

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 2022, along with further initiatives to promote equality and diversity at Robert Walters.

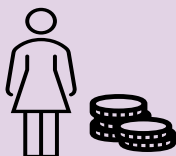
## WHAT IS THE GENDER PAY GAP?

Businesses in the UK with 250 or more staff are required to report their gender pay gap, based on the snapshot date of the 5th of April each year.

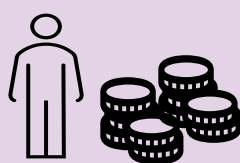
The Gender Pay Gap is the percentage difference between male and female employees' hourly earning rates across the business.

The Gender Pay Gap is measured by the Mean (average) and Median (mid-point) percentage of hourly rates

Average Pay



Average Pay



*The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.*



*The median gender pay gap compares the hourly pay of the woman in the middle and the hourly pay of the man in the same position if all company colleagues were lined up in female and male lines in order of pay from highest to lowest.*

Of note is that statutory reporting requires us to combine the figures for our internal permanent employees with those of our temporary contractor workers that are on assignment with clients outside of Robert Walters. Where relevant, this is referenced below. In our report this year we have opted to reference our internal gender pay gap, as well as our combined (reported) gender pay gap.

# ROBERT WALTERS UK GENDER PAY GAP REPORT 2022

ROBERT WALTERS

## INTERNAL REPORTING: PERMANENT EMPLOYEE DATA

Below, you can see various indicators showing the difference between pay and bonus for all females and males internally at Robert Walters

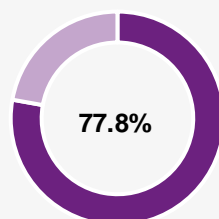
### OUR GENDER PAY & BONUS GAPS

ROBERT WALTERS OPERATIONS LTD 2022		
	MEDIAN	MEAN
Gender Pay Gap	18.99%	23.43%
Gender Bonus Gap	21.50%	40.96%

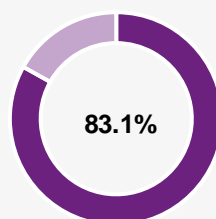
This shows our overall mean and median gender pay and bonus gaps for our permanent employees only.

### OUR BONUS AWARDS

#### Robert Walters UK Permanent Employees



Female



Male

This shows the proportion of permanent female and male employees that received a bonus during 2022.

### OUR GENDER MIX BY PAY LEVEL

This shows the mix of females and males at different levels of pay for our permanent only employees.

PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND		
QUARTILE	FEMALE	MALE
Upper	36.54%	63.46%
Upper Middle	52.43%	47.57%
Lower Middle	54.37%	45.63%
Lower	62.14%	37.86%

# ROBERT WALTERS UK GENDER PAY GAP REPORT 2022

ROBERT WALTERS

## STATUTORY REPORTING: PERMANENT AND TEMPORARY EMPLOYEE DATA

Below, you can see various indicators showing the difference between pay and bonus for all females and males at Resource Solutions. Of note is that these figures include our temporary contract workers on assignment outside of Resource Solution

### OUR GENDER PAY & BONUS GAPS

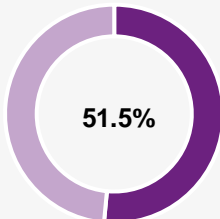
#### ROBERT WALTERS OPERATIONS LTD 2022

	MEDIAN	MEAN
Gender Pay Gap	36.43%	35.03%
Gender Bonus Gap	26.21%	41.98%

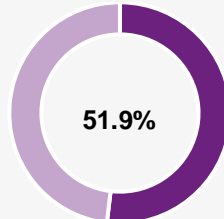
This shows our overall mean and median gender pay and bonus gaps when we combine both our employees with our temporary workers who are on assignment with our clients (as per the statutory requirement).

### OUR BONUS AWARDS

#### Robert Walters UK Employees and temporary workers



Female



Male

This shows the proportion of females and males that received a bonus during 2022. This data includes both Robert Walters permanent employees and temporary workers on assignment with our clients who are typically not eligible for bonus payments.

### OUR GENDER MIX BY PAY LEVEL

This shows the mix of females and males at different levels of pay .

#### PROPORTION OF MALES AND FEMALES IN EACH QUARTILE BAND

QUARTILE	FEMALE	MALE
Upper	29.82%	70.18%
Upper Middle	47.65%	52.35%
Lower Middle	55.88%	44.12%
Lower	65.29%	34.71%

## WHAT DOES THE REPORT TELL US?

### Our Gender Pay Gap

- For the combined statutory data (permanent internal workers and temporary workers), the mean pay gap has increased by 3.73% and the median pay gap has increased by 6.15% from 2021 to 2022..
- This year our internal permanent gender pay gap has reduced. The mean pay gap has decreased by 2.8% and the median pay gap has decreased by 3.94%.

### Our Gender Pay Gap Bonus

- The overall mean bonus gap has decreased by 0.78% and the median bonus gap has decreased by 16.11%.
- Less males and females received a bonus in 2022 when compared to last year, but the distribution between both males and females is more even when compared with 2021
- For internal permanent employees, the proportion of females receiving bonuses decreased slightly when compared to 2021. The proportion of males receiving a bonus increased by 4.13% when compared to 2021.

### Our Gender mix by level

- For internal permanent only employees the Upper Middle quartile gender pay gap has improved in 2022
- The upper quartile split between males and females for internal permanent employees has not improved this year and continues to be an areas of focus for us , with 36.54% of females in the upper pay quartile (decreasing 3.04% compared to 2021).

# ROBERT WALTERS UK GENDER PAY GAP REPORT 2022

ROBERT WALTERS

## WHAT WE HAVE BEEN DOING TO ADDRESS THE PAY GAP

We know how important it is to never take our eye off the ball. We are proud of what we have focused on over the past year to drive improvements as part of our ED&I strategy and where we can impact on gender equity, and we remain committed to continuing and advancing these.

1

We have continued to educate and empower employees across the organisation including expanding the Regional ED&I council membership to double its size in 2022. We have also announced the launch of our **Family Employee Resource Group** to focus on the continued development of the workplace for all working parents.

2

We have continued to **work with our Talent Acquisition team on diverse hiring** practices, running quarterly workshops to review the process including a review of our job advertisements.

3

Ensuring a consistent approach to understanding of ED&I for all employees has been a key focus. We have reviewed and improved our Introduction to ED&I and Unconscious Bias training for all new starters. We have also established **localised ED&I training for Managers**.

4

In 2022 we **reviewed our policies** to better support women in our workplace with a focus on our menopause, flexible and hybrid working arrangements. In addition, we signed the Wellbeing at Work-Menopause pledge committing to normalising conversation and equipping manager on menopause..

5

We have continued to celebrate a variety of awareness moments throughout the year aimed at not only celebrating but continuing to raise awareness of gender equity. This included our annual **International Women's Day global events**, where we engage, empower and encourage our people come together as advocates for positive change. .

ROBERT WALTERS UK

# GENDER PAY GAP REPORT 2022

ROBERT WALTERS

## OUR COMMITMENTS FOR 2023

While 2022 saw some impressive achievements, we are never content to stand still. Below, we outline what we're doing now and throughout the rest of 2023 to ensure Robert Walters is a place of inclusion, equality and opportunity for all.

- 1 Utilise a data led approach to ensuring equity across the employee lifecycle - reviewing gender balance throughout recruitment process, promotions, leavers, absence and implement action to drive improvements
- 2 Continue to review and develop a Women's Leadership programme for senior leaders
- 3 Focus on succession planning at all levels to ensure the pipeline of female talent continues to come through the business and move towards our target of 50% women in leadership roles (AD and above) by 2025 with particular focus at Director and above
- 4 Complete a full audit of end-to-end recruitment process including focus group engagement with women going through the process to identify further areas of improvement that can be implemented.
- 5 Work with our clients hiring temporary workers to showcase inclusive hiring practices
- 6 Implementation of return-to-work buddy scheme through our Family Employee Resource Group
- 7 Further embed our commitment and action on perceived taboo topics such as Menopause in the workplace, fertility and pregnancy loss

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**Coral Bamgboye**

Head of Equity, Diversity & Inclusion  
Robert Walters