

WarnerMedia

**GENDER  
PAY GAP  
REPORT**

2020

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# FOREWORD

At WarnerMedia we believe the stories we tell must reflect and represent the vast and varied experiences of our global audience. We take this responsibility very seriously and are committed to building a fair and inclusive culture, where difference is celebrated throughout our workforce, across our content and within our communities.

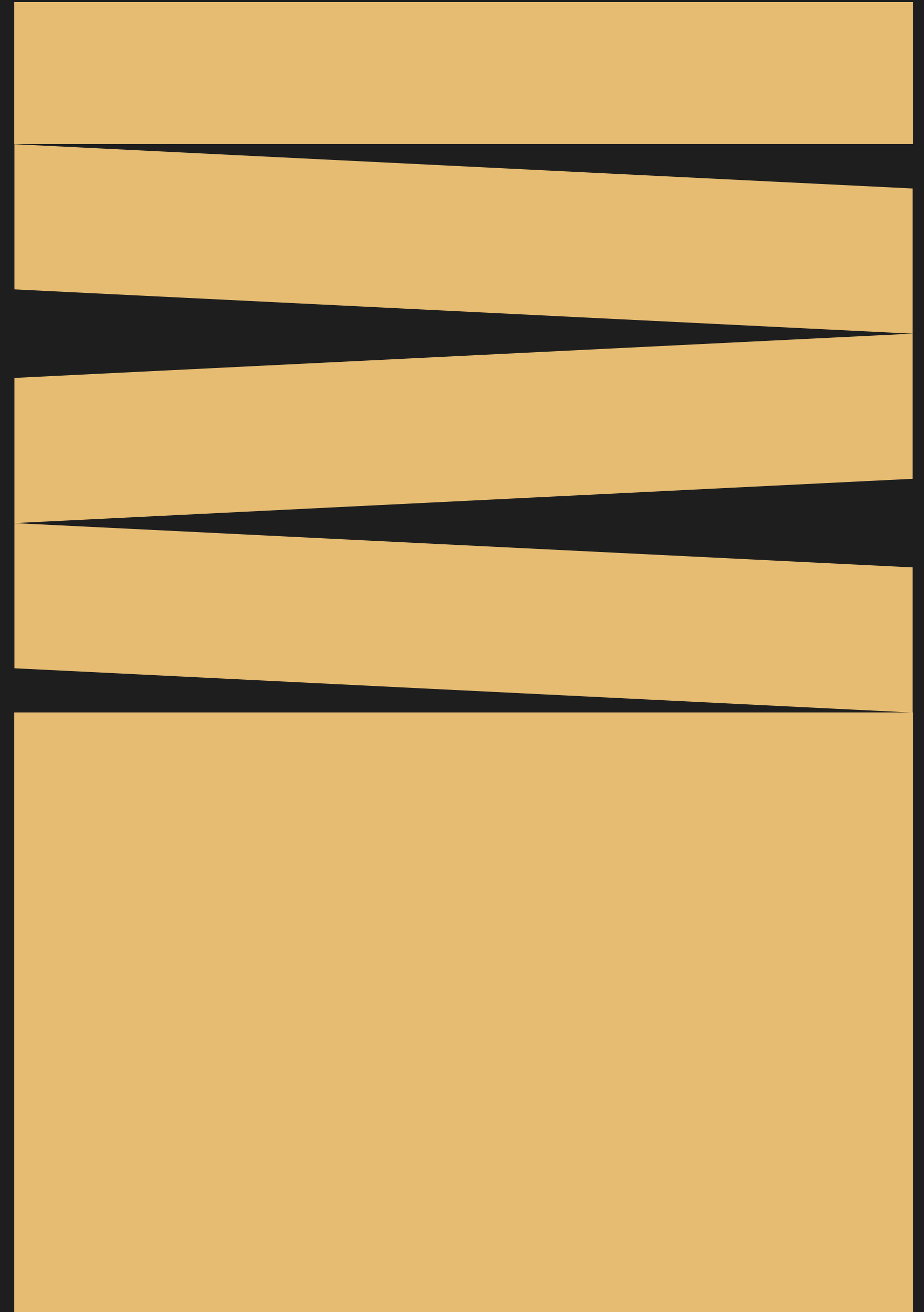
We are determined to make WarnerMedia one of the most equitable and inclusive workplaces in our industry, and one where people feel they belong and are able to succeed.

Gender pay gap reporting is one of the measures that can drive these efforts, and open accountability is critical to ensuring we deliver on our values. Annual reporting also helps us to identify where we have opportunities to do more.

While we are making progress and changing our representation, we still have more work to do to address our gender pay gap. Like many major organisations, our gender pay gap is in large part driven by the disparity between male and female representation at the most senior levels and especially within gaming and technology roles. We remain committed to systematically addressing how we further increase the representation of women at leadership levels, and improve representation of all groups at all levels, not only to eliminate our gender pay gap but also to encourage greater diversity, equity and inclusion across our workforce.

We believe inclusive businesses perform better and that getting this right will allow us to make better business decisions, develop better content on screen, attract and retain better talent off screen, and lead the industry in diversity, equity and inclusion.

We have ambitious plans. This overview sets out the progress we have made so far.



# OUR ACTIONS

We know that we cannot create a fair and equitable workplace in isolation and that we must build inclusion into everything we do. Here are the steps we are taking towards closing our gender pay gap and improving diversity, equity and inclusion within our organisation.

These initiatives have been designed to enable long-term, sustainable progress towards a more equitable workplace. In addition, we recently appointed an SVP of Equity and Inclusion International to drive further change throughout our international operations.



## 1 Implementing workforce programmes to boost diversity:

- Implementing initiatives to ensure the widest and most diverse pool of candidates for all positions
- Consistent representation of women in candidate shortlists
- Advancing towards greater diversity in our interviewing panels
- Developing, mentoring and sponsoring of high-potential female employees
- Early career programmes:
  - Providing entry-level opportunities annually to students, school leavers, undergraduates, graduates and apprentices
  - Partnership between CNN and the National Council for the Training of Journalists to help young people from underrepresented backgrounds break into the industry

## 2 Integrating diversity and inclusion within WarnerMedia's creative teams:

- Creating opportunities in front of and behind the camera for women and people of diverse backgrounds early in their careers. This includes:
  - Partnering with ScreenSkills and Media Trust to provide placements across our news, TV and film productions.
  - Partnering with ChickenShed to provide vocational creative training for young people of all physical abilities, and partnering with IntoFilm and Tutormate to support opportunities for young creatives.
  - Partnering with BAFTA, RADA, NFTS and the PACT Indie Diversity Scheme to provide paid placements, mentoring and talent development opportunities.
- Creating new systems and resources to ensure safe and inclusive productions, including anti-bullying & anti-harassment policies and training.
- Introducing Inclusion Champions to provide people on set with more channels for discussing issues of diversity, equity and inclusion.
- Using the power of programming and content to break down barriers and help facilitate change within communities:
  - Investing in diverse voices
  - Producing educational children's programming
  - Creating news programming offering diverse viewpoints

## 3 Supporting men and women by building a flexible and family-friendly working culture:

- Partnering with WonderWorks, Warner Bros. Studios Leavesden is home to the first ever on-site childcare facility at a UK Film and Television Studio
- Flexible working hours
- Time off for people with caring responsibilities
- Parental coaching to support the transition back to the workplace
- Learning, development, and speaker sessions to support employees through change
- Business Resource Groups, bringing together communities within the workforce:
  - Being (Multicultural)
  - PRISM (People Respecting Identity & Sexuality in Media, LGBTQIA+)
  - WoW (Women of WarnerMedia)
- Volunteer-led Diversity & Inclusion groups:
  - Warner Bros. Studios Leavesden's Diversity & Inclusion Group
  - Anti-Racism Group
  - TT Games' Women in Games Group

# ARTICULATED PRODUCTIONS

## EXPLAINING THE FIGURES

The gender pay gap illustrates the differences in average pay between women and men. To work out the median, the hourly pay rates for women are lined up from lowest to highest. The same is done for men. The median gender pay gap is the percentage difference between the middle man and the middle woman. The median for bonus pay is calculated in the same way.

For the mean, the hourly pay rates for all men are added up and divided by the number of men to get an average pay rate that represents all the male employees. The same is done for women. The mean gender pay gap is the percentage difference between these two rates. The same is done with bonus pay.

A negative figure shows that the average pay for women was higher than it was for men.

The median figure is the one cited most frequently by the Office of National Statistics and in press coverage. This is because it is less likely to be skewed by outliers on either end of the scale and is therefore viewed as more representative.

## DECLARATION

I can confirm, on behalf of Articulated Productions Limited, that the information provided in this report is accurate.



**Kevin Trehy**  
Statutory Director of  
Articulated Productions Limited

## GENDER PAY GAP BASED ON HOURLY PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**31.3%**

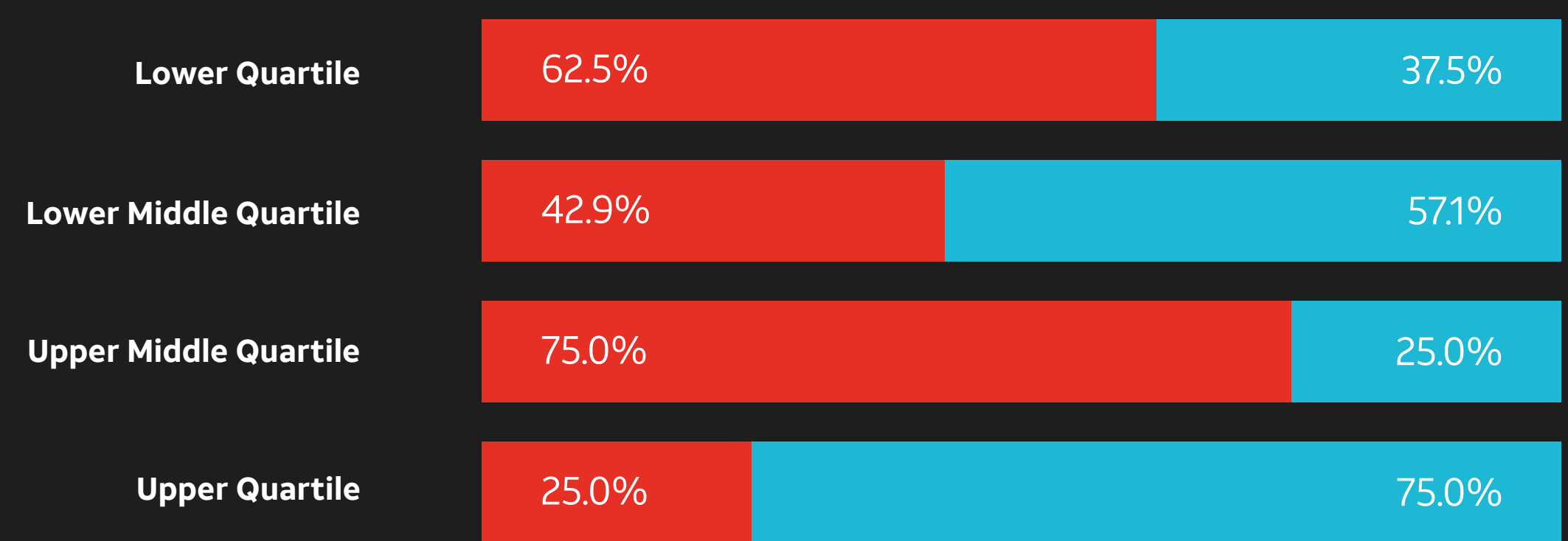
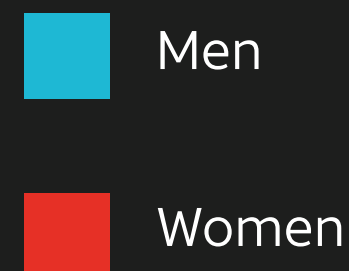


**MEDIAN**  
Gender Pay Gap

**13.5%**

The majority of Articulated Productions Limited's employees were on furlough on 5 April 2020. These individuals were therefore excluded from Articulated Productions Limited's mean and median gender pay gap calculations using hourly pay and hourly pay quartile calculations, in accordance with applicable legislation.

### PROPORTION (%) OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND



## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES WHO RECEIVED A BONUS



00.0%



00.0%

## GENDER PAY GAP BASED ON BONUS PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**00.0%**



**MEDIAN**  
Gender Pay Gap

**00.0%**

# CABLE NEWS INTERNATIONAL

## EXPLAINING THE FIGURES

The gender pay gap illustrates the differences in average pay between women and men. To work out the median, the hourly pay rates for women are lined up from lowest to highest. The same is done for men. The median gender pay gap is the percentage difference between the middle man and the middle woman. The median for bonus pay is calculated in the same way.

For the mean, the hourly pay rates for all men are added up and divided by the number of men to get an average pay rate that represents all the male employees. The same is done for women. The mean gender pay gap is the percentage difference between these two rates. The same is done with bonus pay.

A negative figure shows that the average pay for women was higher than it was for men.

The median figure is the one cited most frequently by the Office of National Statistics and in press coverage. This is because it is less likely to be skewed by outliers on either end of the scale and is therefore viewed as more representative.

## DECLARATION

I can confirm, on behalf of Cable News International Limited, that the information provided in this report is accurate.



**Ellie Browne**  
Statutory Director of  
Cable News International Limited

## GENDER PAY GAP BASED ON HOURLY PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**-9.8%**



**MEDIAN**  
Gender Pay Gap

**18.7%**

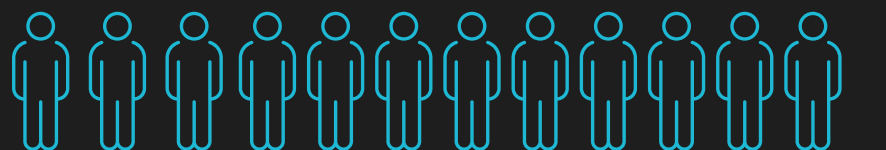
## EMPLOYEE COMPOSITION

The proportion of Cable News International Limited's male and female employees as at 5 April 2020 was:

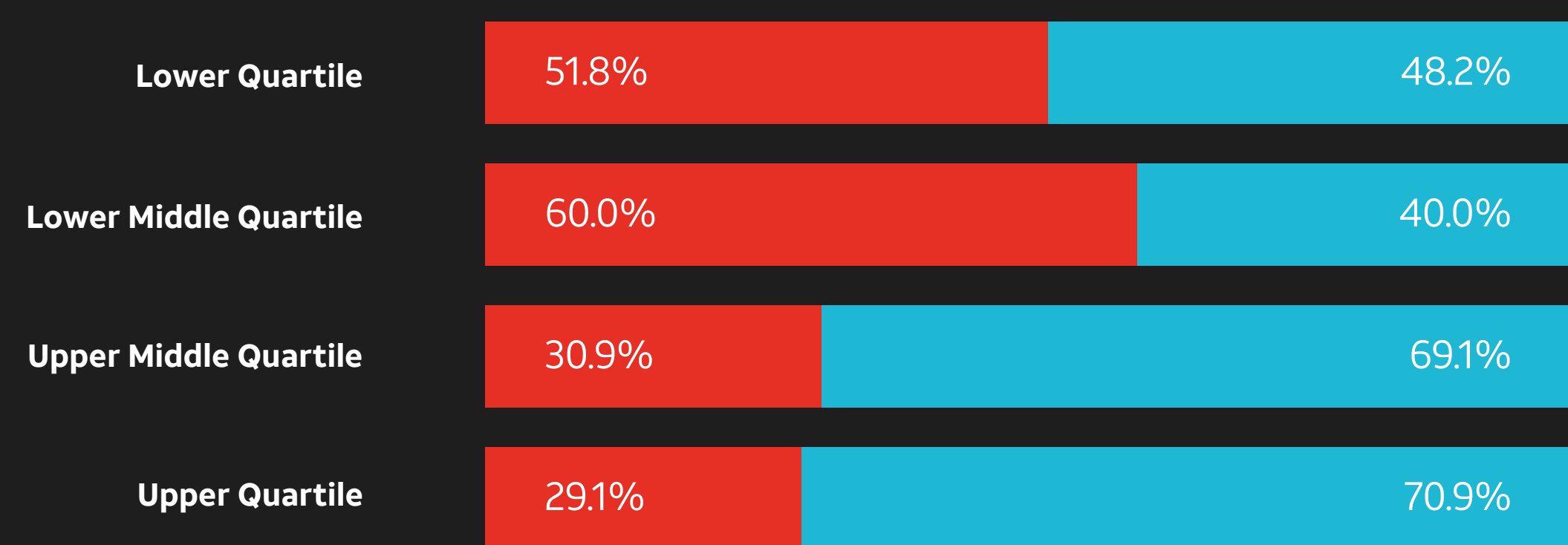
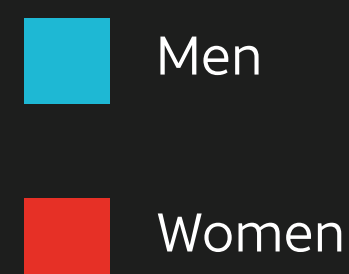
**45%**



**55%**



## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND



## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES WHO RECEIVED A BONUS

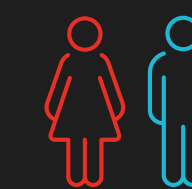


**86.3%**



**94.4%**

## GENDER PAY GAP BASED ON BONUS PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**9.6%**



**MEDIAN**  
Gender Pay Gap

**55.6%**

# NUMBER THREE FILMS

## EXPLAINING THE FIGURES

The gender pay gap illustrates the differences in average pay between women and men. To work out the median, the hourly pay rates for women are lined up from lowest to highest. The same is done for men. The median gender pay gap is the percentage difference between the middle man and the middle woman. The median for bonus pay is calculated in the same way.

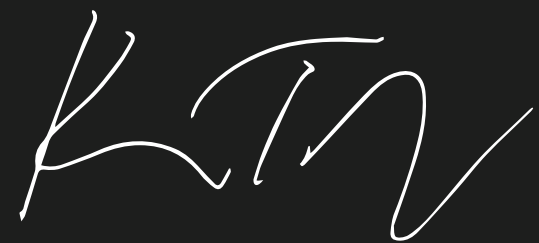
For the mean, the hourly pay rates for all men are added up and divided by the number of men to get an average pay rate that represents all the male employees. The same is done for women. The mean gender pay gap is the percentage difference between these two rates. The same is done with bonus pay.

A negative figure shows that the average pay for women was higher than it was for men.

The median figure is the one cited most frequently by the Office of National Statistics and in press coverage. This is because it is less likely to be skewed by outliers on either end of the scale and is therefore viewed as more representative.

## DECLARATION

I can confirm, on behalf of Number Three Films Limited, that the information provided in this report is accurate.



**Kevin Trehy**  
Statutory Director of  
Number Three Films Limited

## GENDER PAY GAP BASED ON HOURLY PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**3.5%**

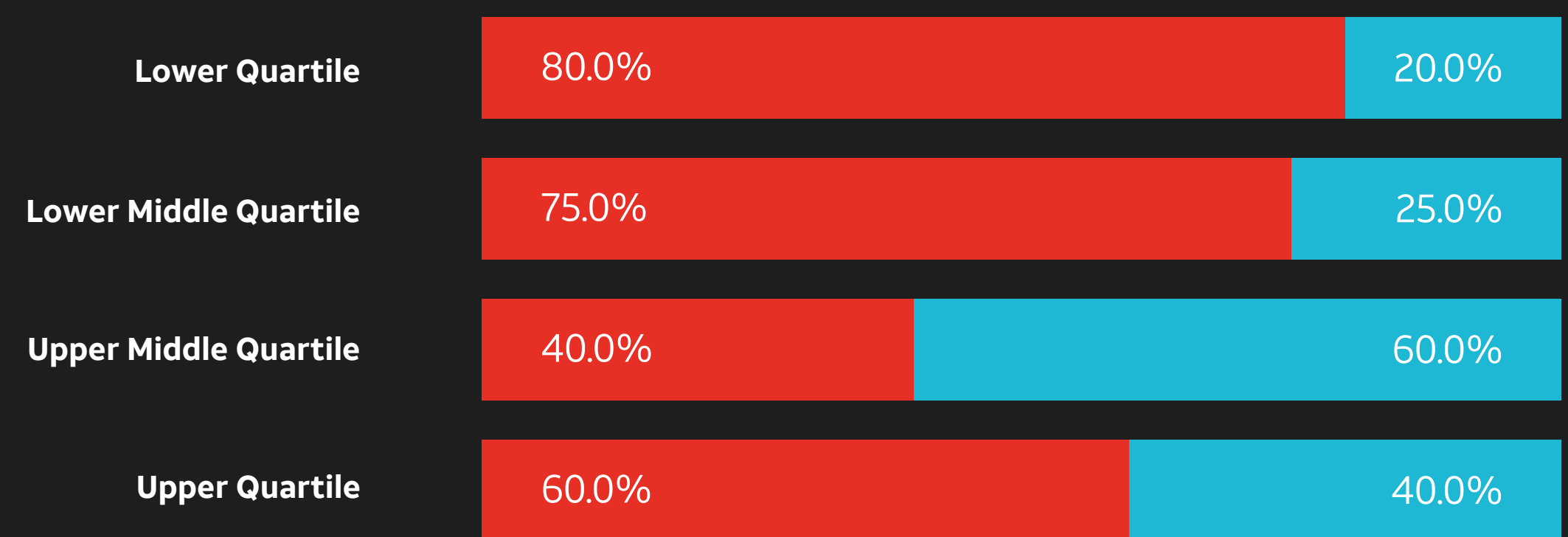
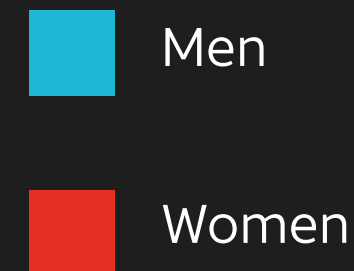


**MEDIAN**  
Gender Pay Gap

**11.0%**

The majority of Number Three Films Limited's employees were on furlough on 5 April 2020. These individuals were therefore excluded from Number Three Films Limited's mean and median gender pay gap calculations using hourly pay and hourly pay quartile calculations, in accordance with applicable legislation.

### PROPORTION (%) OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND



### PROPORTION (%) OF MALE AND FEMALE EMPLOYEES WHO RECEIVED A BONUS



### GENDER PAY GAP BASED ON BONUS PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**00.0%**



**MEDIAN**  
Gender Pay Gap

**00.0%**

# TT GAMES STUDIOS

## EXPLAINING THE FIGURES

The gender pay gap illustrates the differences in average pay between women and men. To work out the median, the hourly pay rates for women are lined up from lowest to highest. The same is done for men. The median gender pay gap is the percentage difference between the middle man and the middle woman. The median for bonus pay is calculated in the same way.

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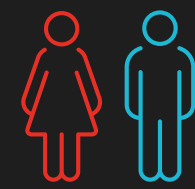
## DECLARATION

I can confirm, on behalf of TT Games Studios Limited, that the information provided in this report is accurate.



**Jonathan Smith**  
Statutory Director of  
TT Games Studios Limited

## GENDER PAY GAP BASED ON HOURLY PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**23.8%**



**MEDIAN**  
Gender Pay Gap

**15.0%**

## EMPLOYEE COMPOSITION

The proportion of TT Games Studios Limited's male and female employees as at 5 April 2020 was:

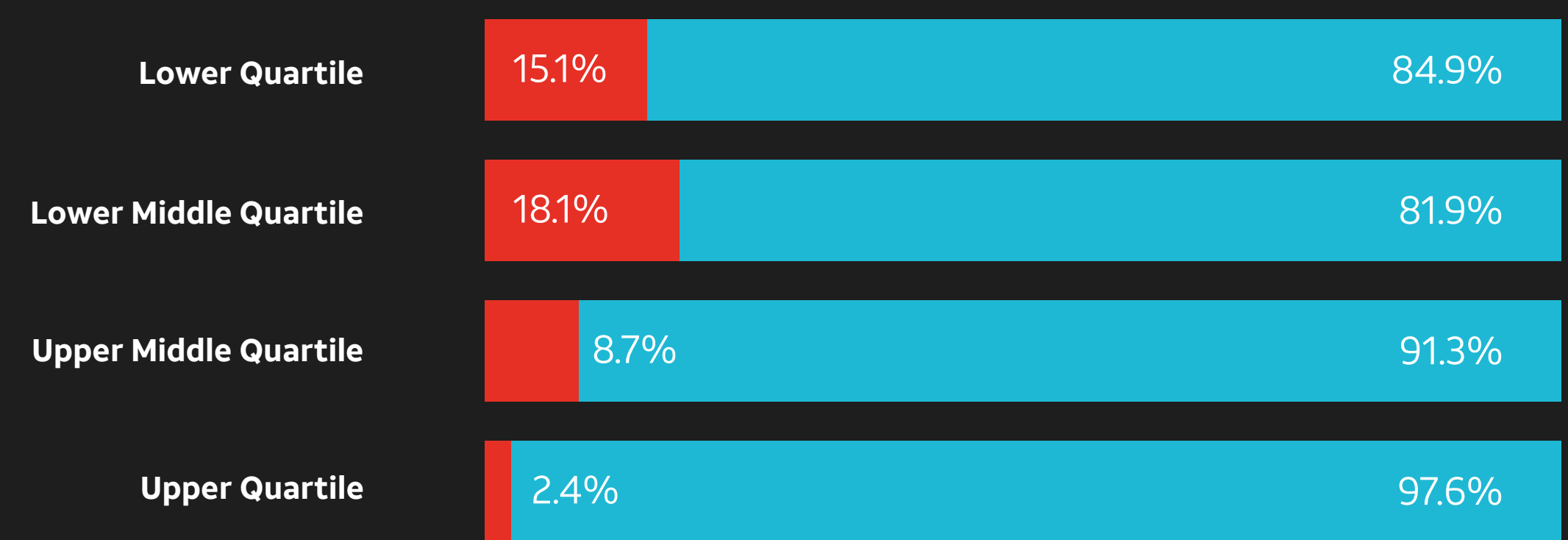
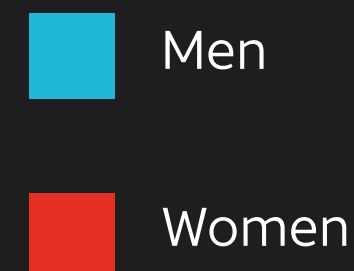
**12%**



**88%**



## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND



## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES WHO RECEIVED A BONUS

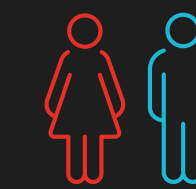


**93.5%**



**95.8%**

## GENDER PAY GAP BASED ON BONUS PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**22.0%**



**MEDIAN**  
Gender Pay Gap

**11.9%**



# TURNER BROADCASTING SYSTEM EUROPE

## EXPLAINING THE FIGURES

The gender pay gap illustrates the differences in average pay between women and men.

To work out the median, the hourly pay rates for women are lined up from lowest to highest. The same is done for men. The median gender pay gap is the percentage difference between the middle man and the middle woman. The median for bonus pay is calculated in the same way.

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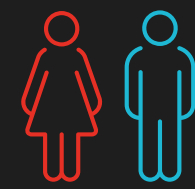
## DECLARATION

I can confirm, on behalf of Turner Broadcasting System Europe Limited, that the information provided in this report is accurate.



**Ellie Browne**  
Statutory Director of  
Turner Broadcasting System Europe Limited

## GENDER PAY GAP BASED ON HOURLY PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**29.0%**



**MEDIAN**  
Gender Pay Gap

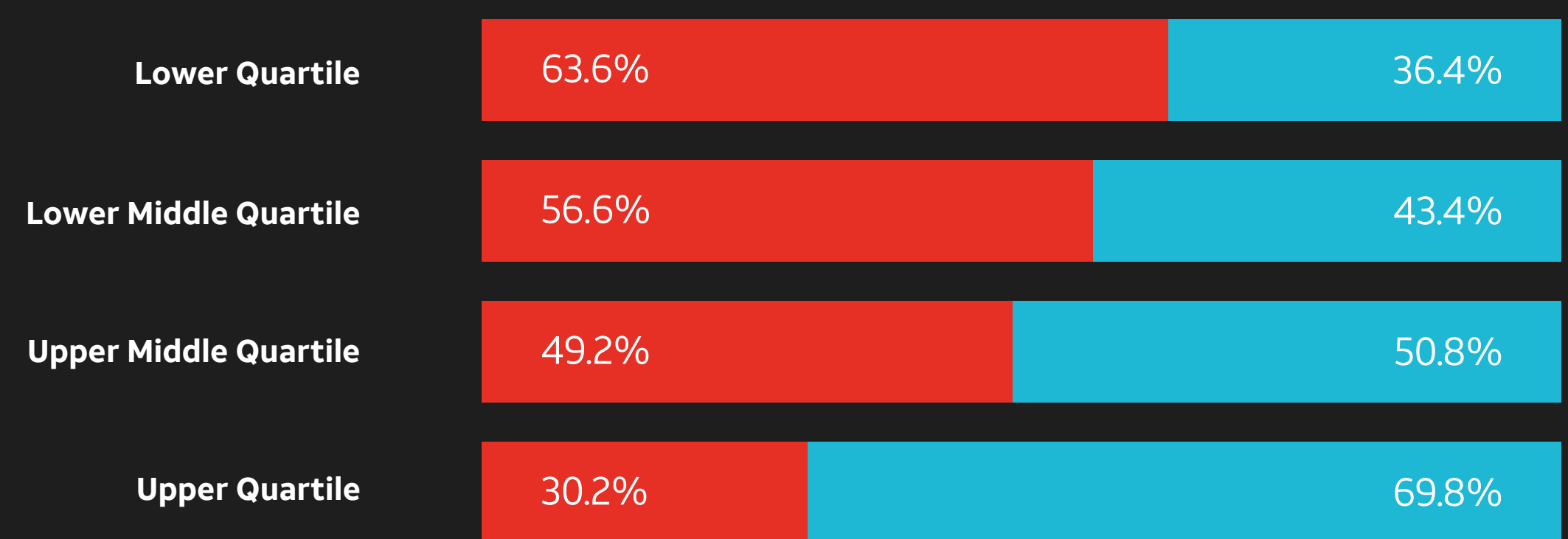
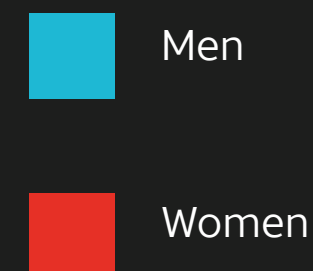
**23.1%**

## EMPLOYEE COMPOSITION

The proportion of Turner Broadcasting System Europe Limited's male and female employees as at 5 April 2020 was:



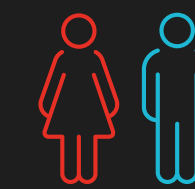
## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND



## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES WHO RECEIVED A BONUS



## GENDER PAY GAP BASED ON BONUS PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**59.7%**



**MEDIAN**  
Gender Pay Gap

**47.2%**

# WARNER BROS. ENTERTAINMENT UK

## EXPLAINING THE FIGURES

The gender pay gap illustrates the differences in average pay between women and men.

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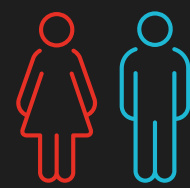
## DECLARATION

I can confirm, on behalf of Warner Bros. Entertainment UK Limited, that the information provided in this report is accurate.



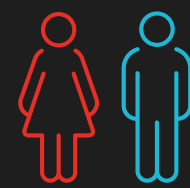
**Ellie Browne**  
Statutory Director of Warner Bros.  
Entertainment UK Limited

## GENDER PAY GAP BASED ON HOURLY PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**27.4%**



**MEDIAN**  
Gender Pay Gap

**21.1%**

## EMPLOYEE COMPOSITION

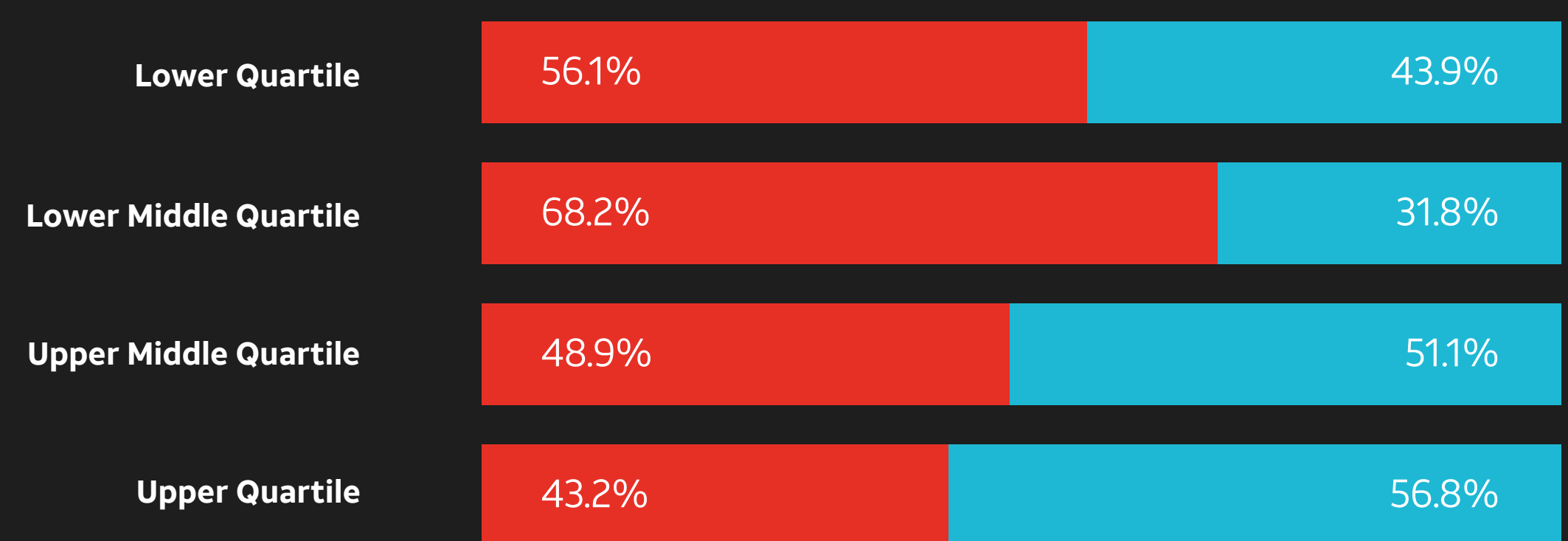
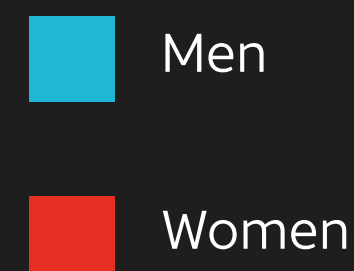
The proportion of Warner Bros. Entertainment UK Limited's male and female employees as at 5 April 2020 was:

**55%**



**45%**

## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND



## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES WHO RECEIVED A BONUS



**77.7%**



**79.9%**

## GENDER PAY GAP BASED ON BONUS PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**65.6%**



**MEDIAN**  
Gender Pay Gap

**22.3%**

# WARNER BROS. STUDIOS LEAVESDEN

## EXPLAINING THE FIGURES

The gender pay gap illustrates the differences in average pay between women and men. To work out the median, the hourly pay rates for women are lined up from lowest to highest. The same is done for men. The median gender pay gap is the percentage difference between the middle man and the middle woman. The median for bonus pay is calculated in the same way.

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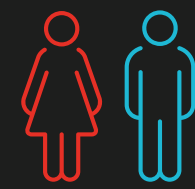
## DECLARATION

I can confirm, on behalf of Warner Bros. Studios Leavesden Limited, that the information provided in this report is accurate.



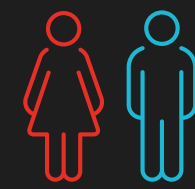
**David Bisoni**  
Statutory Director of  
Warner Bros. Studios Leavesden Limited

## GENDER PAY GAP BASED ON HOURLY PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**23.6%**



**MEDIAN**  
Gender Pay Gap

**9.8%**

## EMPLOYEE COMPOSITION

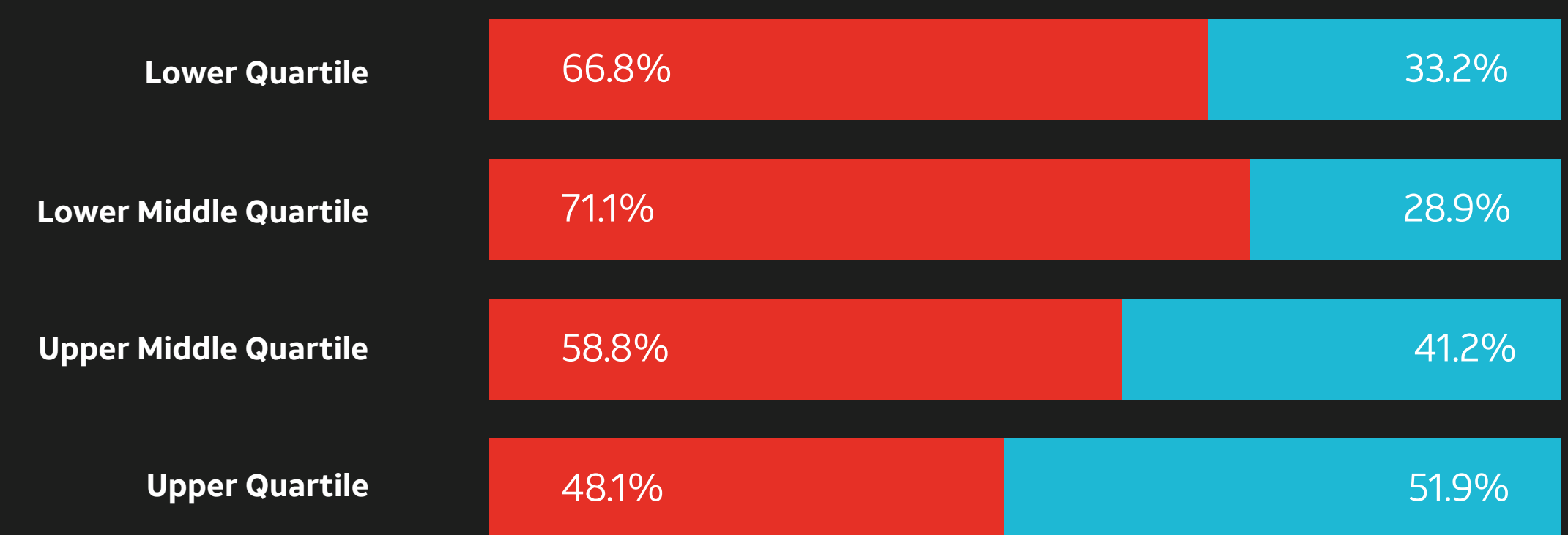
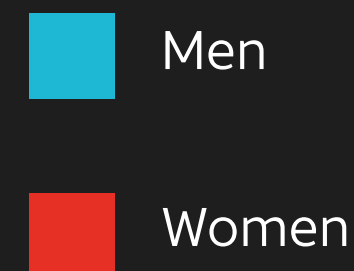
The proportion of Warner Bros. Studios Leavesden Limited's male and female employees as at 5 April 2020 was:

**62%**



**38%**

## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES IN EACH QUARTILE PAY BAND



## PROPORTION (%) OF MALE AND FEMALE EMPLOYEES WHO RECEIVED A BONUS



**71.1%**



**77.4%**

## GENDER PAY GAP BASED ON BONUS PAY FOR MALE AND FEMALE EMPLOYEES



**MEAN**  
Gender Pay Gap

**54.5%**



**MEDIAN**  
Gender Pay Gap

**20.0%**



**WarnerMedia**