

Clear Channel UK

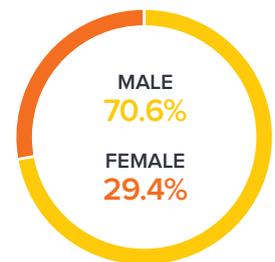
2018 Gender Pay Gap Report

Fairness is one of Clear Channel's core values. We are committed to incorporating Fairness into all aspects of our business, including salaries and performance pay.

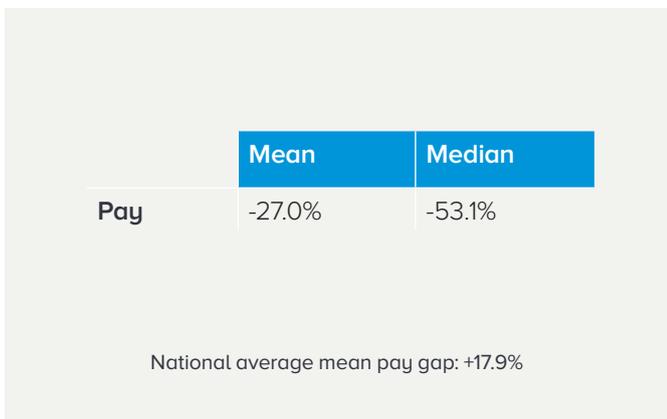
Our commitment to Fairness also goes beyond reward and recognition. We are committed to being an inclusive employer, as we believe that having a workplace that values everyone and every view provides the best environment for our people and the best results for our customers and partners.

Our people

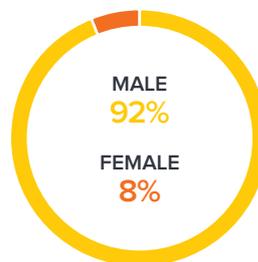
As of April 5th 2018, we employed a total of 649 employees: 458 male and 191 female.



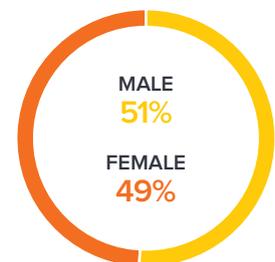
Gender pay gap



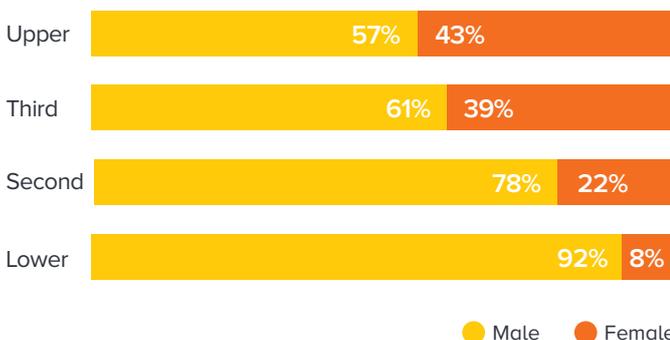
Delivery Team



Office-Based



Pay Quartiles



Understanding our results

Clear Channel's structure hugely influences our reported figures. There are two distinctive parts of the business: operational (Delivery) and office-based functions.

The Delivery team, responsible for posting, cleaning and maintaining our advertising estate across the country, is the largest single department in the business and is mostly male. Our office-based teams, covering corporate, sales and management roles have, on the whole, an even gender balance. The effect is skewed gender pay data, strongly favouring women. Our pay quartiles data and gender split by Delivery and office-based functions tell the story of why our mean and median pay gap are in favour of women.

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Bonus payments

	Mean	Median
Bonus	-59.4%	-296.9%

The varied nature of Clear Channel's roles comes with a varied approach to bonuses and as such we operate a number of different schemes. These are made up of different components, relevant to each role group, as well as sales commission schemes.

All employees in our company are eligible to participate in a bonus scheme. The main reason for non-payment is due to not fulfilling eligibility criteria on length of service.

As a predominance of males are in the lower two quartiles of salary, and bonus is paid as a percentage of salary, it naturally follows that the mean and median bonuses for males are also lower.

Also contributing to the bonus data is the timing of payments, which resulted in one scheme having two annual payments in the 2017 reportable period.

Male Staff



Female Staff



Fair pay at Clear Channel

The large male population of the Delivery team pulls our gender pay data in one direction. The senior management team, an also largely male team, pulls the gender pay gap data in the other direction. If we remove these groups and re-calculate the data, we feel that the gender pay results are far more representative: mean difference of -4.2% in favour of women and median difference of 0.3% in favour of men.

Whilst the data required for this report does not provide a clear view of our approach to pay, we are confident that the challenge we face is not one of unfair pay practices, but in attracting and retaining women in our Delivery teams and senior management positions.

We are wholly committed to fair pay at Clear Channel. We have for many years, scrutinised salary, bonus and promotion decisions to ensure fairness between genders and other attributes where data is available, including ethnicity and age.



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A fair future

Over the past 18 months we've increased our focus and commitment to creating a fair, diverse and inclusive workplace. Our recruitment processes have evolved to attract a wider range of applicants and ensure we have a fair decision-making process.

We've analysed our demographics closely to understand where we need to increase our focus, and actively engaged our people in conversation to increase our collective understanding of Fairness. We've asked what we're doing well and what needs some work, giving us a benchmark to progress against.

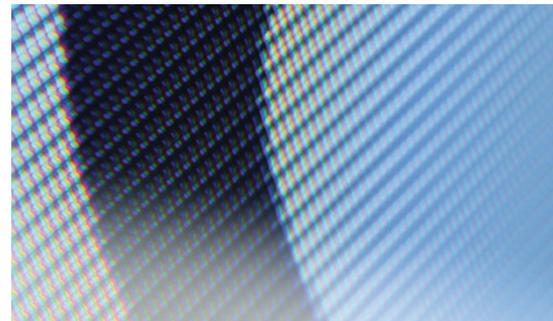
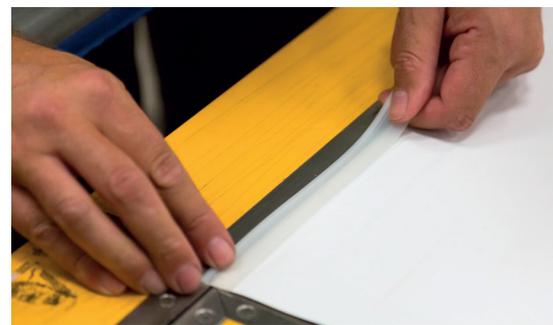
Our senior leadership are wholly on board and take their responsibilities towards Fairness seriously. We're working with partner organisations and industry bodies to help bring an industry-wide shift in thinking, and supporting educational programmes to broaden our future talent pool.

Equally, we know there's still work to be done – real, tangible change doesn't come overnight and Fairness must stay at the top of the agenda for the foreseeable future.

We are taking on the challenge of attracting more women into both senior management and operational roles. We will keep providing opportunities to all employees and keep the conversation about Fairness at the front of mind. We'll continually evolve our policies and practices to best represent the diversity of our people. We'll continue to monitor pay equality to ensure Fairness.

Clear Channel operates in hundreds of towns and cities up and down the UK. We're committed to ensuring our people are as diverse as those in the communities that we proudly serve.

We confirm the information in this document is accurate and in line with mandatory requirements.



Joanne Henderson,
HR Director

Justin Cochrane,
CEO

April 2019