

Gender Pay Gap

UK Report 2024



Introduction

At Gamma, we are committed to fostering an inclusive workplace where all our employees have the opportunity to thrive, both personally and professionally.

We believe that Gamma's long-term success hinges on our ability to operate an inclusive culture; this is vital as we acquire new companies and integrate new team members. This means ensuring that every employee is confident that they can advance their careers and achieve their full potential.

We also want to deliver the best possible outcomes and service to those we serve; having a diverse workforce that reflects the diversity of our customers is essential in achieving this objective.

Equality, diversity, and inclusion (EDI) are not just buzzwords for us; they are integral to Gamma's Environmental, Social, and Governance strategy. We have introduced various initiatives that promote a sense of belonging ('Women at Gamma' community being one). This report will touch on initiatives we have introduced and how we hope they will have a positive impact on our gender pay gap going forward.

I am both encouraged and proud of the progress that we have made in making Gamma a more inclusive place to work. Since we published our first Gender Pay Gap report in early 2018, we've reduced our mean hourly pay gap from 35% to 16%, and our median gap has reduced from 26% to 20%.

Whilst we have made progress, we acknowledge there is still more work to be

done. Women continue to earn less per hour than men, as indicated by both the mean and median gender pay gap metrics. This disparity is mainly due to the higher representation of men in senior or specialist positions, which are typically higher-paying roles.

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

We're committed to creating a truly inclusive and equitable workplace. This report examines our pay gap data and outlines the steps we're taking to reduce the gap, ensuring everyone feels valued, respected, and empowered to thrive.

Chris Bradford

Chief People Officer
Gamma Communications plc

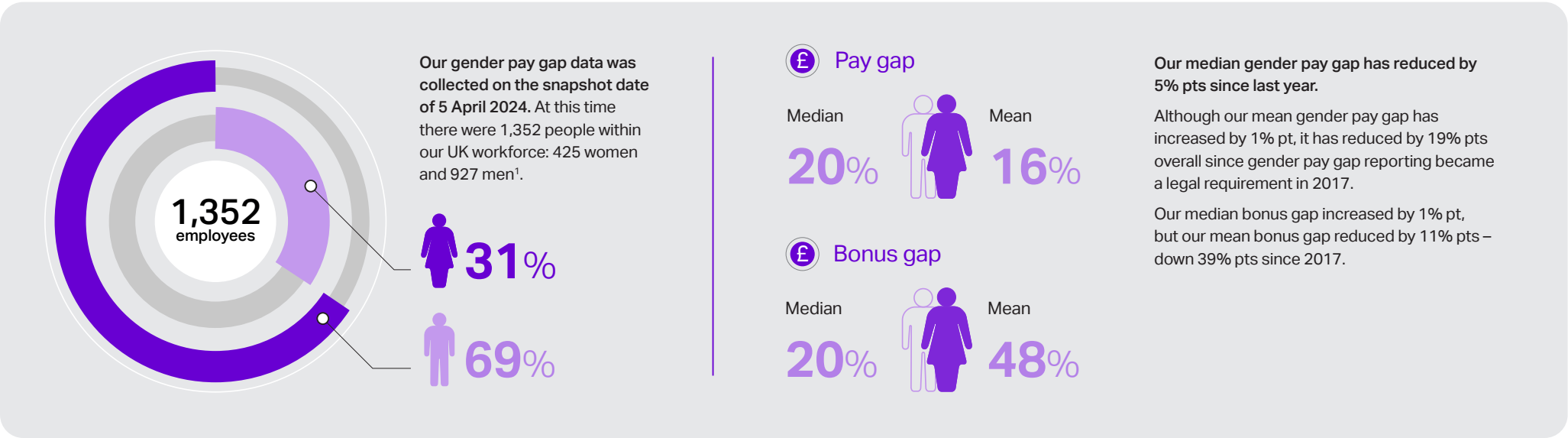


Statutory Declaration

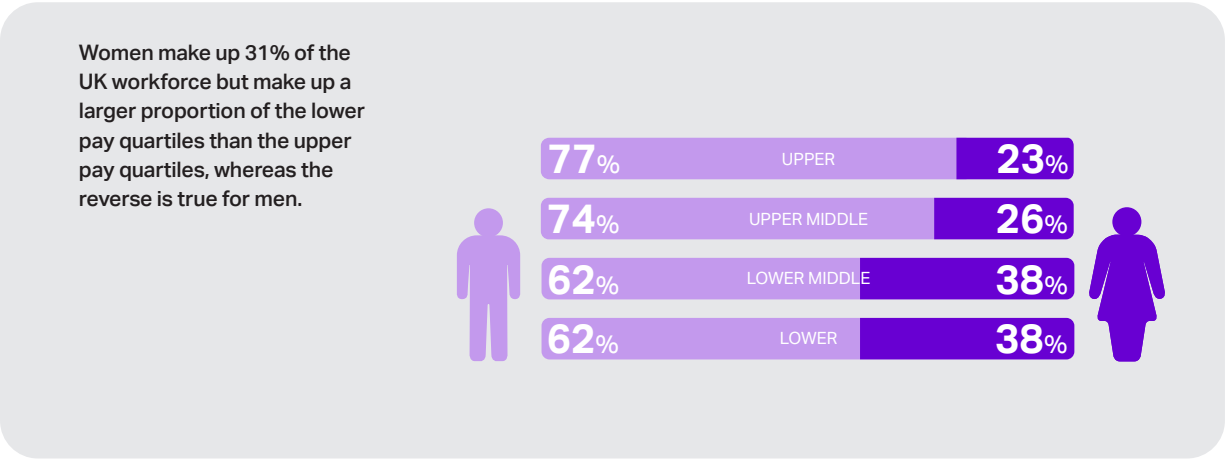
I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Gamma results - 5 April 2024

Gender pay gap 2024



Our gender proportions across pay quartiles

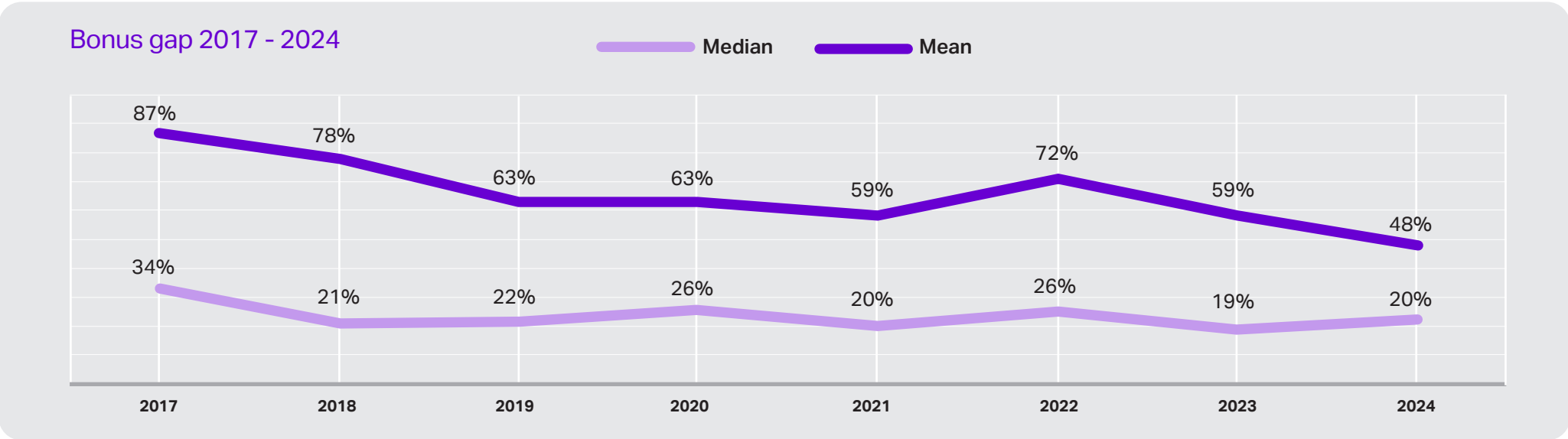
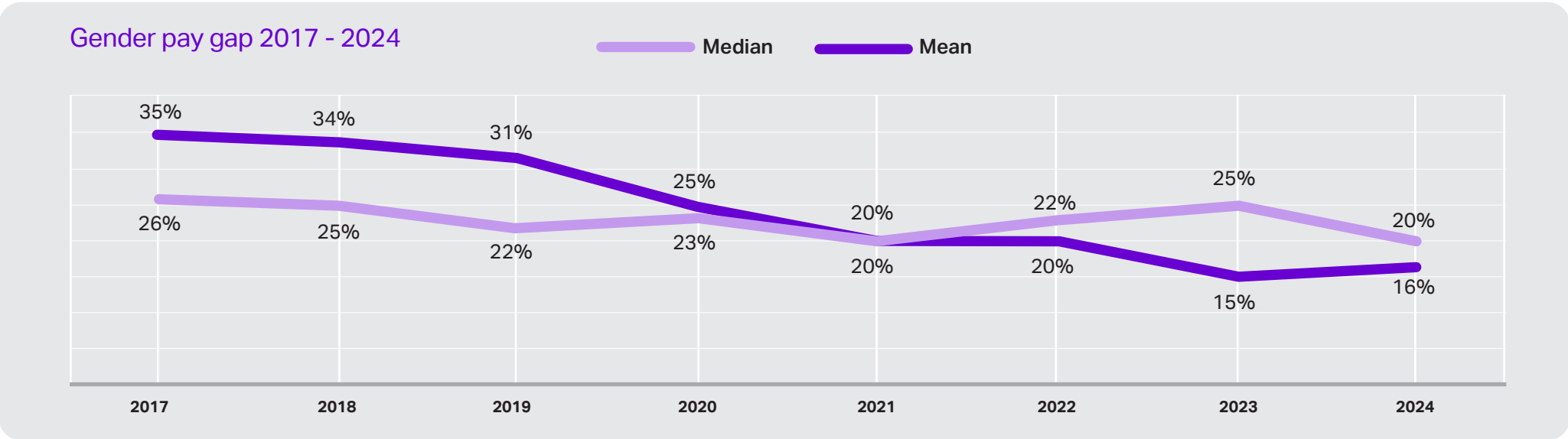


Percentage of males and females receiving a bonus



¹Former Mission Labs employees have been included in our pay gap calculations this year, following their formal transfer to Gamma on 1 January 2024. They were previously reported as an additional disclosure.

Gamma progress 2017-2024



What does it show us?

We are proud to have demonstrated improvements across all gender pay gap metrics over the last eight years of reporting. Most noticeably, there has been a narrowing of our mean pay and bonus gaps, which is mainly due to the increased number of senior, higher-paid women at Gamma since 2017.

At the date of this report, we do not have a formal levelling structure at Gamma and therefore we are unable to observe how females are represented at different levels of the organisation over time. However, a reasonable proxy for levels in the organisation are the pay quartiles that we are required to report as part of our pay gap disclosures.

Table 1 on the right summarises the change in female representation by pay quartile over the past eight years, demonstrating increased representation in Upper, Upper Middle and Lower Middle quartiles and a decline in the Lower quartile.

Improvements in female representation in senior roles have slowed since last year's report however, which has meant that we have not seen continued reductions in all our pay gap statistics. Whilst we have seen a reduction in both the median pay gap (-5.1%pts) and the mean bonus gap (-10.9%pts), we have seen small increases in the mean pay gap (+0.8%pts) and the median bonus gap (+1.1%pts).

It should be noted that all pay gaps show a reduction on the 2022 figures.

Gender pay gap statistics represent the average across the entire workforce and as well as having fewer women than men in senior roles, we also have more women than men in junior, lower paid roles.

Table 2 on the right is the current gender representation in our UK workforce based on pay quartiles.

Women are also underrepresented in specific parts of the business, for example in our most senior sales roles which deliver significant income from commission (these commission payments are taken into account when calculating both pay and bonus gaps).

We acknowledge that our bonus gap (particularly our mean bonus gap) remains high. Again, this is driven by the lower representation of females in senior positions (including sales), where bonus and commission opportunities are more substantial and where awards under our long-term incentive plan are made.

Ultimately, we recognise that increasing female representation at senior levels across Gamma is the key factor in driving the meaningful progress we are committed to achieving. Until we have made significant headway in this area, the unequal distribution of men and women across levels of seniority and types of roles will continue to be reflected in our gender pay gaps (both pay and bonus).

Although we are pleased with what we have achieved so far, we are aware that more progress is necessary and the following pages outline some of our initiatives to address this challenge.

Table 1

Quartile				
2017	14.5%	22.2%	35.2%	41.5%
2024	23.4%	26.3%	37.2%	38.2%
Change 2017-2024 (%pts)	8.9%	4.2%	2.6%	-3.3%
<div><div></div> Upper <div></div> Upper Middle <div></div> Lower Middle <div></div> Lower</div>				

Table 2

<div><div></div><div></div></div>	18.6%	20.9%	30.1%	30.4%
	27.9%	26.9%	22.7%	22.5%
<div><div></div> Upper <div></div> Upper Middle <div></div> Lower Middle <div></div> Lower</div>				



What are we doing about it?

Employee Experience & Engagement

Following the launch of the 'You Belong' initiative at the beginning of 2023, we created four communities across the Gamma Group, aligning EDI, employee experience and engagement.

Over 400 employees joined one more of these communities, which met for the first time in April to share feedback on areas of importance to them and discuss future topics of interest.

One of these communities is 'Women at Gamma', which provides a space for women to network, develop and highlight work issues specific to them.

March of this year saw the launch of the Women at Gamma programme. As part of the launch the community hosted a workshop attended by over 30 community members, which was led by an executive coach specialising in coaching for women. The session focused on key areas identified by the group to help empower women to overcome barriers and achieve their full potential in business.

The community held a follow-up allyship session, open to all Gamma employees to explain how we can work together to combat cultural biases such as gender, to raise awareness of what unconscious bias is, what it looks like and how to avoid or handle it and to define what male "allyship" is and review practical proactive measures that allies can take to help.

Employee experience and engagement is a core element of our People strategy, and we conduct biannual engagement surveys to

gather both quantitative and qualitative data. Gamma's latest employee survey, conducted in March 2024, showed a similar level of engagement across genders, with scores of 7.8 for males and 7.9 for females.

United Nations Sustainable Development Goals

Back in 2020, Gamma selected four of the United Nations Sustainable Development Goals where we believed we could have most impact. One of these goals is to achieve gender equality and empower women and girls and our commitment to this continues to guide our business practices:

Equal Employment Opportunities - we ensure that hiring, promotion, and compensation practices are free from gender bias, and promote gender diversity in all levels of the organisation.

Workplace Policies - Gamma has a range of family-friendly policies such as flexible working hours and flexible locations, parental leave for both genders, and childcare support to help balance work and family responsibilities.

Anti-Harassment Policy - we enforce a zero-tolerance policy towards workplace harassment, intimidation, or bullying, providing a safe and supportive environment for all employees.

STEM Initiatives - we encourage and support women and girls to pursue careers in science, technology, engineering, and mathematics (STEM) through scholarships and graduate apprenticeships.

What are we doing about it?

continued

Apprenticeships

Apprenticeships have been an area of focus for us during 2023 and 2024. We now support 69 apprenticeships across the Group, including 55 in the UK, a 49% increase from 2023. Gamma's progress has been recognised externally by receiving a prestigious '5% Club' Silver Award (i.e. we have at least 5% of our UK workforce in earn and learn positions, including apprenticeships). Our apprenticeships span critical skills areas including customer service, project management, sustainability, IT and AI. The apprentice cohort is constituted from a blend of new entrant apprentices and existing employees, and we maintain a balanced gender split for employees (46% female/54% male).

Leadership Accountability

All of our EDI initiatives are led from the top; our Executive Committee, including the Executive Directors, had objectives relating to equality, diversity, and inclusion ("EDI") initiatives. These ranged from ensuring that a minimum proportion of new recruits at senior levels were from an under-represented employee group (including women) through to proactively supporting our community groups, of which our Women at Gamma is one. The achievement of these objectives is directly linked to their bonus awards.





What next?

Recruitment

This year, our Talent Acquisition function will undertake several key initiatives to enhance diversity and inclusion within our recruitment processes. We will expand our recruitment channels to reach a broader and more diverse candidate pool, including partnerships with organisations dedicated to supporting underrepresented groups. We will be challenging both our internal recruitment function, and external partners supporting our hiring, to ensure balanced representation of candidates at short list stage. And to ensure fairness in our hiring practices, we will implement comprehensive training programs for hiring managers to recognise and mitigate unconscious bias. Additionally, we will adopt hiring practices, such as structured interviews and standardised evaluation criteria, to create a more equitable selection process. These efforts underscore our commitment to increasing gender diversity in our workforce and fostering an inclusive workplace culture.

Talent & Performance Management

Our Talent Growth function will continue to work, with the strong backing of our Executive Committee, to take a more systematic approach to identifying, assessing and developing our talent within. This will include the:

- introduction of a globally recognised and transparent talent assessment methodology, designed to ensure more research and evidenced-based identification of our most talent leaders regardless of gender
- establishment of succession planning and talent pipelines for critical leadership and professional roles

- set-up of talent development programmes for our highest potential leaders, starting with a cohort of future enterprise leaders from our senior leadership team and more active growth planning for all senior leaders
- continuation of targeted programmes to support women at Gamma, including the launch of a new peer-led mentoring programme

Addressing our gender balance at all levels, and in particular, at senior leadership levels will be a key focus and measure of success for all work efforts outlined above.

Early Careers

This year, our Talent Growth function will launch our first major external apprenticeship programme, with a strong emphasis on recruiting and onboarding underrepresented groups. We are committed to creating opportunities for young talent from diverse backgrounds, ensuring that our recruitment efforts reach a wide range of candidates. By partnering with educational institutions and community organisations that support underrepresented groups, we aim to build a pipeline of diverse apprentices. Our hiring managers will receive specialised training to recognise and mitigate unconscious bias, ensuring a fair and inclusive selection process. These initiatives reflect our dedication to fostering gender diversity and inclusion from the earliest stages of career development, helping to build a more equitable future for our industry.

What next?

continued

Reward

Our job architecture project continues, and we plan to roll out a consistent Group-wide job level framework in 2025. Linked to our levels will be standardised pay ranges and clarity on how all employees can progress their careers and develop. With the introduction of European pay transparency legislation on the horizon, the introduction of job levels will help us to fulfil our commitments to pay transparency, equal opportunity and help to mitigate the effect of any unconscious biases on pay outcomes.

HRIS

We successfully implemented our new HR system during 2024, which offers improved data management and gives us the potential to have greater insight into our workforce demographics. The system allows employees to self-serve more than in the past and as such, we will proactively encourage employees at different stages of the employee journey to provide diversity data through the system, enabling us to better understand our workforce and pro-actively address issues.

Employee experience and engagement

We will continue to prioritise employee engagement as a core element of our People strategy, through regular engagement surveys and quarterly Values Awards, to ensure that our strong culture continues to flow through business operations.

Our You Belong community leaders will meet with our Chairman and Workforce Engagement Director, Martin Hellawell, to provide feedback on workforce engagement and to discuss 2024's successes and challenges. This session will help us to define key EDI strategies for 2025.

Wellbeing

We recognise that the wellbeing of our employees can have a direct impact on the recruitment and retention of our workforce. By improving employee wellbeing, we can also play a significant role in addressing our gender pay gap. We have already addressed this and will continue to work on:

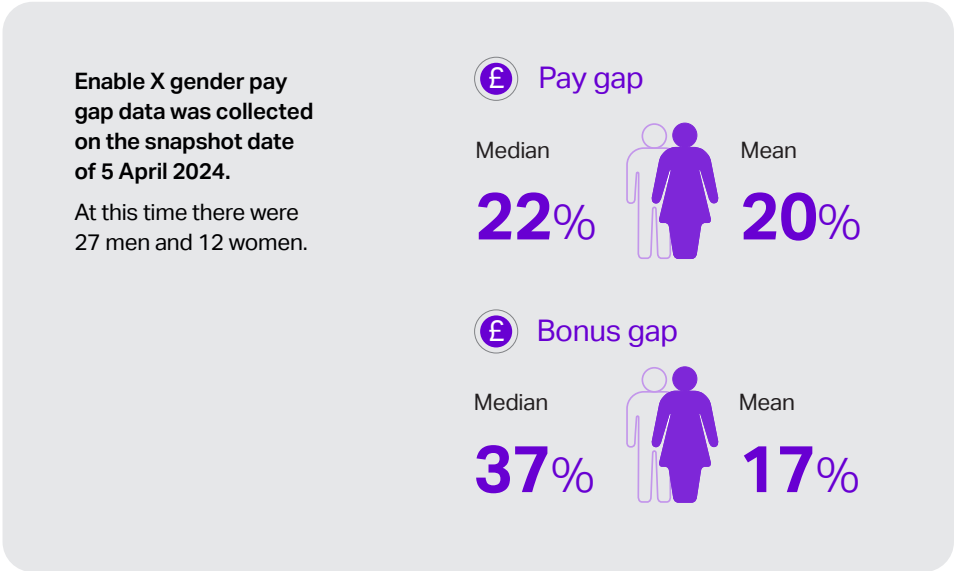
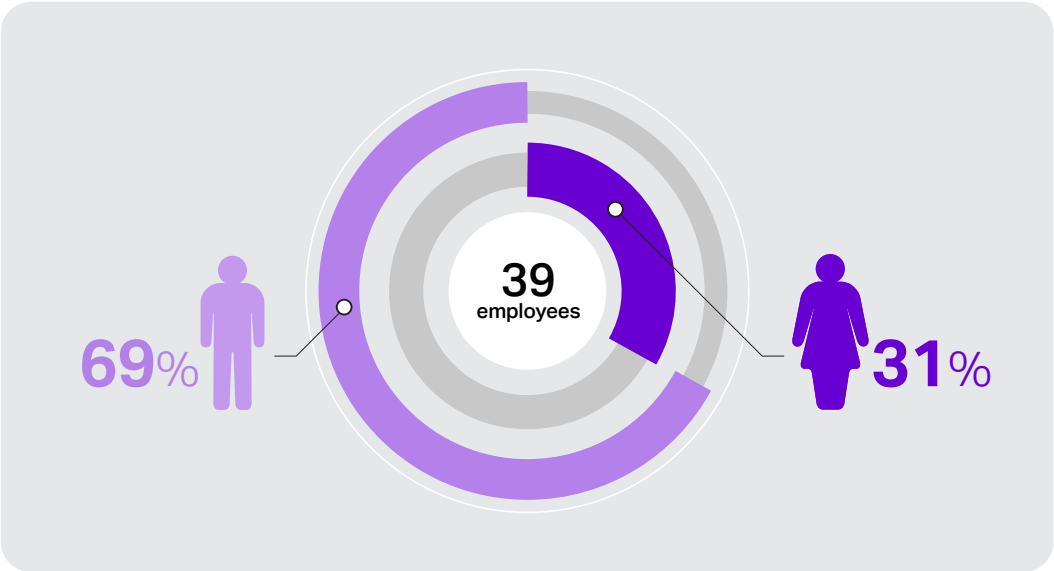
- **Offering flexible working arrangements**
This is particularly beneficial for our female workforce, as they often take on a larger share of caregiving duties
- **Creating an inclusive culture**
We have created a new communities' structure, which enables more meaningful helping to creating an inclusive workplace culture where all employees feel valued.
- **Wellbeing strategy**
In 2024 we hired a designated Wellbeing Manager who is responsible for creating a wellbeing strategy to help push initiatives such as mental health support, stress management programmes, and wellbeing activities.



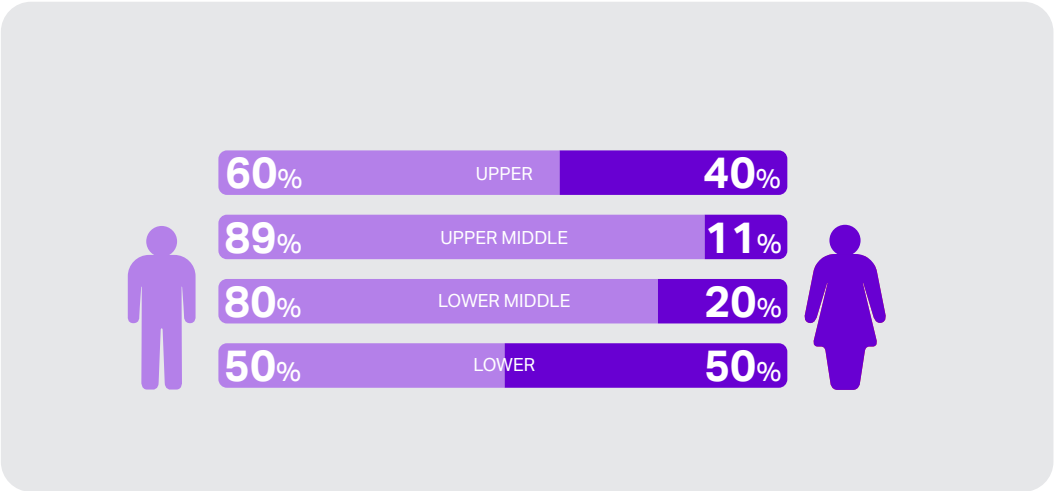
Additional disclosure

EnableX Group Ltd - 2024

In January 2024, Gamma announced the acquisition of the EnableX Group of companies, which comprises Pragma, Techland and Candio. While their headcount is below the threshold of 250 employees, we have included their data as part of our commitment to increasing transparency. EnableX Group Ltd employees will formally transfer to Gamma on 1 May 2024.



EnableX Group Ltd pay quartiles 2024



Percentage of males and females receiving a bonus



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.
gammagroup.co