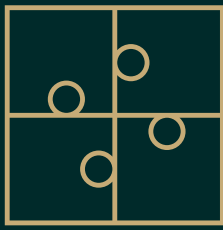


BADENOCH
+ CLARK

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.

Every day we help thousands of companies find the right people, and hundreds of thousands of people find the right roles. We work in partnership with global organisations to ensure that people from all walks of life can gain access to success in the workplace. Life at The Adecco Group means being encouraged, rewarded and listened to, regardless of gender, ethnicity, age, religion or sexual orientation.

The Gender Pay Gap is concerned with differences in the average earnings of men and women over a standard time period, regardless of their role or seniority. 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.

With a mean pay gap of 17.24%, Badenoch + Clark is aligned with the national average and we want to do more to address any gap. Although we now have an equal proportion of women and men on the board, we still have a higher proportion of men in better-paid functions such as IT, technology and engineering and more women in junior roles. 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.

Simon Crichton

Senior Vice President

I confirm that the data in this report is accurate.



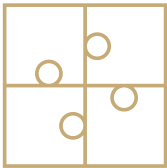
*National average gender pay gap for all employees in 2018 at 17.9%; taken from Annual Survey of Hours and Earnings (ASHE)

UNDERSTANDING THE PAY GAP

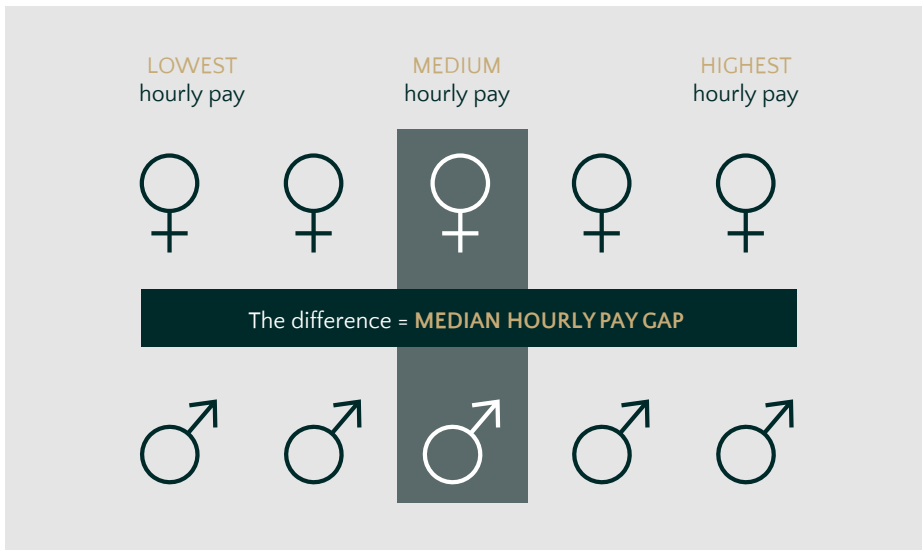
In 2017, the government introduced regulations that require UK companies with more than 250 employees to report on their gender pay gap. This provides a clear snapshot of the percentage difference between the average hourly earnings for male and female workers.

This report highlights data for our combined employees and associates (temporary workers who sit on our payroll). 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.

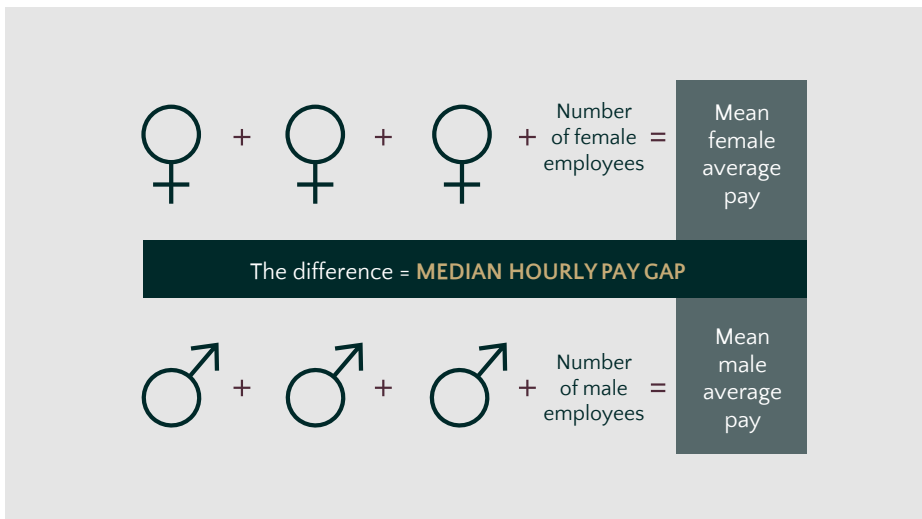
Our annual gender pay gap reports are accessible on our company website and via the [central government portal](#).



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 2019.

Median bonus gap

The percentage difference in median (middle) bonus pay over 12 months up to April 2019.

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 17.24% and our median pay gap is 5.32%. These figures are weighted with associate data, which yields results representative of the traditionally male-dominated financial services and legal markets in which we operate.

We have however made great progress in our bonus payments with the mean gap reducing to 22.64% compared to 30.20% last year. The proportion of women now receiving bonus has also increased to 81.52%.

Going forward, we will aim to strike a more realistic gender split across all of our pay grades.

17.24%

Mean pay gap

5.32%

Median pay gap

22.64%

Mean bonus gap

56.19%

Median bonus gap

81.52%

Percentage of women receiving a bonus

88.39%

Percentage of men receiving a bonus

PROPORTION OF WOMEN AND MEN ACROSS PAY QUARTILES

	WOMEN	MEN
Top Quartile (highest paid)	46.50%	53.50%
Upper Middle Quartile	61.78%	38.22%
Lower Middle Quartile	61.15%	38.85%
Lower Quartile (lowest paid)	65.61%	34.39%

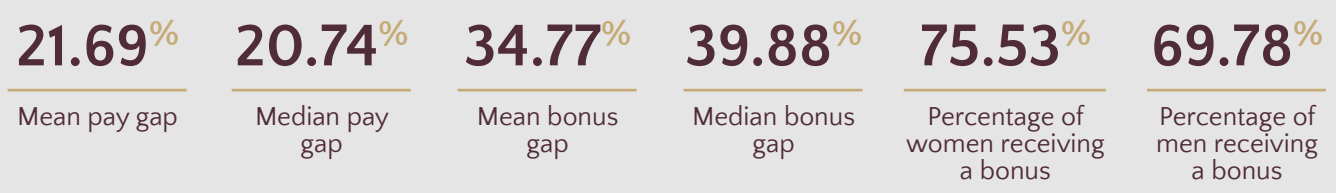
COLLEAGUE DATA FOR THE ADECCO GROUP UK AND IRELAND

For the 2,500 employees working across the Adecco Group UK and Ireland, the mean gender pay gap is 21.69% and the median gap is 20.74%. While we are continuing to work towards pay parity, both figures increased compared to last year’s results. As a combined group of companies, both the mean and median bonus gaps also favoured men, at 34.77% and 39.88% respectively.

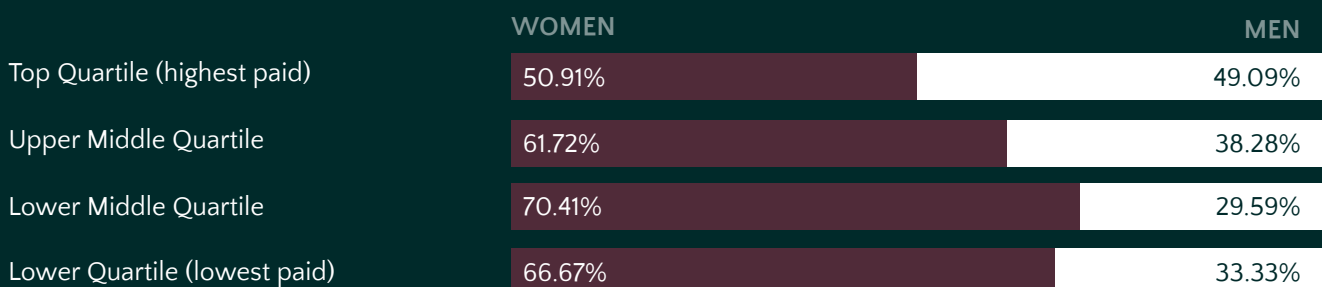
The difference is driven by a higher proportion of males currently occupying the senior roles that carry a more substantial salary and bonus potential. Women also make up the majority of our part-time workforce and are still more likely to take time out of work for family reasons, slowing the pace at which they typically progress to more senior and better-paid roles. Through our established networking and development programmes, we’re aiming to attract and nurture more female leaders, particularly into our IT and engineering brands.

The reason for the increased gap across the year is due to the fact that we lost about 30% of our male workforce and the majority were in the lower pay quartiles. This means we are now comparing fewer men in the company but have more men working in the higher quartiles than the lower. In comparison, the number of females decline the higher the tier. We had a larger number of women join the company across the year into our junior roles, which offset the effect of women being promoted internally to senior positions.

As we see the women who have joined progress through the company we expect the gap will reduce. We plan to encourage and support women to apply for more senior roles and we’re working hard to make changes in our culture to promote flexible working and make part-time options available at all levels.



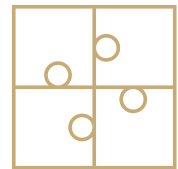
PROPORTION OF WOMEN AND MEN ACROSS PAY QUARTILES



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

We believe in developing talent, and in providing our colleagues with opportunities to learn to expand on their knowledge and skills at all points in their career.

We offer and deliver a wide range of professional development programmes and ensure that our colleagues have the same opportunities, whatever their role and wherever they've come from. We also foster employee wellbeing with programmes such as Emotional Intelligence, Resilience and Stress Management. We believe our support of Wellbeing in the business will help us prevent stress and create positive working environments where we can all thrive.



We have introduced an Elite Club that recognises our most successful sales leaders

and consultants in our General Staffing brands and these are currently all female. This club is aimed at not only rewarding them for their achievement's year-on-year but has also been designed to provide them with additional training and networking opportunities to support them in their development.

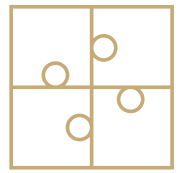
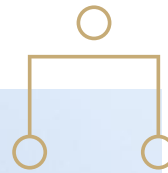
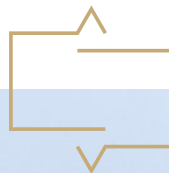
We want parents to feel supported in their return to work,

following family friendly leave and have therefore introduced a programme to help them transition back into working life more easily. We recognise the challenges and demands of balancing jobs with family life and the stress this can cause. Although the option of a phased return plan has been in place at the Company for several years; in 2020 we are adding to this a bespoke programme through an external provider who specialises in helping new parents adjust back into the workplace.

Diversity and inclusion principles underpin our recruitment activities and we aim to ensure inclusion is embedded into our hiring practices.

In order to consistently attract a more diverse candidate pool, our job adverts are screened through a gender bias language tool to ensure simple, gender neutral language is used. We also use a wide variety of assessment techniques to reduce the chance of bias at an early stage.

Diversity is also a key part of our talent agenda. Each year, we provide a group of selected high potential colleagues with the opportunity of developing experience and exposure to support them with succeeding in leadership roles, through our Leaders Edge Development Programme. There were six males and seven females in the last cohort, and we are committed to ensuring our promotions, progressions and opportunities are for everyone.



Our professional partnerships also help to drive forward our commitment to diversity. We were pleased to announce that Office Angels, Badenoch & Clark, Adecco and Spring were all recognised as a UK's Best Workplaces for Women in 2019, in conjunction with Great Place to Work. We are also a Disability Confident employer and have recently progressed to Level 2.

The Adecco Group UK&I's senior leadership team is now made up of an equal number of women and men. We are very proud of this increasing gender balance, which was only 25% women five years ago on the board, with our female Country Head paving the way.

At the Adecco Group, we're proud to support International Women's Day each year. Our aim is to raise awareness and encourage as many colleagues as possible across our locations and branches, to hold discussions and get involved. Colleagues participated last year by encouraging colleagues in the organisation to post #IWD2019 messages on social media, watch relevant Ted Talk videos and printed their own #BalanceforBetter posters. We will celebrate International Women's Day again in 2020 and continue to reinforce the messages at the various D&I events that we hold throughout the year.

We have held several panel events throughout 2019 as part of our Inspiring Women speaker series, with the aim of driving a dialogue and raising awareness of women in business. Each event is focused on a specific industry or sector, to allow female leaders to address pivotal pay-related topics such as unconscious bias, workplace diversity and equal opportunities. This series included our Inspiring Women in Tech event. Topics of discussion included what it's like for females to work in a male-dominated field, best practice behaviours we should be exhibiting to inspire the next generation, the need for gender-equal education to be ingrained in schools, and the importance of being brave and stepping outside your comfort zone. Our Inspiring Women in SME's event saw the panel addressing the barriers specific to women in small business or start-ups.

We have introduced a specific Diversity and Inclusion role within the HR Department and this is wholly dedicated to support our colleagues through driving forward positive change. We have established a D&I working group to raise awareness across the Adecco Group UK&I to help us support our mission: we want to establish and sustain a diverse and inclusive culture within the Adecco Group, enabling colleagues of all backgrounds to feel empowered and encouraged to flourish.

Research has found that one of the best workplace policies to attract diverse candidates is flexibility. In 2020, we want to concentrate on how we can work more flexibly to support colleagues to balance their work and home commitments.

Diversity and Inclusion will be a greater overall focus in 2020 by developing a greater awareness of all colleagues and developing a truly inclusive environment for everyone.



Our brands:

