GPG: OUR JOURNEY IN NUMBERS

We firmly believe a more diverse workforce makes better decisions, allows you to better represent and understand your clients and innovate better. Inclusion & Diversity is key to this and we have worked to compose a leadership team of different thinkers with a focus on 3 areas to create change...

- ATTRACT DIVERSE TALENT
- REWARD AND PROMOTE DIVERSE TALENT
- CULTURAL NORMS, FLEXIBILITY AND WORKING ENVIRONMENT

We do not target a 0% Gender Pay Gap and do not have defined KPIs here. We have conducted a number of experiments over the past 3 years to increase diversity, some have worked, some haven’t. Metrics can be tricky and we’ve adopted an approach less about measurement and more about seeing this as something we’ll always need to commit to prioritising. We’ve gone further with our analysis.
## GPG: Our Journey in Numbers

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean GPG</td>
<td>22.8%</td>
<td>0.2%</td>
<td>2.2%</td>
</tr>
<tr>
<td>Median GPG</td>
<td>30.8%</td>
<td>-5.3%</td>
<td>-20.1%</td>
</tr>
<tr>
<td>Mean Bonus GPG</td>
<td>58.3%</td>
<td>35.7%</td>
<td>21.9%</td>
</tr>
<tr>
<td>Median Bonus GPG</td>
<td>61.5%</td>
<td>21.4%</td>
<td>-15.6%</td>
</tr>
</tbody>
</table>
“When I became CEO I wanted to lead a company that was inclusive, diverse and fair. Not only do I believe it’s the right thing to do, I also think it will help us make better decisions, be more innovative and allow us to better represent and understand our end clients.

While we are incredibly proud of what we have achieved, we are continually striving for better. We commit to keep working hard to ensure equality across all diversities, reducing biases and prejudices that may influence that.”

Mitesh Sheth, Chief Executive
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