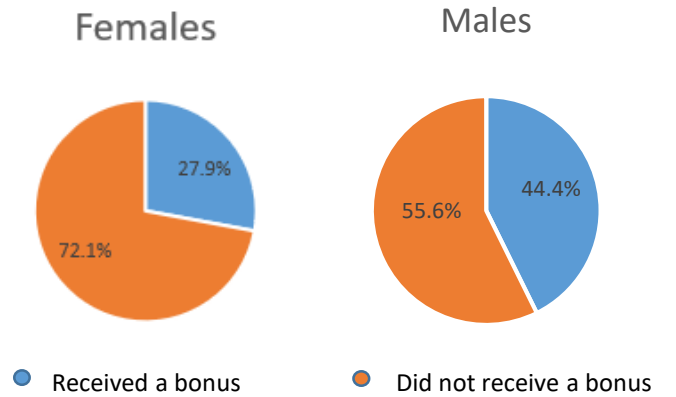


Gender Pay & Bonus Gap

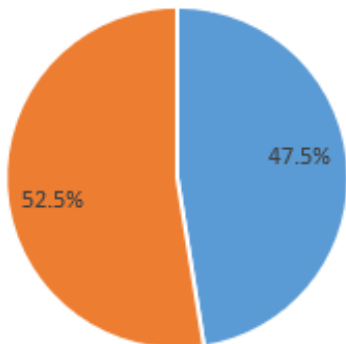
Difference between Men and Women	Mean (Average)	Median (Middle)
Gender Pay Gap	19.41%	20.66%
Gender Bonus Gap	-254.66%	-801.43%

Proportion of employees receiving a 2018 bonus

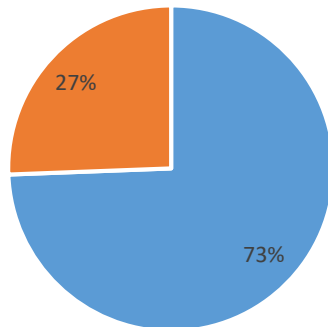


Pay Quartiles

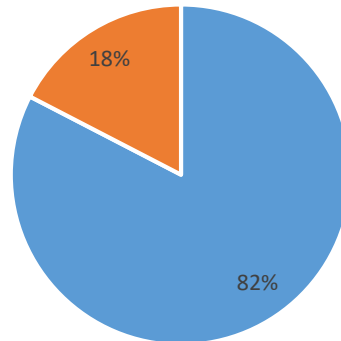
Lower Quartile



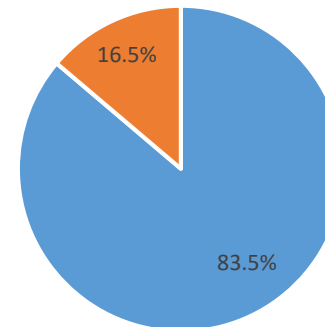
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



● Male ● Female

How we will make a difference:

We know that our gender pay gap is not an equal pay issue, but down to a lack of female representation in certain leadership roles in the "operations in the Field".

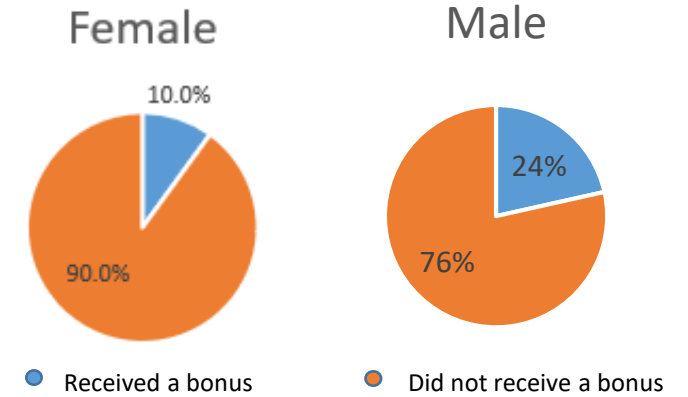
As certain parts of our "Back-Office" functions grow, such as Recruitment and HR, then there is a good likelihood that senior roles in this area will be taken up by females.

Rosita Westropp-Bennett
Finance Director - Kelly Group

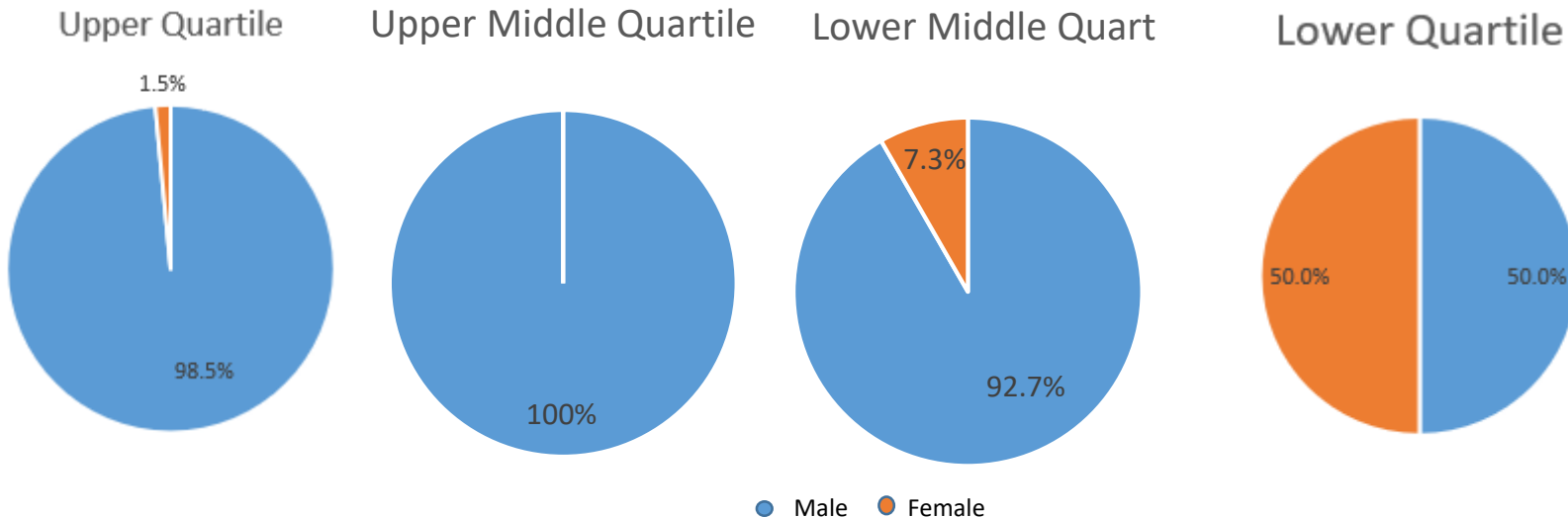
Gender Pay & Bonus Gap

Difference between Men and Women	Mean (Average)	Median (Middle)
Gender Pay Gap	36.4 %	48 %
Gender Bonus Gap	48.9 %	86.5%

Proportion of employees receiving a 2018 bonus



Pay Quartiles



How we will make a difference:

We know that our gender pay gap is not an equal pay issue, but down to a lack of female representation in certain leadership roles in the "operations in the Field".

As certain parts of our "Back-Office" functions grow, such as Recruitment and HR, then there is a good likelihood that senior roles in this area will be taken up by females.

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