potential. As more of these positions are held by men, this contributes to the overall bonus pay gap. Secondly, roles which have the potential for earning commission, e.g. sales, are taken by more men than women, meaning more men have the potential to and do, earn more commission than women.

And thirdly, the calculation of bonus pay does not recognise that bonuses are pro-rated for our part time colleagues, over 80% of whom are women. While this third factor will continue to negatively the number of affect our bonus pay gap data, we remain committed to supporting of how our people work, particularly where this supports the development, growth, and progression of our female colleagues.



4th Quartile Distribution (% women)

## How we have made progress

1

Collecting more **data** about our people. We have used this to understand what is important to our people, and specifically, engagement across genders.

2

Our **#WeAreWilmingtonPlc** campaign gives a platform for our people to share and discuss what is important to them. This campaign has been used to profile female role models, celebrate the intersectionality of our people, and mark events such as International Women's Day.

3

We use tools such as **Textio**, the augmented writing platform, to ensure all our job advertisements use gender-inclusive language.

4

We are a **Living Wage Employer**, meaning that entry level roles, where there is an overrepresentation of women, attract at least a real Living Wage, extending to our third party contracted staff.

5

Recruited more **Mental Health First Aiders** and developed our **Wellbeing Champions**, equipping them to provide wellbeing support to their colleagues.

6

**Career conversations** for all of our people to encourage internal progression, ensuring that we do not make assumptions about people and their aspirations.

7

**Developed hiring manager training** as part of our ongoing improvements to our talent acquisition processes.

8

Focused actions aligned to our **Wellbeing of Women's Menopause Workplace Pledge**, supporting our people through menopause.

9

Evolving our **Gender Community** (our people led gender network), and developing further **Wilmington Communities**.

10

Rolling out our **People Leadership Programme**, which features 'Inclusive Leadership', equipping our people leaders to lead diverse teams.

## How we use the data to make more progress

Data is the cornerstone of our diversity and inclusion strategy, which is why we have collected more data and looked further into what it tells us. Doing this drives our strategy and ensures we are making tangible and measurable progress to achieve our diversity and inclusion vision.

To continue our progress in closing our gender pay gap, our data focuses our attention in three areas:

### Talent Attraction

- We have made improvements to how we attract talent, and will continue to review our recruitment processes and practices to ensure that we are tapping into diverse talent pools. We want to attract women at every stage of their career.

### Talent Development

- Our focus on talent development across our global business has a gender lens applied, so that opportunities to develop are open to all, and we make sure that everyone has the opportunity to succeed.

### Talent Retention

- We have formed retention strategies to ensure we are retaining women, and women are supported throughout their career with us. This will continue to evolve.



## Our diversity and inclusion vision

“We are a company with rich diversity, experiences, knowledge, and perspectives, which powers our innovation and creativity to help our customers to do the right business in the right way”

“Since we started voluntarily reporting our gender pay gap, we have maintained a trajectory which shows the gap reducing. We can see the progress we are making in some of the measures of the gender pay gap in this year’s report, but we know that some have been affected by the timing of some of our key deliverables. We all remain committed to closing our gender pay gap.”

**Mark Milner, CEO**



Wilmington plc

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