



THE ADECCO GROUP

The Adecco Group Ireland Gender Pay Gap Report



We believe in talent not in labels

We are pleased to set out the Adecco Group's 2022 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



Tracey Sherring
Head of Adecco Specialist Markets

Understanding the pay gap

In 2022, the government introduced regulations that require Irish 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 colleagues and associates (temporary workers who sit on our payroll) and represents almost 400 employees. In line with requirements, we have shared details on mean and median pay, benefits-in-kind, 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.

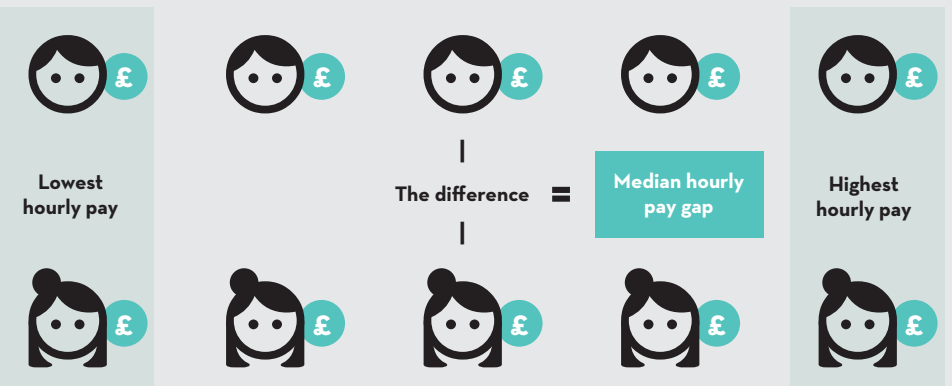
Making sense of key terms:

- **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 30th June 2022.
- **Median bonus gap** - The percentage difference in median (middle) bonus pay over 12 months up to 30th June 2022.
- **Bonus proportion** - The percentage of men and women who received a bonus in the relative 12-month period.
- **Benefit-in-kind Proportion** - The percentage of men and women who received Benefits-in-Kind in the relative 12 month period.

How we calculate the mean difference:



How we calculate the median difference:



2022 Outcomes

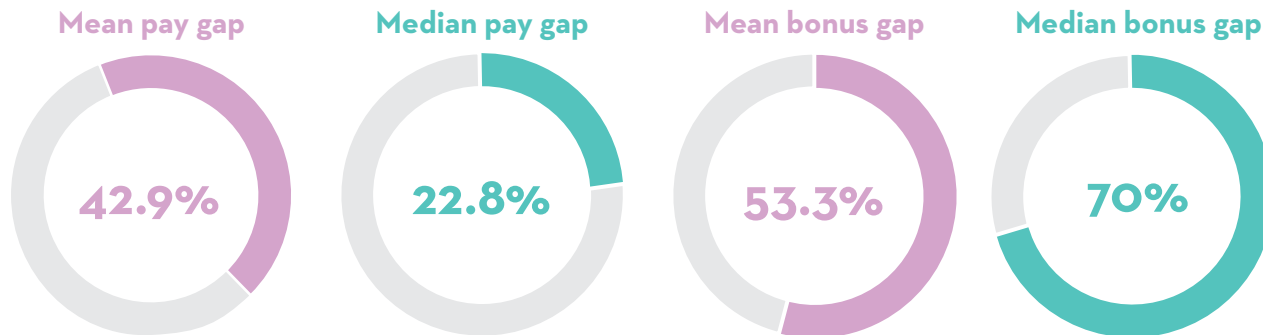
In this report, we've set out results for our Full-Time and Part-Time colleagues and associates (the temporary workers we pay on behalf of our clients) as required by the government. Because associates' hourly rates are most often dictated by our clients, the results aren't entirely representative of our own pay practices.



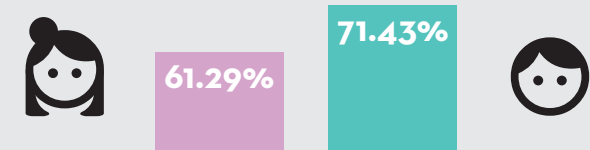
2022 Outcomes

Full-Time Colleagues

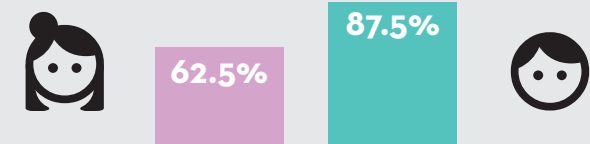
Gender pay gap



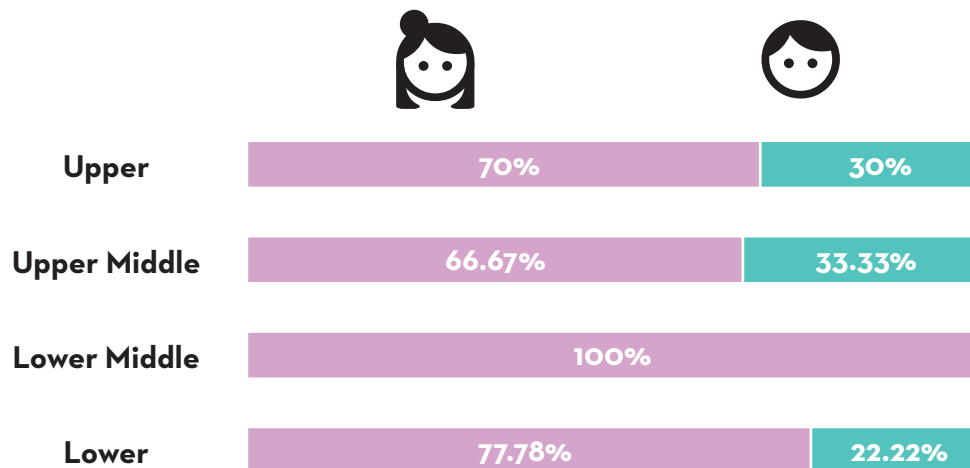
Percentage Receiving Benefits in Kind



Percentage Receiving Bonus



Proportion across pay quartiles



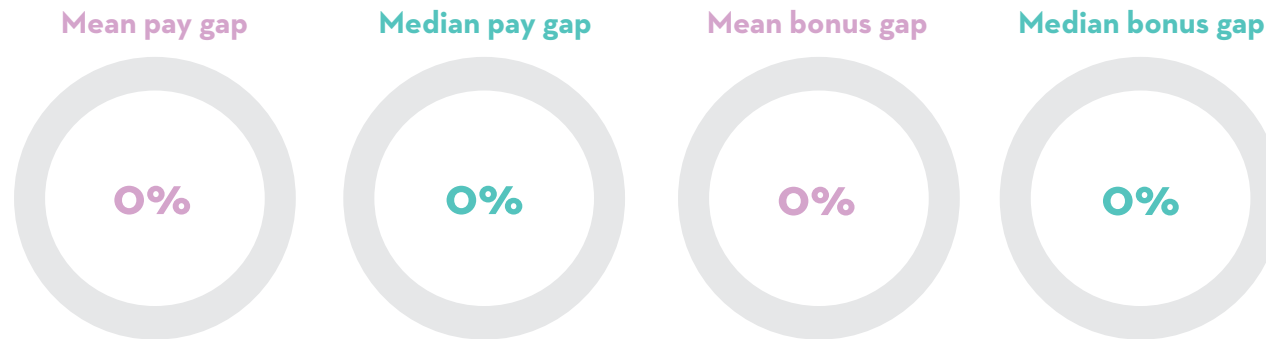
Data analysis highlights:

- The **Mean** Pay Gap of 42.9% is driven by our upper quartile population. Although we have a high population of female employees, due to the small sample size, the relative remuneration of any individual roles can have a disproportionate impact on the overall gap.
- The **Median** Pay Gap of 22.8% is reflective of the fact that our population of male employees is heavily weighted to the upper quartiles.
- The **Mean** and **Median** Bonus Gaps of 53.3% and 70.0% are also driven by the disproportionate spread of male employees across the business, with the majority of that population being within the upper quartiles.
- The majority of our bonuses are On Target Bonus (OTB) calculated against base salary. As such, skews in population across the quartiles will also impact bonus.
- Benefits-in-kind were available to all employees in the pay period, however uptake was higher in the male population (71.43%) compared to the female population (61.29%).

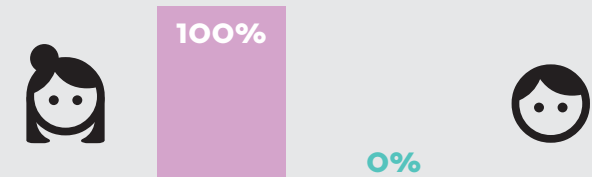
2022 Outcomes

Part-Time Colleagues

Gender pay gap



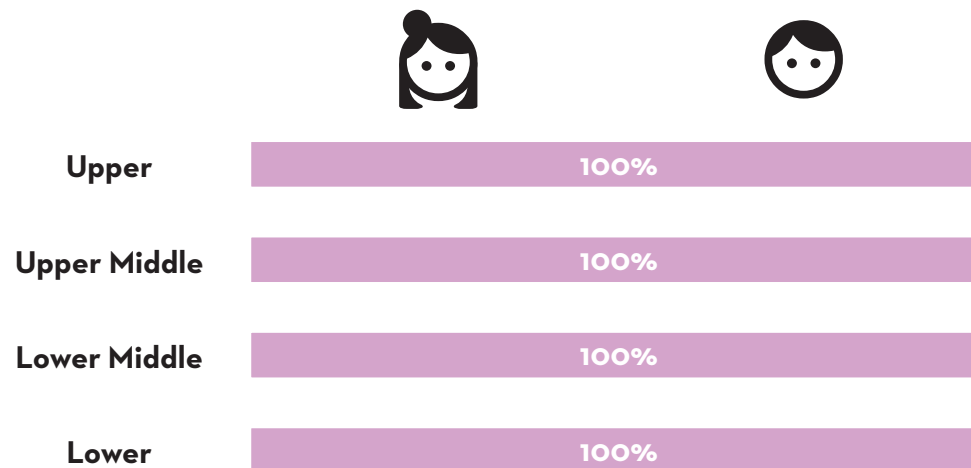
Percentage Receiving Benefits in Kind



Percentage Receiving Bonus



Proportion across pay quartiles



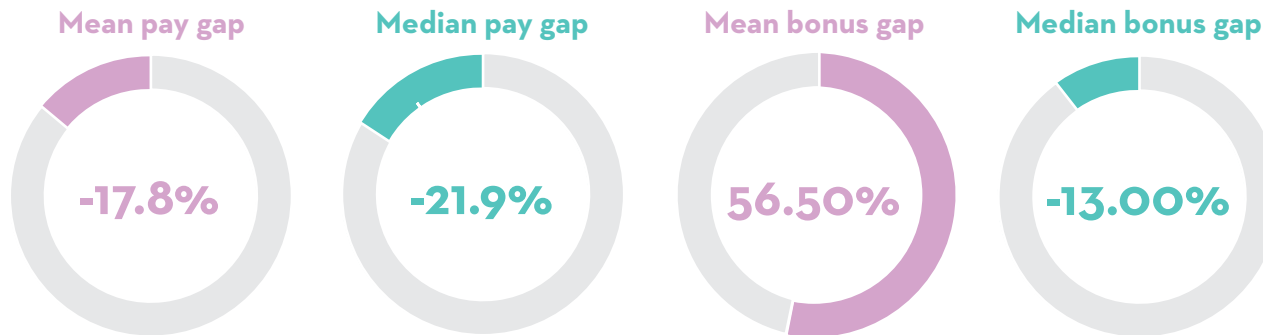
Data analysis highlights:

- The **Mean** and **Median** Pay and Bonus Gaps of 0% are due to our Part-Time Population being 100% Female. All employees in this category receive Benefits-in-Kind.
- None of the employees in this category qualified for a bonus payment.

2022 Outcomes

Temporary Contracts (Client-Based Associates)

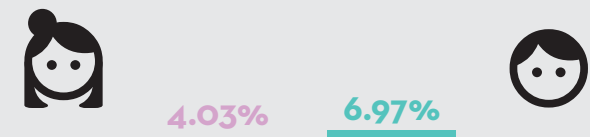
Gender pay gap



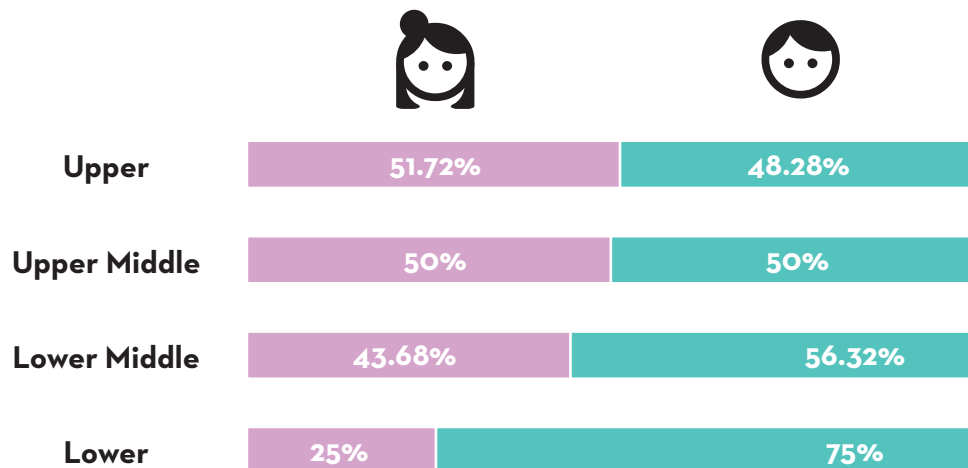
Percentage Receiving Benefits in Kind



Percentage Receiving Bonus



Proportion across pay quartiles



Data analysis highlights:

- The **Mean** Pay Gap of -17.8% is being driven by our Upper and Lower-Middle quartiles
- The **Median** Pay Gap of -21.9% is driven by the majority of male employees being within the Lower and Lower Middle quartiles while the majority of female employees are within the Upper, Upper Middle and Lower Middle quartiles.
- The **Mean** Bonus Gap of 56.5% is reflective of the fact that only ten percent of the total population received a bonus. Therefore individual bonus achievements affect the gap significantly, rather than being reflective of a general trend.
- The **Median** Bonus Gap of -13.0% is also reflective of the small percentage of employees who received a bonus. Again, this means like-for-like comparisons can result in significant gaps that may not represent a general trend.
- The pay structures for these roles are determined by our clients and spread across a variety of different industries. They therefore don't necessarily represent a like-for-like comparison with our other populations (Full-Time and Part-Time employees).

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 Group 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.

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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RECRUITMENT CONSULTANTS

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