

OUR GENDER PAY GAP RESULTS

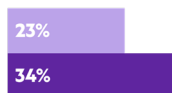
Our Gender Pay Gap report relates to our financial year up to April 2018. Overall our UK mean gender pay gap has reduced from 2017 and is at 34%, but we understand there is more work to be done. We are fortunate enough to retain the leaders of our legacy agencies, some of which were established over twenty years ago. This does however mean many of the most senior people in the business are men, and therefore affects our pay gap.

We are committing to looking at our Gender Pay Gap globally, and these results show promise, with our global mean gender pay gap at 23% and our global median gender pay gap at 11%.

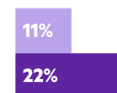
RECEIVED A BONUS **66% OF MEN** **65% OF WOMEN**

PAY GAP

MEAN (AVERAGE)

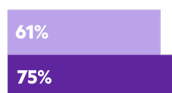


MEDIAN (MIDDLE)



BONUS GAP

MEAN (AVERAGE)



MEDIAN (MIDDLE)



■ GLOBAL ■ UK

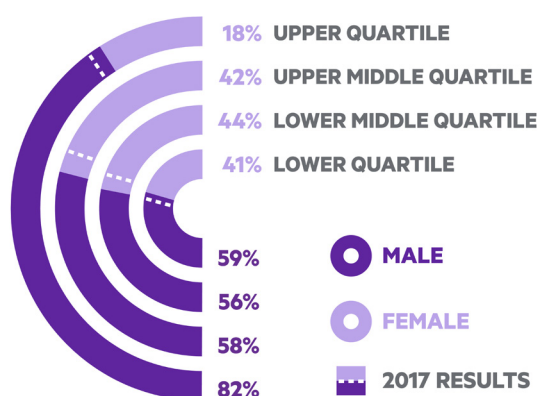
Parts of our results, such as the bonus gap show a greater skew than last year. It is important to note that comparing this year and last year's reports are not comparing like with like; due to an administrative change since 2017, the 2018 results reflect a slightly different population at a senior level to 2017.

We are focussing our efforts on improving gender balance at the upper middle quartile of our business as we develop our female leadership pipeline. Our current report shows that there has been a positive difference of 4% in this quartile and reflects this effort.

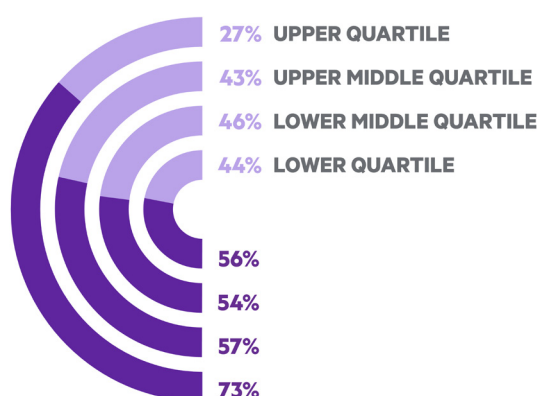
We are already seeing positive results from our work on gender balance this year which we hope will be reflected in future reports. Since the start of 2019, 55% of senior hires have been women and we continue to push for a gender balance of long list put forward for roles.

We are very proud of the work that we are continuing to do to support gender balance which should continue to be reflected in our future reports. We will continue to work on closing the gender pay gap this year through initiatives such as family friendly policies, manager development and encouraging flexible working. You can see more on what we have achieved and what we plan to do below.

UK QUARTILE EMPLOYEES



GLOBAL QUARTILE EMPLOYEES



OUR WORK LAST YEAR TO REDUCE THE GAP

- UNCONSCIOUS BIAS WORKSHOPS
- DIVERSITY & INCLUSION EDUCATION
- BALANCE OF CANDIDATES FOR ROLES

WHAT WE WILL DO THIS YEAR

- SIGN WORKING FORWARD PLEDGE
- MANAGER DEVELOPMENT
- CULTURE OF FLEXIBLE WORKING