



2018 GENDER PAY GAP REPORT

# OUR COMMITMENT TO DIVERSITY & INCLUSION

 Robert Half®

## INTRODUCTION

“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.”

Diversity and inclusion are essential in any workplace, as is a culture that supports all of its employees, ensures they are treated fairly and provides equal access to opportunities and resources. At Robert Half, we are committed to continually evolving our diversity equality and inclusion initiatives to ensure there are no barriers to prevent anyone from being able to achieve their career goals.

Our second consecutive year of gender pay gap reporting shows we are making progress in improving the weighting of our male and female colleagues within each quartile, but we know there is more work still to be done. We remain confident, however, that men and women are paid equally when working in similar roles with similar performance.

We are committed to our goal of offering all employees fair and equal pay, benchmarked against the wider industry, but recognise that we currently have a leadership imbalance with more men in senior positions and more women in lower salary quartiles. This is why we split out how our payrolls and bonus packages are presented, both for our full-time staff but also for our many temporary workers, going beyond our compulsory reporting requirement outlined by the government.

We are a company that values diversity and inclusion at its core. As we look ahead to the future, we will continue to build on our existing initiatives to promote equal opportunities for all.

**Andrew Plumbly**  
Company Secretary  
& Managing Director,  
Corporate Services

**Matt Weston**  
UK Managing Director

**Vicky Austin**  
Senior HR Manager

### THE GENDER PAY GAP

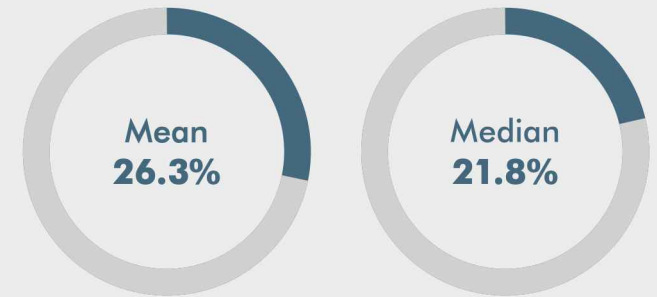
Now in its second year since being introduced in April 2017, the government has legislated for UK companies with more than 250 employees to report a comparison of the average earnings of men and women in an organisation. The gender pay gap, therefore, looks at the mean and median in hourly pay and bonus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

The calculation of the gender pay gap is the cumulative total of all of the male employee compensation compared to all of the female employee 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.

### GENDER PAY GAP

At Robert Half, our reported gender pay gap includes both full-time employees and the temporary staff who work with our clients. We also go beyond our compulsory reporting requirement and provide separate pay and bonus reporting for our full-time staff, to ensure we provide the most comprehensive figures we can.



Analysis from our second year of reporting shows that the overall gender pay gap between our male and female permanent staff is currently 26.3% (mean) and 21.8% (median). This has decreased from the 27.9% (mean) and 25.2% (median) we reported in 2017.

The overall bonus gap in 2018 – 55.1% (mean) and 52.6% (median) – has also decreased over the last year, from 59.2% (mean) and 46.7% (median).

In total, bonuses were provided to 76.0% of men in 2018, compared to 72.0% in 2017 and 67.0% of women received a bonus in 2018, rising from 62.2% the previous year.

### INCLUSION OF TEMPORARY WORKERS

When including the 57.5% temporary workers alongside our 42.5% internal Robert Half employees, the overall pay gap is 28.9% (mean) and 13.6% (median), decreasing from 29.7% (mean) and 14.8% (median) in 2017.

In total, 24.5% of women and 39% of men earned a bonus in 2018, compared to 24.5% of women and 38.8% of men in 2017. These figures are lower than the percentages reported for just Robert Half permanent employees, as remuneration for contractual working is typically based on a base rate, with bonuses only paid on rare occasions.

Overall, our bonus pay gap is 55.9% (mean) and 53.1% (median). In 2017 our bonus pay gap was 59.9% (mean) and 46.7% (median).

As a recruitment agency, we provide industry benchmarks and information to our clients when determining candidate pay rates.

## NEXT STEPS

### PAY QUANTILES

We determine pay quartiles by splitting our employees (including both full-time staff and temporary workers) into four distinct groups, each containing an equal number of employees, with the lower quartile representing the lowest 25% of employee pay and the upper representing the top 25%.

Our analysis highlights that we currently have a leadership imbalance between men and women, with more men in senior roles and more women in lower pay quartiles. However, over the last year we have seen a shift in the number of women represented in the top three quartiles. This is progress we are proud of and a trend we aim to continue.



\*We can confirm that our data has been calculated according to the requirement of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. All gender pay gap data presented above has been rounded to the nearest 0.1%.

### OUR CONTINUED COMMITMENTS TO DIVERSITY, INCLUSION AND CULTURE

At Robert Half, our goal is to attract and retain the industry's top talent. We know that to fulfil this we must continue to foster a culture of diversity and inclusivity, to ensure we carry on securing the best quality candidates who not only represent the wider community but whose careers can flourish at our organisation. Embracing diversity and inclusion will also help us continue to effectively serve the needs of the job seekers and clients we work with every day.

Striking the right gender balance is a key area of focus for 2019 and beyond, however, we are also continuing to invest in ongoing global diversity, inclusion and culture initiatives. We've introduced diversity and discrimination training for all staff and spent time interviewing returners to evaluate how and where we can improve our business practices. Diversity is and will continue to be a core focus for our leadership teams.

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