



A few words from our Group Chief HR Officer - Jacqui Taylor

Our first gender pay gap report published last year set the benchmark, highlighting the gender pay gap position for EDM and what actions are needed to achieve change. Since this report we have reshaped our business and there has been a change in Leadership, with the appointment of John Willox as CEO and a new executive team.

As a team we are committed to empowering our people to bring their best self to work every day.

We believe that this is fundamental to creating an environment that enables our business to grow and thrive. We are working hard to nurture a diverse and inclusive culture in all aspects; from hiring decisions we make, to career development and the everyday conversations.

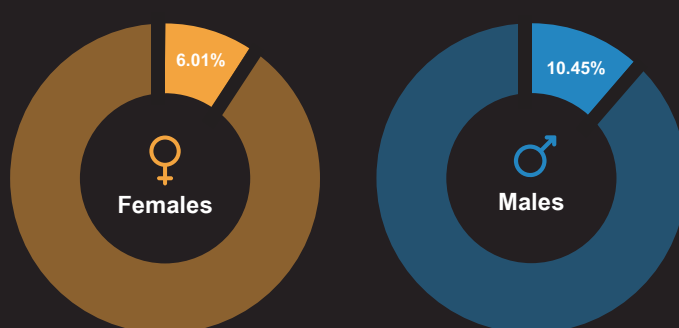
We intend to make year on year improvements in our gender pay gap, and we are confident that our actions will achieve gender balance.

Our Pay Data

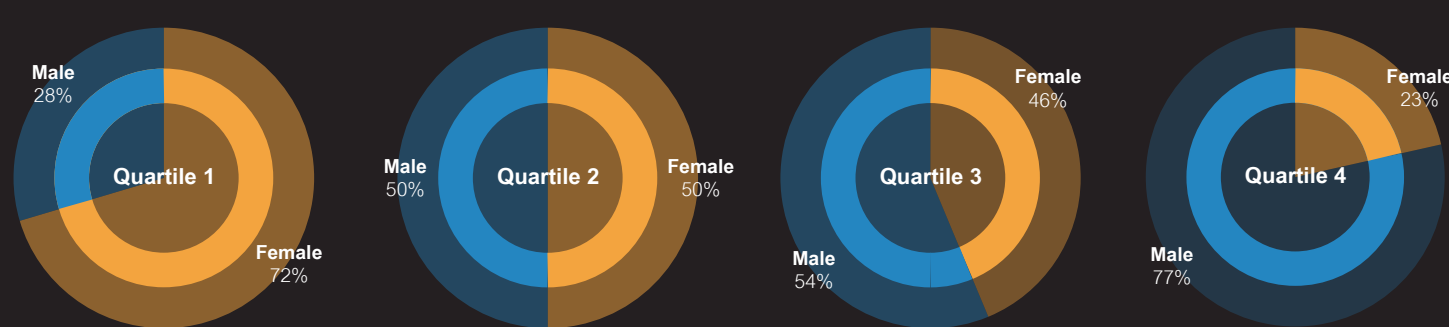
Transparency is key to closing the gap. Our 2018 figures are very similar to 2017 as we expected, and we acknowledge that closing the gap will take time.

	Mean		Median	
	2018	2017	2018	2017
Gender Pay Gap	33.3%	34.6%	27.3%	26.4%
Gender Bonus Gap	71.2%	-1.91%	25%	13%

Proportion of Men and Women receiving bonus



Pay Quartiles



The above image illustrates the gender distribution at EDM across four equally sized quartiles. We know that our pay gap is primarily caused by having fewer women in senior roles and an under representation in highly paid technical roles, like other companies who operate in our industry. We also have more males in an area of our business that attracts higher bonus payments.

We are confident that men and women are paid equally for doing equivalent jobs across our business.

How we will make a difference

Since the last report we have implemented several initiatives from recruiting in a gender neutral way; advertising jobs with gender neutral language and creating diverse shortlists, to new graduate intakes in STEM subjects. We have prioritised unconscious bias training with our senior leadership team for maximum impact.

We will build on our existing initiatives in the next 12 months by continuing to train our leaders at all levels in diversity and unconscious bias, further embedding this into our cultural DNA. As we continue to create the best possible environment it's important for us to ensure we showcase strong female role models, both internally and externally and we will build on this further.

Additional initiatives include a new leadership programme that will be launched in the summer, sponsored by our CEO and designed to support a diverse range of employees in fulfilling their potential. Also our recruitment strategy will include a greater focus on candidates' future potential ensuring we address our succession pipeline and recruit the best talent regardless of gender.

We recognise that we have work to do and we know that closing the gap will take time, our aim is to see year-on-year improvement in achieving greater gender balance.

Women @ EDM

Some of the women at EDM share their own experiences.



Munisha Nandhra
Customer Service & BI Manager

I joined EDM as a Business Intelligence Manager in June 2016; in this time I have progressed through the company at a pace that I sometimes can't believe.

When I started as a Business Intelligence Manager, I was responsible for creation of reports for one department which included Customer Services and IT Support. Less than a year into this role, I was then promoted to UK Business Intelligence Manager where I then was responsible for reporting across the company. Within this role I had a chance to introduce Power BI to the company and create real time reporting across departments and for customers.

Four months after being promoted previously, I was then given the opportunity to lead the UK Customer Services team as well as keep my BI role. I am very proud and thankful to EDM for believing in me to be able to fulfil these roles which I enjoy very much.

As a recent mother of one, I went on maternity leave last year and was well supported through the company. Using my KIT days to keep in touch with my team and getting updates from my manager helped me to return to work easily and not feel overwhelmed.

I continue to be challenged and stretched which is why I love working at EDM as no day is the same; the opportunities that EDM has given me over a short period of time has given me confidence and belief that women can progress through companies regardless of being on maternity leave.



Shaheen Shaikh
Mailroom Manager

Over the last 20+ years I have gained a vast amount of knowledge and developed my skills. I started working for EDM back in 1998 as a Data Entry Clerk, and I was privileged enough to be part of new and exciting projects within the business, such as the HMRC Mailroom.

Moving through my years and continued development I have always actively been encouraged to openly bring ideas and suggestions to the table. I strive to empower others in the same way I am.

I have always been fortunate enough to have some amazing people around me to point out my qualities, which led me to take an opportunity in a completely new area – offering both independence and greater accountability. Taking this step gave me the ability to grasp and shape my own goals and vision for my career and allowing me to share these experiences within my team. Over the last 20 years I watched myself, the company and colleagues grow and I am proud to say I have loved every moment. I am proud of what I have achieved at EDM.

I inspire my team to move as one, be as one and operate as one – we are ONE EDM!

Declaration

We confirm that our data has been calculated in accordance with the requirements of the **Equality Act 2010 (Gender Pay Gap information) Regulations 2017**.



John Willox
Group CEO



Jacqui Taylor
Group Chief HR Officer