

# MBNL



## Gender Pay Report 2023

Published April 2024

In today's dynamic and evolving workforce, the issue of gender pay disparity continues to be a significant concern, reflecting not only economic inequality but also the underlying cultural biases and barriers to equality across genders in the workplace. Bringing these issues into focus is the only way we can make a targeted impact on the underlying causes.

As organisations work towards a more inclusive and diverse environment, a key area that demands attention is the representation of women in senior leadership roles.

In examining our organisational culture, this report shares the impact of gender diversity in senior positions, and how improving here would close the gender pay gap and looks at our long-term plans for addressing this - moving towards a more equitable and inclusive future. We look forward to an even more inclusive workforce, across all levels of all industries, with richer and more diverse thinking adding value to wider society.



A handwritten signature in black ink, appearing to read 'G King'.

**Gervase King**  
Managing Director



A handwritten signature in black ink, appearing to read 'S. S. Sellers'.

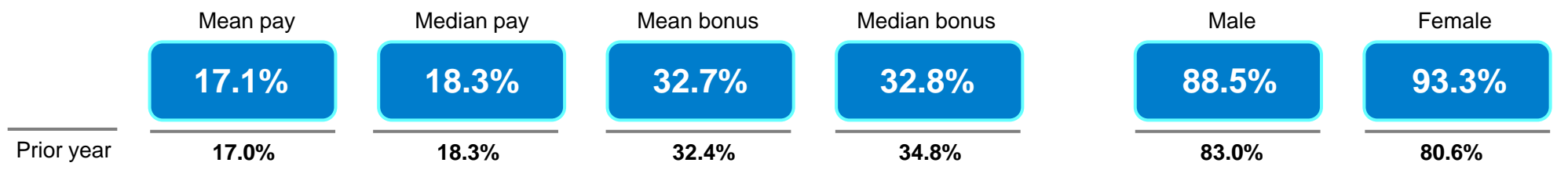
**Sally Sellers**  
Director of People, Health,  
Safety, Quality & Environment



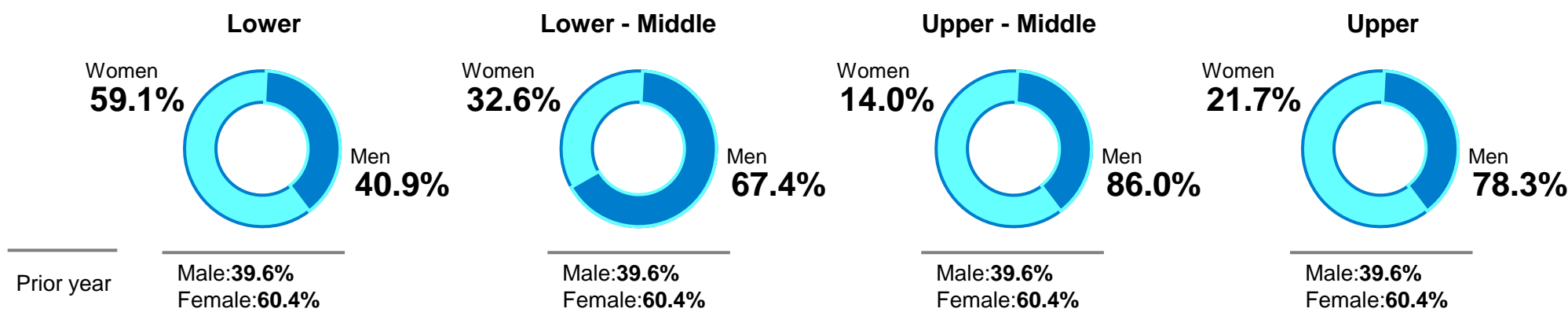
Statutory declaration: I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

## Our gender pay gap

### Difference between male and female employees



### % of eligible employees receiving a bonus



The gender pay gap is used to show the difference in pay between men and women, across the organisation. The figure is always expressed as a percentage of men's pay.

The gender pay gap doesn't consider the type of role or level of work that is carried out, nor does it look at equal pay - which is about women and men being paid equally for similar jobs or work of equal value.

The quartiles very clearly represent that in MBNL's structure, women are well represented in our more junior roles, and not represented enough in our senior roles.

When we delve further into the structure of MBNL, and look at our technical functions vs our support functions (eg Finance, Legal, HR, Health & Safety), both women and men are broadly represented equally in each quartile. Our technology functions show a much more polarised distribution – we simply don't have enough women in the technological parts of our business, and even fewer at senior levels.

## What we've been working on:

In earlier reports we shared that we'd be working on improving the data we hold on our people, to help us understand the demographics we have, as well as what's important to each and every one of us at MBNL. In 2024 we're moving to SAP SuccessFactors, which will enable our people to see and update their own personal data, giving greater visibility of our organisational profiles. This means we'll be able to really dive into demographics to understand trends and patterns, and take direct action where we find areas to work on.

We also shared that we were planning to develop our Family Friendly policies. We're delighted that the review is now complete, and we are planning to launch these in 2024: ensuring that everyone feels able to support their current families and plan for the future with the comfort and security of knowing exactly what to expect from MBNL.

The new Family Friendly policies include a Return to Work programme - helping parents to return in a way that helps acclimatise to work while maintaining balance at home – including a phased hours return with no detriment to pay, and personalised coaching and mentoring to drive future career development. We want to ensure we are attractive to future talent who are considering MBNL as a place to work, as well as retaining the talent we already have here.

## Growing our talent:

Building talent remains a priority for MBNL, and we are committed to attracting and growing more women in technology roles and senior roles. We know we hire about the same proportion of women as apply for our roles, but we know that increasing our attractiveness to female applicants is going to be key here. To help with this, we use software that removes gender biased language in our job adverts, and continuously monitor the gender balance in our recruitment pipeline.

All STEM (science, technology, engineering, maths) industry companies face challenges with gender diversity, and there are a number of industry wide initiatives to attract women into early STEM careers. MBNL is working more broadly to attract new talent into telecoms. Our entire team are enthusiastic about supporting early and new careers, and are keen to mentor new talent into our industry.

There's a role for everyone to play in growing talent and addressing the imbalance in gender in senior roles. We're exploring how we can support women in leadership development programmes – recognising that the challenges and barriers can be different for each individual and tailoring our offering to the development areas needed. There's a long way to go in harnessing the power of male sponsorship of female talent, and part of our leadership programme looks at how we can do more of this and amplify the good work we're seeing in this area. We're also expanding our talent succession planning programme this year, which will include a lens through which to explore how the process can be free of bias.



## Our ways of working – flexible and adaptable:

MBNL was working in a hybrid way long before Covid changed the landscape – our expectation on how often you're physically present with colleagues or customers is around 2 days per week. We believe the best environment is one where flexible, outcome-based, and agile working is the norm. This means our people are enabled to deliver the best business outcomes they can, in tandem with the right work life balance for them. This supports all of our individual needs: including childcare, caring responsibilities, and managing long term health conditions. We measure performance on delivery of outcomes, not by hours worked. We know many of our people have responsibilities outside of work and we keep the focus on what you do, not on burning the midnight oil. This means we're fairly assessing the achievements of all, whether it's in our end of year performance cycle, or for development or promotion opportunities.

Our engagement scores tell us that MBNL is a great place to work, and we know that our people really value our culture and their colleagues. We work hard to provide an open, honest, trusting and inclusive culture, and we know that's important to everyone here. We aim to be at the front of change and progress, to keep identifying areas where we can improve, and to make changes that benefit everyone.

Lastly, we are committed to continuing to build our knowledge and awareness across all aspects of equality, diversity and inclusion to ensure that we continue to develop our culture of belonging and build a more diverse workforce.

