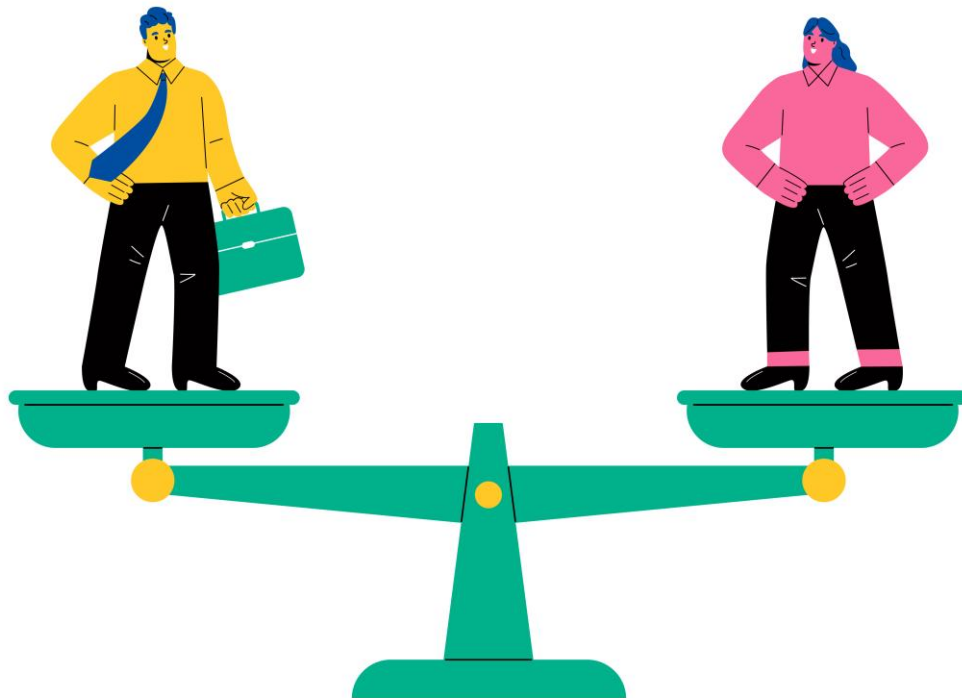


# GENDER PAY GAP REPORT 2023

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This report contains our April 2022 to April 2023 results and our plans to ensure gender equality.

## What is the Gender Pay Gap and how is it calculated?



The UK Government introduced legislation in 2017 which requires companies in the UK with 250 or more employees to publish information on their Gender Pay Gap.

The Gender Pay Gap (GPG) is the measure of the difference between men and women’s hourly earnings in a company. For DC Thomson, this includes base salary, allowances including car allowance, any acting up allowances, shift and standby payments, commission, zero hours and pension supplements received.

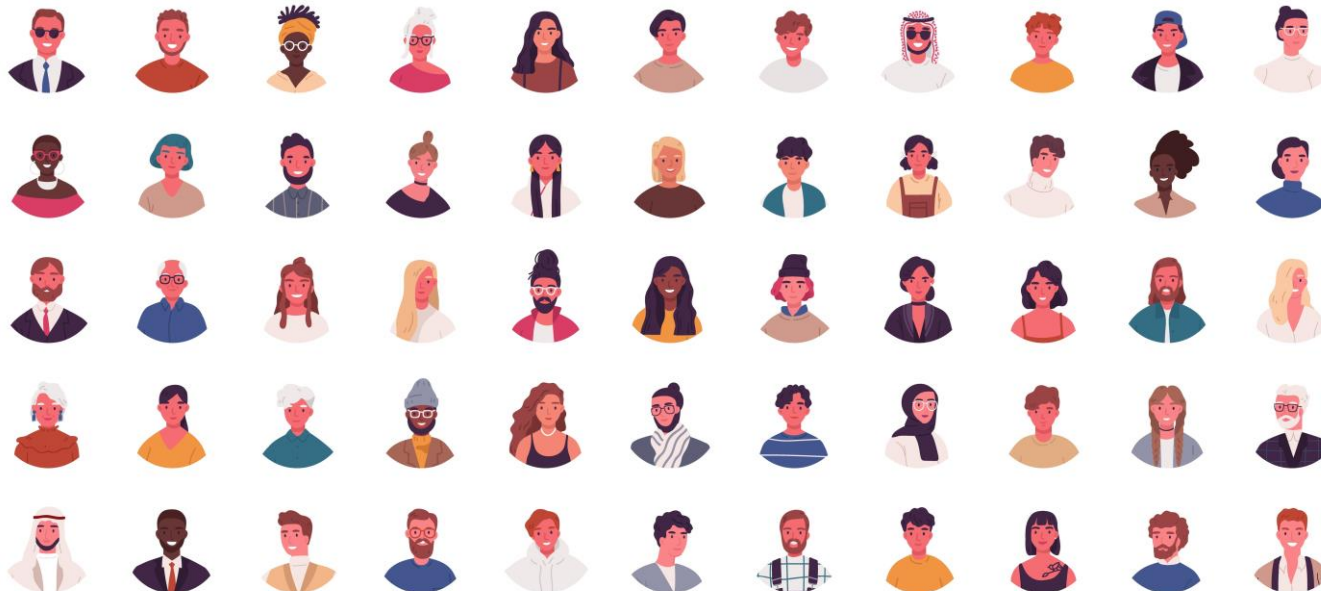
The Gender Bonus Gap is the difference in all incentive pay received by men and women in the 12 months up to 4th April 2023. For DC Thomson, this includes company or personal performance bonuses, sales incentive plans and commission plans.

In this report, we provide the data for DC Thomson & Co Ltd as of 4th April 2023 calculated in accordance with the regulations. We have also provided additional data that includes a number of our businesses with fewer than 250 employees that are part of our wider DC Thomson group. This recalculation was taken in **July 2023**, and we outline the reasons for this additional information later in the report.

## What is the Gender Pay Gap and how is it calculated?

# The Gender Pay Gap in the UK should not be confused with 'equal pay' and 'pay equity'.

Equal pay is the legal requirement to pay men and women the same for performing the same work and this has been in place in the UK for over 40 years. The Gender Pay Gap disclosure is to bring attention to other issues that drive the pay gap, namely fewer women in senior positions and men predominating in specialist or senior positions that can carry a premium in the market.



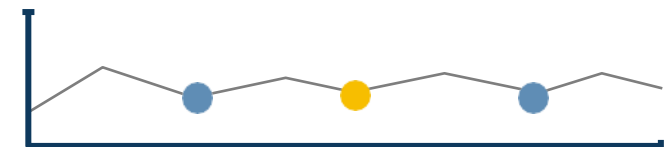
## Mean and median compared

### Mean

The mean is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women and the values are compared. While useful, this 'true average' is easily skewed by a small number of high or low earners. Reporting both mean and median figures provides a more rounded understanding of the GPG.

### Median

The median is the number which is in the middle when pay is ranked from lowest to highest. This is broadly understood by statisticians to be the best view of 'typical' pay, as extremes of low and high pay do not affect the median.



GROUP RESULTS

## Our Gender Pay Gap – July 2023

# Our overall median gender pay gap of 11.09% is a decrease from 17.03% from the last reporting period in 2022

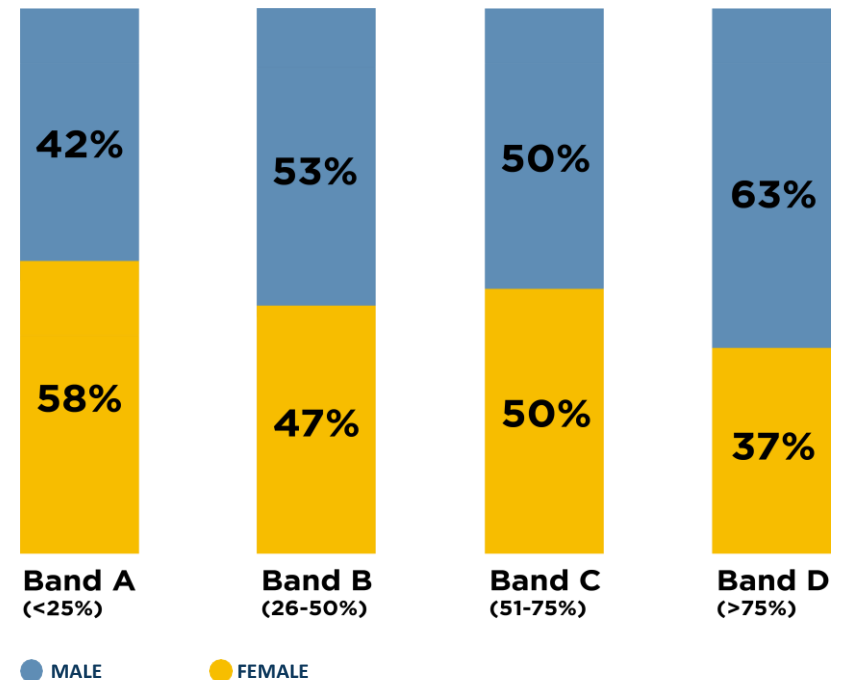
During 2023 a full appraisal of all trading activities was undertaken, and a programme of consultation was announced prior to the April 2023 reporting period, concluding after this time. We have reshaped our business to focus on the areas where we see opportunity for long term sustainable growth. Following the reorganisation, a decision was taken to re-calculate our Gender Pay Gap and Bonus Pay Gap for the DC Thomson Group\* in July to give a more accurate reflection of the business in 2023, to better inform our action plan to close the gap further.

Of the eligible population included in the analysis, DC Thomson group had 1,257 employees, with 48.1% female representation in July 2023.

The quartile analysis ranks men and women from the lowest to highest earners, based on hourly rates. This is then divided into four even groups to show the proportions of men and women in each of these four earnings groups. The quartiles show that we have more females in lower paid roles and more males in higher paid roles.

The total number of women in Band A and B account for 55% of the eligible female population (down from 60% in April 2022) meaning that more than half of this population sit within the lower to mid-quartiles. However, there has also been an increase in the proportion of women (45%) sitting in the upper quartiles. It is this change across the quartiles that is driving down our overall gender pay gap.

The below shows the Gender Pay Gap and Bonus Pay Gap for DC Thomson Group overall calculated in accordance with the regulations.



DC THOMSON GROUP								
Pay gap:	14.53% (Mean)	11.09% (Median)	Bonus gap:	50.63% (Mean)^	90.77% (Median)^	Bonus participation rate:	Male 7.32%	Female 12.10%

\*Notes: "DC Thomson Group" refers to all employees of DC Thomson & Co Ltd and its wholly owned subsidiary businesses.

^Notes: The DC Thomson Group includes a number of businesses that operate a range of different schemes that would qualify as bonuses, from performance related bonuses, to commission-based payments. These Mean and Median figures are derived from combining a range of payrolls that include these various bonus initiatives.

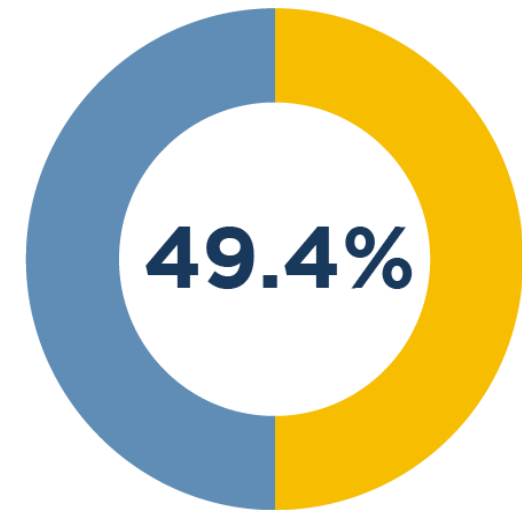
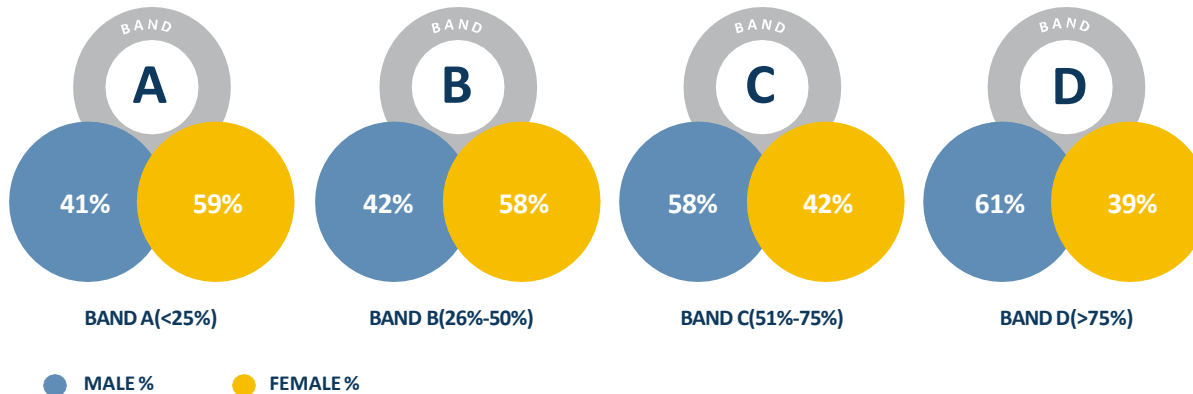
DC THOMSON RESULTS

## Gender Pay Gap and Bonus Pay Gap – April 2023

In accordance with the regulations, we are required to report the Gender Pay Gap for DC Thomson & Co Ltd which is the qualifying part of the DC Thomson group.

Our overall median gender pay gap in April 2023 for DC Thomson & Co Ltd is 12.97%. This is lower than the overall median gender pay gap in April 2022 (15.44%)

Our DC Thomson & Co Ltd pay quartiles also show a gender split where more women are paid in the lower quartile, Band A (59% Female, 41% Male) and more men are paid in the highest quartile, Band D (61% Male, 39% Female). Compared with 2022, fewer women are paid in Bands A (-4%) and B (-2%) and more women are paid in Bands C (+5%) and D (+2%)



IN APRIL 2023, DC THOMSON & CO LTD HAD

**876** ELIGIBLE EMPLOYEES  
OF WHICH  
**49.4%** WERE  
**FEMALE**

The below shows the Gender Pay Gap and Bonus Pay Gap for DC Thomson & Co Ltd calculated in accordance with the regulations.

DC THOMSON & CO. LTD								
Pay gap:	14.98% (Mean)	12.97% (Median)	Bonus gap:	32.26% (Mean)	25.93% (Median)	Bonus participation rate:	Male 12.8%	Female 12.75%

## How are we addressing the gap?

Actions include:



Using data, we are developing a Diversity and Inclusion plan that reflects the specific needs and addresses the issues faced by our colleagues. We are getting input from our colleagues through a D&I steering group, focus groups and the introduction of inclusion groups



Partnering with groups throughout the business as well as external partners to provide insight, training and support about key topics related to diversity and inclusion including unconscious bias, psychological safety and allyship to encourage a culture of inclusion.



Maintaining good governance of pay through the oversight and controls established by the Remuneration Committee, ensuring all parts of the business adhere to fair and consistent remuneration principles.



Regular pulse surveys, including voluntary questions on diversity, inclusion and belonging to provide anonymous opportunities for colleagues to share their experiences and feedback as we look to build a stronger and more inclusive DC Thomson.



Our commitment to supporting  
**DIVERSITY  
AND INCLUSION  
at DC Thomson**

Reintroduction of the reverse mentor scheme whereby senior leaders are mentored by colleagues from diverse backgrounds to explore and improve understanding of perspectives in the workplace and life in general



Developing toolkits to provide all people managers with the support and tools to foster a culture of inclusion and celebrate diversity within their team.



Focus and emphasis on one to ones, designed to consider the wellbeing of our people, their performance and their goals for the future.



Review of internal development processes to ensure all opportunities are visible and open to colleagues throughout DC Thomson.



## Next steps

2023 was a year of considerable change for DC Thomson. We have reshaped and refocused our business to set ourselves up for success. We are investing heavily in the skills and technology to accelerate growth in our business, and as result the business is transforming with real ambition.

Our 2023 gender pay gap report includes the data for the **DC Thomson group** as of July 2023. We see an overall median gender pay gap for the group of 11.09%, an improvement on the 2022 report, with the gap decreasing from 17.03%. Compared to 2022, we also see an improving balance of males and females across each of the pay quartiles. For example, 45% of females are now paid in bands C and D, an increase of 5% from 2022.

When we look specifically at the DC Thomson & Co Ltd payroll, the gap as of April 2023 of 12.97% has also decreased from 15.44% in April 2022.

The reduction in the median gender pay gap for 2023 is a significant improvement and while we are encouraged with the progress that has been made, we know that this represents a snapshot in time, and we have more work to do to continue to close the gap.

What remains unchanged is our commitment and ambition to continue to make meaningful progress to address areas of opportunity, supporting colleagues to develop and progress and to build fulfilling careers at DC Thomson.

## Our commitment to closing the gender pay gap

*After seeing our median gap for the group increase between 2021 and 2022, I am hugely encouraged by the progress that has been made since the last reporting period with the gap reducing. However, there is no complacency from our leadership team, and we recognise the need to build upon this momentum and continue to prioritise closing the gender pay gap.*

*Our aim as an employer is that every colleague feels a sense of belonging, connectedness and pride to be part of our DC Thomson community. Achieving greater pay equity in a workforce that reflects and represents our local communities is an outcome that we are very focused on. We are progressing this through our Diversity, Equity and Inclusion plan, which maps out immediate priorities as well as a longer-term pathway through to 2026/27.*

*We are establishing strong foundations for diversity and inclusion at DC Thomson with resources and support for managers and colleagues. A new colleague led DEI engagement group will support us, ensuring that we remain purpose led and action orientated when it comes to driving this ambitious agenda. Recognising the importance of visibility, our engagement group will also have a leading role in how we participate in awareness campaigns and cultural celebrations, ensuring that our activity has impact and drives meaningful change.*

*DC Thomson is proud to be continuing its partnership with Career Returners (formerly Women Returners) supporting professionals on their return to work after an extended break. We have also agreed a new partnership with the John Schofield Trust, actively participating in a range of their initiatives to support and nurture new and aspiring journalists and improve social mobility in UK and Irish newsrooms.*

*We are building towards an inclusive and flexible, agile and fast-moving culture, building a business full of opportunities, for our colleagues and our partners. Our Board and senior leadership team are committed to closing the gender pay gap as a priority.*



David Thomson, Director, DC Thomson

March 2024