

# Gender pay report

2023

GBG



# Headlines for 2023

## Our vision is to have a diverse team of the best and most engaged team members in the industry.

We understand that fostering an inclusive and diverse culture, which reflects the markets and societies we serve around the world, widens our perspective and encourages innovative thinking. Reducing our gender pay gap will be a crucial step in achieving our vision.

We realised that to hold ourselves accountable, our reporting needed to go beyond our legal requirements in the UK. In 2021, we expanded our reporting to include Australia, Malaysia and the USA so that we could track the gender pay of our most populated regions. This has enabled us to review the trends in our data. We are delighted to have had a reduction in our gender pay gap across all regions since our first year of reporting (2017 for the UK). We have also had a decrease in the median gap across all our regions in the last year.

To go further, last year we set two new quantitative diversity targets. The first is to reach 40% female representation in our overall workforce and our senior leaders\* by FY26. In FY23 we exceeded this target for our senior leaders with female representation of 41.9%, which we believe contributed to the reduction in our gender pay gap. We have also seen an increase in our overall female representation, from 36.6% in our 2022 report to 36.9% this year. You can read about the work we're doing to contribute to this in the 'Our actions' section and in the [ESG section of our Annual Report and Accounts](#).

\* 'Senior leaders' is defined as the Executive Team plus their direct reports.

The data presented in this report is categorised by female and male, but we recognise that gender is not binary. The second target we set is to continually increase participation in our voluntary diversity data collection.

Team members are given the option to disclose information on their gender expression, as well as their ethnicity, religion, and sexual identity (among others). This helps us to understand our team's needs in order to set and shape the objectives and direction of the be/yourself programme (our inclusion and diversity programme).

This report is correct as of 5 April 2023, when we had 1,247 team members (460 female and 787 male), in 17 countries, with 565 team members in the UK (204 female and 361 male).



## UK: What does the data tell us?

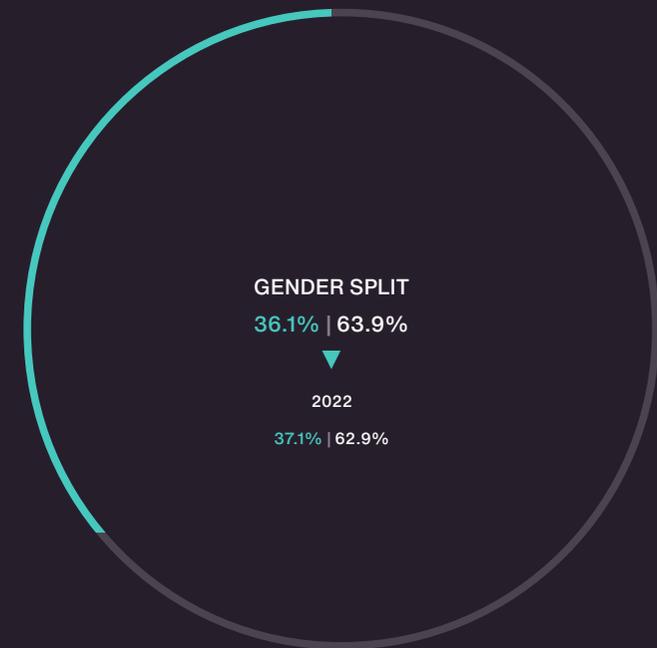
**We are delighted to see a year-on-year decrease in our mean and median hourly pay gender pay gap, with a 1.8% mean and 4.3% median point decrease respectively.**

This change has taken place due to the proportion of women in the upper middle quartile increasing by 5.8% points this year, coupled with a decreased proportion of women in the lower quartiles. We are disappointed, however, that the proportion of women in the top quartile did slightly decrease and we will use gender as a lens for continued workforce planning to address this.

Following business success in FY22, we awarded a one-off bonus to team members who weren't eligible for variable pay in June 2022. Recognising the macro-economic climate, we also provided an additional one-off cost of living payment, which targeted those in our lower quartiles and was paid in December 2022. This meant that during the reporting period, over 90% of our UK female workforce received a bonus. This resulted in a significant decrease in our bonus gender pay gap, of a 5.4% point mean and a 15.7% point median decrease.

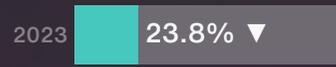
Our proportion of women in the UK decreased this year, by 1% point. This is not the trend we were aiming for, and we will increase our efforts towards the target we set in FY22 for our global workforce to reach 40% female representation by FY26.

Our focus is to create long-term, meaningful change and so we track trends over time. We have had significant improvements in our gender pay gap in the last five years. Our median pay gap has decreased by 14.2% points and our mean by 11.3% points, with a higher proportion of women in both upper quartiles and a smaller proportion in our lower quartiles.



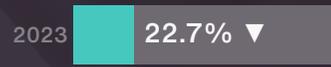
● Female  
● Male

### Mean hourly pay



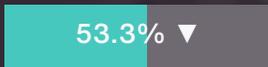
2022: 25.6% | 2021: 25.0%  
Gap reduced 1.8% points from 2022.

### Median hourly pay



2022: 27.0% | 2021: 26.0%  
Gap reduced 4.3% points from 2022.

### Mean bonus pay



2022: 58.7% | 2021: 62.0%  
Gap reduced 5.4% points from 2022.

### Median bonus pay

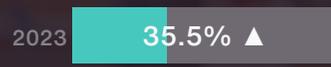


2022: 37.5% | 2021: 71.8%  
Gap reduced 15.7% points from 2022.

### Upper quartile



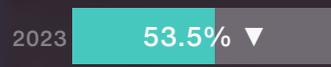
### Upper middle quartile



### Lower middle quartile



### Lower quartile



## Australia: What does the data tell us?

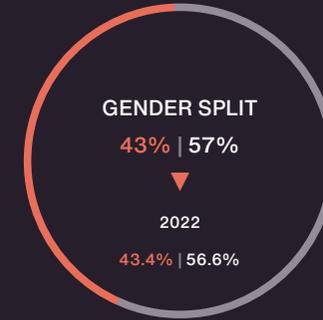
The gender pay gap in Australia has stayed fairly static this year, with a decrease in our median gender pay gap, but an increase in our mean gender pay gap.

This is because the proportion of women in our upper middle quartile has significantly increased this year, but we have also had a decrease in the proportion of women in our upper quartile. Additionally, the proportion of women in the lower middle quartile has significantly decreased, but we have also had an increase in the proportion of women in the lower quartile.

We have seen a slight decrease of 0.4% points in our gender representation, but we are pleased to see a positive trend of a 9% point increase since we began reporting our Australian gender pay figures (2021: 34%).



● Female  
● Male



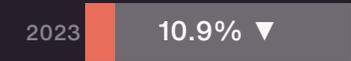
### Mean hourly pay



2022: 6.9% | 2021: 9.4%

Gap increased 2.2% points from 2022.

### Median hourly pay



2022: 14.0% | 2021: 16.3%

Gap reduced 3.1% points from 2022.

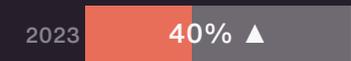
### Upper quartile



2022: 38.5%

2021: 18.5%

### Upper middle quartile



2022: 26.9%

2021: 18.5%

### Lower middle quartile



2022: 51.9%

2021: 42.3%

### Lower quartile



2022: 55.6%

2021: 55.4%

## Malaysia: What does the data tell us?

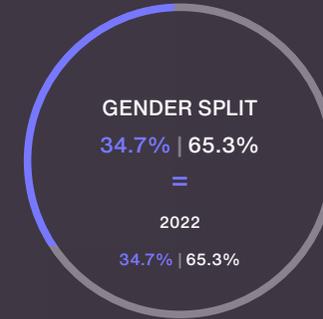
We have decreased our mean and median gender pay gap this year and had a significant decrease over the past three years (when our Malaysian reporting began).

Our median gap has reduced by 17% points and our mean gap has reduced by 6.5% points over the three reporting years. This has been due to an increase in the proportion of women in the upper middle quartile and a reduced proportion of women in the lower quartile.

Our gender split has stayed fairly consistent over the reporting period, from 35% in 2021 to 34.7% in 2023.



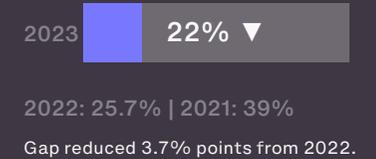
- Female
- Male



### Mean hourly pay



### Median hourly pay



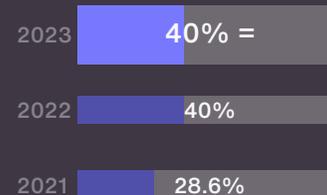
### Upper quartile



### Upper middle quartile



### Lower middle quartile



### Lower quartile



## USA: What does the data tell us?

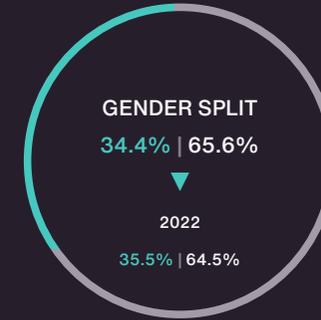
We are pleased to see our gender pay gap improve in the last year, with a 3.7% point decrease in our mean and 0.8% point decrease in our median gaps.

This is due to an increase in the proportion of women in the upper and upper middle quartiles and a decrease in the lower middle quartiles. This is a good improvement following the significant change in our gender statistics in the USA after our acquisition of the former Acuant business in November 2021.

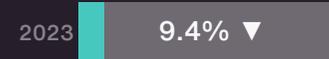
We have had a decline of 1.1% points in our female representation in the USA.



● Female  
● Male



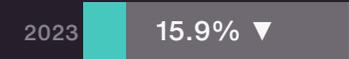
### Mean hourly pay



2022: 13.1% | 2021: 7.0%

Gap reduced 3.7% points from 2022.

### Median hourly pay



2022: 16.7% | 2021: 13.3%

Gap reduced 0.8% points from 2022.

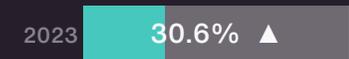
### Upper quartile



2022 24.3%

2021 32.3%

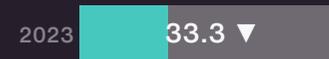
### Upper middle quartile



2022 30%

2021 36.7%

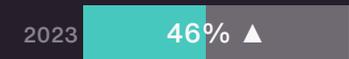
### Lower middle quartile



2022 42.3%

2021 46.7%

### Lower quartile



2022 45.1%

2021 43.3%

# Our action

## We are using research and feedback-driven initiatives to drive action on gender equity.

Please see highlights of these from the last year below.

### Flexibility

We are proud to continue to offer our team members the choice to 'Work When and Where They Want'. The policy empowers all our team members to balance their home and work life responsibilities.



**Sandra Markey**  
Software Engineering Manager

"GBG has given me the opportunity to bring all of me to work - my full personality, interests and family - I don't have to fit a stereotype, I just have to be me. I have continuous opportunities to learn, develop and grow, complemented by a strong work/life balance setup. The GBG 'Work When and Where You Want' policy is GBG respecting my ability to balance delivering my work commitments with being truly present in my personal life and dealing with unplanned family surprises - all guilt free!"

### Mentoring

After the success of our first global mentoring scheme last year, we decided to launch another cohort of partnerships.

The scheme provides opportunities for both the mentor and the mentee to develop their career, broaden their network and increase their knowledge. All members of our Executive team are part of the programme. We are delighted to have 60 active partnerships and over half of the mentees are female.

In FY23, 19% of the mentees progressed in their career, of which 63% were female, and 37% were male.



**Morgan Lewis**  
Senior Manager, People Team

"I was partnered with a member of GBG's Executive Leadership Team. We are from different generations, ethnicities, and geographic regions, but as a black woman I'm proud to be in this partnership and happy there is the opportunity to positively influence change and build relationships, at this level where women like me are significantly underrepresented. Representation is so important which is why I am excited to continue mentoring an executive, sharing my knowledge, and lived experiences."

## Women in Tech Forum

This year we formed a partnership with the Women in Tech Forum to help us drive action on our diversity targets.

Our team members have already donated their time speaking at events to help educate and deepen learning and we also co-hosted an in-person event discussing current industry challenges that women of colour continue to face and what steps they and allies can take to claim their space in the technology industry.



## GALvanise

Members of our be/yourself network developed and launched GBG's Women and Gender Equality Network, GALvanise, on International Women's Day, March 2022.

With over a hundred team members actively participating worldwide in our bi-monthly talks and ad-hoc events, this network promotes career development, allyship across genders, skill sharing and support for women in the workplace after long periods of leave.



**Amanda Bradley**  
**Marketing Operations Manager**

“GBG helps us to take control of our own development, through programmes like Grow@GBG, Galvanise and Dare to Lead Sessions you can embrace. These have given me the confidence to think differently and take bolder steps.”



## Tech Talent Charter

As a signatory of the Tech Talent Charter, we are committed to having a plan in place to improve inclusion, collaborating with other members and submitting our annual diversity data. This gives us access to measurement, benchmarking and insights on the tech talent market in the UK and allows us to focus on our priority areas.

## Culture+

Culture+ is our way of hiring with an equitable approach.

The initiative asks hiring managers to look at the diversity of their teams, recognise gaps and work with the Talent Attraction Team to support them in hiring candidates, who can help grow our culture.

The Talent Attraction team have specific objectives around improving the proportion of women we hire into the business to enable us to deliver on our gender targets.

Culture+ also help us to consider new training and development opportunities and set our mentorship partnerships.

Our Executive Team receive quarterly updates on the global workforce and their team's progress against the diversity targets, with the factors that have contributed to the change and the actions needed to continue to develop and improve.

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 & ESG Committees



**Chris Clark**

Chief Executive Officer

## People Team

[www.gbgplc.com/careers](http://www.gbgplc.com/careers)

