

Gender Pay Gap Report

2019



Gender Pay Gap Report

Gender pay Gap summary

We are developing our sustainability programme across the business, which includes looking at equality, diversity, and inclusion, and how we can ensure that we are an attractive and fair employer for all.

As part of this and in line with government regulations, we have again reviewed how we pay female and male colleagues to show our gender pay gap. This is the second year we will be reporting in this way.

UK Legislation requires companies with more than 250 employees to publish details of their gender pay gap on an annual basis.

Currently our obligation is to report under NCC Security Services Limited, and NCC Services Limited as these are the only UK companies which employed over 250 employees at the relevant snapshot date (5th April 2018).

Six key metrics

There are six key metrics that are necessary under the rules on gender pay gap reports. These are:

- the difference in the mean pay of full-pay men and women, expressed as a percentage;
- the difference in the median pay of full-pay men and women, expressed as a percentage;
- the difference in mean bonus pay of men and women, expressed as a percentage;
- the difference in median bonus pay of men and women, expressed as a percentage;
- the proportion of men and women who received bonus pay; and
- the proportion of full-pay men and women in each of four quartile pay bands.

We confirm that the figures in the report have been reached using the mechanisms that are set out in the gender pay gap reporting legislation.

Our Findings

Proportion of men & women



Variance in Women’s Hourly Rate vs Men

| NCC Security Services Limited | | NCC Services Limited | |
|-------------------------------|--------|----------------------|--------|
| Mean | Median | Mean | Median |
| 41.2% | 42.2% | 50.7% | 19.6% |

Variance in Women’s Bonus Pay

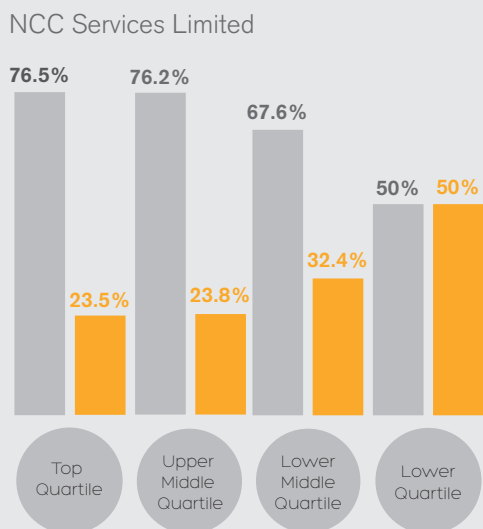
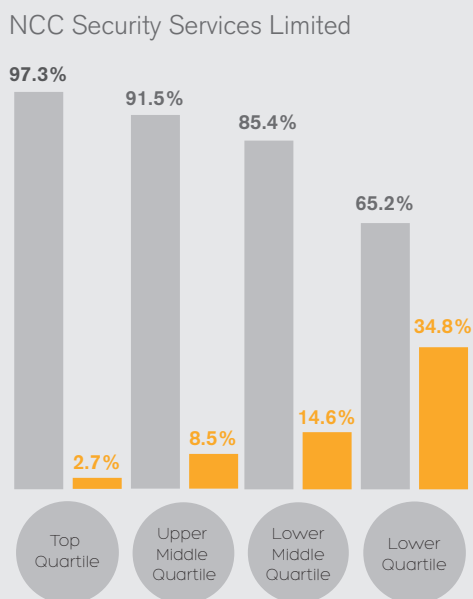
| NCC Security Services Limited | | NCC Services Limited | |
|-------------------------------|--------|----------------------|--------|
| Mean | Median | Mean | Median |
| 43.8% | 57.9% | 74.8% | 64.9% |

Who Recieved Bonus Pay

| NCC Security Services Limited | | NCC Services Limited | |
|-------------------------------|-------|----------------------|-------|
| Men | Women | Men | Women |
| 89.2% | 87.2% | 92.3% | 98.7% |

Gender distribution by pay quartile

The data in the graph below shows the proportion of men and women in each pay quartile.



Our future focus

We already have some encouraging initiatives in place across the business such as:

- Supporting the NCSC organised Cyberfirst Girls Competition - with some of our employees giving up their time to coach local school teams.
- Celebrating two of our female consultants getting through to the European qualifying events of the Cyber Security Challenge.
- Employees participated in Warwick University's 2018 *SPRINT* initiative mentoring female students.
- One of our Leaders contributing to *Mind the Gap* panels and discussions and speaking at universities and colleges to build awareness of opportunities in Cyber.
- Encouraging internal social media groups sharing experiences and knowledge and highlighting internal and external networking opportunities.

We also have some longer term aims developing a sustainability programme - we hope to tell you more about this in our annual report, and some changes we have made to our hiring and promotion processes:

- We know networking/referrals is a great way to find talent, but we don't just rely on this. We cast our net wide for all roles and attend relevant diverse events and choose the best candidate.
- We will look to make decisions based on whether candidates fit our values, and not just whether they are like us. We'll do this through asking questions based on our values.
- We will make sure all our 'essential requirements' are actually essential to try and remove potential blockers.
- We will look to utilise machine learning software to ensure our job adverts use language which appeals to everyone.
- We seek to ensure all our hiring managers receive training to understand unconscious bias.
- For management and leadership roles we will seek to ensure that there is a balanced shortlist of suitably qualified and experienced female and male candidates.

Conclusion

We take our role as a responsible employer seriously and see the requirement to publish gender pay gap figures as a positive move towards transparency around a key issue within our industry.

It is clear that we have an imbalance of male and female colleagues across the organisation, along with the sector in general.

At the moment there are significantly less women, particularly within our Security Services area of the business, and fewer women in senior roles than men. In addition there is a higher proportion of women relative to men in lower job scales.

We recognise that steps need to be taken to improve our gender mix at all levels as part of a broader strategy.