

**Robert—
—Walters**

Robert Walters Outsourcing Gender Pay Gap Report

2023

At Robert Walters Outsourcing (previously Resource Solutions Limited) 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 2023, along with further initiatives to promote equality and diversity at Robert Walters Outsourcing.



Gender pay gap reporting

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.

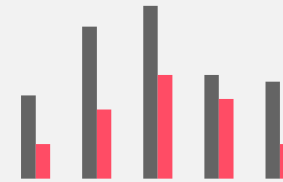
The Gender Pay Gap is the percentage difference between male and female employees' hourly earning rates across the business.

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

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.

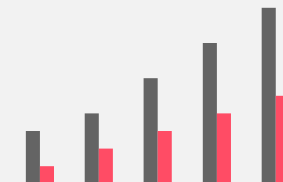
Our gender pay gap 2023

- For the combined statutory data (permanent internal workers and temporary workers) we have seen a decrease in the median pay gap by 3.39% with a gap of 51.33%.
- We are pleased to report that we have seen a reduction in the median gender pay gap of 1.92%% for our internal permanent employees from 10.45% in 2022 to 8.53% in 2023.



Mean gender pay gap

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



Median gender pay gap

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.

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 Outsourcing.

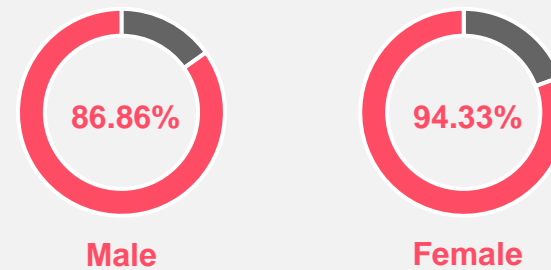
Our gender pay and bonus gaps

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

Role	Median	Mean
Gender pay gap	8.53%	9.46%
Gender bonus gap	25.65%	21.68%

Our bonus awards

This shows the proportion of permanent female and male employees that received a bonus during 2023.



Our gender mix by pay level

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

Quartile	Female	Male
Upper	60.42%	39.58%
Upper middle	62.50%	37.50%
Lower middle	68.75%	31.25%
Lower	65.63%	34.38%

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 Robert Walters Outsourcing. Of note is that these figures include our temporary contract workers on assignment outside of Robert Walters Outsourcing.

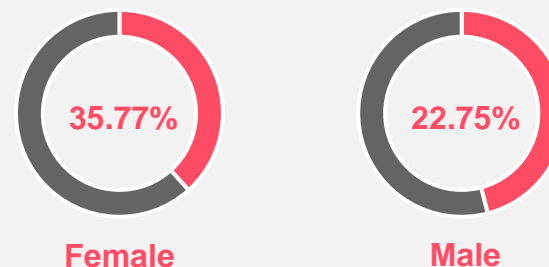
Our gender pay and bonus gaps

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).

Role	Median	Mean
Gender pay gap	51.33%	36.69%
Gender bonus gap	5.64%	7.49%

Our bonus awards

This shows the proportion of females and males that received a bonus during 2023. This data includes both RWO permanent employees and temporary workers on assignment with our clients who are typically not eligible for bonus payments.



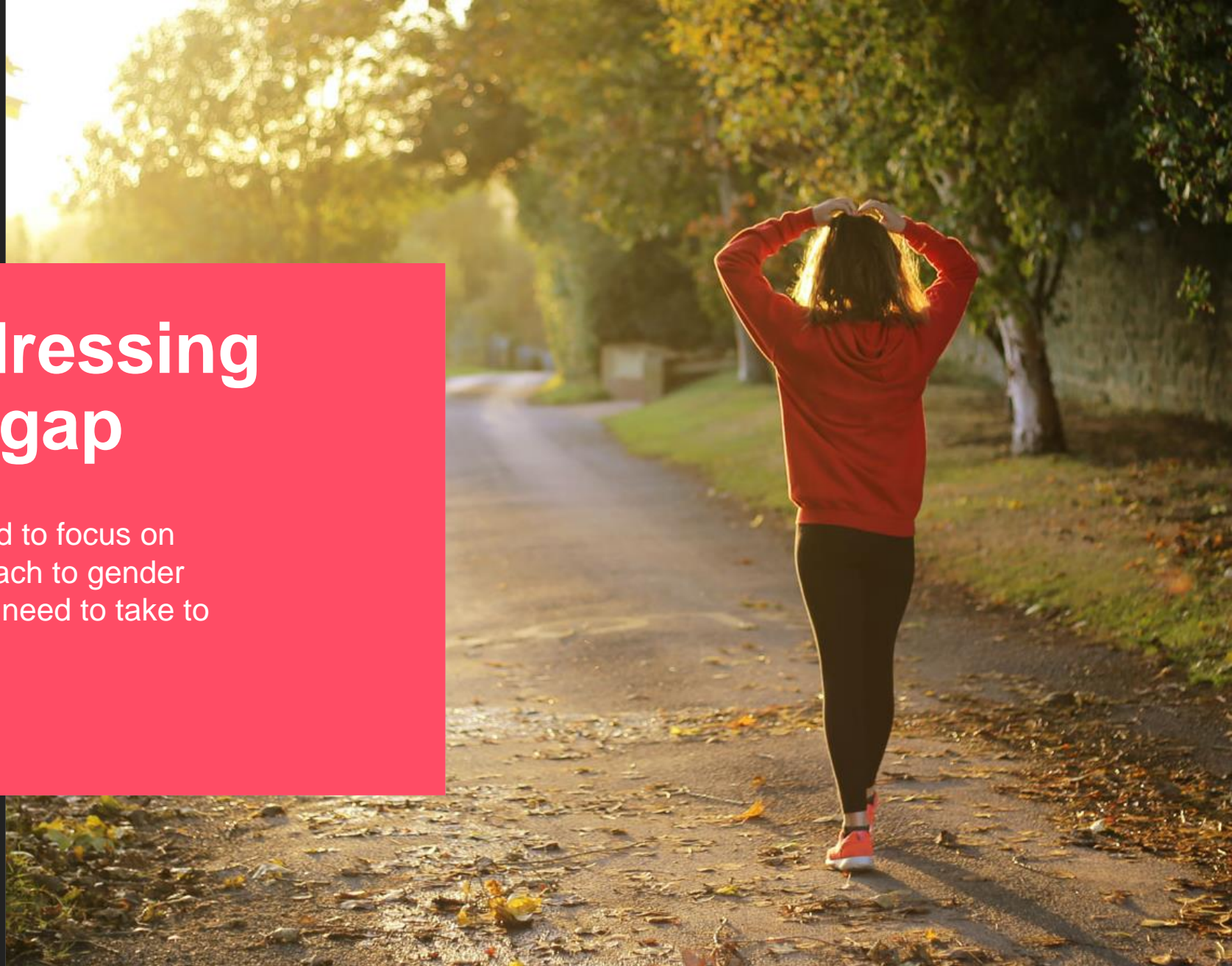
Our gender mix by pay level

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

Quartile	Female	Male
Upper	27.27%	72.73%
Upper middle	47.04%	52.96%
Lower middle	61.39%	38.61%
Lower	61.39%	38.22%

How we are addressing the gender pay gap

Over the past year, we have continued to focus on ensuring that we challenge our approach to gender equality and think about the steps we need to take to reduce our pay equity gap further.



What have we done about it?

Although we have seen a reduction in our gender pay gap (internal permanent employees) we continue to know that there is always more that can be done and Equity, Diversity & Inclusion remain at the core of what we do , and our values as a business.

We know that representation of more women, in particular at the most senior levels of our business, is essential in closing the gap and we are proud to have maintained a position above our target goal of 50% of women in leadership roles across the business but appreciate that driving further gender equality requires more than this. Our continued focus on ensuring we have an inclusive recruitment process which we review regularly is essential to this.

Some of the other examples of how we are ensuring we create a sustainable environment for all to thrive include:

- Examined our processes and policies for inclusivity
- Continued to challenge workplace taboos with programmes and initiatives such as our Internal webinar conversations on Women's Health, reviewing and updating our menopause policy
- Launch of our Fertility Policy in 2023
- Empowering our people and their voices to ensure we create an inclusive workplace is essential. Our ED&I Councils and are Employee Resource Groups are a key part of these. An example of this is the launch of a Return-to-work buddy system for parental leave returners that our Family ERG will be launching later this year.
- In 2023, we endorsed our support of the Women's Empowerment Principles and completed the Target Gender Equality Accelerator programme.



Continuing to address the gap

"As we move into 2024 and beyond, our commitment to closing the gender pay gap remains unwavering.

We are dedicated to expanding the utilisation of data-driven approaches to ensure equity at every stage of the employee lifecycle. This commitment is reflected in the fact that over 95% of our UK employees now share details about more than one attribute of their identity, enabling us to gain deeper insights into the diverse makeup of our workforce. These insights are crucial as we continue to review gender balance across all levels of our organisation, allowing us to implement targeted actions where necessary to drive meaningful improvements.

Moreover, our statutory reporting obligations require us to include data on temporary workers within our clients' operations. We recognise the importance of this and are actively collaborating with our clients to ensure that they, too, are taking the necessary steps to address and reduce the gender pay gap.

Our efforts will focus not only on reporting but also on education and advocacy for Equity, Diversity, and Inclusion (ED&I). By promoting and demonstrating inclusive hiring practices, we aim to inspire broader change, driving an overall positive impact on the statutory gender pay gap across the board.

We are proud of the progress we've made thus far but remain acutely aware of the work that still lies ahead. We are committed to continuous improvement and collaboration with all stakeholders to ensure that, together, we make significant strides toward achieving gender pay equity."



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at Robert Walters