

Gender Pay Report

2021

GBG



Introduction

Our purpose is to 'build trust in a digital world' and this is something we feel is just as important for us to achieve internally, as it is through our products and services for our customers.

We believe in doing the right thing and to that end, although we are not required to report on gender pay beyond our UK-based team, we believe we should.

As of 5th April 2021, we had 964 team members, in 13 countries (349 female and 615 male). With 522 in the UK (197 female and 325 male), we exceed the reporting requirement for organisations with over 250 UK employees. For the first time this year, we wanted to share information on our global team.

Of course, it's not possible, without extensive alignment and conversion rate changes, to pool people in 13 countries into one report table, however, outside the UK our largest populations were in Australia (106), Malaysia (84) and the USA (121).

Combined with the UK, these countries represent 86.4% of our headcount. Team sizes in the other nine countries (131 team members combined) are too small to break down into quartiles, at a country level and present data in a meaningful way, although we continue to manage the teams to the same reward and development standards and philosophies.



Headlines for 2021

We have always been open and clear that changing our gender pay gap would be a marathon and not a sprint.

It is great to see that we are consistently seeing improvements over time since starting to report on the UK data in 2018 and we have seen a reduction of 10% in our hourly paid pay gap. It's slower than we would like it to be, however, so on reflection we have decided to ask more of ourselves this year than ever before.

In the last year since our 2020 report, as with most organisations around the world, we needed to react to different ways of working, due to the COVID-19 pandemic.

All our GBG team members across the globe had to rapidly move to home working, many for prolonged periods. For many, this not only meant setting themselves up at home to work but also juggling childcare, homeschooling and other caring responsibilities, which had all been managed very differently up to that point.

We did not underestimate the pressure and challenges that this quick and enforced change could have on individuals in our team. As well as offering very practical support, such as home office set-up allowances and technology tools, we looked at how else we could support our team. This took the identity of what we already recognised as flexible working, to the next level.

We worked with individuals and their managers to create work patterns that enabled them to sustain their home needs and deliver successfully for GBG. This was not focused on hours of work but optimising the work-life balance and needs of individuals.



We saw team engagement remain high during our September and March engagement surveys (March 2021 – 94% response rate, of which 91% would recommend us, as a 'great place to work'), which helps us to formalise the view we had that we were doing the right things.

Whilst we did not enforce furlough, in the UK we offered formal Carer Furlough (a GBG version of the Government scheme) which the company funded without government subsidies.

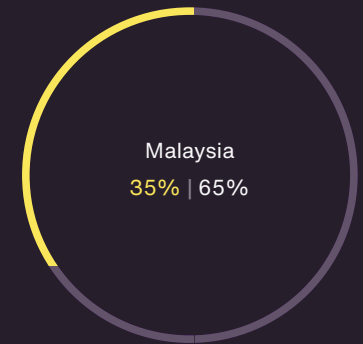
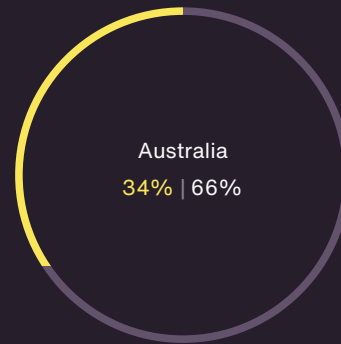
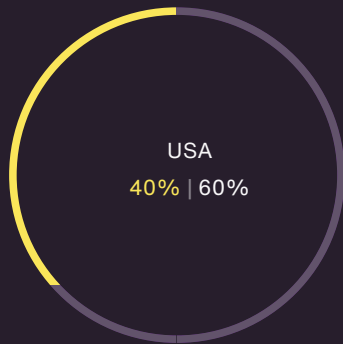
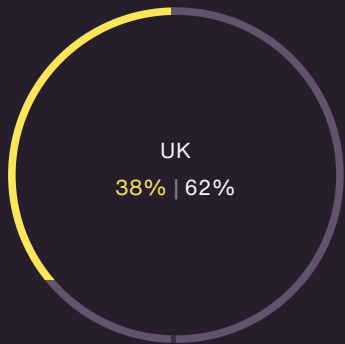
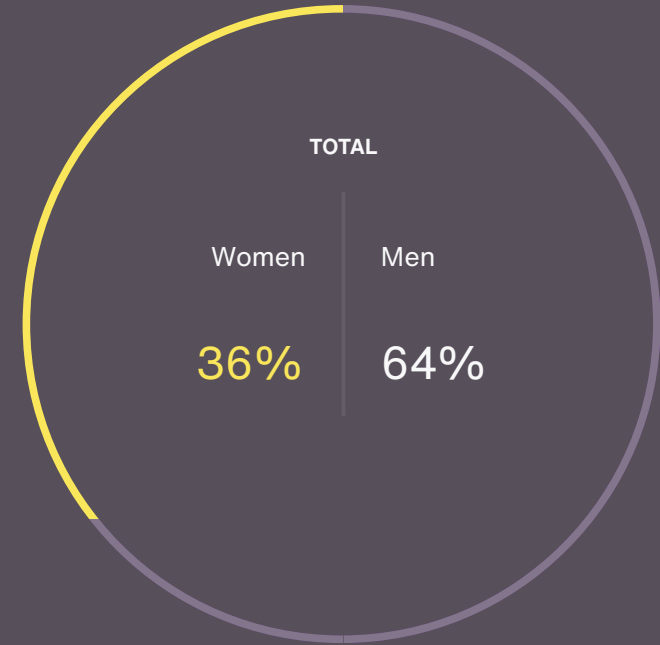
We were delighted to be able to support 15 people across the UK team, who needed to take advantage of formally reducing their working commitments for a while. It was also positive to see that six of the team who requested this support were male, as this fully supports our inclusion and diversity philosophy around recognising all parenting and carer relationships and shows GBG's commitment to providing everyone with equal access to support.

Our stats

Gender spilt

The overall spilt of the UK team remains fairly static and we also have similar representation for our US teams. Currently, our gender spilt in our other largest hubs across Australia and Malaysia are behind and we plan more focus on how we develop talent opportunities that support improved diversity.

GBG was also fortunate to not be adversely impacted by the situation we found ourselves in and we continued to hire new team members, albeit at a slightly slower pace than historically. Globally we had 142 new joiners with 32% being female. 82 of these new starters joined our UK team and 32% of the 82 were female.



UK team quartiles

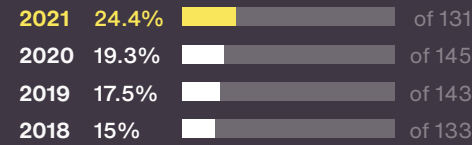
We are pleased that this year we have seen some changes in our Quartiles with 5.1% more women in the Upper Quartile. We have also seen a reduction in our Lower Quartile with 6.9% fewer women, which was due to divestment of a business unit, which typically undertook transactional work not found across the majority of the business activities and in which we did have a higher proportion of female team members.

In our 2021 report, we are pleased to be able to show continued progress with our hourly pay gap seeing a reduction of 10% for both the mean and median measures. We have seen a 3.7% decrease in the mean and a 5.6% decrease in the median from last year's results, so this tells us we are still moving in the right direction.

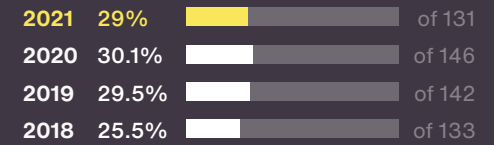
We have seen a real change in our bonus reporting, which we expected, as we took different decisions around reward during the last financial year. As the world navigated its way through the COVID-19 pandemic, business performance was less certain, with customers impacted in different ways. We decided to protect our current roles, support the team we had in place with wider initiatives around working from home equipment and health and wellbeing initiatives. Therefore, pay reviews were deferred in the first half of the year.

Following a successful H1, however, to recognise the contribution of our team through incomparable circumstances we provided a flat rate bonus payment to all our team members. In addition, in H2, we delivered exceptional pay increases to 20% of our team, where we needed to address promotions, career moves and market rate adjustments. Had we have not made this one-off bonus payment to our team our bonus mean would be 56.2%, which is a 1.3% decrease from last year and the median would be 56.4%, which is a 15.1% increase from last year.

Upper Quartile



Upper Middle Quartile



Lower Middle Quartile

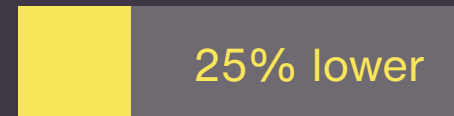


Lower Quartile



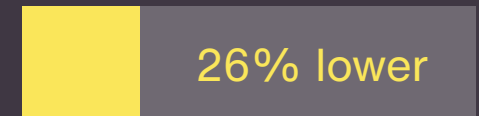
Womens' earnings

Mean gender pay gap in hourly pay



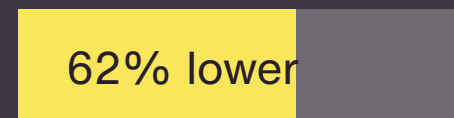
2020: 28.7% | 2019: 30.9% | 2018: 35.1%

Median gender pay gap in hourly pay



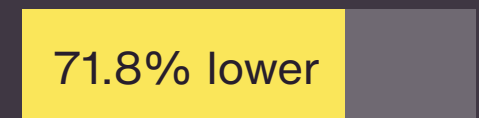
2020: 31.6% | 2019: 31.9% | 2018: 36.9%

Mean gender pay gap in bonus pay



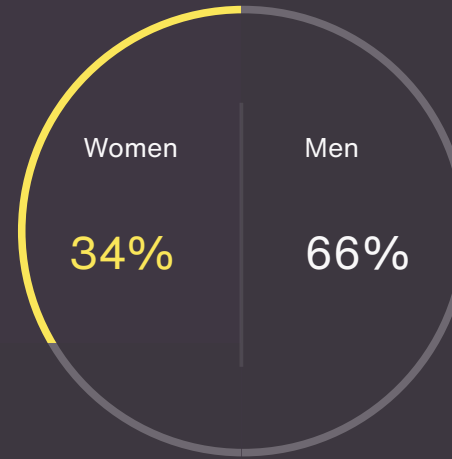
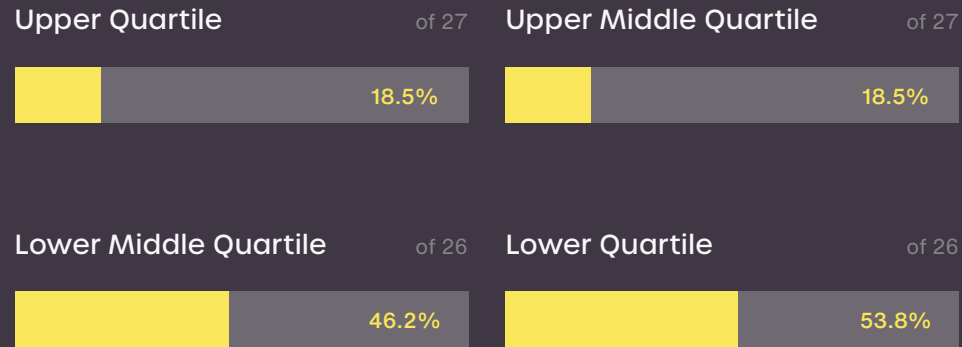
2020: 57.5% | 2019: 54.3% | 2018: 57.6%

Median gender pay gap in bonus pay

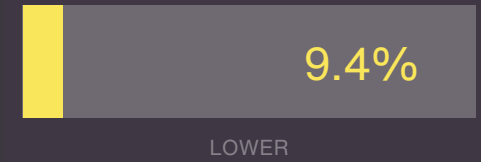


2020: 41.3% | 2019: 63.3% | 2018: 55.8%

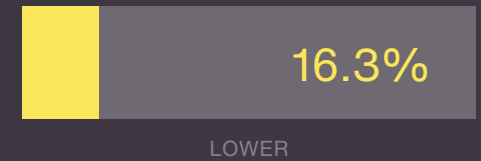
Australia: April 2021



Mean gender pay gap in hourly pay

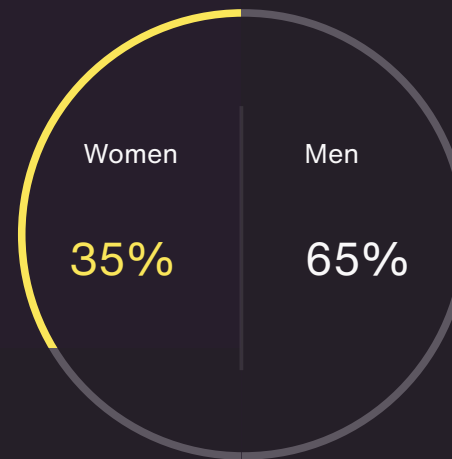
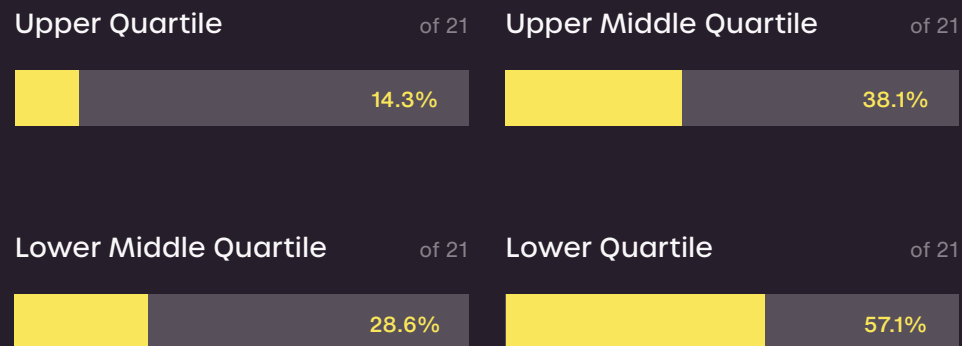


Median gender pay gap in hourly pay

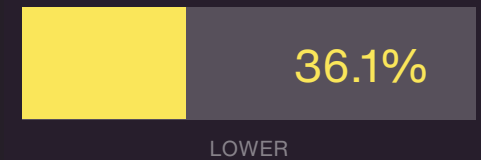


** Pay gap based on base pay only for Australia, Malaysia & USA

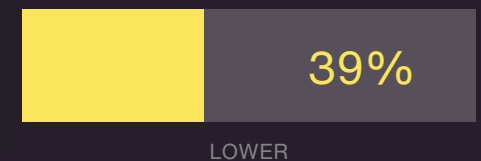
Malaysia: April 2021



Mean gender pay gap in hourly pay



Median gender pay gap in hourly pay



USA: April 2021

Upper Quartile

of 31



Upper Middle Quartile

of 30



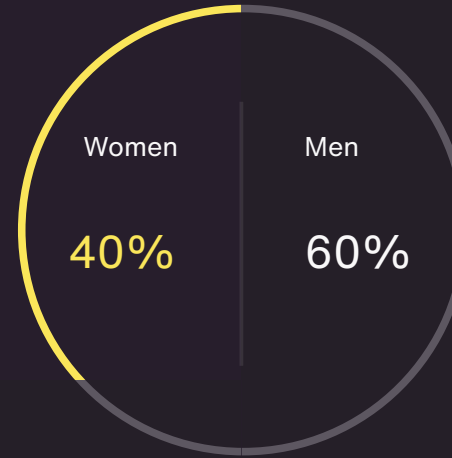
Lower Middle Quartile

of 30



Lower Quartile

of 30



Mean gender pay gap in hourly pay



LOWER

Median gender pay gap in hourly pay



LOWER



Building our gender diverse workforce

During my seven years at GBG, gender hasn't ever been perceived as a blocker by my colleagues or managers, especially male ones who have pushed my development.

My experience at GBG and in the broader tech industry is that being female can be an advantage. We often think and act differently and this I've found can often create more collaboration between colleagues, which often ends in a better team and personal performance.

I believe if you are male or female, in GBG there is the opportunity to excel. If you are capable and work hard, it gets noticed!

When I talk to peers or people within the industry people often talk of a "boys club". I have never found this to be the case, from my first manager to CEO level, at GBG. Even when it comes to sport, we have a CEO that talks as knowledgeably about netball, as he does rugby - it is the people and the leaders that you chose to work for that will have an impact on how you progress and feel valued, at work!

Gus Tomlinson

General Manager, Investigate



I have been at GBG for over ten years and in that time, I have worked in seven different sales roles across three different business units: Location, IDscan and Identity.

I now manage a team of six and I'm happy with my career variation and progression at GBG. During that time as well, I have moved from a London-based to a home-based worker, got married and had a child. I have always found GBG to not only accommodate my change in personal circumstances but to celebrate these with me and it has never seemed to affect the options open to me.

The new family-friendly and Work When and Where You Want policy show GBG's commitment to a consistent approach to work-life balance across all teams and all locations.

Elly Berrill

Sales Manager, Mid-market & Enterprise



GBG has always provided me with the flexibility to plan my work commitments around the hours and days that worked for my family needs.

This has meant that I have always been able to be focussed on the job at work without the guilt or worry that I am doing so at the sacrifice of my son's needs; particularly at a time in his life when he needed me most.

Sarah Roberts

Voice of Customer Programme Manager

Our journey so far...

Overall, we are happy that we are making year-on-year progress and that despite the challenging times we have all experienced we did not see this slowing in real terms.

The wellbeing of our team and be/yourself, our inclusion and diversity agenda, have been our main areas of focus throughout the year.

We have improved our global Family Friendly policy. One of the most exciting changes we introduced offers any parent returning from maternity, paternity or adoption leave the opportunity to return to work at 80% of his or her working week but on 100% pay for 12 weeks.

During the last financial year, we saw 40 (21 female and 19 male) team members take advantage of this. The overwhelming response we have had to this from the whole family of our team members been amazing. We are delighted to have extended the opportunity for our team members to spend quality family time in these early days of family life.

This year in our Annual Report we have shared that we have chosen to base our Environmental Social and Governance (ESG) programme on our purpose, 'to build trust in a digital world'. We recognise the urgency to drive global sustainable development and the duty of businesses to play their part, so we are aligning our ESG programme with the United Nations Sustainability Development Goals (SDGs) to positively contribute to meaningful progress. The majority of the SDGs we have chosen to align to specifically support our priorities and commitments to continually strive for improvements around be/yourself, including gender pay gap improvements.



The SDGs that closely align and our commitments are:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Training and development play an important role in running our business successfully. We consider skills development and learning as important ways of delivering value to and inspiring our team members, advancing our strategy and maintaining a great place to work. Science, technology, engineering and mathematics (STEM) education is a key theme within our community support programmes.

2020/21 highlights

- 17,679 hours spent on training.
- £320,000 invested in training and development.
- Quarterly updates to training material on our 'be/developed' platform.
- 100% of our apprentices completed their technical apprenticeships in information technology, supporting our work to bridge the skills gap.
- We have encouraged our Technology team members to become STEM ambassadors through a national initiative in the UK.

Related objectives

- Improve the take-up of professional development and career development activity.
- Increase the number of team members carrying out training to attain relevant qualifications.

Achieve gender equality and empower all women and girls.

We strongly believe that diversity throughout the Group provides us with access to a greater range of talent and is a driver of success. By focusing on diversity, we believe GBG can be a more effective, successful and profitable company. This will also ensure our team members continue to view GBG as a great place to work.

2020/21 highlights

- 37% of team members are women in our workforce.
- 33% female representation on our Board.
- 20% female representation in the Executive Leadership Team.
- Family Friendly Policy launched in 2020, affording enhanced maternity leave and added flexibility.

Related objectives

- We aim to increase the number of women across all levels of our organisation.
- We are working with Women in Identity to develop an industry code of conduct for inclusivity in digital identity.

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Trust, responsibility and ethics are the cornerstones of an effective organisation. We actively promote a culture of honesty, integrity and respect across the business. We also look to uphold human rights, encourage equality and promote good governance.

2020/21 highlights

- 91% of team members recommend GBG as a great place to work.
- 9.9% Group voluntary attrition.
- Publication of annual Modern Slavery Statement.
- Code of Conduct supported by robust whistleblowing procedures.
- Supplier Code of Conduct.
- Publication of annual Gender Pay Gap Report.

Related objectives

- Maintain team member satisfaction above 90%.
- Further strengthening of policies and related procedures across the Group.

Reduce inequality within and among countries.

We are committed to equal opportunities and to recruiting, training, promoting and retaining skilled and motivated people regardless of gender, age, marital status, disability, sexual orientation, race and religion, or ethnic or national origin. As part of our Group-wide initiative be/yourself, we take proactive steps to promote diversity and equality and address imbalances in our business, industry and communities.

2020/21 highlights

- Further development of be/yourself initiative, including confirming its structure and resources whilst carrying out a number of projects and initiatives.
- We conducted various training sessions to further promote diversity and inclusion throughout the Group in 2021.
- Working in partnership with external organisations to support our be/yourself initiative.

Related objectives

- Plan and conduct appropriate data collection across our various employment jurisdictions, which will then identify and support meaningful objectives in the future.

Commitments ahead of our next report, in 2022:

Continue to openly discuss our gender pay data with the UK team and build awareness and understanding of the data and our commitments in international locations reported for the first time.

We continue our focus on inclusion and diversity, through our be/yourself programme. This will include further education and awareness through events, such as Inclusion Week and International Women's Day.

We will undertake a voluntary personal data collection exercise, across all our locations. This will enable us to understand, amongst other factors, those who have childcare or carer responsibilities. Understanding our team will enable us to support them, through programmes, communications and policies which suit them. We have also partnered with Tech Talent Charter to have access to resources like benchmark data, through transparently sharing our own.

We will take our approach to flexible working further, by introducing ultra-flexibility for all by way of embedding our Work When and Where you Want philosophy – giving all team members – irrespective of gender or carer status – the ability to shift their work pattern and location to fit with their lifestyle and family needs.

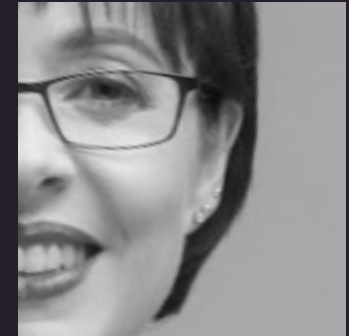
We will introduce a company-wide mentoring programme. Mentoring is recognised as a valuable resource to support people through career transition and family events, like maternity returning.

We will provide more transparency on all internal development opportunities (even though we advertise all vacancies internally already) through better communications and the celebration of those progressing.

DECLARATION: We 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**



Chris Clark

**Chief Executive
Officer**

GBG

People Team

www.gbgplc.com/careers

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