

# Gender Pay Gap Report

## 2020



# Business perspective

## Stephen Miron Group CEO



I'm pleased to say that this year has seen a further positive step in our focus on Diversity and Inclusion at Global and another reduction in our gender pay gap, and it was good to see this acknowledged in our most recent company survey.

Despite the impact of Covid on organisations in 2019/ 2020, we were required to submit our figures based on the payroll in April 2020 and were asked by the Government to exclude any Globalers on furlough or those that had reduced pay from the data we submitted. This significantly reduced our mean gender pay gap by 15 percentage points to 10%, over the year 2019/20, which in truth is not an accurate or realistic reflection of our normalised position.

As a result, in this report we're sharing the gender pay gap data that includes everyone, to make sure we stay focussed on our true underlying position. This shows that on a like-for-like basis Global's mean gender pay gap has actually reduced by 2 percentage points over the year to 23%.

During the year we continued to invest in a range of initiatives that enhance the ways we hire and develop women at Global. We've recruited more women into apprenticeships and graduate roles, offered more flexible and part-time working for those with caring responsibilities, as well as taking action to get more women into senior roles.

These initiatives will, over time, contribute to reducing the gender pay gap which challenges many organisations and our society as a whole. We believe diverse teams are the best teams. That's why Global is committed to attracting and developing the best talent available and creating an inclusive environment in which everyone can thrive.

# People perspective

## Sally Cairns Chief People Officer



During 2020, we continued to make progress on gender diversity, inclusion and the promotion of women at Global.

Changes to policies and practices are starting to show some results, with an increase in the proportion of hires who are women from 52% in 2019 to 59% in 2020, an increase in women in the upper quartile of 6% points and an increase in the proportion of women who were promoted to 57%.

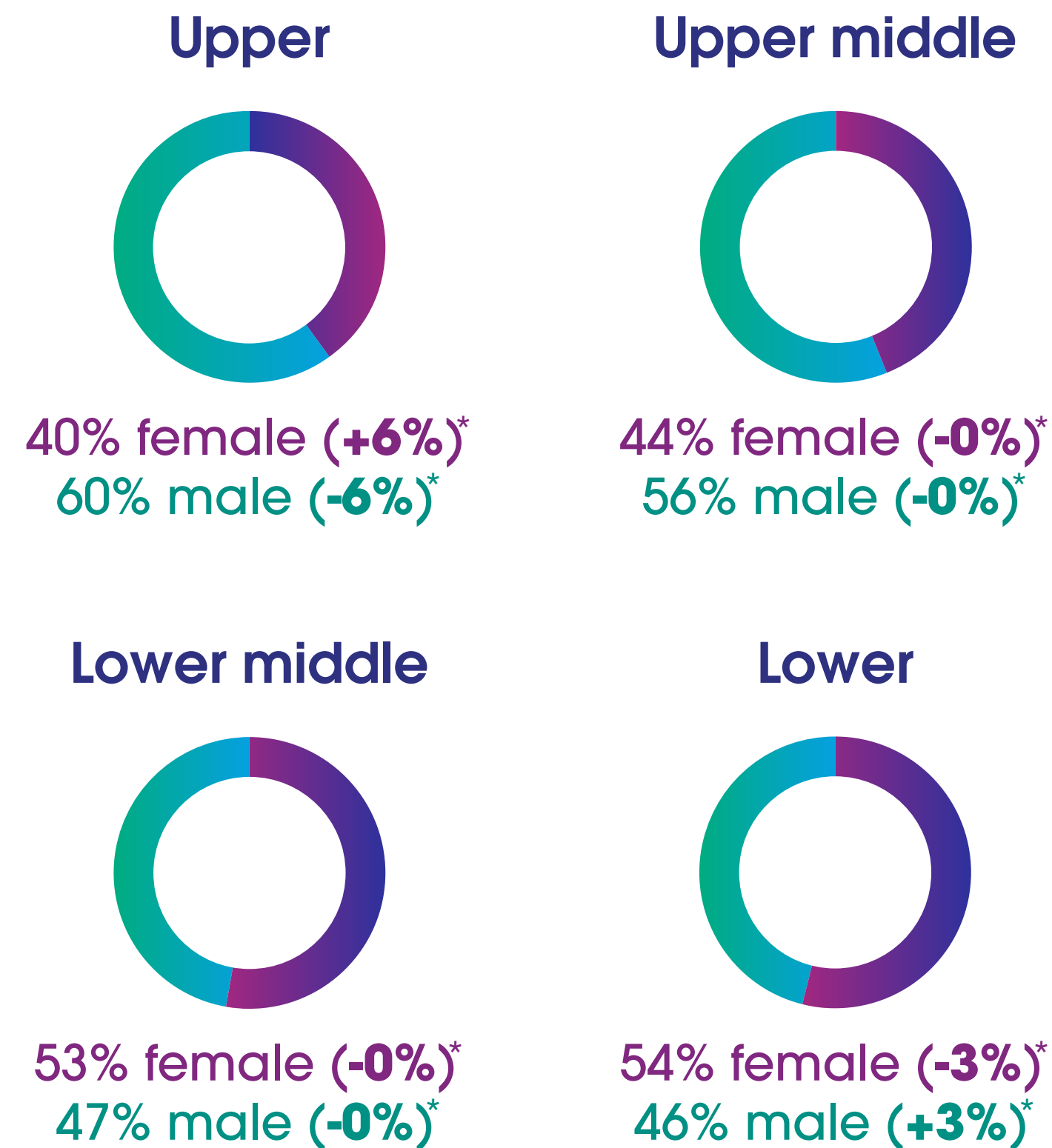
Fairness and respect are at the heart of Global's values and with 48% of our workforce female we are focussed on the need for further improvements. There is still much work to be done, but we are committed to increasing gender diversity at all levels and further reducing the gender pay gap.



# Global total Gender Pay Gap Data 2020



## Quartiles



Total workforce female/ male split  
**48% female 52% male**

## Difference between female and male

### Hourly fixed pay

Mean  
**23% (-2%)\***



### Bonus paid

Mean  
**39% (-0%)\***



### Receiving bonus pay

Male  
**45% (-0%)\***



### Mean pay gap

In **2020** female pay

**23%**

lower than male

**25%**

in **2019**

### 2020 vs 2019



\*Compared to 2019

Data as of 5 March (individuals on furlough leave included)

# Global total numbers What do they mean?



In this report we've set out the pay gap data as of 5 March 2020. This varies from the Government reporting date of 5 April 2020 which excludes all staff on furlough or reduced pay due to coronavirus.

In April 2020, a large number of Globallers were on furlough leave which significantly distorts the data, and doesn't show change over 12 months on a like-for-like basis. In fact, it suggests a major reduction in our mean gender pay gap which we know is not the true picture.

To show the true picture, we have included all Global data in this report which shows a mean pay gap of 23% which is a 2 percentage point reduction from 25% in 2019.

Overall, we welcomed more female talent to Global between April 2019 and March 2020 and were pleased to see an increase in the number of senior females at Global.

This has improved the gender balance within the quartiles.

We have seen an increase of **6%** females in the upper quartile of our business and a **3%** reduction of females in the lower quartile

**53%** of new starters were female  
**57%** of promotions were female

Data as of 5 March 2020 (Individuals on Furlough Leave included)



# Addressing the gap Actions taken since last year



Over the last 12 months we have greatly accelerated our D&I agenda, **Different Dancers Same Beat**, across all areas of our business.

## Education & Governance

- Created a Diversity and Inclusion Committee that meets quarterly to track progress. The Group D&I Committee reports to the Global Board.
- Upgraded our Equality & Inclusion, Anti-Bullying & Harassment and Flexible working policies.
- Re-established our company values, with the addition of 'Respect', setting out our commitment to an inclusive and fair workplace.
- Delivered inclusive leadership workshops to all senior leaders including the senior executive and Board.
- Board members hold regular sessions with senior women to develop a deeper understanding of the priorities for inclusion and diversity at Global.

## Recruitment

- Invested in technology to promote greater diversity and inclusion including Textio, to bring advanced language insights into all of our job advertisements.
- Launched a new internal mobility policy to increase awareness of career opportunities at Global. All roles are advertised internally to ensure equal opportunity.
- Partnered with inclusive search partners and job boards to ensure we reach a more diverse audience at scale.

**+7% female hires vs. 2019**



# Addressing the gap Actions taken since last year



## Awareness & Events

- Revitalised the Women @ Global employee network which promotes the progression and inclusion of all women at Global.
- Launched a Culture and Inclusion survey to better understand the experience of working at Global – we were pleased to say that women at Global have the highest engagement scores.
- Our RISE network, focusing on racial equality, partnered with Women @ Global to host 'A Seat At The Table' with three Black Female Globalers sharing their experiences.
- Headline sponsor of this year's Women in Business Expo virtual event, led by our Women @ Global Committee.
- Despite coronavirus, we delivered a full week of panels and workshops to mark International Women's Day.
- Hosted regular events to support women at Global including specific health events such as Coppafeel for Breast Cancer awareness month and Menopause at work.

## Developing Talent

- Launched a new development tool - Hand Up - to support Globalers in growing their internal network and accessing senior support.
- Continued our commitment to entry level talent via our partnership with Global Academy.

**86%** of our graduate apprentices were female

- Launched a new development programme - Rising Stars - for mid level managers.

**56%** of the initial cohort were female



# What's next?



We're just getting started on our plans to improve gender diversity and further reduce our gender pay gap. We have a number of initiatives underway that we believe will help:

- Embed new inclusive recruitment practices, with a focus on hiring manager capability.
- Accelerate the progression of female talent with the introduction of new leadership and management development programmes.
- Deliver and embed inclusive language into all parts of our business, internally and externally.
- Continue to work closely with our D&I networks optimising ways of working and business impact.
- Ensure all new Globallers understand Global's commitment to D&I and the expectations we have of them to be an inclusive member of the team whilst driving a truly inclusive culture.
- Continue to grow our data and insights to increase understanding and provide more targeted action.





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 2020, this means we must report on the organisation prior to the outdoor integration.

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.