

2018

GENDER PAY GAP REPORT

communisis

AN OSG COMPANY

INTRODUCTION AND OVERVIEW

THE UK GENDER PAY GAP REGULATIONS REQUIRE COMPANIES EMPLOYING OVER 250 PEOPLE TO REPORT THEIR GENDER PAY GAP.

Communis currently employs 1850 people in the UK, with another 183 outside the UK, spread over more than 60 locations. We are an integrated business services company, working with our clients to increase value and boost return on investment through our top-end marketing and corporate customer communication strategies.

Equality and Diversity are very important to Communis and we aim to be truly representative of the markets we serve and the locations we operate in. We are proud of our continued Gold level accreditation with the Committed to Equality Organisation (C2E).

The regulations compel 'relevant employers' who have 250 or more employees to produce a Gender Pay Gap Report. Communis Group is made up of a number of employing entities. Based on the regulation requirements, we are only required to report on the entity Communis UK Ltd. However due to the number of employees we have who are employed by different Group entities which do not meet the threshold to report, we are also voluntarily declaring our overall Group results for all relevant UK based employees to show our overall gender pay position.

In December 2018, Communis PLC was acquired by OSG Bidco Ltd, and became Communis Limited. This report shows the position at the snapshot date of 5 April 2018 – where Communis PLC was the overall controlling entity and represented the 'Group'.

In our report we will show a headline measure of a Communis UK Ltd mean gender pay gap of 9.5%, representing a reduction in our gap from 2017's report. This report will offer additional measures and reporting metrics, alongside the actions and activities we are undertaking to address gender equality within Communis.

As Chief Executive of Communis, I can confirm that our data reported here is accurate and correct.



Andy Blundell
Chief Executive



HEADLINE NUMBERS AND ANALYSIS

GENDER PAY GAP

COMMUNISIS UK LTD

9.5%
MEAN

10.3%
MEDIAN

COMMUNISIS GROUP

10.4%
MEAN

10.0%
MEDIAN

COMMENTS

THE DATA ILLUSTRATES OUR MEAN AND MEDIAN HOURLY GENDER PAY GAP, AS THE SNAPSHOT DATE OF 5 APRIL 2018.

The mean gender pay gap is the comparison of average hourly rate of woman, compared to men. The median gender pay gap shows the difference between the midpoint of average hourly pay for women, compared to men.

Compared to last years results, we have seen an improvement in our Communisis UK Ltd result, moving from 9.8% into 9.5%. Our Communisis Group result, has increased slightly to 10.4% from 9.9%. This is predominately driven by a reorganisation within one of our creative agencies where regrettably we were unable to redeploy a number of senior women within the group who unfortunately left the business between the two snapshot dates.

Our Mean and Median pay gaps are presently driven by a higher number of men in senior positions. Within this report we outline the actions taken since our previous report, and those actions we continue to pursue to address the balance of men and women in senior roles.

Communisis are happy that men and women are paid equally for doing equivalent jobs, with equivalent experience. We also outline in this report how we ensure we can monitor, review and identify exceptions, and continue to pay equally.

BONUS PAY GAP

COMMUNISIS UK LTD

17.1%
MEAN

25.3%
MEDIAN

COMMUNISIS GROUP

31.2%
MEAN

40.4%
MEDIAN

COMMENTS

OUR GENDER BONUS GAP IS DRIVEN PRIMARILY BY HAVING MORE MEN THAN WOMEN IN OUR SENIOR LEADERSHIP TEAM, WITH THESE ROLES ATTRACTING HIGHER QUANTUM BONUSES. THE COMMUNISIS GROUP NUMBERS INCLUDE SOME SENIOR POSITIONS EMPLOYED BY OTHER GROUP ENTITIES WHICH DRIVES THE MEAN AND MEDIAN GAP INCREASE.

Our proportionate numbers which are closer in terms of the percentage of women and men receiving bonuses are driven up by unionised agreements in our manufacturing operations.

Our 'Closing the Gap' section of this report outlines how we will continue to address the underlying issues driving this gap.

COMMUNISIS UK LTD

64.3%

PROPORTION OF FEMALES RECEIVING BONUS PAY

68.0%

PROPORTION OF MALES RECEIVING BONUS PAY

COMMUNISIS GROUP

59.0%

PROPORTION OF FEMALES RECEIVING BONUS PAY

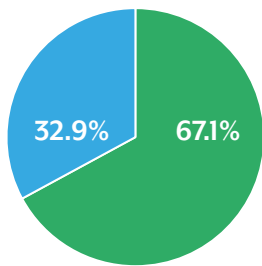
65.6%

PROPORTION OF MALES RECEIVING BONUS PAY

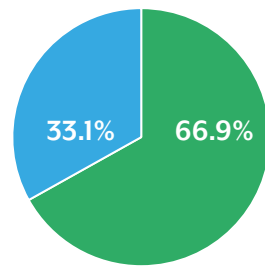
PAY QUANTILES

COMMUNISIS UK LTD

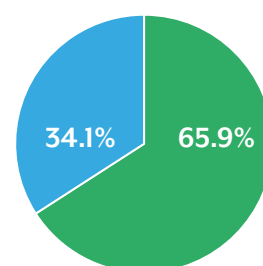
COMMUNISIS GROUP



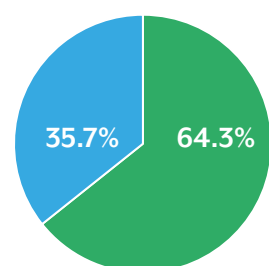
UPPER



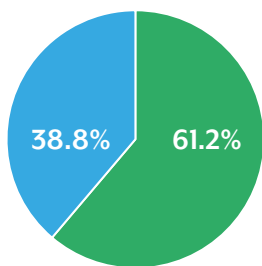
UPPER MIDDLE



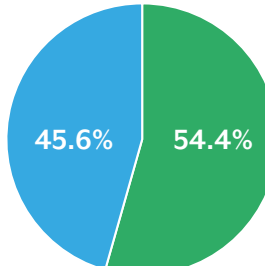
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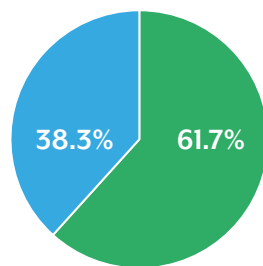
UPPER MIDDLE



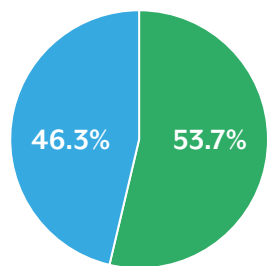
LOWER MIDDLE



LOWER



LOWER MIDDLE



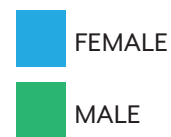
LOWER

COMMENTS ON PAY QUANTILES

AS PREVIOUSLY ACKNOWLEDGED, WE PRESENTLY HAVE RELATIVELY MORE MEN IN SENIOR ROLES WITHIN OUR BUSINESS.

Our pay quartiles data equally demonstrates this, with lowest female representation in the highest two quartiles.

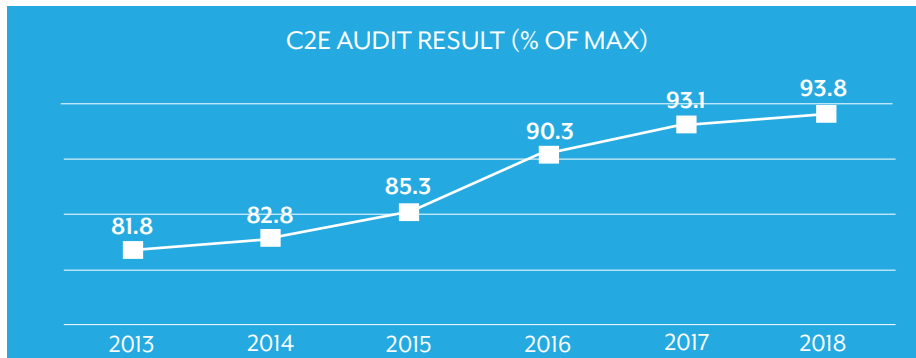
Our section in the this report, 'Closing the Gap' outlines actions we are taking to address this.



CLOSING THE GAP

COMMUNISIS IS COMMITTED TO FULLY EMBRACING GOOD WORKING EQUALITY PRACTICES. WE HAVE HELD ACCREDITATION FROM COMMITTED2EQUALITY, A NATIONAL EQUALITY STANDARD SINCE 2013.

We open ourselves to audit on an annual basis. The output of which then produces a report allowing us to focus on areas of improvement. These actions plans have shown significant improvement in our audit performance over the period we have held the accreditation;



In our 2017 Gender Pay Gap Report, we made presented a series or actions and commitments we were working on to close our Gender Pay Gap. Due to the reporting lag, the impact of these activities will have had limited impact in this snapshot period. However, since that report we have completed the following;

REMOVING BARRIERS

- We have created and launched the Communisis Women in Business Group. This group which is made up of colleagues from across the Group at all levels and departments.
- Supported by sponsorship by the Group CEO, this Group will set the tone, pace and direction of our Gender equality activity, but also ensure that Communisis approaches a wide set of issues with a full Diversity and Inclusivity lense.
- This Group will address issues such as Culture, Leadership, Unconscious Bias, Family friendly policies and ensuring the everyone in Communisis understands their accountability to create a fair and equitable workplace for all, regardless of any personal characteristic.



- Our recruitment team are using specialist software to ensure we are removing unconscious bias from our Job Adverts and Descriptions ensuring we are making our recruitment activity as open and appealing to all as possible.

TALENT MANAGEMENT AND SUCCESSION PLANNING

- We have re-engineered our Talent and Succession Planning processes to enable us to look deeper and wider for talent. We have acknowledged that our Gender Pay Gap is driven by a lack of women in senior roles, and these processes allow us to find female talent earlier in their careers and focus on creating the right learning and development programmes to grow our talent internally.
- We have also been growing our core learning and development offering for all our colleagues, but have ensured that we focused on making it accessible to all and on subjects and areas of focus that matter to our people. This has been built through our PDP process meaning we have captured input from all colleagues to ensure we are balanced.

JOB LEVELS AND JOB FAMILIES

- We have implemented and launched a new internal HR information system. This gives us increased ability to take wider views of data and interrogate patterns and trends.
- As part of the implementation, we have created and included a structured approach to grading jobs, with job families to allow us fair comparisons across departments and divisions. Combined with our increased analytical ability, we are able to identify and rectify pay issues and prevent unfair pay situations from being created.

Above and beyond this work already completed, there are a number of initiatives and activities we intend to move forward on over the coming months and will report progress in our next Gender Pay Gap Report;

- Culture – Focussing at a divisional level on what it means to be part of Communis and the role you have to play in ensuring we are the right business for all our colleagues to have long and rewarding careers
- Grow and develop our Communis Women in Business group, focussing on three key areas of focus;
 - Culture and Leadership
 - Individual Behaviours
 - Organisational Practices
- Continued focus on Recruitment practices to ensure we are not biasing our practices

We continue to hold ourselves to account on progress we are making. We'll be reporting progress on our actions as described in this report and plan, and over time will report a 5-year trend showing the progress we are making.



Andrew Neal
Group HR Director

