



FUTURE

# Gender Pay Gap Report Future Publishing Ltd

With effect from 4th April 2018, UK companies with over 250 employees have to share the results of a number of calculations to demonstrate any gender pay gap.

At Future, we are passionate about equality and diversity throughout our organisation, we pride ourselves on having a transparent and inclusive culture which enables all employees to thrive.

As of today, our Plc board is made up of 33% females, achieving government targets. 44% of Future's Executive Leadership positions are held by women, our most senior positions of Chief Executive Officer and Chief Financial Officer are held by women.

In line with our strategic objectives, we have made a number of business acquisitions throughout 2018 and 2019 to date, this has seen our headcount increase considerably and subsequently impacts our gender pay ratios. Since April 2018, we have acquired 157 employees, only 31% of these employees are female.

Although our headcount has increased as a result of both acquisitions and direct hires, we are committed to ensuring that all employees are paid equally for fulfilling equivalent roles. This is supported by a number of initiatives, including the appointment of a Diversity Manager within the business. The intention being that any bias decisions within the recruitment, promotion or succession planning processes are eradicated. We have also introduced a mid-year salary review process, giving the business the framework to review and tackle any discrepancy in salary accordingly.

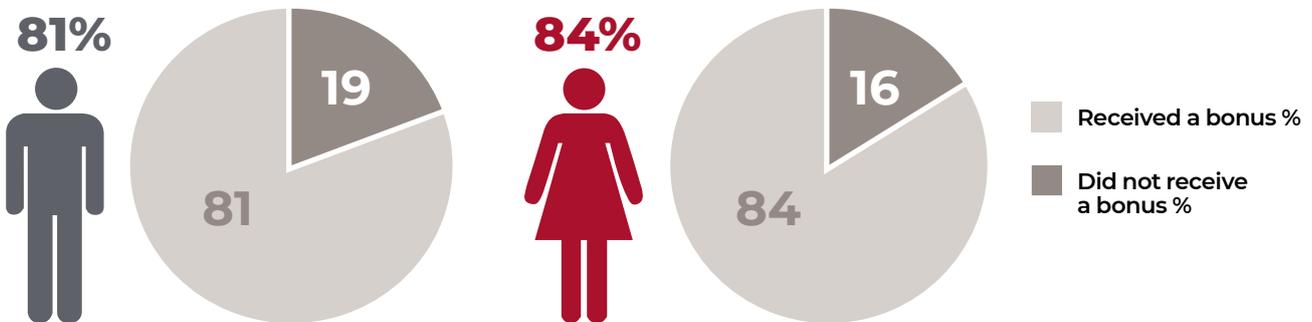
## Pay & Bonus

This table shows Future's mean and median gender pay gap within the snap shot period. The figures capture hourly rates of pay and differences in bonuses paid to men and women.

We recognise that there has been a small shift since we last reported. We believe this is significantly contributed to by the multiple business acquisitions completed since April 2018. It is also affected by the introduction of the Company-wide profit pool (bonus) scheme in which all employees are included.

	Difference between men and women	
	Mean (Average)	Median (Middle)
Hourly Pay	6.3%	8.6%
Bonus Paid	11.9%	0%

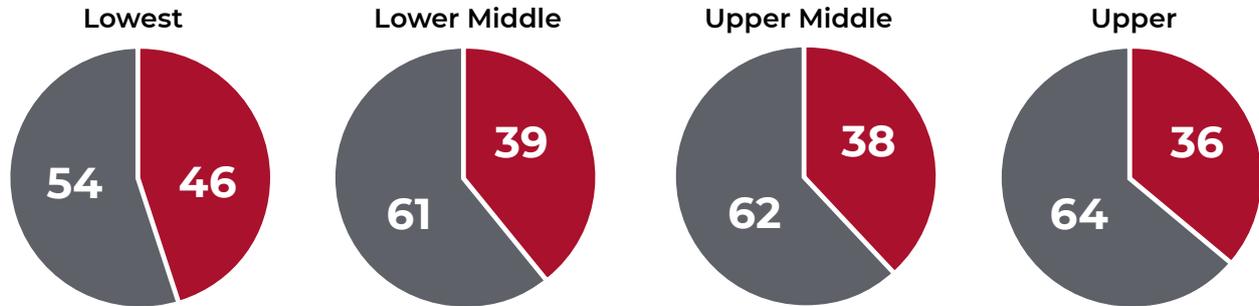
## Proportion of employees awarded a bonus



All Future employees are eligible to participate in the annual Future Profit Pool Scheme. Any employees who did not receive a bonus payment within this snap shot period were not employed by Future at the time of payment, 28th September 2018. We pride ourselves on meritocracy and all employees are eligible to share in our profits.

## Pay Quartiles

### 2019 - Current Snap Shot Data



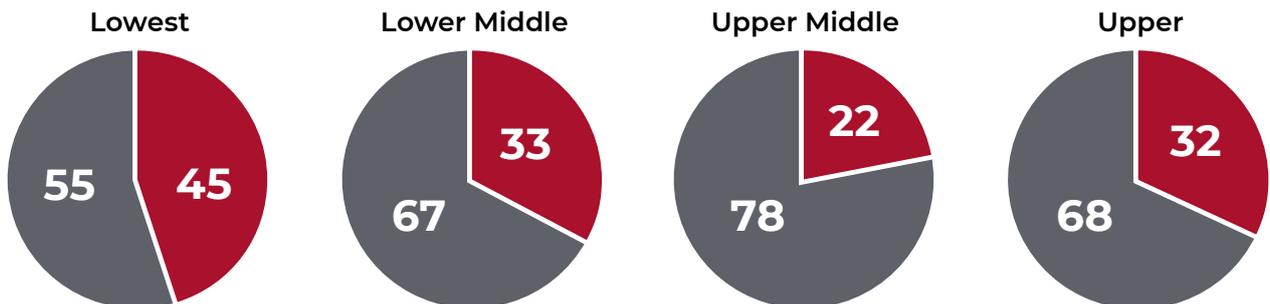


**Total numbers of employees 663**  
 Men 60%  
 Women 40%

The above charts demonstrate the proportion of males and females in each pay quartile within the snap shot period. The quartiles are equally divided bands of pay. We are pleased to report that since the previous data was published, the percentage of women in each quartile has increased.

Our employee headcount has grown significantly over the past 12 months, with acquisitions being one of the contributing factors. We have also directly hired over 150 employees into the business, 51.7% of these hires are women. We are pleased to demonstrate that our quartiles have changed favourably throughout the snap shot period, regardless of the number of males who have joined the business via acquisition. The previous snap shot data is shown below as a comparison.

### 2018 - Previous Snap Shot Data



We firmly believe that men and women should be paid equally for fulfilling equivalent roles across the business. We are proud to have implemented a number of initiatives to ensure this is the case. We are delighted that the percentage of women that make up our headcount has increased from 33% to 40% year on year.

I can confirm this data is accurate.

Claire MacLellan,  
SVP People & Culture



Zillah Byng-Thorne,  
CEO

