



GBG

USING IDENTITY INTELLIGENTLY

Gender Pay Report
2017



At the heart of our business strategy is our People Plan from which all our people agendas are developed.

This plan is the key enabler to us delivering our ambition to have the best and most engaged team members. This strategic focus is measured through our engagement scores and we are proud of the high scores we have across the business. We believe an engaged and diverse team is a fundamental part of our success. We are also certain that the more diverse a business, the better a business; we concentrate on ensuring that we promote a culture that values diversity of all kinds.

As a result of the UK Government requirement for gender pay reporting, we are publishing the first of our annual gender pay reports. We support the Governments' focus on this very important issue. The report illustrates our gender pay gap position at April 2017 for our UK team members.

The gender pay gap is the difference in average pay and bonuses of all men and all women across an organisation. This is different from equal pay, which considers differences in pay for jobs of equal value.

When we compare the average pay and bonus pay, it confirms that we do have a gender pay gap and we know we have work to do. We have started but have a way to go.

We are confident that our gender pay gap is due to a few key factors; the technology space we operate in does not readily attract women to it. We have fewer women in senior roles and men predominately hold roles, such as Sales, that attract variable pay elements like bonus and commission. This is reflected in our bonus comparison data. Our commitment is to continue the good work that we have started since April 2017 and over time this will help our overall organisation gender make up.

Our Gender Pay Gap

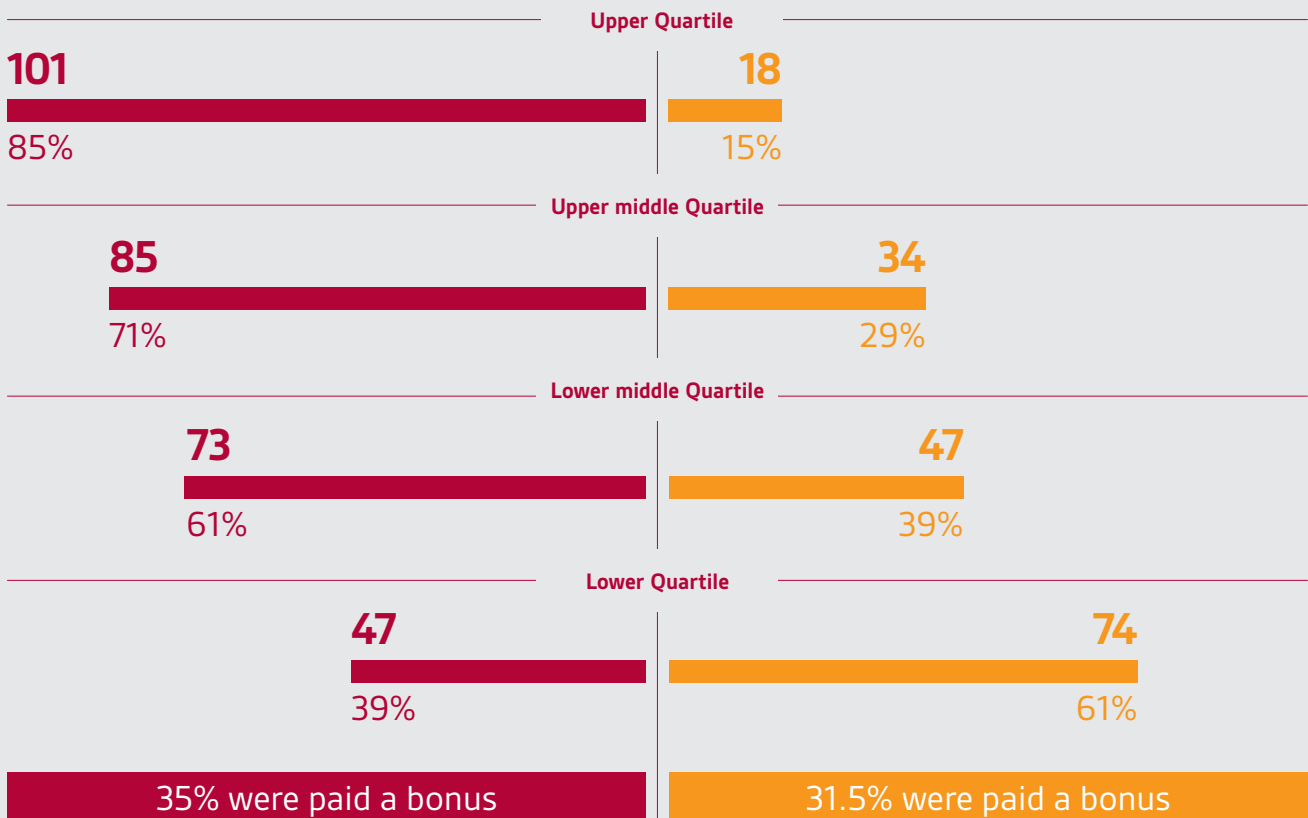


We collected our data on 5th April 2017 when our team member population globally consisted of 697 team members. Our UK team member population totalled 479 of which 173 were women and 306 men.

The figures show that GBG has a mean gender pay gap of 37.5% and median gender pay gap of 34%.

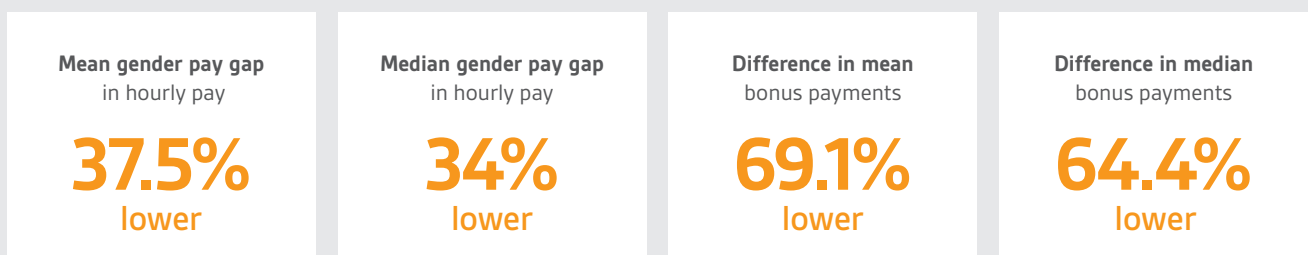
64% of our team members are men. Each quartile is predominately male with the exception of our lower quartile. As there is significantly more men in the upper quartile compared to the lower paid quartiles this has an impact on our gender pay gap.

The proportion of men and women



We know we have more men than women on our variable pay roles that attract bonus and commission, which is supported when we look at our bonus gender pay gap data.

Women's earnings



Shaping our commitment to the future

We recognise that, to meet our ambitions, change of this scale requires planning and time before true impact is noted. We have started our journey towards our aspirations: to reduce the gender pay gap identified and to continue to build a diverse team.

Over the past year, we have been delighted to see a number of our vacancies filled by successful senior women leaders both in the UK and internationally; for example, we employed a woman in a Non-Executive Director role and therefore now have two women Non-Executive Directors and one man. We are one of the few public companies in the UK with a higher proportion of women to men in Non-Executive Director roles. In addition, we have had great women leaders join our senior executive team, such as APAC Managing Director and global Customer Experience Director to name but two.

These external appointments are in addition to a number of internal promotions for some of our women team members. As a number of the roles are located outside of the UK, they do not feature in our UK reporting; however, as a global employer we believe that this supports our ambitions to attract talent and, where relevant, this will lead to improved diversity amongst our team. In the first half of 2018, we will report on our April 2018 gender pay reporting figures and the progress that has been made since this report.

We have shaped our commitments in the following areas:



Creating tools to support the monitoring of pay to ensure no bias to either gender from point of recruitment, promotion and pay review processes. We will also ensure we share an understanding of unconscious bias across all our business leaders.



Explore how we can attract more women into our business to create an improved gender balance, particularly in our more senior roles. Challenging our talent attraction team to provide candidates to reflect our diversity ambitions but not to reduce the skill/experience requirement because of this.



Discover opportunities to attract women into our sector, considering STEM and other relevant initiatives from education institutes and networking forums.



Realise opportunities to create, contribute and share experiences that support our continued development of an inclusive culture covering all facets of diversity.



Continue to improve our physical working environments and the ability of our team to work where and when they want, through flexible working patterns and collaboration tools. This supports the business whilst giving the individual choice to meet career and home life aspirations.



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 Egberry

Non-Executive Director & Chair of REMCO

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