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**GENDER
PAY GAP
REPORT 2017**

It is our mission to help people find fulfilling jobs and companies build happy, productive teams. Diversity and inclusion have always been at the heart of our culture so that we may reflect the communities we serve. Gender equality is an essential part of this.

Creating an environment where our employees are supported to aspire to – and achieve – their career ambitions is our primary objective and is vital to our business success.

We therefore welcome the government's introduction of the gender pay gap reporting legislation. Our aim is to be transparent in both our reporting and our commitment to our employees as we continue to build on our existing initiatives to promote diversity and equal opportunities for all.

Our remuneration strategy is designed to attract, engage and retain the industry's best recruitment and corporate services talent. For these different employee groups, we benchmark our roles against the industry and have a performance-based compensation package that is completely transparent.

Gender pay gap: what it is and what it isn't

Since April 2017, government has legislated for companies with more than 250 employees to report a comparison of the average earnings of men and women in an organisation. The gender pay gap therefore looks at the mean and median in hourly pay and bonus as well as the percentage of men and women who received a bonus.

The calculation of the gender pay gap is the cumulative roll up of all of the male compensation which is then compared to all of the women's compensation as a collective.

This is different from equal pay which compares how men and women are paid for doing the same or equivalent work.

At Robert Half, we are confident that men and women are paid equally when working in similar roles with similar performance.

Gender pay gap

Our own employee gender pay gap analysis shows that the overall gender pay gap between men and women is 27.86% (mean) and 25.24% (median).

The overall bonus gap between men and women is 59.16% (mean) and 46.66% (median). Bonuses were provided to 71.97% of men and 62.29% of women.

Our gender pay gap is the result of an imbalance of gender at different levels in the organisation. Overall, we have a larger number of men in senior management positions, whose higher compensation has contributed to the gender pay gap.

	2017 Results* (%)
Mean hourly pay gap	27.86
Median hourly pay gap	25.24
Mean bonus gap	59.16
Median bonus gap	46.66

Pay quartiles

Pay quartiles are determined by splitting our employees into four groups with an equal number of employees in each group.

The lower quartile represents the lowest 25% of employee pay and the upper represents the top 25%. The table shows we have a higher proportion of men in senior positions.

	Male (%)	Female (%)
Lower quartile	34.17	65.83
Lower middle quartile	37.41	62.59
Upper middle quartile	45.68	54.32
Upper quartile	62.23	37.77

Inclusion of temporary workers

As a recruitment agency, our reported gender pay includes both our Robert Half employees, and the temporary workers we have on assignment with our clients. Of the payrolls reported, 42% are composed of our internal employees and 58% are our temporary workers.

When we include our temporary workers, the overall pay gap is 29.74% (mean) and 14.83% (median). Remuneration for contractual working is typically based on a base rate, with bonuses only paid in rare occasions.

When we combine both Robert Half employees and temporary workers, 24.45% of women and 38.81% of men earned a bonus. Overall, our bonus pay gap is 59.92% (mean) and 46.66% (median).

We provide our clients industry benchmarks and information when determining candidate pay rates.

Maintaining a culture of diversity and inclusivity

We will continue to foster a high performing and motivated environment that will allow all of our employees the opportunity to advance and develop long and successful careers with Robert Half.

The figures, however have highlighted a gender imbalance, with more men in senior roles and more women in lower pay quartiles. We will continue to work with our leadership teams to ensure we attract and promote a diverse workforce that represents our wider community.

We can confirm that our data has been calculated according to the requirement of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Andrew Plumbly
Company Secretary & Managing Director,
Corporate Services

Matt Weston
UK Managing Director

* This chart shows the mean and median gender pay gap and bonus differences between men and women, the figures are reported at April 2017. The mean pay gap is the difference between the average hourly wage. The median pay gap is the difference between the mid-points in the high and low ranges of hourly pay. This data excludes temporary workers.