

2018 Gender Pay Gap Report

We are committed to equality in all aspects of our business, including in the area of gender pay.

Gender pay & bonus gap



Hourly rate

Mean 3.2%

Median 0.0%



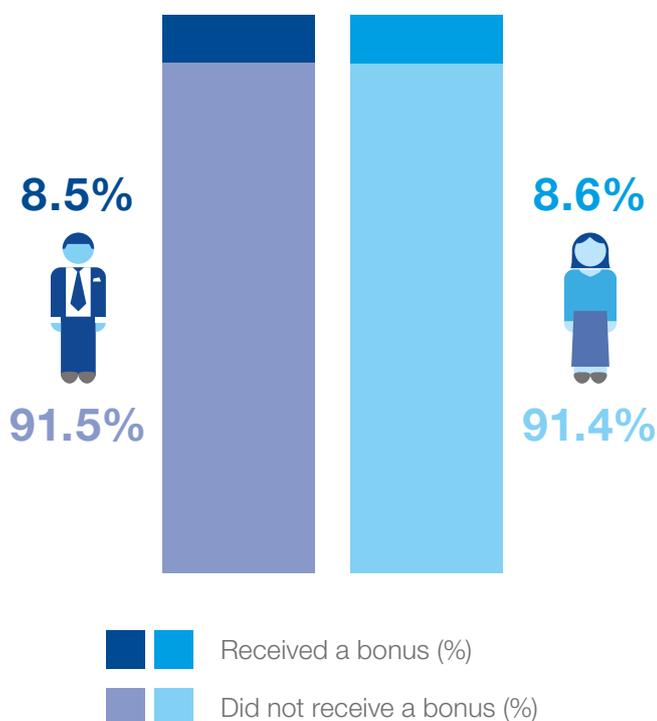
Bonus Paid

Mean -24.5%

Median 0.0%

The tables above show our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date (5 April 2018). It also captures the mean and median difference between bonuses paid to men and women in the year up to 5 April 2018.

Proportion of employees paid a bonus



Pay rate quartiles



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When women make up half of the talent pool, getting more women into leadership and achieving parity of opportunity for all isn't just an ethical imperative – it makes good business sense, achieves diversity of thought, and enables better decision making.

We are committed to closing the gender gap and creating a culture of conscious inclusion, where everyone is invited in and all opinions are valued. We are proud to nurture an inclusive environment in our own organisation, and that of the clients we serve.

When we take average of hourly rates across our Brook Street business, including our associates, women are paid 3.2% less than men. However, when we look at bonus pay, our average gender pay gap reverses to -24.5% in favour of women (with a median of 0%). Within Brook Street, the majority of our employees are the workers we place on assignment with our clients. Therefore our gender pay gap reflects to a large extent the mix of the employees we place on assignment, and the relative pay rates adopted by our clients.

We are pleased with our progress, yet not satisfied. There is always more we can do to shift the needle. Our ultimate parent company, ManpowerGroup Inc, already has the most diverse Board in the industry and we're actively developing our pipeline of women leaders globally. We do so with dedicated development programmes in addition to our Emerging Leaders Programme, of which 50% are women. We take an active role with the World Economic Forum to shape the future of gender, education and work and help organisations get more women into high growth roles. Moreover, we also commission research that provides employers with actionable advice and practical recommendations that can accelerate their journey to gender parity.

We set clear and measurable goals for our business, focusing on where we want to progress and how we are going to get there. We are committed to taking steps to make more progress to parity, including:

- Introducing Success Profiles to re-enforce the behaviours of conscious inclusion at all levels. By using these when hiring, developing and promoting our people, we're able to drive a culture of people who value others.
- Using standard criteria throughout our succession planning processes and challenging our own assumptions of what makes individuals successful. We have set a clear expectation that all success plans should have a 50:50 split between men and women.
- Creating ownership and involvement at all levels to drive a cultural change, by empowering our people to advocate and champion diversity through their own employee network groups.
- Providing high potential women with the experience and exposure they need to succeed in senior business-critical roles. We are continuing to elevate our focus of senior leader sponsorship of high potential women, and we are creating exposure opportunities that will allow them to lead with impact.

I confirm the data reported is accurate.



Damian Whitham

Commercial Director, ManpowerGroup UK