gender
pay gap report
2019
We’re incredibly proud of the great team we have here at Global. Globalistas have an unrivalled commitment to innovation, excellence and creativity.

This wouldn’t be possible without having the very best people doing their best work and this has never been more important since the major outdoor acquisitions last year.

Our commitment to diversity and inclusion remains a real priority within the organisation and was reinforced by the launch in May 2019 of our new culture programme, which includes the theme of ‘Different Dancers, Same Beat’.

At Global we fully appreciate that it’s about action and not just words and this is why I’m pleased to report the real progress we have made since we first revealed our Gender Pay Gap in 2017.

This has seen us reduce the average pay gap from 34.5% in 2017, to 24.9% in 2019.

Whilst this is a significant improvement, we recognise we can improve further and this is why we were also delighted to welcome Sally Cairns to the Board of Global as our first Chief People Officer.

Our culture and ways of working are front and centre of the Board’s agenda for 2020 and we have some great initiatives underway and planned which will encourage further diversity and inclusion.

The gender pay gap at Global – as at many other companies – is mainly a consequence of fewer women, than men, occupying senior and therefore, higher-paid, roles.

We are working to address this and will continue to focus on opportunities to increase the attraction, recruitment and progression of women into management and leadership roles thereby increasing the retention of current senior female leaders.

We are proud of the inclusive culture at Global and are committed to creating a workplace that is welcoming to all talent. This is summarised by our ‘Different Dancers, Same Beat’ ethos.

Addressing the Gender Pay Gap requires ongoing attention to policies, processes, culture and mindsets, to drive our desired outcomes.

We’re working on all these via a wide range of initiatives that are outlined in this report. Our goal is to continuously improve the way we attract, retain and develop talented women and enable them to thrive at Global.
As required by UK GOV, this data only includes previous Exterion Media employees and does not include Primesight or Outdoor Plus data which was not required to report pay gap data in 2018 or 2017.

**Quartiles**

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Female (%)</th>
<th>Male (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upper</td>
<td>34%</td>
<td>66%</td>
</tr>
<tr>
<td>Upper Middle</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td>Lower Middle</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>Lower</td>
<td>57%</td>
<td>43%</td>
</tr>
</tbody>
</table>

**Total Work Force:**

- 47% female
- 53% male

**Difference between Female and Male**

<table>
<thead>
<tr>
<th>Pay Component</th>
<th>Mean</th>
<th>Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly Fixed Pay</td>
<td>24.9%</td>
<td>15.9%</td>
</tr>
<tr>
<td>Bonus Paid</td>
<td>38.7%</td>
<td>9.2%</td>
</tr>
</tbody>
</table>

**Mean Pay Gap**

In 2019 female pay is lower than male by 24.9%.

- Male: 40.8%
- Female: 56%

*This figure is an aggregated total including all radio and outdoor companies but is not required to be either published or submitted to UK GOV in 2019.*
Radio gender pay gap data 2019

Quartiles:
- **Upper**: 37% female, 63% male
- **Upper Middle**: 44% female, 56% male
- **Lower Middle**: 58% female, 42% male
- **Lower**: 59% female, 41% male

Total workforce: 50% female, 50% male

Difference between female and male:
- **Hourly Fixed Pay**
  - Mean: 27.1%
  - Median: 19.1%
- **Bonus Paid**
  - Mean: 45.5%
  - Median: 7.6%
- **Receiving Bonus Pay**
  - Female: 60.9%
  - Male: 42.3%

Mean pay gap:
- In 2019 female pay: 27.1% lower than male
- In 2018 female pay: 32.7% lower than male
- In 2017 female pay: 34.5% lower than male
quartiles

- **Upper**
  - 29% female
  - 71% male

- **Upper Middle**
  - 40% female
  - 60% male

- **Lower Middle**
  - 39% female
  - 61% male

- **Lower**
  - 36% female
  - 64% male

**Difference between female and male**

- **Hourly Fixed Pay**
  - Mean: 15.4%
  - Median: 2.9%

- **Bonus Paid**
  - Mean: 14.2%
  - Median: -36.5%

- **Receiving Bonus Pay**
  - Male: 21.9%
  - Female: 12.1%

**Mean Pay Gap**

- **In 2019 Female Pay**
  - Lower than male: 15.4%

- **In 2018 Female Pay**
  - Lower than male: 17.2%

- **In 2017 Female Pay**
  - Lower than male: 12.5%

**Total Work Force:**

- 36% female
  - 64% male

*As required by UK GOV this data only includes previous Exterion Media employees and does not include Primesight or Outdoor Plus data which was not required to report pay gap data in 2018 or 2017*
The mean pay gap of 24.9% and median pay gap of 15.9% is the baseline for our future progress.

Although more women than men received a bonus across the Group, the average bonus gap is 38.7%.

This is a reflection that more women on average receive lower bonuses which can be driven by several factors including part-time work and higher numbers of women in less senior roles. We have a higher number of men in the highest paid quartiles of our workforce (66% in the upper quartile).

In this report, we’ve set out the pay gap data for all Globallers, including the combined gender pay gap data for Radio and Outdoor staff in 2019.

Following the Outdoor mergers, we’ll be reporting on a combined basis going forward. The data for all Globallers represents the baseline for future progress.

The mean pay gap of 24.9% and median pay gap of 15.9% is the baseline for our future progress.

The median pay gap for our combined business is 15.9%

This is a reduction from 19.1% for Global in 2018

In the standalone Radio and Outdoor parts of our workforce we have made progress reducing the mean average pay gap over the past 12 months down by 17% and 10%, in Radio and Outdoor, respectively.

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Overall, 47% of our combined workforce is female.

In the standalone Radio and Outdoor parts of our workforce we have made progress reducing the mean average pay gap over the past 12 months down by 17% and 10%, in Radio and Outdoor, respectively.

After a career break spent raising my young family I joined Global - and found a second family.

Jo Murphy
We have materially stepped up our investment and focus on diversity and inclusion.

In 2019 we launched our new culture which includes a new theme entitled ‘Different Dancers, Same Beat’, with the goal of welcoming and celebrating difference at Global.

- Global became one of the first signatories of the Tech Talent Charter – which aims to achieve greater diversity of the UK’s technology workforce
- We launched new and improved flexible working options to encourage staff to balance work commitments with other commitments
- We started work with several organisations dedicated to the promotion of females in Tech, such as The Stemettes and GROWit (both promoting women in Tech)
- We were sponsors for Athena, the largest female/non-binary 24 hour hackathon in the UK, and WiNtech (women in Technology)
- We’ve introduced CEO networking breakfasts that enable women at all levels to have access to senior leaders and share their ideas
- We delivered a six-month leadership programme for female leaders (Speakeasy) focused on supporting the development of different styles of leadership, confidence and influential communication
- We targeted an increase in female representation in our early talent pipelines, such as graduates and apprentices. 83% of apprentices who were offered full-time roles at Global in 2019 were female
- We completed an external review of our diversity strategy and culture to identify areas for improvement and have made progress on many of the opportunities identified

it’s a commonly held belief you have to change jobs to grow and progress within your career. luckily the technology department at global disagrees

sabina bunger
We're raising the profile of our internal diversity networks, including The Network, which promotes the progression and inclusion of women at Global.

Ongoing review of HR policies and practices to ensure there is no bias in our people processes. This includes regular reviews of promotion decisions, hiring decisions, salary review and selection processes.

Updates to the Global careers site, job ads and job descriptions to ensure we have the best chance of attracting diverse talent.

Tracking and analysing workforce demographic data to understand and address the issues and opportunities to progress women at Global.

Taking action to showcase the many successful women at Global and enable their stories and experiences to inspire others.

Delivering further unconscious bias training to cover >30% of our workforce supporting greater inclusivity.

Analysing engagement data and leaver interviews to understand the improvements required to retain and progress diverse talent.

Reviewing and challenging our search partners to ensure they provide balanced shortlists for all roles.

Making flexible working accessible to all and not just the exception.

Accelerating female career progression by providing diverse talent exposure to senior leaders through sponsorship opportunities.

We’re working on creating an inclusive culture, but we know we have more work to do.

It was great that I was able to return to work in my position and continue to lead a team as I now work flexibly.

Sally Ardis
The Gender Pay Gap is the difference between the average earnings of men and women. It looks across all jobs, at all levels, within an organisation.

It is a legal requirement for all UK companies with over 250 employees to report the pay gap between female and male employees. All relevant companies must report their gender pay gap data as at 5 April. For Global, in 2019, this means we must report on the organisation prior to the outdoor integration. Externion, Primesight and OutdoorPlus were not large enough to require a report.

The gender pay gap is different to equal pay. Equal pay is the legal requirement that women and men are paid the same for the same or similar work.

### Definitions

**Mean pay gap is:**

The percentage difference in average hourly pay of women as compared with men.

**Median pay gap is:**

The percentage difference in pay between the middle person in a ranking of highest to lowest paid women and men.

**Proportion of females and males receiving a bonus is:**

The percentage of females and males who received bonus pay in the 12 months leading up to the report date of 5th April 2019.

**Proportion of females and males by pay quartile is:**

The pay rates from the lowest to the highest paid UK employees split into four equal sized groups, with the percentage of females and males in each quartile for the 12 months leading up to the report date of 5th April 2019.