

ROBERT WALTERS UK GENDER PAY GAP REPORT 2018

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 2018, along with a number of 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 if we combine our employees with our temporary workers on assignment with our clients (as per the statutory requirement).

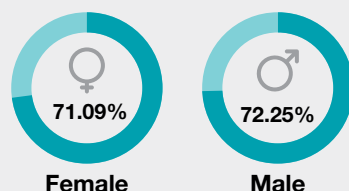
PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND		
QUARTILE	FEMALE	MALE
Upper	39.63%	60.37%
Upper Middle	48.17%	51.83%
Lower Middle	56.10%	43.90%
Lower	60.37%	39.63%

- Whilst we have a strong gender mix at the lower middle and upper middle level we do recognise we need to do more to ensure females are better represented at the senior level.
- We are pleased to report that we have reduced the gap between men and women in the upper quartile by 4.84% and promoted seven females to Director level in 2018 which will be reflected in next year's report.

OUR BONUS AWARDS

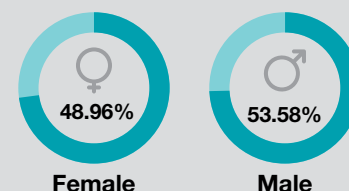
This shows the proportion of females and males that received a bonus during 2018.

Robert Walters UK
Employees only



The above data includes just Robert Walters permanent employees and illustrates that the proportion of male and female employees receiving a bonus is equal.

Robert Walters UK
Employees and
temporary workers



The above data includes both Robert Walters permanent employees and temporary workers on assignment with our clients.

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OUR GENDER PAY & BONUS GAP

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

ROBERT WALTERS OPERATIONS LTD		
	MEDIAN	MEAN
Gender Pay Gap	19.96%	19.78%
Gender Bonus Gap	48.39%	61.35%

Gender pay gap

- Our mean gender pay gap has improved compared to 2017.
- Of note is that we have a higher proportion of females than males who work in temporary roles on assignment with our clients, often in less senior roles and with lower levels of relative pay.

Gender bonus gap

- Our mean gender bonus gap is in part due to a high number of share options being exercised by senior members of staff at the upper level. We expect this to reduce in the coming years as seven females were promoted to Director level in 2018 and are therefore eligible for our share options programme.

OUR COMMITMENT TO EQUALITY AND DIVERSITY

What we committed to improve in 2018

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.

OUR COMMITMENT	HOW WE DID	
Ensuring we have at least 50% female representation of external candidates for Director level roles and above	Ongoing	We did not advertise any Director level roles externally in the last 12 months as we continue to promote from within. We are delighted to have promoted seven females to Director level in 2018
Reviewing and enhancing our maternity and parental leave policy and entitlements	Achieved	Achieved through the Robert Walters Group's launch of a new industry leading maternity policy in the UK
Focusing on opportunities to provide more flexible working	Achieved	Achieved through the launch and roll out of our Smart Working approach
Developing a programme of unconscious bias training to support our commitment to gender equality	Achieved	Unconscious bias training is now part of the Robert Walters new starter induction
Expanding our series of "empowering women" internal events to include, seminars, breakfasts and social events	Achieved	Achieved through the delivery of numerous internal and external events, the most recent being a #balanceforbetter event for International Women's Day
Leadership training for future female leaders	Ongoing	Female leaders have access to our executive coaching programme as part of the wider Robert Walters development programme

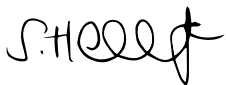
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OUR PLAN TO KEEP IMPROVING IN 2019

While we made good headway in delivering new initiatives in 2018, we are committed to making further achievements in 2019. Below we have highlighted six new initiatives we are launching to ensure we continue to improve equality and diversity in our business.

- 1** We will continue to focus on **developing two career paths** for our employees, one based on management and the other on sales to ensure that females have the option of more flexibility in the workplace and their career.
- 2** The launch of our new **women in our workplace forum** will continue to provide female members of staff with direct access to our UK CEO to discuss business strategy whilst promoting the future leaders of tomorrow.
- 3** We will continue to support our new **Smart Working policy**, allowing our people greater flexibility by looking at how, when and where they work and trusting them to deliver outputs in a way that suits their personal life.
- 4** We will continue to evolve and review our industry leading **maternity policy** in the UK to have a positive impact for our female employees and their families.
- 5** The launch of our **women returners support group** along with our phased four-week return to work programme will ensure that mothers get the support they need to ensure their return to work is as smooth as possible.
- 6** Our new **diversity and inclusion strategy** has as one of its core workstreams a focus on gender balance and inclusive leadership.



Sarah Horridge

Head of HR, UK - Robert Walters