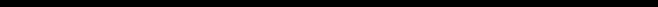
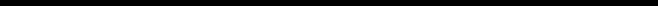
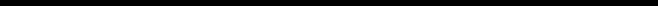
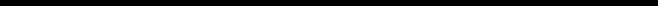
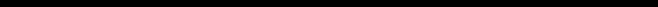
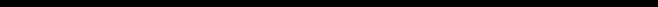


WarnerMedia

GENDER PAY GAP REPORT

2021

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FOREWORD

At WarnerMedia, we are creating an inclusive and equitable workplace, so our teams are as diverse as the communities we serve, one where we support and celebrate the voices and careers of individuals from across society. Diversity, equity and inclusion shine through our community and content.

Our goal is for WarnerMedia to be one of the most equitable and inclusive workplaces in our industry. To do this, we are working towards implementing some core principals to deliver against our values and continue to drive positive change within our own business and throughout the industry.

Our Gender Pay Gap report allows us to measure and share progress on our commitment to creating long-term systemic change for the talented women in our organisation with the intent to continue to close the gap.

The latest data shows that we are making good progress, but we still have more to do to address our gender pay gap. Like many major organisations, our gender pay gap is in large part driven by the disparity between the representation of men and women at the most senior levels, especially within the gaming

and technology roles. We are working hard to address this (and we know how important it is to do so).

Although the data in this report looks specifically at differences in average pay between men and women, creating an inclusive and equitable workplace for all under-represented groups is important to us. A great deal of work is under way to improve and ensure different voices and perspectives are shared. This report details some of the work we have done so far.

We believe inclusive businesses perform better and a more diverse and inclusive workforce will result in better business decisions, create better content and ultimately provide greater enjoyment to our viewers.

We have therefore invested in a dedicated International DEI team to bring to life the vision through the creation of a Centre of Expertise to support our brands with their DEI needs and bring our vision for an equitable and inclusive workplace to life.

“Equity and Inclusion is a journey and one we firmly believe in across all elements of what we do as an organisation. We are weaving DEI into all areas of our business from our internal efforts all the way to the stories we tell. We are committed to doing our best in creating an organisation that is truly equitable and inclusive for all.”

Asif Sadiq, SVP & Head of Equity and Inclusion International

OUR CORE PRINCIPLES

Our equity and inclusion strategy will deliver against the following seven core principles.

TRANSPARENCY

We want our leadership team to reflect the talent of our community. Sharing the metrics of our gender data will help hold us accountable as we focus on recruitment, development, progression and retention of women talent at all levels of the organisation.

MEASUREMENT

We know that what gets measured gets managed, so our gender diversity numbers are included in reports to our leaders, to drive change through an evidence-based approach.

PAY

We pay our people based on the experience, skills and value add they bring to our organisation. We regularly benchmark against the external market and we focus on equal pay for equal work, regardless of gender.

ACCOUNTABILITY

We are working to introduce processes to make our leaders accountable for performance on driving equity and inclusion across the business.

DEVELOPMENT

We’re building our own talent development programmes focused on increasing visibility, access and opportunities for under-represented groups at all levels of the company.

STORYTELLING

The stories we tell, and who gets to tell them, matters. We’re making changes to ensure that we showcase creators and stories that reflect the breadth of our global audiences.

TRAINING AND EDUCATION

We are all always learning when it comes to diversity, equity and inclusion, so we are expanding our inclusion learning and development work. This will be focused on building the capability of our leaders to manage with Intentional Inclusion and raising awareness of the barriers to creating an environment of equity.

OUR ACTIONS

Creating an inclusive and equitable workplace requires sustained momentum and a clear strategy. We have created focused areas to provide clear direction and measurable actions including:

1 Partnership work

We believe that we achieve more when our practices are widespread, and we collaborate beyond the bounds of our business to accelerate change across the industry.

- o Developing partnerships with universities outside of the Russell Group and organisations in the UK, such as Bright Network, to widen our reach. The improved understanding of the challenges and opportunities faced by women and those from under-represented groups has enabled us to access talent pools which we historically have not reached.
- o Partnering with Screenskills to provide placements for 20 recruits, many of whom came from groups currently underrepresented in the industry, on film and television productions.
- o Partnering with “Kickstart”, an initiative supported by the UK government through which we sponsored 16- to 24-year-olds who are claiming Universal Credit and may be at risk of long-term unemployment. Participants were given placements within CNN Commercial and International.
- o Productions continued working with a number of their industry partners participating in new entrant schemes through their work with Mama Youth, PACT Diversity Scheme and Leonard Cheshire.
- o Productions worked with Media Trust on a number of their programmes last year including their Creativity Works programme, as well as meeting for new entrants and their Mentor the Mentee programme, aimed at mid and experienced level industry individuals.
- o Sponsorship of ‘Women in Games’ Conference for the second year with access for staff to attend.
- o Extending access to the FT Women’s Forum to 60 women at WarnerMedia in London. Through this partnership, our people were able to access career development tools and invited to workshops and networking opportunities with cross sector organisations. E.g. Hearing from high profile speakers.

2 Systemic change

Our good intent needs to be met with action and changes to our policies and processes which will create sustainable change across all our businesses.

- o Implementing new and innovative strategies into our intern hiring, such as widening access through an additional Graduate Intern scheme for recent graduates (within 3 years) without a preference for universities attended and also revising the selection process for this programme to focus on strengths based shortlisting.
- o Paying all London based interns and Apprentices above the London Living Wage, with similarly competitive rates outside London
- o Developing an internal mid-career level development programme called the “Rising Stars Programme” for women and those from under-represented backgrounds and enabling participants to identify and develop relationships through building their authentic leadership capability.
- o Providing sector specific training on Gender, Equity and Inclusion for our colleagues in gaming, which provided participants with the tools to manage a gender diverse workforce with the intent to create equitable opportunities and inclusive workplaces for women in gaming.
- o Introducing enhanced parental leave policies in the UK which support shared parenting in addition to dedicated coaching for parents going/returning from a leave of absence.
- o Our Leavesden Studios run a mentorship programme leveraging the Senior Leadership Team to provide development and guidance to successful applicants.
- o Following the successful pilot of a Menopause workshop, planning is underway to launch a menopause campaign to continue to raise awareness, share learnings, provide training for line managers and HR, and conduct a review of existing policies e.g. /flexible working

3 Fostering Inclusion

Fostering a culture of inclusion into everything we do ensures a fairer and equitable workplace across the board.

- o Provision of wellbeing offerings, such as workshops on pertinent DEI topics like ‘50 ways to break the bias’ and ‘R.T.O. Anxiety in the workplace’ which help our colleagues to understand the role they play in creating an inclusive workplace as we move to a hybrid working model.
- o Dedicated investment in Regional resource to support Business Resource Groups and Volunteer-led Diversity groups so that they are better equipped to support the Equity and Inclusion efforts of the organisation into the infrastructure of the entire organisation.
- o Our Leavesden Studios has also created a resource library for DEI resources and raised awareness of DEI activity through a specialist newsletter focused on Equity and Inclusion.



CABLE NEWS INTERNATIONAL

EXPLAINING THE FIGURES

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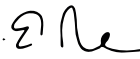
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A negative figure shows that the average pay for women was higher than it was for men.

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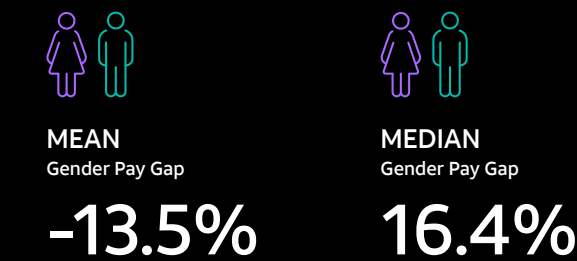
DECLARATION

I can confirm, on behalf of Cable News International Limited, that the information provided in this report is accurate.

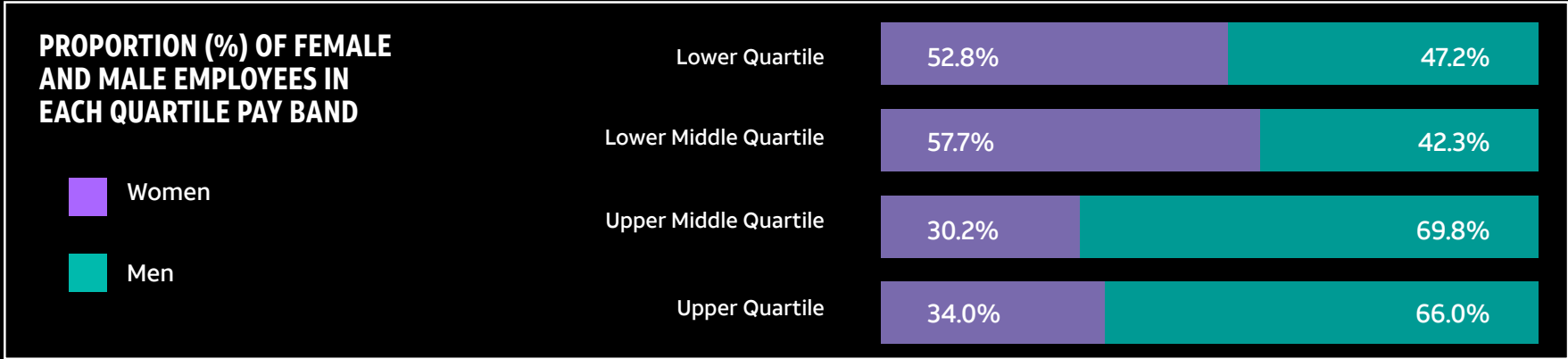


Ellie Browne
Statutory Director of
Cable News International Limited

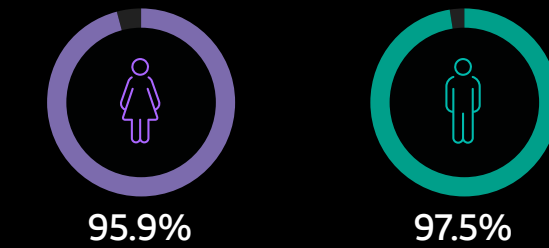
GENDER PAY GAP BASED ON HOURLY PAY FOR FEMALE AND MALE EMPLOYEES



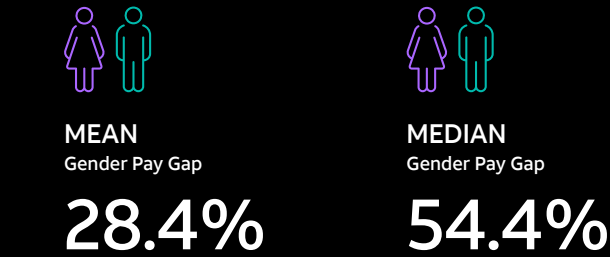
EMPLOYEES COMPOSITION



PROPORTION (%) OF FEMALE AND MALE EMPLOYEES WHO RECEIVED A BONUS



GENDER PAY GAP BASED ON BONUS PAY FOR FEMALE AND MALE EMPLOYEES



CROSS PLAINS PRODUCTIONS

EXPLAINING THE FIGURES

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DECLARATION

I can confirm, on behalf of Cross Plains Productions Limited, that the information provided in this report is accurate.



Michael Lewis
Statutory Director of
Cross Plains Productions Limited

GENDER PAY GAP BASED ON HOURLY PAY FOR FEMALE AND MALE EMPLOYEES



MEAN
Gender Pay Gap

2.7%



MEDIAN
Gender Pay Gap

8.4%

EMPLOYEES COMPOSITION

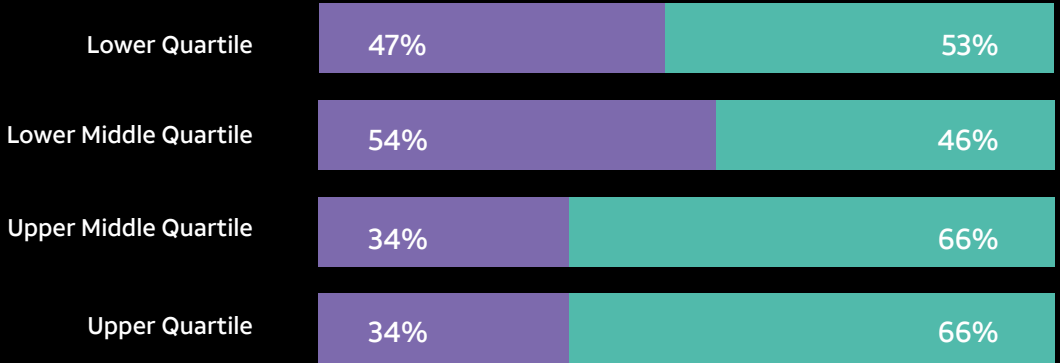
42%



58%



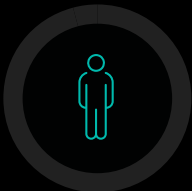
PROPORTION (%) OF FEMALE AND MALE EMPLOYEES IN EACH QUARTILE PAY BAND



PROPORTION (%) OF FEMALE AND MALE EMPLOYEES WHO RECEIVED A BONUS



00.0%



00.0%

GENDER PAY GAP BASED ON BONUS PAY FOR FEMALE AND MALE EMPLOYEES



MEAN
Gender Pay Gap

00.0%



MEDIAN
Gender Pay Gap

00.0%

SHOE BUCKET

EXPLAINING THE FIGURES

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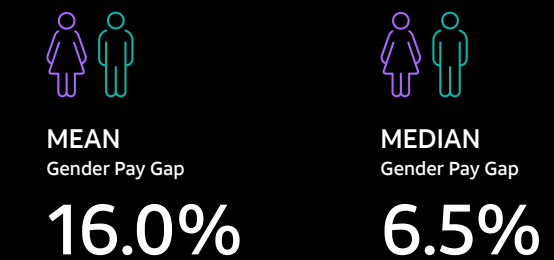
DECLARATION

I can confirm, on behalf of Shoe Bucket Limited, that the information provided in this report is accurate.

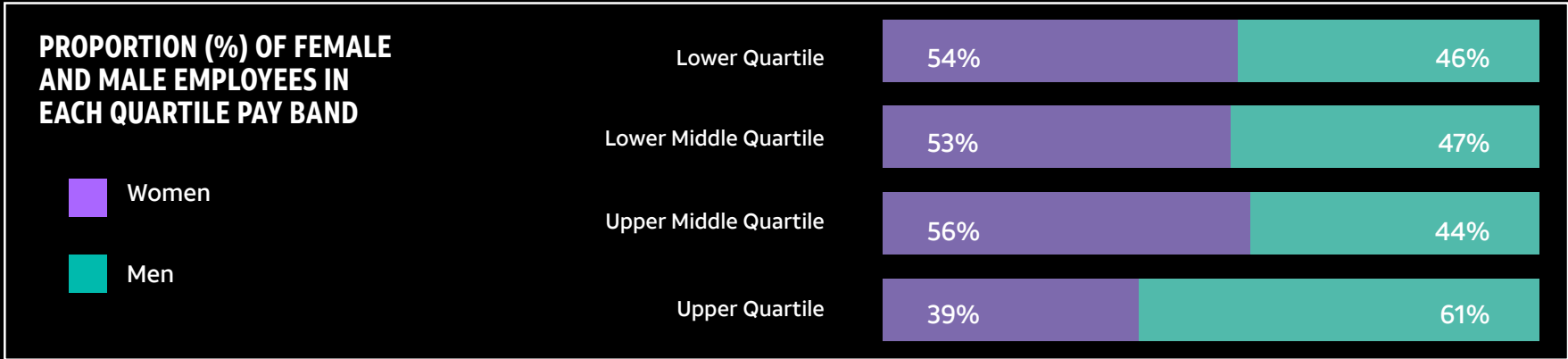


Kevin Trehy
Statutory Director of Shoe Bucket Limited

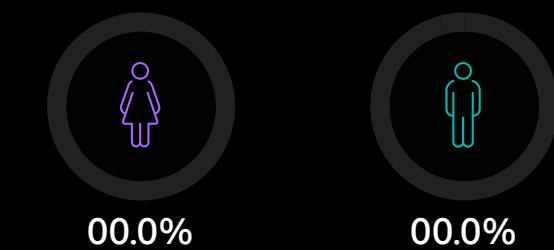
GENDER PAY GAP BASED ON HOURLY PAY FOR FEMALE AND MALE EMPLOYEES



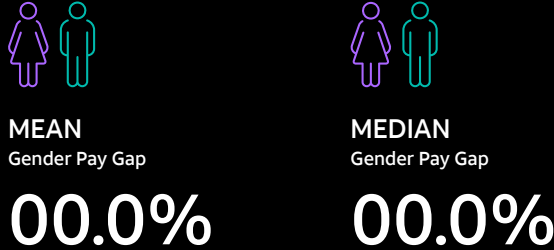
EMPLOYEES COMPOSITION



PROPORTION (%) OF FEMALE AND MALE EMPLOYEES WHO RECEIVED A BONUS



GENDER PAY GAP BASED ON BONUS PAY FOR FEMALE AND MALE EMPLOYEES



TT GAMES STUDIOS

EXPLAINING THE FIGURES

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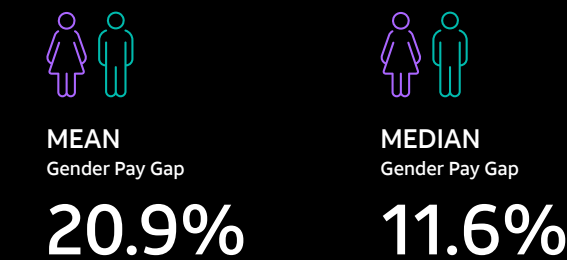
DECLARATION

I can confirm, on behalf of TT Games Studios Limited, that the information provided in this report is accurate.

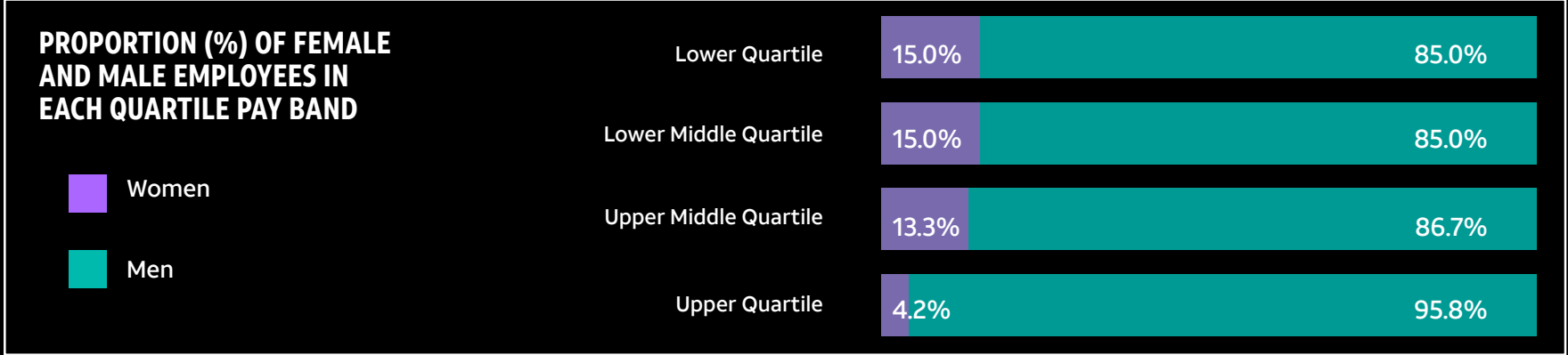


Michael Denny
Statutory Director of TT Games Studios Limited

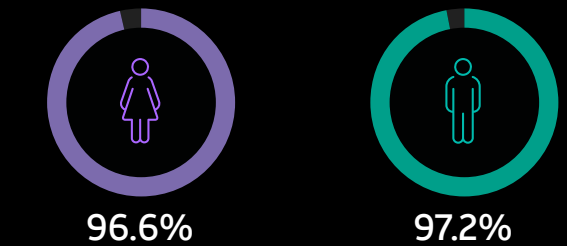
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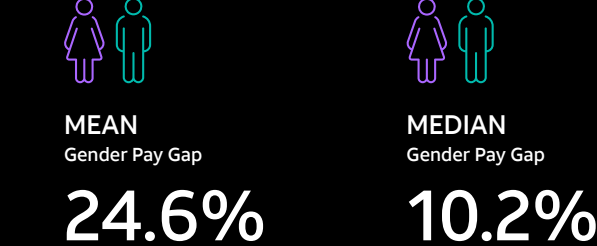
EMPLOYEES COMPOSITION



PROPORTION (%) OF FEMALE AND MALE EMPLOYEES WHO RECEIVED A BONUS



GENDER PAY GAP BASED ON BONUS PAY FOR FEMALE AND MALE EMPLOYEES



TURNER BROADCASTING SYSTEM EUROPE

EXPLAINING THE FIGURES

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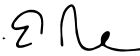
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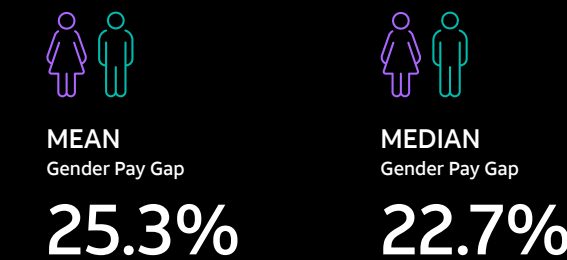
DECLARATION

I can confirm, on behalf of Turner Broadcasting System Europe Limited, that the information provided in this report is accurate.

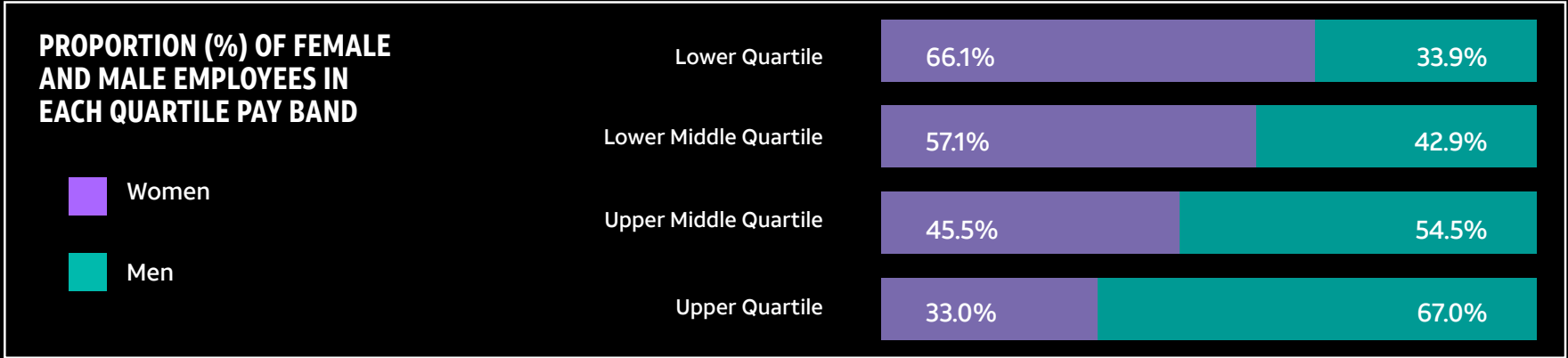


Ellie Browne
Statutory Director of
Turner Broadcasting System Europe Limited

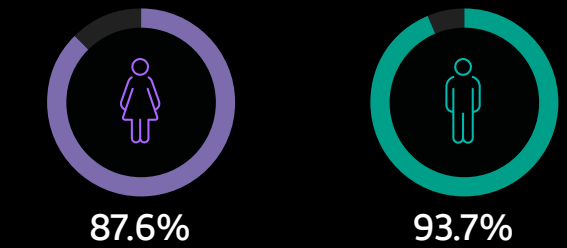
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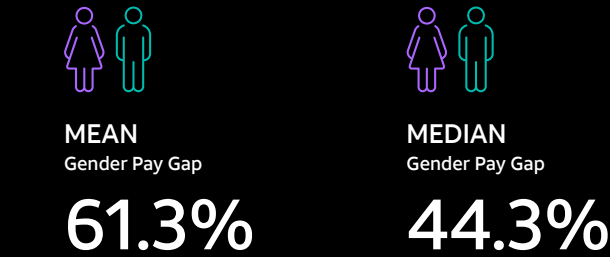
EMPLOYEES COMPOSITION



PROPORTION (%) OF FEMALE AND MALE EMPLOYEES WHO RECEIVED A BONUS



GENDER PAY GAP BASED ON BONUS PAY FOR FEMALE AND MALE EMPLOYEES



WARNER BROS. ENTERTAINMENT UK

EXPLAINING THE FIGURES

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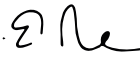
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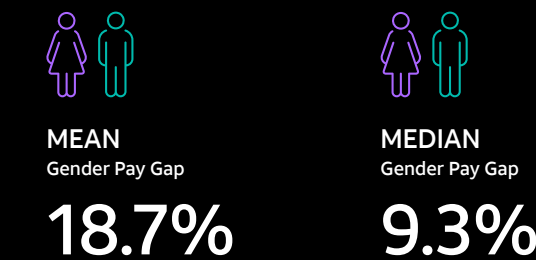
DECLARATION

I can confirm, on behalf of Warner Bros. Entertainment UK Limited, that the information provided in this report is accurate.

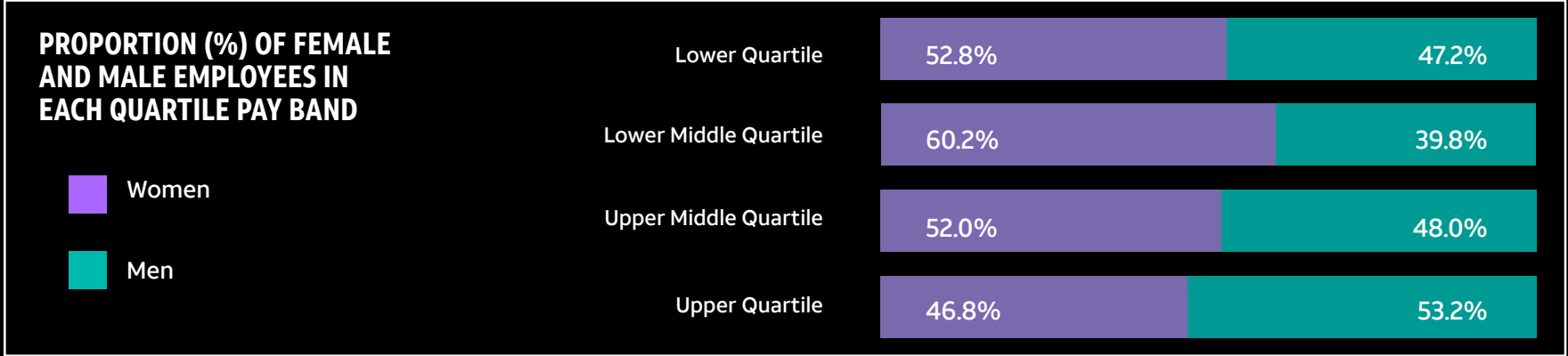


Ellie Browne
Statutory Director of
Warner Bros. Entertainment UK Limited

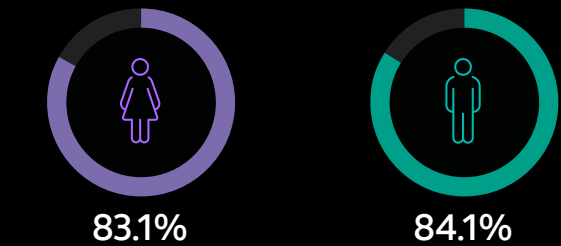
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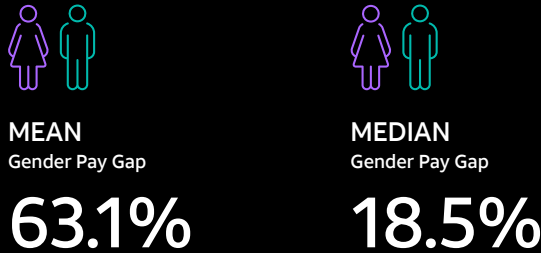
EMPLOYEES COMPOSITION



PROPORTION (%) OF FEMALE AND MALE EMPLOYEES WHO RECEIVED A BONUS



GENDER PAY GAP BASED ON BONUS PAY FOR FEMALE AND MALE EMPLOYEES



WARNER BROS. STUDIOS LEAVESDEN

EXPLAINING THE FIGURES

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DECLARATION

I can confirm, on behalf of Warner Bros. Studios Leavesden Limited, that the information provided in this report is accurate.



David Bisoni
Statutory Director of
Warner Bros. Studios Leavesden Limited

GENDER PAY GAP BASED ON HOURLY PAY FOR FEMALE AND MALE EMPLOYEES



MEAN
Gender Pay Gap

18.1%



MEDIAN
Gender Pay Gap

10.9%

EMPLOYEES COMPOSITION

55.2%



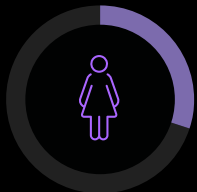
44.8%

PROPORTION (%) OF FEMALE AND MALE EMPLOYEES IN EACH QUARTILE PAY BAND



Lower Quartile	69.5%	30.5%
Lower Middle Quartile	50.0%	50.0%
Upper Middle Quartile	50.0%	50.0%
Upper Quartile	51.2%	48.8%

PROPORTION (%) OF FEMALE AND MALE EMPLOYEES WHO RECEIVED A BONUS



33.3%



28.7%

GENDER PAY GAP BASED ON BONUS PAY FOR FEMALE AND MALE EMPLOYEES



MEAN
Gender Pay Gap

39.5%



MEDIAN
Gender Pay Gap

49.5%

WarnerMedia