



argiva

Gender pay gap reporting

06 April 2016 – 05 April 2017

Statutory declaration

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



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Introduction

Arqiva is committed to being a great place to work, where our people can be the best that they can be. We are a values led organisation that believes that colleague engagement is not only important in creating a vibrant and positive environment, but also central to our commercial success. Having a team that embodies the values of straightforward, collaborative and ingenious enables us to deliver customer service excellence. Creating a diverse and inclusive culture is central to this.

This report shares our gender pay data together with the approach that we are taking to developing diversity and inclusion at Arqiva.

Equal pay and the gender pay gap

It's important to remember that equal pay and the gender pay gap are different.

Equal pay means paying a man and a woman the same for broadly similar work; this has been a legal requirement since the 1970s. We are confident that men and women are paid equally for doing equivalent jobs across our business.

The gender pay gap is the difference in hourly pay between men and women when it is calculated as an average across the whole workforce. A wide range of factors will influence the gender pay gap, for example, as senior roles tend to pay more than junior roles, the fewer the number of senior women in senior positions the wider the gap is likely to be. Equally, if your workforce and the nature of the work is dominated by one sex over another, this will also be a factor.

Our figures

Gender pay and bonus gap

The table shows our overall mean and median gender pay data as a snapshot on 05 April 2017.

Gender pay gap

Mean	Median
17.3%	23.6%

Gender bonus gap

Mean	Median
32.9%	27.2%

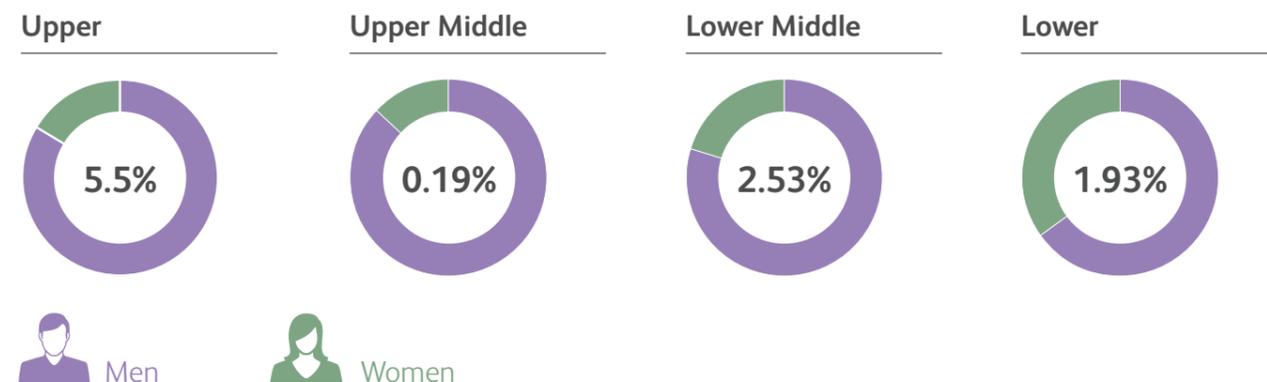
Proportion of colleagues receiving a bonus

These charts illustrate the difference between the number of men and women being paid a bonus for their performance in 2016.



Pay quartiles

The information below illustrates the gender distribution at Arqiva across four equally sized quartiles, each containing just over 400 people. The percentages show the mean gender pay gap for each quartile.



Understanding the numbers

Our mean gender pay gap is 17.3%. This is largely a reflection of two things.

Firstly, our entire industry faces a challenge to recruit women into science, technology, engineering and maths (STEM) roles. WES¹ indicate that only 15.1% of engineering undergraduates in 2017 are female, with this figure staying relatively static since 2012. This means that the industry, and the pipeline for future talent remains dominated by men.

Secondly, we have 3.5 times more men in our senior roles than women. 'Senior' is defined as grades D, E and F².

Starting from the top

Our senior leadership team – those that report straight into a Management Board Director – is already moving in the right direction. Just before the 2017 snapshot data was taken, 24% of this group was female, by the time we report in 2018, we fully expect to be exceeding this.

¹Statistics on Women in Engineering 2018' report. Available from www.wes.org.uk
²As categorised by the Willis Towers Watson Global Grading System.

Our actions

We still have a long way to go if we are going to build the most diverse workforce possible and reduce our gender pay gap.

Arqiva is an organisation with a proud history of engineering excellence. We have a long-standing, skilled workforce, and, like many other science, technology, engineering and mathematics (STEM) companies, these roles are generally filled by men. This isn't an excuse, it is where our business has come from, and it simply means we must work harder, and be even more committed to redressing the balance.

Like the principles set out by WISE³ in their 'Ten Steps' campaign, we believe that understanding the issues we face as an organisation and being clear about the actions we will take and the ways in which we will measure success lie at the heart of driving positive change.

We are committed to seeing a year on year improvement, not only in our gender pay gap, but also in the number of women we have at senior leadership level. We will also be continuing our approach to identifying and developing future female talent. In the rest of this report you will find some of the actions that we believe will help us to achieve this.

At grass roots

Attracting new talent into careers that are founded on STEM subjects is both a nationwide and industry challenge. We have 15 STEM Ambassadors across the business who deliver awareness activities to schools, teachers and parents. Making these activities interesting and engaging for girls remains a key element of that engagement.

Active role models

We work hard to share strong female role models with future generations. We take our female apprentices and graduate engineers into schools and to careers events so that they can share their experiences. We have also had our female apprentice engineers profiled in national press and on regional radio as part of the Brathay Challenge⁴

Attracting and developing new talent

Arqiva works hard to attract and develop the talent of the future. For the last three years we have run a summer intern programme that has grown year on year. We also have active apprentice and graduate schemes. While the intake continues to be dominated by men, since 2014, 16% of our new graduates have been female. Our commitment is to continue to equal, or do better than the national number of female engineering graduates year on year.

³Women in Science and Engineering (WISE) enables and energises people in business, industry and education to increase the participation, contribution and success of women in science, technology, engineering and mathematics (STEM).

⁴The Brathay Apprentice Challenge is the search for the apprentice team of the year, supported by the National Apprenticeship Service www.brathay.com

Our actions

Transparent career progression

We don't believe in positive gender discrimination, in fact, many of the women in our organisation say they simply want to be recognised equally for their skills and capability. However we do believe that career progression, and the support needed to achieve potential should be equally available to all. To make this happen, we are committed to transparency. In the last 18 months we have introduced a job map, career framework and role profiles so that everyone can work with their leader in a consistent way, and that progression opportunities are visible to all.

Making positive changes when we can

In early 2017 our IT and Networks team went through a significant reorganisation. Its leadership team is now a great example for our business; 50% of the team are women, with 60% of the female appointments being internal promotions.

Coaching and mentoring

Different people have different needs and skills requirements. In the next 12 months Arqiva will be developing its approach to mentoring so that we are better supporting those with leadership potential. The very nature of mentoring means that a more personalised approach will become available to nurture talent and maximise professional development. And, we will be making sure that our senior female leaders play an active role in supporting this talent; the men and women of our future.

Flexible working

Not everyone wants to work a traditional working pattern. Being able to work flexibly should not be seen as a barrier to progression. Our people tell us that having the flexibility to balance both their professional and personal lives is not only important to them, but it also builds engagement.

Smashing targets in ways that work

Like many organisations, sales targets are a key performance metric. In our Satellite & Media Business Unit not only was our greatest personal sales performance delivered by a woman during this snapshot year, but she also works part-time. A clear demonstration that flexibility can drive both engagement and performance.

Tackling unconscious bias

Unconscious bias is common in all organisations, and Arqiva is no exception to this. We recognise that subconscious behaviours can influence how men and women are perceived and treated in a working environment. We are already working with the Employers Network for Equality and Inclusion (ENEI) on our diversity and inclusion approach and this will include how we both measure and then address unconscious bias.

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