

# Gender Pay Gap Report

2021





# Executive summary

Although the pandemic delivered unprecedented business challenges throughout 2020, we have remained steadfastly focused on building for greater diversity and inclusion. We delivered many new initiatives that are outlined in this report to help make us a better place to work, for everyone.

Faced with high levels of uncertainty and volatility, we right-sized some parts of our business and did much less hiring compared with a normal year. However, we put a big focus on the progression of women and increased the proportion of women in our upper and upper-middle quartiles by 3 percentage points. We are pleased that we reduced the median gender pay gap by 3 percentage points down to 12%. The mean gender pay didn't change during the year and remains at 23%.

As we look forward to more normal operating conditions, we are committed to reporting further reductions in our gender pay gap. We have recruited for more female talent at all levels. We have continued to expand and improve the development opportunities available to women at Global, as well as making improvements to our benefits and ways of working.

Global remains committed to building, developing and retaining the best talent and creating the working environment for all Globalers to flourish.

Stephen Miron  
**Group CEO**

Sally Cairns  
**Chief People Officer**





# Global total Gender Pay Gap Data 2021

## Quartiles

### Upper



41% female (+1%)  
59% male (-1%)

### Upper middle



46% female (+2%)  
54% male (-2%)

### Lower middle



50% female (-3%)  
50% male (+3%)

### Lower



57% female (+2%)  
43% male (-2%)

Total workforce split:  
48% female 52% male

## Difference between female and male

### Hourly fixed pay



Mean 23% (0%)



Median 12% (-3%)

### Bonus paid



Mean 63% (+24%)



Median 18% (+22%)

### Receiving bonus pay



Female 44% (-12%)



Male 31% (-14%)

### Mean pay gap

In 2021, female vs male pay

23% ↔ 23%

2021

2020

Data as of 5 April 2021, compared to  
adjusted data for 2020\*

\* Adjustment to ensure like-for-like  
comparisons



# Global numbers What do they mean?

In this report, we have set out the gender pay gap data as of 5 April 2021.

- During 2020/2021 the workforce gender split remained unchanged at 48% female and 52% male
- The positive promotion of women is reflected in the 3 percentage point increase of women in the upper-middle and upper quartiles
- More women received development and training opportunities (51%) than men during the year
- The increase in senior women at Global has resulted in a 3 percentage point decrease in the median pay gap
- A higher proportion of women received a bonus than men and even though the figure went down overall, it decreased by a smaller amount than for men



3% increase of females in the upper and upper-middle quartile, reflecting the positive promotion of women



# Addressing the gap Highlights



## Awareness & Education

- In partnership with our Women@Global network, we hosted many inspiring talks and events, for example:
  - Women in tech at Global hosted a panel discussion, in partnership with the Women@Global employee network, to explore imposter syndrome and promote allyship across the business
- Global sponsored WomenHack's Virtual Recruitment event and networked with 143 inspiring women looking to make their next big move in tech
- We launched inclusive recruitment resources for hiring managers, including best practices and recruitment without bias
- Unconscious bias training for the senior leadership team

## Talent

- During 2020 we put more focus on development and progression of female talent:
  - 50% of graduate apprentices were female
  - 62% of our Rising Stars cohort - a development programme aimed at mid-level managers - were female
  - 52% of identified up-and-coming talent at Global were female
  - 40% of Early Careers graduates were female
- Considering the recruitment pause, we focused on our direct hiring model with a diversity-first headhunting strategy
- Out of the small number of promotions we were able to make, 40% were female





# What's next?



For the year ahead, we will continue to make greater strides towards better gender diversity at Global by:

- Investing in more female talent with a focus on senior leadership
- Embedding diversity and inclusion objectives into senior leader goals to encourage more diversity within teams
- Enhancing the benefits offering to include greater flexibility, parental leave, menopause, and fertility support
- Increasing Global's employer brand to attract the best diverse talent
- Strengthening relationships with Global's employee networks to continue to engage, educate, and promote allyship
- Focusing on tailored data-led departmental initiatives





# Gender Pay Gap

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.

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

**Proportion of males and females**

**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 5 April 2021.

**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 males and females**

**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 5 April 2021.

**Mean pay gap is:**

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