

Diversity & Inclusion 2019



Why #inclusion-matters to us?

We're all about personalisation.

And nothing's more personal than being able to turn up to work as your authentic self, and feeling valued for the unique contribution you bring.

We all bring something unique to the Group and we want to celebrate and champion that.

We strongly believe that building the **diversity of our business and teams**, as well as developing an inclusive culture that values and champions difference, will better enable us to achieve our ambition of becoming the **Best Group of Personalised Photo & Gifting Businesses**. For us, diversity and inclusion is not a box ticking exercise, but something that will inspire the future of our business and contribute to creating an **awesome place to work**.



Our commitments

1

Attract, recruit and progress the best people

2

Progress our **Women In Leadership** programme

3

Develop our culture to be more inclusive and work to **raise everyone's awareness**

4

Upgrade **our policies and practices** to ensure they're more diverse & inclusive

So how are we doing?

We're in good shape, but want to do better. In particular we want more diversity in senior roles and everyone to feel accepted and equally able to thrive. We know from the employee survey that our people feel the same way.

We're making progress...

Inclusive approach



- Changed how we recruit so we reach wider pools of talent
- Hosted meet ups and events designed to attract more diverse talent
- Removed gender-bias in our job ads to attract a diverse talent pool
- Refreshed our interview process so we have a genuinely open mind

Equal chances to succeed



- Supported our working parents through better maternity, paternity and adoption arrangements
- Wherever possible, helped more employees fit life and work together with flexible working

Development and growth



- Supported our leaders to create inclusive team environments through development and individual coaching
- Partnered with **10 Digital Ladies** to provide additional support, development and networking opportunities to our employees

Advancing our culture



- Used milestones like **National Inclusion Week** and **International Women's Day** to create conversations and shift mindsets
- Sponsored women in our Technology teams to collaborate with digital peers through events like **Women of Silicon Roundabout** and **Women Mean Business**

I've been a Finance Director at Photobox for 18 months and first heard about *Seat at the Table* last year, which is a development programme for senior female leaders across the business.

I was really excited to join such a unique group that supports female peers by sharing experiences. We meet regularly to develop in key areas, and I have enjoyed having a chance to focus on development. The programme has also allowed me to attend conferences with high profile, inspiring women speakers. The support network I've built as a result has been invaluable.

Stacy Jones Finance Director, Photobox



I lead Moonpig's new technology hub in Manchester, seeking the best engineering talent to turbo-charge our business.

It was important to me to build a strong culture where difference is seen as an opportunity. Reflecting the diversity of our customer base within our teams and encouraging everyone to share different points of view is crucial to our success.

I've felt extremely well supported throughout, with access to a wide range of development content on inclusion and even workshops on unconscious bias. It's clear from how the leadership team communicate and act that inclusivity and diversity is incredibly important to our business.

Mark Evans Head of Engineering, Moonpig

We're the co-chairs of *Inspiring Women*, set up in 2018 with the support of our People Team to empower women across all brands in Photobox Group.

We believe that providing women with better opportunities to connect with one another helps build our community, as well as supporting career growth and personal development. It's been great to see how many women are involved, giving them opportunities for their voices to be heard. And people are listening!

Hannah Wilson UX Designer, Moonpig
Jas Sandhu Senior UX Designer, Photobox



The bottom line...

We are serious about building a more inclusive and diverse Group. Our leaders are tracking progress against our new Diversity & Inclusion Strategy. Here's some of the key measures and a snapshot of our progress so far in 2019.

Inclusion:

70%

Percentage that feel their team has an **inclusive culture**. Most women feel included, but not as many as men.

(D&I Survey 2018)

Good. Keep Improving.

Women across Group:

40%

Percentage of women **across Group**. Similar between March 2018-2019

Keep Improving.

Senior Women:

30%

Percentage of women in our **leadership teams**. Increase of 4% between March 2018-2019

Better. Must do more.

Women in Technology:

12%

Must do better.

Percentage of women **across Technology**. Slightly down between March 2018 – 2019.

One further measure – our Group gender pay gap

One more measure we are tracking is our Group gender pay gap. We have relatively good gender balance across the Group. We need to keep on improving our gender balance across specific teams and levels. This feeds into our gender pay gap.

Photobox Group
(2017–2018)

19%

EU Tech Sector
(2017)

18%



As our data is for 2017 – 2018 it does not reflect recent progress. This **does not** mean there is a gap between men and women in the same job. **We are committed to equal pay.**

We have a gap because:

- Like others in our sector, we have more men in higher-paid technology and leadership positions across the Group. This pushes up our average pay for men.
- And we have more women in customer service and production positions. This pushes down our average pay for women.
- The difference is our gap.

Appendix: UK statutory disclosure

Numbers for Photobox Ltd in the UK, 2017 – 2018

Mean pay gap 2018

25.4%

As at 5 April 2018

Median gap: 34.1%

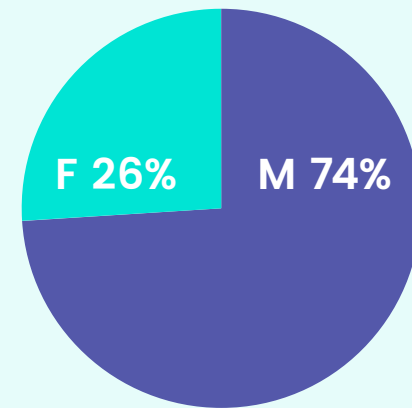
2017

Mean gap: 23.6%

Median gap: 37.5%

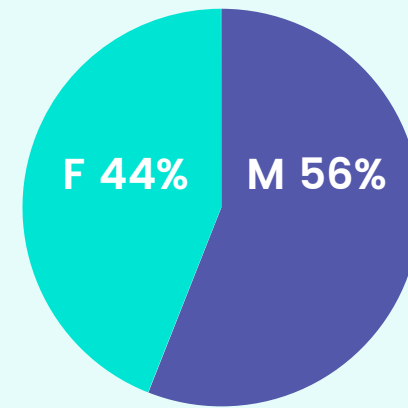
Proportion of men and women in each pay quartile band, 2018

Upper



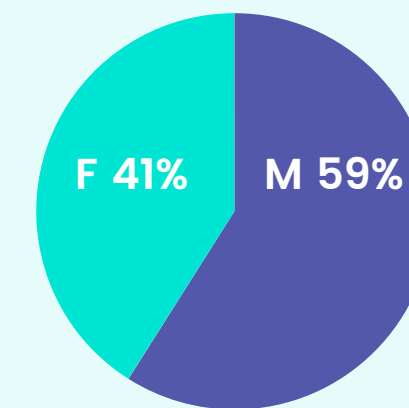
2017: M 74%, F 26%

Upper middle



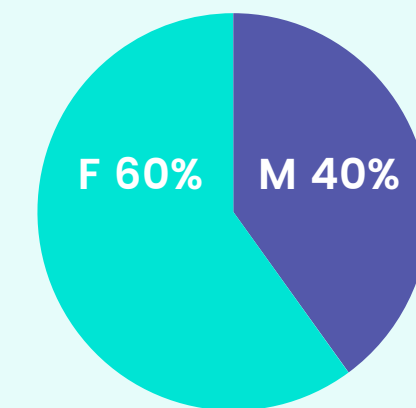
2017: M 65%, F 35%

Lower middle



2017: M 53%, F 47%

Lower



2017: M 41%, F 59%

Mean bonus gap 2018

54.2%

As at 5 April 2018

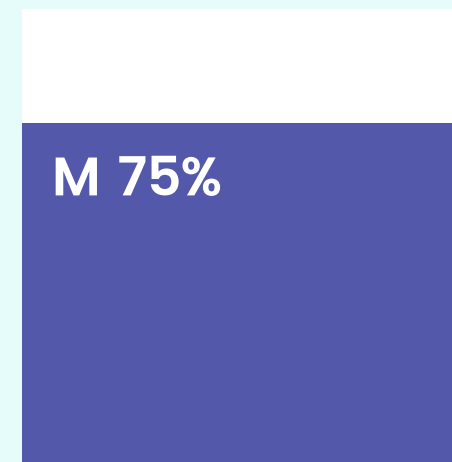
Median gap: 17.2%

2017

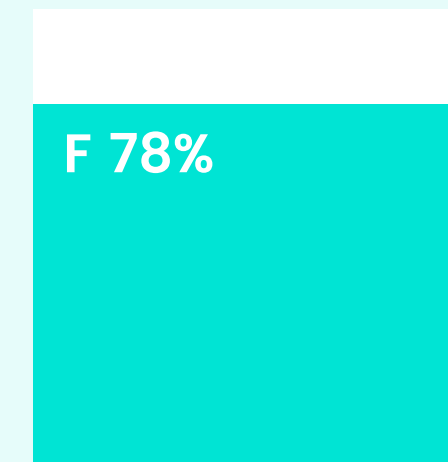
Mean gap: 39.7%

Median gap: 41.7%

Employees receiving bonus pay, 2018



2017: 71%



2017: 80%

I confirm the accuracy of these numbers in line with the Equalities Act 2010 (Gender Pay Gap Information) Regulations 2017.

Jody Ford Chief Executive Officer

Thank you