



GBG

Gender Pay Report
2020

Our People focus is to have the best and most engaged team members. 95% of the women in our team would recommend us as a GREAT place to work.

The overall GBG team has continued to grow, with over 1,055 people globally as of April 2020. 55% of our team are based in the UK. One of our key people priorities is to build an internationally strong culture, which empowers all our team to be authentically themselves.

91% of the global GBG team would recommend us as a great place to work. We are proud that 95% of the women across our business would recommend us. Also, 80% of our women team members respond positively that their opinion counts, which is above average.

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

Since we started sharing these reports with the business in 2018, we have been delighted with the continued conversation about diversity across the team. We have seen an increase in interest and conversations around gender, pay, opportunity and what we are doing as a company. We actively encourage these conversations, as they help us understand our team members' sentiments around this topic, gain insight into what they believe we should focus on and give us the opportunity to share our plans and activities.

To support the publication of the report for 2019, we held a webinar to openly share the key information and the diversity-related priorities we have at the most senior level in our business. While we have made progress in this area by setting focused targets, unfortunately we have not seen a significant improvement in our overall statistics. This reinforces our initial views that this is a journey, something we must continually work at and that meaningful change takes time.

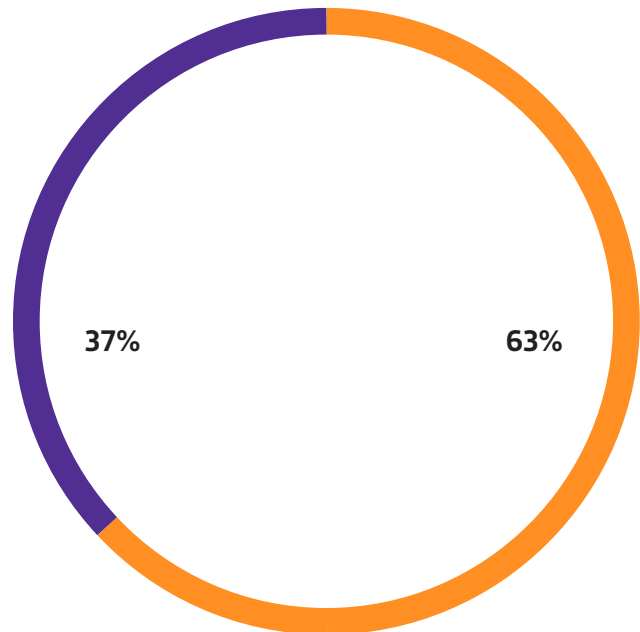
The stats



The split

UK

In the UK, we had 583 team members, of which 218 are women (37%). While we have seen some changes within the business, the overall gender profile of the business has remained fairly static.



Quartiles

UK

As with our previous reports, the Upper and Upper Middle Quartiles show a higher proportion of men, while the Lower Quartile is predominantly made up of women. We are delighted that we have seen an improvement, though slight, in the Upper Quartiles, with a 4% increase in the Upper Quartile and 5% in the Upper Middle over the past three years.

The fact that the top two Quartiles are highly populated by men, means we see a continued effect on the results in the overall gender pay gap. We have more work to do, and we need to focus on the Lower Quartile, which still contains a disproportionate number of women.

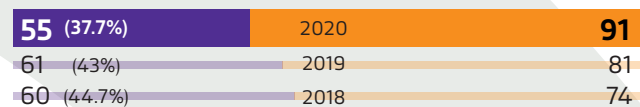
Upper Quartile



Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



We are maintaining sustained and steady year-on-year progress when comparing the results. The overall mean gender pay gap is now 28.7%; the gap was at 37.5% when we first reported for 2017. While our mean bonus pay gap increased slightly, the median bonus decreased significantly to 41.3%. This is a meaningful improvement from our first median bonus reporting of 64.4% in 2017.

Overall, since last reporting, we have remained fairly static in terms of organisational change. We have continued to improve our recruitment processes and 'be/yourself', our Inclusion and Diversity philosophy. We challenge ourselves on what more we can do to make sure that we meet our aspiration to create a more inclusive and gender-balanced organisation.

We celebrated International Women's Day in March through a number of awards and a panel session. We had an amazing response to both the nominations for our three award categories and attendance at our panel session. We found both inspiring women and men across the GBG team who shared their experiences, which showed their own determination for the championing of women and gender balance.

Womens' earnings

UK

Mean gender pay gap
in hourly pay

28.7%

lower

2019: 30.9% | 2018: 35.1%

Median gender pay gap
in hourly pay

31.6%

lower

2019: 31.9% | 2018: 36.9%

Mean gender pay gap
in bonus pay

57.5%

lower

2019: 54.3% | 2018: 57.6%

Median gender pay gap
in bonus pay

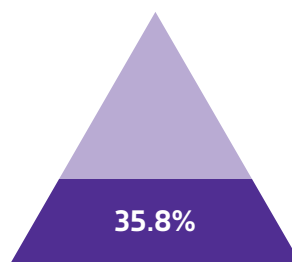
41.3%

lower

2019: 63.3% | 2018: 55.8%

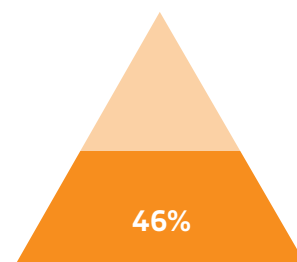
Bonuses

UK



of women
received a bonus

2019: 38.1% | 2018: 31.1%



of men
received a bonus

2019: 43% | 2018: 36%

How well have we met our commitments to the future so far?

We are determined to improve the overall gender balance and, as a result, the gender pay gap within the business. However, when we look back to the start of our reporting period, we can see that our progress has been slower than we would have liked. Our top people priority is still to improve all aspects of Inclusion, Diversity and Belonging within GBG through our 'be/yourself' philosophy, as we believe this will create the right environment to achieve meaningful change.

Our story, as it continues....



Knowing our people – promoting leadership and cultural understanding

We have completed a number of activities during the last year to improve our people leaders. We have spent time exploring what great practices and initiatives people are initiating and how we can start to work with others to create more momentum and impact within our own team.



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

A number of the team have been nominated and received awards throughout the year. We have also shared and promoted the GBG team through various social media activities. Our aim is to make sure we visibly demonstrate our team's diversity through these activities and encourage others to look at GBG as a great place to work.



Our talent attraction strategy: 'be/hired'

This is an area where we know we need to do more. We have taken a number of small steps towards this, and we have more ideas of how to continue to promote early talent or career progression for new and existing team members. We are happy to share that 43.5% of new starts in the reporting period were women (vs 37% overall in GBG).



Our philosophy of 'be/connected'

Our communications channel, 'be/connected', has continued to evolve. Team members have created several new pages promoting people management initiatives and storytelling to improve understanding of diversity issues. People have shared great blogs, especially around the International Women's Day and other special celebrations across the team.



Flexible working and collaboration

We work hard to provide vibrant workplaces for our team, making sure we create the right balance between desk and collaboration spaces. Our priority is always to make sure our teams can work when and where they choose; we believe this is the best way to retain our existing team and attract new talent.



Flexible working opportunities for women in the business

During 2020 we reviewed and developed our global family-friendly policy, launching it in April 2020. Its main focus is to give our team members paternity or maternity leave and a supported phased return to work. This offers them more family time and helps us to improve retention.

We have made progress since the first report in 2017. Change like this is a marathon and not a sprint. We want to do more and we believe some of the plans we have for the coming year will see more impetus to change.



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.

Natalie Gammon

Non-Executive Director/Chair of Remuneration Committee

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