

# Gender Pay Gap Report



# Introduction

Rightmove is passionate about our people so a transparent, fair and diverse culture is important to us. We believe that everyone should be judged based on their talent, not on a label, and we view diversity in the broadest possible sense.

Our people are key to our success. Diversity in all its forms promotes different ways of thinking and outlook and that's what creates an innovative and inclusive organisation driven to succeed. Attracting, retaining and developing a workforce that reflects the rich tapestry of our customers and home hunters will allow us to think in as individual a way as they do and help us be successful in our aim to make home moving within the UK easier.

Since announcing our first gender pay gap report in 2017, we have taken a number of actions towards closing our pay gap. We have only seen a modest improvement in our mean gender pay gap compared to our 2018 results, which is a disappointment to us. We remain resolute in our commitment to a number of longer-term initiatives. Many of these are already well underway which we believe will start to have a positive impact in 2020 and beyond.

In this report we provide our gender pay gap information. The gender pay gap is the difference between the average earnings of all male and female employees in the workforce.

It is distinct from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value. We are confident that all Rightmovers are paid equally for doing equivalent jobs across our business and we recruit and promote the best people.

We continue to have a nearly 50:50 male:female balance of employees at Rightmove. It's important to recognise that gender is just one aspect of diversity and we are committed to a fair and equal environment.

We recognise that we still have more to do to achieve gender balance across all our teams. We have actively shared our gender pay gap numbers with all our employees and we encourage them to provide any thoughts

they may have on how we can continue to improve any aspect of our diversity and inclusivity, as we know there is more to do and accepting the status quo is not in our Rightmove DNA.

*We confirm that the information contained within this report is accurate and has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.*



**Peter Brooks-Johnson**  
Chief Executive  
Officer



**Zoe Martin**  
Head of People  
& Development

# Understanding Rightmove's gender pay data

	2019	2019	2018	2018
	Mean	Median	Mean	Median
<b>Hourly pay gap<sup>1</sup></b>	27.6%	37.7%	28.2%	36.4%

Calculations based on Rightmove Group Limited employees. 1: Calculated using April 2019's pay data.

The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5th April 2019).

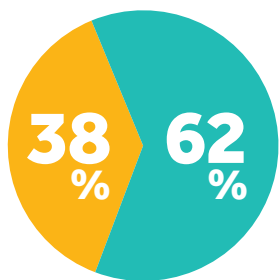
This is the third year we have reported our average (mean) gender pay gap with the gap reducing each year. In April 2017 the mean pay gap was 30.6% and in April 2019 it was 27.6%. Whilst we note the progress in reducing the gap, we acknowledge there is much more to do. It is the gender mix imbalance across some of our teams which continues to influence both our mean and

median gender pay gap. Men are typically under-represented in some of our teams such as customer experience and women less represented in more senior roles.

We recognise that recruitment and retention are amongst the key success factors in improving our gender diversity over time. We continue to focus on insisting on a diverse group of applicants for all roles through working with our recruiters and ensuring our job specifications do not contain language which is likely to skew the applicant pool.

One aspect of retention is continuing to provide individuals of both genders opportunities to progress and develop into new roles. In this reporting period have seen 43 people take on more responsibility with commensurate higher salary, with 42% of these opportunities being filled by females. Providing flexibility and roles which appeal to people coming back to the workplace is also important. We are also delighted that 79% of our females who went on maternity leave returned to their roles with us in this reporting period.





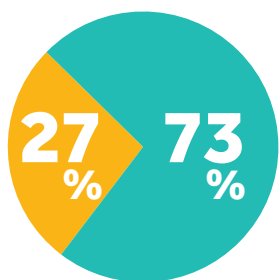
## Operational Leadership

Since 2017, when we reported 23% of females held these roles, we have made progress in promoting and hiring more women into leadership roles. We remain focused on the progression and the hiring of females into leadership roles. This is supported by our ongoing recruitment strategy to attract female talent and by supporting internal promotion of females into leadership roles.

Our commitment to gender equality starts from our leadership. We are proud to have a plc Board consisting of 50% females, with equal representation at an executive director level, amongst the best balanced in the FTSE 100.

Many of our female employees say that identifying a role model helps them set their development aspirations. We believe that the increase in visible female leadership within Rightmove will be one of the most significant factors in helping us accelerate the closing of the gender pay gap in the future.

Alongside our efforts to progress and hire females we participate in a cross company mentoring partnership which encourages women to apply for a place, no matter what their career stage. We believe this programme will help us foster more female talent both in the near and longer term.

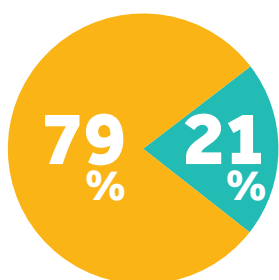


## Product & Technology

Our gender imbalance in technical roles continues to present a challenge in equal representation, particularly in senior technical roles. Whilst, progress has been made since 2017 when we reported 18% of females held technology roles, women remain under represented. In the reporting period we continued to make good progress with 27% of our technical vacancies being filled by females and 29% of internal technical role promotions being female.

We remain focused on increasing female representation into all of our technical

roles not just senior technical roles. Whilst, we are pleased to see progress in gender balance within our technical roles we recognise there is more to do both in terms of gender balance and more broadly in creating a broader pipeline of technical talent at all career stages within Rightmove. We also believe it may take longer to influence and change this mix due to the very competitive nature of the technology market and there continues to be a higher proportion of male candidates to females available from which to select and fill the roles.



## Customer Experience

Our Customer experience teams is comprised of a much higher proportion of females than males. Whilst we have taken steps to improve the attraction and retention of men to these roles to improve the mix in these teams, we

continue to have a higher proportion of females in these roles. For this reporting period, 64% of applicants for Customer Experience roles were female, with 71% of new hires into our Customer Experience teams being female.

# Taking action to balance our teams

We are committed to a number of actions to balance teams in a fair and transparent way.

## Balance for all

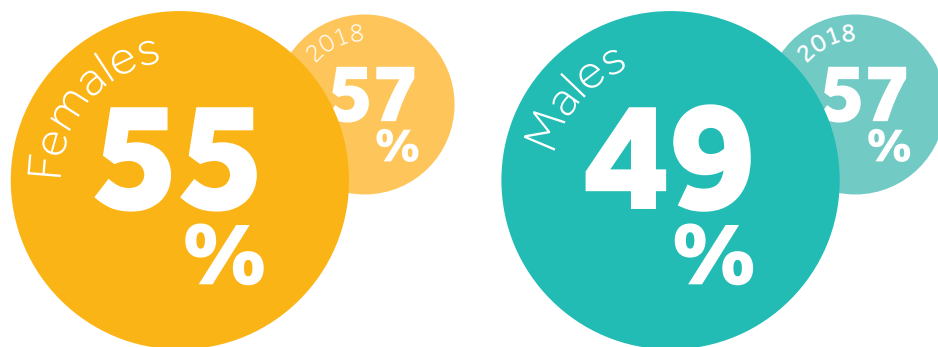
- We continue to offer a range of family-friendly and agile working policies to both men and women. These include workshops to women before, during and after maternity leave to help us retain talent. We also offer workshops to all employees to help consider how best to balance work and family life.
- We have successfully delivered a 'Thoughtful Leadership' programme to tackle both conscious and unconscious bias for everyone with a people responsibility. We have also launched a more detailed follow up programme for those who are responsible for significant numbers of Rightmove people. The course will maintain and embed learning and momentum and take a deeper dive at the values and behaviours of leaders.
- We recognise that unconscious bias of peers can impact the working environment. We are launching a continuation of the 'Thoughtful Leadership' programme 'Thoughtful Culture' which will be attended by all employees to support a truly connected, thoughtful and inclusive environment.
- To support our commitment to providing a diverse thought culture we have hosted a series of 'Mentoring Circles' with external keynote speakers who provided stimulus for insightful discussion on topics which included wellbeing, thought resilience and innovative thinking.

## Addressing imbalance

- We are participants in the 30% Club cross company mentoring programme. This supports our aim to bring more talent diversity into senior management roles.
- We have eight females participating from varying career stages. We match this with an equivalent number of mentors from our senior management team to mentees from other participating organisations.
- We continuously review all job specifications and our interview process to ensure universal appeal and fair progression for all to ensure we attract the best talent.
- We ask all our recruiting partners to provide for a 50/50 shortlist at candidate stage. Where this isn't always possible we seek to understand how this can be achieved. We aim for 50/50 gender representation through the interview process.
- Our internal talent pipeline provided role changes and promotion opportunities for 43 people between April 2018 and April 2019, with 42% of these being female.

# The numbers

The proportion of males and females receiving a bonus payment



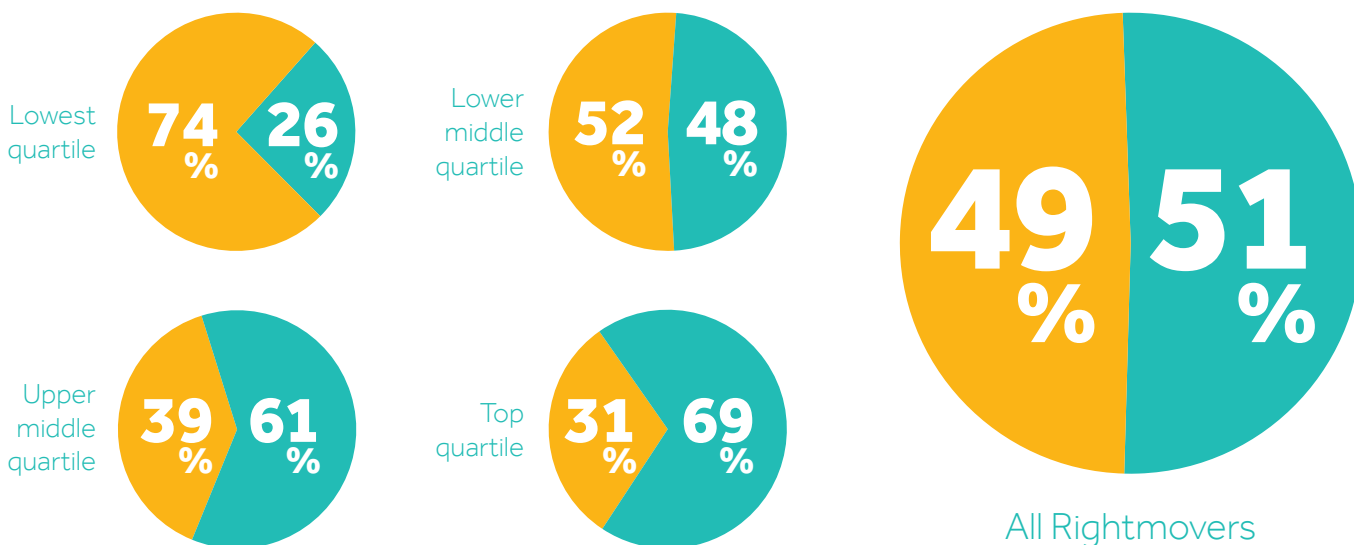
The proportion of Rightmove employees who received a bonus payment in 2019 remained high (55% of women and 49% of men) and reflects the value we place on ensuring our employees share in the success of the business. Since 2015 all Rightmove employees have received an annual free share award under the Rightmove Share Incentive Plan (SIP). In January 2019 we had our second SIP maturity. However, the timing of when employees first joined the Company and thus received an eligible award or chose to exercise their SIP shares influences whether it is captured within the reporting period data. The table below shows the mean and median difference between bonuses and other variable pay paid in the year up to 5th April 2019.

## Difference between male and female pay

	2019	2019	2018	2018
	Mean	Median	Mean	Median
<b>Bonus pay gap<sup>2</sup></b>	76.9%	54.5%	63.8%	45.6%

Our mean bonus gap, mirrors the reasons behind our mean hourly pay gap in that it is influenced by the greater number of men in higher paying leadership and technical roles. Our analysis tells us that the bonus gap has increased in this period as there were several men who either exercised share options for the first time, or exercised twice in this period (having not exercised in the previous one).

## The proportion of males and females in each pay quartile<sup>2</sup>



Calculations based on Rightmove Group Limited employees.

1: Calculated using 12 months of bonus pay data to 5th April 2019.

2: Four equal groups of employees determined by order of hourly pay from lowest to highest