

A photograph of a woman and a man in an office setting. The woman, on the left, has shoulder-length brown hair and is wearing a patterned cardigan over a light blue top. She is smiling and looking down at a tablet. The man, on the right, has short dark hair and a beard, and is wearing a dark blazer over a purple shirt. He is also looking at the tablet. The background is a blurred office interior with large windows. The image is overlaid with a dark purple gradient and several curved, semi-transparent purple and brown lines.

GBG

Gender Pay Report
2019

Our People agenda remains at the heart of the business priorities for GBG and we are delighted that 91% of our team would recommend us, as a GREAT place to work.

Since the last report, we have been enabling one of our newer people philosophies be/yourself to become more energetic and embedded within our team culture. This promotes individuals being authentically themselves at work; being able to bring your whole self to work.

One of our key people measures is through our engagement survey. We have moved to Gallup as our provider, which has enabled us to compare our results against other organisations like us. We are delighted with our results; we exceed the recommended ratio (4:1) for engagement within our team with 9:1 of our team being actively engaged versus actively disengaged.

As a global business with a significant amount of our growth in the last 2 years being outside of the UK, we are happy to report that we have successfully appointed a number of senior women to our team. Including a member of our Executive team. We aim to continue to focus on sourcing candidates, who can support our ambition to improve the overall diversity of the GBG team.

Since sharing the reports with our team and reflecting our data in 2017 & 2018, we have seen an increase in interest and conversations around Gender, pay, opportunity and what actions we are undertaking. We actively encourage this to both ensure we understand our team member's sentiment around this topic, gain insight into things they believe we should focus on and share our plans and activities.

To support the publication of the 2018 report we held a webinar to openly share the key information and the priority that we have, at the most senior level in our business around this agenda. There has been more targeted focus on this, however we have not seen any huge improvement in our overall statistics. This reinforces our initial views that this is a journey and something we must continually work at and unfortunately are unlikely to see meaningful change quickly, even though we are making progress.

The Stats

Women

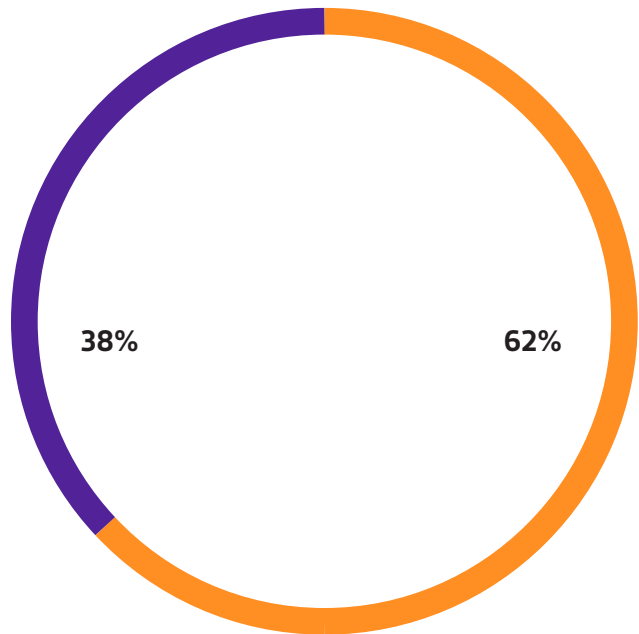
Men



The split

UK

We had 985 team members globally; 36% of our global team are women. In the UK, we had 569 team members, of which 215 are women (38%). This compares well to the UK high-tech Sector distribution of 26% women / 74% male. Whilst we are pleased with this we do need to improve our balance within the upper quartile where we have predominately Male role holders.



Quartiles

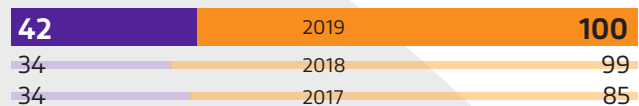
UK

The statistics are divided into groups based on seniority within the business. Our upper and upper middle quartiles remain predominantly men and the lower quartile predominantly women. The dominance of men in the top two quartiles directly affects the results in the gender pay gap.

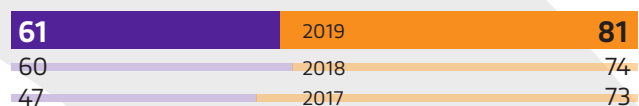
Upper Quartile



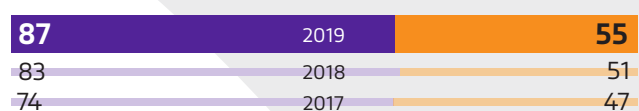
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



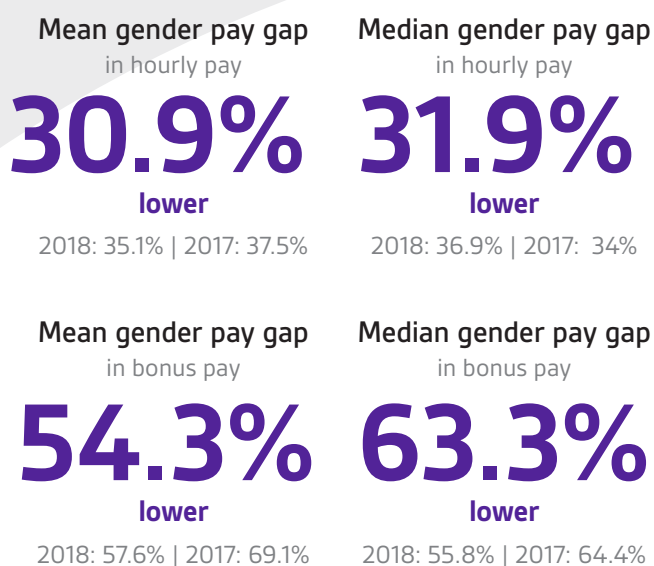
We are pleased that we can see year on year progress when comparing the results, but as we said the move is steady rather than impressive. Our mean bonus pay gap has reduced by more than 3.3% to 54.3%, meaning collectively we have seen this improve by 14.3 % since we began reporting. The overall mean gender pay gap has reduced by more than 4.2% to 30.9%. This is almost double the reduction we saw within the first year of reporting.

As a global business we always consider our success against our overall people diversity. Part of our significant growth in the last 12 months has been outside of the UK. As a result of this we have seen an increase in women in senior roles across the Group. Within the UK 44 % of the new hires brought into the business were women. During this period we had a small amount of UK senior or high reward roles, to which we had a fairly balanced gender appointment too, so we know this means the overall impact for our reporting is marginal.

We have reflected that some of the change can only be made by taking slow steps. We will continue to promote our culture of diversity and through this we aspire to create a more gender and inclusive organisation representative of our ambitions; that said we will remain committed to bringing the right person in for the role.

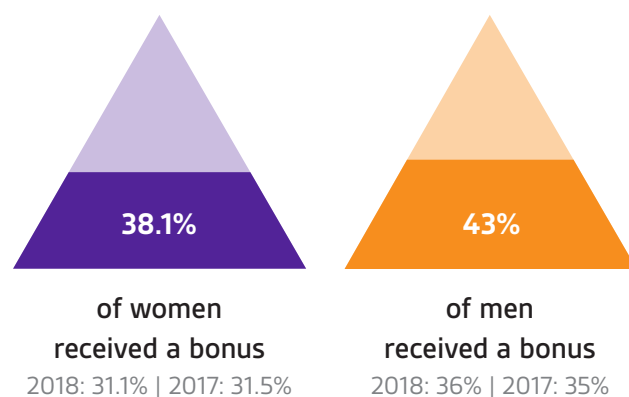
Womens' earnings

UK



Bonuses

UK



Progress against our commitment to the future

We defined areas, which we believed would enable us to change our gender pay gap and what we have seen is that the progress is there, but it is slow. We remain resolute in our desire to ensure we make a difference to each other, to the business and to the societies that we live in. Working through our philosophy of be/yourself we genuinely expect to improve all aspects of Inclusion, Diversity and Belonging within GBG.

Our Story as it continues....



Knowing our people - promoting leadership and cultural understanding.

Through be/yourself philosophy representing Diversity and Inclusion at GBG, we have celebrated a wide range of things that are important to our teams across our multiple locations. This has gained more momentum and our teams are feeling more empowered to be authentically themselves and share things that are important to them or their experiences. We are really excited to see how this develops and how it gains momentum in the coming years.



Opportunities to work with different networks and forums to promote our sector and the variety of roles on offer

We have been delighted to see from across all team levels, individuals promoting and working with different groups and initiatives which align with this plan, promoting things like Women in Tech. A number of our team, especially a number of our women, have been recognised and shortlisted for awards over the last 18 months, which we are very proud of and celebrate loudly both inside and outside of GBG.



Our Talent Attraction strategy be/hired

We have not seen the impetus that we would have liked here. That said, we have taken the time to consider how our attraction strategy could build on both our employer brand and also inexperienced hiring. This is with the motivation to continue to develop the diversity of skills and behaviours, as well as experience we bring into this business. The latter will not necessarily impact on the gender pay differential in the short term, but we remain committed to it being the right long term strategy for our business.



Our philosophy of be/connected

This has been enabling us to share our news and activities across our multiple locations. We have seen an increase in personal blogs from our team reinforcing the emerging success of be/yourself.



Flexible working and collaboration

We have continued to invest in the vibrant physical working environments at GBG. We have also recognised that we still need to do more to ensure that our team feel further empowered to work in less traditional ways and where possible they have the ability to choose how they work.



Flexible working opportunities for women in the business

15.8 % of the women within the UK team are working part time; with 17.6 % of the part time women in senior roles within GBG, which we believe demonstrates the opportunity for individuals to work differently and create a successful work life pattern, which benefits them and GBG. The Gender Pay Reports' upper quartile, 15 % of women work part time. We are delighted that this shows senior women are supported to create a work life pattern that is successful for them and GBG!

What we know is we need to continue the positive impetus we have started. We want to raise our game, do more and see change quicker. We are asking ourselves are we being ambitious enough and what can we do differently, as we continue to consider our people organisation through the perspective of our be/yourself agenda – we know we can do more!



Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap information) Regulations 2017.

Chris Clark

Chief Executive Officer



Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap information) Regulations 2017.

Charmaine Carmichael

Non-Executive Director & Chair of RemCO

GBG

The Foundation Herons Way, Chester Business Park
Chester, CH4 9GB United Kingdom

T +44 (0) 1244 657333

E enquiries@gbgplc.com

W www.gbgplc.com

