

ONECOM LIMITED GENDER PAY GAP REPORT

Onecom has a vision to become the communications provider of choice for UK SME's and the best place for people to work in our sector. We want to foster a culture where everyone can perform at their best and be fairly recognised for the contribution they make to the business.

Through 2019, we delivered a range of new initiatives to foster a great working environment for all our staff, regardless of gender, where they are valued, empowered and encouraged to have fun. We held focus groups and ran feedback competitions to give employees a say in the changes they wanted to see. As a result, we've implemented an improved induction programme for new joiners, company-wide screensavers that highlight key events on the diversity calendar, and a new programme of training to help our leaders provide the very best management and development of their teams. We built on existing recognition schemes and placed heightened focus on communication. Our CEO led the charge by visiting all 7 regions via quarterly roadshows to share news, celebrate success and engage with each team on a personal level.

Critically, we are pleased to report success against our ongoing challenge to hire more women into senior roles and sales roles, where the opportunity to earn higher salaries is greater. The proportion of females employed in the upper paid quartile has increased from 19.6% in 2018 to 24.1% in 2019. The proportion of females hired into sales roles has increased from 23% to 32% since 2018.

Attracting external female talent into higher paid roles remains challenging, however we have focused on retaining and developing our female talent internally, by offering them a diverse, inclusive environment in which stereotypes are challenged, individuals are valued for their skills and high-potential is recognised and supported (regardless of gender). As a result, the proportion of our female managers has increased from 32% in 2018 to 41% in 2019.

To further support career development, we now also offer higher-level apprenticeship schemes, a mentoring programme, which provides career support and offers access to a wider business experience through secondments and job shadowing days. This ensures our internal talent, regardless of gender, have opportunities to excel into higher paid roles while balancing work and home life.

Providing we can continue to increase the number of women in higher paid roles, we will, in turn, be able to improve the gender pay gap.

GENDER PAY & BONUS GAP

Difference between male and female	Gender Pay Gap		Gender Bonus Gap	
	Median Middle	Mean Average	Median Middle	Mean Average
2019 report	25.03%	37.53%	63.44%	61.07%
2018 report	29.59%	35.70%	61.30%	60.77%

Whilst the mean gender pay gap has increased by 1.83% from 2018 to 2019, the median gender pay gap has reduced significantly by 4.56%. We are also pleased to see that both the mean male and female earnings have increased from 2018 to 2019.

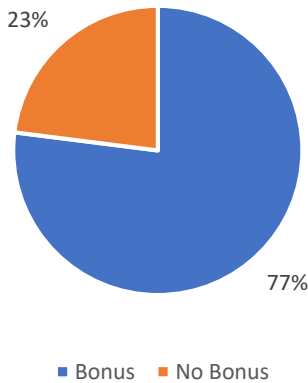
The primary reason for our pay gap is that too few women hold senior roles (24.1%), which fall into the upper pay quartile, however this has increased by 4.5% since 2018.

Gender split within the two lowest pay quartiles are almost equal, but we need to achieve this across the board. We are focused on addressing the structural imbalance in order to reduce our pay gap, and are conscious that to do this we need to increase the representation of females in our sales roles, where their earning potential could increase.

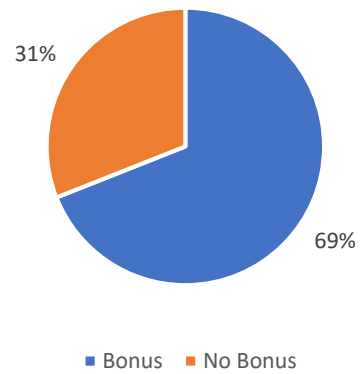
One of our actions in the past year has been to support our hiring managers with recruitment best practice and awareness of conscious and unconscious gender bias. In addition, we continuously challenge thinking around what development means for each individual, as Onecom has more to offer than just vertical progression. This has been reinforced by the CEO and our senior leadership team to staff at Onecom's quarterly roadshows, new starter lunches, as well as in the monthly newsletter. We are pleased to report that since the 2019 snapshot date, 52 employees have been promoted or have moved into new internal roles, with females making up 48% of those who have progressed. We will continue to monitor the impact of these new initiatives in the coming year.

PROPORTION OF EMPLOYEES RECEIVING A BONUS

2019 - Male



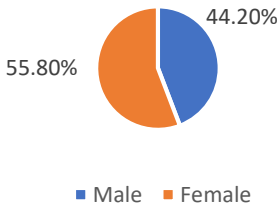
2019 - Female



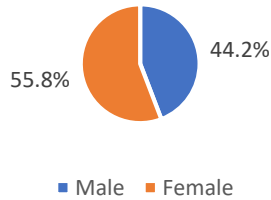
Our proportion of employees receiving a bonus has reduced slightly for female employees and increased slightly for males since 2018's report, however this is largely due to a group of females who would have ordinarily earned commission or bonus payments being on maternity leave, or having recently commenced employment during the relevant period, and therefore had not yet had the opportunity to earn commission or bonus. If this group of employees had been active in their roles for the duration of the relevant period, the proportion of employees receiving a bonus increases by 6.02% compared to the previous year.

DISTRIBUTION OF MALE AND FEMALE EMPLOYEES BY HOURLY PAY QUARTILES

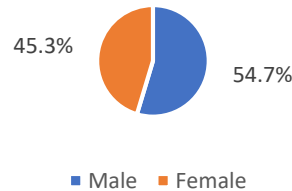
2019 - Lower



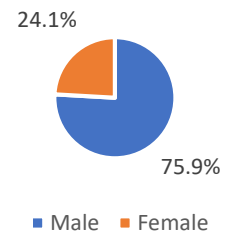
2019 - Lower Middle



2019 - Upper Middle



2019 - Upper



The distribution of male and female employees by hourly pay remains much the same in the lower and middle quartiles, however we have seen an improvement in the upper quartile (80.4% in 2018, a reduction of 4.5%). It is worth noting that there was overall a higher proportion of male employees (55%) than female employees (45%) employed across the company in 2019. All of our staff complete annual performance reviews and are encouraged to identify areas for development, as well as discussing aspirations. To support career development staff have the opportunity to attend training, which includes workshops on Commercial Awareness, Excel skills and professional development, all of which should help staff to develop into higher paid roles. We can report success in this area already 40% of all employees promoted into more senior roles since 1 January 2020 being female.

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

Ben Dowd
CEO