Emerald is resolutely committed to being a leading voice for inclusion and diversity. To us, that means regardless of race, gender, class, religion, sexual orientation, disability, age, income or anything else - individuals deserve and should demand to be equally represented and heard. As such we challenge ourselves, and those we work with, to always do more, and better.

Our goal is to create a balanced workforce which reflects the customers and communities we work with. Individuality is one of the values at the heart of our business and we want Emerald to be a place where difference and individuality is valued, encouraged, recognised and celebrated.

"The Emerald Group continues to see solid progress in reducing its gender pay gap, but our aim is to see any gap eliminated completely. Equally, we want to create an environment which is fully transparent, fair and equitable, hence we are reporting on our ethnicity pay gap for the first time this year. We fully recognise that our data here is imperfect, but are committed to improving this position significantly over the coming year.

Vicky Williams
Group CEO
Gender Pay Gap - current position

Emerald Publishing’s headcount has dipped below the required threshold to report on gender pay gap following the business being split into two divisions: Emerald Publishing and Emerald Group Solutions. However, we are committed to continuing our efforts on reducing our gender pay gap year-on-year and as such, together with Emerald Works, we will now report our pay gap as a Group.

Whilst this means we can no longer compare our pay gap to the previous years of reporting against Emerald Publishing only, our 2021 figure as a Group is lower than the continuing downtrend in the gap last reported for Emerald Publishing in 2020. This had narrowed year on year from 2017 when reporting commenced.

We are dedicated to addressing our pay gap through analysis, insight and robust inclusion plans that are being delivered across the Group. This report explains our current position alongside our ethnicity pay gap and also explores our 2022 focus and action plan.

At Emerald, we have one bonus scheme in which bonuses are paid at set percentages of salary, depending on individual performance. Bonus isn’t payable during probation or whilst serving notice, and we see more women receiving bonuses due to a higher proportion of male starters and leavers within the reporting period.

Our results

We have a higher percentage of females in our workforce, which is mainly driven by Emerald Publishing and is typical of the scholarly publishing industry. Our gender pay gap is still primarily driven by a higher proportion of females in our lower pay quartiles. This is not an equal pay issue.

We continue to seek to address this through a range of targeted campaigns and initiatives, described in our action plan. We continue to build on and make progress in a number of areas and are pleased with the number of women that hold leadership positions within our business. We will continue to encourage gender diversity across all areas of our business.
We have chosen to report on our ethnicity pay gap for full transparency and to hold ourselves accountable for improving this pay gap. Unfortunately, a quarter of our workforce have not disclosed their ethnicity to us meaning that these figures are not truly reflective of our pay gap.

Throughout 2022 we will continue to encourage colleagues across the business to feel comfortable enough to share this important data with us.

### PAY & BONUS GAP

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly Pay</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Bonus</td>
<td>12%</td>
<td>17%</td>
</tr>
</tbody>
</table>

### MEDIAN PAY GAP BY QUARTILE

- **Favourable to ethnically diverse**
  - Upper: +2%
  - Upper Middle: -3%
  - Lower Middle: +5%
  - Lower: +6%

- **Favourable to white**
  - Upper: +2%
  - Upper Middle: -3%
  - Lower Middle: +5%
  - Lower: +6%
Emerald has a demonstrated long-term commitment to Equity, Diversity and Inclusion and our ED&I programme has evolved to be at the heart of our business strategy. We work hard to do more and be better so our action plan is designed to bring our gender and ethnicity pay gap closer to parity year on year. Our people vision is to create an extraordinary employee experience for all and we aim to deliver that through our three core people goals with a strong focus on ED&I:

### Growth for all

- Introduction of Talent Space (career development platform) to provide open access to career opportunities/development and reporting
- Tender and selection of new recruitment applicant tracking system to better support our inclusive recruitment commitment
- Continue the work in our Leadership Programme supporting our leaders to engage with our inclusive practices.

### Valued for contribution

- Introduced a calibration process for performance management, which aims to reduce the potential for bias in the performance review process
- Undertaking a salary benchmarking exercise to ensure we are paying everyone fairly for the work they do.

### Proud to belong

- Partnered with Inclusive Employers on a people and culture audit, to help us implement best practice in inclusive recruitment and to improve our policies and processes
- Partnered with the University of Bradford to deliver a social mobility project to support student groups from ethnically diverse backgrounds, and lower income backgrounds, to consider their career options outside of academia
- Signing the Menopause charter to provide focussed support