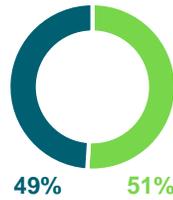


SHL GENDER PAY GAP REPORT 2019

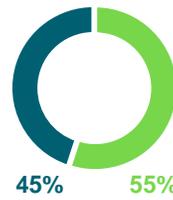
This report has been prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. Snapshot date: 5 April 2019 (private sector)

The percentage of males and females in each pay quartile:

male female



1st quartile
Includes all employees whose standard hourly rate places them at or below the lower quartile



2nd quartile
Includes all employees whose standard hourly rate places them above the lower quartile but at or below the median



3rd quartile
Includes all employees whose standard hourly rate places them above the median but at or below the upper quartile



4th quartile
Includes all employees whose standard hourly rate places them above the upper quartile

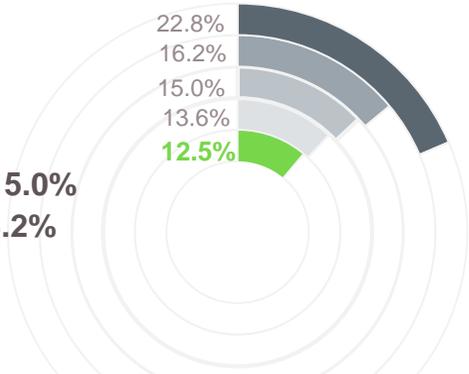
The mean gender pay gap is 12.5% at SHL.

The monetary amounts behind this figure are:

- A mean male hourly rate of £26.07
- A mean female hourly rate of £22.80

How does this compare?

- **SHL 2019: 12.5%**
- Private sector services: 13.6%
- Professional and business services: 15.0%
- All employees (National Statistics): 16.2%
- Professional, scientific and technical (National Statistics): 22.8%



SHL trend for mean gender pay gap:	Year	mean gender pay gap	change from previous year
	2019	12.5%	-39.1%
	2018	51.6 %	38.9 %
	2017	12.7 %	--

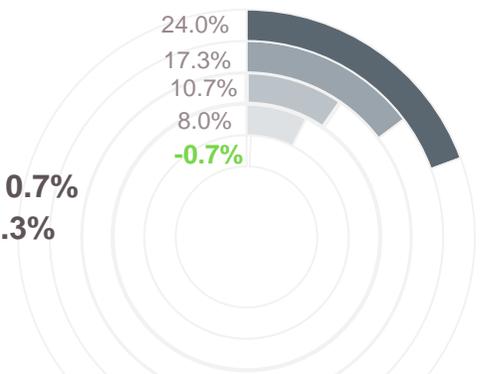
The median gender pay gap is -0.7% at SHL.

The monetary amounts behind this figure are:

- A median male hourly rate of £19.55
- A median female hourly rate of £19.68

How does this compare?

- **SHL 2019: -0.7%**
- Private sector services: 8.0%
- Professional and business services: 10.7%
- All employees (National Statistics): 17.3%
- Professional, scientific and technical (National Statistics): 24.0%

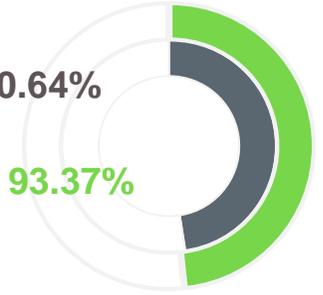


SHL trend for median gender pay gap:	Year	median gender pay gap	change from previous year
	2019	-0.7%	-11.1%
	2018	10.4%	6.8%
	2017	3.6%	--

SHL GENDER PAY GAP REPORT 2019 (Bonus)

The percentage of males and females who are paid bonus at SHL:

- male employees paid bonus is **90.64%** (184 employees from 203)
- female employees paid bonus is **93.37%** (169 employees from 181)



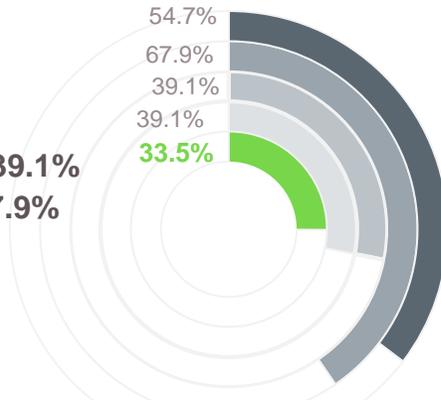
The mean gender bonus gap is 33.54% at SHL.

The monetary amounts behind this figure are:

- A mean male bonus of £7,179.22
- A mean female bonus of £4,771.54

How does this compare?

- SHL 2019: 33.54%**
- Private sector services: 39.1%
- Professional and business services: 39.1%
- All employees (National Statistics): 67.9%
- Professional, scientific and technical (National Statistics): 54.7%



SHL trend for mean gender bonus gap:

Year	mean gender bonus gap	change from previous year
2019	33.5%	-31.9%
2018	65.4%	38.0%
2017	27.4%	--

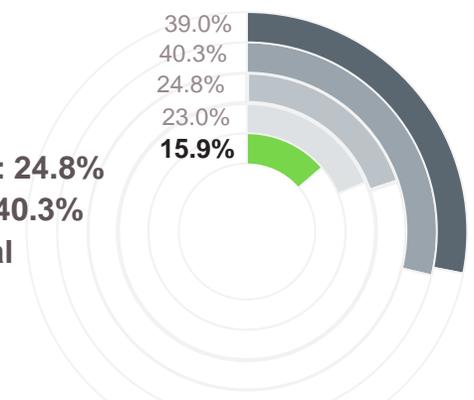
The median gender bonus gap is 15.93% at SHL.

The monetary amounts behind this figure are:

- A median male bonus of £2,896.68
- A median female bonus of £2,435.22

How does this compare?

- SHL 2019: 15.93%**
- Private sector services: 23.0%
- Professional and business services: 24.8%
- All employees (National Statistics): 40.3%
- Professional, scientific and technical (National Statistics): 39.0%



SHL trend for median gender bonus gap:

Year	median gender bonus gap	change from previous year
2019	15.9%	2.2%
2018	13.7%	11.1%
2017	2.6%	--

SHL GENDER PAY GAP REPORT 2019

SHL has dedicated a lot of energy to close the gender pay gap within the organization and to start building a long term plan to keep it balanced. We managed to significantly improve our Mean and Median Gender Pay Gap and Mean Gender Bonus Gap due to below actions we put in place:

- Introduced a global and consistent analytical job evaluation system;
- Created pay and grading structure;
- Started deep analytics on gender pay gap and pay equity;
- Trained people managers to enable them with proper pay decisions;
- Introduced reward compliance;
- Put in place a continuous conversation philosophy to tackle any gender issues immediately
- Have been consciously paying attention to having the right balance within genders in all levels of the organization during the recruitment process;

SHL Success Story

Emmy Hackett, Head of Legal

I believe that SHL is a diverse and inclusive company on a journey to evolve to the point where gender and ethnicity are no longer barriers to talent. Working in tech most of my legal career, I have seen inequality play out in the workforce, although I have seen progress over time. I joined SHL when the legal function was in its early stages and data protection and compliance were non-existent. My 8+ years of experience includes many opportunities grow my skills and contribute to the company. Being included as part of the global executive team has allowed me to lead and develop a department that supports our commercial efforts and our customer obsession by delivering quality and compliance at speed! I have felt supported in expanding the organisation to be more inclusive and continue to push for improvements. Our gender pay results reassure me that we are headed in the right direction.

... and we are not finished. We do not stop on this journey and plan to

- use the insights by deep analytics and create a long term compensation plan to address any gender pay gap remained at SHL
- review our new reward tools and policies annually, so it would be always tailored to our growing organization
- keep recruitment gender balanced

SHL Success Story

Sarah is currently our Head of Professional Services and is a real success story for SHL. Our People are our first priority and her SHL journey is clear evidence of this.

She was promoted just prior to her 9 months maternity leave commencing demonstrating the faith and commitment SHL had in her. She was able to keep in touch with the business at her own pace whilst on mat leave, meeting key individuals and keeping up to date with the business and market developments. She returned part time at first to enable her to spend longer with her new family and achieve the right balance for her. She eventually moved back to full time hours at a pace that suited her and her family.