

RESOURCE SOLUTIONS UK

# GENDER PAY GAP REPORT

As one of the world's leading providers of outsourced recruitment and advisory services, Resource Solutions knows the value that people bring to a business. We know the value of inclusivity, equality and opportunity for all, and 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 report our own figures.

If all company colleagues were lined up in female and male lines – in order of pay from highest to lowest, 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. The mean gender pay gap shows the difference in the average hourly rate of pay between men and women in a company.

Of note is that statutory reporting requires us to combine the figures for our permanent employees with those of our temporary contractor workers that are on assignment outside of Resource Solutions. 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 and bonus gap

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

## Mean and median gender pay gap

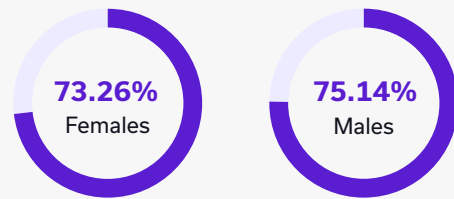
The figures to the right show the median (i.e., middle result) and the mean (the average) gender pay gaps. A negative number shows where the pay or bonus is greater for females than it is for males.

### The difference between men and women internally at Resource Solutions

	Median (middle result)	Mean (average gap)
Gender pay gap	10.45%	11.68%
Gender bonus gap	21.49%	10.34%

## Our bonus payments

These charts show the proportion of females and males internally who received a bonus payment during 2022.



## Our gender mix at different levels of our business

This section looks at the mix of females and males at different levels of pay within Resource Solutions.

### Proportion of females and males in each quartile pay band

Upper



Upper middle



Lower middle



Lower



COMBINED (REPORTED)

# Our gender pay and bonus gap

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 Solutions.

## Mean and median gender pay gap

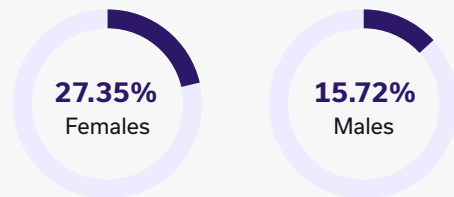
The figures to the right show the median (i.e., middle result) and the mean (the average) gender pay gaps. A negative number shows where the pay or bonus is greater for females than it is for males.

### The difference between men and women internally at Resource Solutions

	Median (middle result)	Mean (average gap)
Gender pay gap	54.72%	36.41%
Gender bonus gap	3.77%	7.56%

## Our bonus payments

These charts show the proportion of females and males who received a bonus payment during 2022.



## Our gender mix at different levels of our business

This section looks at the mix of males and females at different levels of pay within Resource Solutions.

### Proportion of females and males in each quartile pay band

Upper



Upper middle



Lower middle



Lower



# What the report tells us



## Our gender pay gap:

- The mean (average) pay gap has increased by 1.82% compared to 2021, while the median (middle) pay gap has decreased by 1.59%.
- Of note is that the data for Resource Solutions' permanent employees (when separated from data on our temporary contractors on assignment) shows our mean gender pay gap has increased by 0.39% and our median by 1.29%.

## Our gender bonus gap:

- The proportion of both females and males earning a bonus has slightly reduced this year compared with 2021.
- The proportion of males receiving a bonus increased by 4.92%, and females by 1.65%.
- Among our permanent employees, 73.26% of females received a bonus compared with 75.14% of males.

## Our gender mix by pay levels:

- The proportion of females in the upper pay quartile has slightly increased by 1.56%, and in the upper middle quartile by 14.24%.
- We have a high proportion of females in the lower and lower-middle quartiles, where earning potential can be more limited. In our internal data there has been a slight improvement in balancing the proportion of females and males in these quartiles which we hope to continue improving on.
- We are delighted that our senior leadership (upper quartile) has a favourable mix of females and males, with a strong proportion of females now in key leadership positions.





# What have we been doing to address the gaps and focus on gender equity?

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.

## Keeping an eye on our ways of working, processes and practices

Our approach to **hybrid working** has become fully embedded, providing flexibility to enable our people to fit their careers around their personal circumstances. We continue to monitor, review and seek feedback, including via our annual engagement survey.

Ensuring we have the most inclusive processes and practices across our organisation is essential. Our **accreditation journey with Clear Assured** has continued to ensure that we remain focused on driving improvements on this where required. This includes ensuring we are implementing best-practice approaches, such as not asking applicants their current salary during any recruitment. Instead, we now only ask salary expectations. This ensures we are encouraging applicants to align themselves to the market and prevent perpetuating the gender pay gap, as well as mitigating inheriting any previous bias.

## Empowering and supporting our people and communities

Our people are at the heart of everything we do, so ensuring we have a focus on how we can support and develop them is crucial. Our **RS Leadership Development Programme** provides opportunities to deep-dive into mindset, leadership capabilities and how our people can drive Resource Solutions forward as we continue to transform and grow as a business. Over 2022, our Leadership training was delivered with a 58% female to 42% male leaders gender split of attendees.

Our **Mentoring Programme** ensures our people have exposure to top talent within Resource Solutions, embracing our Inclusive value to enable everyone to reach their full potential.

As well as our own employees, we are committed to finding opportunities to work within local communities to support driving social change and supporting the talent of tomorrow. Through our Partnership with **Inspiring Tomorrows Leaders' (ITL)**, we have hosted a careers event and interview skills training session to promote opportunities for 14-18-year old black girls, and are continuing our partnership into this year with further engagement and support. In addition to our partnership with ITL, we have worked with **Speakers for Schools** to deliver webinars to students on 'An Introduction to the Workplace'.

## Broadening our approach to finding talent

We continue to focus on ensuring we have a broad approach to attracting diverse talent for our organisation. Over 2022, we continued with our **Rejoin programme** to harness lost skills and help employers close diversity gaps whilst nurturing a community of motivated, high-calibre professionals on their return-to-work journey. To date, we are delighted to have placed a number of 'rejoiners' within Resource Solutions and continue to offer this product as part of our ambition to 'redefine work so everyone has a lifetime of opportunity'.


We are also exceptionally proud of our **Recruiter Academy**. Through this, we have been growing our own talent and recruiting people who show potential, irrespective of background or experience, with the ambition to create a diverse talent pool which will include a positive gender split. In 2022 we ran two cohorts, with a gender split of 58% women and 42% men. The programme supported our wider ED&I focus on driving more diverse talent into our organisation, with candidates from a range of socio economic backgrounds, ages (between 22-61 years old), and nationalities.

## Celebrating and raising awareness

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 to call out gender equality and come together as advocates for positive change.







## What are we doing to address the gender gap in 2022?

Maintaining a focus on gender balance within our organisation remains an integral part of our overall Equality, Diversity & Inclusion plans. We will, of course, continue to focus on the areas that we have implemented already, which continue to support our journey, and we will continue to look at further ways we can address the gender pay gap.

1. Apply a data-led approach to ensuring equity across the employee lifecycle - reviewing gender balance throughout the recruitment process, promotions, leavers, absence and implement action to drive improvements.
2. Create further safe spaces for women to speak with targeted employee focus groups and cultural conversations.
3. Launch our Working Parent Employee Resources Group to enhance our practices and policies as a family friendly organisation which benefits women but equally all parents across our business.
4. Further embed our commitment and action on perceived taboo topics such as Menopause in the workplace, fertility and pregnancy loss.
5. Continue to move the dial with clients with our Diverse Hiring Consultancy offerings to ensure fair and inclusive hiring processes.