

# 2021 **GENDER PAY GAP** REPORT

---

OUR COMMITMENT TO DIVERSITY & INCLUSION





## FOREWORD

People are what make our business a success, and for that to continue we know that our diversity and inclusion programme needs to be world class.

At a global level, Robert Half has an unwavering commitment to our focused programme on inclusion, and the UK is no different. We are determined to increase awareness, engagement and education to ultimately ensure that there are no barriers that prevent women – or anyone – from being able to progress and achieve their goals.

Our employees should be treated fairly and with respect, and our diversity and inclusion programmes are a vital part of that. We know that happy employees who feel comfortable in their workplaces and with their colleagues can perform better, which ultimately benefits them as well as the company.

### Andrew Plumbly

Company Secretary & Managing Director, Corporate Services

### Matt Weston

Senior District Director for the UK, Ireland, UAE and BeNeLux

### Vicky Austin

Director HR UK, Ireland and Middle East

Gender Pay Gap reporting is an invaluable tool for achieving fairness and driving better inclusion within the organisation. It allows us to establish elements of our programme that are working, and identify areas for improvement.

Our data for 2021 reveals that we have reduced our pay gap by 6 per cent in just one year, and 13 per cent since we first reported five years ago. While we're encouraged by this progress, there is still more to be done.

We are confident that we offer equal pay for men and women in similar roles with similar performances, but we have identified several areas for improvement. By focusing on these areas, developing and enhancing our programme and using all the data and feedback available to us, we can achieve even greater results in 2022.

## 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.

“As a company, Robert Half is committed to improving diversity and inclusion – and Gender Pay Gap reporting is just one way that we can track our progress. Our gender pay gap is an important measure of the effectiveness of our inclusivity programmes. We want to make sure that we have a fair and equal organisation, where everyone is supported to achieve their career goals, and remunerated appropriately for their hard work.”



Matt Weston, Senior District Director for the UK, Ireland, UAE and BeNeLux

## OUR GENDER PAY GAP

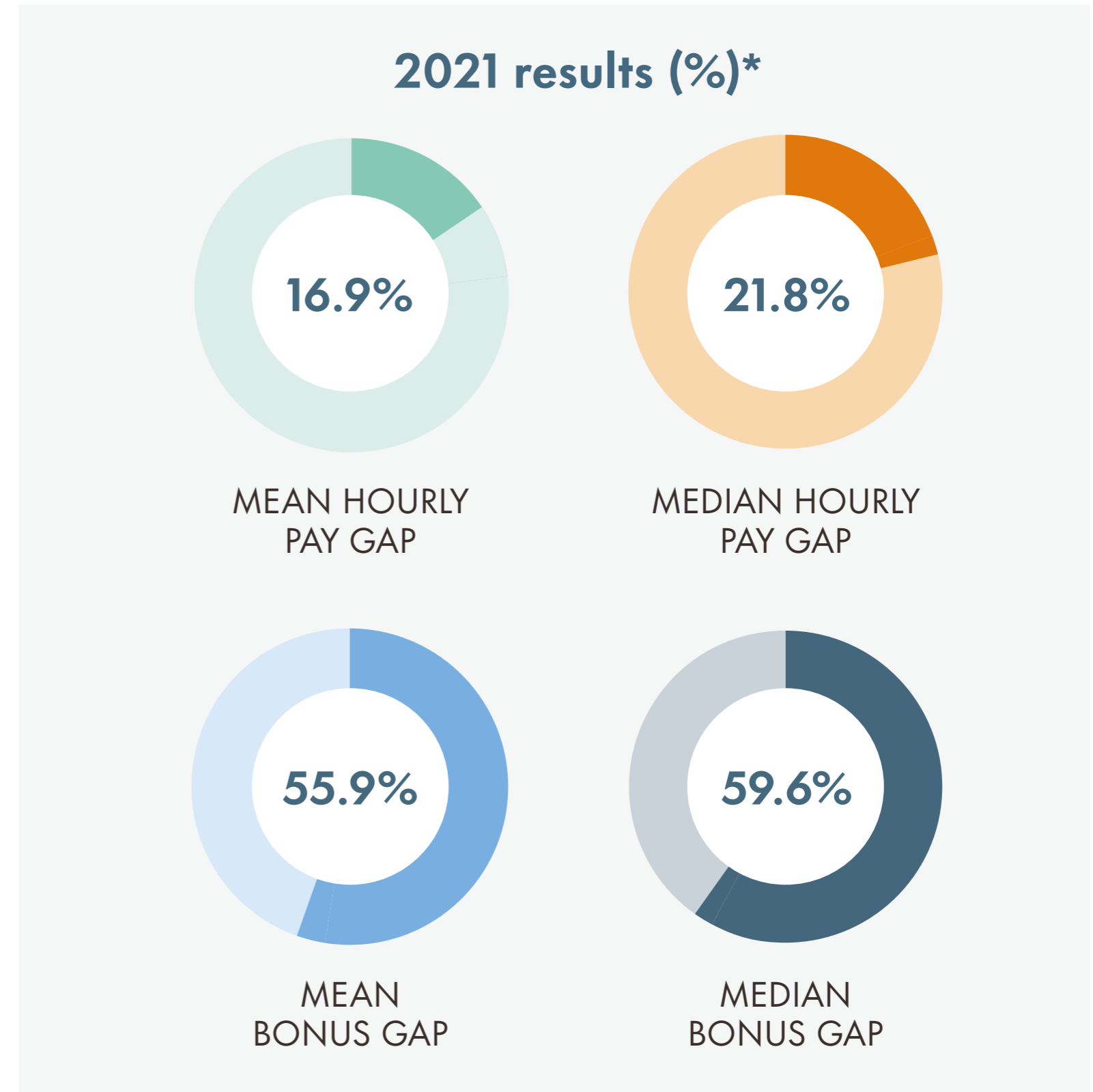
Our mean gender pay gap is now 16.9 per cent – an encouraging decrease of 6.2 percentage points between 2020 and 2021, and a 12.8 percentage point reduction from 2017, when we first reported on our gender pay data. Our median pay gap has increased slightly to 21.8 per cent, from 19.8 per cent in 2020.

Our mean bonus gap is now 55.9 per cent, down from 59.9 per cent when we began reporting five years ago. However, this represents a 3.4 per cent increase from last year. Our median bonus gap also increased slightly from 58.0 per cent to 59.6 per cent.

During 2021, 43.7 per cent of women in our business received a bonus, an increase of 16.8 per cent from the previous year. 44.8 per cent of men received a bonus.

Robert Half has an unwavering commitment to ensuring that all employees are treated fairly and respectfully, as well as making sure that everyone has equal access to opportunities and resources. We are making progress in some areas and we will continue to address the factors that contribute to our gender pay gap as a priority focus throughout 2022.

\*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.



## A SPOTLIGHT ON OUR EMPLOYEES

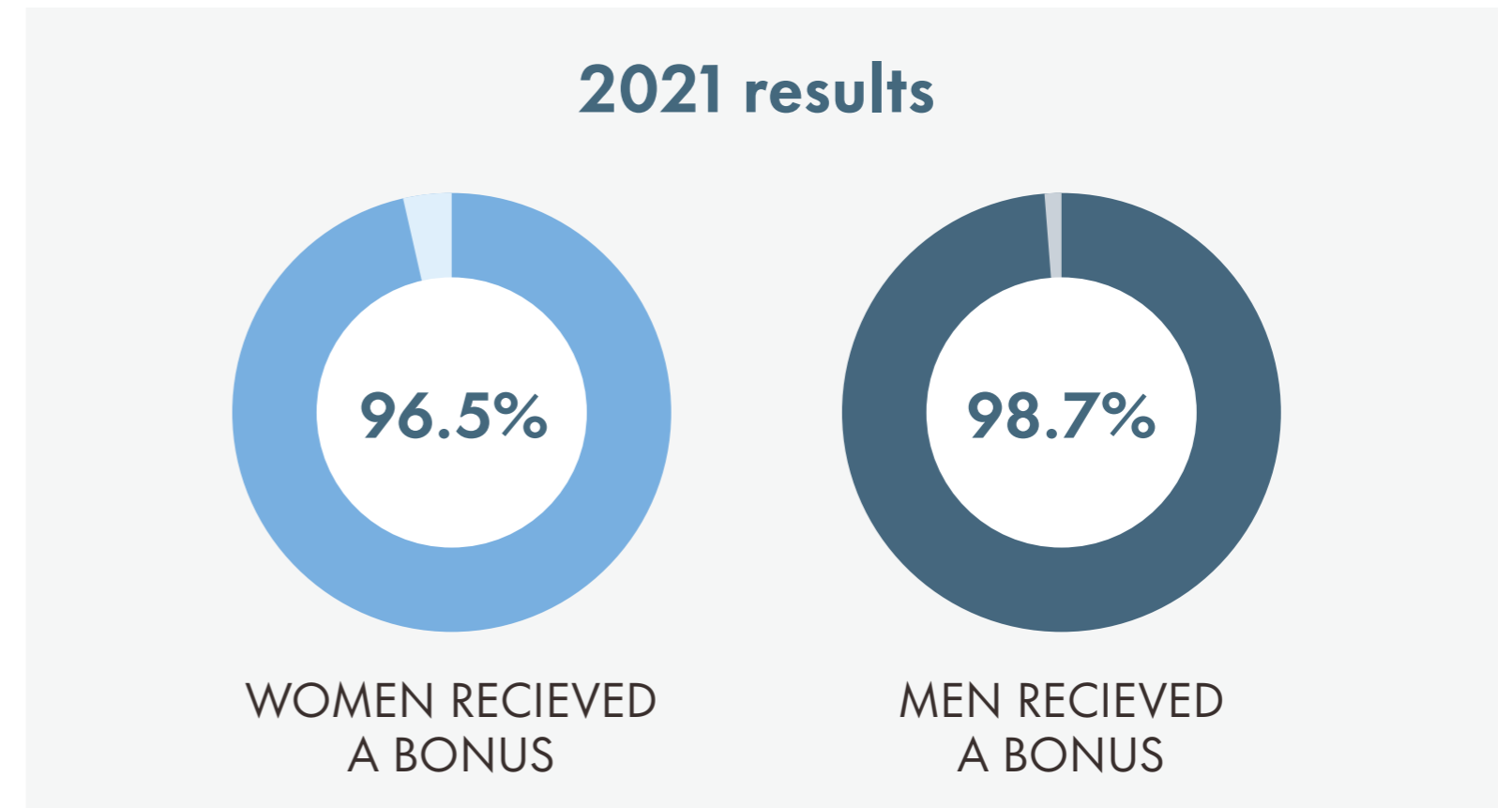
The overarching gender pay gap data includes interim and contract workers who work with our clients, although putting a spotlight on our own employees reveals some pleasing progress.

A deep dive into our employee pay data reveals a decrease in both our mean and median pay gaps. Our mean gender pay gap is now 23.0 per cent, down from 26.4 per cent in 2020. Despite an increase in the median pay gap in 2020, our median pay gap has now reduced to 25.1 per cent, which is below the gap first reported in 2017.

In February of 2021, every active regular full- and part-time employee received a £750 discretionary bonus payment to recognize the impact they had in their commitment to the success of our clients, candidates and each other along with delivering record results during a very challenging time.

This discretionary bonus was paid to all employees. It disproportionately favoured females, which reduced their overall average bonus and impacted the bonus gap as a result. As a result, our mean bonus gap increased to 56.2 per cent (from 51.9 per cent) and our median bonus gap increased to 60.9 per cent (from 57.4 per cent).

Finally, 2021 saw our highest ever proportion of both men and women receiving a bonus. 96.5 per cent of our female employees received a bonus, up 45.3 per cent on the previous year (from 66.4 per cent). In comparison, 98.7 per cent of men received a bonus, an increase of 23.8 per cent from 2020 (79.7 per cent).



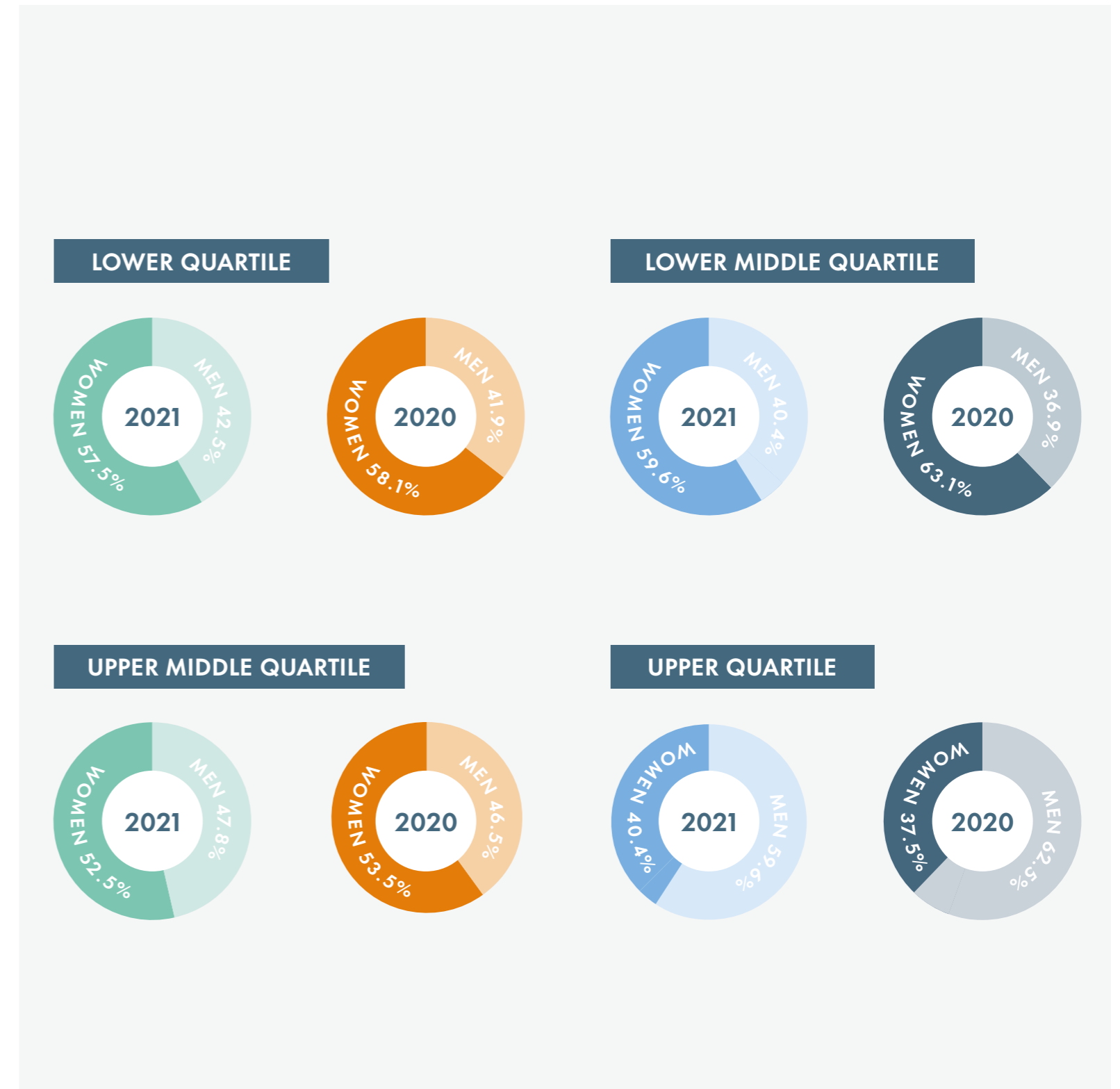
## PAY QUARTILES

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 proportion of women in the upper quartile has increased by 2.9 per cent (from 37.5 per cent to 40.4 per cent). By comparison, the proportion of men in the upper quartile has decreased from 62.5 per cent to 59.6 per cent.

Although this data shows improvement on previous years, we recognise that there is a leadership imbalance within the business, which means we have a disproportionate number of men in higher quartiles and a much higher percentage of females in the lower quartiles.

To address this imbalance, we are focusing on enhancing career paths for women and ensuring that they can move through the business. In 2021, 59 per cent of all promotions went to female employees, and we are investing in training for those moving into leadership positions (64% of new leaders). 71 per cent of women who were promoted to Senior Manager positions received specific mentoring from female senior leaders within the business.



## OUR JOURNEY SO FAR

While we have made progress, there is no 'silver bullet' to address the gender pay gap. We are on a journey to become a more inclusive organisation, which requires a continuous commitment to programmes that can make a difference to people from all walks of life.

We have identified three main themes, within which we have set up a range of programmes and activities designed to further our ambitions in this area:

- 1) Promoting wider dialogue with our employees and wider communities
- 2) Increasing awareness, training and education
- 3) Reviewing existing processes and HR practices

### PROMOTING WIDER DIALOGUE

- **Developing Employee Network Groups (ENGs)**

Following its introduction in 2020, our Women's Employee Network has gone from strength to strength, creating safe spaces and facilitating dialogue on a broad range of issues affecting

the work and lives of women, both inside and outside the organisation. During 2021, the group hosted events with internal and external speakers, as well as delivering events to engender a sense of community.

- **Opening new routes for engagement**

We have extended our employee network initiative to include a Black Employee Network in the UK and are focusing on building awareness of the Diversity, Equity and Inclusion (DEI) Council and how it supports the business in its DEI journey. Both offer more touchpoints for employee dialogue and opportunities for education and allyship.

- **Inviting external speakers**

To increase knowledge and understanding of key issues within the organisation, we invest in external speakers who can educate our teams on specific issues, such as becoming more inclusive and equitable as individuals and as an organisation.

"The DE&I Council's Power of Diverse Teams event provided a platform for an open conversation on what diversity and inclusion means, why it's important and how we can implement it. Led by external speakers, staff were given the opportunity to ask questions about topics that can sometimes be uncomfortable to discuss in a safe space, and we were overwhelmed with positive feedback. Building on this success, we are looking forward to many more conversations like these throughout 2022."



Donatienne Piper,  
DE&I Council  
founding member

- **Raising awareness with external communities**

As well as generating a dialogue amongst our employees, we are using our owned channels to promote awareness amongst our external audiences, including our clients. Activity this year has included blog and newsletter content on gender inclusivity and equity, as well as data on DEI in our popular Salary Guide report.

## **INCREASING AWARENESS, TRAINING AND EDUCATION**

- **Delivering transparent communications**

Sharing knowledge is one of the best ways to learn, develop initiatives and build relationships. We contributed to a report by the Commission for Equality and Human Rights, demonstrating the benefits of focusing on Gender Pay Gap reporting and activities to other companies. We also took additional steps to be more transparent with colleagues about our gender pay gap data and diversity programmes, through a town hall with colleagues on International Women's Day.

- **Educating our people**

To ensure that there are no barriers that prevent women – or anyone – from being able to progress and achieve their career goals, we introduced mandatory unconscious bias training for all employees and leaders in 2021 and we are now looking at other ongoing DEI training options. As part of our wider diversity and inclusion programmes, we have invested in training of Mental Health First Aiders across the UK business and provided additional mental health training to our managers.

- **Celebrating awareness days**

We continue to champion and celebrate awareness days for groups and communities across the UK. On International Women's Day in March we encouraged women to share their challenges and solutions, and establish a dialogue with our colleagues, candidates and clients through a mix of internal communications, events, and external promotion using Robert Half's channels.

“The Mental Health First Aid training opened my eyes to the issues and stigma surrounding mental health and the pressing need for a better understanding within our community. This fantastic initiative means that we now have a group of trained mental health first aiders who are able to recognise triggers and signs of mental health issues, and provide our people with reassurance and support, if they need it.”



Katy Lewis, Learning & Development Specialist



## REVIEWING PROCESSES AND HR PRACTICES

- **Creating a culture of autonomy**

We have introduced a hybrid working model and increased the flexibility of our workplaces, as well as providing financial support to help employees set up home-working environments. By allowing our employees to choose how, when and where we work, we have made it possible for staff to better balance work and home life priorities.

- **More support for working families**

We know how important it is to balance work and family life, which is why we have partnered with Bright Horizons, the world's leading provider of employer-sponsored care. Along with providing emergency care for child and adult dependants, it provides subsidised virtual tutoring, holiday club discounts and preferred enrolment at Bright Horizons nurseries and preschools.

In addition, we have a dedicated Support for Families page to bring guidance and policies together in a way that is helpful for expecting and new parents, as well as carers. With all the information in one place, we can ensure a better employee experience.

- **New measures for inclusion**

So that we can measure and identify areas for improvement in the future, we have introduced 'authenticity' factors in our Employee Voice surveys. We want our employees to feel comfortable bringing their whole selves to work, whatever their backgrounds or experiences. Our most recent score (in October 2021) was 82.3 per cent, up from 77.5 per cent from February 2021.

We have also invested in software that enables us to better analyse pay data so that we can identify areas for improvement and monitor the progress and effectiveness of our programmes.

"Measuring diversity by tracking demographic data is important but focusing entirely on diversity metrics is not enough to ensure our culture is inclusive. Measuring inclusion is clearly much more challenging. We survey our employees about whether they feel able to bring their whole selves to work, have a sense of belonging or if they feel like everyone has equal opportunities for success, so that we can understand employees' experiences and make improvements that will promote equity and inclusion."



Vicky Austin,  
Director HR UK,  
Ireland & Middle East

## THE NEXT STEPS ON OUR JOURNEY

We're proud of the work we have done, and we are heading in the right direction, but we know that improving gender pay and inclusion within the organisation is a journey. We have an unwavering global commitment to ensuring that all employees are treated fairly and with respect, which is why we are investing in even more initiatives for 2022.

### BRINGING IN MORE DEI EXPERTISE

- **Hired a new DEI expert to drive key programmes**

As a high-performance organisation, we want every element of our business to be world class. During 2022, we have hired a DEI expert into the UK business to support our Vice President for Experience and Inclusion. This person will help us to identify areas for improvement and implement processes and programmes that can take our diversity and inclusion efforts to the

next level and help us to ensure that every employee can meet their full potential.

- **Inviting speakers to educate and train**

Following positive feedback on guest speakers and webinars during 2021, we will continue to invite experts who can bring new perspectives to our business. These sessions are designed to encourage our employees to consider issues that affect both their colleagues and others in the wider world.

### PROMOTING EMPLOYEE NETWORK GROUPS (ENGs)

- **Investing in existing ENGs**

We will continue to support our existing ENGs. Our Women's Employee Network, which is more established, will offer a fresh programme of events and networking activities, while other groups will be encouraged to build awareness and grow their memberships through events and internal communications.



- **Expansion of global ENGs to the UK**

During 2022, we will launch the UK chapter of our LGBTQIA+ network group, BELONG, to ensure that people and allies from the community have a safe place to discuss and learn more about shared experiences while having fun along the way. As we extend the number of ENGs in the UK, we hope that our employees will feel more comfortable bringing their whole selves to work.

## SHARING AND LISTENING, INSIDE AND OUT

- **Introducing new strategic partnerships**

Strategic partnerships will give us the chance to work with external organisations that will provide us access to networking events, information and resources to support our DEI

journey. These opportunities will allow us to share and listen to best practice examples with thought-leaders, businesses and communities and identify ways in which we can further our efforts in diversity, equity and inclusion, and improve employee engagement within the organisation.

- **Stepping up external communications**

We will continue to promote diversity, equity and inclusion through owned and earned channels. We believe that by sharing our own knowledge and learnings, and our understanding of our candidates, we can help and support our clients and other businesses across the UK on their own journeys.

“Since launching BELONG in 2021, our North American members have shared their heart felt stories about coming out, being the parent of a transgender child, what it means to be queer, gay parenting and much more. These personal stories have connected employees like never before and we’re excited about extending our reach and welcoming our international colleagues to this amazing community in 2022.”



Roy Cook,  
BELONG Co-Founder



## INTRODUCING MEASUREMENT AND POLICIES

- **Improving measurement and analysis**

From 2022, we have introduced voluntary gender and ethnicity reporting as part of our commitment to cultivating a culture of inclusion and belonging, where people of all backgrounds can connect, thrive and grow. We recognise that for us to make meaningful change, we must first understand where we are, so that we can adapt our strategy for our employee journey.

- **Building new policies to support key issues**

In order to support our staff more effectively, we are introducing new policies around menopause, child and pregnancy loss and fertility. These issues affect millions of men and women across the UK each year, and we believe that more recognition and better policies are needed to look after our employees.



## SPOTLIGHT ON GWEN (GLOBAL WOMEN'S EMPLOYEE NETWORK)

GWEN's mission is to ensure that all female employees of Robert Half around the world have a safe place to discuss key issues affecting them in life and at work, as well as promoting allyship and education opportunities to anyone who wants to be involved.

Throughout 2021, the UK chapter strengthened its presence with a series of internal and external events and activities, designed to educate and empower colleagues.



"GWEN has brought people together across the business. We had the opportunity to meet female leaders in the business who we hadn't crossed paths with before, which has inspired many of the women I work with - we have role models to look up to. It's really helped me see how times have changed over the last 10 years, and that women can now drive the agenda."



Shelley Crane,  
Director of Permanent  
Placement Services – IZ





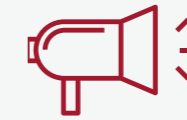
### WE Series - sharing experiences and ideas

Internal speaker and panel events featuring women from different roles across the UK and Robert Half's International Zone



### WE Connect - building relationships around the world

A series of networking sessions that allowed GWEN members to connect with other Robert Half employees they may not otherwise have met



### TED-like talks - discussing the issues that count

Replacing scheduled live events that were cancelled due to the pandemic, these 10-minute talks covered topics and messages tied to GWEN's mission

Moving into 2022, the organising team will continue to arrange high quality speaker events for staff, working with our Black Employee Network and the DEI Council on crossover topics, such as imposter syndrome, mentorship and sponsorship, effective communication and leading with values.

GWEN will also continue the WE Series, including some live events in London if restrictions are lifted, and establish a regular book club to provide additional opportunities to network and learn.

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%.

[roberthalf.co.uk](https://roberthalf.co.uk)



 **Robert Half**<sup>®</sup>

