

# 2020 **GENDER PAY GAP** REPORT

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OUR COMMITMENT TO DIVERSITY & INCLUSION





## FOSTERING A CULTURE OF INCLUSION

Diversity and inclusion are an essential part of our corporate culture. As a global organisation, we recognise the importance of having a variety of backgrounds, perspectives and experiences represented throughout the company. This helps us to create a dynamic and inclusive environment at Robert Half, and allows us to better serve the communities in which we live and do business.

Fostering this inclusive environment continues to be a top priority for us to ensure people feel welcome, are treated equally and always have access to the same career opportunities.

Gender Pay Gap reporting is a valuable benchmark for our business. Each year, we strive for improvements in our results

and have developed several initiatives to support this. These focus around 3 key areas: promoting dialogue with our employees and wider communities; awareness, training and education; and reviewing existing HR practices.

In addition to these foundational programmes, Robert Half President and CEO Keith Waddell, President and CEO of Staffing Services Paul Gentzkow, and Protiviti President and CEO Joe Tarantino signed the CEO Action for Diversity & Inclusion pledge, making a commitment to advance inclusion and diversity in the workplace and community.

This pledge alongside other initiatives across the UK and globally, will help us progress in our goal of closing the gender pay gap.

**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 and transparent figures.

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Inclusion and diversity are core to the 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.

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## OUR GENDER PAY GAP

Our mean gender pay gap for permanent employees and temporary workers fell to its lowest level in 2020 to 23.1%. We are pleased to see this steadily decrease over the years. Our median pay gap however has risen to 19.1%.

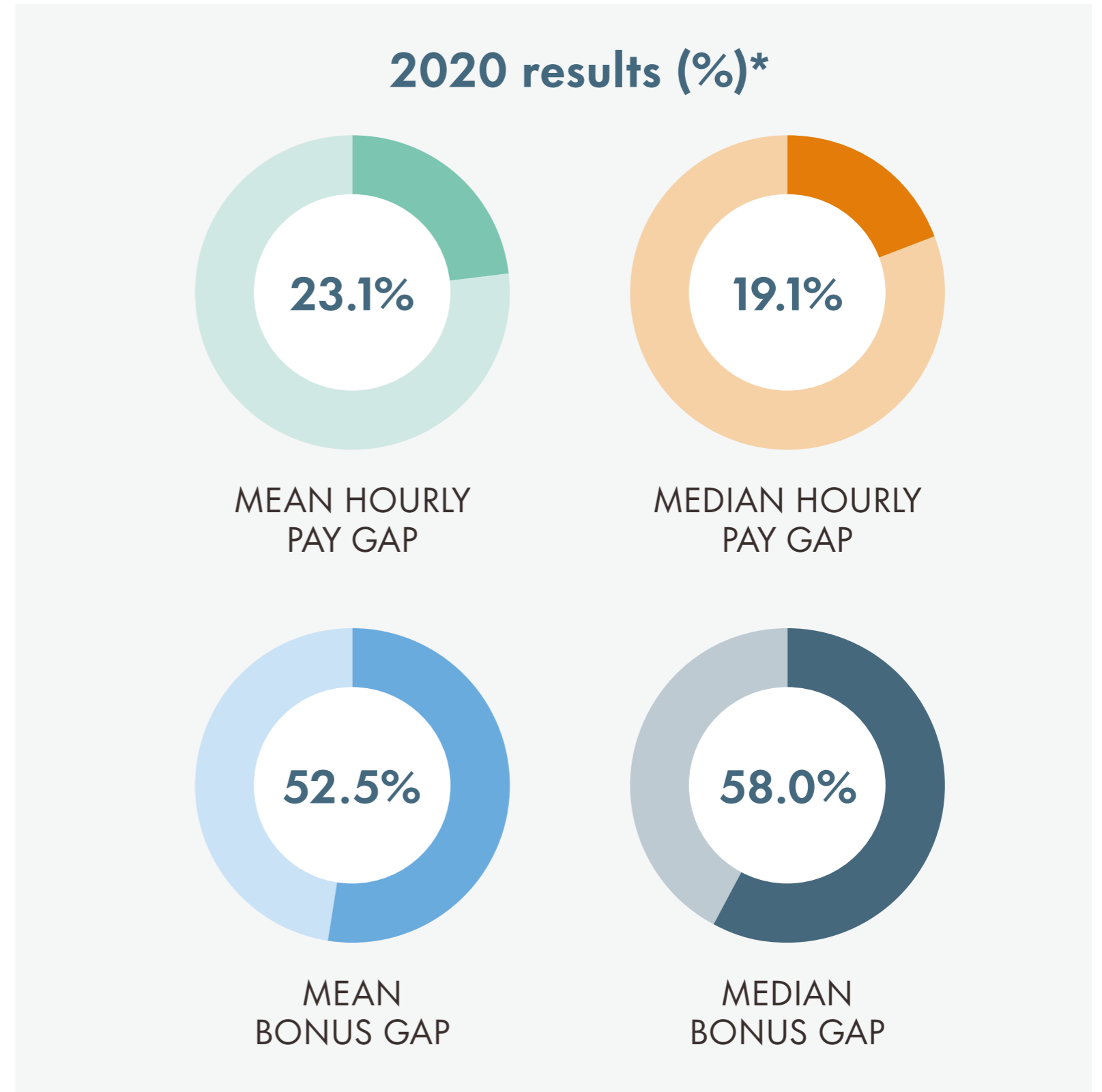
We saw a slight increase in the mean bonus gap this year to 52.5% from 52% last year and similarly saw the median bonus gap rise marginally to 58%.

Women receiving bonuses significantly improved in 2020, with a 40% increase from 2019. This is the highest number of women receiving bonus since we started reporting 4 years ago.

Similarly, men receiving bonus in 2020 increased to 43.9%, albeit at a slightly slower growth rate of 18% year-over-year.

Robert Half has an ongoing commitment to ensuring all staff are treated fairly, with respect and have equal access to opportunities and resources. We are making positive steps to address some of the factors that can contribute to the current gender pay gap, and this will remain our primary focus throughout 2021 and beyond.

\*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

A number of staff were furloughed this year during the height of the pandemic. The government reporting requirements required that these individuals were not included in the pay gap data, hence comparisons with previous years' data will be more difficult.

Analysis of data for our employees alone found that the mean gender pay gap had reduced by 2.3% to 26.4% from 28.7% in 2019. The median gender pay gap for staff has increased to 28.0% compared to 21.6% last year.

In 2020, the bonus pay gap for staff increased to 51.9% (mean) and 57.4% (median), in contrast to 51.3% (mean) and 52.0% (median) in 2019.

Finally, in 2020 we saw an increase in the number of female employees receiving a bonus, rising to 66.4% in comparison to 79.7% of males. In 2019, this was 65.9% and 75% respectively.

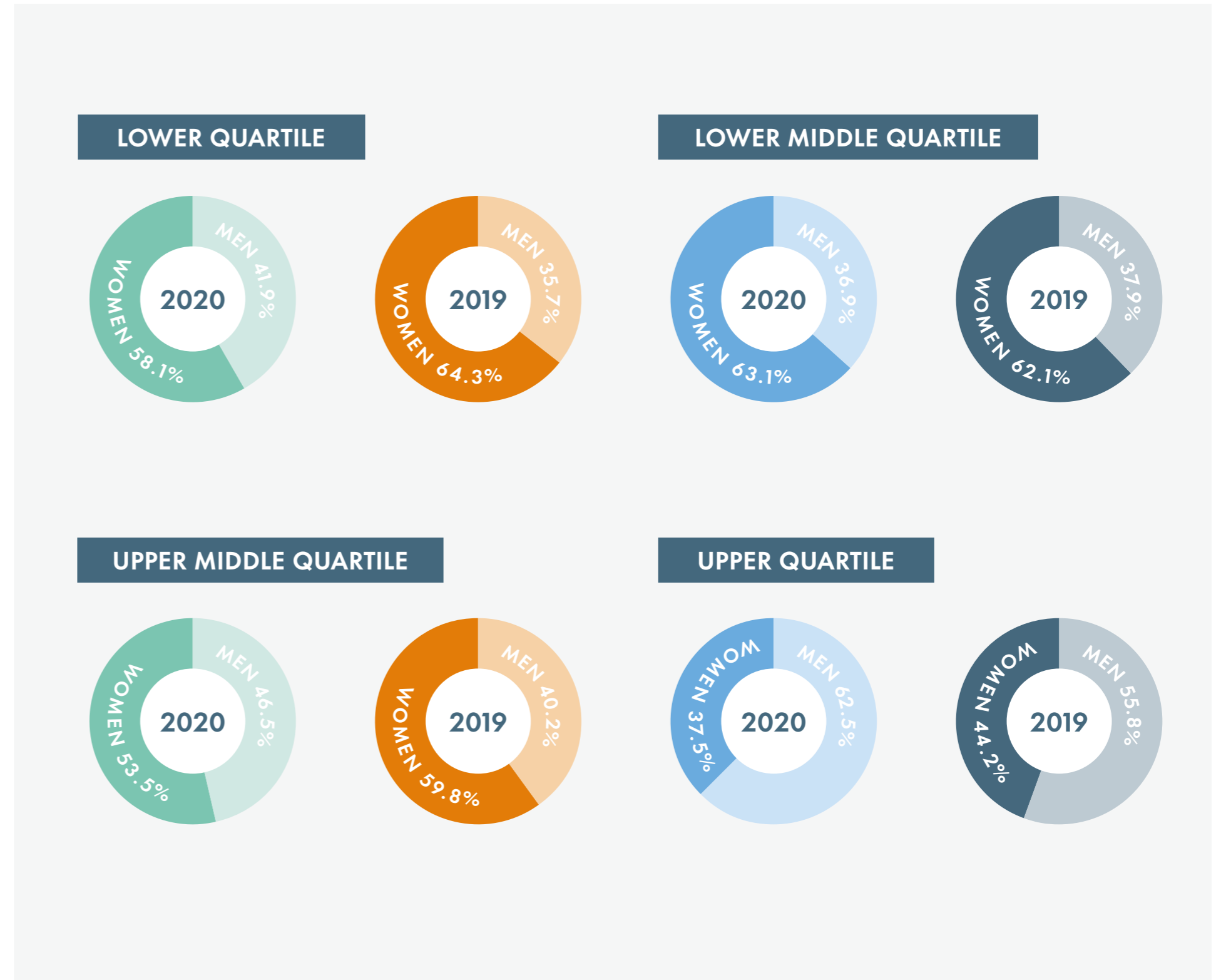


## PAY QUARTILES

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 permanent employees and temporary workers and the upper quartile representing the top paid 25%.

The percentage of females in the upper pay quartile is now 37.5% compared to 44.2% in 2019, while the percentage of males in senior roles is 62.5% compared to 55.8% last year. 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. 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 maintained our focus on career paths for women and one measure we continuously monitor is promotions. In 2020, we saw that 54% of all promotions were going to female employees.



## WHAT WE'RE DOING TO BRIDGE THE PAY GAP

We understand our efforts must be continued for future years to bridge the gender pay gap at Robert Half. We've made significant steps in setting up what we believe are the programmes needed to make that change, and these are founded on 3 areas: promoting dialogue with our employees and wider communities; awareness, training and education; and reviewing existing HR practices.

Below is a selection of actions we've taken in the last year.

### PROMOTING DIALOGUE WITH OUR EMPLOYEES AND WIDER COMMUNITIES

- **Establishing Employee Resource Groups**

To encourage dialogue and enhance employee awareness of inclusion within Robert Half, we've established two new employee-led networks: a broader Community of Inclusion and the Women's Employee Network. Their remit is to provide a safe space to share work and life experiences, support and enhance career development, and contribute to personal

development in the work environment. These groups are empowered to drive initiatives which support positive change.

- **Client Networking Events**

Despite the pandemic, we continued to host virtual events and collaboration forums in 2020. These networks discussed key issues surrounding women at work and allowed businesses to share successful strategies they are adopting to support career advancement. Topics ranged from balancing work and family life, breaking through the glass ceiling into leadership roles, and the future of work for women.

- **Community Partnerships**

We again supported the Women in Business Expo, which attracted 8,000 women to a 2-day virtual conference and exhibition. Our career training, job seeking advice, and networking groups were designed to inspire and provide women with new tools to overcome any barriers and advance their careers.



## AWARENESS, TRAINING AND EDUCATION

- **Inclusion Awareness Campaigns**

We continue to champion and celebrate International Women's Day, held every March. Through a mix of internal communications, events, and external promotion utilising our Robert Half website and social media channels, we encourage women to share their challenges and solutions.

- **Inclusion Webinars**

An important part of our inclusion programme is raising conversations with our wider communities. The companies we work with have access to our best practice training and advice, and this year we've provided virtual training on several topics including Working Parents.

- **Inclusion and Unconscious Bias Training**

New in 2020, and continuing as an annual programme thereafter, we've partnered with a specialist inclusion training company to implement a global training series for everyone in the business. This allows leaders, managers and individual employees to be aware of, and address any unconscious biases they have, alongside strategies to become more inclusive and build allies at work.

- **CEO Pledge**

Robert Half and Protiviti have joined over 1,600 CEOs and Presidents pledging to act on and supporting a more inclusive workplace for employees, communities and society at large. They signed the CEO Action for Diversity & Inclusion Pledge early 2020, and continue to review their strategies against this and other external benchmarking tools.





## REVIEWING EXISTING HR PRACTICES

- **Leadership Development and Mentoring**

We are enhancing our comprehensive leadership development offering to introduce mentoring programmes aimed at supporting and encouraging career progression for our female talent.

- **Parents Portal**

To support working parents in what has been a particularly challenging year, we launched a new Parent's Portal, an online resource with tips for homeschooling, mental health and wellbeing. This has helped both men and women balance the challenge of both caring for family and managing their career at work.

- **Flexible Working Practices**

The need to offer flexible work patterns throughout 2020 has been critical to support people with additional caring requirements during the pandemic. On top of ensuring our teams have full flexibility with their working hours whilst caring for dependents at home, we are now rolling out a permanent new approach to flexible work patterns. Our employees have told us they need a new hybrid way of working, with the ability to work from home on some days, and we'll be formalising our policies in 2021.

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 the strategies we've adopted, will enable us to continue to improve our business practices to ensure that we build a diverse population of talent where there are no barriers preventing women – or anyone else – from being able to achieve their career goals. More information on our commitment to equality, inclusion and diversity is available on our website.



**Parents Portal**  
Invaluable Resources for Working Parents

**Parents Portal**

Our Parents Portal has been created to provide our employees with information, tips and guidance with regards to coronavirus and how this impacts you and your family. How can you check for symptoms? How to juggle work and looking after children? How to support children with anxiety due to the virus? Useful links to fun things to do whilst in lock down and much more.

- NHS Covid 19 advice and information for parents**  
Check out the latest guidance on coronavirus, what symptoms to look out for, or find out how you can take part in invaluable research.
- NSPCC - keeping children safe - advice for children, families and parents**  
Whether you're working from home with your children for the first time or supporting children with anxiety due to coronavirus, check out these great tips and advice.
- Six healthy posture tips for kids**  
It is important for children to maintain a good posture when doing educational activities at home. Find out more about this here.

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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