

## 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.

At Onecom, we want our staff feel truly recognised for their contributions to the Company, empowered to have a say in how the Company is run and encouraged to have fun. Since 2019, we have introduced several new initiatives focused on providing career development opportunities to ensure that, regardless of gender, our people have the chance to excel into higher paid roles. At the start of 2020 we implemented our mentoring programme, where mentees are paired with senior managers who provide guidance and support to enable mentees to reach their career goals. We're pleased to share that 63% of mentees so far have been female. We have also introduced GAIN (Grow, Achieve, Improve and Network) workshops, which encourage our people to think about what development looks like to them and how they can achieve it. Since they were launched we have had 9 attendees, 8 of which were female. 3 of these female attendees have since progressed into management roles.

One of our biggest challenges remains; hiring women into senior roles and sales roles, where the opportunity to earn higher salaries is greater. However, we are pleased to report an improvement in this area, with the proportion of females employed in the upper quartile increasing by 2.8% since 2019. One of our areas of focus has been to increase the number of females in our sales roles, where they can benefit from greater earning potential. Since the 2019 snapshot date, the percentage of female employees in sales roles has increased by 3.37%.

We have focused on retaining and developing our internal female talent by providing more opportunities for development, promoting diversity and inclusion awareness days, and recognising those with high potential and who have grown their skill set. As a result, the proportion of our female managers has increased by 4% compared to 2019 and 13% since 2018, as well as females accounting for 45.24% of our internal promotions since the 2019 snapshot date.

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

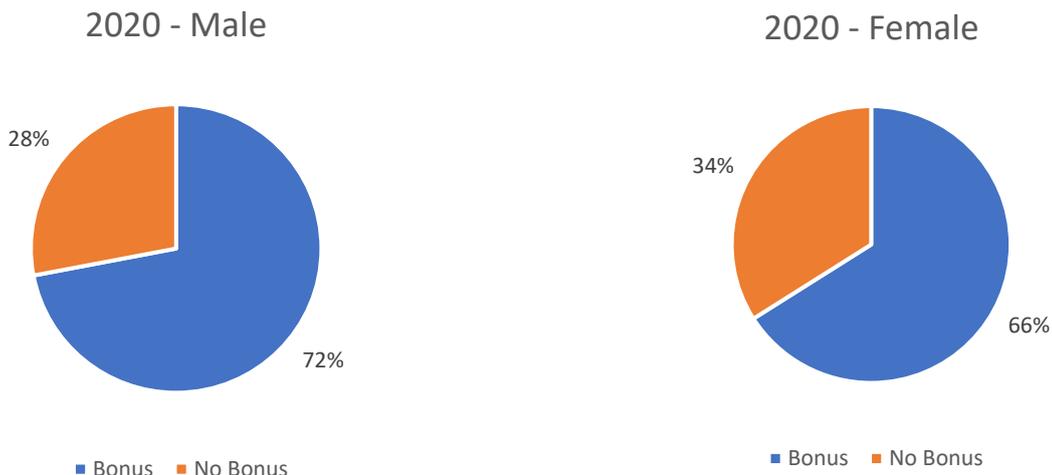
Difference between male and female	Gender Pay Gap		Gender Bonus Gap	
	Median Middle	Mean Average	Median Middle	Mean Average
2020 report	20.43%	32.19%	59.93%	60.81%
2019 report	25.03%	37.53%	63.44%	61.07%

We are pleased to report that our mean gender pay gap has decreased by 5.34% from 2019 to 2020. Similarly, our median pay gap has also decreased by 4.6% between 2019 and 2020. The primary reason for our pay gap remains that too few women hold senior roles (26.9%), which fall into the upper pay quartile; however, this has increased by 2.8% since 2019.

We have improved our gender balance in our upper middle pay quartile, with the percentage of females increasing from 45.3% in 2019 to 48.1% in 2020. The gender split across all but the upper quartile are almost equal, but we need to achieve this across the board.

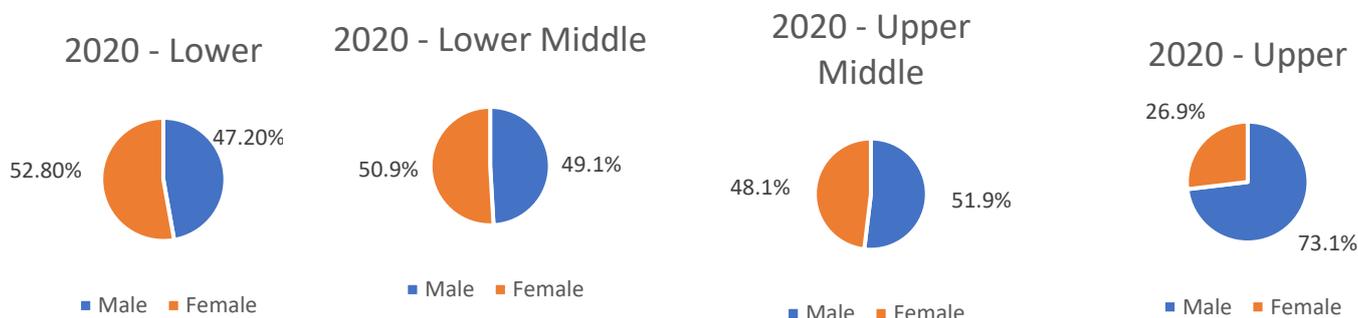
In the past year we have adjusted our recruitment process to improve transparency around earning potential and progression opportunities in order to attract more talent. 55.74% of candidates who have been referred to work at Onecom by existing employees have been female. In addition, we have introduced stay interviews which have enabled us to identify areas of strength within Onecom and give us first-hand insight into areas of the employee experience which we need to work on, as well as gathering ideas and suggestions for improvements. It's important that we understand how we're doing as a business so that we can adjust accordingly. Ultimately, this supports us in working towards our goal to be employer of choice in our sector.

## PROPORTION OF EMPLOYEES RECEIVING A BONUS



Overall our proportion of employees receiving a bonus has reduced – with 4.36% of males and 2.78% of females not earning a bonus compared to 2019. We attribute this to two main factors. Firstly, the number of sales employees who didn't earn commission because they were new and in training between 2019 and 2020. 4.96% of sales employees didn't receive a bonus in 2019, compared to 7.69% who didn't receive a bonus in 2020. Secondly, the number of sales employees who joined and left Onecom between 2019 and 2020. This can be attributed to our growth plans, specifically a large recruitment drive between August 2019 and March 2020, which saw our headcount increase by 30%. Naturally, an increase in attrition was to be expected as a result of a big recruitment drive over a short period of time.

## DISTRIBUTION OF MALE AND FEMALE EMPLOYEES BY HOURLY PAY QUARTILES



The distribution of male and female employees by hourly pay remains much the same in the lower quartiles, however we have seen an improvement in both the upper middle and upper quartile with the male proportion of these quartiles both decreasing by 2.8%. It is worth noting that there was overall a higher proportion of male employees (55%) than female employees (45%) employed across the company in 2020.

All of our staff complete annual performance reviews and are encouraged to identify areas for development, as well as discussing aspirations. We are pleased to see that since their introduction in 2017, our completion rate has improved by 89%, with 2020 seeing a 100% completion rate across the business. We were then able to analyse the results from the Performance Dialogues to provide senior managers with a high-level insight into common strengths and weaknesses. To inspire career development we have started to publish monthly success stories on our website and LinkedIn, which showcase our best talent and their achievements. These individuals are advocates for our core values and behaviours, and we hope these success stories will inspire and encourage progression throughout the business.

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

Martin Flick  
CEO