

Clear Channel UK Ltd

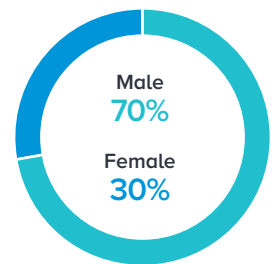
2021 Gender Pay Gap Report

Fairness is one of Clear Channel's core values and influences the decisions we make in all aspects of our business, including those related to salaries, bonuses and performance related 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

Clear Channel UK employed 571 people at April 5th 2021, of which 174 were female and 397 were male.

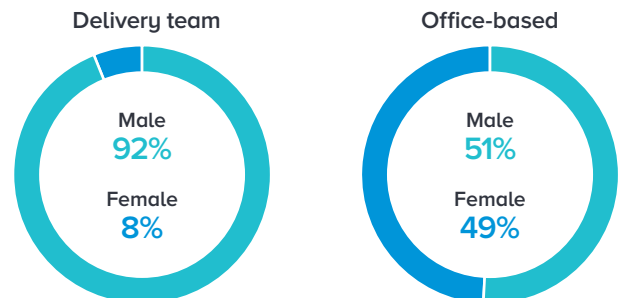
Clear Channel UK is an Out of Home media and infrastructure company that operates from three offices and 12 depots around the UK, with a significant proportion of our staff being field-based.



Our Structure

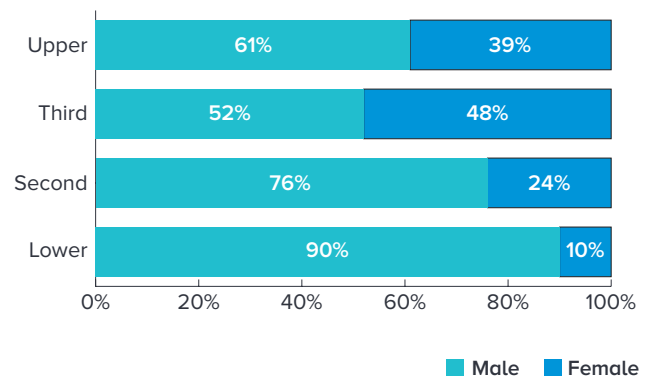
The structure of Clear Channel UK significantly influences our reported figures. There are two distinctive parts of the business: operational (Delivery) and office-based functions. The Delivery team, responsible for posting, cleaning and maintaining our advertising estate across the country, is the largest 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.

It is our large and largely male population of the Delivery team pulls our gender pay data in one direction and skews our gender pay data in the favour of women.



Pay Quartiles

The gender distribution across the pay quartiles shows the impact of our structure as described above.



Fair Pay at Clear Channel

Our people have high expectations of us with regards to Fairness, Inclusion and Diversity, and rightly so. We take that expectation seriously and are committed to living up to their expectations.

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.

We are confident that the challenge we face is not one of unfair pay practices, but one of achieving greater gender balance across our teams.

Impact of Covid-19

Covid-19 had a significant impact on our industry and our business. Like many companies, we made widespread shortterm changes in 2020 and 2021 to our staffing and pay.

Unfortunately these changes impact our data in this report and do not provide a clear view of our approach to pay or trends in our gender pay gap or bonus gap, over time.

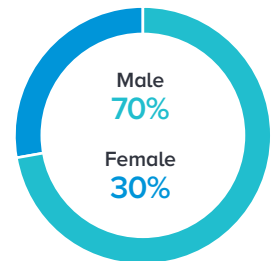
All decisions we made in response to the impact of the pandemic were based on the following principles:

1. Protect our people
2. Protect our business
3. Be socially responsible

Gender Pay Data

For the purposes of this gender pay gap and pay quartiles analysis, data from 571 of our 625 employees was used. This consisted of 174 females and 397 males.

Employees included in Gender Pay Gap analysis



Gender Pay Gap

Our gender pay gap results continue to be notably different to the national average. This is largely because of the structure of our business.

In considering comparisons, it should be noted that the temporary staff and pay decisions made in response to the impact of Covid-19 have distorted the 2021 data and no 2020 report was produced.

	Mean	Median
2022	-14.7%	-28.2%

	Mean	Median
2021	-35%	0%
2019	-27%	-53%

Gender Bonus Payments

For the purposes of this analysis, 599 employees were used for these calculations. 184 employees are female and 415 are male.

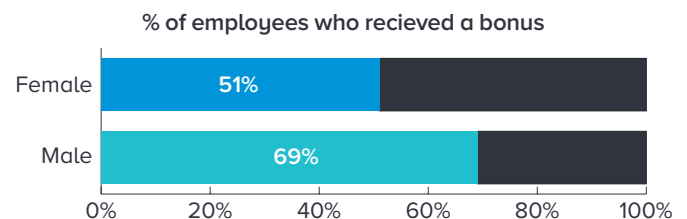
All our employees are eligible to participate in a bonus scheme. The varied nature of Clear Channel's roles comes with a varied approach to bonuses and as such, we operate a number of different bonus schemes, as well as sales commission schemes.

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.

Usually, as is largely the case here, the main reason for nonpayment is due to not fulfilling eligibility criteria of length of service. Additionally this period, some schemes based on sales levels did not make payments.

	Mean	Median
Bonus	-173%	-723%

	Mean	Median
2021	-6%	-98%
2019	-60%	-297%



Impact of Covid-19 on Bonus Payments

During this period, all of our bonus schemes were disrupted due to our response to the impact of Covid-19. No payments were made through our single largest bonus scheme in this period, rather they were made in the month before and after. The payments made made through other schemes were notably different to prior years, due to the link between bonuses and business results.

A Fair Future

We are focused on the actions we need to take to achieve a more balanced team, across our departments and across seniority levels and to ensure those teams are rewarded with parity. Our actions will include:

- Continued activity in support of our Fairness commitment, where we seek to make both Clear Channel and the communities we work in, fairer places for all, driven by our guiding principles of Education, Action, Celebration and Progression.
- Employee resource groups, known as Clear Channel Crews to raise awareness of the different needs and expectations of our different groups of employees and to guide leadership in their response.
- Learning programmes for our leadership and management teams to understand and address microaggressions and to explore the role of Allies in our commitment to Fairness.
- A reinvigorated focus on our recruitment processes to attract a wider range of applicants and to ensure we have a fair decision-making process.
- Deeper analysis of reward equality through a more detailed internal system to review parity for similar roles.
- Working with a newly appointed Reward Director to ensure that employees are paid fairly in the UK market.
- Expansion of Talent programmes to give our talented people at junior levels the chance to accelerate their development and be ready and visible when promotion opportunities are available.

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. To achieve that relies on fairness in all of our decisions, including reward.

Fairness approach

- **Education:** we educate ourselves about the lived experiences of others and how we can become better allies
- **Action:** we take action and actively participate in being part of the change we want to see
- **Celebration:** we celebrate all cultures, communities and moments that matter
- **Progression:** we keep track of our progress and look for ways to improve

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

Signed:



Jo Henderson
People Director
Clear Channel UK Ltd



Justin Cochrane
CEO, UK & Europe
Clear Channel UK Ltd