

# 2017 UK Gender Pay Gap Report

IMAGINATION

Imagination is committed to being a diverse and inclusive employer across its global business. We are passionate about our talent and committed to paying people fairly and equally.

In line with UK legislation, this report sets out the gender pay gap for the UK business. The report is relevant to the UK business only and is not reflective of our broader global business.

Diversity across our UK employee base is **59%** male, with **41%** female; we'd like that to be more representative of the general population.

Women

Men

50%

### Introduction

In 2017, the UK Government introduced a requirement for UK companies to report on the gender pay gap within their businesses. The gap is a measure of the difference between average earnings for men and women expressed as a percentage. It does not reflect differences in earnings for comparable roles.

### Business context

Imagination was founded and has its head office in London. There are a number of senior management and board positions in London, roles which have contributed to the growth of the business since its founding. The majority of these roles are currently held by long-serving men, which has an impact on the average level of male pay when calculated across the entire business.

### What our data tells us

We've analysed the data across various levels of employees in the business, ranging from junior to mid weight positions (where we employ more women than men), through to senior positions and heads of functions (where we employ more men than women). Across these, we see average hourly pay for women ranging from being **2.2%** higher than men at junior to mid-management positions, through to the women's average rate being **6%** lower than men in senior and head of function positions.

When we take the average hourly rate across the entire UK business, women are paid less than men. This is largely due to having more long-serving men in higher-paid management and board positions, as explained. If we exclude these roles the average gap reduces to **18%**, slightly better than the national median. Whilst this is an improvement, we still have fewer women in senior positions and this impacts upon the gap in average hourly pay.

Of course, we would like to see closer parity across all levels of the business. Diversity across our UK employee base is **59%** male, with **41%** female; we'd like that to be more representative of the general population.

## Bonuses

We are confident that all employees have equal opportunity to participate in and earn a bonus under the scheme operation. During our 2015-16 financial year, we hired more women than men. As a result, under the eligibility rules for consideration for a bonus paid in December 2016 (which solely relates to a consistently applied minimum service requirement), a lower proportion of women were eligible for a bonus payment. The reasons for the gap in levels of bonus payment mirror the reasons related to the average hourly pay gap already detailed.

## Taking action

We're taking action to develop and attract more women into senior roles. Initiatives being implemented across 2018 and beyond include:

We've made available clear career paths through our disciplines. These allow employees to see how building upon their experience helps them to be ready for promotion opportunities that arise.

A mentoring programme to help employees reach their full potential and rise up through the business.

Implementing unconscious bias training helping to ensure managers make promotion, development and recruitment decisions that are free from any form of unintentional bias.

Encouraging recruitment partners to submit diverse candidate shortlists for vacancies.

Implementing a diversity group to help promote and deliver a broad range of diversity initiatives, not just those related to gender diversity.

Ongoing analysis to track our progress, including helping managers to understand the diversity mix within their teams.

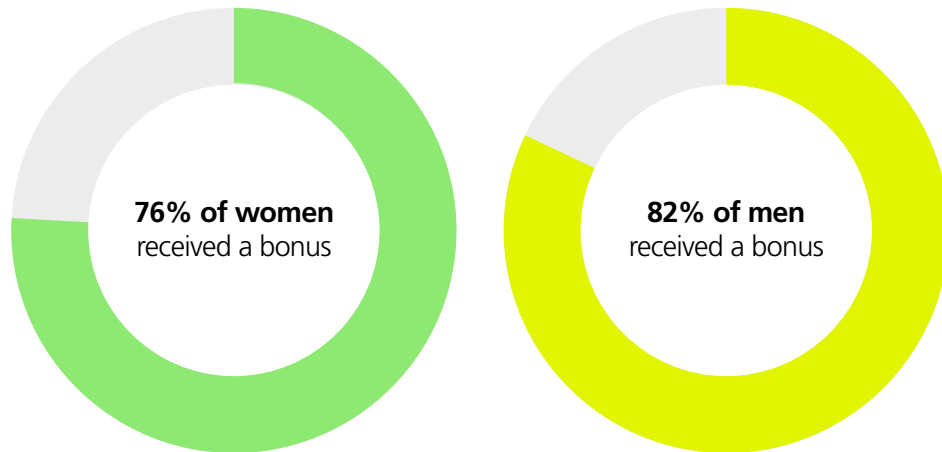
*We recognise that making significant steps will take time, but with these things in place and continued measurement, we look forward to seeing progress as the business continues to grow.*

## Pay and bonus gap across the overall business

Below is the mean and median hourly gender pay and bonus gap at the snapshot date of 5 April 2017. Bonus data is based upon bonus payments made in the 12 months up to 5 April 2017.

	Mean	Median
Women's hourly pay rate is:	41% lower	28% lower
Women's bonus pay is:	52% lower	9% lower

## Who received a bonus:



**Mean:** the average, the gap being the difference in average hourly pay by gender.

**Median:** the mid-point, the gap being the difference between the male and female hourly rate mid-points when all pay is listed highest to lowest by gender.

## Pay Quartiles

These illustrate the gender distribution across the company from lowest to highest paid, split into four equally sized quartiles:

Women

Men



**IMAGINATION**

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