

# RESOURCE SOLUTIONS UK GENDER PAY GAP REPORT 2017

As a global provider of outsourced recruitment services, Resource Solutions is by its very nature a people-focused business. We pride ourselves on our inclusivity, equality and opportunity for all. We feel strongly that the new requirement to publish data on gender pay gaps will prove to be a big step forward in encouraging greater transparency and positive actions to address differences in pay for men and women in the UK.

## OUR GENDER PAY & BONUS GAP

Below, you can see the difference between the pay and bonuses awarded to males and females at Resource Solutions. These are divided into mean (the average gap) and median (the middle of the pay scale). How these are calculated is shown below.

A negative number shows where the pay or bonus is greater for females than for males.

Difference between men and women	Mean (Average gap)	Median (Middle result)
<b>Gender pay gap</b>	18.18%	-5.19%
<b>Gender bonus gap</b>	33.69%	-15.04%

### CALCULATING THE MEAN GENDER PAY GAP

 ÷ Number of women  
 = Mean female average pay

 ÷ Number of men  
 = Mean male average pay

The mean gap is the percentage difference between the two figures

### CALCULATING THE MEDIAN GENDER PAY GAP





Median female hourly pay

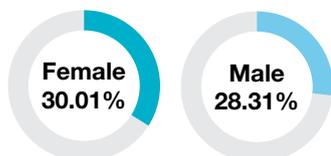


Median male hourly pay

The median gap is the percentage difference between the two figures

## OUR BONUS PAYMENTS

This shows the proportion of males and females receiving a bonus payment during 2017.



## OUR GENDER PAY MIX AT DIFFERENT LEVELS OF THE BUSINESS

Proportion of males and females in each quartile band		
Quartile	Female	Male
<b>Upper</b>	48.69%	51.31%
<b>Upper Middle</b>	71.88%	28.12%
<b>Lower Middle</b>	60.07%	39.93%
<b>Lower</b>	54.75%	45.25%

## WHAT DOES THIS REPORT TELL US?

The data in our report is encouraging, but it's important to point out that it includes both our permanent employees and our temporary staff who work with our clients.

**Our gender pay gap:** We have a higher proportion of females than males who work on-site with our clients, often in more junior roles and with lower levels of relative pay. Our gender pay gap is therefore partly a result of more men occupying senior and more highly paid roles.

**Our gender bonus gap:** Due to the nature of our business, we have a high proportion of temporary workers – people who are not typically eligible for bonus payments. This means that we have a lower proportion of both males and females receiving bonuses.

**Our gender mix by pay levels:** The mix of males and females at different levels of pay within our business reflects that we've been able to attract and retain females at all levels of our organisation – something of which we are rightly proud.

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## IF TEMPORARY WORKERS ARE NOT INCLUDED IN OUR DATA...

We are only required to provide data on our complete workforce, but if we were to go into the detail a bit further, and include data only from our permanent employees (not our temporary workers), on balance our gender pay gap looks even more encouraging. We do, however, recognise we can still do more to reduce the gap in the lower middle and upper quartile levels.

Employee pay				
Quartile	Proportion Female	Proportion Male	Gender Gap Mean	Gender Gap Median
Upper Quartile	50.68%	49.32%	5.46%	3.20%
Upper Middle Quartile	66.67%	33.33%	-2.34%	-2.44%
Lower Middle Quartile	74.83%	25.17%	3.10%	5.93%
Lower Quartile	65.99%	34.01%	-7.20%	9.98%

Employee bonus				
Quartile	Proportion Female	Proportion Male	Gender Gap Mean	Gender Gap Median
Lower Quartile	70.34%	29.66%	-15.00%	-15.38%
Lower Middle Quartile	79.66%	20.34%	1.84%	1.64%
Upper Middle Quartile	66.10%	33.90%	6.76%	10.61%
Upper Quartile	51.26%	48.74%	23.68%	17.74%

## WHAT THIS DATA TELLS US

- 1 Our gender pay gaps are small and in favour of both females and males at different levels of our organisation.
- 2 We have a **performance culture** which rewards people based on their contribution.
- 3 **40%** of our leadership team is female – and we want to increase that amount.

## OUR PLAN TO DO EVEN BETTER

While our report shows that the mix of males and females at all levels of our business is strong, we recognise we can do more at the most senior levels. That's one reason that we're committing to a plan that will help us encourage women to join, stay and progress with Resource Solutions. Below, you can see how:

- 1 ENCOURAGING WOMEN TO JOIN US...
  - At least 50% female selection pools for all external hiring at Director level and above
  - Further profiling of female role models
- 2 ENCOURAGING WOMEN TO STAY WITH US...
  - Focusing on opportunities to provide more flexible working
  - Review/enhancement of Maternity & Parental Leave policy and entitlements
- 3 ENCOURAGING WOMEN TO PROGRESS WITH US...
  - Expanding our series of "empowering women" internal events to include seminars, breakfasts and social events
  - Challenging ourselves to ensure that we maintain gender equality in how we reward our people and develop our future leaders
  - Actively encouraging women to participate in Talent Exchange, our business-wide talent development opportunity
  - Developing a programme of unconscious bias training to support our commitment to gender equality

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