

GBG



Gender Pay Report
2018

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

The People Plan is the key enabler to achieving our objective to have the **best and most engaged** team members. It is underpinned by our employer brand 'be@GBG' and the be/ philosophies within it.

We measure success through our engagement survey and we are proud of the high scores and growth we have across the business – 9 out of 10 current team members recommend GBG as a 'Great place to Work'.

An engaged and diverse team where everyone feels they belong is fundamental to our success. This diversity, that reflects society, is what drives our vision, objectives and strategy – 'quickly, differently and together'.

Opening Statement

In line with the Government requirement, in March 2018 we published our first Gender Pay Report, which reflected on the data at April 2017. Like many employers, we took our time to understand reporting requirements and to interpret our data. We acknowledge that the report is a useful snapshot to measure some progress and remind us that all employers can do more to create an inclusive environment that addresses key issues in our society. We also realise that the report may not capture all the progress made.

Since the last report, we continue the journey to address and reduce the gender pay gap identified and work towards building an inclusive environment and diverse team. To accelerate our ambitions, we recognise that this type of change requires planning, targeted efforts and time before true impact is noted.

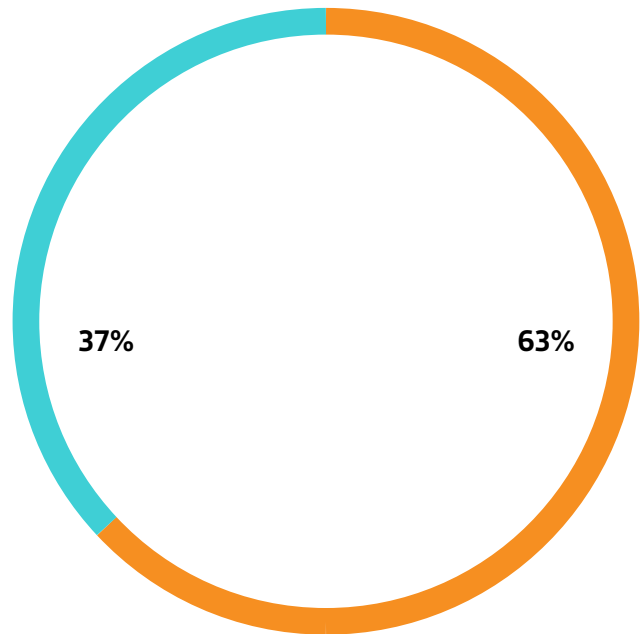
We transparently shared the report with our team and noted a high level of confusion between the meaning of Gender pay and Equal pay. We are committed to ensuring our team understand the differences and ways we can all work together to accelerate the reduction of any gaps.

The Stats



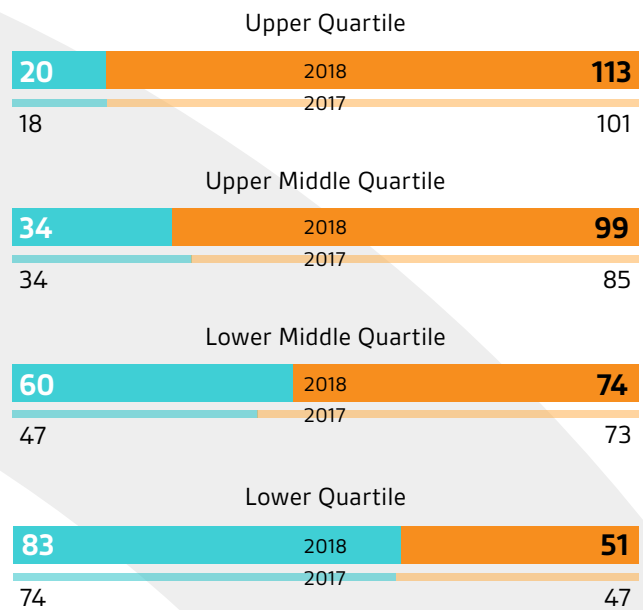
The split

We collected our data in April 2018 when we had 804 team members globally. In the UK, we had 534 team members, of which 197 are women (37%).



Quartiles

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.



Comparing our 2018 and 2017 results, we have seen movement in the right direction. Our mean bonus pay gap has reduced by more than 11% to 57.6% and our overall mean gender pay gap has reduced by more than 2% to 35.1%.

Womens earnings

Mean gender pay gap
in hourly pay

35.1%
lower

2017 - 37.5%

Median gender pay gap
in hourly pay

36.9%
lower

2017 - 34%

Mean gender pay gap
in bonus pay

57.6%
lower

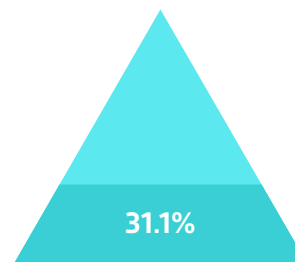
2017 - 69.1%

Median gender pay gap
in bonus pay

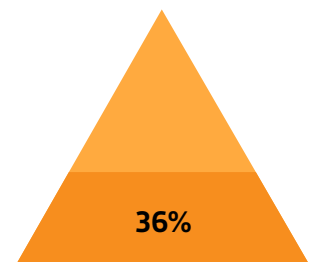
55.8%
lower

2017 - 64.4%

Bonus



of women
received a bonus



of men
received a bonus

Some of our ongoing efforts that align with salary reviews do not show in this report but will add to, what we feel will be greater improvements in next year's report. For example, we have more women in senior roles, and have paid bonuses to more women than in 2017. The data will not indicate this until the 2019 report.

We are confident in our efforts and acknowledge that this report does not capture everything. However, we are determined to do better as we know we can make more steps towards reducing the gap.

Shaping our commitment to the future

We have defined areas, which will enable us to change our gender pay gap and acknowledge that these take planning and time before any true impact can be noted. We are looking at a strategy where we can make a difference to each other, to the business and to the societies that we live in. We are working to genuinely change in all aspects of Diversity and Inclusion.

Whilst we are pleased to note some improvement in the mean reporting figures, for us, this is just the beginning - by enabling change with targeting efforts and driving a positive culture at GBG, we expect more improvements in future reports.

Our story so far



Knowing our people - promoting leadership and cultural understanding remain some of our highest people priorities. *be/yourself* represents Diversity and Inclusion at GBG. We want every single one of us to feel comfortable to be ourselves. It's our commitment that we will all be treated as equals, that we will all be treated with respect and that we will all have allies in the workplace to support and celebrate our differences. The promotion of *be/yourself* is underpinned by the appointment of a Head of Diversity and Inclusion.



At the end of 2018, our people leaders will have participated in one of two levels of our leadership development programme. *be/developed* covers areas including understanding unconscious bias and creating teams that enable individuals to be authentically themselves. This is an ongoing programme of development to enhance our leadership capacity, ensuring we continue to drive growth and career paths.



Our Talent Attraction strategy *be/hired* will focus on delivering productive relationships with local educational establishments by promoting GBG's employer brand and employment opportunities at apprentice and graduate level. Equally, our focus is on diversity of experience to ensure we are attracting the full gamut of background to our business - we removed the requirement to be degree qualified from majority of our job descriptions and offer an increasing number of flexible working options.



We are exploring opportunities through different networks and forums to promote our sector and the variety of roles on offer. We aim to further improve our diversity, including gender, and look forward to being able to share some of our successes in future reports.



Our philosophy of *be/connected* uses our intranet to encourage our team members to share experiences. These include returning to work from maternity leave and a monthly blog known as 'A day in the life of'.



We promote the ability for our team to work where and when they want, through flexible working and collaboration. Over 80% of our team enjoy great physical working environments and we continue to work to improve the rest of our physical space. We ensure our team feel empowered to work in spaces that allow success in their roles and support their individual aspirations. Our main hubs have private and welcoming spaces to allow people to return to work and continue with their needs as mothers or have a place to practice their various faiths.



We have increased flexible working opportunities for women at GBG, 14% of whom work part time. We make it easy for team members to informally flex their work patterns to suit personal and business needs. Within 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!

Women represent approximately 37% of our team in the UK and globally. We average more than 10% greater than the (national average) and 7% greater than the (global average) of women working in STEM (Science Technology Engineering and Maths)*. This is a 4% growth from our previous year, with 40% of all new team members joining GBG globally in 2018 being women.

We are proud of our culture and will continue do more to make a difference to each other, to the business and to the societies that we live in.

*National Statistics Labour and Unesco's



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

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Charmaine Carmichael

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