

Gender Pay Gap Report 2020

Jo Lawrence – HR Director

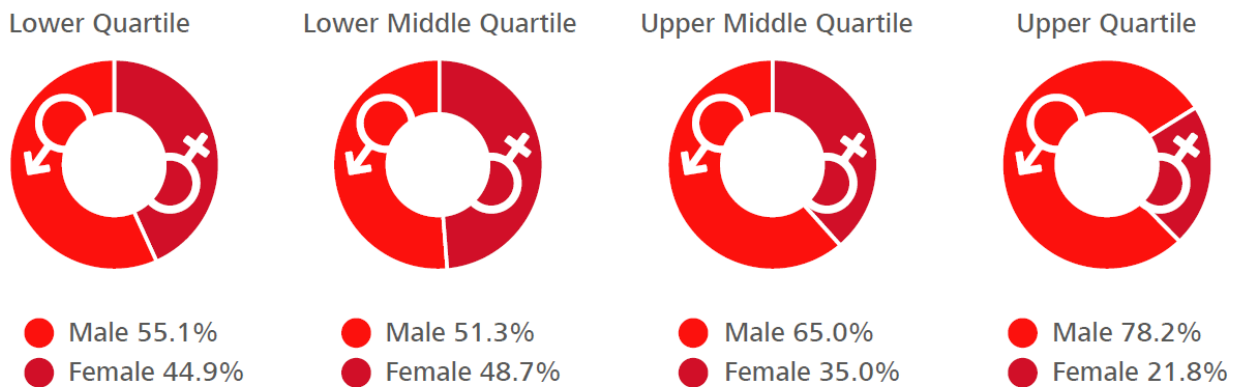
This report sets out detailed results in the year to April 2020 together with the initiatives we have implemented to close our gender pay gap.

Ordinary Pay Calculations



Pay Quartiles

The proportion of employees in each pay quartile according to their gender



The percentage of employee receiving a bonus



50%

The proportion of male employees that received bonus pay in the twelve months prior to the 2020 snapshot date



53%

The proportion of female employees that received bonus pay in the twelve months prior to the 2020 snapshot date

Understanding the Gap

This information tells us that the overall gender pay gap is in favour of men. This gap is primarily driven by the demographics of our industry and the under representation of females in senior roles.

Equal Pay is different

Equal pay is different from the gender pay gap. Equal pay deals with pay received by men and women for doing the same or similar roles, or work of equal value.

Gender pay gap reporting means that even when pay is equal, there still may be a gender pay gap if there are more males than females in more senior and higher-paid roles.

Bonus Pay

Our bonus pay gap will fluctuate year on year depending on our level of bonus pay out. In the snap shot month, the front office business areas trigger bonus payments based on performance and these areas are predominately male which has impacted our Gender Pay Gap.

More men than women in senior roles

As an industry we face a challenge to attract more women into the sector. Exertis is no different in this regard. Our ongoing analysis and reduced gender pay gap leaves us confident that our efforts in increasing the underrepresentation of women at Exertis is working, although we recognise that we are still in the early stages of our journey. Our focused efforts within our Diversity & Inclusion strategy has enabled us to grow the representation of females across the business.

Our recruitment strategy to provide a balanced shortlist, as well as 95% of all our hiring managers undertaking unconscious bias training, has resulted in a positive impact of the diversity of our organisation.

Female MD-2 population

April 2019



April 2020



We also understand the need to hire females at junior levels. We believe in fostering and developing talent to ensure underrepresented and marginalised groups are given the tools they need to prosper and as a business we actively work to remove any blockers. By developing and retaining our female talent we are creating our senior female leaders of the future.

Our Inclusive Culture

New initiatives, championed at Board level, have been introduced to continue to enhance our diverse and inclusive culture.

Fostering our inclusive culture is of strategic importance to us. We know that enabling our team members to be their true selves at work means they are more engaged, have better wellbeing and are more productive. This year we have launched a weekly pulse survey to understand the real time experiences of our colleagues as well as launched our updated Behaviours that define how we work at Exertis. One of our six behaviours is “Make Every Voice Heard” signifying the importance we give to having a diverse and inclusive workforce.



Customer centric

- Take steps to understand customer needs.
- Use data and insight to make decisions.
- Have the customer at the heart of any decisions.
- Continually delighting customers.
- Be passionate about what we do and why.
- Seek out and acting on feedback.
- Build effective relationships.



Make things simpler, better, faster

- Be the best you can be and encouraging others to do the same.
- Be open to new ways of doing things — don't just stick with what you know.
- Seek out best practice.
- Keep it simple and straightforward.
- Remove complex processes.



Do the right thing

- Do the right thing even when it's difficult.
- Be courageous to call stuff out.
- Challenge poor performance.
- Admit mistakes and learning from them.
- Share information and knowledge with others.



Test & learn

- Continuously improve — don't wait for perfection.
- Always strive to learn.
- Make quick decisions.
- Monitor and communicate progress.
- Champion innovation.



Every voice heard

- Collaborate with others.
- Seek out different views and perspectives.
- Take a coaching approach — don't just tell.
- Listen to understand not to defend.
- Embrace all contributions.
- Understand the impact you have on others.



Own it

- Doing what you say you're going to do.
- Being resilient to overcome obstacles.
- Being curious and not accepting things at face value.
- Setting stretching objectives.
- Being delivery focused.
- Taking responsibility — don't be a passenger.

Most importantly – have fun and enjoy what you are doing!

Working with our Diversity Steering Groups in both the UK and Internationally to share best practice, we have introduced our Diversity and Inclusion Toolkit, providing managers with practical suggestions to remove unconscious bias, make better recruitment decisions and enhance inclusive leadership. All managers in the business have an objective focused on them delivering a demonstrable contribution towards diversity representation within their area of the business. For senior leaders, this objective is linked to bonus to further drive accountability.



Vish Chhatralia
Global Chief Digital and Marketing Officer

"Where we have more diversity, we see within our organisation that we have better and more non-linear ideas and innovation driving growth. Organisations, irrespective of industry, perform better with greater diversity"



Calendar of Celebration and Awareness Days

This year we have created a Calendar of Celebration and Awareness Days aimed at increasing understanding and empathy within our business of key Diversity and Inclusion topics. As an example on International Women's Day, we hosted a panel event sharing personal stories from females about their experiences as well as the perspective from male allies about the benefits of diversity. Our Celebration and Awareness days centre around everyone's right to feel valued, included and celebrated.

Channel awards

Each year we recognise and celebrate the achievements of our team members through our internal People Awards and also by entering external Channel Awards. This year we celebrated six of our exceptional females who were shortlisted at the CRN Women in Channel Awards. Sponsoring awards like these and showcasing our female role models is one of the ways we champion better diversity within our sector.

Our Future Plans

At Exertis we are committed to continually listening and to improving the experience and representation of all underrepresented groups, including females. We acknowledge the underrepresentation of females in senior roles but also our significant efforts in the last year, through hiring and promotion decisions as well as targeted development, which has resulted in a 14% improvement in the number of females in this group to 28% . With increased numbers of senior role models and a focus on continuing to develop our female talent we will continue to reduce our gender pay gap in future years.



"I confirm the data and information represented in this report are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017."

Paul Bryan
Managing Director