

Allegis Group Gender Pay Gap Report



Gender Pay Gap Results

The table below shows our gender pay gap based on hourly rates of pay at the snapshot date of 5 April 2017. It also shows the difference in bonuses paid in the 12 months prior to 5 April 2017.

	Mean	Median
Hourly Pay	35.13%	14.39%
Bonus	72.24%	69.26%

There are a number of factors contributing to these pay gaps:

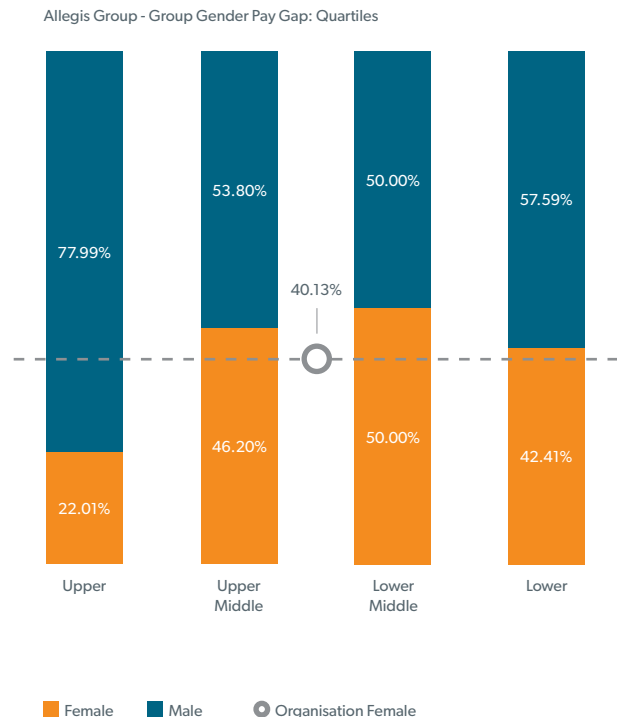
- There is a higher ratio of men to women at all levels of the company with the total workforce being approximately 60% male and 40% female.
- Senior leadership positions tend to be higher paid and their overall remuneration includes a bonus due to the importance of rewarding performance in these roles. There is a higher proportion of men in senior leadership roles in the company which contributes considerably to the higher male hourly pay and bonus gap figures.
- Sales roles are heavily rewarded by performance with a large proportion of the overall remuneration of sales people being made up of bonuses and commission. The sales side of our business is 81% male, which has a significant impact on the bonus gap.

Percentage of Men and Women Awarded a Bonus

In the 12 months prior to 5 April 2017, 96.31% men and 88.58% of women received a bonus. This is a difference of 7.73%.

Our bonus data is heavily influenced by sales roles being largely remunerated by way of bonuses and commissions to reward performance and a far higher percentage of these roles (81%) being occupied by men.

Pay Quartiles



As explained above, we have a higher proportion of men in senior leadership and sales roles which is reflected in the upper quartile. There is a higher percentage of women in the middle quartiles than in the workforce as a whole and the lower quartile aligns closely to our overall gender split in the workforce which approximately is 60% male and 40% female.

Difference Between Equal Pay and Gender Pay Gap

Equal pay deals with paying men and women equally for doing the same or a similar job. Gender pay gap reporting is broader and shows the difference in average pay between all men and women in the company at all levels and does not take into account the nature of people's jobs or seniority.

We have reviewed our equal pay data and we are confident that, as an employer, we do not have an equal pay issue and our men and women are paid equally for the same jobs. We are committed to treating women and men fairly and ensuring they are rewarded in the same way for doing the same job.

Variable pay (commission, bonus etc) may vary for individuals

Allegis Group is applying **data, policy and strategy** to find and address pay gaps and support career advancement for every worker in our organisation.

because it changes based on the performance of individual employees rather than being something we as a company can control. However, the structures we have in place for variable pay (such as commission tiers) and the application of bonus criteria are fair and applied equally to men and women.

We have a very clear pay structure in place across our business. For our Sales business, each grade has set salaries and all our men and women are on the relevant pay point for their level of experience, grade and job role. From a variable pay perspective, sales staff are on the same commission structure relevant to their area of the business and the amount each individual takes home against that consistent commission structure is down to individual performance.

For our Support business, we also have in place clear salary points relevant to the role and level. We have an annual performance review cycle which is applied equally to all support men and women relevant to the individual's performance for the year. There is a moderation process in place for independence and unbiased perspectives and this is a clear way for us to eliminate any manager bias that could be in place. The rating system then translates into a clear annual reward structure where % pay increases and annual bonuses are awarded on a sliding scale against the relevant performance ratings. Top performers will therefore receive a higher pay increase and bonus regardless of gender.

Our Plan for Tackling the Gender Pay Gap

We are prioritising this issue and putting a range of initiatives in place to address it. Some of these plans include:

Hiring – we are working closely with our leaders and hiring managers to evolve and diversify the hiring profile of talent we bring into our business. We are also reviewing our core hiring processes – in particular, the questions we ask at interview and the candidate experience to help drive a culture of open minded behaviour throughout the recruitment process.

Retention - we are running clearer, more rigorous and frequent reporting to understand why people are leaving our business. This is both quantitative and qualitative and will help our leaders (supported by Human Resources) better understand people's reasons for leaving, use the data in a proactive way, start to solution the issues and have clear plans in place to address the challenges in their business.

Inclusion & Diversity (I&D) - We have had an Inclusion and Diversity Committee in place for the last two years which is a group of men and women across our business from a variety

of different backgrounds, levels and roles who are committed to driving a clear I&D agenda. The aim is to create awareness, challenge behaviours and bias, as well as support the business on evolving gender diversity.

Employee Engagement - In 2017 we ran an employee engagement survey and on the back of the feedback each leader has a clear people plan in place to work on this year and beyond. These contain some consistent priorities such as evolving our culture; diversity in hiring; managing attrition; improved people management; talent management and development of emerging leaders.

Leadership Development – We are continuing to invest in a great Leadership Development programme and this year we are putting 50 of our emerging leaders through this important programme so that we are continuing to build and develop our talent and have leaders of the future with broader perspectives and diversity of thought.

Talent Management - During 2018, the HR team are working with the leadership to introduce talent management and succession planning to help us identify gaps we need to address and be able to have a better view on what we need to do to keep giving opportunity to our people in a fair and transparent way.

Leader Bonus Structure - This year, we have changed the structure of sales leader bonuses so there is more emphasis than in previous years on the non-financial elements of their roles. In particular, they have a clear people agenda focus: hiring, retention, diversity, engagement and leadership development.

Statement of Confirmation

I confirm that the published information is accurate:



Chief Financial Officer
Allegis Group Limited
22 March 2018