



Gender Pay Report

2016-2017

INTRODUCTION

John Hardie
Chief Executive

We're proud to be a diverse and inclusive place to work. We strive to be a place where all of our people can flourish, irrespective of who they are or where they are from, but we know we've got a lot more to do to get where we want to be.

We welcome the government's action on this issue. The UK's gender pay gap reflects entrenched social attitudes and this is a problem that won't be solved overnight, but there is much more that we can and must do to drive meaningful and lasting change at ITN.

We have a mean (average) gender pay gap of 19.6%, and a mean bonus gap of 77.2%.

Our pay gap is mainly caused by there being fewer women than men in many of the most senior roles in the company, and to close it we must achieve equal representation between men and women at every level of seniority.

We've also seen a significant rise in the number of people receiving a bonus over the last decade, driven by the huge growth of our commercial production company ITN Productions, where a number of people receive bonuses and commission related to bringing in new business. Again, these roles are currently occupied by fewer women than men.

Over the last few years we've launched some positive initiatives aimed at course-correcting the gender imbalance at the top of ITN. Since 2016, we have given all managers unconscious bias training to increase awareness and to help them make smarter hiring decisions.

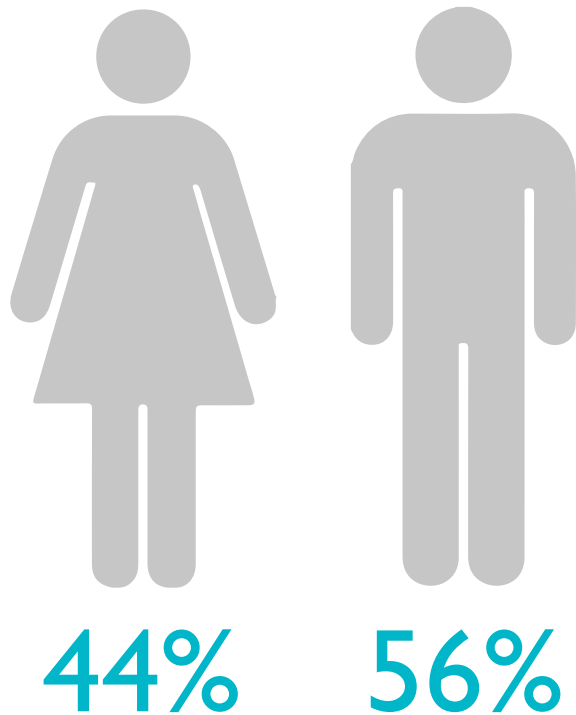
We have also significantly increased maternity and shared parental leave pay and remain one of the few companies to have equalised shared parental leave pay for men and women so that all parents have equal ability to take time off fully paid at this important time in their lives.

In 2017 we appointed our first ever diversity and inclusion manager, who is currently overseeing an ambitious programme aimed at increasing the diversity of our workforce at all levels. But we know we must do much more, so that is why we are setting ourselves some tough targets, including reducing our gender pay gap by half over the next five years.

We'll do this by working together to tackle the root causes of the pay gap, as well as creating a culture in which everyone has a voice and equal chance of success.

We'll be closely monitoring our progress over the coming months and years, and I look forward to reporting back on how we are doing.

WHAT DO WE MEAN BY GENDER PAY GAP?



Percentage of male and female employees working at ITN

A gender pay gap is the difference between the average of all women's and the average of all men's earnings, expressed as a percentage of men's earnings.

ITN's pay gap is calculated by taking the average pay of every man in the company, and the average pay of every woman in the company.

The difference between the two averages is our pay gap.

Does having a gender pay gap mean men are getting paid more than women for doing the same jobs?

No, but this is a common misconception.

Paying a man and a woman differently when they do the same or equivalent work is unlawful under equality legislation.

When a company has a gender pay gap it does not mean that men and women who do the same job are being paid differently.

A gender pay gap normally develops when there are more men than women occupying the highest-paid roles in an organisation. This gender imbalance in senior jobs causes the average male salary to be higher than the average female salary, creating a gender pay gap.

OUR GENDER PAY AND BONUS GAP

19.6% ITN mean pay gap

18.2% ITN median pay gap

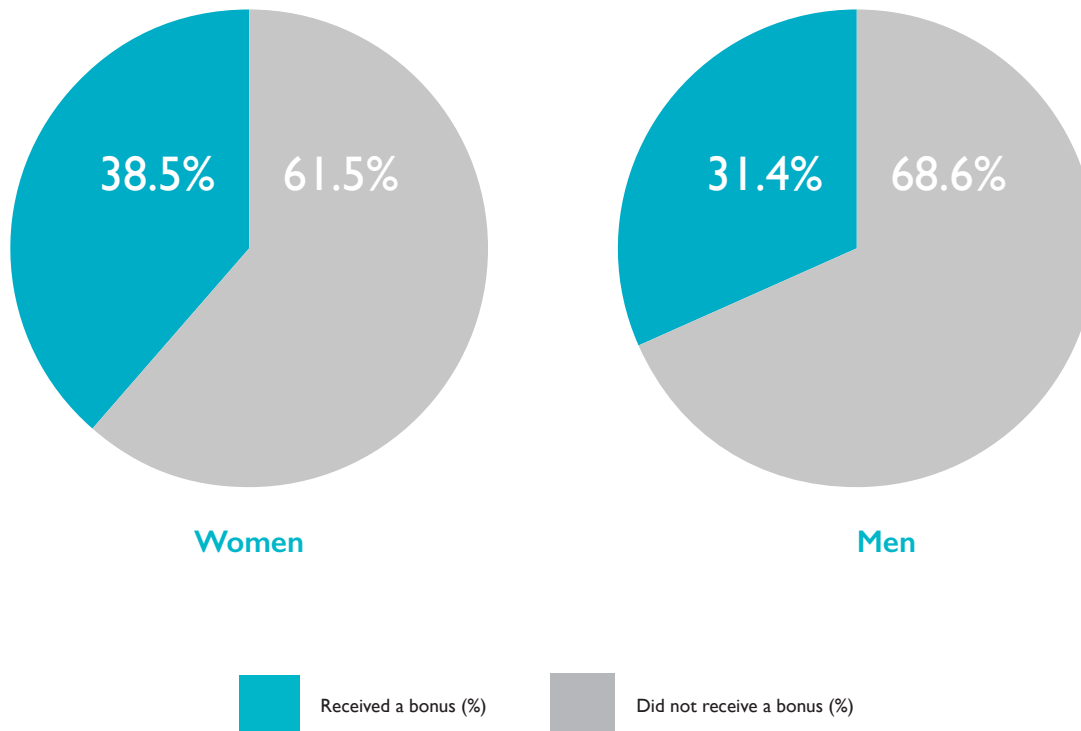
77.2% ITN mean bonus gap

50.0% ITN median bonus gap

The 'mean' is the average and the 'median' is the middle. To explain median, imagine that all staff were lined up in a female line and a male line from lowest to highest in terms of rate of pay. The female and male in the middle of each line are compared, this is what gives us the median gender pay gap.

The national mean pay gap in the UK is 17.4% and the national median pay gap is 18.4%.

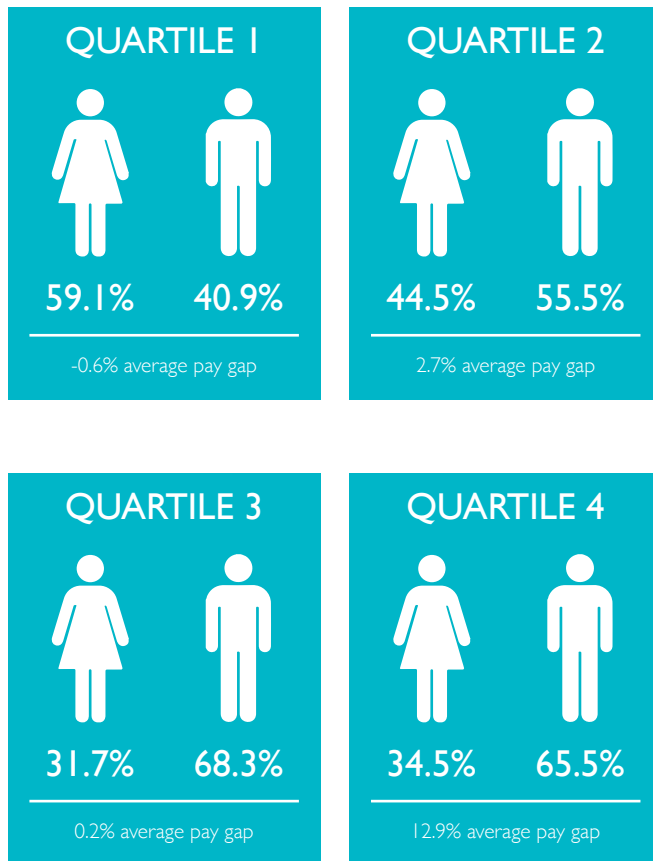
PEOPLE RECEIVING A BONUS



More women than men received bonuses, but on average these were of a lower value.

The number of people receiving a bonus has increased over the last ten years, mainly due to the growth of our commercial production company ITN Productions, where a number of employees are on incentivised contracts with a significant proportion of their pay at risk with bonuses and commission attached to the securing of new business.

PAY QUARTILES



These charts show the proportion of men and women within each pay quartile at ITN.

Our gender pay gap is largely the result of mostly men occupying the most senior and highest paying roles.

Analysis of pay quartiles shows there is a negligible or reverse pay gap in the first three quartiles and a 12.9% gap in the upper quartile.

This is a further illustration that our gender pay gap is driven by an under-representation of women in the most senior and highest paid roles.

The information in this report is accurate and prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

 John Hardie
Chief Executive

SETTING OURSELVES TOUGH TARGETS

We know we need to do better, so that's why we have set ourselves some challenging targets to significantly reduce our gender pay gap over the next five years.

Our pay gap is mainly caused by fewer women in many of the senior leadership roles across the company. When you remove ITN's top 20 earners, 17 of whom are men, the average pay gap almost halves, falling to 10.8%.

We're introducing a number of measures aimed at making sure that the path to the top is open to everyone, and that women in particular are empowered to reach their full potential.



50%

reduction in gender
pay gap within
five years

50%

of the 20 top-earning
roles to be occupied
by women within
five years

33%

of the 20 top-earning
roles to be occupied
by women within
three years

HOW WE'LL DO IT

We're putting in place a comprehensive and achievable plan to support the attraction, retention and progression of women, particularly into senior roles.

We also want to be more transparent about our pay and bonus structure so that everyone can understand how different roles are remunerated.

Discussions with our people on our gender pay gap revealed that family commitments are often a key factor making it difficult for women to progress, so we also need to make it easier for everyone to balance their family commitments with achieving everything they want from their careers, and we believe these measures will ultimately help us achieve gender diversity at all levels of ITN.

HOW WE'LL DO IT



Transparent Pay Structure

- We'll introduce published salary bands for all roles.
- We'll publish the eligibility criteria for bonuses and commission.
- We'll review the salaries of all women returning from maternity leave.



Moving On Up

- We'll regularly review the duration of bureau assignments.
- We'll create a development programme for high potential women (and men), including mentorship, exec shadowing, internal exposure and external training.
- We'll create more opportunities through succession planning, attachments and open processes for all roles.
- We'll offer training for confidence building and interview techniques.

HOW WE'LL DO IT



Attracting and Hiring the Best

- We'll ban appointments made without due process, unless approved by our CEO.
- We'll make sure that women are represented on all interview panels.
- We'll strive to have least one female candidate on the shortlist for every job.
- We'll review our job descriptions to make sure the language is completely gender neutral.



Flexible Working Culture

- We'll help parents who want to work full-time by adjusting rosters and working hours wherever possible.
- We'll make all roles open to flexible or part-time working.
- We'll introduce 'Summer Family Leave', where, subject to number of applicants, anybody who needs additional time off for childcare or family reasons during the summer can ask to work an 11-month year with August off, but with their salary paid over 12 months.
- We'll offer pregnant women a maternity mentor.
- We'll train managers on how to best support women on maternity leave.
- We'll hold regular roundtable workshops for all staff to discuss our working culture.



For over sixty years, ITN has been at the heart of the media landscape, internationally recognised for our quality, integrity and creativity.

Combining our experience honed as one of the UK's foremost media companies with cutting edge technology and expertise, ITN is the home of compelling content and creative innovation.

We make the award-winning daily news programmes for ITV, Channel 4 and Channel 5, reaching up to 9.7 million UK viewers every day and providing comprehensive and impartial news to the British public.

ITN Productions, our Oscar-nominated independent production company, produces high quality content across four distinct business areas: television production, sports production, advertising and digital services.

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