

Gender Pay Report

2022

GBG



Introduction

Our purpose is to ‘build trust in digital world’.

Transparent and reliable reporting to all our stakeholders is a key step within that, allowing us to take measurable and considered action.

Since 2021, we have reported on our gender pay gap across the UK, US, Malaysia and Australia, countries that account for our largest team member population at over 80% of our global headcount, thereby exceeding the reporting requirements.

Going beyond our reporting requirements helps us to build trust with our stakeholders by sharing transparent information on our progress. By gaining an insight into the gender pay gap in our largest team member locations, we can deliver impactful actions.

Having the best and most engaged team members can only be achieved by continuing to build a diverse, supportive, and inclusive culture, where everyone can be their authentic selves.

As of April 5 2022, we had 1,273 team members, in 17 countries (466 females and 807 males), with 591 team members (219 females and 372 male) in the UK.



Headlines for 2022

Our first gender pay gap was reported six years ago, and since then we are pleased to show a slow but consistent improvement, with a reduction of nearly 12 percentage points (points) in our mean pay gap in the UK.

Last year was the first time we reported in Malaysia and Australia, and we're pleased to have seen a decrease in our gender pay gap since then. Over the past year, we have seen the pay gap increase in the US and UK. In the US the increase was due to the acquisition of Acuant in November 2021. In the UK the gap increased by 0.6 points - something we do not take lightly. This has resulted from our UK headcount growing, but the number of females in the Upper Quartile not increasing proportionately, with a 0.1 point decrease in the last year. Improving the balance in our Upper-Quartile roles will be a key focus area for us going forward.

We have set a long-term gender target in FY22 to ensure that we can hold ourselves accountable for future improvements. Our aim is to exceed 40% female representation across our global workforce by 2026 and importantly, to achieve the same representation in our senior team level. As the female representation in our senior team increases, this will help improve the gender balance of our key decision makers and, therefore, our Upper-Quartile roles.

The COVID-19 pandemic proved to us that we are truly capable of communicating effectively and achieving great things while working remotely. To enable choice and promote a flexible approach to the way our team can work, we introduced our new 'Work When and Where You Want' Policy in August 2021 delivering our commitment to "take our approach to flexible working further".

This is available to all our team members, helping them balance work and home life. Our Chief People Officer, James Miller has championed this policy, emphasising our desire to help remove the barriers which force female talent to leave the industry, or not fulfil their ambition and potential.¹ The results of our latest bi-annual engagement survey found that 96% of female respondents would recommend GBG as a 'great place to work', which is a 4 point increase from March 2021.

Another commitment we set in 2021 was to introduce a company-wide mentoring programme and we are delighted to have achieved this. The scheme provides opportunities for career development, broadening networks and developing confidence. It also supports people through career transition and family events, like returning from parental leave. We are delighted to already have 54 active partnerships, where over half of the mentees are female. Our CEO, Chris Clark, was also reverse mentored by an early career female team member. So far, nearly a fifth of the mentees have progressed in their career since the scheme launched.

To ensure transparency on all internal development opportunities, we publish a monthly 'Progression@GBG' newsletter, which celebrates and showcases team members who have been promoted or moved roles. This gives greater insight into how other team members have grown in their career path, including switching into entirely new professional disciplines. 37.4% of our promotions during the last financial year were female, which we are pleased to see is ahead of our current gender split.

Our 'Culture +' initiative, launched in 2021, encourages hiring managers and our Talent Attraction team to create diverse teams through equitable hiring practices.

We continue to be supported through external partnerships such as, Tech Talent Charter and most recently, Women In Tech Forum, who provide resources, benchmarking, networking and access to diverse candidate pools in support of our afore mentioned objectives.

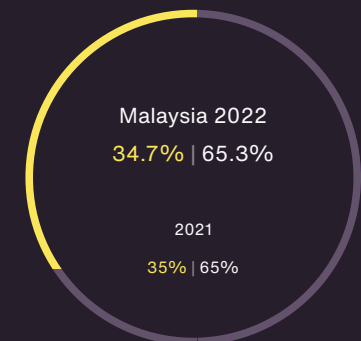
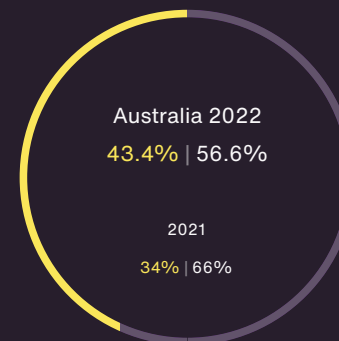
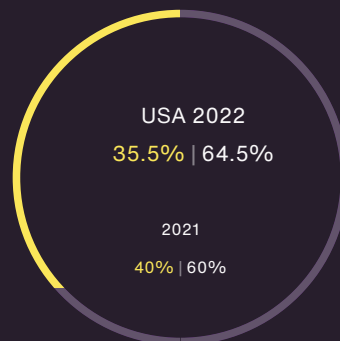
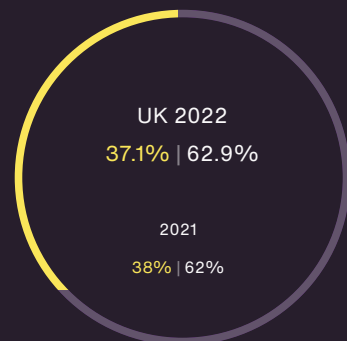
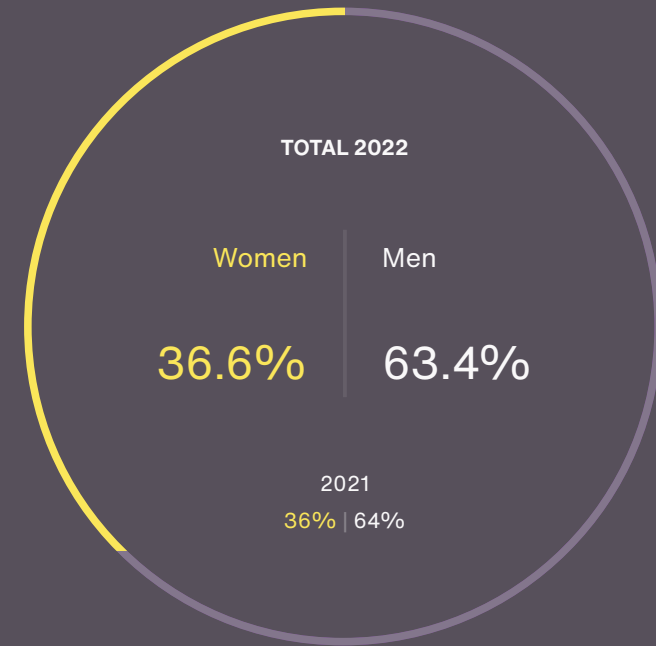
¹ McKinsey & Company, ['COVID-19 and Gender Equality: Countering the Regressive effects'](#)

Our stats

Gender spilt

Our overall group gender spilt has not significantly altered. We have seen a substantial change in our team in the USA which is due to our acquisition of Acuant during the reporting period. We considered the gender impact as part of our due diligence and recognised that due to the overall structure and demographics, it would move us backwards (in real terms by 1.3 points) in our progress towards a balanced workforce. We knew we would need to apply more focus to future hiring and progression opportunities within the Acuant business unit, and double-down on our business-wide efforts in order to improve our gender balance once again.

In other parts of the business, such as our Australia team, we have seen an increase in the number of women we have welcomed to the team.



Our Upper Quartile - UK

During the current reporting period our Upper Quartile has seen a very minimal decrease of women by 0.1 point. As stated in the 'Gender Pay Gap: A Review of the FTSE 100'² report lack of women in senior roles is the main cause of the gap for most organisations, and it's no different for us. A focus for the future will be to ensure we are recruiting a higher proportion of females into the Upper Quartile, something that we need to do in order to meet our publicly stated gender target for the senior team. This year we are pleased that we have seen some changes to our Lower Quartile, is more balanced with 1.7% fewer women.

In the reporting period, we have seen an increase in our mean hourly pay gap of 0.6 points and a 1.0 point increase in the median hourly pay gap. Whilst we acknowledge this is not the direction we want to see; we have increased our commitment to inclusion and diversity by setting a long-term gender target this year. By introducing diversity targets, we believe we will have a significant impact on our gender pay gap in the future. One of the reasons we did this is because the most common action taken by FTSE companies,² which see the greatest change, is by introducing diversity targets.

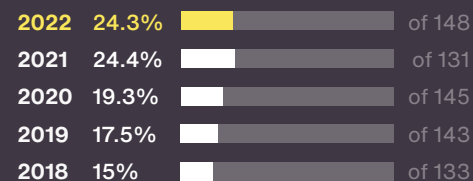
The second most impactful action has been around mentoring, which links with our aim to promote internal female talent into our Upper Quartiles. We are committed to enriching the learning and development opportunities we offer, so we can continue to improve manager capability and confidence through our Trusted Leader Programme. We know that having female role models in influential roles helps the overall attraction and retention of female talent.³

We have seen a positive impact in our bonus mean gap this year with a 3.3 point decrease in the overall gap. Whilst it's not within this reporting period, we also decided to ensure that every team member in the business received an element of variable pay in June 2022, in recognition of the strong performance period to April 2022; all team members who did not have access to any type of variable pay such as bonus or commission had the potential to receive a bonus equivalent to 5% of their pay worldwide so we predict this will be a positive reflection next year.

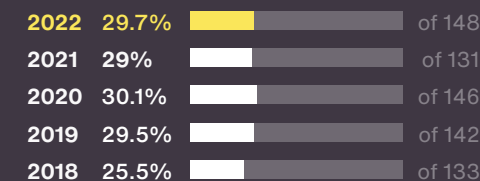
² David Whitfield, HR Datahub

³ People Management, 'How Role Models Help To Promote Female Talent'

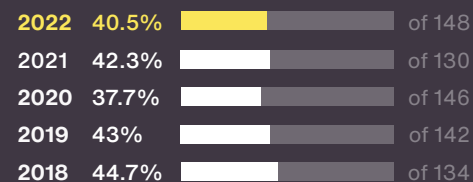
Upper Quartile



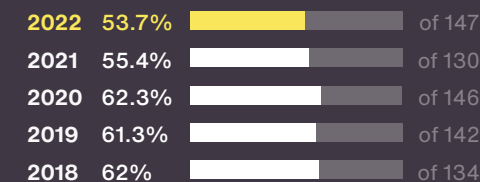
Upper Middle Quartile



Lower Middle Quartile

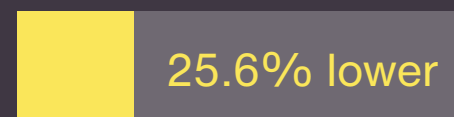


Lower Quartile



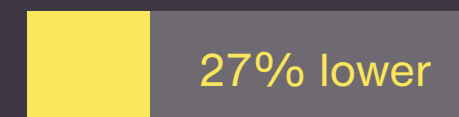
Womens' earnings

Mean gender pay gap in hourly pay



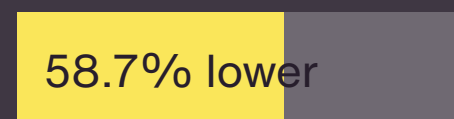
2021: 25% | 2020: 28.7% | 2019: 30.9%
2018: 35.1%

Median gender pay gap in hourly pay



2021: 26% | 2020: 31.6% | 2019: 31.9%
2018: 36.9%

Mean gender pay gap in bonus pay



2021: 62% | 2020: 57.5% | 2019: 54.3%
2018: 57.6%

Median gender pay gap in bonus pay



2021: 71.8% | 2020: 41.3% | 2019: 63.3%
2018: 55.8%

Australia: April 2022

Upper Quartile of 26



2021: 18.5%

Upper Middle Quartile of 26



2021: 18.5%

Lower Middle Quartile of 27

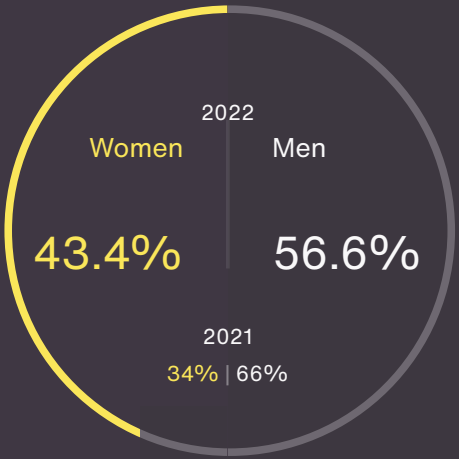


2021: 46.2%

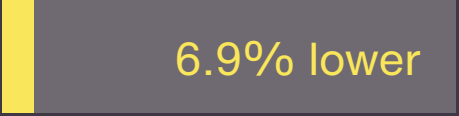
Lower Quartile of 27



2021: 53.8%

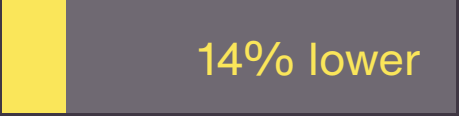


Mean gender pay gap in base pay



2021: 9.4%

Median gender pay gap in hourly pay



2021: 16.3%

** Pay gap based on base pay only for Australia, Malaysia & USA

Malaysia: April 2022

Upper Quartile of 30



2021: 14.3%

Upper Middle Quartile of 30



2021: 38.1%

Lower Middle Quartile of 30

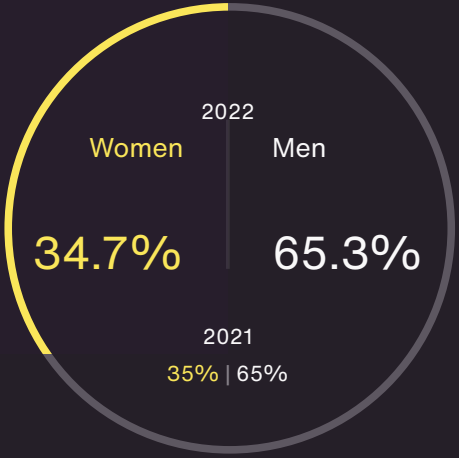


2021: 28.6%

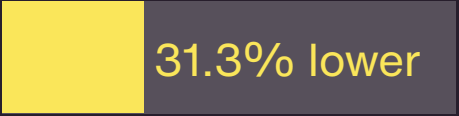
Lower Quartile of 31



2021: 57.1%

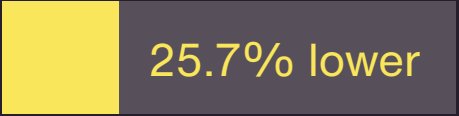


Mean gender pay gap in base pay



2021: 36.1%

Median gender pay gap in base pay



2021: 39%

USA: April 2022

Upper Quartile

of 70



2021: 32.3%

Upper Middle Quartile

of 70



2021: 36.7%

Lower Middle Quartile

of 71



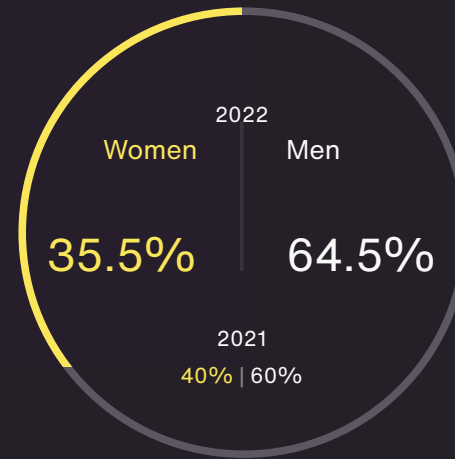
2021: 46.7%

Lower Quartile

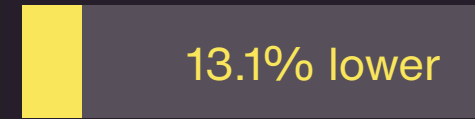
of 71



2021: 43.3%

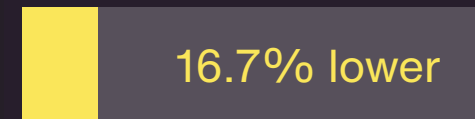


Mean gender pay gap in base pay



2021: 7%

Median gender pay gap in hourly pay

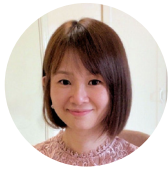


2021: 13.3%



The “Work When and Where You Want” Policy

“WW&WYW” has created opportunities for team members to balance home and work life responsibilities, as a direct result of this we have been able to retain and attract new people to the business.



“With technology, moving between the home and office and back has been relatively smooth for us. We’ve found it has been easier than ever to connect with team members anywhere, anytime, to anyone in the world.

And with the flexible schedule, we are empowered to find pockets of time throughout the day to take care of family and manage work without so much stress.”

Lai Fun Lee

Senior Manager Software Engineering



“I have two young children and like a lot of parents, juggling work, deadlines and the children’s after-school activities is always a challenge. Recently, we’ve had home renovation work on top of these normal activities, so I was also packing up the house to move out for a month and managing contractors! We’re still not finished but we’re getting there. Being able to set my own working hours and be flexible during the day really works for me, helping to meet work and family responsibilities.”

Elaine Read

Finance Business Partner



“Having recently joined GBG I can without doubt say that the ‘Work When & Where You Want’ Policy was the deciding factor in my choice to join GBG.

Being allowed the flexibility to ensure that both my career can progress, and my family is taken care of provides an enormous mental health benefit, as I do not have a guilt complex over having to choose one over the other.”

Sarah Thomson

Senior Application Database Engineer



“Last year I needed to be closer to family for a few months. My 85-year-old mother, who lives in Mayiladuthurai, in Sothern India, has seen her Parkinson’s worsen after contracting Covid and needed full-time care.

Being able to look after my mother halfway across the world, without giving up my work, is something I never imagined possible. At this point in her life, what matters most to her is spending time together with me. It was a unique and unforgettable experience – a memory I will cherish forever.”

Chirpa Santhanam

Head of Performance, Programmes & Quality



“Having recently benefited from a period of maternity leave following the birth of my son, I was so grateful for the flexibility, support and encouragement GBG have given me to help my transition back into work.

Upon my return, GBG’s Family Friendly Policy enabled me to work on a part time basis for the first 3 months, without my pay being impacted, which gave me the perfect balance to settle my son into a new routine and reintegrate myself back into work.

Having been off work for a year, I was surprised and delighted to have been offered a promotion when I returned. Not only did this boost my confidence in my ability, it also showed me that taking time out to start a family does not mean that your career development is put on hold or that you are forgotten about when you are off.

Now I am back in the swing of things, I am also benefiting from GBG’s ‘Work When and Where You Want’ Policy. Feeling trusted and empowered to work in a way that supports the needs of my young family, whilst also delivering in my role as a People Business Partner is something I am so grateful for.”

Nikki Brew

People Team Business Partner & Advisory
Services Manager

Mentoring and progression

The mentoring scheme is designed to support our team members to develop their skills, knowledge and confidence in the workplace, as well as expanding their network, access to development opportunities and understanding of our business.



“When I signed up to be part of the mentoring scheme at GBG Plc, I was delighted to be asked to mentor the CEO, Chris Clark. It has been a great opportunity to get to know Chris on a personal level and to be able to share my thoughts and opinions on different topics. The experience has been amazing. GBG truly is the best place to work.”

Rebecca Forster
Project Manager

“We want to help remove the barriers which force female talent to leave the industry, or not fulfil their ambition and potential.”

James Miller
Chief People Officer



“I feel thankful having joined a company that spends time nurturing and coaching its people.

With the support of my manager, this has provided me with the opportunity for a promotion within my first year.”

Nicola D'Amelio
Senior Customer Success Manager



“I am grateful for having great managers who believed in me and supported me to advance in my career.”

Lai Kuan Ng
Senior Accountant



GALvanise

Members of our Inclusion and Diversity employee resource group developed and launched GBG's Women and Gender Equality Network, GALvanise, on International Women's Day, March 2022.

With over a hundred team members actively participating worldwide in our bi-monthly talks and ad-hoc events, this network promotes career development, allyship across genders, skill sharing and support for women in the workplace.

Recent events and topics have centred around: developing strengths, career development preparation and returning to work after long periods of leave.

We look forward to seeing the success of this programme in the year ahead.



"Despite progress being slow, we remain committed to taking bold actions to positively impact the gender pay gap at GBG. We aim to build a more gender balanced workforce, where diversity is a natural and integral part of our business, allowing our team to thrive in a supportive and inclusive culture."

Chris Luttrell

CEO GBG Americas | be/yourself Gender Equality Executive Sponsor

Aligning with the UN Sustainable Development Goals

In our [FY22 ESG Statement](#), we summarised our contribution to the SDGs under the key pillars of our ESG programme: inclusion, diversity and equality; people and policies; and trust and responsibilities.






Please see our progress in FY22 and our FY23 and longer-term objectives set out against the relevant pillars.

“To make a meaningful change, we need to link our commitments to global action. In recognition of the urgency to drive global sustainable development and the business’ duty to play its part, we aligned our ESG programme with the United Nations Sustainable Development Goals (SDGs) in our 2021 Annual Report. With less than a decade left to deliver the SDGs, we are committed to continuing improving our approach.”

Natalie Gammon

Chair of the ESG Committee

Our contributions to the UN SDGs

Our focus areas	FY22 progress	FY23 & longer-term objectives
Inclusion, diversity and equality Building a culture of inclusion, celebrating our diversity and creating fair and equal opportunities	Set long-term gender and ethnicity targets Launched our first global diversity data collection process Expanded our Gender Pay Gap Report to represent our global team Created our first women's network, GALvanise	Exceed 40% female representation across our global workforce and at a senior team level by 2026 Continually increase participation in all areas of voluntary diversity data collection, especially ethnicity. We plan to use this data to publish a report on our team global ethnicity in 2023 Be an early adopter of the Women in Identity Code of Conduct
5 GENDER EQUALITY 		
10 REDUCED INEQUALITIES 	Continued to be a gold sponsor of Women in Identity's research, the ID Code of Conduct	
People and policies Putting the structures in place to engage great people	Our team spent 17,899 hours on formal training 95% of our team “would recommend GBG as a great place to work”, achieving our objective to stay above 90% (2021: 91%) Invested over £540,000 in training and development Launched our Work When and Where You Want Policy Created a GBG mentoring programme, with over 100 participants	Expand Progression@GBG across the Group - giving clarity to how to progress internally Launch enhanced training on manager capability and confidence Maintain employee satisfaction above 90%
4 QUALITY EDUCATION 		
8 DECENT WORK AND ECONOMIC GROWTH 		
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 		

Commitments ahead of our 2023 report

This year GBG announced our first gender-based target.

We aim to reach at least 40% female representation across our global workforce, and within our senior team level⁴, by 2026. This is based on our expectations of organic growth, which has had a positive trend over the last five years.

We have also set a target to continually increase participation in all areas of our voluntary diversity data collection. We plan to use this data to publish a report on our global ethnicity in 2023, which will complement our gender pay gap reporting. This will give us a much better understanding of the diversity of our team and help to evaluate our approach to equality, diversity, and inclusion.

To help us deliver on these objectives, we will also continue to:

Deepen our team members' knowledge and awareness of inclusion and diversity through the be/yourself champions, thought pieces, events and training.

Engage with our team members to ensure they understand why and how they can voluntarily disclose personal diversity data across our be/yourself programme focus areas.

Embed our 'Work When and Where You Want' philosophy in our culture.

Support our team members by launching another cohort of our mentoring programme.

Celebrate internal progression through our monthly newsletter, Progression@GBG, showcasing the career pathways team members are choosing to take and highlighting new opportunities in a fair and transparent way.

Continue driving equality initiatives within our hiring process, such as Culture+, so that equitable hiring practices become part of business culture.

Build on the launch of our GALvanise women's network and ensure its success and impact over the year ahead.

Ensure senior and Board visibility on talent, and their development, through succession planning programmes.

As we go forward, we also want to ensure that we are evaluating the different approaches we are taking. To do this, as well as using our own data, we will use our partnership with Tech Talent Charter and the Women in Tech Forum to continue to improve our actions with evidence-based research.

⁴ Our senior team refers to our Executive Team plus their direct reports

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



Natalie Gammon

Non-Executive Director/Chair of
Remuneration Committee



Chris Clark

Chief Executive Officer

People Team

www.gbgplc.com/careers

