



KCOM

Gender Pay Gap Report 2023

Our 2023 Gender Pay Gap Report

KCOM is an equal opportunities employer determined to create and encourage an environment where individuals of all genders, ethnicities, orientations and backgrounds can flourish.

Our journey towards closing the Gender Pay Gap is ongoing but we are taking strides towards achieving a more balanced and fairly paid workforce.

Gender Pay Gap Measures

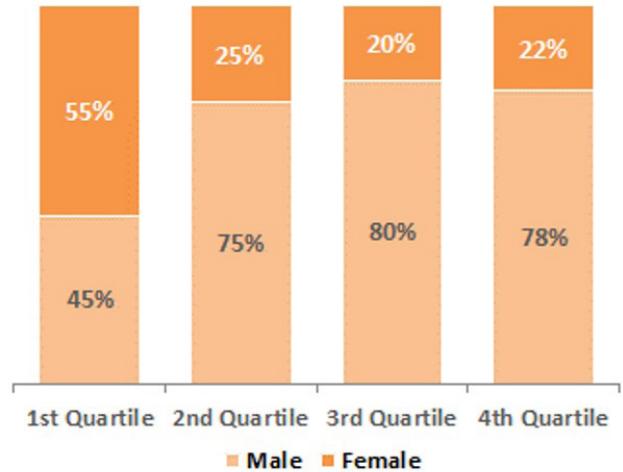
Reference Date: 5th April 2023



The graphic above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date in April 2023

Pay Quartiles

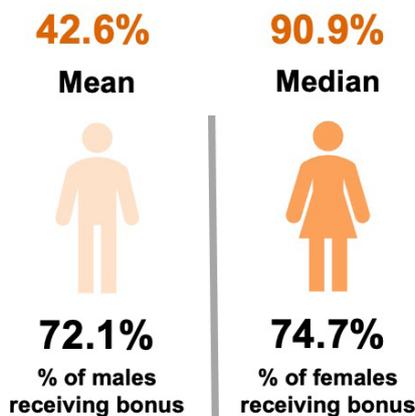
The quartiles are divided into equal employee numbers. Quartile one has the lowest paid and quartile four has the highest paid employees.



- Snapshot, quartiles and dimensions reporting: The total employee population is 722 with a Male / Female split of 69.4% / 30.5%.
- Bonus reporting: The total eligible employee population is 526 with a Male / Female split of 68.6% / 31.4%.
- For the purposes of measurement, 'bonus' includes any annual bonus, Long Term Incentive Plan (LTIP) payments, commission and small, ad-hoc rewards.

Gender Bonus Gap Measures

6th April 2022 to 5th April 2023



% of Females in each Pay Quartile by Year

	2023	2022	2021	2020	2019	2018	2017
Q4	22%	19%	15%	15%	17%	15%	14%
Q3	20%	22%	23%	23%	24%	24%	22%
Q2	25%	25%	23%	25%	30%	29%	38%
Q1	55%	57%	57%	58%	55%	52%	50%

Median Pay Gap within Quartile

	Q1	Q2	Q3	Q4
Median	0.7%	0.8%	0.8%	-1.2%

The figures: their meaning and our commitment

On a direct comparison basis, we have seen some movement in our gender pay figures in the year to April 2023.

The mean gender pay gap in our 2023 figures is some 3.6% lower than in the previous reporting period. The median gap is also 4.8% lower. Taken over the two years to April 2023, the figures show a 10.6% reduction in mean pay gap and 13.6% reduction in median gap.

In terms of bonus, 74.73% of female employees received a bonus payment in this year as opposed to 72.1% of male employees. This is lower than in previous years.

However, the figures highlight that issues remain to bring greater balance to our organisation in terms of roles carried out by male and female employees.

KCOM remains a male dominated environment and the underlying cause of the pay gap is an ongoing structural issue. While males and females are paid equally for the same roles, females are over represented in lower paid roles. This is exacerbated by the under representation of females in higher salaried positions. This serves to reduce each measure of mean and median pay for females working within the business.

However, we remain committed to achieving a balance in male/female representation across the business and have a series of initiatives in place to reach our goal.

Our initiatives for achieving gender pay balance are focussed on our belief that the current pay gap is principally driven by the ratio of male to female employees within specific areas of our business.

These areas – which include traditionally male-dominated technical and engineering roles – are parts of our organisation where we are placing significant focus on encouraging more diverse participation by women.

Since the end of FY22/23 in which these figures were collated, we have also made significant appointments at a senior management level within KCOM with Carrie Hutchison joining us as Chief Financial Officer and Jan Collins joining as Managing Director of our Enterprise division. Fiona Goldsmith has also joined our Board and chairs our Risk and Audit Committee. This has embedded voices of women at the very top of our organisation.



Recognising female talent

One key way to actively tackle the Gender Pay Gap is to encourage more women into higher paying, traditionally male-dominated, areas of the business such as tech and engineering.

When recruiting to positions within these areas we actively encourage more women to consider applying, or to make career changes from other sectors, through the promotion of women already working successfully within our business.

Amaka embraces opportunity and inclusive KCOM culture

Amaka Ndukwu had been in the UK for four months doing her master's degree, when she found a job advertisement looking for a UI Developer at KCOM.

Her previous experience was around web design and front-end development, and she decided to put her best foot forward and apply for the role.

"I was so excited when I was offered the job because I had only ever worked for small companies -KCOM is the first non-start-up company I've worked for," she says.

"When applying for the vacancy, I did some research about KCOM. Two things stood out for me; Firstly, the number of women being spotlighted for their work here, companies that are intentional about bridging gender diversity in a workplace always have my heart. Secondly, was how long the company had been around for and reading about its evolution is awe-inspiring".

"One thing I love about KCOM, is the volunteering leave. I love the idea of giving back. I'm a very shy person but volunteering kicks me out of my comfort zone and helps build my confidence. I was fortunate enough to volunteer at the Hull Comedy Festival event we hosted with our partners Age UK Hull & East Yorkshire, it was so much fun. Another inspiring event was the Safer Internet Day; it was a privilege to talk to kids about AI.

"Most recently, I attended the International Women's Day event - listening to the inspiring stories of phenomenal women, hearing the younger women share their views, and coming together with other women at KCOM, was one for the books.

"I think KCOM fosters a great environment for growth. There are always things that can be improved, but KCOM does not back down, it continues to evolve and learn. I'm so excited to see how we balance the old and new, while we thrive as a business."



Inspiring women in our industry and future female leaders

We continue to participate in a range of activities designed to encourage girls and young women to consider technology, engineering and business support as potential future career streams.

We believe we have the potential to make the most fundamental difference to our business – and to our industry overall – if we successfully break down barriers and preconceptions long before young women begin considering their future career options.

By interacting with schools and colleges across our region, we seek to inspire both girls and boys to consider engineering courses, technical education and careers in tech and engineering at an early age. Female engineers and IT technicians who are already making their mark at KCOM regularly attend events, such as Women in Manufacturing and Engineering (WiME) conferences, aimed at attracting more women into technical roles across our business.

In March 2024, KCOM hosted an event for International Women's Day, featuring inspirational women speaking to an audience of invited female sixth form school and college students.

The event aimed to inspire the next generation of women leaders, create a supportive network and help young women learn from the experiences of women who are already excelling in their chosen fields. Among the keynote speakers was KCOM Enterprise Managing Director Jan Collins.



Cultivating talent in the Customer Experience Team

At KCOM, we're offering women the chance to upskill and enhance their leadership skills.

When some of our talented women in Customer Experience expressed an interest in further career development, our Learning Partner, Alex Mills, reached out to local providers to find out about the types of qualifications available.

"Hull College had a range of courses, and the most suitable offerings for us. We've also partnered with them before. We held a discovery call with the College, the interested individuals, and their managers, where we were able to identify the ideal qualifications", says Alex.

Beth Shakesby, Laura Drury, Robyn O'Brien, Sophie Watson, and Amanda Cavinder are now underway with a Level 3 Team Leader / Supervisor Apprenticeship.

Bethan Wallis, Quality and Process Manager and Nicola Lawson, Customer Experience People Manager, have also enrolled on a Level 5 Operations Departmental Manager Apprenticeship.

"Development is always a positive. We plan to introduce a KCOM Pathway that will run alongside the qualifications, so that people can put what they learn into practice," says Bethan.

"It allows people to progress internally and enhance their careers, right here at KCOM. I'm a big believer in working your way up."



Jan Collins joined KCOM as Managing Director of its Enterprise Division in January 2024.

Prior to joining KCOM, her most recent role was as Group Fibre Development Director for TalkTalk and has previously held leadership roles within Cisco Systems, Vodafone and Virgin Media.

Throughout her career Jan has been a strong supporter of talent development and a long-term ambassador for women in technology.

Since joining KCOM Jan has been a strong voice for women in the business and taken part in events such as KCOM's International Women's Day aiming to inspire young women from Sixth Form Colleges across the Hull, East Yorkshire and North Lincolnshire region.

She said: "Working for KCOM is refreshing. Most telcos are riddled with politics, 'values' are identified by a poster on the back of the toilet door, and are rarely visible in day-to-day working practices. KCOM has a very positive culture where our values can be seen every day and every person, every team is invested in making KCOM a success rather than being focussed on a personal agenda.

"There are still things we need to improve though – diversity is an area I'm particularly passionate about having spent most of my adult life as an advocate for gender balance.

"This isn't just about having a balanced male / female ratio, it's about a balance of thinking, of contribution to meetings, of being listened to and heard, of opinions being valued and knowing your voice counts. KCOM is already in great shape to spearhead positive change on this in FY25 and I'm looking forward to sharing more on this over the coming months."



Not just words but action

The figures for the year ending April 2023 once again demonstrate that more needs to be done to tackle the gender pay gap within our business.

While we recognise that historical trends within our industry have contributed to issues of lack of gender diversity, we are proactively doing more as a business to redress the balance in our own employee base.

Our KCOM Inclusion Team, which aims to give a voice to all sections of the KCOM community, has now been successfully running for more than a year and has made a major impact on our business culture through a series of events and training opportunities.

As part of the Inclusion Team, we've created a Women in Tech Employee Resource Group, which continues to build equality for women at KCOM by sharing information, supporting peers and raising awareness of women's issues.

Many initiatives have already been put in place, but further and continuous efforts required to make a fundamental change. We are committed to identifying any opportunities and barriers to achieving a 50/50 gender balance and continue to proactively work towards this.

Tim Shaw
Chief Executive Officer
April 2024