

Gender Pay Gap

UK Report 2023



Introduction

At Gamma, we strive to create an inclusive workplace, where our people feel a sense of belonging and can grow and advance in their careers to achieve their full potential, and which also reflects the diversity of the customers we serve.

Equality, diversity and inclusion (EDI) is a key part of Gamma's wider Environmental, Social and Governance strategy. As well as being a moral obligation, we also firmly believe that embracing diversity and inclusion gives Gamma a strategic advantage, helping to drive innovation and creativity that positively impacts on our performance and long-term success.

This year saw us align EDI, employee experience and engagement in the launch of our 'You Belong' programme, by creating a number of employee communities across the Gamma Group. One of which is the 'Women at Gamma' community, of which I am proud to be our Executive Committee sponsor. This community, which currently has 177 members, enables our female employees and allies to come together to share knowledge, offer guidance and support one another.

Since we first started reporting our gender pay gap in 2017, I have been delighted to see our mean pay gap reduce by 20% pts, primarily due to better female representation in the upper pay quartile. On the 5 April 2023 snapshot date, our Board of Directors was 33% female compared with an all-male Board in 2017 and

our Executive Committee was 25% female (up from c.10% in 2017¹). Our pay gap continues to reflect the fact that many of our senior roles, especially revenue-generating roles, are currently filled by men, so while we have made significant progress, we acknowledge that improvement is still needed.

Over the coming year, we will continue to focus our efforts on attracting and retaining female talent at all levels, as well as supporting women to progress into more senior roles internally.

I am confident that by continuing to support women to thrive at Gamma, we can make meaningful strides in reducing our gender pay gap.

Chris Bradford

Chief People Officer
Gamma Communications plc



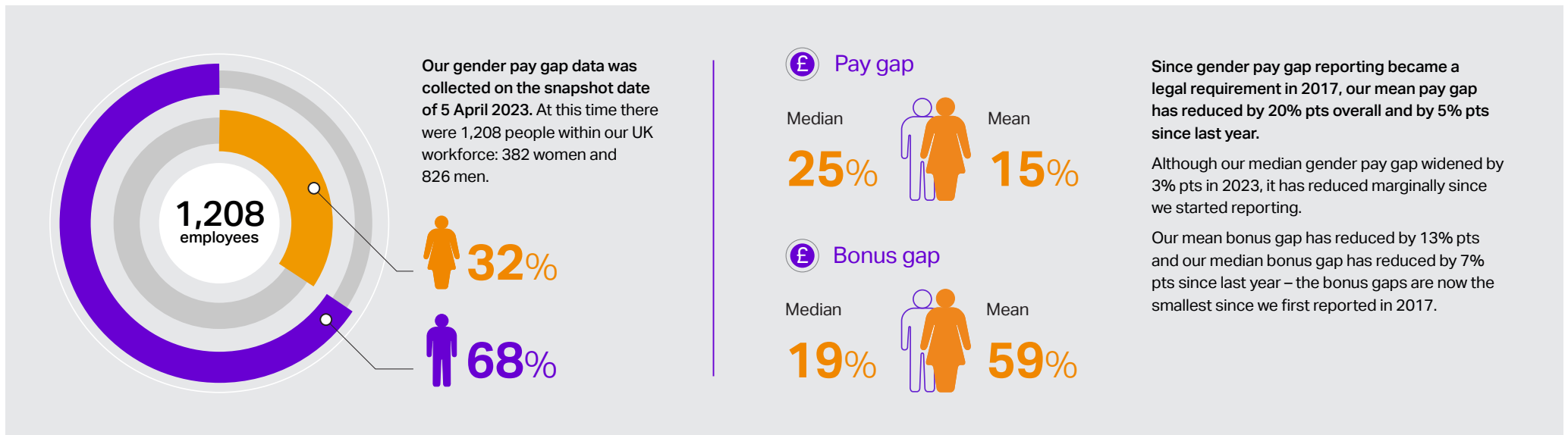
Statutory Declaration

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.

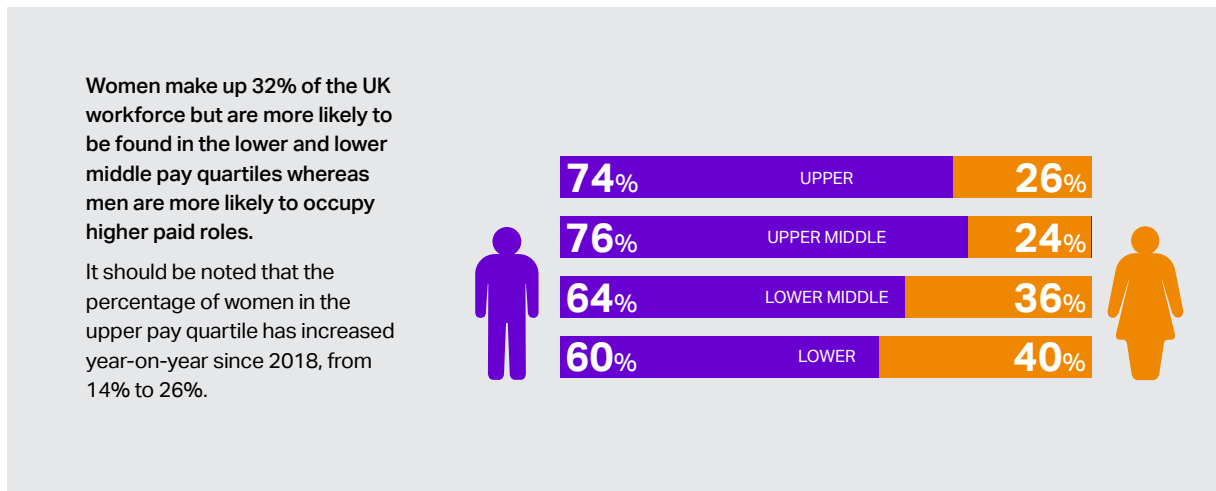
¹Due to changes within the organisation, the 2023 Executive Committee cannot be directly compared with the Senior Leadership team of 2017.

Gamma results - 5 April 2023

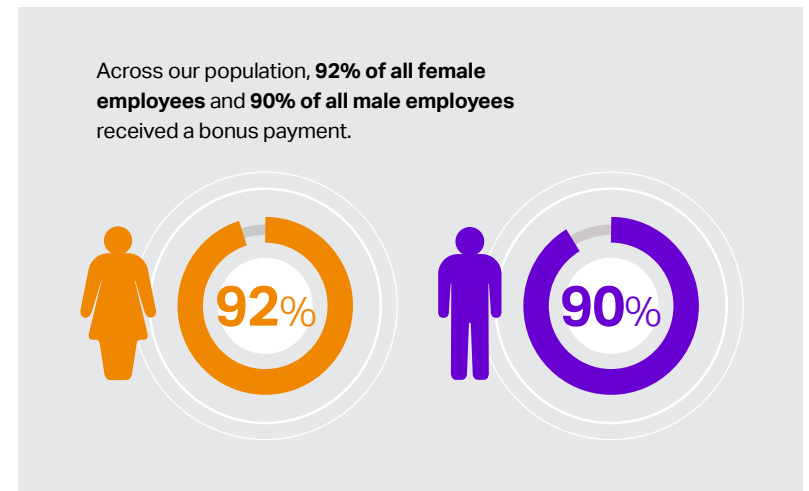
Gender pay gap 2023



Our gender proportions across pay quartiles

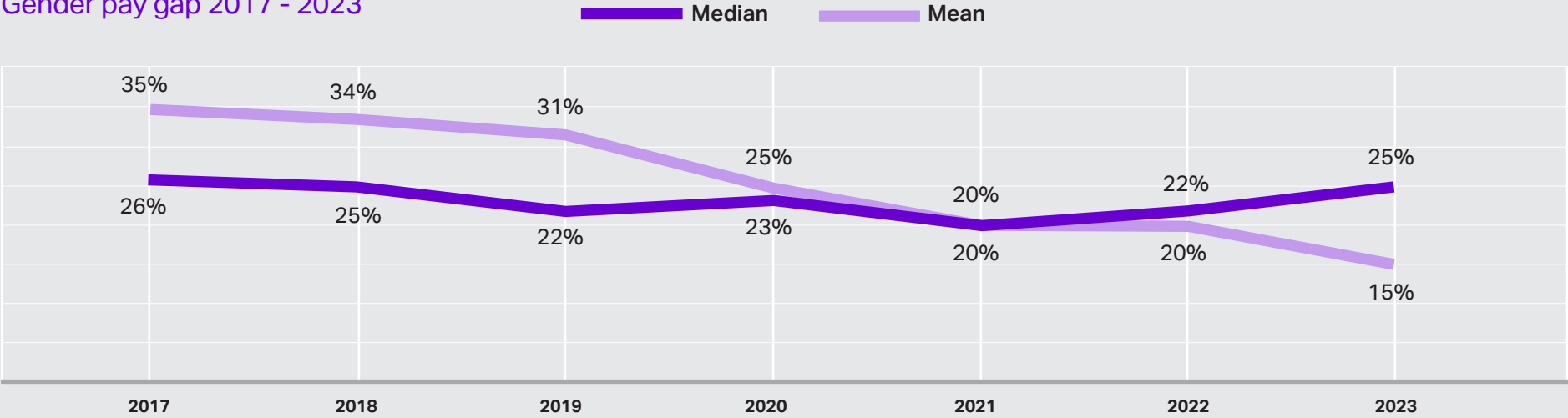


Percentage of males and females receiving a bonus

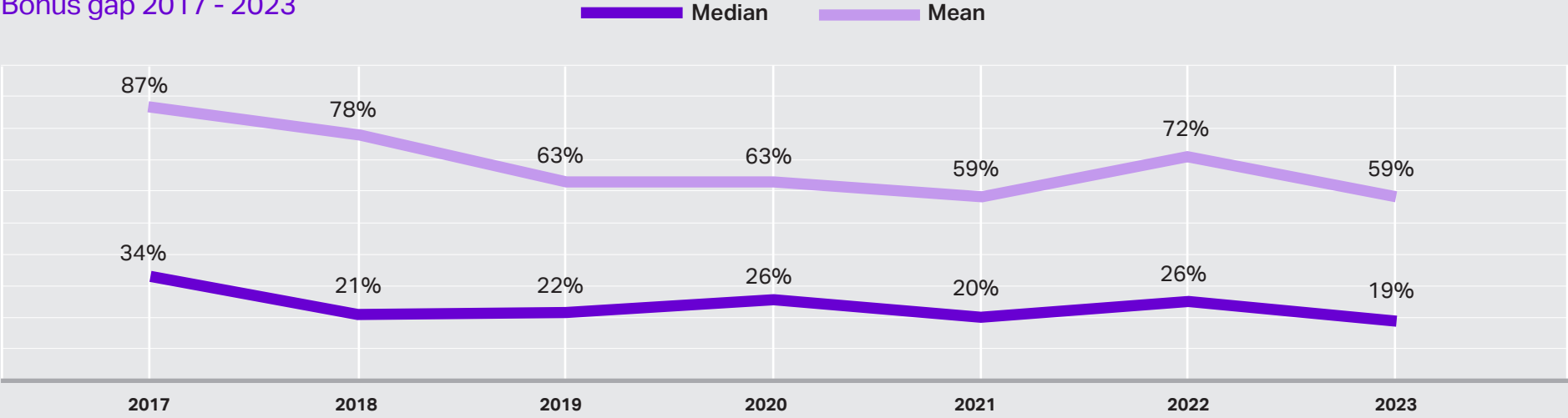


Gamma progress 2017-2023

Gender pay gap 2017 - 2023



Bonus gap 2017 - 2023



What does it show us?

Over the past seven years, we have seen the number of women in our workforce increase by 4% pts (from 28% to 32%). In the same period, the proportion of women in the upper pay quartile has increased by 11% pts overall.

This highlights the progress we have made in our commitment to increasing female representation at senior levels at Gamma, especially given the underrepresentation of women in STEM industries.

However, we have made less progress in the other pay quartiles, with women still more likely to be found in the lowest two pay quartiles.

We have reviewed our promotions process and found it to be robust and thorough; there has been no gender imbalance in the number of male and female promotions, however women were more likely to be promoted in the upper and lower pay quartiles and least likely to be promoted in the upper middle pay quartile.

Women in the upper middle pay quartile were also the most likely to leave Gamma, potentially reducing the pipeline of future female leaders – a reminder that we must focus not only on the representation gap of women in the most senior roles, but across all levels of our talent pipeline as well.

Gamma operates in a male-dominated industry. As well as in the specialist technical and development roles which command higher salaries, we do not yet have enough women in our most senior sales roles that deliver significant income from commission, and which is reflected in average hourly earnings as well as bonus pay.

Our bonus data includes amounts relating to the maturity of share awards granted to a small number of senior leaders under a long-term incentive plan. This small group – of all male employees – skews the bonus data further.

We have undertaken an equal pay (salary) audit across certain roles in the company where male and female employees undertake the same work and where there is an appropriate sample. Our findings show that there is no meaningful difference in salaries. In some roles, on average, women are paid marginally more than men and vice-versa.





What are we doing about it?

In 2022, Gamma focused on developing its approach to EDI. We partnered with the Employers Network for Equality and Inclusion to complete a benchmarking exercise which helped us to understand the strengths and gaps in our approach and track our progress.

In 2023, we launched our new Gamma Values, which support the company's vision and shape our culture. Treating people fairly and equitably is at the heart of our culture and how we operate.

Following these exercises, we launched our Group-wide EDI programme, 'You Belong' and created a number of employee networks, including 'Women at Gamma', to help drive education and celebration of our differences and provide a sense of community and belonging for employees.

The 'You Belong' programme is sponsored by members of our Executive Committee, who have made the following commitments:

Communication – we will be transparent and communicate our progress

Engagement – we will encourage diversity of thought and seek feedback via our communities

Opportunity – every employee will have equal opportunity to grow their career at Gamma

Zero tolerance – we will have a zero-tolerance approach to discrimination of any kind

Leadership commitment – our leaders will ensure everyone has an equal chance and experience at Gamma

Culture and Values – EDI will be at the heart of our culture and values

Our Executive Directors both have an annual EDI objective relating to maintaining diversity in recruitment of new hires at senior levels, the achievement of which is directly linked to their bonus awards.

In September 2022, Gamma launched its Technology graduate programme, which offers new graduates the opportunity to develop technical and business skills whilst gaining experience across a variety of areas of Technology. We are delighted that we are offering equal opportunities to women through our early career initiatives and hope that by identifying this female talent early in their careers we can support and develop them to become our leaders of the future. As of December 2023, the gender split of employees in a graduate position or undertaking an apprenticeship was 52% male to 48% female.

Additionally, to inspire more young women to choose careers in STEM, we continue to partner with Speakers for Schools. As part of this initiative Gamma employees visited local state schools to deliver interactive career workshops.

We recognise that offering flexible working is one of the most important means of tackling the gender pay gap and, to this end, we have committed to hybrid working for the long-term, wherever roles permit, as well as offering a range of other flexible working options. We know that flexible working practices also help us to attract talent, increase employee engagement and support our employees' mental health and wellbeing.

What next?

Our action plan continues to evolve, in line with our People and ESG strategies.

We know we have more to do and that it will take time to see significant change. However, we are committed to achieving our EDI goals and are confident that we will start to see their positive impact on our gender pay gap in future.

EDI strategy

We will track our progress using the Employers Network for Equality and Inclusion benchmarking platform, reviewing and adjusting our strategy as necessary. Our most senior leaders will continue to be accountable for achievement of EDI objectives relating to increasing the diversity of senior management at Gamma.

Recruitment

Going forward, our focus will be on developing the pipeline of women at all levels within Gamma and enhancing our recruitment and

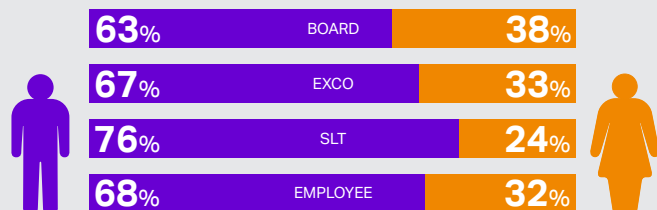
talent practices to help facilitate this. We aim to ensure our candidate shortlists are gender balanced for both recruitment and promotions. We will also be rolling out recruitment training for our hiring managers, including raising awareness of unconscious biases.

Talent Management

In 2023, Gamma hired a Talent Director, strengthening our expertise in this area. In 2024, the focus will be on identifying the strategic skills and capability needs of the business and building focused development opportunities that ensure a strong succession pipeline for the future, giving women opportunities to progress into our newly created Senior Leadership team (SLT). Currently, 24% of the SLT are female (see chart 1 below). Further, a 'Women at Gamma' networking and development programme is due to launch in March 2024 as a direct response to feedback received from our Women at Gamma Community.

Gender diversity by level of seniority

1 JANUARY 2024





What next? continued

Performance Management

We are currently reviewing our performance management framework to ensure it is robust and aligns with our new company values. The new framework will feed directly into pay decision-making by clearly linking performance and behaviours to reward.

Reward

Next year, as part of a Group-wide job architecture project, we will introduce a new job level framework, with standardised pay ranges and clearly defined career paths linked to those levels. The outcome of this project will help us to fulfil our commitments to transparency and equal opportunity, help to mitigate the effect of any unconscious biases and enable employees to see how they can develop professionally and progress their careers at Gamma.

Early Careers

We will expand the Gamma apprenticeship programme, which will be a blend of new entrant apprentices and employees continuing their professional development. We will also continue our efforts to attract women to our apprenticeship programmes and Technology graduate programme.

Employee experience and engagement

We will build on the success of our 'Women at Gamma' community. The community has identified eight key themes, including Empowerment, Balancing Family Life and Female Health, as part of their goal to drive change for women at Gamma and is collaborating with an external provider to deliver a series of workshops.

Community

We will continue to inspire more women to choose a career in STEM, through our educational partnerships.

Employment practices

We will continue to review our flexible working offering, looking to increase the number of roles that could be fulfilled through part-time or compressed hours or arranged as a job share. We will monitor the number of flexible working requests and ensure we uphold as many as possible.

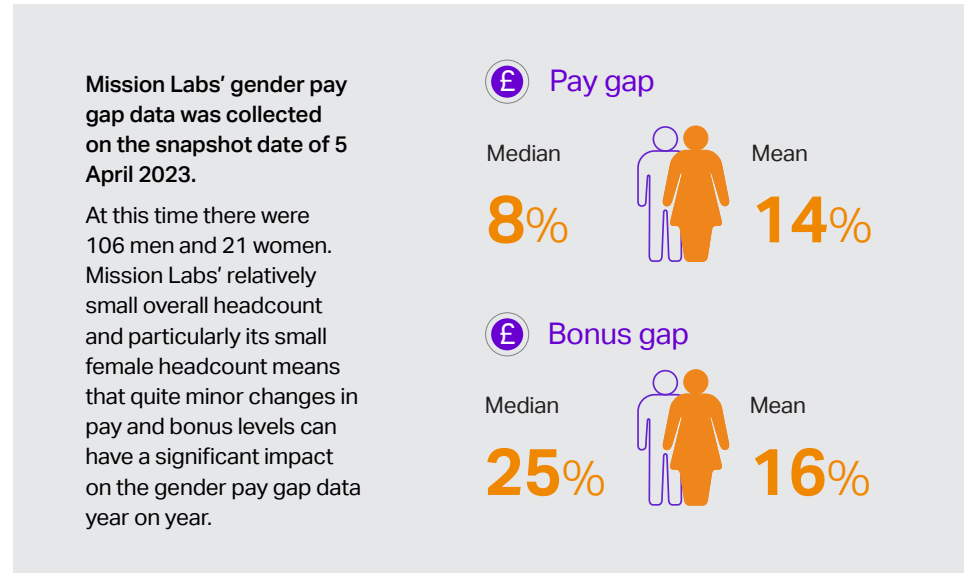
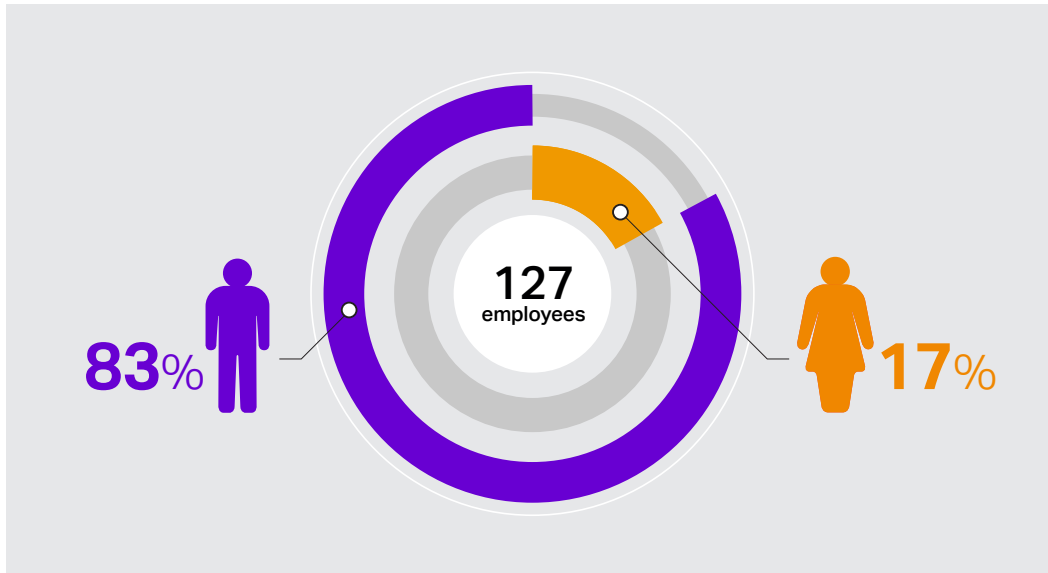
HRIS

2024 will see the introduction of a new HR system, which will offer improved data management and analytic capabilities. This will give us greater insight into our current demographics, helping to inform the EDI strategy. It will also enhance the employee experience, from streamlining the recruitment and onboarding process, through to improved performance management and clarity around career development opportunities.

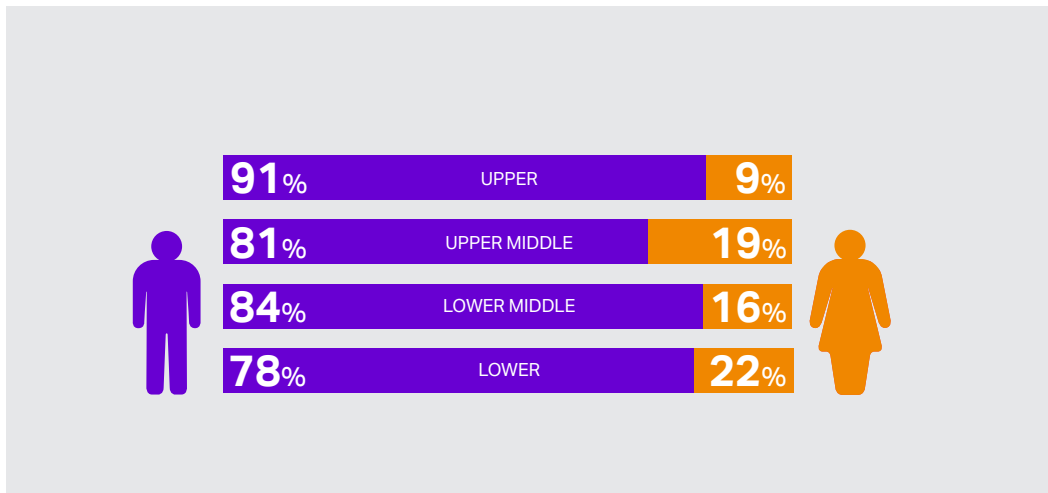
Additional disclosure

Mission Labs gender pay gap 2023

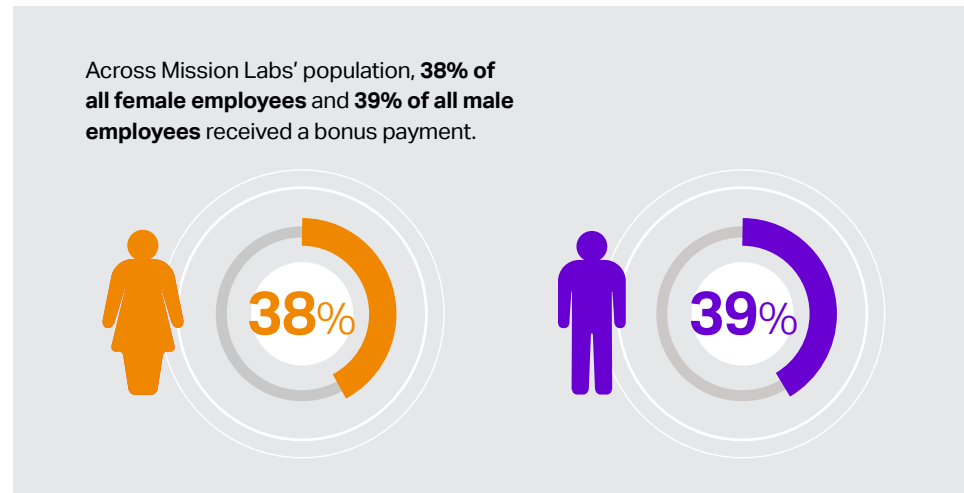
Gamma announced the acquisition of Mission Labs in 2021. While Mission Labs' headcount is below the threshold of 250 employees, we have included their data as part of our commitment to increasing transparency. Mission Labs' employees will formally transfer to Gamma on 1 January 2024.



Mission Labs pay quartiles 2023



Percentage of males and females receiving a bonus



Gamma Group UK

Combined gender pay gap analysis

Entity	Headcount	Mean Pay Gap	Difference vs 2022	Median Pay Gap	Difference vs 2022	Mean Bonus Gap	Difference vs 2022	Median Bonus Gap	Difference vs 2022
Gamma Group UK (total)	1,335	14%	-	22%	-	58%	-	22%	-
Gamma Telecom	1,208	15%	-5% pts	25%	+3% pts	59%	-13% pts	19%	-7% pts
Mission Labs	127	14%	+8% pts	8%	+8% pts	16%	-46% pts	25%	-44% pts

Our Values



We're there, and we care



We love to grow



We step up and own it



We do the right thing



Gamma

Working smarter, together.
gamma.co.uk