

ROBERT WALTERS UK GENDER PAY GAP REPORT 2019

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 2019, along with further initiatives to promote equality and diversity at Robert Walters.

OUR GENDER MIX BY PAY LEVEL

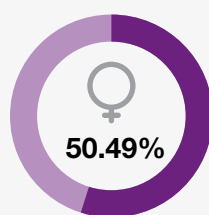
This shows the mix of females and males at different levels of pay when we combine both our employees with our temporary workers who are on assignment with our clients (as per the statutory requirement).

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND		
QUARTILE	FEMALE	MALE
Upper	39.34%	60.66%
Upper Middle	49.73%	50.27%
Lower Middle	62.30%	37.70%
Lower	62.84%	37.16%

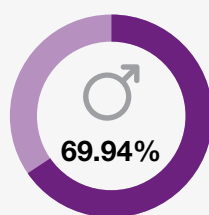
OUR BONUS AWARDS

This shows the proportion of females and males that received a bonus during 2019.

Robert Walters UK Employees and temporary workers



Female



Male

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 2019

	MEDIAN	MEAN
Gender Pay Gap	26.29%	21.01%
Gender Bonus Gap	41.53%	48.39%

Gender pay gap

- When reviewing our Gender Pay Gap it must be noted 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 Gender Bonus Gap Mean has reduced by 19.68% compared with 2018, as a result of our Gender Pay Gap initiatives and programmes.

WHAT WE COMMITTED TO IMPROVE DURING 2019

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	
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 career flexibility	Achieved and ongoing	The option of the two career paths has contributed to 14 females being promoted to a manager or above level role in the last 12 months and 50% of our Business Directors are female
The launch of our 'Women in our Workplace' forum will provide female members of staff with direct access to our UK CEO and Head of HR to discuss business strategy whilst promoting the future leaders of tomorrow	Achieved and ongoing	Our ongoing forum provides female employees of all levels the opportunity to discuss what matters to them during regular working breakfasts with the UK CEO
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	Achieved	Our smart working policy which includes providing employees with the technological freedom to work from home has allowed us to achieve this objective
We will continue to review and improve our industry leading maternity policy in the UK to have a positive impact for our female employees and their families	Achieved and ongoing	Our maternity policy is now industry leading but will be reviewed regularly to ensure it remains so
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 transition back into the workplace as smoothly as possible	Achieved and ongoing	The four-week phased return to work programme has been extremely successful with the majority of returning female employees using this to ease themselves back into work
Our new diversity and inclusion strategy has as one of its core workstreams a focus on gender balance and inclusive leadership	Achieved and ongoing	We continue to develop our diversity and inclusion strategy, which included celebrating our female employees on International Women's Day #EachforEqual

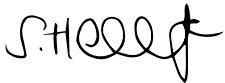
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OUR PLAN TO KEEP IMPROVING IN 2020

While 2019 saw some impressive achievements, we are never content to stand still. Below, we outline what we're doing now and throughout the rest of 2020 to ensure Robert Walters is a place of inclusion, equality and opportunity for all.

- 1** Launch our Female Mentoring Programme which will provide females in the business with the opportunity to be a mentee or gain experience in becoming a mentor. Female mentorship has been proven to be one of the best ways to build sustainable female leadership and this is something we are committed to achieving
- 2** Launch a diversity and inclusion focus group consisting of volunteers across the UK organisation to implement and promote an inclusive environment
- 3** 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
- 4** Launch a Women Returners focus group, which will provide support and advice for women returning from maternity leave, adoption leave, or a career break
- 5** 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



Sarah Horridge

Head of HR, UK – Robert Walters