

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, which reflect the challenges faced by our clients during the Covid-19 pandemic.

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.



INTERNAL

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

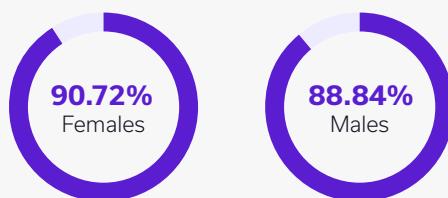
The figures to the right show the median (i.e., middle result) and the mean (the average) gender pay gaps. A negative number shows where the pay or bonus is greater for females than it is for males.

The difference between men and women internally at Resource Solutions

	Median (middle result)	Mean (average gap)
Gender pay gap	9.16%	11.29%
Gender bonus gap	30.31%	30.63%

Our bonus payments

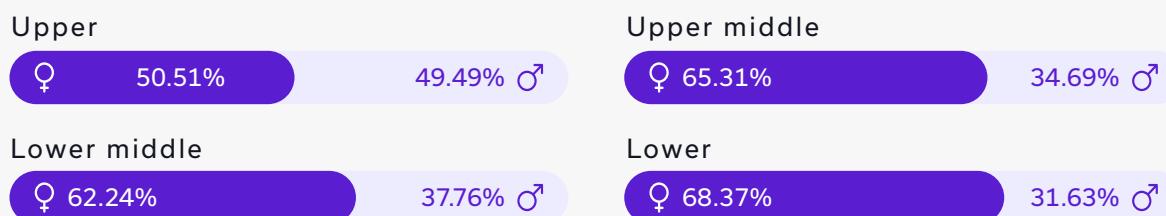
These charts show the proportion of females and males internally who received a bonus payment during 2021.



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



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

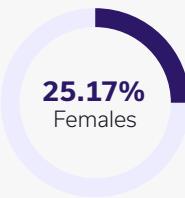
The figures to the right show the median (i.e., middle result) and the mean (the average) gender pay gaps. A negative number shows where the pay or bonus is greater for females than it is for males.

The difference between men and women at Resource Solutions

	Median (middle result)	Mean (average gap)
Gender pay gap	56.31%	34.59%
Gender bonus gap	-2.9%	23.90%

Our bonus payments

These charts show the proportion of females and males who received a bonus payment during 2021.



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

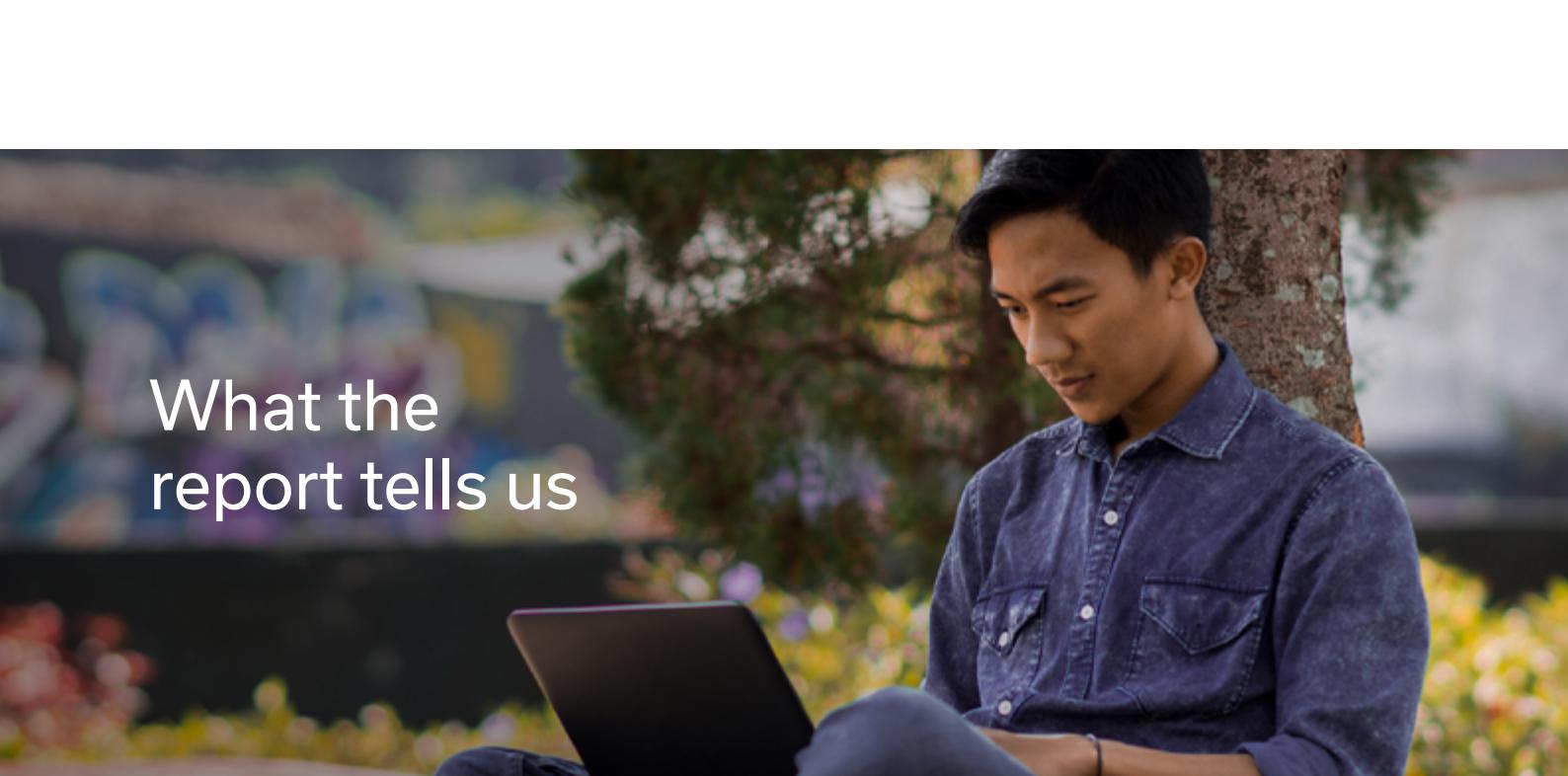


Lower middle



Lower





What the report tells us

Our gender pay gap:

- The mean (average) pay gap has decreased by 1.01% compared to 2020, while the median (middle) pay gap has decreased by 3.7%.
- 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 improved by 7.15% and our median by 7.07%.
- Also of note is that 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.

Our gender bonus gap:

- The proportion of both females and males earning a bonus has slightly reduced this year compared with 2020.
- The proportion of males receiving a bonus reduced by 1.95% whilst females receiving a bonus reduced by 0.01%.
- Among our permanent employees, 90.72% of females received a bonus compared with 88.84% 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.

10 out of 10 commitments achieved

Our commitment	How we did
1. Launching Rejoin, our return-to-work offering aimed at harnessing lost skills	Achieved and ongoing Launched in 2021, we connect employers with experienced professionals looking to rejoin the workforce, tackling organisations' skills shortages and improving workforce pay and diversity.
2. Providing targeted searches for our critical hires, focusing on global female talent	Achieved and ongoing Targeted searches have been consistent around hiring across our critical hires with our aim and focus being on specifically targeting and attracting female talent from an outreach perspective.
3. Embedding our RS Leadership Development Programme	Achieved and ongoing Over 80 people leaders are going through our global leadership programme, which is designed to develop leadership skills required for both today and tomorrow.
4. Promoting our Diverse Hiring Audit to ensure hiring processes are fair	Achieved and ongoing we are proactively actioning the audit findings to remove bias in our hiring processes to ensure they are fair and consistent.
5. The approach of not asking applicants their current salary during the recruitment process	Achieved and ongoing this is a permanent approach we have adopted which as a result has seen our D&I Glassdoor score raise from 2.7 to 4.2.
6. Developing our partnership with Clear Assured to ensure we are proactive in our mission to be a diverse and equal employer	Achieved and ongoing we have completed our bronze accreditation and are focused this year on achieving silver accreditation.
7. Continuing our annual International Women's Day global events	Achieved this is a huge annual event for us; our global focus this year was on the theme #Breakthebias.
8. Embedding 'Inclusion' as one of our key values, which are the heart of all we do	Achieved and ongoing We want everyone to bring their whole self to work, and our 'Inclusive' value is now one of our five core values at Resource Solutions.
9. Driving social change through building relationships in key education sectors	Achieved and ongoing Through our business ambition 'we redefine work so that everyone has a lifetime of opportunity' we are supporting the Robert Walters Group purpose by creating social partnerships and diversity in our supply chains with new products and services for clients. We aspire to deliver value beyond profits, to think longer term about the opportunities and risks of our clients, and to think inclusively about the talent pool that we curate so it works better for the societies we operate in.
10. Supporting our newly appointed Global Diversity & Inclusion Leader	Achieved We are delighted that the Robert Walters Group Head of ED&I was appointed from within Resource Solutions. An example of growing our own talent and helping to create a more inclusive environment, both for clients and our employees.



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

- Continuing 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.
 - Embedding our Hybrid Working policy which provides complete flexibility to enable our people to fit their careers around their personal circumstances.
 - Continuing with our RS Leadership Development Programme, providing 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.
 - Driving social change through building relationships in key education sectors. Partnering with 'ITL - Inspiring Tomorrows Leaders' and hosting a workshop at careers events specifically targeted at girls of school age from African-Caribbean backgrounds.
 - Continuing our approach of not asking applicants their current salary during any recruitment. Instead, we now ask salary expectations only. 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.
 - Continuing our partnership with Clear Assured to progress from bronze to silver accreditation, ensuring we are proactive in our mission to be a diverse and equal employer. This includes reviewing our internal recruitment and performance development policies, processes and practices to ensure that we identify and remove any barrier that may exclude under-represented groups.
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- Re-energising our Mentoring Programme to ensure our people have exposure to top talent within Resource Solutions, embracing our Inclusive value to enable everyone to reach their full potential.
 - Continuing 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.
 - Continuing to develop our RS Recruiter Academy, 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.