

ROBERT WALTERS UK GENDER PAY GAP REPORT 2020

ROBERT WALTERS

At Robert Walters we have an ongoing commitment to employee equality and diversity. We remain committed to encouraging greater transparency and positive actions to address differences in pay for men and women in the UK. We welcome the opportunity to present our gender pay gap report for 2020, along with further initiatives to promote equality and diversity at Robert Walters.

OUR GENDER MIX BY PAY LEVEL

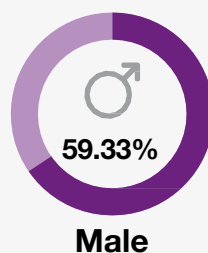
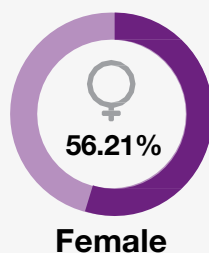
This shows the mix of females and males at different levels of pay when we combine both our employees with our temporary workers who are on assignment with our clients (as per the statutory requirement).

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND		
QUARTILE	FEMALE	MALE
Upper	36.82%	63.18%
Upper Middle	45.39%	54.61%
Lower Middle	62.91%	37.09%
Lower	56.95%	43.05%

OUR BONUS AWARDS

This shows the proportion of females and males that received a bonus during 2020.

Robert Walters UK Employees and temporary workers



This data includes both Robert Walters permanent employees and temporary workers on assignment with our clients who are typically not eligible for bonus payments.

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OUR GENDER PAY & BONUS GAP

This shows our overall mean and median gender pay and bonus gaps when we combine both our employees with our temporary workers who are on assignment with our clients (as per the statutory requirement).

ROBERT WALTERS OPERATIONS LTD 2020

	MEDIAN	MEAN
Gender Pay Gap	23.65%	22.07%
Gender Bonus Gap	37.09%	55.65%

Gender pay gap

- When reviewing our Gender Pay Gap it must be noted that in 2020 we had a higher proportion of males working in temporary roles with our clients, often in senior roles and with higher levels of relative pay

Gender bonus gap

- Our median Gender Bonus Gap Mean has reduced by 4.44% compared with 2019, but unfortunately our mean bonus gap has increased by 7.16%

WHAT WE COMMITTED TO IMPROVE DURING 2020

In our previous Gender Pay Gap Report we made a number of commitments to ensuring females join, stay and progress their careers with Robert Walters. Below you can see our progress during the year.

WHAT WE COMMITTED TO	HOW WE DID	
Launching our Female Mentoring Programme which will provide females in the business with the opportunity to be a mentee or gain and experience in becoming a mentor. Female mentorship has been proven to be one of the best ways to build sustainable female leadership	Achieved and ongoing	Our mentoring programme has seen great success with all participants and remains a strong internal initiative in empowering women in the workplace. Our 2020 programme benefitted 36 of our UK female mentees, 20% of which have received a promotion since beginning this initiative
Launch a diversity and inclusion focus group consisting of volunteers across the UK organisation to implement and promote an inclusive environment	Achieved and ongoing	We have implemented a global E,D&I council to discuss topical D&I issues and keep conversations alive via a range of initiatives that coincide with nationwide events
Continue our conscious inclusion training, which forms part of our corporate induction for all new starters, to ensure we are being as diverse and inclusive as possible as an organisation	Achieved and ongoing	All UK new hires complete a corporate induction which includes inclusion coaching and promotes our E,D&I council and our UK wellbeing champions
Launch a Women Returners focus group, which will provide support and advice for women returning from maternity leave, adoption leave, or a career break	Achieved and ongoing	Returning mothers now benefit from a 4 week phased return to the workplace. We also implemented flexible and part time working options to drive the retention of our mothers at work
Continue and expand our Women in our Workplace Forum by opening it up to more females, encouraging greater participation with the UK CEO, Head of HR and the Group Operating Board	Partly achieved	One event was held but unfortunately, due to the Covid-19 pandemic we had to put any future events on hold. We hope to start this up again in the very near future

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OUR PLAN TO KEEP IMPROVING IN 2021

While 2020 saw some impressive achievements, we are never content to stand still. Below, we outline what we're doing now and throughout the rest of 2021 to ensure Robert Walters is a place of inclusion, equality and opportunity for all.

- 1 Partner with a 3rd party to drive our D&I initiatives**
- 2 Partner with a E,D&I consultancy to gather E,D&I feedback across our global teams**
- 3 Appoint a Global Diversity & Inclusion Leader for the Robert Walters Group**
- 4 Localised E,D&I training implemented for every UK employee by the end of 2021**
- 5 Train our Talent Acquisition team on diverse hiring practices to create a diverse pipeline**
- 6 Introduce further flexible working options to best support our working mothers and retain female talent in our business: hybrid working and flexibility towards remote working**
- 7 Introduce a Women in the Workplace recognition programme via quarterly UK events with our senior stakeholders**
- 8 Implement a Female Employee Resource Group both regionally and on a global level to drive female networking, coaching opportunities and a strong women at work community**
- 9 To engage in HR career conversations for all females in our Senior Management roles and above to positively impact our upper quartile figures**



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Robert Walters