

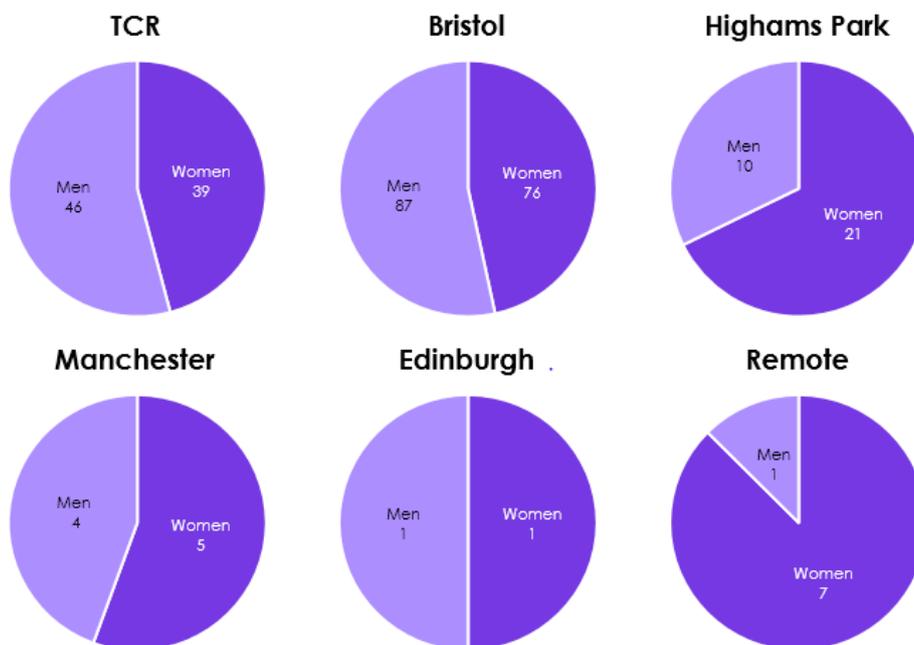
# 2017 GENDER PAY GAP REPORT

We welcome the government's introduction of gender pay gap reporting requiring all employers of more than 250 employees to publish their gender pay gap. This requires TMP to conduct an analysis of our payroll across a specific time period using a standard set of calculations as set out in the legislation.

We know how important being a diverse and inclusive organisation is and recognise that there are always areas in which we can improve. The analysis we have conducted to produce this report has provided insight into where we can improve and has highlighted some areas that we will need to address.

Our regular management information provides us with an overview, but we now need to look more closely at the underlying information which is required for this report.

## Gender split by location at the end of 2017



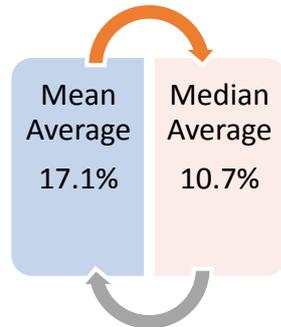
As a business TMP is committed to ensuring that employees are paid equally for jobs that are the same, similar or of equal value irrespective of gender. The gender pay gap is **not** about what we pay women and men in the same role but about the overall proportion of our payroll that is received by each gender using some very specific and slightly complicated formula.

The gender pay gap calculations give a snapshot of the difference between men and women's average earnings, at a moment in time, irrespective of job role and is shown as a percentage figure.

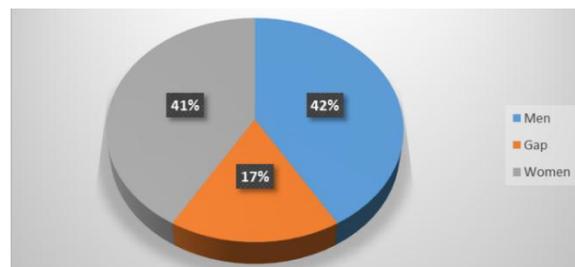
Compiling this data enables the business to better understand if a gender pay gap exists and why. Although the reasons for the gap can be complex and varied, by monitoring this, we can improve our awareness and identify appropriate actions to reduce the gap.

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Based on the snapshot date of 5 April 2017, the difference between men and women's average hourly rates of pay is:

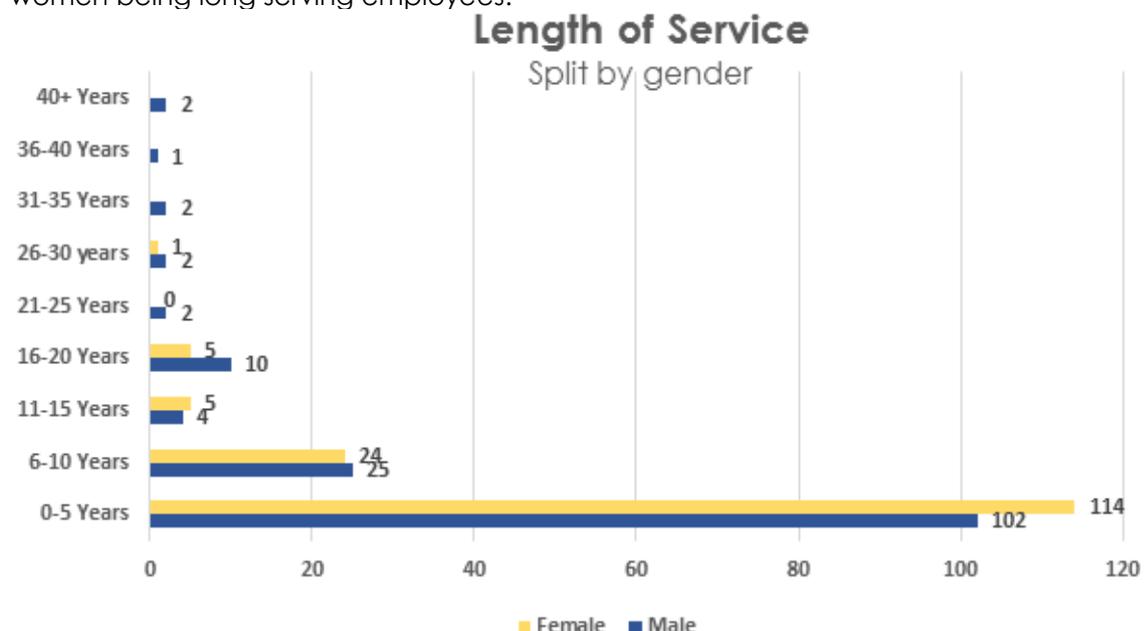


The mean average has been arrived at by adding all hourly rates paid and dividing by those employees in the list at the reference period. In simple terms it is all payroll divided by the number of employees of each gender. The median average was identified by listing all hourly rates paid during the reference period in numerical order and identifying the midpoint. Another way of looking the gender pay gap is:



The Office of National Statistics has estimated that the average overall UK gender pay gap is currently around 18%. TMP's gender pay gap is just below this figure and we recognise that there is more that can be done to reduce it.

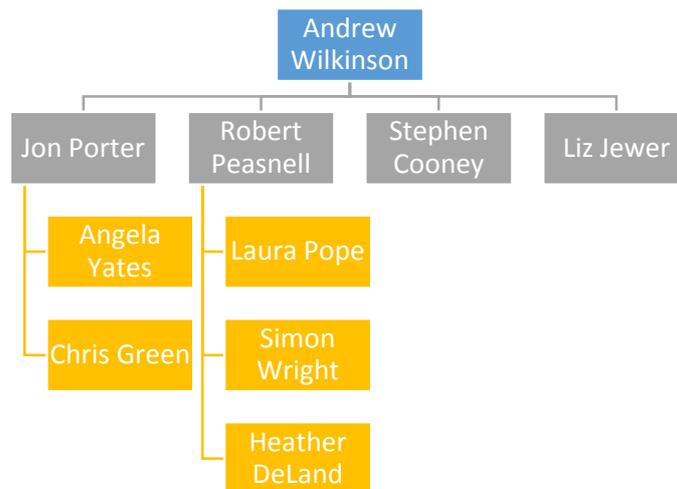
We have reflected on some of the reasons that may sit behind the 17.1% gap and there appear to be factors that contribute to the gap which we can easily identify. For instance, the data indicates that a good proportion of the gap can be attributed to more men than women being long serving employees.



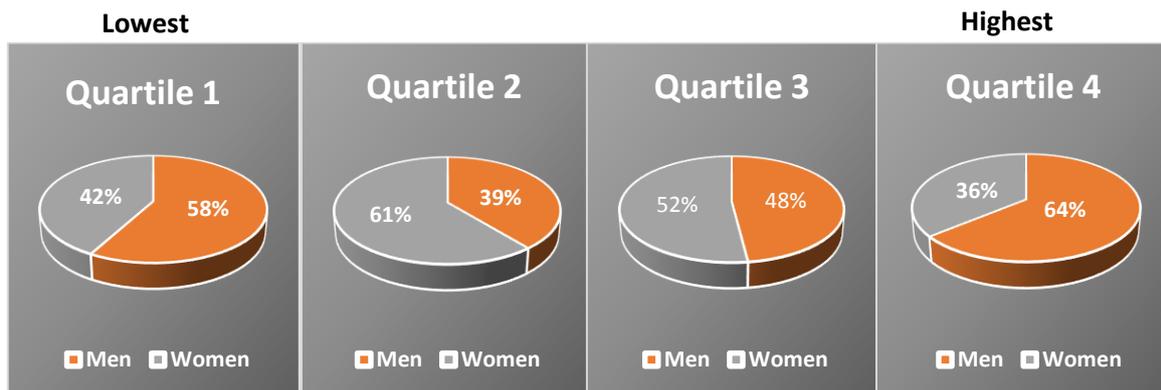
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Of those employees with more than 10 years' service during the reference period, 64% were men. The gender profile of the Leadership Team, circa 80% men, also has an impact on the overall gender pay gap for the business. If the data for the Leadership Team was removed the overall mean gender pay gap for the business would drop to circa 8%, indicating that across the wider company the disparity is much less significant. Although only 20% of the Leadership Team was female, at the time of the data snapshot, when considering the next tier of senior management the picture is slightly better balanced with 40% women.

Senior Management Team at 5 April 2017 snapshot date.



The charts below show all employees ranked by average earnings from the lowest to highest, divided into four equally sized groups (Quartiles). Quartile 4 is the highest paid group of employees in the company and Quartile 1 the lowest earning group. Interestingly there is a dominance of men in both the highest and the lowest segments and whilst there are more women in the 2 middle quartiles this does not offset the overall impact of Quartile 4.



Discretionary bonus scheme eligibility is for a small number of roles where it is deemed appropriate and is measured against specific financial targets. In addition, in certain exceptional circumstances, the business may also provide a one off incentive/bonus i.e. for a new starter sacrificing an incentive/bonus from their previous employer.

During the reference period 1.2% of TMP's employees received a bonus scheme payment out of the 2.6% who were part of the discretionary bonus scheme. Of the small number of men and women eligible, based on the achievement of financial targets, male employees received bonus scheme payments. Under the reporting definitions 4.5% of all men employed by TMP received a payment but no women qualified based on financial target performance criteria. This distribution of bonus payments resulted in a 100% mean and median average

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bonus gender pay gap between men and women. The bonus payment reference period was the year up to 5th April 2017, i.e. for performance in 2016

As a business TMP will endeavour to reduce the current gender pay gap, whilst continuing to ensure that gender does not impact on its pay decisions. The company aims to maintain its 50:50 gender profile whilst working to reduce the mean gender pay gap from 17.1% within a reasonable time frame.

## Taking Action

We believe that TMP is a business where employees are able to progress in their career regardless of their gender. However, we recognise that there is more we can do to help and reduce the gender pay gap. Some of the actions we are taking are outlined below.

We will:

- Provide training for line managers to help them understand and recognise unconscious bias, enabling them to identify and mitigate how this might impact in the workplace and on decision making.
- Aim to provide coaching support for women who are seen as high potential for senior positions in the future.
- Encourage our women in TMP network group, supporting them in developing their careers through the work of inspiring role models and mentors in the business.
- Examine opportunities to support flexible working.

We will continue to report in accordance with legislation but we will also seek more informal feedback from the business and review the impact of these initiatives through employee pulse survey feedback.

I confirm the data reported is accurate.

Andrew Wilkinson - CEO TMP UK & IE