

## Turner UK Gender Pay Gap Report 2017

New regulations ask for all UK organisations above 250 employees to publish specific data related to their gender pay gap as set out below. The data shown reflects the combined findings for Turner's two UK employing entities of Turner Broadcasting System Europe Ltd. and Cable News International Ltd. both of which are registered in the UK and operate internationally. At the end of the report we include the individual data for the two entities as required by the legislation.

Turner places great importance on equality, diversity and inclusion within the workplace as vital cultural drivers and critical to our success. **It is important to be clear that “equal pay” and “gender pay gap” are two separate concepts. Our equal pay framework is robust and consistent.** We are confident that we continue to deliver equal reward for like for like work. We will continue to monitor and protect this as a fundamental right for staff at Turner.

### Proportion of Employees Receiving a Bonus (Combined Turner UK Entities)

You can see from the proportion of men and women receiving a bonus that we have a fair and equitable system when it comes to bonus eligibility. Our employees across the business have an equal opportunity to participate in our bonus schemes, as part of our commitment to an equal pay framework.

### Proportion of Employees Receiving a Bonus (Combined Turner UK Entities)



### Pay & Bonus Gap and Quartile Data (Combined Turner UK Entities)

This report analyses data relating to Turner's employees in the UK, as required by the new regulations. However, since Turner is a global business with senior executives based in multiple offices, to focus only on the UK does not provide a full picture. We have top female leaders across our business as a whole, with strong female representation in our Europe and international executive teams. Non-UK based roles overseeing UK business are nonetheless not accounted for in this UK analysis. At the same time, we do have a number of senior male executives with responsibility for Turner's international businesses who are based in London and who are therefore taken into account.

Additionally, a high proportion of the CNN newsroom's on air talent in the UK is female, a fact reflected in the mean hourly pay gap number for Cable News International Ltd., which is shown on page 3.

CNN's operation in the UK is also primarily a newsgathering and production hub, as opposed to a wholly contained headquarters, and as a result there is a disproportionately large number of technical roles that attract higher average salaries due to market rates and competition; these positions tend to index heavily towards men and this is reflected industry wide. Finally, many of the senior management roles that have oversight responsibility for UK based employees are women, but they are based in the United States, and their salaries are therefore not included in this data.

### Pay & Bonus Gap (Combined Turner UK Entities)

	Mean*	Median*
Hourly Pay	20.5%	26.8%
Bonus	59.1%	55.8%

\* The mean is a comparison of the average pay for a woman and the average pay for a man. The median is a comparison of the middle pay for a woman if all pay amounts were sorted from low to high and the middle pay for a man if all pay amounts were sorted from low to high.

The gender hourly pay gap and bonus gap are measures of the difference in the average pay of men and women, regardless of the role they fulfil, across the entire entity.

## Quartile Data (Combined Turner UK Entities)

	Lower	Lower-Middle	Upper-Middle	Upper
<b>Women</b>	65%	62%	42%	32%
<b>Men</b>	35%	38%	59%	68%

The quartile data sets show the percentage of men and women in each pay quartile when all our UK staff are split into four equal sized groups based on their pay. The above data shows we have strong female representation in entry and junior levels, but progressively lower representation of women in the upper two quartiles. Therefore, the underlying factor that principally impacts our data set is that we have more men than women in the more senior, and therefore higher paid, roles across the Turner UK business.

**Within Turner we are strongly committed to gender diversity as a key business priority. We see from our UK gender pay data that we clearly have more work to do. We are determined to be even more focused on improving diversity across our workforce and doing more to progress female talent more often, more quickly, and into more senior roles to ensure better female representation across all company lines. In terms of gender equality, our overall goal is a more diverse representation not just at every level of the company, but across every function.**

## Current Initiatives

We have a number of initiatives in place as part of our ongoing talent management processes and HR policies. These include:

- An assessment of our succession planning and internal promotions process
- In-depth discussions, both individually and in networking groups, with the many senior female leaders we already have across the business to understand and act on their own experiences, learnings and advice
- A commitment to diverse recruitment pools and targeting a diverse shortlist of candidates for each role with a 50:50 ratio where possible; and providing the necessary training and support to ensure we are considering the best mix of male and female candidates
- Our global women's development programmes, including initiatives like Breakthrough Leadership, which develops female leaders across all the business units of Time Warner
- Our upcoming roll-out of Conscious Inclusion training
- We are an active member of the FT125 Women's Forum and other women-focused media groups across the world
- Flexible working policies, which we are currently reviewing in collaboration with staff and leaders
- Encouraging a greater take-up of shared parental leave
- Engaging with employee focus groups to hear directly from our staff on any potential barriers to progress that we can help to remove

## Future Initiatives

Longer term, we are looking forward to our early careers programme, which includes three and 12 month internships and an apprenticeship programme, not only to diversify our pool of potential talent, but also to help encourage better career progression through our company from the start.

We also anticipate that mentoring, sponsorship and more structured support for returning parents may be new initiatives that our employees would welcome and ones that we are ready and keen to implement. In the spirit of the employee focus groups we are shortly conducting, we will carry these out first before embarking on implementation, to ensure that new measures reflect and embrace employee feedback.

As well as the change that we at Turner believe we can bring about within our own organisation, we also recognise there are cultural and societal drivers to the gender pay gap at a broader industry level.

In our experience, certain roles and functions have a larger male representation in the UK market, which is reflected in the currently available talent pool. The UK is where Turner's central hubs for these functions are based, which then serve our wider business as a whole. We in the media industry need to consider what we can do collectively to encourage more women to enter the industry, particularly in those roles that tend now to be more male-skewed, and to make it easier for women generally to navigate through to the more senior roles.

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We are eager to play a part in any future industry initiatives that emerge and to discuss any of our own initiatives that have seen success.

**We will build on the many positives our workforce already reflects in terms of equal pay and a strong commitment to further awareness around the importance of diversity and inclusion for career development, to ensure that all Turner employees feel there are no barriers to them progressing throughout the organisation, not just in the UK but across our entire business.**

We are committed to expanding the measures above to help us do this and to working with our staff to do so.

The charts on the right illustrate the bonus proportions, pay and bonus gap, and quartile gender distribution for Turner's two UK employing entities: Turner Broadcasting Europe Ltd. and Cable News International Ltd.

### Turner Broadcasting System Europe Ltd.

#### Proportion of Employees Receiving a Bonus



#### Pay & Bonus Gap

	Mean	Median
Hourly Pay	30.2%	28.6%
Bonus	66.1%	59.5%

#### Quartile Data

	Lower	Lower-Middle	Upper-Middle	Upper
Women	67%	64%	48%	36%
Men	33%	36%	52%	64%

### Cable News International Ltd.

#### Proportion of Employees Receiving a Bonus



#### Pay & Bonus Gap

	Mean	Median
Hourly Pay	-2.8%	23.5%
Bonus	36.6%	53.0%

#### Quartile Data

	Lower	Lower-Middle	Upper-Middle	Upper
Women	57%	58%	30%	27%
Men	43%	42%	70%	73%