

GENDER PAY GAP 2021 - 22



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PAY DATA

DIFFERENCE IN HOURLY RATE

MEAN	MEDIAN
Women's mean hourly rate is 0.7% higher than men's	Women's median hourly rate is 13.8% higher than men's

When comparing mean hourly rates, women earn **£1.07 for every £1** men earn

When comparing median hourly rates, women earn **£1.14 for every £1** men earn

PAY QUARTILES

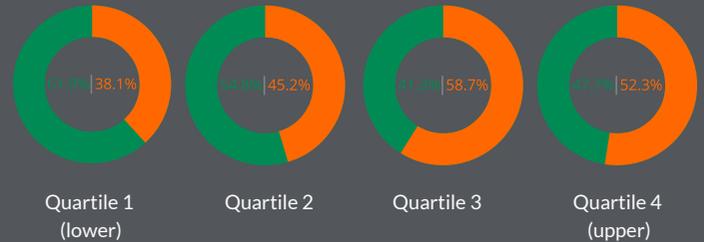


MALE



FEMALE

The image below shows the gender distribution at Kelly Services (UK) Limited when colleagues are placed into four equally sized quartiles based on pay



Proportion of male and female staff in quartiles

BONUS DATA

BONUS PAY GAP

MEAN	MEDIAN
Women's mean bonus pay is 3.5% higher than men's	Women's median bonus pay is 29.5% higher than men's

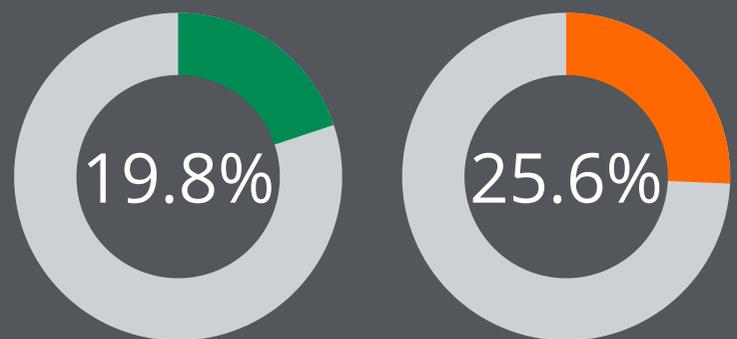
PROPORTION OF STAFF RECEIVING A BONUS PAYMENT



Proportion of men receiving a bonus payment



Proportion of women receiving a bonus payment



A message from Maggie Old, Director of HR & Support Services at Kelly Services (UK) Limited

As a recruitment agency, we expect our Gender Pay Reporting figures will vary year on year because we are required to include our temporary workforce as well as our employees. These are our Gender Pay statistics relating to the snapshot date of 5 April 2021.

Gender Pay Gap.

Our pay gap remains in favour of women for the fifth year of reporting, but our mean gap is zero this year. In an ideal world, we would like to see no pay gap or a marginal one every year, but it's incredibly difficult to monitor and control this when our temporary workforce pay is determined by our clients.

According to ONS, the average gap among full-time employees was reported as 7.9% in 2021. When we review our yearly statistics, we look closely at our full-time permanent employees as this is something we can monitor and control. This year our mean gap is in favour of the men by 2.59% but the median gap is in favour of the women by 2.87%.

Bonus Calculations

Only a small proportion of our temporary workforce are in receipt of a bonus so the difference between men receiving bonus compared to women is affected by this. There are more women compared to men on our permanent payroll where they are more likely to receive a bonus payment.

Due to the nature of our business, some of our employees are on sales-based schemes and therefore, their bonus potential is dependent on individual performance which is difficult to control. We also have employees where their incentive percentage targets are role dependent and standardised. However, our top 20 bonus earners are 50/50 male and female.

What next?

At the end of 2021, we launched our new Agile Working policy with the aim of improving flexibility and supporting employees balancing work and home commitments. As we look to return to some normality this year, we hope our hybrid model will bring out the best in our people and offer new opportunities for progression.

We will continue to review our salaries to ensure they are fair and competitive, and we will continue to promote career development. We have recently launched a new People Performance Process to encourage conversations around development and give our employees foundations to succeed.

In addition to this, there are several diversity and inclusion initiatives in development as we are committed to creating an inclusive, safe and welcoming environment for all.

Maggie Old

Maggie Old | Director of HR & Support Services | On behalf of Kelly Services (UK) Limited

We confirm the data reported is accurate. In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, Kelly Services is required to carry out Gender Pay Gap Reporting