



# Gender Pay Gap Report

2021-2022

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## A message from Asif Sadiq, MBE

Chief Diversity, Equity  
and Inclusion Officer

As we review and report on the Gender Pay Gap today, we do so as Warner Bros. Discovery; a newly formed company that brings together the entities that formed WarnerMedia and Discovery.

The data reported today, reflects 11 entities that were part of these legacy organisations, both of which were committed to improving diversity, equity and inclusion. Today as Warner Bros. Discovery we believe, more than ever, that we must empower our workforce and storytellers to help create the most inclusive and equitable world for all.

Creating a culture of equity, inclusion and belonging is imperative to our company's success. It is only through embracing our talented, diverse workforce and creative teams that we can remove barriers to opportunity and enable access to our industry at all levels.

We are determined to make Warner Bros. Discovery one of the most equitable and inclusive workplaces in our industry and one where people feel they belong and are able to succeed. Gender Pay Gap reporting is one of the ways we measure and assess our efforts, and open accountability is critical to ensuring we deliver on our values.



Annual reporting also helps us to identify where we have the opportunity to do more and, as a new combined company, understand where we are today and where we want to be in the future. When we reflect on the data in this report we are pleased to see that across the entities that make up our business in the UK, we are making progress with the majority closing the pay and bonus gap vs 2021 results and many seeing an increase in the percentage of women in the upper pay quartiles - but we still have more work to do.

As a new combined organisation, we are taking the opportunity, as part of our integration, to review our policies, processes and compensation structure to ensure they are robust and fair. As part of our diversity, equity and inclusion commitment, we will continue to champion equal opportunities for all with a career and pay framework that is free from bias.

Like many organisations, our gender pay gap is in large part driven by the disparity between male and female representation at the most senior levels, especially within gaming and technology functions. We remain committed to systematically addressing how we further increase the representation of women at leadership levels, and improve representation of all underrepresented groups at all levels, not only to eliminate our gender pay gap but also to encourage greater diversity, equity and inclusion across our workforce.

We see our Gender Pay Gap Report as one important strand of our wider diversity, equity and inclusion agenda. We strongly believe that gender identity is broader than just men and women and, although the regulations do require us to report in this way, we recognise and welcome colleagues of all gender identities and we are committed to an intersectional approach in our pursuit of equality and equity for all.

We have ambitious plans as Warner Bros. Discovery and our approach, which is set out in this report, is focused on building an inclusive business which will allow us to make better business decisions, attract and retain the best talent on and off screen, develop more diverse content, whilst helping to shape the industry in diversity, equity and inclusion.

A handwritten signature in black ink, appearing to read 'Asif Sadiq'.

Asif Sadiq, MBE

# Diversity, Equity & Inclusion: Our Commitment

Our mission as Warner Bros. Discovery is to utilise our power as one of the industry's leading media companies to empower our workforce and storytellers to help shape the most inclusive and equitable global society for all.

This means how we operate internally as colleagues and how we operate externally as content creators.

As a business we need to ensure that our internal processes are equitable, we must foster a culture of inclusion, equity and belonging where people can be themselves and operate at their best.

We take our responsibility as a media company very seriously, the content we create and the stories we tell are an important forum for elevating underrepresented groups and minorities and reaching our diverse audiences around the globe.

## The pillars that will guide our immediate and long-term diversity, equity and inclusion investments as Warner Bros. Discovery:

### Intentionally Inclusive

For our company to embrace diversity and be intentionally inclusive, we need the support of everyone across the business to build this culture of belonging.

Together, as one team, we believe we can foster an environment that promotes curiosity where everyone has an opportunity to thrive, contribute ideas and do their best work.

### Pursuing Equity

Our commitment to equity is reflected in the evaluation and evolution of policies, processes, and systems with an eye toward accelerating and sustaining DEI progress across the employee lifecycle.

From recruitment and retention to progression, development, and recognition, pursuing equity at every stage of an employee's journey is critical to the integrity and impact of our DEI efforts.

### Authentic Storytelling & Inclusive Productions

We believe that the diverse perspectives of people who tell our stories, portray our iconic characters on-screen, work in our talented production teams, and create WBD's best-in-class content are all critical to our success.

And to meet or exceed the expectations our audiences have today, our content must reflect our commitment to responsible representation and our productions must promote access, equity, and psychological safety.

# Diversity, Equity & Inclusion: Our Core Initiatives

**DEI Data Gathering**  
In the UK, we will capture voluntary data from employees on gender, race, sexual orientation, disability and Religion in order for us to be able to take an intersectionality lens in our equity work.

**DEI Learning**  
We will take our top leaders in the company on an Inclusion Learning Journey to equip them to be able to champion inclusion across all our business areas. We will also ensure that every new employee completes a E-learning around Diversity, Equity and Inclusion.

**Business Resource Groups**  
We believe our Business Resource groups are a huge asset to us in driving change and we will continue to partner with them to work on initiatives that help drive down the gender pay gap.

**Inclusive Storytelling Guide**  
We believe authentic stories and gender representation on our productions is key to help create more inclusive stories and content and we want to ensure we equip our productions with the tools they need to drive this through our guide.

**Pipeline Programmes**  
We want to continue to build on the success of our UK Pipeline programs to attract underrepresented talent and support them with the training they need to build their careers, particularly in those parts of our industry that have traditional had a lack of representation from a gender perspective.

**Business and Creative Councils**  
We believe that we need to champion inclusion from the top and through our business and creative councils that are made up of our senior leadership team, we will create accountability and progress across all areas of our business.



## Diversity, Equity and Inclusion Aspirations

Creating long-term sustainable change

Equipping everyone to champion inclusion

Establishing quality sustainable diversity efforts

Creating shared ownership of DEI

Championing DEI in partnership by integrating across our businesses

# Understanding the Data

## 1 Pay Gap vs Equal Pay

There is often confusion about the difference between the **gender pay gap** and **equal pay**, but they are not the same thing: The gender pay gap looks at the difference between the average pay of all men and all women across the whole business, regardless of job type or seniority. Equal pay looks at the pay difference between a man and women performing the same role.

## 2 The Calculations

When calculating our gender pay gap, we are legally required to do more than just add up the basic salaries and provide two different measures. **The calculations** include basic pay, performance related pay and allowances.

## 3 Median Pay Gap

For the **median pay gap**, if we lined up all our men and women in two rows, from the lowest to the highest paid, the median shows the difference in pay between the middle-man and middle-woman.

## 4 Mean Pay Gap

The **mean pay gap** shows the difference between the average pay of all men and all women. We also provide the median and mean measures for the bonus gap, as well as showing the percentage of men and women who received a bonus.

## 5 Pay Quartiles

The regulations also require us to report the percentage of men and women in each **pay quartile**. These are not the same as level within the organisation. To calculate pay quartiles, we list all the hourly pay data for all employees from lowest to highest and then divide them into four equal quarters (“quartiles”) before calculating the percentage of men and women in each one.



# CABLE NEWS INTERNATIONAL LIMITED

Women Men

## EMPLOYEE COMPOSITION



47%

53%

## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

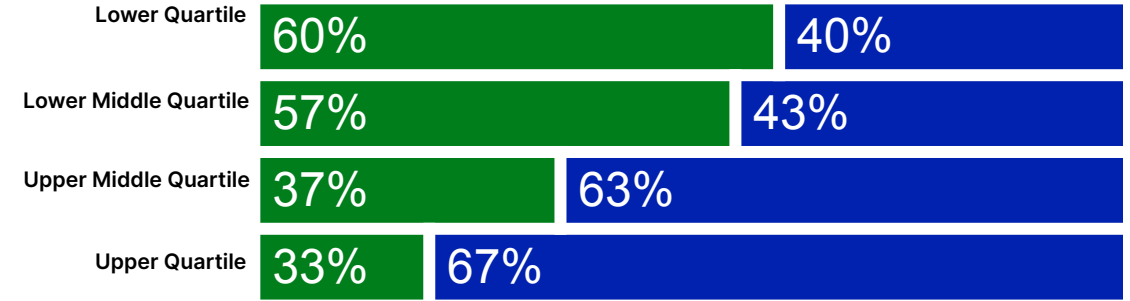
MEAN Gender Pay Gap

-9.3%

MEDIAN Gender Pay Gap

16.0%

## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS



84%



90%

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

MEAN Gender Pay Gap

40.4%

MEDIAN Gender Pay Gap

59.5%

## DECLARATION

I can confirm, on behalf of CABLE NEWS INTERNATIONAL LIMITED, that the information provided in this report is accurate.

Michael J. McCarthy  
EVP & General Manager, CNNI  
Cable News International Ltd



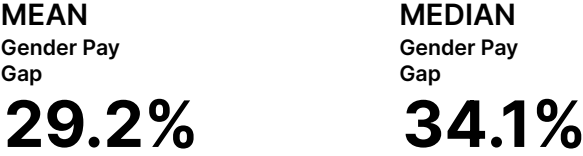
# ROCKSTEADY STUDIOS LIMITED

Women Men

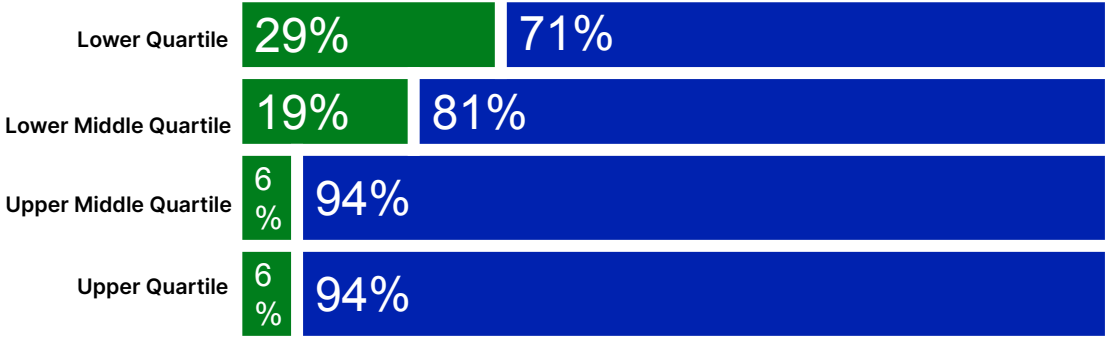
## EMPLOYEE COMPOSITION



## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN



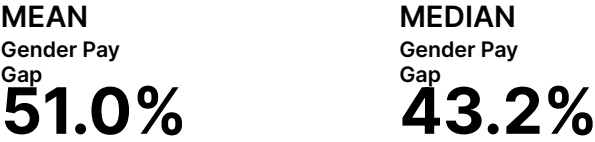
## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS



## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN



### DECLARATION

I can confirm, on behalf of ROCKSTEADY STUDIOS LTD., that the information provided in this report is accurate.

*AK Woodliffe*

Hester Woodliffe  
VP, Games Publishing International  
Rocksteady Studios Ltd.





# TT GAMES STUDIOS LIMITED

Women Men

## EMPLOYEE COMPOSITION



11%

89%

## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

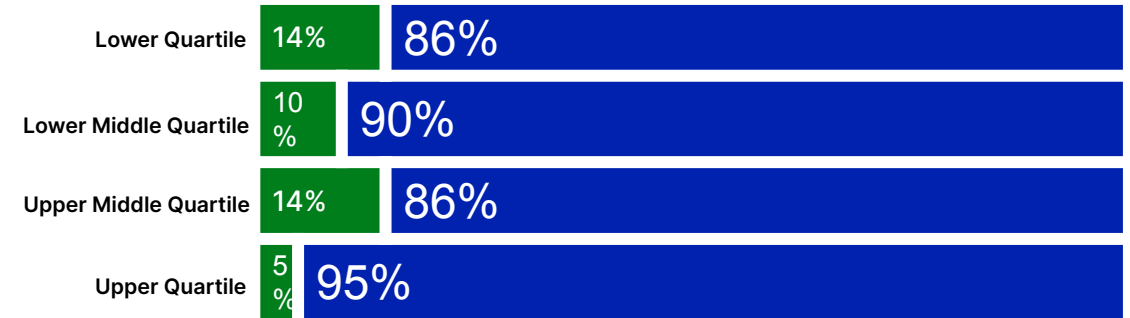
MEAN Gender Pay Gap

18.6%

MEDIAN Gender Pay Gap

8.8%

## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS



96%



98%

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

MEAN Gender Pay Gap

30.0%

MEDIAN Gender Pay Gap

10.5%

### DECLARATION

I can confirm, on behalf of TT GAMES STUDIOS LIMITED, that the information provided in this report is accurate.

Michael Denny  
Vice President, Studio Head  
TT Games Studios Limited



# TURNER BROADCASTING SYSTEM EUROPE LIMITED

Women Men

## EMPLOYEE COMPOSITION



52%

48%

## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

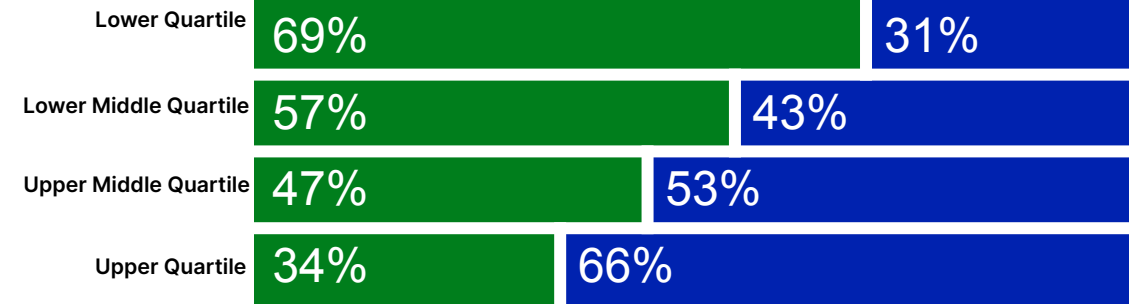
MEAN Gender Pay Gap

23.7%

MEDIAN Gender Pay Gap

21.1%

## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS



82%



89%

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

MEAN Gender Pay Gap

38.7%

MEDIAN Gender Pay Gap

32.2%

### DECLARATION

I can confirm, on behalf of TURNER BROADCASTING SYSTEM EUROPE LIMITED, that the information provided in this report is accurate.

Robert James Friend  
CFO EMEA

Turner Broadcasting System Europe Limited



# WARNER BROS. STUDIOS LEAVESDEN

Women Men

## EMPLOYEE COMPOSITION



61%

39%

## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

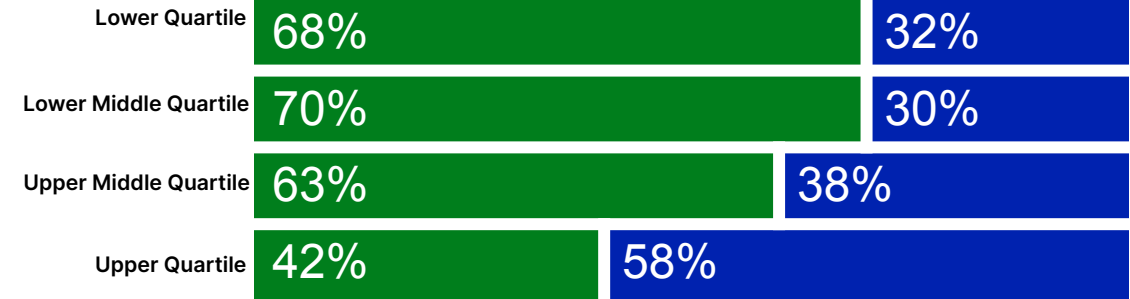
MEAN Gender Pay Gap

23.7%

MEDIAN Gender Pay Gap

21.0%

## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS



68%



77%

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

MEAN Gender Pay Gap

16.8%

MEDIAN Gender Pay Gap

0%

### DECLARATION

I can confirm, on behalf of WARNER BROS. STUDIOS LEAVESDEN, that the information provided in this report is accurate.

David Bisoni  
SVP, Business Affairs and International Development  
Warner Bros. Studios Leavesden



# WARNER BROS. ENTERTAINMENT UK

Women Men

## EMPLOYEE COMPOSITION



55%

45%

## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

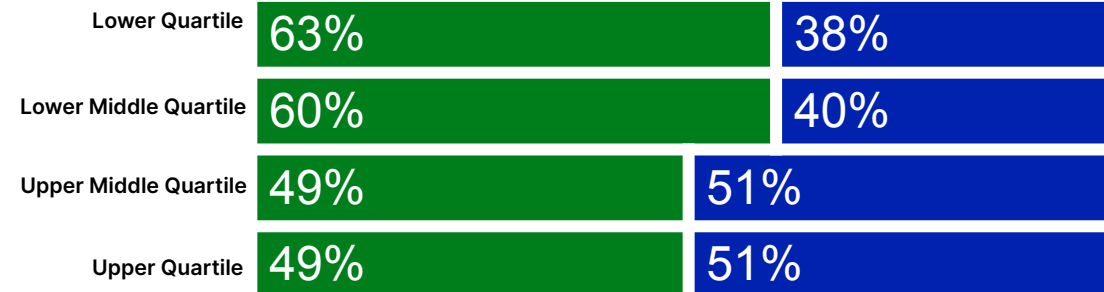
MEAN  
Gender Pay  
Gap

14.2%

MEDIAN  
Gender Pay  
Gap

17.1%

## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS



74%



79%

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

MEAN  
Gender Pay  
Gap

21.7%

MEDIAN  
Gender Pay  
Gap

27.7%

### DECLARATION

I can confirm, on behalf of WARNER BROS. ENTERTAINMENT UK, that the information provided in this report is accurate.

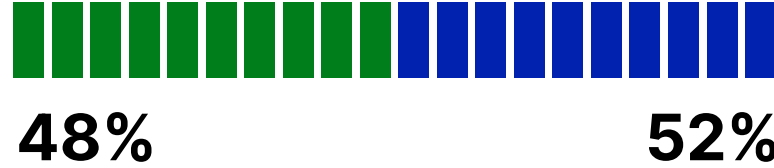
Robert James Friend  
CFO EMEA

Warner Bros. Entertainment UK

# DISCOVERY CORPORATE SERVICES LIMITED

Women Men

## EMPLOYEE COMPOSITION

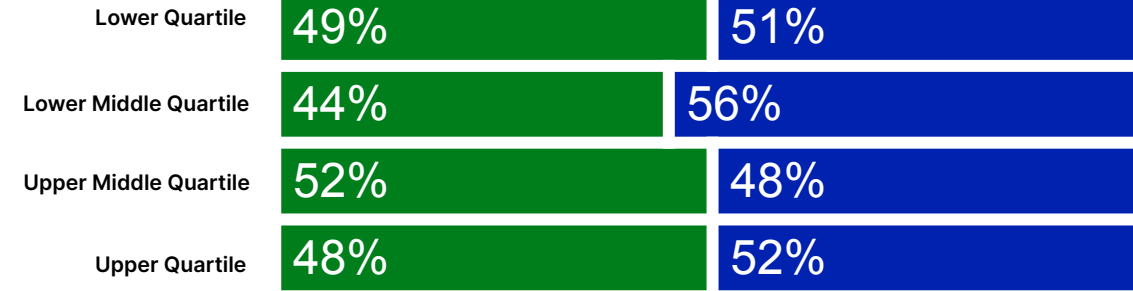


## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

MEAN  
Gender Pay  
Gap  
**13.7%**

MEDIAN  
Gender Pay  
Gap  
**-5.3%**

## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS



**88%**



**93%**

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

MEAN  
Gender Pay  
Gap  
**53.0%**

MEDIAN  
Gender Pay  
Gap  
**-4.8%**

## DECLARATION

I can confirm, on behalf of DISCOVERY CORPORATE SERVICES LIMITED, that the information provided in this report is accurate.

Amy Girdwood  
EVP - People & Culture  
Discovery Corporate Services Limited



Women Men

EMPLOYEE COMPOSITION



31%

69%

GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

MEAN Gender Pay Gap

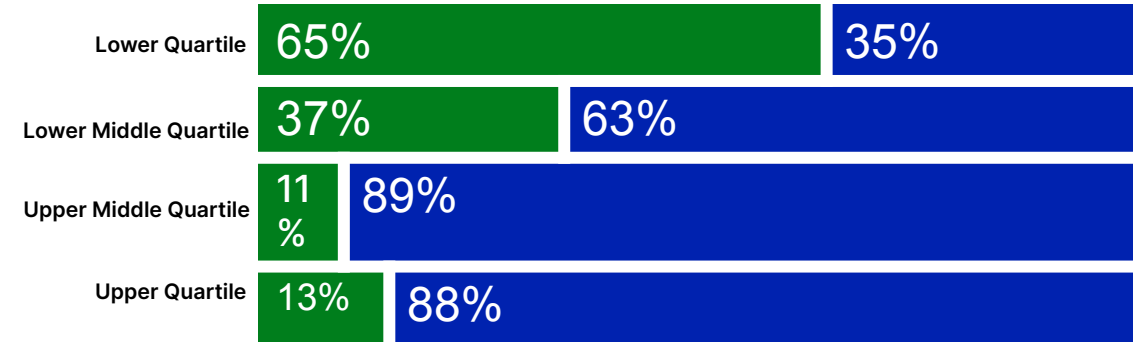
31.0%

MEDIAN Gender Pay Gap

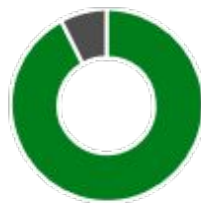
38.8%

DPLAY ENTERTAINMENT LIMITED

PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS



92%



89%

GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

MEAN Gender Pay Gap

36.9%

MEDIAN Gender Pay Gap

57.0%

DECLARATION

I can confirm, on behalf of DPLAY ENTERTAINMENT LIMITED, that the information provided in this report is accurate.

Amy Girdwood  
EVP - People & Culture  
Dplay Entertainment Limited

# SHOE BUCKET LIMITED

■ Women
 ■ Men

## EMPLOYEE COMPOSITION



**46%**

**54%**

## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

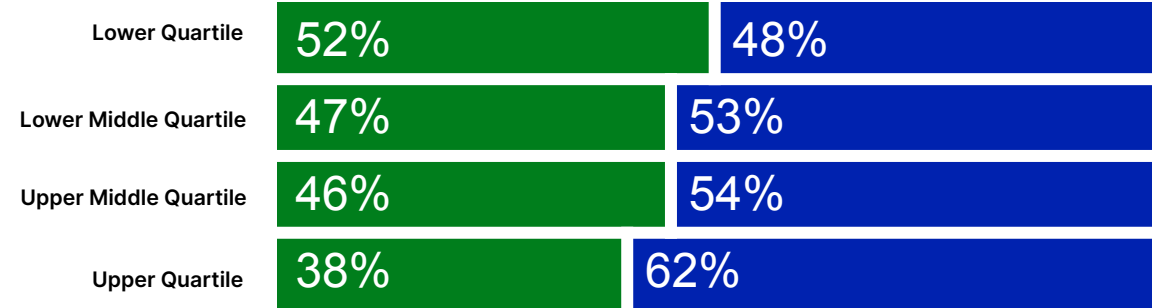
MEAN  
Gender Pay  
Gap

**-37.3%**

MEDIAN  
Gender Pay  
Gap

**11.4%**

## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS

**N/A**

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

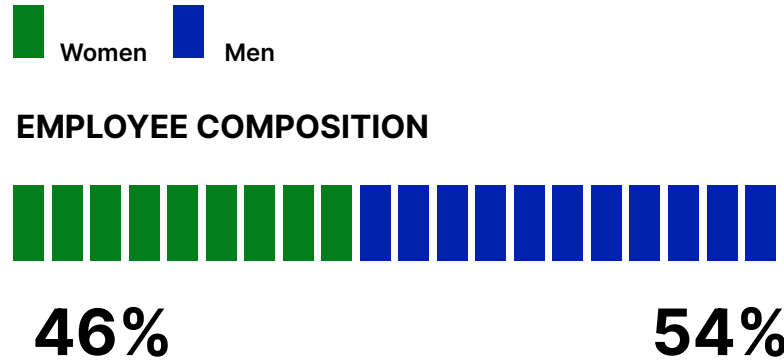
**N/A**

### DECLARATION

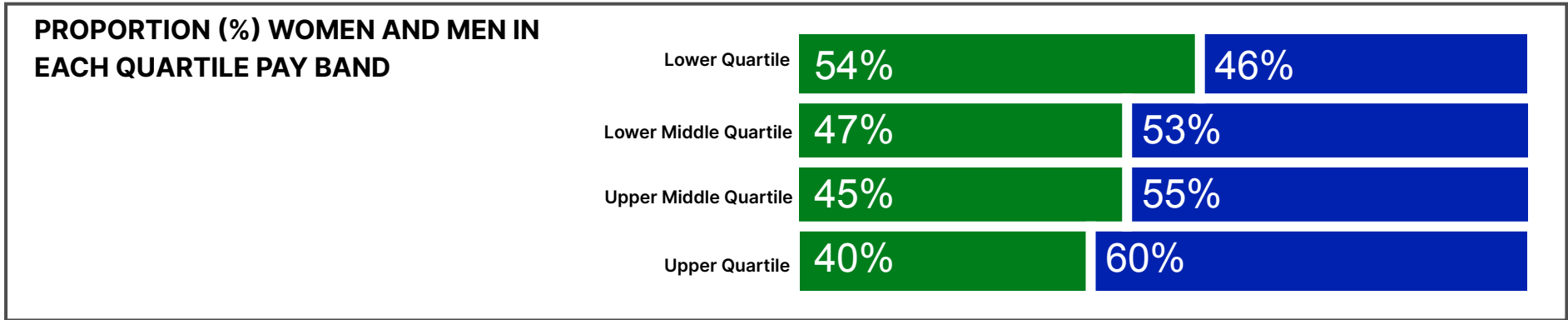
I can confirm, on behalf of SHOE BUCKET LIMITED, that the information provided in this report is accurate.

Kevin Trehy  
EVP, Production  
Shoe Bucket Limited

# ELEMENTARY PRODUCTIONS LIMITED



## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS

**N/A**

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

**N/A**

### DECLARATION

I can confirm, on behalf of ELEMENTARY PRODUCTIONS LIMITED, that the information provided in this report is accurate.

Kevin Trehy  
EVP, Production  
Elementary Productions Limited



# DEEP BLUE PRODUCTIONS

■ Women
 ■ Men

## EMPLOYEE COMPOSITION



**51%**

**49%**

## GENDER PAY GAP BASED ON HOURLY PAY FOR WOMEN AND MEN

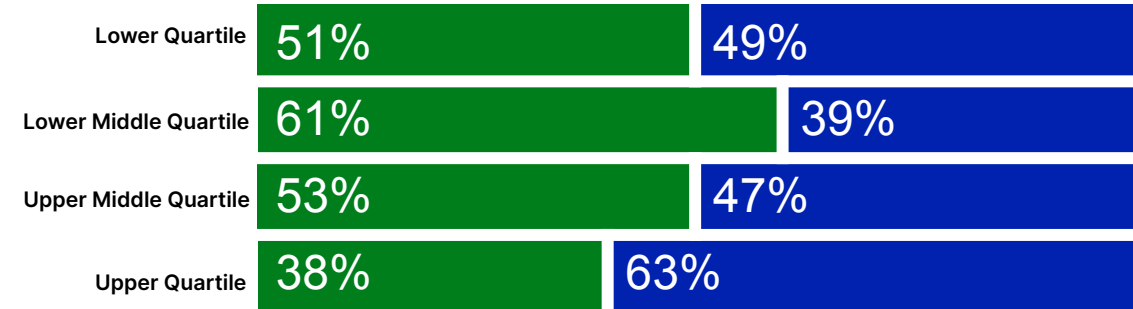
MEAN  
Gender Pay  
Gap

MEDIAN  
Gender Pay  
Gap

**8.6%**

**9.7%**

## PROPORTION (%) WOMEN AND MEN IN EACH QUARTILE PAY BAND



## PROPORTION (%) WOMEN AND MEN WHO RECEIVED A BONUS

**N/A**

## GENDER PAY GAP BASED ON BONUS PAY FOR WOMEN AND MEN

**N/A**

### DECLARATION

I can confirm, on behalf of DEEP BLUE PRODUCTIONS, that the information provided in this report is accurate.

Kevin Trehy  
EVP, Production  
Deep Blue Productions



**WARNER BROS.  
DISCOVERY**