Gender Pay Gap Report 2022
Executive Summary

We are pleased that many of the initiatives we launched several years ago have continued to have an impact on reducing our mean gender pay gap. This year we’re pleased to report a further reduction in the mean gender pay gap, down to 22%, a 13-point reduction over the past 6 years.

We remain committed to making Global an inclusive workplace where great work is encouraged, rewarded and recognised. As most of our workforce returned to offices in late 2021 after COVID, we introduced more flexibility in the way we work and have significantly increased training and development opportunities. Women at Global have specifically benefited from these improvements with a 25% increase in the number of women receiving training and a dramatic improvement in the number of women promoted in the year.

Progress is of course welcome, but we also recognise and understand that there are still further opportunities for improvement, which is why we remain focussed on attracting, developing and retaining female talent, particularly at senior levels of the organisation.

Stephen Miron  
Group CEO  
Sally Cairns  
Chief People Officer
Global Gender Pay Gap Data 2022

Upper
- Female 37% Male 63%
  -4
  +4
Upper Middle
- Female 43% Male 57%
  -3
  +3
Lower
- Female 56% Male 44%
  +1
  -1
Lower Middle
- Female 53% Male 47%
  +3
  -1
Total Global
- Female 48% Male 52%
  0
  0

Hourly fixed pay
- Mean 22% -1
  Median 14% +2
Bonus paid
- Mean 2% -61
  Median 12% -6
Receiving bonus Pay
- Female 54% +10
  Male 32% +1
Mean pay gap
- 22%
  Female vs Male -1

Female
Male
2021 comparison data
In this report, we have set out the gender pay gap data as of 5 April 2022.

- Since we first started collecting this data in 2017 we have decreased our mean pay gap by 13 percentage points
- In 2022 our workforce remains at a near equal split: 52% female and 48% male, which is unchanged year on year
- We have reduced females in the lower quartile by 1 percentage point to 56% and increased those in the lower middle quartile by 3 percentage points to 53%
- Although there appears to be a significant reduction in the mean bonus paid to women down to 2%, this is due to the bonus being paid at a different point in 2022. On a like-for-like basis the bonus gap reduced to 35% (-28%)
- Women receiving bonus pay has increased by 10 percentage points to 54% in comparison to men who increased by 1 percentage point to 32%
Female talent has been a high priority from recruitment, right through to development and progression.

- 61% of external senior hires (Head of title or above) were female.
- 50% of internal senior hires (Head of title or above) were female.
- 46% of senior management at Global (Head of title or above) are female.

- 132 women received a promotion in 2021/22, an increase of 238% on the previous year’s figure of 39.
- 25% increase in the number of women receiving training bringing the number to 631 from 503.
- 63% of graduate apprentices are female.
- 55% of our Technology & Digital Early Careers programme intake are female.

- 48% of female future leaders identified for senior leadership roles.
- 68% of female future leaders identified for senior management roles.

We also piloted a development programme for mid-level talent investing in 25 female future leaders providing them access to courses, events and worldwide networking with other female managers and leaders across a variety of industries.
What's next?

In the coming year we aim to continue our efforts for greater gender diversity by...

Reward and recognition
Improving our benefit and recognition offerings to continue to deliver competitive perks and rewards for Globallers

Leadership
Focusing on the recruitment and development of female talent in the upper and upper middle quartiles, whilst also improving retention in those quartiles

Attracting and investing in talent
Continuing to attract and recruit the best talent from early careers through to senior leadership, and invest more into mentoring, coaching and sponsorship of female Globallers

Policy and guidance
Reviewing and signposting our policies around menopause, fertility, maternity/parental leave and wellbeing
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 5 April 2022.

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.

- **Receiving a bonus**
  - Proportion of male and females
  - The percentage of females and males who received bonus pay in the 12 months leading up to the report date of 5 April 2022.

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

- **Mean pay gap**
  - % difference
  - The percentage difference in average hourly pay of women as compared with men.

- **Proportion of male & females pay by quartile**
  - 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 2022.