



THE ADECCO GROUP

The Adecco Group Gender Pay Gap Report



We believe in talent not in labels

We are pleased to set out the Adecco Group's 2021/22 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 Adecco is a great place to work for all colleagues and ensuring that the future works for everyone.

At Adecco, 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'.

Over recent years, the pandemic 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 the Adecco Group.

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.



Alex Fleming
Regional President
Adecco Northern Europe



Niki Turner Harding
SVP Adecco UK & Ireland



Samantha Rope
VP HR UK & Ireland



Shelley Preston
Head of Adecco Retail

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 colleagues and associates (temporary workers who sit on our payroll) and represents over 2000 colleagues across the Adecco Group UK and Ireland. 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](#).

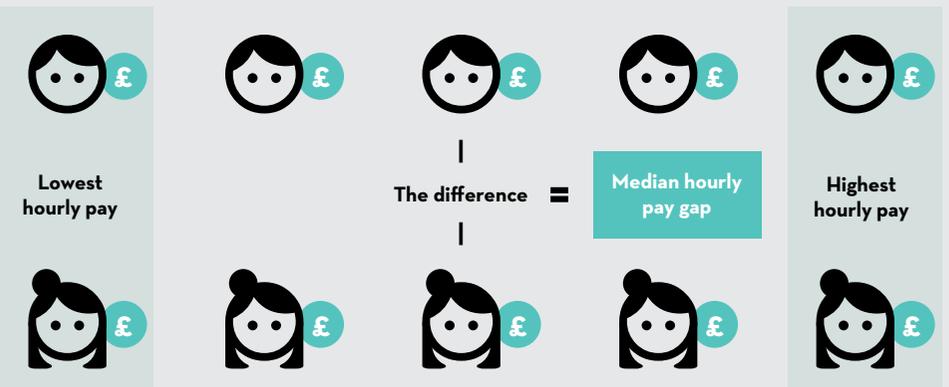
Making sense of key terms:

- **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 2021.
- **Median bonus gap** - The percentage difference in median (middle) bonus pay over 12 months up to April 2021.
- **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:



2021/22 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.

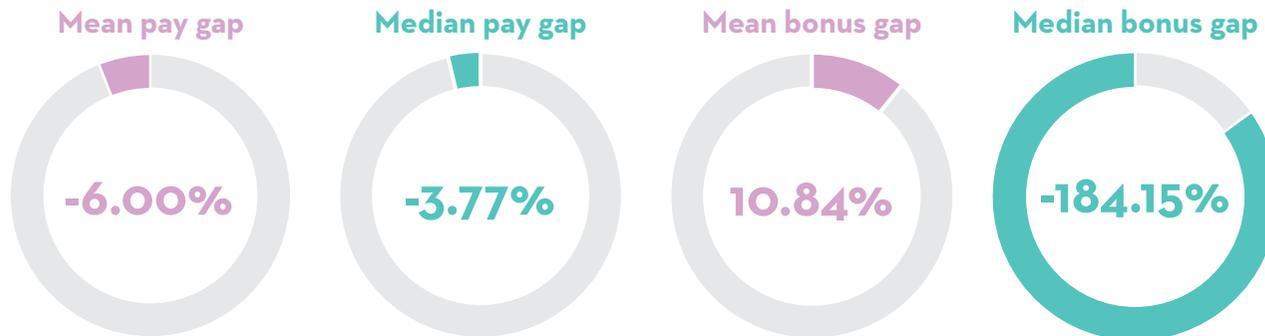
We feel this offers more transparency about our true position and enables us to talk about the initiatives we are driving to support us being an equal opportunities employer.



2021/22 outcomes

Colleague and Associate

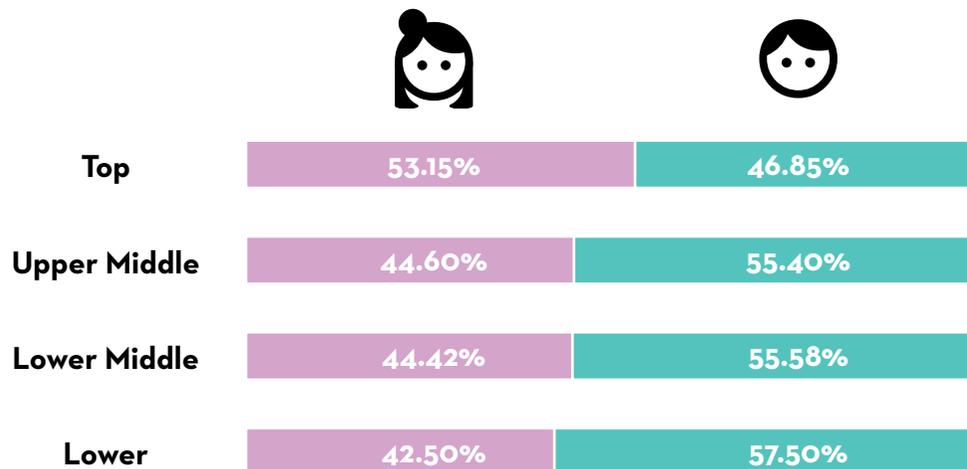
Gender pay gap



Percentage receiving bonus



Proportion across pay quartiles



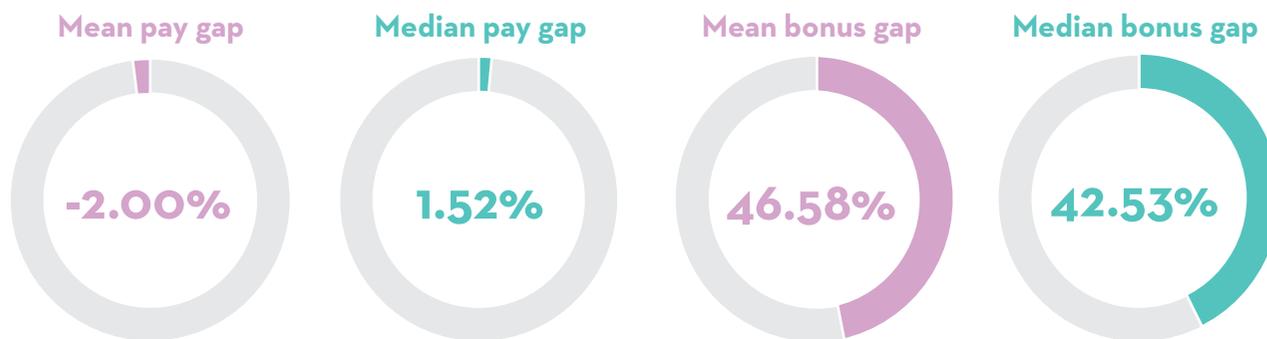
Data analysis highlights:

- The **Mean** Gender Pay Gap has reduced by 6.61% to -6.00% (from -12.61% in 2020) as we have seen a slight increase in the number of female employees in the Lower Middle and Lower Quartiles compared to 2020.
- The **Median** Gender Pay Gap has increased slightly to -3.77% (vs -2.38% in 2020) as we have seen an increase in the number of female employees in the Upper Middle and Top Quartiles.
- Female representation in the top pay quartile has increased to **53.15%** (from 52.60% in 2020).
- The **Mean** Bonus gap has increased by over 18% to 10.84% (from -7.95% in 2020), which is driven by the lower number of bonus payouts compared to 2020.
- The **Median** Bonus gap shows a significant increase of over 200% to -184.15%. This is due to fewer bonus schemes paying out in 2021, leading to a much smaller sample size and therefore greater scope for disparity when making direct comparisons.

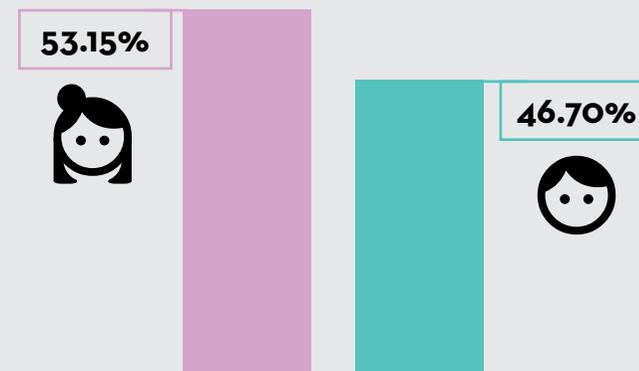
2021/22 outcomes

Colleagues only

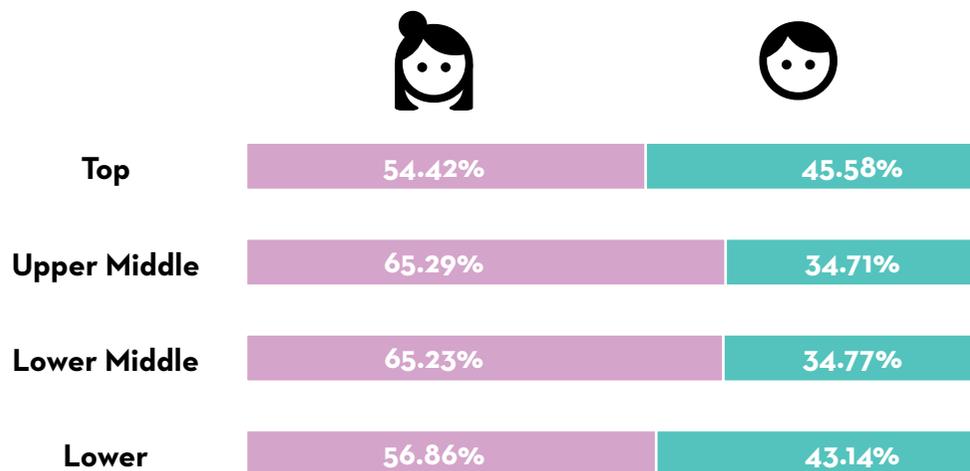
Gender pay gap



Percentage receiving bonus



Proportion across pay quartiles



2021/22 Colleague data for the Adecco Group

- The **Mean** Gender Pay Gap has reduced by over 25% to -2.00% (vs 24.15% in 2020).
- The **Median** Gender Pay Gap has reduced to 1.52% from 7.97% in 2020, demonstrating greater equity across the business.
- Female representation in the top two pay quartiles has increased for the second year.
- The **Mean** Bonus gap has increased to 46.58% (vs 27.8% in 2020).
- The **Median** Bonus gap has also increased to 42.53% (vs. 13.42% in 2020).

How we are addressing the gender pay gap across 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

This year, Adecco placed 5th in the UK's Best Workplaces for Women 2021, large category.

What an amazing achievement in such a turbulent year. Adecco UK and Ireland prides itself on gender parity and a positive workplace culture, and we are really proud of the dedication and hard work from everyone involved to continue driving all of our brands forward. 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





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