

2022 GENDER PAY GAP REPORT

OUR COMMITMENT TO DIVERSITY & INCLUSION

FOREWORD



All Robert Half employees share our core values of integrity, inclusion, commitment to success and innovation. And as a business we are working to cultivate a culture that recognises and challenges inequity, one where the contributions of all, including our motivated, hardworking, and talented women, can connect, thrive and grow. That's why we consistently do the work to evolve culturally, in order to support women by empowering their careers and, as a business, to attract and retain diverse women by offering clear progression pathways. This makes for a better workplace for everyone.

We recognise that each woman's experience is different, while acknowledging the intersections based on race, religion, sexuality, disability status and more, all of which make each story unique. We also recognise the importance of understanding how to make our processes more inclusive for all.

Our inclusive work culture continues to ensure that every employee, regardless of their identity, feels supported and respected. In addition to this sense of belonging, we have witnessed that a work culture focused on inclusion has the power to elevate previously unheard voices, fostering an environment of respect and trust.

Andrew Plumbly
Company Secretary & Managing
Director, Corporate Services Europe

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.

It is easy to confuse equal pay with the gender pay gap. Equal pay is about individual comparisons between a man and a woman doing the same job, whereas the gender pay gap is the difference in average pay for men and women. We are confident that we offer equal pay for men and women in similar roles with similar performances.

Our data for 2022 reveals that while we're encouraged by the progress since reporting began, there is still more to be done and this report addresses the areas we have identified for improvement. We know that happy employees who feel comfortable in their workplaces and with their colleagues perform better, which ultimately benefits them as well as the company. By focusing on these areas, developing and enhancing our DEI programme and using all the data and feedback available to us, we can achieve greater results in 2023.



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 workers who work with our clients. We go beyond our compulsory reporting requirements by providing separate pay and bonus data for our employees to ensure we provide a set of wholly comprehensive and transparent figures.

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As a business we are committed to creating an increasingly inclusive and equitable workplace culture. Our gender pay gap reporting allows us to track our progress.

Starting with leadership, we want to drive a long-term shift, creating an environment where everyone can connect, thrive and grow.



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

PERMANENT EMPLOYEES AND TEMPORARY WORKERS

In many ways the past couple of years were an exceptional period in the history of society and Robert Half. Early on, the pandemic created an immediate drop in business demand as hirers slowed their employment, followed by an unprecedented bounce back in the past year. During this period, we supported clients with their growth aspirations, resulting in a considerable increase in our business performance. This in turn impacted our bonus payments, the timing of which contributed to our pay gap figures.

Our mean gender pay gap is 24.4 per cent – a 7.5 percentage points increase between 2021 and 2022, although a 5.3 percentage points improvement from 2017, when we first reported on our gender pay data. Our median pay gap has increased to 25.0 per cent, from 21.8 per cent in 2021.

Our mean bonus gap is now 54.8 per cent, down from 59.9 per cent when we began reporting five years ago. This also represents a 1.9 per cent decrease from last year. Our median bonus gap also decreased from 59.6 per cent in 2021 to 52.9 per cent in 2022.

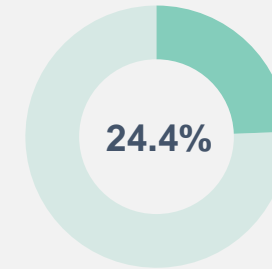
During 2022, 37.7 per cent of women in our business received a bonus, which is the same percentage as men. This represents an overall decrease of both men and women receiving a bonus, which is due to the high number of temporary workers incorporated within our overall reporting population, of whom a small percentage received a bonus.

Structurally Robert Half places agency workers with clients and administers payroll, yet clients determine the rates of pay and bonus packages. This affects the reporting distribution, where we have a blended employee and temporary worker model.

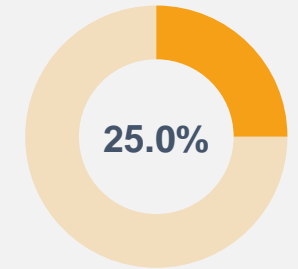
Robert Half has an unwavering commitment to ensuring that all employees are treated fairly and respectfully, as well as making sure that everyone has equal access to opportunities and resources.

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 2023.

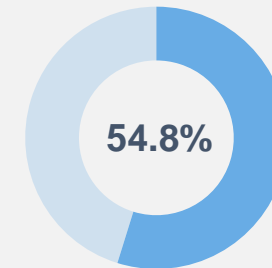
2022 Results (%)



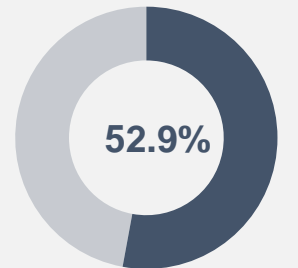
Mean hourly pay gap



Median hourly pay gap



Mean bonus gap



Median bonus 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.*

PERMANENT EMPLOYEES AND TEMPORARY WORKERS

We recognise the disproportionately higher number of men in the upper quartiles. To address this imbalance, we are focusing on enhancing career paths for women and ensuring that they can progress through the business.

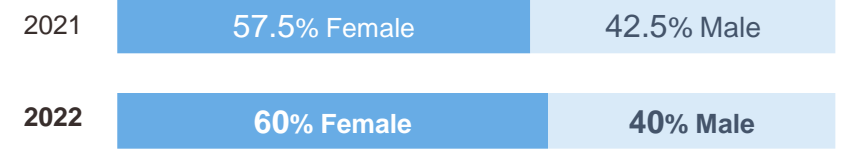
In 2022, 59 per cent of all promotions went to female employees, and we are investing in training for those moving into leadership positions (46% of all those who attended leadership training were women). 71 per cent of women who were promoted to Senior Manager positions received specific mentoring from female senior leaders within the business.

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%.

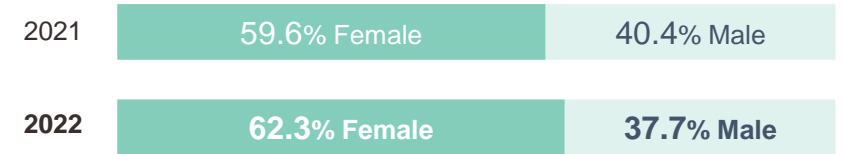
The proportion of women in the upper quartile has marginally increased to 40.6 per cent.

In 2022 we **more than doubled** the number of females attending leadership training. **53.7 per cent** of total managerial promotions during this reporting period were **female**.

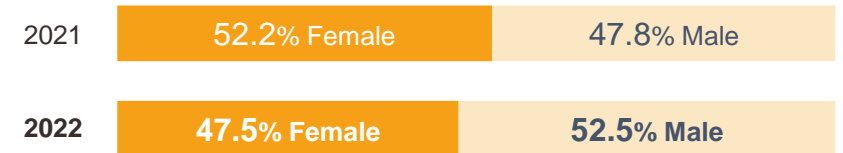
Lower Quartile



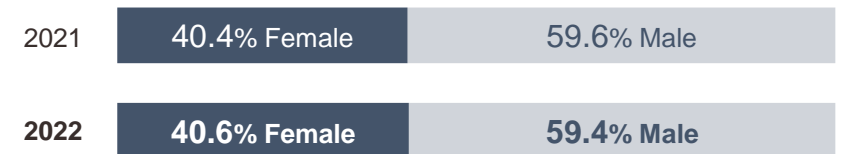
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



A SPOTLIGHT ON OUR EMPLOYEES

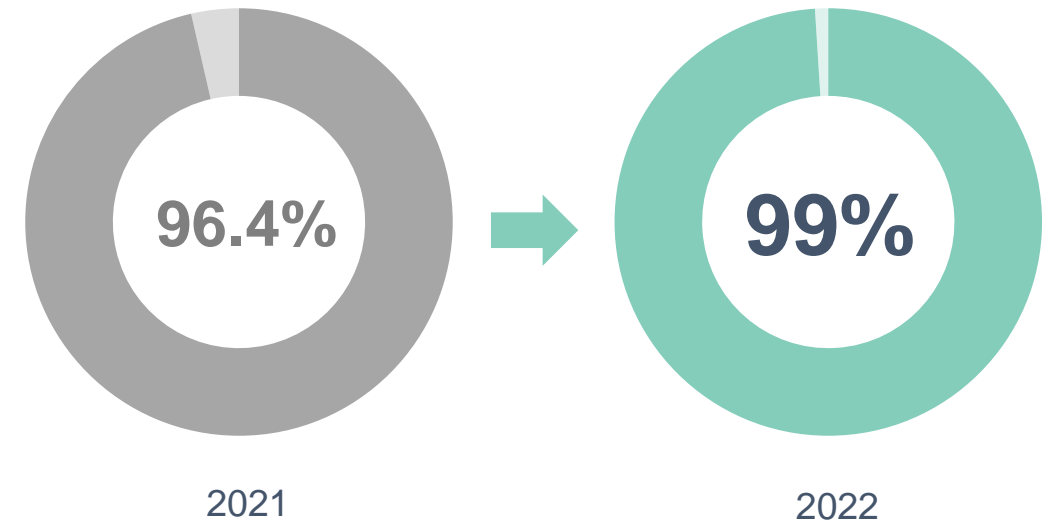
A deep dive into our employee pay data reveals an increase in both our mean and median pay gaps. Our mean gender pay gap is now 31.5 per cent up from 23.0 per cent in 2021. Also, our median pay gap has increased to 33.7 from 25.1 per cent in 2021. In 2021 we achieved a record fee income, which led to higher than usual bonus payments. Due to the month in which the sales bonuses were paid, this also impacted our pay gap figures.

The high number of males within the upper quartiles contributed 36.1 percentage points towards the employee only mean pay gap. To address this we remain committed to removing barriers to career development, enabling our talented women to move upwards within the business and into the upper quartiles. This evolving process requires consistent review and vigilance.

In 2022, every full and part-time employee received several 'thank you' and wellness bonus payments to recognise the impact our people had on our success. This aimed to encourage a focus on wellbeing and help towards additional costs incurred when working from home.

We are pleased that in 2022 the mean bonus gap decreased from 56.2 per cent in 2021 to 55.5 per cent.

Female employees that received a bonus



2022 saw our highest ever proportion of women receiving a bonus. **99 per cent of our female employees received a bonus**, up 2.6 per cent on the previous year.

OUR INCLUSION STRATEGY

Building a gender-inclusive workplace doesn't mean just promising pay equity. Taking positive steps to make our company more inclusive for female talent is just one step to making our workforce more diverse. 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 backgrounds.



Our commitment to closing the gender pay gap is part of our wider DEI strategy. This strategy sets out our long-term commitment to creating an equitable and inclusive workplace and centres around three pillars:



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In 2022 we re-doubled our efforts to drive equity and inclusion in our business. From setting-up new policies and processes, to on-boarding further DEI expertise.

We know that we might not always get it right.

Despite this, we see this as a long-term investment, one where we strive for consistent progress, and not perfection.



Vicky Austin

Director HR UK, Ireland & Middle East



ATTRACT

When it comes to attracting talented women to the company, it's not only salary and bonuses that matter. It means removing organisational barriers to gender inclusion, it's about proactive, action-based allyship for marginalised groups, it's about listening to the voices of diverse people and taking action to address their concerns.

Reshaping welcoming hiring processes

In partnership with our UK Talent Acquisition function, we've undertaken design-thinking sessions to reshape our hiring processes, ultimately helping remove barriers to women entering the business. The output of these sessions factored in:


- Implicit bias
- Culture-fit versus culture-add
- The benefits of inclusive hiring (internally and externally)
- Employee Value Proposition

A re-formed approach to hiring has been purposefully designed to tackle unconscious bias and ultimately aid diverse and inclusive hiring decisions. We are further enhancing our process by building out the requirement for more diverse interview panels, where participants have a greater weight and influence on the final outcomes.

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“ As a female strategic leader with tenure in our business, I've seen the journey that our culture has been on.

We continue to evolve our inclusive hiring practices to ensure equity for all applicants who meet our role requirements, regardless of their sex, gender identity, age, disability status, sexuality, or any other characteristic.

We aspire to be an increasingly diverse employer, representative of the communities we serve.



Victoria Sprott
Talent Director

ATTRACT

Becoming a champion in the drive for female talent

To enhance accessibility, we've begun a process of overhauling our external content, including our website, in addition to promoting job adverts featuring more gender-neutral language. We've increased our focus on social media, with both Instagram and LinkedIn driving engagement with our brand. We've also worked to develop a robust employee value proposition, which centres around our enterprise values of integrity, inclusion, innovation and commitment to success.

An honest conversation with the marketplace

As a business, we've also recognised the role we can play in influencing the businesses and candidate pools we work with. Our goal is to support minoritised groups. We're beginning conversations with our clients, in which our consultants are increasingly supporting clients to promote inclusive hiring. We've found that coaching and supporting our colleagues to drive these changes externally has been an exercise in building worth and purpose, bringing new meaning to the work we do daily.

Practical examples of our commitment to inclusion include:

AWS re/Start – Amazon's global programme to help 29m people from underrepresented groups find new opportunities in the tech sector. The programme allows us to offer women, amongst other traditionally marginalised groups, career guidance and support to build entry level jobs in cloud computing.

AI Recommended Talent – Robert Half's new artificial intelligence powered platform that allows recruiters the opportunity to source candidates and match them to job posts without bias.

RETAIN



Retaining women means celebrating their talent and their successes in the same way as their male counterparts and creating a culture where everyone is under no doubt about the importance of women's contributions.

Unleashing the power of our Employee Network Groups (ENGs)

Our ENGs are at the core of the work we are driving in the DEI space. With networks promoting equity and inclusion for women, LGBTQ+ and ethnic minority communities, we are just getting started. We are looking at expanding our ENG community, while recognising the importance of creating spaces where diverse women's experiences are uplifted and celebrated, in addition to GWEN – our UK women's equity network.

For example, during the last year, we've seen GWEN's network grow to approximately 100 members, which represents over a third of the entire Robert Half UK workforce. A number of these members are allies and the organisation has regular drives to grow this membership further.

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As a leader of our Black Employee Network I see our ENGs as engines of change. The goal is to support our business to think differently.

We've begun conversations about race, racism, allyship and more; engaging with external voices and partnering with other ENGs to grow and amplify intersectional conversations.

We look forward to continuing to work with the business, to make meaningful change for all marginalised people.



Angela Ward

Procurement & Asset Manager & Employee Network Group Chair

RETAIN

Inclusive culture – from the top and all around

The significance of leadership to ensuring continual progress in the DEI space is fundamental. Our leaders have committed themselves to ongoing learning, undertaking training and driving engagement amongst their teams. We've installed DEI Pillar Leads to act as the primary, accountable individuals within both our corporate and field leadership functions to be a prominent ally, challenge behaviours and support women's progression through a positive culture across our enterprise.

A supportive culture

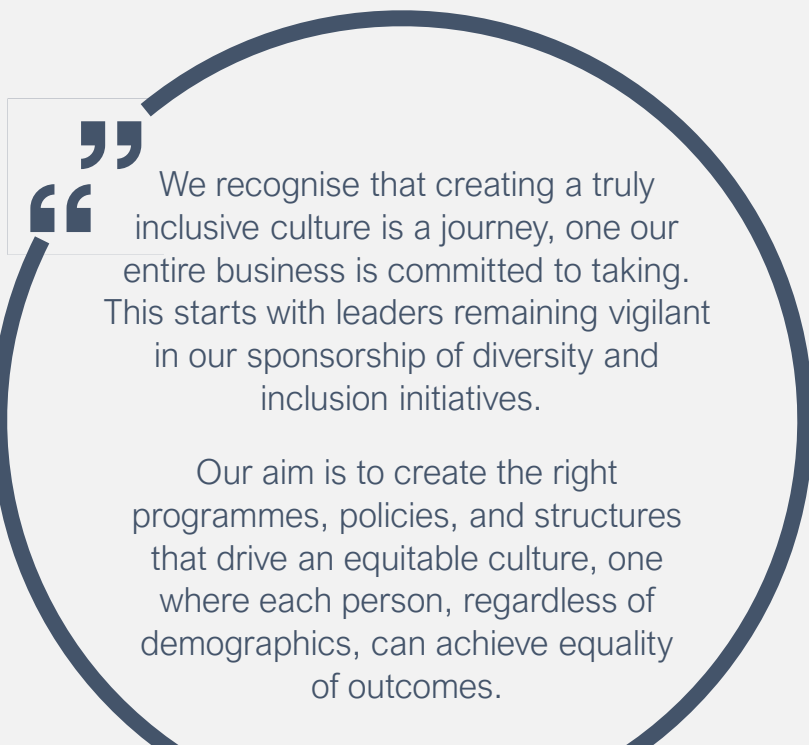
Creating a culture of support and inclusivity lays the groundwork for diverse and underrepresented voices to be heard, and for their work to be valued. We have rolled-out initiatives on a range of topics intersecting with women's lived experiences, including reproductive health and parental support.

An outstanding environment

Our Real Estate Team is establishing best-practice inclusive office set-up. These "concept" offices are being designed with a greater focus on inclusion, with features aiming to promote health and wellbeing, improved accessibility for those with disabilities and those who identify as neurodivergent, while also providing improved spaces for new mothers, and for prayer and religious observation.

"What gets measured, gets done"

The capture and analysis of demographic data is a critical tool to build intentional and targeted policies, processes and strategies to create equity and inclusion at work. We have undertaken our first demographics survey, and in the year ahead, a revised data capture exercise will include a wider range of data, in-line with UK legal best-practice.



Andrew Plumbly

Company Secretary &
Managing Director –
Corporate Services Europe

DEVELOP

Research tells us that with flexible working patterns, greater support on returning from maternity leave, career development coaching and better career progression opportunities, women are likely to be more confident, resilient and motivated to take greater leadership roles.

Learning Content

We've designed a learning initiative entitled "Inclusion in Action" – a programme of inspiring content set against a backdrop of key diversity themes. We've developed informational videos which share insights for colleagues, clients and candidates and raised practical awareness within topics such as allyship. To date, we've shared information on working mothers, on menopause, fertility, as well as inspirational stories of women succeeding in our business.

Training

Our focus is on ongoing training and development, on supporting our people to identify and manage unconscious (implicit) bias.

Annually, we undertake robust anti-discrimination training and, following in-person training on unconscious bias, we're rolling-out e-learning on the topic for new starters.

Together, we are working to remain conscious of the ways in which inequities and exclusivity can develop in candidate selection and in our own operations. This training is mandatory as part of on-boarding and, in 2023, we will include allyship training.



There are many stereotypes about what a 'traditional' recruiter is and isn't.

As a woman who has developed in Robert Half, from a Consultant to a Director, I want to be a role-model for others who want to break down these stereotypes and progress.



Hannah Curnow

Branch Director

DEVELOP

Mentoring

Connecting employees internally for the purposes of knowledge and skills sharing is essential to our career development initiatives.

As part of our formal mentoring programme, we have built a database of trained internal mentors where mentees are given the opportunity to identify a colleague they would like to be paired with. Additionally, we plug in mentoring support within specific development programmes, such as leadership training. For example, in 2022 we were working with a group of female leaders to move them up to the next level within the business, and they were mentored alongside that leadership programme. The flexible nature of this mentoring initiative means it can be done in a way that suits the leader, and often results in identifying further support or training that is needed for their progression.



Partnership Engagement & Events

We keep up-to-date by working closely with our network of strategic, external DEI partners including Out & Equal, Disability:IN and Catalyst – a global non-profit, working with leading companies to help build workplaces which work for women.



Returning from maternity leave can be a daunting experience; seeing the changes that occur in the time that you are away can be overwhelming at first.

As someone who has both returned from maternity leave, and experienced a promotion in the last 12 months, I will use my knowledge and influence to enhance programmes that support returners and help them achieve their career goals.



Gemma Regan

Senior Manager – District Operations

MOTIVATING OUR AUDIENCES TO CHALLENGE THEIR BELIEFS

We've worked in partnership with these extraordinary women to deliver employee, jobseeker and client events showcasing their diverse range of lived experiences, their work supporting others and how each achieved great things in their careers.



Holly Tucker

Founder and Chief Inspirator of the online marketplace notonthehighstreet.com; founder of Holly & Co



Eileen Burbidge

American venture capitalist; a founding partner at Passion Capital



Fiona Hathorn

NED & Founder and Chief Exec of Women on Boards UK



Eliza Filby

Academic, writer and public speaker specialising in generational differences



Beth Rigby

Sky News political editor



Jennie Barker

Chief Talent Officer, Trustpilot



Sharon O'Dea

Co-founder, Lithos Partners



Hayley Barnard

CEO & DEI Specialist

CHAMPIONING WOMEN'S PERSPECTIVES THROUGH GWEN

Our Global Women's Employee Network (GWEN) is a grassroots, member-led employee network group operated entirely by the contributions of time and talent of Robert Half's member volunteers. Together they create a supportive environment in which global Corporate and Talent Solutions employees can share ideas, offer support and help grow professionally and personally.



The purpose of GWEN is to:



Increase retention and recruitment of women employees at Robert Half



Provide connections to allies and strategic partners to inform, encourage empathy and foster healthy interactions



Promote volunteering and networking opportunities both internally and externally

GWEN in Action



Creating a board featuring specific roles and accountabilities, creating development opportunity for diverse women



Engaging with membership by improving communication channels, utilising listening sessions, Teams and more



Showcasing the experiences of diverse women, educating our business through speaker-sessions, roundtables, events and member-only training

roberthalf.co.uk

