

# Gender Pay Gap Report 2018



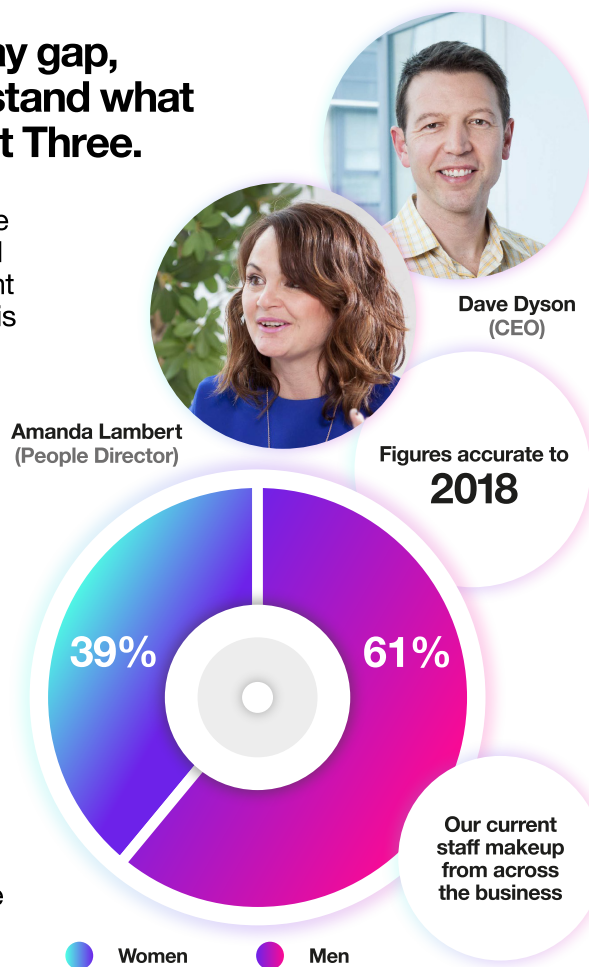
**One year after first reporting on our gender pay gap, we've been working with our people to understand what the gap really means for them and their lives at Three.**

We've always been committed to creating a culture where our people can fulfil their potential, both in and out of work and so we're pleased that our latest report shows that our Mean result is moving in the right direction. Our Median gap has become slightly wider but we know this is because we have recruited more women into roles in our Retail stores than we have into leadership roles.

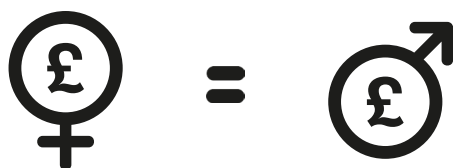
## The key reasons for our gender pay gap are:

- ▶ We have a gender pay gap due to us having fewer women in our higher paying Technology functions and at Leadership levels.
- ▶ For a technology business, this is not unusual as we know the technology sector overall has a shortage of women and fewer girls choose STEM roles in education.
- ▶ Specifically for our business, we've also identified that we could enhance our flexible working practices to help career progression for those employees who may be supporting young families or have caring responsibilities, with a particular focus on women returning after a maternity break.

We know we've still got work to do to close the gap and ensure we have greater gender equality at all levels of the business and we're committed to making this happen. We want to give all our people the right support and opportunities to grow and develop to achieve their personal and life goals.



## Equal Pay and Gender Pay Gap

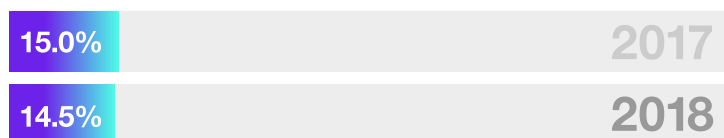


The purpose of the **equal pay** comparison is to ensure that men and women get paid equally for equal work. We meet our equal pay obligations.

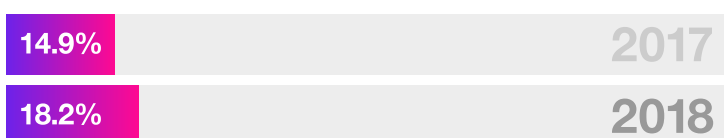
**Gender Pay Gap** is the difference in the average pay of all the men and all the women in the organisation regardless of the work they do. This difference can be impacted by the number of men and women at different levels within the organisation.

# What has changed since 2017?

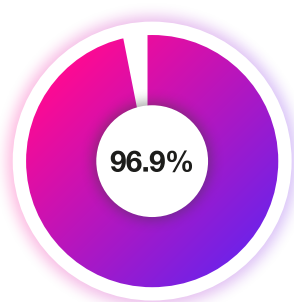
## Mean Gender Pay Gap



## Median Gender Pay Gap

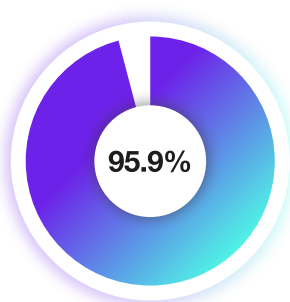


## Bonus Pay Gap



Men | Women

The proportion of our people receiving a bonus.



31.5%

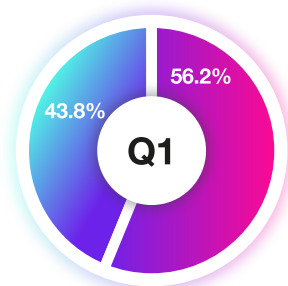
Median  
Bonus Pay  
Gap

39.6%

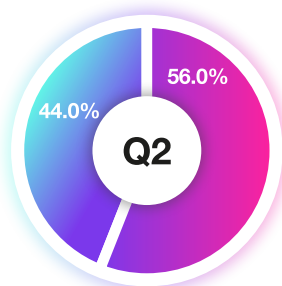
Mean  
Bonus Pay  
Gap

The **overall gender pay gap** is calculated as an hourly rate to eliminate the differences between full and part time working. The **bonus pay gap** is higher as it is calculated on the amounts actually paid.

## The proportion of men and women in each pay quartile



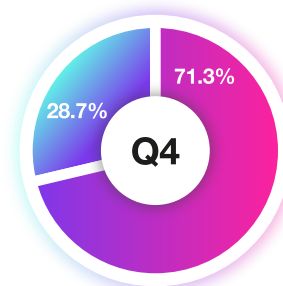
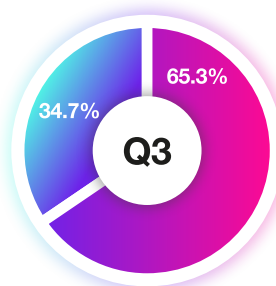
\*Lowest Pay



Women



Men



\*Highest Pay

Here, the rate of pay for all the men, and all the women is equally split into four (quartiles) from **lowest to highest pay**. It is a good indication of how the gender pay gap is impacted by the difference in gender at the more senior levels.

# Our Goals

We're positive these are steps in the right direction and will improve the gender balance across our business, reduce our gender pay gap even further and ensure all our people get the right support and opportunities to grow and develop.

Here's how...

## Having a more even gender **balance** in our Leadership Team

- ▶ We aim to have an **even mix of men and women on the short list for every vacancy**, starting in 2019 with our Technology & Operations function and our Leadership roles. We will always appoint based on capability but this step will offer more women the opportunity to secure these types of roles.
- ▶ Enabling and promoting **part time hours as an option for all Store Manager and Assistant Store Manager roles** in our Retail function going forward. This will offer the flexibility required for more women to take these leadership opportunities.

## Ensuring **flexibility** is an option for everyone

- ▶ Through our data and insights, we know that having flexibility in working patterns is critical to career progression for any of our employees who may be supporting young families or with carer responsibilities. **We have already started to review our flexible working policies and practices** and intend to make significant, meaningful changes in 2019.
- ▶ Our ambition is to have all our roles available with flexible working options such as flexible location or hours. In 2019 we will start with advertising all new roles in our Technology & Operations function **with a consideration for flexible working**.

## Making a commitment to **diversity**

- ▶ Our CEO, **Dave Dyson** has signed the **Tech Talent Charter** on our behalf to show our commitment to pro-actively implementing changes that aim to deliver greater diversity in the tech workforce.
- ▶ **Championing events within our business and in our communities** to encourage young women to consider careers in STEM. We will start with the launch of career cafés for return to work parents in 2019. These will offer support on how to confidently have effective career conversations.

This report covers all employees of Hutchison 3G UK Ltd. We can confirm that the information contained in this report is accurate and has been calculated in line with the gender pay reporting legislation.



Amanda Lambert



Dave Dyson