

2019 GENDER PAY GAP REPORT

OUR COMMITMENT TO DIVERSITY & INCLUSION





FOREWORD

Inclusion and diversity are core to the ethos and culture at Robert Half. We are proud of our work environment where all individuals are treated fairly, with respect and have equal access to opportunities and resources. As part of this, we continually examine how we can best support our employees and candidates to help them connect, thrive and grow within their careers.

In the third year of reporting on our gender pay gap, we are pleased that we have continued to make progress in closing the gap. We recognise that we currently have more men in senior positions and more women in lower salary quartiles creating a leadership imbalance and this remains a key area of focus for the business.

Over the last year, we have proactively worked on this area through a range of local, national and global awareness and development initiatives.

For our employees this has included enhanced training to nurture talent at all levels to ensure a strong pipeline for future succession. For our customers', candidates and the wider community, we've championed events around inclusion and diversity in the workplace.

We are proud to support the Women's Empowerment Principles, a joint initiative of the UN Global Compact and UN Women, and again we've been selected for Bloomberg's 2020 Gender Equality Index.

Andrew Plumbly

Company Secretary & Managing Director, Corporate Services

Matt Weston

UK Managing Director

Vicky Austin

Senior Human Resources Manager

GENDER PAY GAP REPORTING

Introduced by the UK government in April 2017, businesses with more than 250 employees are required to report on their mean and median hourly pay and bonus rates for men and women, as well as the percentage of men and women who received a bonus at all.

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

As a recruitment agency, our reported gender pay gap includes both our permanent employees and the temporary staff who work with our clients. We go beyond our compulsory reporting requirements by providing separate pay and bonus data for our staff to ensure we provide a set of wholly comprehensive figures.

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OUR GENDER PAY GAP

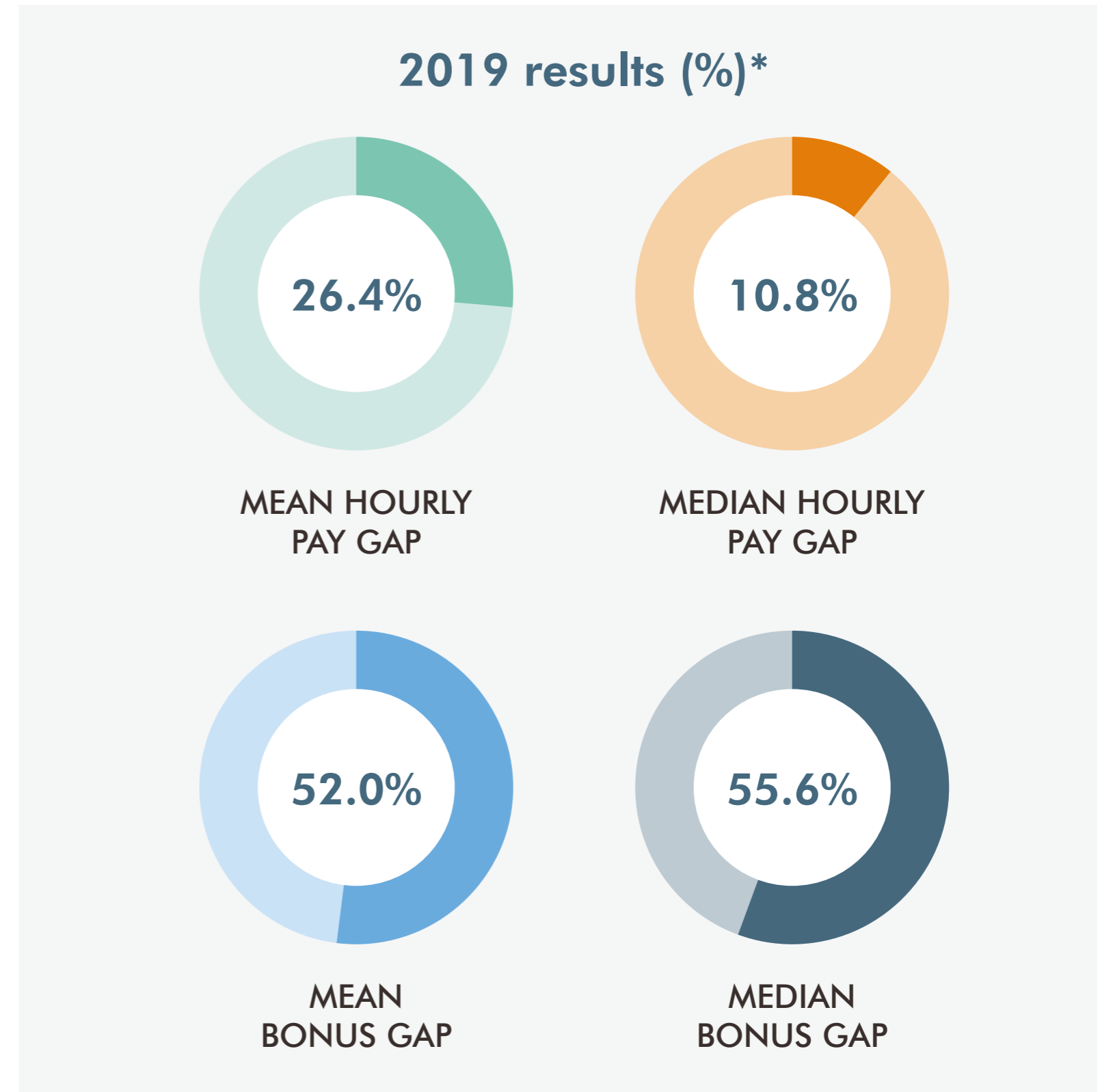
In 2019, our gender pay gap fell to its lowest level at 26.4% (mean) and 10.8% (median) for our permanent employees and temporary workers. Not only do these figures represent our lowest gender pay gap to date, but they also demonstrate the most significant year-on-year decrease since we started reporting in 2017.

While the median bonus gap has increased this year, we are pleased to see that the overall mean bonus gap in 2019 was 52.0%, representing a drop from 55.9% in 2018.

Bonuses were provided to 37.3% of men in 2019 compared to 39.0% in 2018, while 26.5% of women received a bonus this year in comparison to 24.5% last year.

The progress we have made over the last 12 months to reduce our gender pay gap is a positive reflection on Robert Half's ongoing commitment to ensuring all staff are treated fairly, with respect and have equal access to opportunities and resource. We are proud of the strides that we have made over the period but remain dedicated to continue closing the gap.

*This chart shows the mean and median gender pay gap and bonus differences between men and women. 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 includes temporary workers.

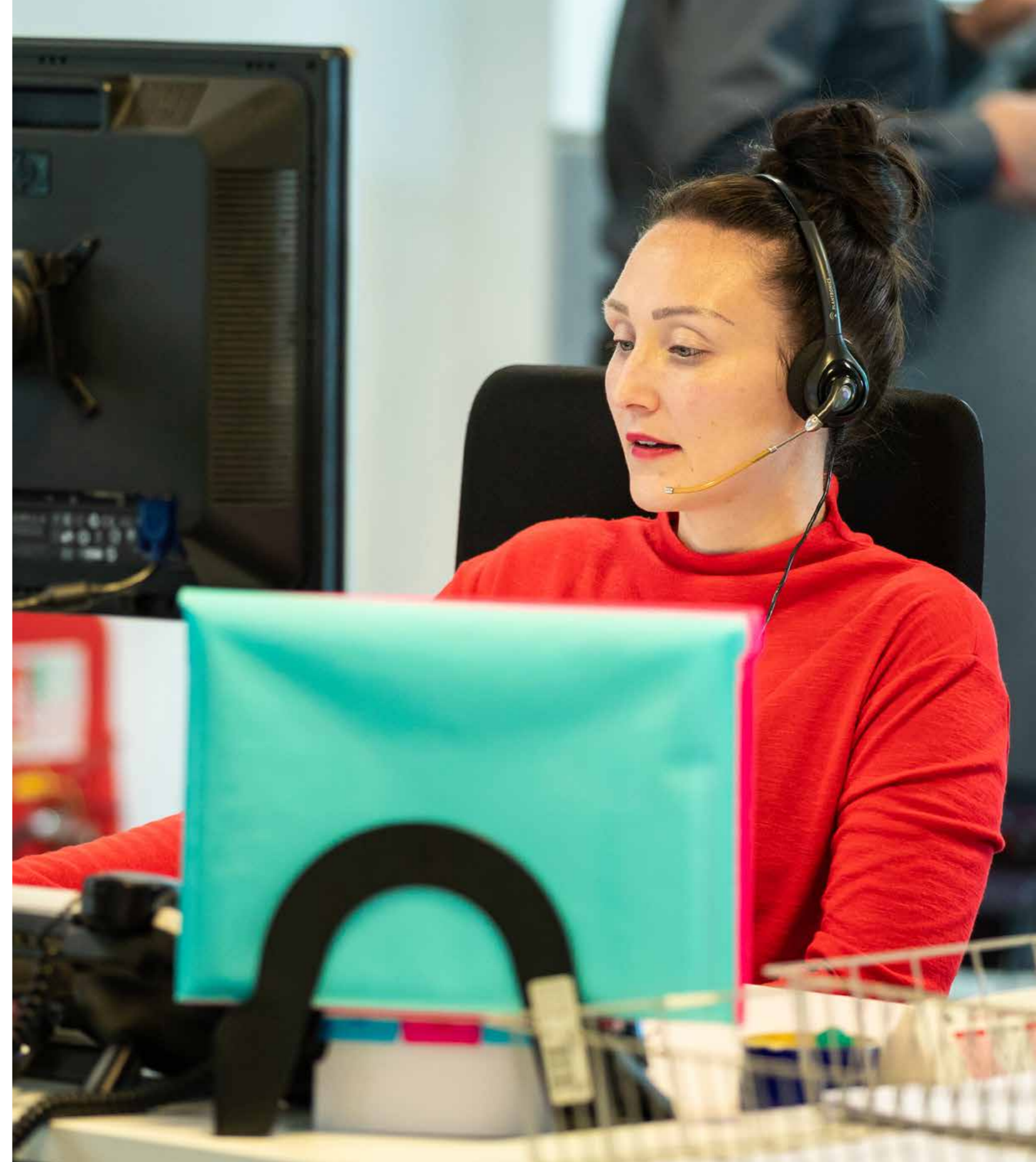


PAY GAP BREAKDOWN: A SPOTLIGHT ON OUR EMPLOYEES

Analysis of our data for employees alone found that the mean gender pay gap had increased slightly to 28.7% from 26.3% in 2018. That said, the median gender pay gap for staff continued its downward trend at 21.6% compared to 21.8% last year.

In 2019, the bonus pay gap for staff decreased to 51.3% (mean) and 52% (median), in contrast to 55.1% (mean) and 52.6% (median) the year before.

Finally, 65.9% of our female employees received a bonus in comparison to 75% of males. In 2018, this was 67% and 76% respectively.

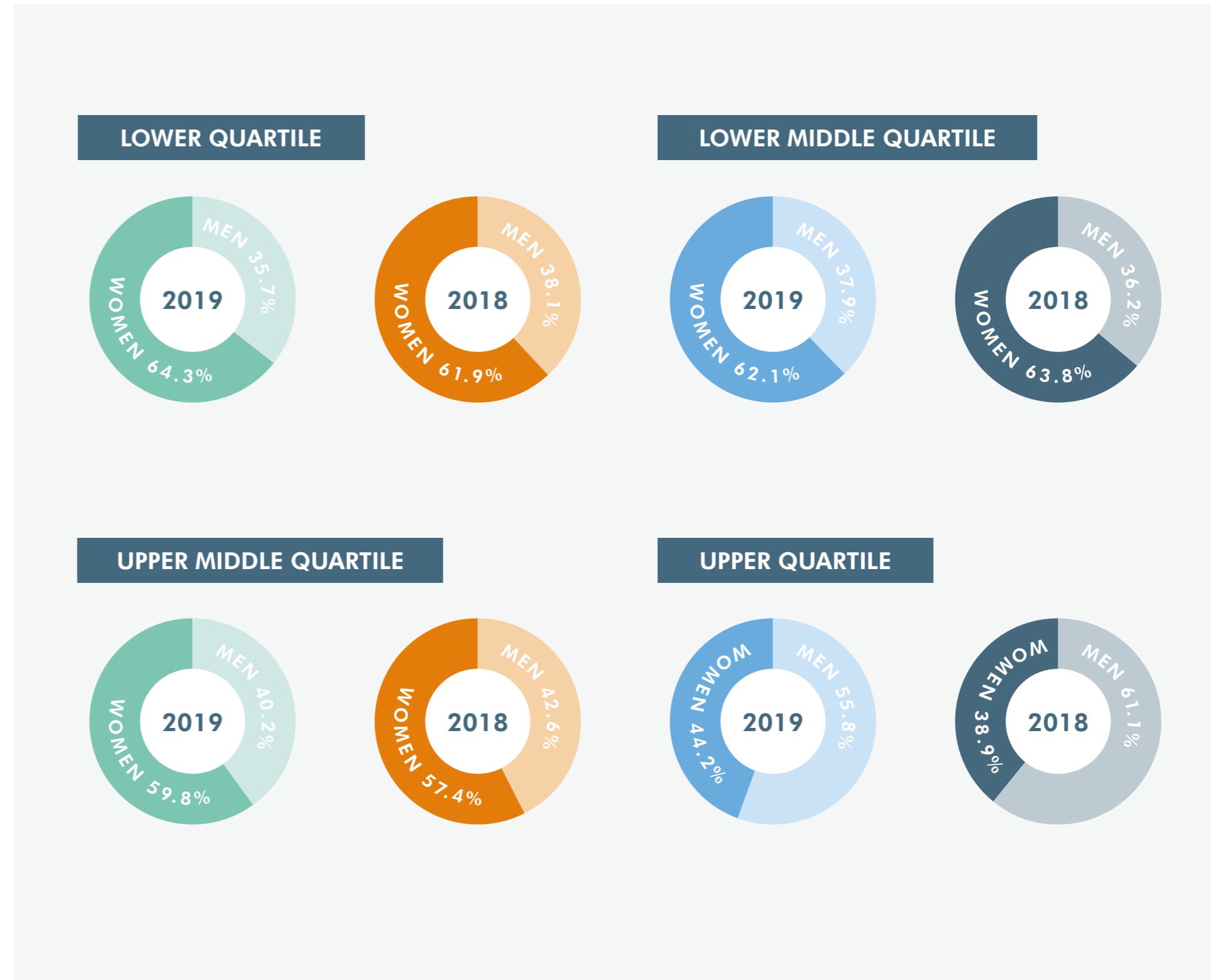


PAY QUARTILES

Our pay quartiles have been determined by dividing the collective pay of our employees and temporary workers, into four core groups. Each group contains an equal number of employees, with the lower quartile representing the lowest 25% of paid employees and temporary workers and the upper quartile representing the top paid 25%.

The percentage of females in the upper pay quartile is now 44.2% compared to 38.9% in 2018, while the percentage of males in senior roles has fallen from 61.1% last year to 55.8%. While we recognize that we do have a leadership imbalance, we are proud of that we are making progress in changing the ratio at the top and will continue to work to maintain this momentum. We remain confident that men and women are paid equally when working in similar roles with similar performance.

Over the last 12 months we have continued to work proactively to readdress the balance by increasing the percentage of females in the upper middle and upper quartile, with 48% of all promotions in 2019 going to female employees and 49% of all our supervisors and above attended a form of leadership training or participated in a leadership event.



OUR CONTINUED COMMITMENT TO AN INCLUSIVE CULTURE

While we have made significant progress in improving our gender pay gap to date, we recognise that there is still work to be done. Our goal at Robert Half is to attract and retain the industry's leading talent and as a global organisation we understand how important it is to recognise the different backgrounds, life experiences and cultures among our staff and within the communities we serve.

We regularly review of all our HR policies to ensure we continue to create a work environment in which all individuals are treated fairly, with respect, and have equal access to opportunities and resources.

We will build on our current momentum by continuing to invest in a number of ongoing global inclusion, diversity and culture initiatives, such as;

- **Anti-discrimination training**

To ensure that anti-discriminatory behaviours are avoided and all our employees are aware of the impacts of unconscious bias, we have and will continue to deliver training globally to all our employees.

- **Established inclusion and diversity committee**

A cross-departmental executive committee has been established with a global remit to ensure that we have a clear vision, strategy and key focus areas for our inclusion and diversity initiatives. All with the aim of nurturing a culture where inclusion and diversity respected and valued, and where everyone feels they belong.

- **Leadership culture summits**

We have held two 3-day leadership culture summits with all senior leadership across the globe, where inclusion and diversity were the headline topics on the agenda. Guest speakers and specialist experts were on-hand to lead the seminars and workshops with our teams.



- **Talent acquisition reviews**

To ensure that we are attracting a more diverse workforce, we run regular reviews of our talent sourcing and hiring practices right through to our selection and interview processes.

- **Women in Business events**

Robert Half regularly holds business breakfast and networking events to support and encourage diversity in the workplace. Most recently we were the lead recruitment sponsor at the Women in Business Expo in October and sponsored the Ladies of London Hacking Society in January.

- **International Women's Day**

Each year, we celebrate International Women's Day both internally and externally. This year, we observed the day by hosting a business breakfast event in London, Bristol, Birmingham and Weybridge with key partners and a panel of C-suite women. Over the course of the morning our clients were offered industry insights to improve their ability to attract and retain a more gender-balanced workplace while our candidates received real-life examples to improve their career progression and life at work. Internally we held an International Women's Day global live panel of Robert Half leaders promoting, discussing and celebrating the achievements of women through real-life stories, conversation and sharing of best practices. This was followed up by local panel events in all locations focused on women's equality. We also encouraged all our employees to wear purple clothing and we made a donation to a local women's charity.





• **Inclusive hiring events for clients**

We understand the importance that hiring and retention practices can have on the culture of any business. So we regularly share best practices by giving a platform for the businesses we work with and key industry leaders to share their insights across the UK.

• **Benchmarking our business**

For the second year, we were selected for the Bloomberg Gender-Equality Index. We are also proud to support the UN Global Compact, the world's largest corporate sustainability initiative, and have joined the Women's Empowerment Principles, a joint initiative of the UN Global Compact and UN Women.



Going into 2020 inclusion and diversity are, and will continue to be, a core focus for Robert Half. We are committed to developing a corporate culture where all people can connect, thrive and grow as we look to respect the diversity of our employees, customers and business partners alike.

We believe this approach will enable us to continue to improve our business practices to ensure that there are no barriers preventing women – or anyone else – from being able to achieve their career goals.

For more information on our commitment to equality, inclusion and diversity.

Disclaimer: 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%.

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