



**WW GBR
Limited**

**Gender pay gap
report 2019**



*Shasita Shan,
Field Support Coordinator*



Anna Hill,
SVP and General Manager, UK

My view

I joined WW as the SVP and General Manager, UK in August last year – Initially drawn to the brands strong, meaningful purpose, and the impact it has on individuals and communities around the world. A human driven purpose, defined by principles of inclusivity, diversity and equality.

In my time with the brand so far, I have been impressed by the talent, dedication and passion of our employees, who strive to deliver our core ambition and purpose.

**NB: All figures within the report referencing current snapshots, are correct as of March 2020*

Observations

At WW, I appreciate that we have a unique employee demographic which continues to skew our overall gender pay gap data - reflective of our early heritage and our strong track record of retaining our people and growing their careers.

As a result, we continue to have a strong female employee profile and unlike many other UK companies, we do not have an issue recruiting, retaining or developing women's careers to senior level.

Today, 93.9% of us are women and in our WW Coach roles, which make up the majority of our employee population, we are 95.5% female. This current snapshot indicates that we are under-represented in men across the organisation. However, between the report snapshot date and the time of the report preparation (March 2020), we have increased the number of male employees in our business, specifically within our WW Coach population by 41%.

It's important to highlight the demographic of our HQ employees at the time of the data snapshot for the 2019 report - as the small number of men in our organisation occupy some of the higher paid roles. Notably our extended management team (EMT) consisted of nine members, of which five were male and our highest role in the business, SVP and General Manager, UK was vacant, and previously held by a man. This therefore, impacts our gender pay gap.

This year we reviewed the existing structure of our EMT, and implemented the Steering Group - a leadership function to drive key business initiatives and projects ensuring we remain aligned as a business. The group is an amalgamation of the existing EMT and an additional group of senior people across the business who represent the different disciplines of the organisation.

Today this leadership team consists of seventeen members - six of them male, and any men who have left the EMT function, were replaced by women. I have also joined the business, and will therefore have an impact on the number of women in senior leadership roles and our gender pay gap numbers. These fundamental factors will be reflected in our 2020 report.

Our report

To gain a better understanding of the Gender Pay Gap in general, our numbers and how we Aim to reduce the gap, I asked Josie Mortimer, People Director, some questions, to gain her expertise and thoughts.

**Anna Hill,
SVP and General Manager, UK**



Josie, let's start by understanding what the gender pay gap is?

The gender pay gap refers to the difference in average pay of men and women, across an entire organisation, sector or economy. The comparison does not factor in differences like job titles, or the number of men or women in a business. It is not, therefore, an equal pay comparison, which involves a direct comparison of a man and a woman employed to do 'like for like', or equivalent, work.

We are required to analyse data based on a specific snapshot in time, as set by the government – therefore, the 2019 report data is reflective of 5th April 2019.

What data is used to create the report?

Here is a quick explanation of how the numbers are calculated in line with the Government's reporting requirements:

The mean gender pay gap - The difference between the hourly pay of all male and female employees when added up separately and divided by the total number of the males and females in the workforce.

The median gender pay gap - The difference between the pay of the middle male and middle female, when all of the employees are listed from the highest to the lowest paid.

The mean and median bonus gap - The median and mean calculations are also applied to the bonus sums rewarded to our employees over the twelve-months prior to the snapshot period.

Bonus proportions - The percentage of male and female employees awarded a bonus is also included in our report. At WW, our bonus, recognition and reward approach is tailored to specific roles, but the

government reporting structure requires all bonuses across the business to be compared into one average figure.

Quartile pay bands - We also report on the percentage of men and women in four notional, equal-sized pay quartiles (lower, lower middle, upper middle, upper).

What does our gender pay gap numbers tell us?

There are several factors that continue to impact our gender pay gap – Our current UK business has a total of 1280 people – the majority, 1141 are our WW Coaches. The flexible nature of this role, which allows team members to work part-time alongside other commitments, whether that's another job, studying, or raising a family, attracts a predominantly female demographic.

In contrast, our HQ team is more gender balanced, but still with a female-strong Senior Leadership team. We have 139 people working in function and business management roles, including our Area Managers.

During the report snapshot period, out of our five Senior Leadership roles, three were held by women – one by a man and our top Leadership role, SVP and General Manager, vacant and previously held by a man.

These factors therefore have an impact on our gender pay gap.

How are we planning to improve our gender pay gap?

We will always challenge ourselves to be an inclusive and diverse workforce – and ultimately, a great place to work for everyone. To help us reduce the gap, we will stay committed to the five key focuses as stated within our previous report:

- 1. Supporting diversity** - In accordance with our business strategy we are committed to increasing the diversity/audience of our business, including our changing membership profile and the communities we work in. We also create an inclusive workplace culture where everyone can reach their full potential.
- 2. Career progression** - We need to balance our desire for a more gender balanced workforce with our commitment to supporting the career development of our existing team. We will always select the best candidate for the job, but if a new position becomes available, we start by advertising it internally to make sure we're giving our home-grown talent opportunities for career development, regardless of their gender.
- 3. Avoiding unconscious gender bias** - We are committed to ensuring that wherever possible we have an equal balance of male and female candidates for any vacancy or new role. We will support this by assessing the language we use in job descriptions and recruitment campaigns to make sure there is no unconscious gender bias. In addition, we also train our Corporate employees population via an elearning module on unconscious bias. The module raises awareness in all twelve types of unconscious bias, one of them specifically focused on gender.
- 4. Fair and competitive salaries** - Ensuring our compensation is fair is a priority for us and we're confident our teams are rewarded appropriately for their hard work. We continue to undertake salary benchmarking to ensure we keep up to date on market values, providing consistency and fairness within our pay and bonus decision-making.
- 5. Flexibility, wellbeing and work-life balance** - We're passionate advocates of flexible working, with hours that fit around other commitments, and opportunities to work part-time open to all of our colleagues. We have two policies in place to

support flexible working - one gives employees the opportunity to change their core working arrangements and the other provides guidelines to support adhoc changes in working hours. We understand that as of today, at least 25% of our current employee population utilize some sort of flexible working arrangements.

This fact is also reflected in a recent employee engagement survey, where 88% of our employees told us that they feel supported if they choose to make use of flexible working arrangements.

Thank you Josie - do you have any final thoughts?

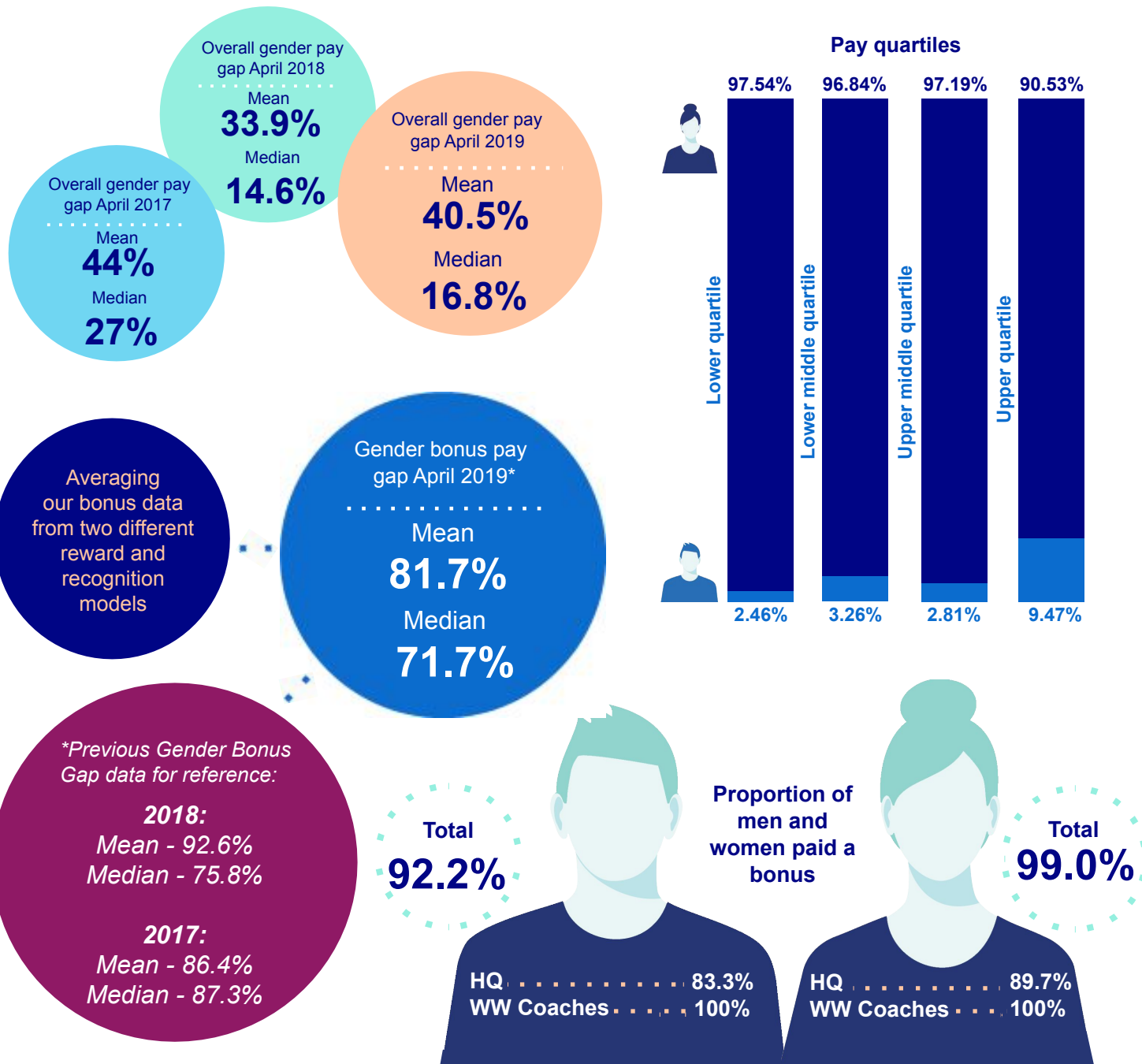
We understand that due to our existing employee demographic and passion for employing/promoting the right people for the role, we may not see an improvement in our gender pay gap as quickly as we would like. However, we stick by our stance that we won't make decisions in order to better our statistics, and continue to ensure we have the right people in the right roles - but remain committed to our key focuses and business strategy to ensure we provide a diverse and inclusive workforce.



Josie Mortimer,
People Director

Our numbers

From the data analysed at the determined government snapshot – please find ‘our numbers’ based on the six measures of the gender pay gap below:



Naomi Tomlin, Meetings & Promotions Brand Manager

I joined WW six years ago as a Local Marketing Assistant. During this time, WW provided me with the opportunity to develop new skills and progress into the role as Campaign Marketing Manager.

Having recently returned to work after a year on maternity leave, WW has given me huge flexibility - letting me step into a new role and giving me the option to job share. This opportunity allows me to have a great work life balance!



Harveen Richards, Project Coordinator Secondment

I have worked in the HR sector for just over 3 years and joined WW in 2018 as a People Coordinator. Career progression is really encouraged at WW and I was given the opportunity to undertake a CIPD Level 5 Apprenticeship. I am always eager to learn and this qualification allows me to develop my knowledge and skills with hands on experience, in order to add value to my role, my team and the business.



Sheena Suman, Meetings & Promotions Brand Manager

I really value the time I spend with my son and watching him grow up. Whilst I love being a Mum and spending time with Rian, I believe it is also important for me to regain some independence and pursue goals of my own.

WW has been great in accommodating the option of job sharing, for me it's the perfect way for me to stay connected to both my family and my career - both of which are important to me.



Ravi Assi, MI Insights & Ops Support Analyst

I joined WW as a Health Solutions Coordinator two years ago and have had great opportunity to grow and progress in that time. WW supported my development and goals through training and online courses which helped me to progress into my current role overseeing Insights for the UK. I now collaborate on a global scale helping towards the development of the member experience through insights and this would not have been possible without the support of WW.



Disclosure

The data analysed in previous reports has helped us understand the reasoning behind our employee demographic and our ability to retain and develop our pre-existing workforce, who are predominantly female.

However, we remain dedicated in enhancing our employee gender diversity at all levels, to reflect and support our ambition to evolve our membership profile and the communities we work in - supporting our business ambition and purpose.

My team and I aim to achieve this through our committed focus areas in order to reduce the gap. Whilst ensuring we hire the right people for the role and not changing headline numbers for the sake of statistics, which is unhelpful and regressive.

We will also continue to make WW a rewarding and a great place to work for our current and future employees - providing them with a culture where employees can be themselves and flourish.

I acknowledge that in the current climate, there is no government requirement to publish our statistics and report, however, we have committed to our employees and members to always be transparent as possible. Therefore, as a step to support and improve diversity and gender equality in the workplace and drive change, we are publishing our 2019 report.

As SVP and General Manager, UK at WW GBR Limited, I, Anna Hill, confirm that the information contained herein is accurate.

Anna Hill,
SVP and General Manager, UK

