

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 2018. It also shows the difference in bonuses paid in the 12 months prior to 5 April 2018.

	Mean	Median
Hourly Pay	37.3%	26.8%
Bonus	77.4%	79.8%

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

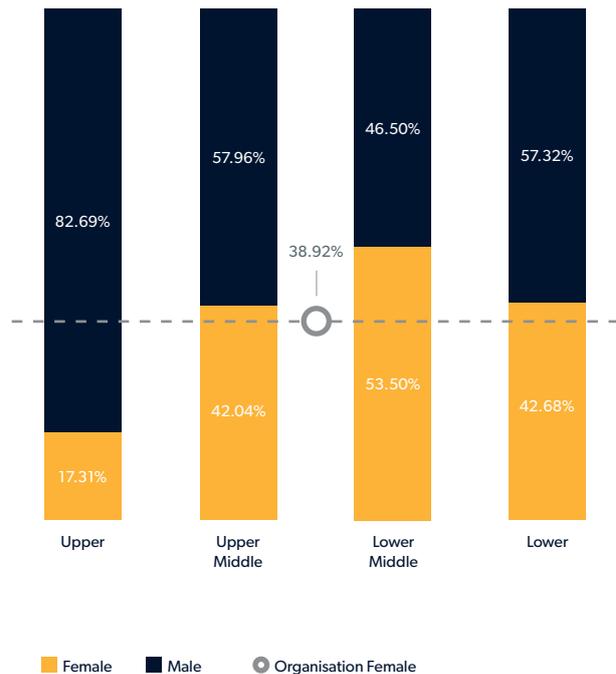
- There is a higher ratio of men to women at all levels of the company with the total workforce being approximately 60% male and 40% female.
- Senior leadership positions tend to be higher paid and their overall remuneration includes a bonus due to the importance of rewarding performance in these roles. 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 80.5% male, which has a significant impact on the bonus gap.
- This data was taken from a high performing business year which has accentuated the gaps as staff typically receive higher commission and bonus amounts during a stronger business year.

Percentage of Men and Women Awarded a Bonus

In the 12 months prior to 5 April 2018, 93.7% of men and 93.9% of women received a bonus.

Pay Quartiles

Allegis Group - Group Gender Pay Gap: Quartiles



These quartiles align 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 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 have in place clear salary points relevant to the role and level. Salary increases are driven by inflationary and market led/role specific factors only. This means that significant salary increases are awarded when there are changes in the market ranges for certain roles or when there is a significant change in an individual's accountability and responsibilities. We also 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 annual bonuses are awarded on a sliding scale against the relevant performance ratings. Top performers will therefore receive a higher 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 continue to support our leaders and hiring managers to evolve and diversify the hiring profile of talent we bring into our business. We reviewed our core hiring processes during 2018 – 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. We are also now proactively capturing anonymous diversity data on all candidates that we interview through to offer and through to hire stage. We will be sharing this data proactively with leaders to help them continue to make the necessary changes to diversify their hiring profiles.

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. At the end of 2018 our attrition statistics improved across our region.

Inclusion & Diversity (I&D) - We have had an Inclusion and Diversity Committee in place for the last three 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 - We continue to seek feedback from our people to inform us about where our focus should be so that each leader has a clear people plan in place. 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 developing our leaders and our emerging leaders. Over the last two years we have put nearly 80 people through a development 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 2019, 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.

Statement of Confirmation

I confirm that the published information is accurate:



Chief Financial Officer
Allegis Group Limited
22 March 2019