

ROBERT WALTERS UK GENDER PAY GAP REPORT 2017

At Robert Walters we have an ongoing commitment to employee equality and diversity. In line with recent Gender Pay Gap legislation, please see a breakdown of our gender pay report below along with details of a number of initiatives we will be launching to continue to promote equality and diversity at Robert Walters.

EMPLOYEE PAY - This shows our gender pay gaps by levels if we focus on our employees only and exclude our temporary workers on assignment with our clients.

Robert Walters Operations Ltd				
	Proportion Female	Proportion Male	Gender Gap Mean	Gender Gap Median
Lower Quartile	61.90%	38.10%	0.27%	0.00%
Lower Middle Quartile	50.00%	50.00%	1.57%	2.94%
Upper Middle Quartile	44.23%	55.77%	0.54%	4.40%
Upper Quartile	35.58%	64.42%	7.19%	9.59%

■ We can be confident that male and female employees are paid similarly across the organisation.

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.

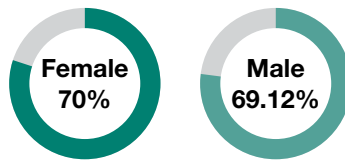
Proportion of males and females in each quartile band		
Quartile	Female	Male
Upper	37.21%	62.79%
Upper Middle	53.49%	46.51%
Lower Middle	57.56%	42.44%
Lower	60.69%	39.31%

■ Our gender mix is healthy at most levels but we recognise we need to continue to do more to ensure females are better represented at the most senior levels.

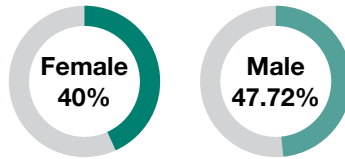
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BONUS AWARDS - This shows the proportion of females and males that received a bonus.

Employees only



Employees and temporary workers



■ Our female and male employees have an equal opportunity to earn bonus in our performance-based culture.

PAY & BONUS (STATUTORY MEASURES) - This shows our overall mean and median gender pay gaps if we combine our employees with our temporary workers on assignment with our clients.

Robert Walters Operations Ltd		
	Median	Mean
Gender Pay Gap	19.04%	19.85%
Gender Bonus Pay Gap	46.15%	43.49%

■ 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 and with limited or no bonus earning opportunity.

OUR COMMITMENT TO EQUALITY AND DIVERSITY

To demonstrate our continued focus on developing and maintaining equality and diversity across the organisation we are committing to:

RECRUITMENT

- Ensuring we have at least 50% female representation of external candidates for Director level roles and above

RETENTION

- Reviewing and enhancing our maternity and parental leave policy and entitlements
- Focusing on opportunities to provide more flexible working

PROGRESSION

- Developing a programme of unconscious bias training to support our commitment to gender equality
- Expanding our series of “empowering women” internal events to include, seminars, breakfasts and social events
- Leadership training for future female leaders

Darren Cox
Group HR Director