

Gender Pay Gap Report 2021



At Frank Recruitment Group, we believe that to be successful as a business we must champion inclusive culture.

We believe talent should be the only true measure of value. We work hard to ensure this is the case within Frank Recruitment Group and we champion our clients who do the same.

The past 18 months have, of course, been quite unlike any other. We strived to ensure that all our people were able to work safely and felt supported by us, no matter what their personal circumstances. We would like to thank our employee community for their extraordinary hard work and commitment in those most extraordinary of times.

Our Gender Pay Gao reporting confirms what we had already identified as a priority, We must do more to ensure there is parity in leadership across our organisation. I am pleased to say that we are already taking steps to address this. Our EDI strategy has been a key focus and in the early stages of the COVID-19 pandemic we relaunched 'Diversity Matters', our flagship brand for inclusion initiatives across the group, bringing together all the great partnerships, events and thought leadership we had already established at a regional level. In 2020, we appointed our first Global EDI strategy lead and conducted a wholesale examination of our practices to identify areas of improvement.

We believe our strategy will deliver much greater diversity across our whole business and particularly within leadership, which is key to addressing our Gender Pay Gap.



A handwritten signature in black ink that reads "Lewis Miller".

Lewis Miller
Chief Financial Officer



About our Gender Pay Gap reporting

Regulations state that companies must publish data for all UK legal entities with more the 250 employees on April 5th 2021

This means we must publish data for Nigel Frank International Limited, which is our only UK legal entity with more than 250 employees. The data can be found in this report.



The Gender Pay Gap is different to Equal Pay

The Gender Pay Gap shows the difference between the average hourly earnings of men and women across the workforce, and is about addressing the representation of women in the workforce.

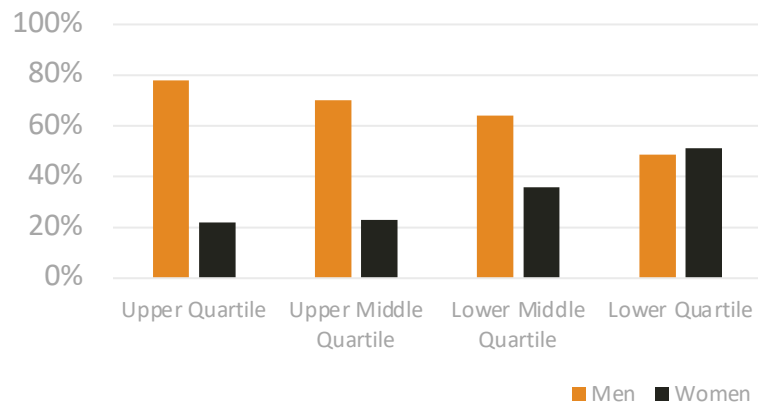
Equal Pay is about whether a woman and a man performing the same work, at the same level in the same organisation receive the same pay.

We are confident that men and women receive equal pay for the same jobs, similar job or work of equal value.

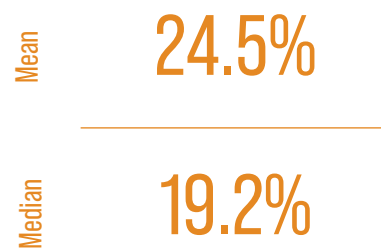
At Frank Recruitment Group, we believe the Gender Pay reporting requirements allow us to look in a different way at some of the challenges we may have, and to tackle them at a greater pace.

Our Figures

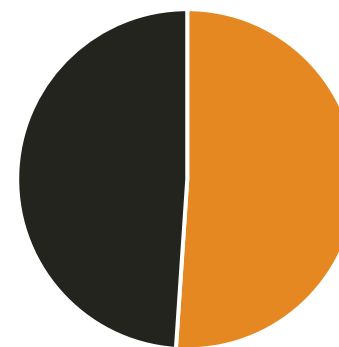
M/F split per quartile



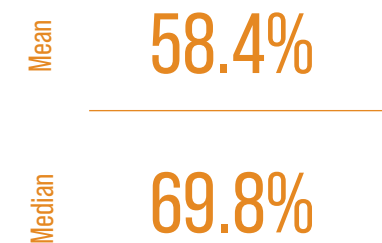
Hourly Pay Gap



% Of M/F Receiving Bonus



Bonus Pay Gap



How our Gender Pay Gap figures are calculated

As per the requirements for UK reporting, the first table shows the distribution of men and women across each pay quartile. According to **self-reported data** from our employee community, fewer than 1% of our workforce identify as non-binary or another gender identity.

Our **mean hourly pay gap** is calculated by adding the total pay of employees and dividing by the number of employees. This calculation is completed separately for men and women then totals are compared. This 'true average' is easily skewed by a small number of high or low earners.

Our **median pay gap** shows the number that is in the middle of pay ranking from lowest to highest. This is broadly understood to be a representation of 'typical pay' as extremes do not affect the median. Both our **mean** and **median** figures skew **in favour of male employees**,

In this reporting period, **79.6%** of women in our business received a bonus, compared to **83.1%** of men. Our bonus pay gap is affected by the number of men in the higher quartiles compared to the number of women.

What's behind our numbers?

Pay structures at the same rank are equal, regardless of gender.

We review our remuneration policies on an annual basis and we are confident that our pay structure is fair. Pay is not determined by gender, race, age or any other protected characteristic. Commission opportunities are uncapped for all eligible employees.

Men account for a greater proportion of senior roles.

We do have a larger number of men than women in leadership roles across our organisation, and this has a significant effect on the aggregated total for both hourly pay and bonuses.

Our priority is to address the male-to-female ratio in leadership.

As outlined in this year's report, we have made a commitment to rebalancing that ratio and make authentic, sustainable changes to our culture.

Our pathway to change

Since our last gender pay gap report, we have made a series of changes that we believe will have a long-term positive impact on our culture.

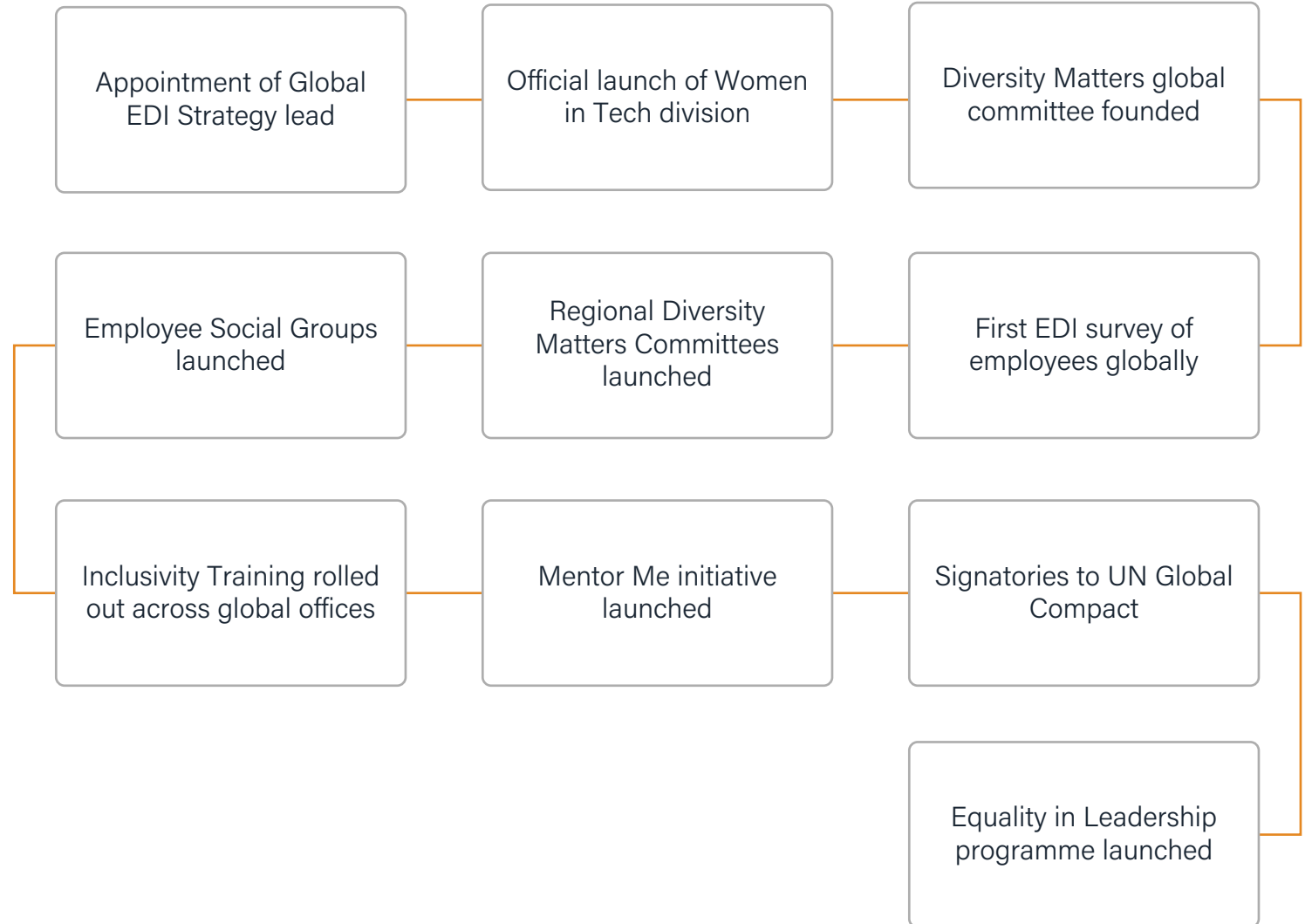
In early 2020, we re-launched our Diversity Matters programme, the collective name for all the initiatives we run to champion inclusivity. Our first priority was to re-examine what we knew about our workforce. We examined a number of different data sets to give us a more accurate picture of who our employees were, where they sat in the organisation, and how they felt about our culture. From this, we were able to identify practical ways to promote inclusivity across all pillars of diversity.

We are committed to sustainable, authentic change across our organisation. We have created a pathway to change that we acknowledge will take time but will lead to long-term success.



Caroline Fox
Global EDI Strategy Lead
APSCo Embrace Committee member

Steps to Change: Our Journey since 2020



Data-driven Change

Our first priority was to gain a better understanding of our employee community. In addition to our Gender Pay Gap reporting and our regular pay review exercises, we wanted to know more about how our people define themselves, how they view our culture and their role in the organisation, and what their priorities are.

Our first Diversity Matters survey went out in October 2020 and measured the demographics of our organisation, feedback on our EDI strategy and inclusive behaviours, as well as the preferred ways in which our employees want to get involved in inclusivity.

Some of our top line findings were:

- 29% ranked gender equality as their priority diversity pillar out of 8 options in our 2020 Diversity Matters survey
- We have a higher percentage of male employees in leadership roles than any other gender
- It takes longer for female employees in our sales business to reach a position of leadership

We also measure employee engagement and wellbeing through annual pulse surveys. Our 2020 and 2021 responses suggest that we are seeing some positive changes.

2020 Survey

80% Agree: I feel I am able to be my authentic self at work

63% Agree: I believe FRG has an inclusive culture of equality for all

2021 Survey

87% Agree: I feel I can be myself at work

88% Agree: The company is inclusive to all, regardless of personal characteristics

Empowering our Employee Community

At the end of 2020 we created our Regional Committees, giving our employees the opportunity to participate in the global Diversity Matters program and ensure that our strategy is relevant, interesting throughout our global organisation.

Since the launch, our Committees have:

- Hosted Town Hall events in our US and DACH offices
- Invited guest speakers from the tech community
- Run lunch and learn sessions on topics such as neurodiversity and cultural differences

We launched our Employee Social Groups in early 2021. Our ESGs give all employees a platform to come together with like-minded colleagues, share perspectives, experiences and interests, and create learning opportunities across the company.



PRIDE MATTERS



ROOTS MATTER



IDENTITY MATTERS



ABILITY MATTERS



MIND MATTERS



Equality in Leadership

We acknowledge that our leadership team is predominantly male and we have taken steps to address this.

- We have implemented a new flexible work policy across the company to enhance attraction and retention at all levels of seniority.
- We have reviewed all existing promotion contracts and performance measurement practices to ensure equal opportunities are available and transparent for all employees.
- We have introduced 'Buddy Up With The Board' sessions, giving all employees the opportunity to have one-to-one conversations with senior leadership on topics of their choosing. These sessions are a great opportunity for employees to have access to the board, to gain insights on strategy and opportunities for them to develop.
- We have conducted a series of workshops with our employee community to identify the perceived barriers to career progression for women working at Frank Recruitment Group. As a result of those workshops, we have created working groups who are tasked with addressing four core challenges in 2022.

By better supporting the development and progression of our female employees, we will grow the number of women in leadership. We are currently reviewing our internal hiring processes to ensure we engage in fully-inclusive hiring practices as an equal opportunities employer, while also expanding our target candidate audience.

As President of Frank Recruitment Group, I believe we have exceptional female talent working at every level in our business, and that we all have a duty to ensure those women feel supported to achieve at the highest level. We invited our employee community to share their experiences and thoughts on how to improve our culture – for all genders. I was inspired by the passion and commitment of people across our global organisation to making this a business where anyone can succeed.

I feel confident that we have built a strong foundation for change over the past 12 months and through working together we will generate positive action.



Zoë Morris

Zoë Morris
President

Driving Diversity in Tech

As part of our commitment to the communities we serve, Frank Recruitment Group has pledged to move the dial on gender imbalance in tech.

Research suggests that only 20% of IT roles are held by women. As IT recruitment specialists, we are ideally placed to have an impact on the diversity of the tech industry. We aim to champion parity of opportunity and empower our customers to build inclusive teams.

In 2020 we launched our Women in Tech division, dedicated to finding and championing top female talent. Our Women in Tech team offer a range of consultative services to our customers to help them create inclusive attraction and retention policies. In 2021 we published our first White Paper, [Tech's Leading Women](#), with a foreword written by Dame Stephanie Shirley, CH.

We work closely with several partner organisations to promote best practice. We are proud to be signatories to the Tech Talent Charter and Tech She Can, as well as official recruitment partners for the Women in IT awards.

We champion learning and development opportunities for women and girls. We have run coding clubs for children aged 7 plus, contributed to 'pipeline' workshops for students at UTC Reading, and raised funds for St Martins School, Kenya, to build new computer labs. In 2021 we launched Mentor Me, a cross-organisation mentoring network for women in tech.

From top: Coder Dojo hosted with Salesforce in 2020, Paulina Laurie, Head of Women in Tech speaking at Directions for Dynamics EMEA 2021, Tech's Leading Women white paper featuring industry experts and thought leaders





FRANK

RECRUITMENT GROUP

Contact us

enq@frankgroup.com

www.frankgroup.com

Connect with us



Part of Tenth Revolution Group