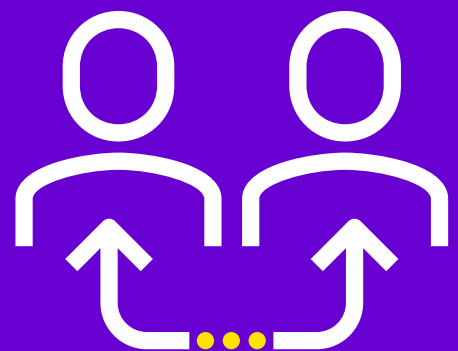


Gender Pay Gap

UK Report 2019





**Gamma
People**

Introduction

Chief People Officer

At Gamma we want our people to be respected for who they are, paid fairly for the job they do and given opportunities for continuous learning and development. Our staff are central to delivering services that we can be proud of. Our workforce is critical to our success and we want every employee to come to work feeling valued for the job they do.

We recognise that reducing our gender pay gap requires effort at every level of our business and during every point of the employee lifecycle, from recruitment through to career growth opportunities. Culture plays a large part in making Gamma a great place to work. By continuing to embrace our inclusive and diverse culture and embedding our new values we create an environment where people can be at their best.

This report sets out gender pay gap information based on a total of 967 employees on the snapshot date of 5 April 2019. The pay gap in tech-based companies is higher than the national average but we are not complacent and we are committed to taking positive steps to continue narrowing the gap. Nearly three quarters of our employees are male and our resulting mean 2019 pay gap is 30.55%, however, this is a reduction of 3.16% from the previous year's reporting and an overall reduction of 4.05% since the start of the legislative requirement to report.

At the time of this report, our business operates in London, Newbury, Port Solent, Manchester and Glasgow with expansion plans in both the UK and Europe.

Statutory Declaration

I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Suzie Woodhams

Chief People Officer, Gamma Communications PLC



The Gender Pay Gap - what does it mean?

Gender pay reporting legislation requires that Gamma (and all employers with 250 or more employees) publish calculations every year showing how large the pay gap is between their male and female employees.

Gender pay reporting is different to carrying out an equal pay audit. The gender pay gap shows the difference in the average pay between all men and women in the workforce irrespective of job. Equal pay deals with the difference between men and women who carry out same jobs, similar jobs or work of an equal value.

The results of the following six measures are used:

Median Gender Pay Gap

The difference between the median (middle) hourly rate of pay of male full-pay employees and that of female full-pay employees.

Mean Gender Pay Gap

The difference between the mean (average) hourly rate of pay of male full-pay employees and that of female full-pay employees.

Median Bonus Pay Gap

The difference between the median bonus pay paid to male employees and that paid to female employees.

Mean Bonus Gap

The difference between the mean bonus pay paid to male employees and that paid to female employees.

Bonus Proportions

The proportion of male and female employees who were paid bonus during the relevant period.

Quartile Pay Bands

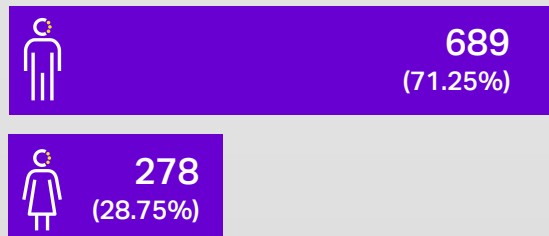
The proportion of male and female full-pay employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

Taking a "snapshot" of this data on a set date, as required by the regulation, creates a level playing field for all reporting organisations, but a snapshot can mask the fluctuation from month to month and across pay quartiles depending on changes to headcount.

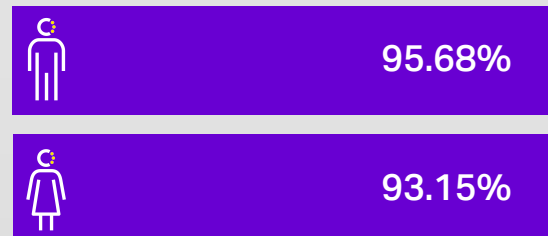


Our results - 5th April 2019

Gender Breakdown



Proportion of females and males receiving a bonus



Gender Pay and Bonus Gap

	Mean % 2019 vs (2018)	Median % 2019 vs (2018)
Pay Gap	30.55 (33.71)	21.78 (25.41)
Bonus Gap	63.43 (78.49)	22.01 (21.13)

Our gender pay gap is showing an improvement both in our mean and median figures from 2018. It also shows a significant improvement on our mean bonus gap from 2018.

Pay Quartiles

	Males % 2019 vs (2018)	Females % 2019 vs (2018)
Upper Quartile	83.06 (85.97)	16.94 (14.03)
Upper Middle	75.52 (76.02)	24.48 (23.98)
Lower Middle	64.05 (63.18)	35.95 (36.82)
Lower	62.40 (57.92)	37.60 (42.08)

Our upper and upper middle quartiles are showing that we have increased our female population in higher paid professional/managerial roles.

What does it show us?

Gamma's gender pay gap is primarily a consequence of more men than women holding senior or specialist technical roles, which command higher salaries in our industry.

We are really pleased to see progress in the reduction of our mean (by 3.16%) and median (by 3.63%) pay gap since our last report was published. Our overall headcount has increased year on year but the workforce percentages have only changed slightly. This suggests that we are still recruiting more men than women.

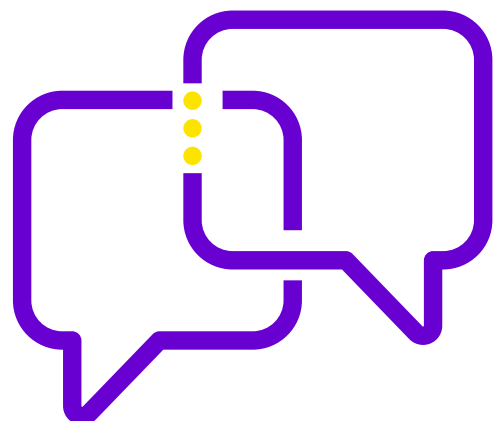
Of those receiving a bonus, our workforce percentages are similar but our mean bonus payment shows a significant gap of 63.43% but with a reduction of 15.06% from previous publication.

Although we have a predominately male workforce our quartiles tell us that we are making progress in recruiting more women in the upper middle and upper quartile ranges. Both these percentages show an increase from previous reporting and conversely our male percentages have reduced in the same quartiles.

What are we doing about it?

During 2019 we continued with our diverse range of initiatives to try to close the gap but also to increase our commitment to diversity and inclusion for all.

- The increase to our maternity/adoption leave has been well received, seen as an increased value to female staff and the perception that it relieves some of the financial strain.
- The continuation of our Diversity and Inclusion training captured approximately 500 of our workforce during 2019.
- Our collaboration with the Salford University 'A day in Industry' which aims at providing a summer school for girls in STEM. Gamma's contribution provides insights into working in the industry, providing Gamma operational tours, discussions from senior females in our organisation and the sponsorship of the end of programme dinner.
- The Software Development team continues to offer the mentor/mentee programme to both men and women in Gamma and is reaching out to make contacts, via careers fairs, to encourage more female students to take up work experience opportunities.
- Our Networks Director is actively involved in career advisement within schools linked to the wider curriculum. Some key activities have included regular meetings with local career advisors in schools, attending careers events to promote the value of graduate and apprentice programmes, spending time with students on workplace experiences and engagement with the wider industry.



What next?

More to do

We know we still have more to do and although it takes time to see significant change we're committed to working with our staff and stakeholders to address this. We are strengthening the People Team to bring in expertise in the areas of Talent Management, Learning and Development and Reward. The publishing of our gender pay gap data and creating an action plan as part of our People Strategy 2020/23 are positive steps to focus on achieving gender balance within our organisation.

- Building on data analysis to monitor pay on a regular basis ensuring no bias towards gender from recruitment through to salary progression conversations
- Monitoring diversity data and creating resultant actions
- Designing a pay framework and philosophy for Gamma which will bring more focus on pay parity both within our organisation and keeping abreast of the markets in which we operate
- Providing more training and tools for Managers to create a consistent approach to the selection and interviewing process focussing on unconscious bias
- Using gender neutral language in our recruitment advertisements to appeal to both men and women
- Focus on development programmes to cultivate leaders, grow our own talent for the future and the right people in the right job with successors
- Working with Universities and colleagues to promote Gamma as an inclusive employer





Working smarter, together.

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We're a certified Carbon Neutral* Company. This means you can demonstrate green credentials yourself. By working with us you have a solution that not only helps the environment but also enables you to become greener and conform to new Government environmental policies.