

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 2020. It also shows the difference in bonuses paid in the 12 months prior to 5 April 2020.

	Mean	Median
Hourly Pay	36.1%	52.4%
Bonus	79.5%	68.2%

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

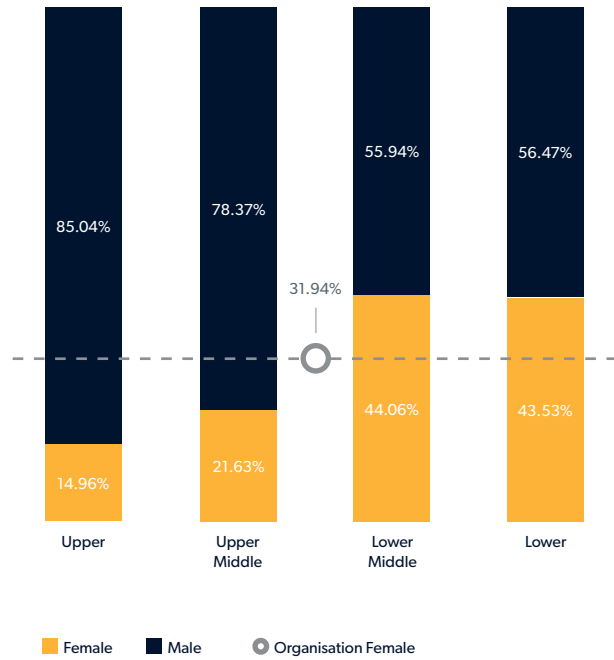
- Due to IR35 changes, PAYE contractors now make up a significant part of our data set – increasing by 406 against the previous year – and the constitution of our contractor workforce is 79% male. Our contractors tend to be highly paid and their inclusion in the figures has driven up the Mean and Median hourly pay rate gap but decreased the percentage of men receiving a bonus.
- There is a higher ratio of men to women at all levels of the company with the total workforce now being approximately 68% male and 32% 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 2020, 51.4% of men and 63.7% of women received a bonus.

Pay Quartiles

Allegis Group - Group Gender Pay Gap: Quartiles



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. Sales Leaders within the business have reviewed our current job profiles and have created success profiles to provide further transparency and clarity on the skills, experience and competencies required for each role. The success profiles will be used to identify key competencies we expect for each role and will be interwoven through our selection and promotion frameworks. This should ensure our hiring managers ask the right competency-based questions and assess skills, behaviours and competencies that match the role requirements.

Inclusion & Diversity (I&D) - We have an Inclusion and Diversity Committee in place which is made up of employees from a variety of backgrounds, levels and roles who are committed to driving a clear I&D agenda. Additional committee members now include the Chief Operating Officer and the Human Resources Director. The aim is to create awareness, challenge behaviours and bias, as well as support the business on evolving gender diversity. The

committee's goal is to ensure there is opportunity for all and to ensure everyone can be their true selves to succeed. In the marketplace, new and existing clients have been seeking to understand our approach on I&D topics, we are upskilling our sales people to feel confident guiding clients and contractors on I&D topics and share our best practice from a policy, technology and strategic perspective when we hire talent on their behalf. The committee each year launches an I&D celebration calendar to raise awareness of key global dates and events. At the start of the year, we launched International Women's Day with a week of events. We have also celebrated Global Day of Parents in June and PRIDE during the Summer months.

Women@Allegis – Our Women@Allegis movement was first established in EMEA in 2015 to create network and community for our women across the region. During this time, we have provided a range of development and networking opportunities cross-region, as well as more locally, under this banner. We are pleased to launch this year an Empowering Women two-part webinar series beginning in June and concluding in September. Stemmed from scientific research, it will briefly touch on the specific challenges that women can face at work before exploring six core competencies that if developed can help all women thrive. This series is available for anyone to attend not just for women to ensure we are inclusive and support team colleagues and managers who are keen to learn more about supporting the development of women within their team.

Retention - We provide employee attrition data every six months to the Executive Leadership team to provide in depth analysis as to 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.

Talent Management - During 2021, the HR team are working with Sales 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
07 September 2021