



Future Plc 2021 Gender Pay Gap Report

FUTURE

Gender Pay Gap 2021

What is Gender Pay Gap?

Gender Pay Gap measures the differences in the rates of pay and bonus that women and men receive – no matter what role they do or their level in the Company.

The gap is shown as the difference in women's and men's pay as a percentage of men's pay.

This is different to equal pay which ensures men and women are paid the same for work of equal value.

Our Commitment

We are proud that women make up 50% of our workforce and that many women at Future hold positions of significant influence and impact.

Our commitment will not stop there, more work will be done to attract and retain women to our workforce to sustain our gender diversity as part of the Culture Behind the Company pillar of [Our Future, Our Responsibility](#).

Our Approach

We ensure that we reward our colleagues fairly, including a Profit Pool Bonus scheme to enable colleagues to benefit directly Future's success.

In addition, we continue to seek ways to grow diverse teams and refresh our Inclusion, Equity and Diversity policy to ensure it's relevant and representative of our values and culture.

This Report contains our 2021 Gender Pay Gap report for UK colleagues employed by Future Publishing Limited in April 2020 and has been compiled in line with the regulations set out by the UK Government.

The pay gap report relates to 1611 UK colleagues who were paid for the full month of April 2021.

Of this amount 50% were men and 50% women.

I confirm that the data provided is accurate and in line with mandatory requirements.



Zillah Byng-Thorne
CEO

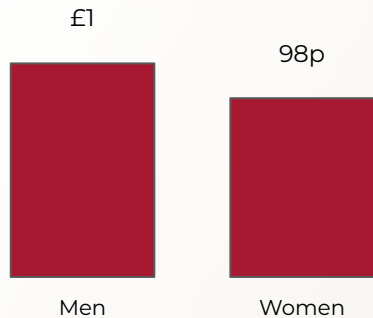
Our Pay Gap

Mean 3.85% (2020: 8.05%)

Median 7.75% (2020: 9.91%)

UK average pay gap 15.4%

Our headcount has continued to grow through internal expansion and acquisition and overall, we've seen a reduction in the gender pay gap across mean and median. Our gap also remains significantly below the UK average for another year.



When comparing the mean average hourly pay gap, women receive 2p less to every £1 paid to men.

Our Bonus Gap

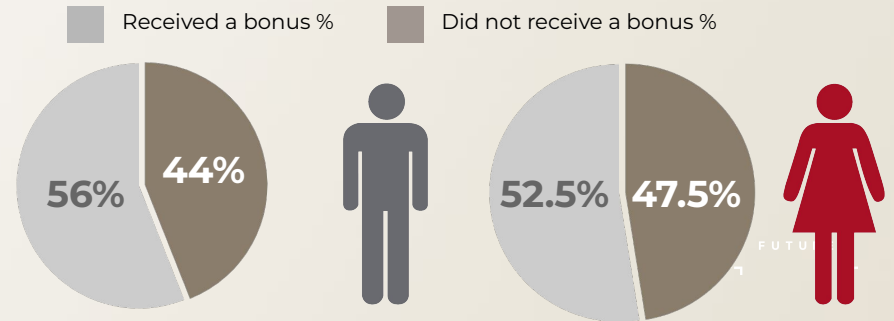
Mean 46.26% (2020: -164.24%)

Median 100% (2020: 0%)

We're proud of our Profit Pool at Future which is given to all our employees and means we normally report a small bonus gap if any exist. The significant increase here since the 2020 report is as a direct result of two main factors.

- We retained legacy bonus arrangements as part of our acquisition of TI Media
- We have also paid several Long Term Incentive Bonus plans

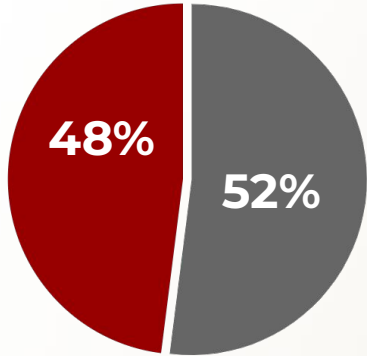
We believe the introduction of the Value Creation Plan will positively impact these calculations in years to come.



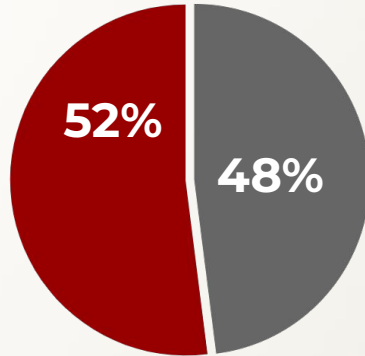
Our Pay Quartiles

Women moving into the highest paid (upper quartile) has increased by 16% and hiring of female candidates at mid-management level has increased women's pay in the lower middle quartile by 13% against the 2020 gender pay gap report.

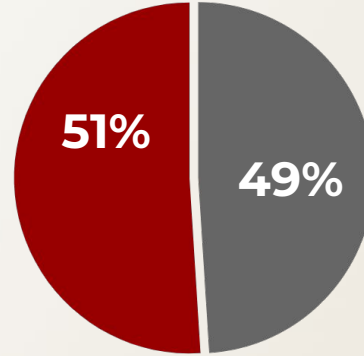
Upper (Highest paid)



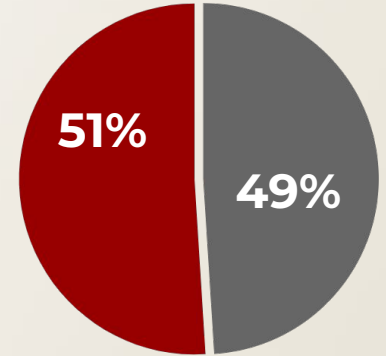
Upper Middle



Lower Middle



Lower (Lowest paid)



The total number of employees included in the calculation for April 2021 was 1611 (increased from 730 included in 2020's report)

50% Men
50% Women

Our Future, Our Responsibility

Being a responsible business is at the heart of everything we do.

Our brands give us the platform and opportunity to influence and inspire people, and to encourage positive change for a more sustainable environment through trusted information and advice.

'Our Future, Our Responsibility' reflects our commitment to drive further change within our own company and through the content we produce. We will build on what we do already, with clear ambition to do more.

To shape our work we've focused on key topics that resonate with our organisation, are actionable, are in line with all our stakeholder expectations, and where we feel we can make a unique difference.

The culture behind the company

Great content emerges from a great culture. We're a people business first and foremost and we believe in nurturing a smart, diverse and inclusive culture which brings people together from all backgrounds and lets them shine.

Our Inclusion, Equality and Diversity activity falls under this pillar of the Our Future, Our Responsibility strategy in two key areas:

Everyone is welcome

To create content that our customers love we value diversity in our business, people and thoughts. We're working hard to ensure our workforce reflects the communities we serve, and that every colleague can be themselves at work. Our ambitions in this area are:

- 01** We'll set our ED&I objectives and publish our Diversity Policy
- 02** We'll publicly report on the diversity of the Executive Leadership Team
- 03** We'll take the opportunity to build new and existing partnerships, in order to diversify our workforce and our content
- 04** Our content will become more representative and we will be proud of our diversity of thought

Everyone can shine

In order to attract, retain and grow top talent we continue to invest in our people strategy to ensure we're an employer of choice for all. Through our robust employer brand and Future University, we will ensure that our ambitions in this area are met. They are:

- 01** We will increase internal mobility
- 02** We will continue to offer coaching, training and mentoring for colleagues
- 03** We will have a digital skills programme for junior colleagues

Our Values

We are part of the audience & their community.

Our passion for our products makes us part of the community we engage with. Our audiences give us a voice and that's an incredible privilege that we treat with reverence. We embrace all the ways we are able to communicate to our audiences – print, online and in person – and love doing so.

We are proud of our past & excited about our Future.

We are proud to work at Future, because being part of this team feels good. We are one team, one company with big ambitions.

We all row the boat. No matter how long you've worked here, or what your role is at Future, your contribution counts – so grab an oar! We move faster when everyone pulls in the same direction. So what you do – and how you do it – matters. We take responsibility because that's the best way to get things done. We collaborate because we're stronger together.

It's the people in the boat that matter. Having the right team in the boat is mission critical. We are all successful when we are self-motivated, self-aware and self-disciplined. We support each other, challenge each other and have fun with each other. We are determined to hire people we can learn from and who we would have as our boss.

Results matter – success feels good. We love being successful. We restlessly look to improve, be ever creative, and unashamedly commercial in our ventures. Great results mean we are able to align the needs and expectations of our audiences, communities, clients and shareholders.

Let's do this. We take the best decisions we can in the face of uncertainty. It makes us think each decision through – then we go for it. We commit to what we've agreed and have the confidence to persevere through tough times. But we're able to admit mistakes because that helps us learn and chart a new course when we need to. That's called 'doing it right'.