

# KCOM

## Gender pay gap report 2017



## 1. Introduction

KCOM is an equal opportunities employer and our drive is to create and encourage an environment where individuals of all genders, ethnicities, sexual orientations and backgrounds can flourish. We recognise that our current Gender Pay Gap leaves work to be done, but we are committed to closing it.

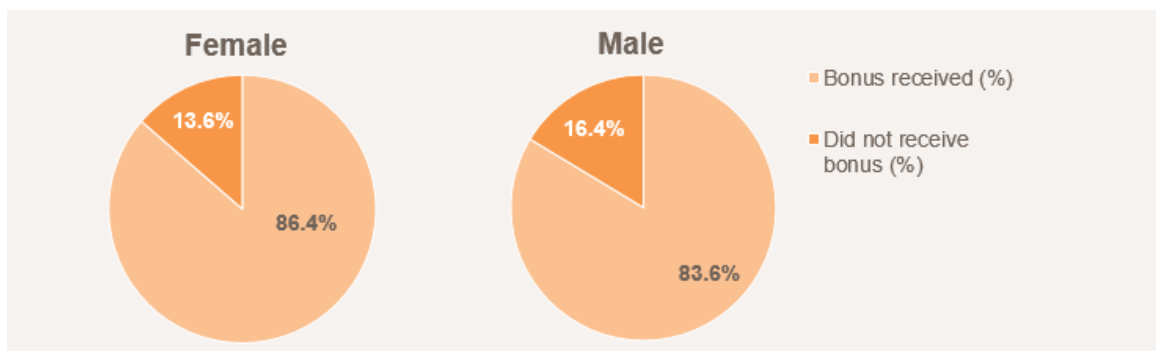
## 2. KCOM Pay and bonus

### Difference between men and women

	Mean	Median
Pay gap	29.0%	38.1%
Bonus gap	62.7%	40.4%

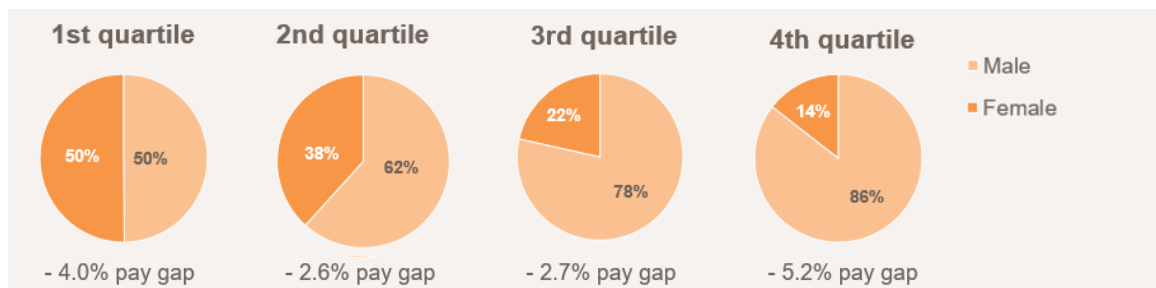
The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2017). It also captures the mean and median difference between bonuses paid to men and women at KCOM in the year up to 5 April 2017. The bonus was paid in the 2016/17 financial year for performance in 2015/16.

### Proportion of employees receiving bonus



This shows a 2.7% difference between the number of men and women being paid a bonus in 2016/17.

## 3. Pay gap by pay quartile



The above image illustrates the gender distribution at KCOM across four equally sized quartiles, each containing just under 359 colleagues. The figures below each pay quartile show the median gender pay gap.

In all quartiles, we have a negative pay gap which shows that the median salary for female employees is higher than that of male employees.

## 4. The figures: their meaning and our commitment

The figures highlight that there remains work to do to bring greater balance to our organization and we have a series of initiatives in place to reach our goal.

Our commitment is to strive towards achieving a greater gender employment balance throughout the business and to specifically tackle the gender imbalance in technical roles.

Our initiatives for achieving this balance are based on our assessment that the current pay gap is principally driven by the ratio of male to female employees within certain specific functional areas of our business. These functional areas – many of which include work in traditionally male dominated technical and engineering workstreams – are parts of our organisation where we are placing significant focus on encouraging more diverse participation. This means breaking down barriers to female participation in these roles – often far further back than at the recruitment stage and instead deep within the schools and colleges of our community.

As well as addressing barriers to participation, we are committed to inspiring greater levels of female leadership within KCOM. This commitment means more than simply increasing our female employee base. Rather, it means encouraging and helping women to move through the various leadership levels of our organisation, supporting them where necessary to realise their true potential and remove any obstacles that may exist.

## 5. Backing our commitment with action

### Leadership commitment to gender pay balance

This commitment requires action – and it also requires sponsorship if it is to succeed. On that basis, two members of our Executive Leadership team – Jane Aikman (CFO) and Sean Royce (EVP, Technology, Services and Operations) – are leading a business-wide programme to make good on our commitment. Where barriers to achieving our goals are found, we will remove them. Where opportunities to accelerate our progress are uncovered, we will act upon them. The initial findings of this work will be reported in KCOM's 2017/18 Annual Report.

These findings will unearth new, faster ways to balance our organisation. These approaches will be in addition to those already underway in certain areas, where hard work by many of our people is paving the way for more diverse participation in certain business functions for the future.

### Inspiring young women to engage in our industry

We take part in a range of activities aimed at encouraging young women to consider technology, engineering and business support as potential career options.

We have the potential to make the biggest, most lasting change to our business – and indeed to our industry overall – if we are successful in breaking down barriers long before young women consider their career. By reaching deep in to the many schools across our region, we seek to inspire young women to consider engineering courses, technical education and meaningful careers in our sector.

We're a founding partner of Ron Dearing University Technical College. As part of our support for the college we provide 17 mentors who promote the benefits of working in the technology and engineering sector to students. Six of our mentors are women working in a range of technical and business support functions.



## Inspiring others: by highlighting female role models

Inspiring women are already a part of KCOM and its success. We believe that, where the successes of these women are publicised and promoted, we will heighten our chances of encouraging other women to follow in their path.

### Building on this momentum

There is much work to be done. The commitment to doing that work and to seeing it through without exception exists at the highest level of our organisation. We are confident that as we progress towards a greater employment balance within KCOM, our gender pay gap will steadily reduce.

Natasha Armitage – our newest female engineering apprentice – has shared her story to encourage more women to consider roles in this part of our firm. Through television, print and other media, Natasha's experience is helping us to encourage more women in our community to consider a science and technology education and pursue employment with KCOM and other companies in our industry.



I confirm the data reported is accurate.

**Bill Halbert**  
**Chief Executive Officer**  
31 March 2018