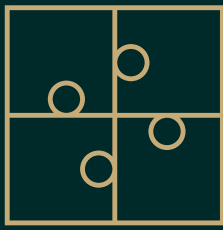


BADENOCH
+ CLARK

GENDER PAY GAP REPORT



As part of the Adecco Group, one of the world's leading providers of HR solutions, Badenoch + Clark has a responsibility to shape the future of work, ensuring equal opportunities for all.

This means pushing boundaries and challenging convention – and we welcome the spirit of openness initiated by the 2017 Gender Pay Gap Regulations. Through research from within the Adecco Group, we understand that diversity and inclusion can have a positive impact on productivity and bottom-line profit. Businesses now need to dig deeper than financial drivers and begin building better, bolder legacies.

In this report, we've set out combined results for our employees and associates (the temporary workers we pay on behalf of our clients) as required by the government. Because associates' hourly rates are most often dictated by our clients, the results aren't entirely representative of our own pay practices. To give the clearest possible picture, we've taken the extra step of singling out stats for the 2,500 colleagues across the Adecco Group UK and Ireland. We feel this offers more transparency about our true position and enables us to talk about the initiatives we are driving to support us being an equal opportunities employer.

Badenoch + Clark's median pay gap is 0.33% and our mean pay gap is 18.4%. While this is only slightly above the national average*, we know there is important progress to be made. We are pushing forward with purposeful projects like our Inspiring Women's Network, our Gender Programme Board, our Talent Development Programmes and our Talent Review Board, which help us target and tackle pay and hiring imbalances across our family of brands.

As recruiters, we have the chance to educate, enlighten and ensure every new hire, whatever their gender, gets a fair chance to flourish. So we encourage our partners to join us in making meaningful changes – bridging the gap in our own business, and beyond.

Guy Emmerson and Simon Crichton

Senior Vice Presidents

We confirm that the data in this report is accurate.



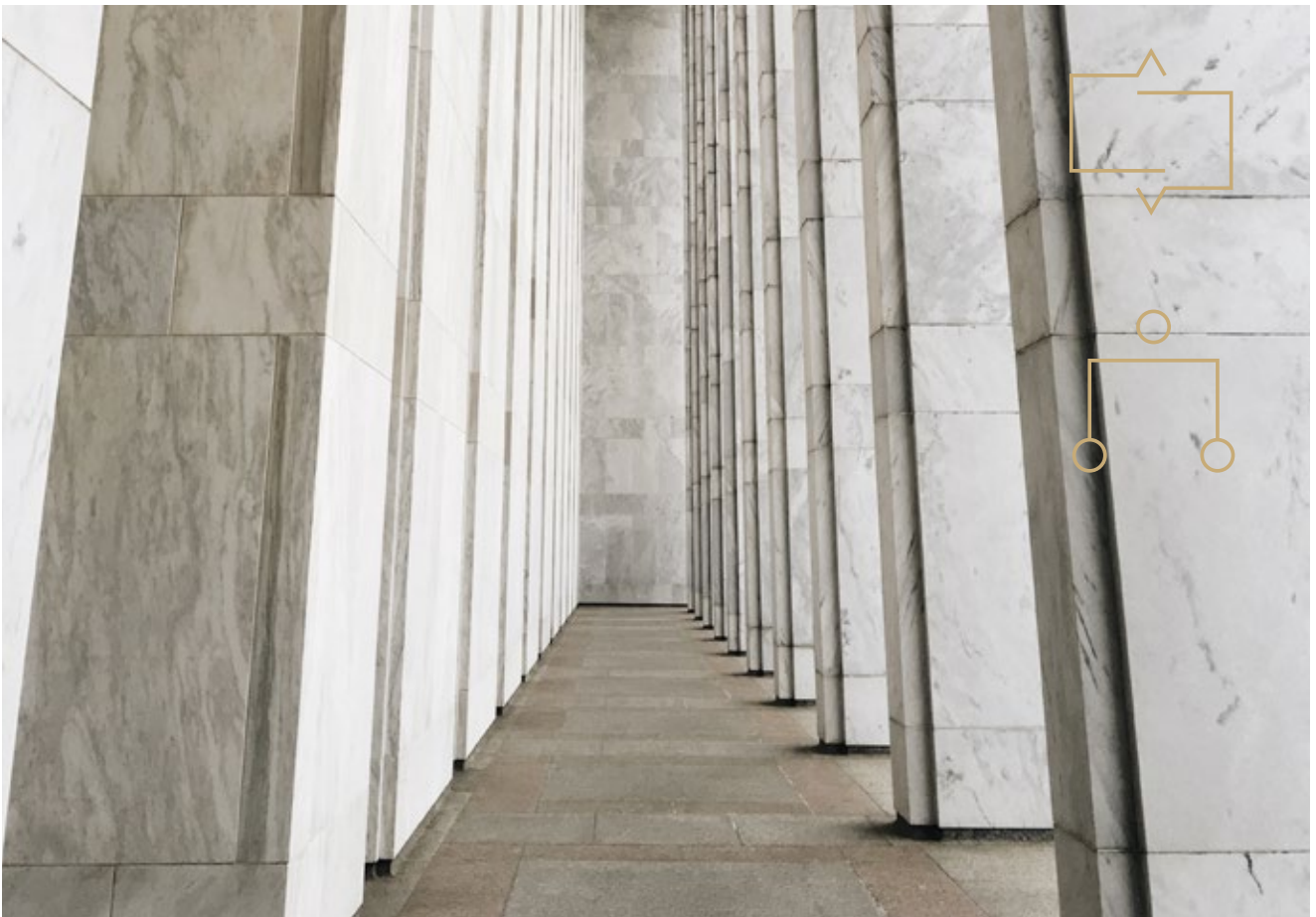
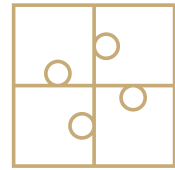
*National average gender pay gap for all employees in 2018 at 17.9%; taken from Annual Survey of Hours and Earnings (ASHE)

UNDERSTANDING THE PAY GAP

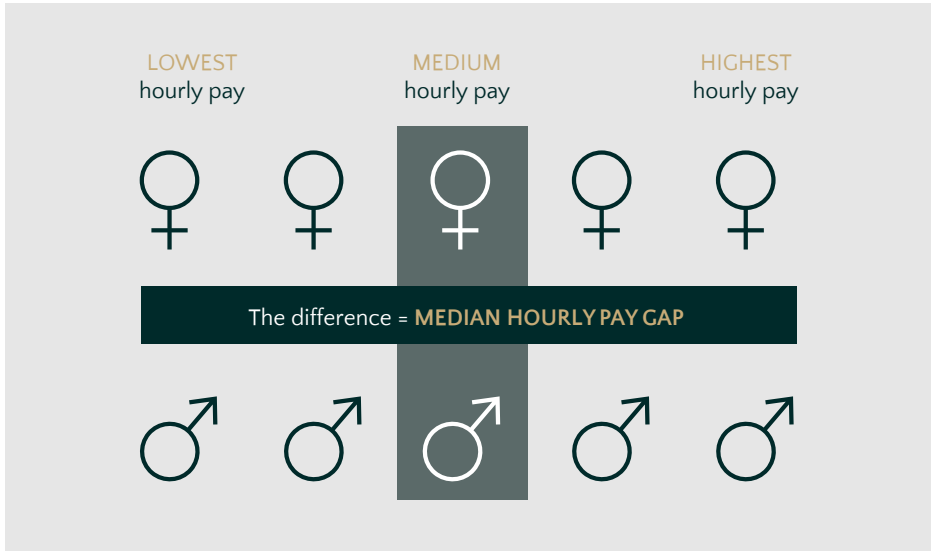
In 2017, the government introduced regulations that require UK companies with more than 250 employees to report on their gender pay gap. This provides a clear snapshot of the percentage difference between the average hourly earnings for male and female workers.

This report highlights data for our combined employees and associates (temporary workers who sit on our payroll) – and, for the first time, for the 2,000+ colleagues across the Adecco Group UK and Ireland. In line with requirements, we have shared details on mean and median pay, bonuses and the proportion of women that are at different levels within our business.

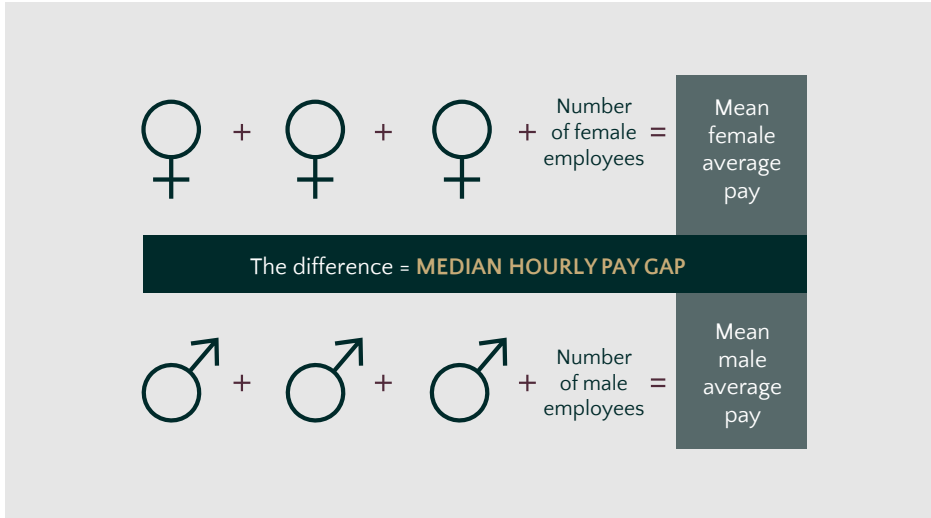
Our annual gender pay gap reports are accessible on our company website and via the [central government portal](#).



HOW WE CALCULATE THE MEDIAN DIFFERENCE



HOW WE CALCULATE THE MEAN DIFFERENCE



MAKING SENSE OF KEY TERMS:

Proportion of women across pay quartiles
 Employees are split into four even groups (or quartiles) according to their pay to highlight female representation at different levels of an organisation.

Mean bonus gap
 The percentage difference in mean (average) bonus pay over 12 months up to April 2018.

Median bonus gap
 The percentage difference in median (middle) bonus pay over 12 months up to April 2018.

Bonus proportion
 The percentage of men and women who earned a bonus in the relative 12-month period.

BADENOCH + CLARK'S COLLEAGUE AND ASSOCIATE DATA

Badenoch + Clark's mean pay gap is 17.2% and our median pay gap is 5.3%. This means that, while we've achieved relative equality at the middle of each pay band, a higher proportion of men currently holding highly-paid roles has deepened our overall earnings difference.

The figures shown are also weighted with associate data, which yields results representative of the traditionally male-dominated financial services and legal markets in which we operate. To address this, we'll help our clients break down barriers with advice on progressive pay and hiring, while working to close our own gap.

Females have a majority presence in three out of four pay quartiles. Despite men marginally outnumbering women at top tier, we look forward to the next generation of leaders – with 72.73% female representation – naturally redressing the balance.

17.24%

Mean pay gap

5.32%

Median pay gap

30.2%

Mean bonus gap

36.3%

Median bonus gap

9.68%

Percentage of women receiving a bonus

20.74%

Percentage of men receiving a bonus

PROPORTION OF WOMEN AND MEN ACROSS PAY QUARTILES

	WOMEN	MEN
Top Quartile (highest paid)	48.86%	51.14%
Upper Middle Quartile	72.73%	27.27%
Lower Middle Quartile	62.75%	37.25%
Lower Quartile (lowest paid)	62.40%	37.60%

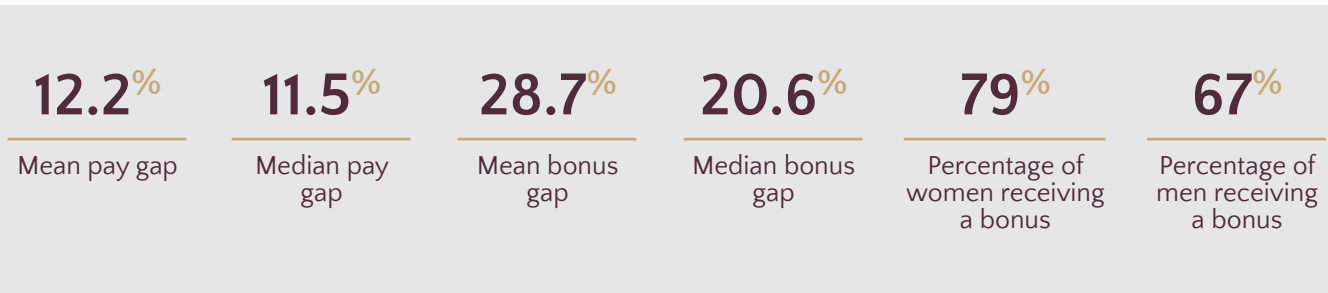
COLLEAGUE DATA FOR THE ADECCO GROUP UK AND IRELAND

For the 2,500 employees working across the Adecco Group UK and Ireland, the mean gender pay gap is 12.2% and the median gap is 11.5%. While we are continuing to work towards pay parity, both figures are in line with the national average and show improvements on last year’s results. In fact, our mean difference has dropped significantly from 20.2%.

In the 12 months up to April 2018, more of our female colleagues received bonuses than male (79% compared to 67%). Our sister brand Office Angels led the way with women’s mean bonus pay outpacing men’s by 55.3% and median bonus pay sitting 101% higher.

As a combined group of companies, however, both the mean and median gaps favoured men, at 28.7% and 20.6% respectively. The difference is driven by a higher proportion of males currently occupying the senior roles that carry a more substantial bonus potential. Through our established networking and development programmes, we’re aiming to attract and nurture more female leaders, particularly into our IT and engineering brands.

We already have plenty of female talent within our business. There is a greater number of women than men at every level of our organisation – and we’re working hard to champion a fair balance from back office to branch to boardroom.



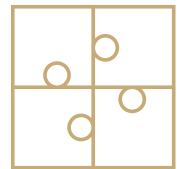
PROPORTION OF WOMEN AND MEN ACROSS PAY QUANTILES

	WOMEN	MEN
Top Quartile (highest paid)	50.30%	49.70%
Upper Middle Quartile	59.10%	40.90%
Lower Middle Quartile	61.30%	38.70%
Lower Quartile (lowest paid)	59.90%	40.10%

HOW WE ARE ADDRESSING THE GENDER PAY GAP AT THE ADECCO GROUP UK AND IRELAND

Our colleagues help candidates on their career journeys every day. They understand that success starts with hard skills, soft skills and experience – not gender.

We believe our colleagues deserve the same wide-open opportunities from their own employer, so we're tackling our pay gap with insight, innovation and hands-on involvement.



The Adecco Group UK&I's senior leadership team is now made up of 48% women;

that is an improved balance versus five years ago at 25% and three years ago at 30%, so we're proud of our increasing gender balance at Board level. We're aiming to further boost those figures with simpler routes to the top and better family-friendly, flexible and remote working opportunities to support work-life integration.

Gender diversity is a key part of our talent agenda.

To make it easier for women to take on senior roles across our brands – and to provide a more varied candidate pool for each position – we have committed to filling 70% of key jobs with internal candidates. Our focus is to ensure we are supporting our pipeline of female talent to take these opportunities through our talent development programmes.

Our Early in Career Development Centre helps our future leaders shape successful, long-term careers with the Group,

allowing them to connect directly with the UK and Ireland Board. Similarly, our Leaders' Edge programme empowers promising managers to excel in complex roles, focusing on mindful leadership, emotional intelligence, profile building and resilience. Our aim with all these programmes, and others we offer across the Group, is to ensure that our delegate numbers provide the appropriate gender balance.

Our Gender Programme Board – made up of directors from across the business –

meet quarterly to champion internal and external activities that bring our overall Diversity and Inclusion strategy to life. Their objectives are centred on BAME hiring and progression, support to enable a smooth return from maternity, adoption or shared parental leave and a focus on education to employment.

We run a speaker series based on Inspiring Women,

with each networking session focused on a specific industry or sector, to allow female leaders to address pivotal pay-related topics like unconscious bias, workplace diversity and equal opportunities.

WHAT WE'LL FOCUS ON NEXT

We understand that diversity and collaboration enable us to thrive as a business. Our executive team are dedicated to driving forward positive change and have ambitious plans to build on what's already begun.

Over 2019, members of the Women's Programme Board will spearhead awareness and recruitment campaigns focusing on various lenses of gender diversity, including Returners to Work and Future Talent.

We'll also continue to launch celebrations for International Women's Day and our Inspiring Women speaker series – for example, Inspiring Women in Tech and Inspiring Women in SMEs.

A focus area for our Gender Programme Board is female ethnicity and we are excited to combine these two areas of diversity for the wider benefit of the Adecco Group UK&I.

We have some fantastic leadership development programmes at the Adecco Group UK&I – and we monitor our gender balance to ensure that our female population are getting an equal opportunity to participate.

