We’re on a mission

Gender Pay Gap Report 2019
Employees are at the heart of everything that we do at GoCo Group, which is why investing in them is of great importance to us. Our people are fundamental in driving the business forward with their unique skills and passion, helping us to differentiate ourselves from our competition, as well as dictating the tone, pace, success and essence of our company.

We aim for our employees, and the way that they are organised, to be a competitive advantage for GoCo Group. It’s important that they reflect the population as a whole, so we can garner as many different points of view and experiences as possible, to better understand and serve our customers.

Inclusion and diversity increases creativity, delivers innovation, improves performance and better serves our customers. We firmly believe in the ethos that companies with greater diversity perform better than those that don’t.
GoCo Group Initiatives

As a tech business, we face a number of challenges similar to our peers in the industry relating to gender representation. With this in mind we have implemented a number of initiatives to help us proactively engage.

- Gender bias language software implemented to neutralise overly masculine or feminine language within job descriptions, personal specifications and job adverts to ensure our roles are attractive to all.
- Implementation of unconscious bias training for all employees to ensure our team know what is in their blind spot and what they can do to address it.
- Implementation of top grading as a standard selection tool to ensure that all decisions relating to recruitment are made on substantive datapoints ensuring that the right candidate is appointed.
- Gender diversity reporting forms part of all reporting to identify, understand and improve the gender split across key areas such as remuneration, development, recruitment, engagement etc.
- GoFurther Academy delivers a number of long-term talent attraction and development programmes with a key focus being placed on greater gender diversity in Tech.
- Our STEM Ambassador programme’s key focus has been to break down barriers of stereotypical male sectors such as Tech Engineering and Data, building initiatives that are accessible and interesting to both genders.
- We run and sponsor a number of initiatives, workshops and round tables aimed at promoting GoCo Group as an employer to female talent i.e. Digital Women Wales

As a Group, inclusion and diversity is built in to our DNA. We continually apply a lens of diversity and inclusion to all our people related activity and decisions to ensure our people and their uniqueness have an environment and framework within which they can flourish and be their authentic self.

It is important to us that different genders performing a role of equal value are paid in a comparable way and we regularly complete equal pay reviews to ensure that equal pay is never a question we have to ask ourselves.

We continue to review our practices to ensure that they remain inclusive and promote diversity across the Group. We are confident that some of our ongoing activity will have positive impacts on reports in future years.

Alex Currie
VP of People and Talent, GoCo Group
2019 Statutory Report

The UK Government requires organisations with 250 or more employees to publish and report specific figures about their gender pay gap. The gender pay gap is the difference between the average earning of men and women, expressed relative to men’s earnings. This is distinct to equal pay which ensures men and women are paid the same for work of equal value. We are confident that as part of our regular reviews, our colleagues at GoCo Group are paid equally for jobs of equal value.

GoCo Group’s 2019 statutory report has been calculated based on employee numbers within the Group as of the snapshot date. At the snapshot date, GoCo Group had 180 males (58.1%) and 123 (41.9%) females.

We recognise that, in common with other technology businesses, women are under-represented both within our tech department which equates to c. 35% of the Group’s overall headcount and at a senior level. We continue to promote and develop new and innovative ways to approach both talent attraction and development as outlined at the beginning of our report and are confident that changes made since the snapshot date will have a positive impact not only on the Group but future years reporting.

The results of our analysis show our overall mean and median gender pay and bonus pay gap as at the snapshot date of 5 April 2019 and the bonuses in the year up to 5 April 2019.

### Gender split 2019

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<th>Male</th>
<th>Female</th>
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<tr>
<td></td>
<td>58.1%</td>
<td>41.9%</td>
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### Basic Pay Gap

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<th>2019 Mean</th>
<th>2019 Median</th>
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<tr>
<td>Hourly pay gap (1)</td>
<td>37.2%</td>
<td>24.3%</td>
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(1) Calculations using April 2019’s pay data.

### Bonus Pay Gap

<table>
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<th>2019 Mean</th>
<th>2019 Median</th>
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<tr>
<td>Bonus pay gap (2)</td>
<td>77.6%</td>
<td>16.7%</td>
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(2) Calculated using bonus figures paid in 2019.
Proportions Receiving Bonuses

52.4% of men
41.5% of women

Proportions by Pay Quartile

Lower
Men 40.3%
Women 59.7%

Lower Middle
Men 48.6%
Women 51.4%

Upper Middle
Men 72.2%
Women 27.8%

Upper
Men 73.2%
Women 26.8%
What does our pay gap data tell us?

Our pay gap data highlights the following:

• As of the snapshot date, there were more males in senior and leadership positions. This flows through to both pay and bonus data that is reflective of higher salaries of roles held by majority male incumbents. Since the snapshot date, several senior females have joined the business and we continue to make good progress against some of our other initiatives to encourage greater talent mobility through the organisation.

• As a Group, we operate a number of different bonus schemes linked to seniority and role focus. The bonus pay gap is reflective of the pay gap detail in that it is impacted by more males in senior and leadership positions. We believe that our continued focus on our diversity initiatives coupled with recent senior hires will positively impact future years reporting.

• The proportion of GoCo Group employees who received a bonus payment in 2019 remained high at 69% of all eligible employees. 52.4% of all men and 41.5% of all women received a bonus. This is reflective of our ongoing desire to ensure our employees share in the successes of the Group.

• All employees are eligible to participate in one of the Group’s bonus schemes regardless of gender. The proportions receiving bonuses data is driven by tenure and the eligibility timescales placed around this.

As a business, we are committed to closing the gender pay gap.

Whilst we acknowledge the mean pay and bonus pay gap is above national average, we know that this is primarily due to the Group having more male incumbents in senior leadership roles than females.

Over the past year we have implemented a number of changes to the way in which we attract, develop and reward talent that we are confident will help in our goal of closing the gender pay gap.

We work hard to make GoCo Group a place where people can be their authentic self through a variety of diversity people led initiatives that will also support in reducing the gender pay gap.

Matthew Crummack
Group Chief Executive Officer, GoCo Group