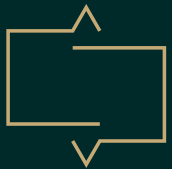
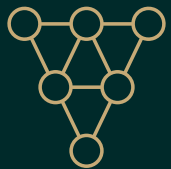


Badenoch and
Clark Limited
Gender Pay
Gap Report



We believe in talent not in labels

We are pleased to set out Badenoch and Clark's (a member of the Adecco Group) 2020 Gender Pay Gap Report, as part of our commitment to promote transparency and constantly thriving to do better. Our report demonstrates the work we are doing to ensure Badenoch and Clark is a great place to work for all colleagues and ensuring that the future works for everyone.

At Badenoch and Clark, Diversity and Inclusion is fundamental to our business strategy. Our business depends on the ability to provide an excellent service to our clients, candidates and communities and our colleagues are at the heart of this. We understand diversity of thoughts, skills and experience are critical to deliver our vision of 'making the future work for everyone.

This year has challenged everything, our wellbeing, our routines, the way we worked. We are now focused on encouraging a dialogue on gender parity **with both women and men** to promote and drive a **fully inclusive culture** at Badenoch and Clark.

Globally the Adecco Group is a proud member of Paradigm for Parity (P4P), a coalition of business leaders whose mission is to give equal power and opportunity to women and men in the corporate world. Our aim is to achieve gender parity in **leadership roles** by 2030. Gender Parity is a core pillar of our wider global Engagement and Inclusion strategy to build an inclusive culture.



Samantha Rope
VP HR UK & Ireland



Mark Hall
VP Professional Recruitment UK

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.

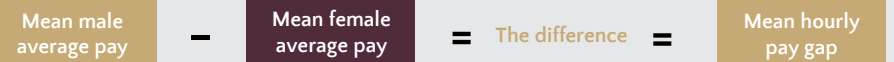
In line with requirements, we have shared details on mean and median pay, bonuses and the proportion of women that are at different levels within our business.

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

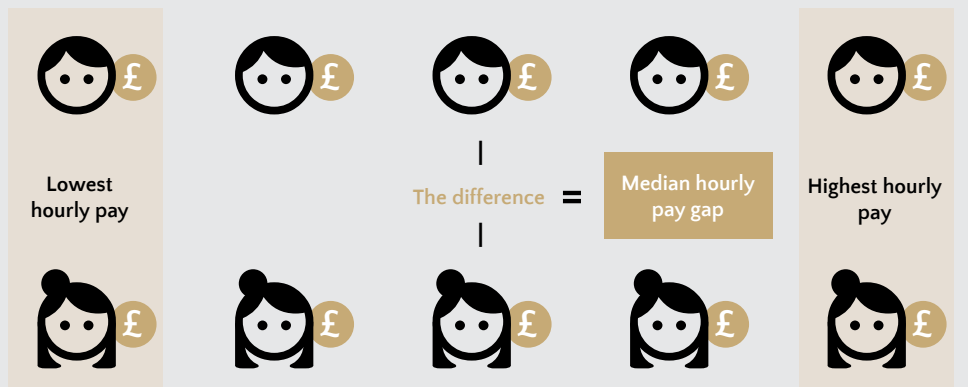
Making sense of key terms:

- **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 2020.
- **Median bonus gap** – The percentage difference in median (middle) bonus pay over 12 months up to April 2020.
- **Bonus proportion** – The percentage of men and women who earned a bonus in the relative 12-month period.

How we calculate the mean difference:



How we calculate the median difference:

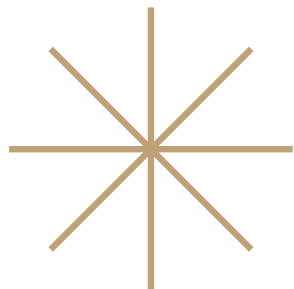
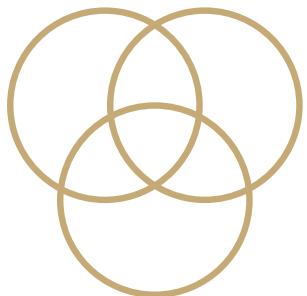


2020 outcomes Colleague and Associate

In this report, we've set out combined results for our colleagues 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 the metrics for our colleagues across the Adecco Group UK and Ireland.

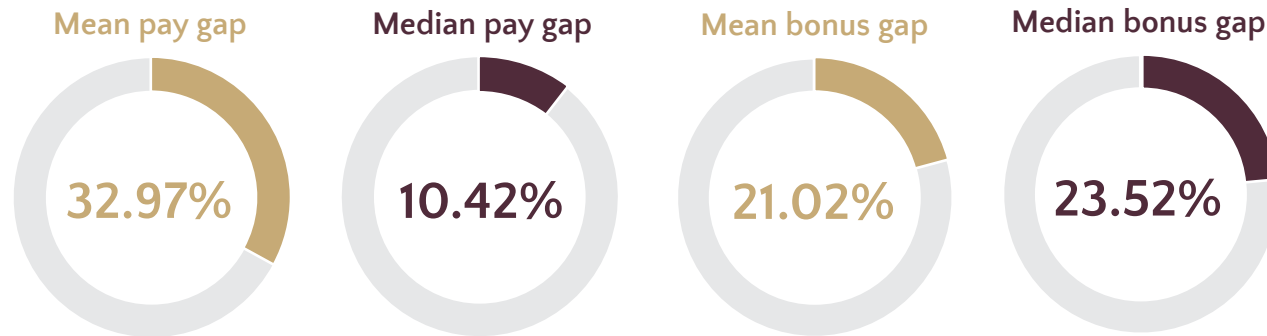
We feel this offers more transparency about our true position and enables us to talk about the initiatives we are driving to support us being an equal opportunities employer.



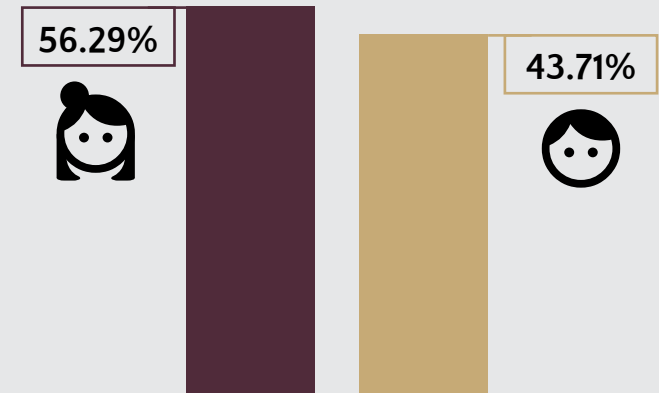
2020 outcomes

Colleagues and Associates

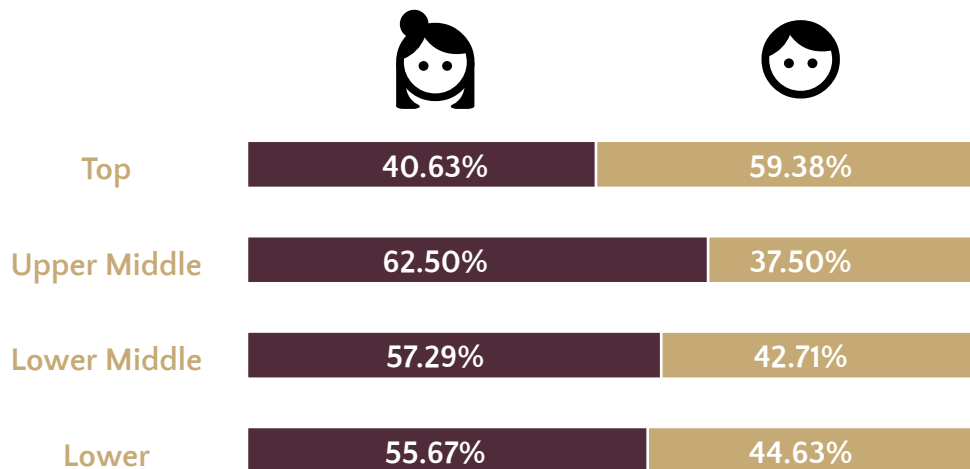
Gender pay gap



Percentage receiving bonus



Proportion across pay quartiles



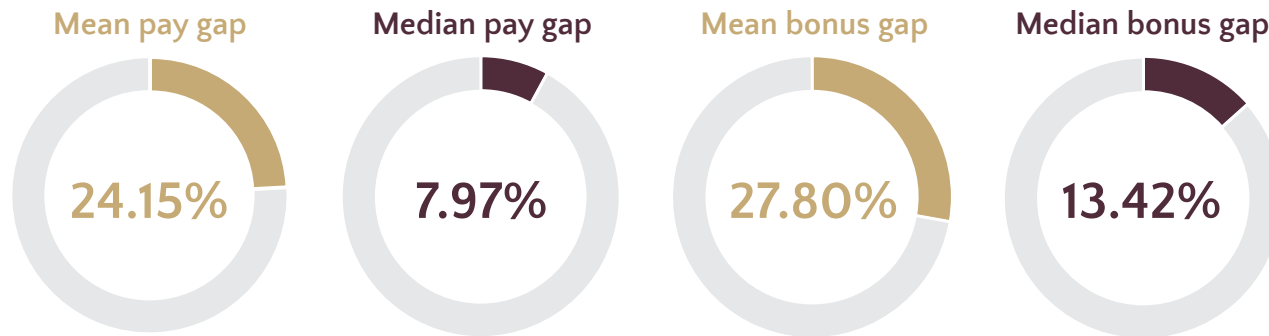
Data analysis highlights:

- The **mean** Gender Pay Gap has increased from 17.12% in 2019 to 32.97% in 2020 despite lower female representation year on year in the lower pay quartiles.
- The **median** Gender Pay Gap has increased from 5.32% to 10.42%
- During the COVID pandemic, like many organisations, we saw higher proportions of female colleagues wishing to utilise the furlough scheme which in turn will impact our pay gender parity.
- The **mean** Bonus gap has slightly decreased from 22.64% to 21.02% which is driven by slight improvements in female representation at the two upper pay quartiles.
- The **median** Bonus gap has reduced from 56.19% to 23.52% giving us greater equity that in previous years
- Across the sector, the impact of COVID was greater across the permanent placement market which in turn impacted bonuses for both male and female colleagues.

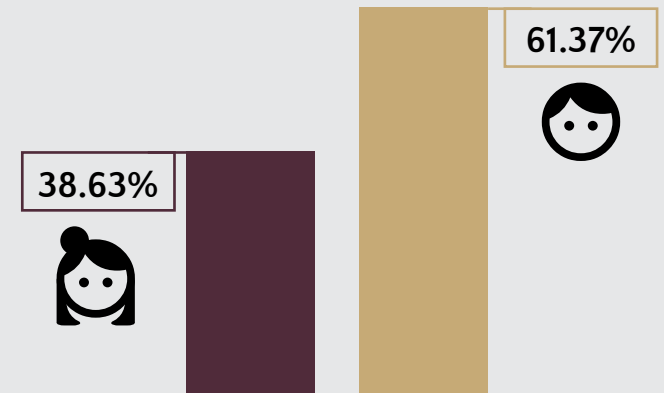
2020 outcomes

Colleagues only

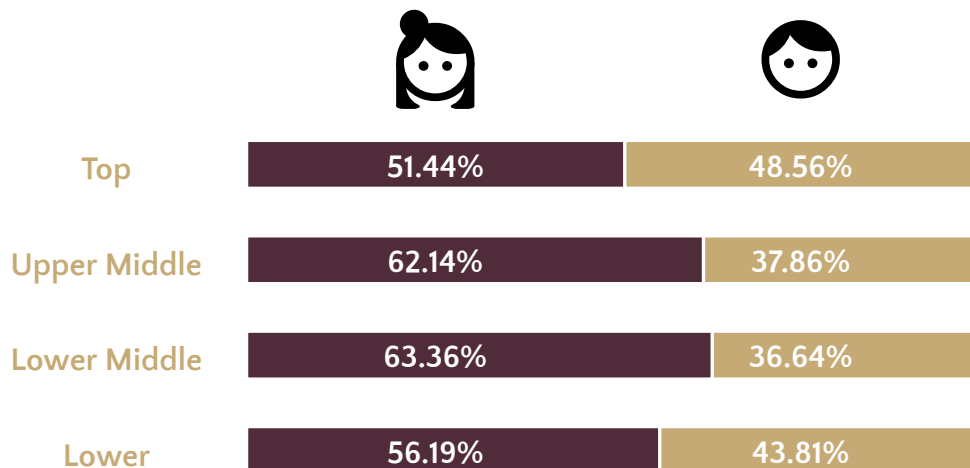
Gender pay gap



Percentage receiving bonus



Proportion across pay quartiles



2020 Colleague data for the Adecco Group

- The **mean** Gender Pay Gap has increased slightly from 21.69% to 24.15%
- The **median** Gender Pay Gap has reduced to 7.97% (vs 20.74% in 2019) demonstrating greater equity across our business
- Female representation in the top two pay quartiles has increased
- The **mean** Bonus gap has reduced by over 5% to 27.80% (from 34.77% in 2019)
- The **median** Bonus gap has reduced from 39.88% to 13.42%
- These reductions were achieved despite the reductions in the number of women who received a bonus on prior year and in comparison to their male counterparts.

How we are addressing the gender pay gap at the Adecco Group

Our colleagues help candidates on their career journeys every day. They understand that success starts with hard skills, soft skills and experience – not their 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 Groups UK&I executive leadership team is now made up of 50% women; that is an improved balance vs 5 years ago at 25% and 3 years ago at 30%.
- We have implemented our New Ways of Working (NWW) strategy across the UK&I which enables more hybrid working, something that has been welcomed by working mums and enables us to be a more family-friendly and flexible organisation and support work-life integration.
- Gender remains a key pillar of our Diversity and Inclusion Strategy both at a Global and local level. We have established dedicated employee forums for each protected characteristic and our gender forum specifically focuses on the work we need to undertake to ensure women thrive at the Adecco Group.
- Our Women in Leadership global programme provides us with a great vehicle to support career progression for female leaders within our business.
- We developed an extensive range of learning and development to support diversity and inclusion. Our leaders, managers and employees globally have attended conscious inclusion training and we have developed on demand learning through the provision of two online courses focussing on diversity and inclusion and unconscious bias.
- Through our quarterly employee engagement survey, we are able to understand engagement levels by gender, our survey consistently outlines higher than average engagement levels in our female colleague population. In relation to reward our female employees have higher engagement levels than their male counterparts.



What we'll focus on next

Badenoch and Clark prides itself on gender parity and a positive workplace culture, and we are really proud of the dedication and hard work from everyone involved.

Our focus over the coming year ahead is

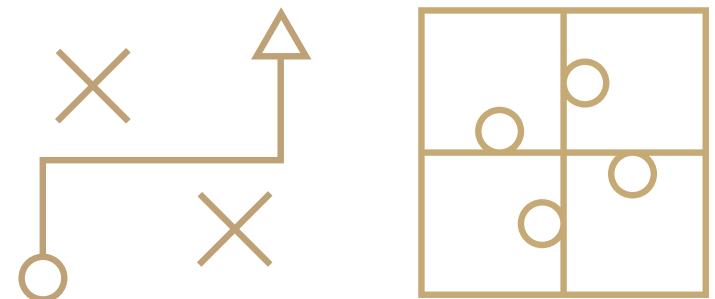
- Continue to maximise the benefits of hybrid working and further develop our family friendly policies
- Continue to celebrate International Women's Day and our Inspiring Women speaker series for example; Inspiring Women in Tech and Inspiring Women in SMEs.
- Further development for consultants to support diverse recruitment of colleagues through recruiting differently
- Introduce technology and AI to remove bias from the recruitment process

I and the team remain committed to making our workplace as inclusive as possible. Gender Pay Gap reporting and the analysis of our data brings transparency and focus to the different experiences of men and women in our organisation. We will use this insight coupled with our new data reporting capabilities to inform our workforce and our practices and enable us to make changes that will have a lasting impact for our colleagues. Our future at work strategy to make the future work for everyone aims not only to make our company a better place to work but to use our position as a global leader in HR solutions to drive a greater and lasting impact for our clients, candidates and communities.

As VP HR UK & Ireland, I Samantha Rope, can confirm the information contained herein is accurate.



Samantha Rope
VP HR UK & Ireland





THE ADECCO GROUP

Adecco

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+ CLARK



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RECRUITMENT CONSULTANTS

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