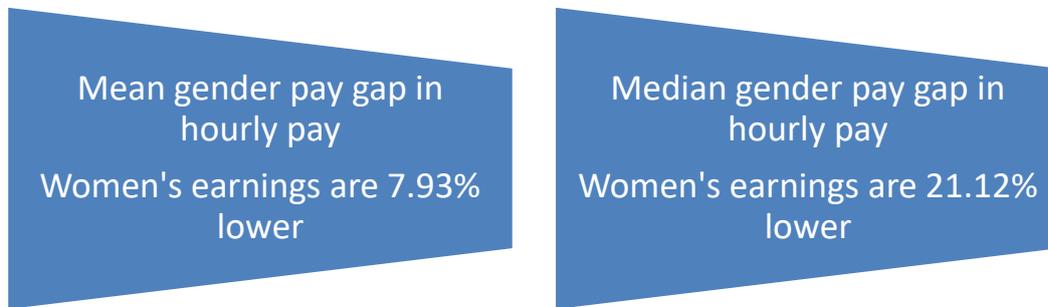


GSM London is required by law to publish an annual gender pay gap report. This is the report for the snapshot date of 5<sup>th</sup> April 2017, when our workforce consisted of 403 employees, 206 males (51%) and 197 females (49%). This report provides the required results based on current data and has been prepared in line with the draft statutory instrument, The Equality Act 2010 (Gender Pay Gap Information ) Regulations 2017.

### MEAN AND MEDIAN GENDER PAY GAP



### MEAN AND MEDIAN BONUS GENDER PAY GAP

Women:  
2.03 % were paid a  
bonus

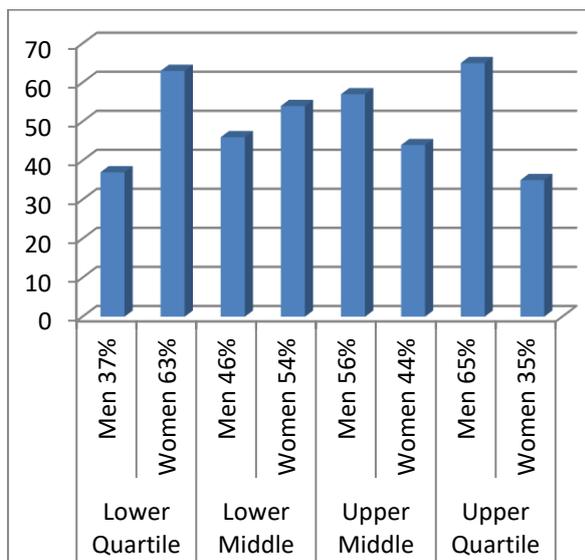
Men:  
1.94% were paid a  
bonus



The mean bonus gender pay gap is 64.69% - women were paid 64.69% lower than men

The median bonus gender pay gap is 22.8% - women were paid 22.8% lower than men

## THE PROPORTION OF MEN AND WOMEN IN EACH QUARTILE PAY BAND (HOURLY PAY, LOWEST TO HIGHEST DIVIDED INTO EQUAL BANDS)



The hourly pay increases through the quartiles with the highest pay in the upper quartile.

### UNDERLYING CAUSES OF GSM LONDON'S PAY GAP

The number of men increases by quartile, from the lower quartile to the upper quartile, whilst the number of women decreases from the lower quartile to the upper quartile.

The lower quartile includes 63 women and 37 men. It includes part-time workers, teaching fellows (graduate entry, inexperienced teachers), student ambassadors (10 women, 3 men) and other entry level roles.

The upper quartile has 35 women, compared to 65 men. This quartile includes the most senior employees on the highest salaries, including the Senior Management Group with 19 men and 22 women, the Senior Leadership Team with 3 men and 5 women including our CEO, together with some highly paid specialist positions.

In comparison with other organisations, GSM London's mean hourly pay gap of 7.93% is significantly lower than the 17.4% reported by the Office of National Statistics (ONS) in October 2017. However the median is slightly higher at 21.12%, compared with figure from the ONS of 18.4%. The median hourly pay of £17.11 for females is in the middle of the lower middle quartile whereas the median hourly pay for men, £21.69 is at the beginning of the upper middle quartile, highlighting an opportunity for the development of women in the middle of the organisation.

The bonus payments during this snapshot period were paid to a small proportion of employees, 3.93%, 4 men and 4 women. One of the employees was paid a much higher bonus than the other 7 which significantly impacted the bonus gap.

## IMPROVEMENTS

In January 2017 an action was taken to increase the pay rate of the lower to lower middle quartile, this practice has continued throughout the year. In addition out of cycle compensation increases are reviewed at a regular meeting of the Senior Leadership Team, paying attention to fairness and transparency. This further improved our mean pay gap in October 2018 to 7.67%.

We will introduce an enhanced maternity benefit in June 2018. A People Team advisor will support employees and their manager's before, during and after their pregnancy, through to their return to work. Family friendly policies have been introduced and encouraged.

We will communicate The Speak Up initiative implemented in 2017 to all employees and remind them of the many ways to engage with manager's should they have concerns and suggestions regarding their employment.

We will plan to implement several levels of management apprenticeships to encourage development and progression from the lower quartiles.

We will review the gender pay gap quarterly. Sharing the results with our managers and using the data to monitor pay and inform salary conversations and progression opportunities.

Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017



Yvonne Beauchamp

**Director of People  
GSM London**

Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

Amanda Blackmore



**President & Chief Executive  
GSM London**