

ROBERT WALTERS UK GENDER PAY GAP REPORT 2021

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 2021, along with further initiatives to promote equality and diversity at Robert Walters.

OUR GENDER MIX BY PAY LEVEL

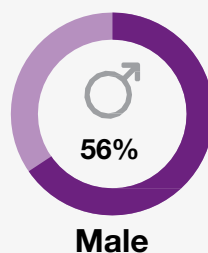
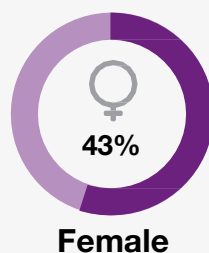
This shows the mix of females and males at different levels of pay when we combine both our employees with our temporary workers who are on assignment with our clients (as per the statutory requirement).

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND		
QUARTILE	FEMALE	MALE
Upper	32.87%	67.13%
Upper Middle	44.06%	55.94%
Lower Middle	62.68%	37.32%
Lower	67.13%	32.87%

OUR BONUS AWARDS

This shows the proportion of females and males that received a bonus during 2021.

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 2021

	MEDIAN	MEAN
Gender Pay Gap	31.31%	30.38%
Gender Bonus Gap	42.76%	42.32%

Gender pay gap

- Our overall mean gender pay gap has increased by 9.24%, and our overall median gender pay gap has increased 6.63%
- Whilst the Covid-19 pandemic almost certainly has impacted our 2021 gender pay gap, we did not have any employees in the government furlough scheme at this time

Gender bonus gap

- The mean bonus gap has increased by 13.98% but the median bonus gap has reduced by 4.44%
- Less employees received a bonus in 2021 when compared with 2020 – this is true for both women and men

WHAT WE COMMITTED TO IMPROVE DURING 2021

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 and that Robert Walters meet E,D&I initiative. Below you can see our progress during the year.

WHAT WE COMMITTED TO	HOW WE DID
Partner with a 3rd party to drive our D&I initiatives:	Achieved We were delighted to partner with an external 3rd party to assist with our Global D&I initiatives and ensure that we continue to remain a diverse and fair employer
Partner with a E,D&I consultancy: to gather E,D&I feedback across our global teams	Achieved This valuable feedback has helped to shape how we approach some of our ED&I initiatives moving forwards
Appoint a Global Diversity & Inclusion Leader for the Robert Walters Group	Achieved and ongoing We are delighted to have been able to create this new role within the Robert Walters Group and continue to create an ongoing inclusive environment for all of our employees
Localised E,D&I training implemented for every UK employee by the end of 2021	Achieved and ongoing All new employees will benefit from this same training within their first month of starting

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WHAT WE COMMITTED TO IMPROVE DURING 2021

WHAT WE COMMITTED TO	HOW WE DID	
Train our TA team on diverse hiring practices and also educate clients to create a diverse pipeline	Achieved and ongoing	All of our Talent Acquisition team receive the same E,D&I training to ensure a fair hiring process into the business
Introduce further flexible working options to best support our working mothers and retain female talent in our business: Condensed Hours, Hybrid Working and Flexibility towards Work from Home	Partially achieved	We are pleased to share that we are establishing a global hybrid working policy, as well as local hybrid working initiatives in each of our territories
Introduce a Women in the Workplace recognition programme, via quarterly UK events with our senior stakeholders	Not achieved	Unfortunately, due to the lingering impact of the Covid-19 pandemic we were not able to achieve this initiative
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	Not achieved	Unfortunately, due to the lingering impact of the Covid-19 pandemic we were not able to achieve this initiative
To engage in HR career conversations for all females in our Senior Management roles and above. To positively impact our upper quartile figures	Not Achieved	Unfortunately, due to the lingering impact of the Covid-19 pandemic we were not able to achieve this initiative

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OUR PLAN TO KEEP IMPROVING IN 2022

While 2021 saw some impressive achievements, we are never content to stand still. Below, we outline what we're doing now and throughout the rest of 2022 to ensure Robert Walters is a place of inclusion, equality and opportunity for all.

- 1** Review our global policies to better support women in our workplace with a focus on menopause and flexible and hybrid working arrangements
- 2** Introduce employee resource groups with a focus on a female networking and empowerment in the workplace
- 3** Continue our annual International Women's Day global events such as webinars, inspirational stories and support for female focussed charities
- 4** Continue to proactively work with our Global Diversity & Inclusion Leader to drive our internal E,D&I initiatives and training
- 5** Continue our localised E,D&I training for all new starters
- 6** Continue to work with our Talent Acquisition team on diverse hiring practices



Janet Alden-Rahi

HR Director - UKI, MEA, NA & Switzerland
Robert Walters