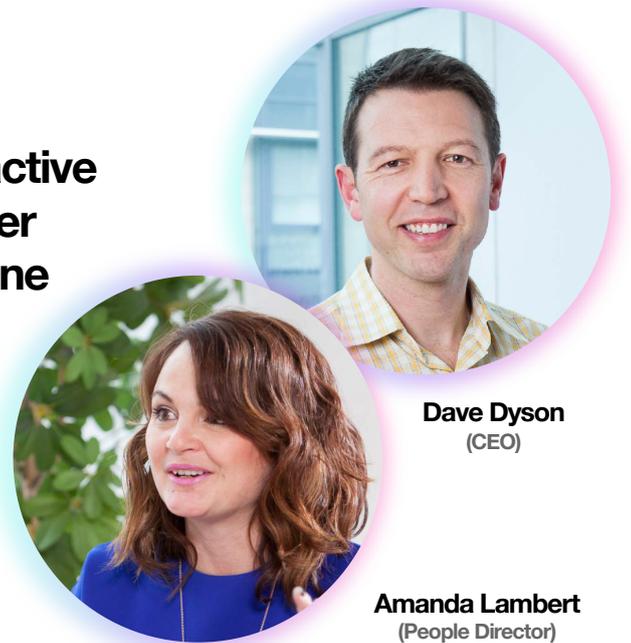




# Gender Pay Gap Report 2019

At Three we are making positive and proactive changes year on year to narrow our gender pay gap. Whilst there is still work to be done to eliminate the gap, we are pleased that our results for 2019 show a narrowing in both our Mean and Median results.



**Dave Dyson**  
(CEO)

**Amanda Lambert**  
(People Director)

## 3 Year Trend

The results, calculated as of 6 April each year. Please look at page 3 to see how we've worked to improve our gender pay gap.

### Mean Gender Pay Gap



### Median Gender Pay Gap



### The Gender Pay Gap

The 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 is different to equal pay which is where men and women get paid equally for equal work. We meet our equal pay obligations.

### The main reason for our Gender Pay Gap

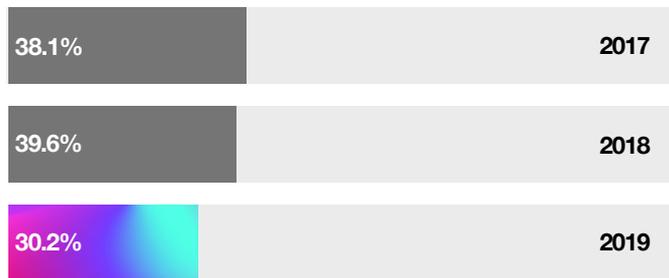
There are fewer women in our higher paying technology functions, as well as within leadership roles. For a technology business, this is not unusual as we know the technology sector overall has a shortage of women and fewer girls are choosing STEM subjects in education. This limits the number of candidates in the market.

# Bonus Pay Gap

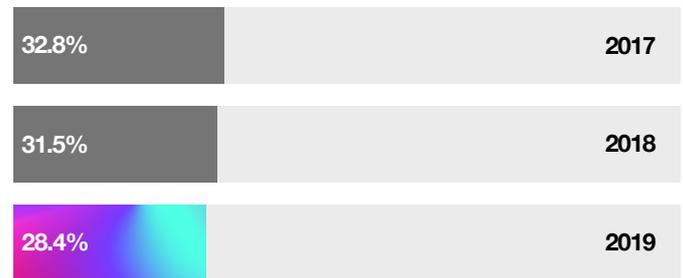
The overall gender pay gap is calculated as an hourly rate to eliminate the differences between full and part time working. The hourly rate gap is calculated based on all elements of pay in the month of April each year, whereas the bonus pay gap is calculated on actual bonus amounts paid over a 12-month period. This ignores part time working and is the reason why the figures are higher.



## Mean Bonus Pay Gap

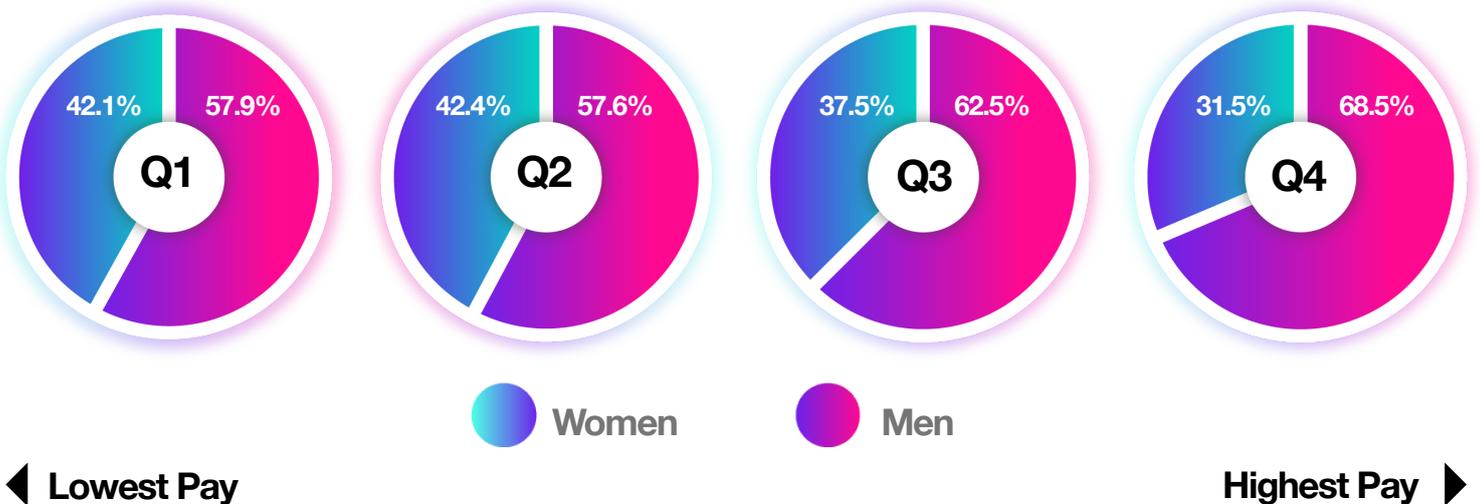


## Median Bonus Pay Gap



# The proportion of men and women in each pay quartile

As of April 2019



Here the rate of pay for all the men and all the women is equally split into four quartiles from lowest to highest pay. When looking comparatively at the lower and higher quartiles, we can see how the gender pay gap is impacted by us employing less women at more senior levels. Our current gender mix in the business is 39% women and 61% men.

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## Investing in our people to fulfil their potential and ours

- ▶ We've always been committed to creating an inclusive culture that supports our people to be their best selves. We use insights and data to continue investing in our people, through the propositions, experiences and development opportunities we offer. Whilst we have made steady progress over the past few years to narrow the gap, there are still opportunities for us to do more.

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## What we have achieved in 2019

- ▶ We've made a conscious effort to increase our pipeline of women and ensure more women have been shortlisted for senior leadership roles. As a result, we've recruited more women than men into our higher graded roles. In our leadership grades in 2019, 54% of our total hires were women, which is 11% higher than previous years.
- ▶ We've hosted several collaboration sessions on flexible working across our office-based functions and gathered valuable insights to help us review our flexible working policy. As a result, we are seeing more open conversations about it and an increase in the number of formal flexible working requests compared to previous years. Our people are also making more informal arrangements for a better work life balance. As well as an increase in men requesting flexible working as an option.
- ▶ We've launched career conversations to encourage all our employees to discuss career opportunities more openly with their line managers.
- ▶ We've renewed our Tech Talent Charter and remain committed to proactively implementing changes that aim to deliver greater diversity in the tech workforce, as well as supporting STEM events in our business.
- ▶ We've advertised all new roles in our Technology and Operations function, with a consideration for flexible working, as we believe having this option will appeal to more women.

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## What we'll be doing in 2020

### Support in work and life moments

Here's what we'll focus on this year to improve the gender balance across our business further:

- ▶ We'll review our flexible working approach in our office-based functions to enable our people to have more choice about how they work best. We have already started to do this through engaging with our employees and leaders via collaboration workshops to develop ideas and remove cultural barriers.
- ▶ We are looking to introduce paid leave for Critical Life Events for all our employees to give them additional support when they need to take time away from work for critical events in their life.

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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



David Dyson