

Gender Pay Gap Report

The SR Group (UK) Limited

April 2022



Employers with over 250 employees in the UK are required to publish their Gender Pay Gap (GPG) figures annually on the Gender Pay Gap Service website and their own website. Figures are calculated based on a snapshot date of 5th April 2021.

This is the second Gender Pay Gap (GPG) reporting exercise we, The SR Group (UK) Limited, have carried out as a business. We are legally required to include our temporary workers in the official data we have to report but we have also set out the various calculations excluding temps below as we believe that data is a more accurate reflection of how our own internal employees are paid. FAQs are provided throughout to help you understand how the figures are calculated and what they mean.

As an organisation, we employ staff who work directly for us as recruiters and in our business services functions. As a business, we source candidates to work in permanent and interim roles for our clients. We also place temporary staff on assignment with our clients. Those temps are agency workers of The SR Group (UK) Limited (although assigned to clients) and due to the wider definition of an employee for GPG purposes we are required to include temps in the figures we upload to the Gender Pay Gap Service website. For the avoidance of doubt, whilst we are required include temps/agency workers in our GPG reporting, we are not required to include contractors we place with clients who fall outside of IR35 and work through a limited company or personal service company. Reference to “temps” in this report is therefore reference to agency workers only.

We work with hundreds of organisations of all sizes across multiple industries and sectors supplying clients with temporary staff at all levels, from our 4 very different specialist recruitment brands. We do not therefore view that it is helpful to group temps together with our internal staff group in the way that the GPG requirements set out.

This approach masks the fact, for example, that **we have a negative gender pay gap based on average hourly pay** for our 'internal' staff group.

On that basis, we have completed the reporting exercise as required, however, we have also chosen to provide data which excludes temps/agency workers given that whilst they technically need to be included in GPG reporting, the role they perform is very different to our typical internal employee group and their salaries are set appropriate to their assignment by the many and varied clients with whom they are placed.

As above, this is the second year that we have reported our Gender Pay Gap and given our first year of reporting in respect of 2020 was an anomaly year due to the Covid-19 pandemic, we have decided not to provide any comparisons with that year's data. We intend to begin comparing year on year data in our 2023 report (with a snapshot date of 5th April 2022).

I confirm the accuracy of the information contained in this report.



Lara Gratton
Executive Director - People & Development
The SR Group

Our Gender Pay Gap - Excluding Temps



HOURLY PAY – gender split

There are more females than males across quartiles (groups) 1, 2 and 3. There are more males in the 4th quartile.

There are 10 part time females and 1 part time males in the snapshot group.



MEAN (AVERAGE) GPG – hourly pay

Women earn 17% more than men based on average hourly pay.



MEDIAN GPG – hourly pay

Women earn 7% more than men based on median hourly pay.



BONUS PAY – gender split

61% men and 72% women received bonus pay.

11% more women received bonus pay than men.



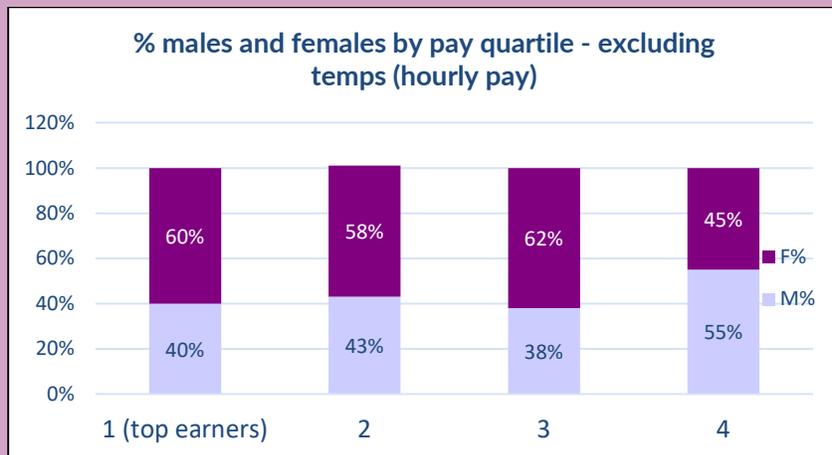
MEAN (AVERAGE) GPG – bonus pay

Men received on average 9% bigger bonuses than women.



MEDIAN GPG - bonus pay

Men and women earn the same bonuses.



Data excluding temps shows that there are more female employees than male employees across the top, second and third highest earning quartiles, and whilst this is the case, **men and women earn on average the same hourly pay.**

Whilst a higher percentage of females tend to earn bonuses than men, the men on average earned a higher bonus than females (mean) and men and women earn the same bonuses (median).

All of our bonus criteria are performance based and bonus criterion are applied equally throughout the business. In particular, the targets and method of calculation for fee earners' bonuses are identical for men and women at the same level, for example, if any employee earns the same base salary and bills the same as another employee they will receive the same bonus.

Our Gender Pay Gap - Including Temps*

*As per GPG reporting requirements



HOURLY PAY – gender split

There are more female employees in all quartiles.

There are more female employees (127) than males (107) in total across the snapshot group.



MEAN (AVERAGE) GPG – hourly pay

There is a 3% difference between male and female hourly pay.



MEDIAN GPG – hourly pay

There is a 10% difference between male and female hourly pay.



BONUS PAY – gender split

40% men and 50% women received bonus pay.

10% more women received bonus pay than men.



MEAN (AVERAGE) GPG – bonus pay

Women received on average 6% bigger bonuses than men.



MEDIAN GPG – bonus pay

Men and women received the same bonuses.



HOURLY PAY – gender split

There are more male employees in the top (high earning) quartile, than in the 2nd, 3rd and 4th quartile.

There are more female employees (132) than males (124) in total across the snapshot group.



MEAN (AVERAGE) GPG – hourly pay

There is a 38% difference between male and female hourly pay.



MEDIAN GPG – hourly pay

There is a 41% difference between male and female hourly pay.



BONUS PAY – gender split

41% men and 63% women received bonus pay.

22% more women received bonus pay than men.



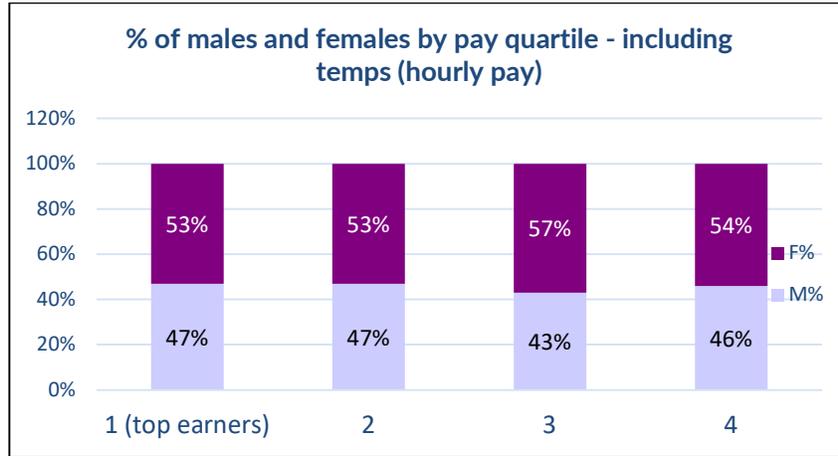
MEAN (AVERAGE) GPG – bonus pay

Women received on average 12% bigger bonuses than men.



MEDIAN GPG – bonus pay

Men received 28% bigger bonuses than women.



This data includes temps (i.e. all the temps we place on assignment with our clients) as well as employees working directly for the SR Group (UK) Limited.

Current and ongoing initiatives to support the development of female talent

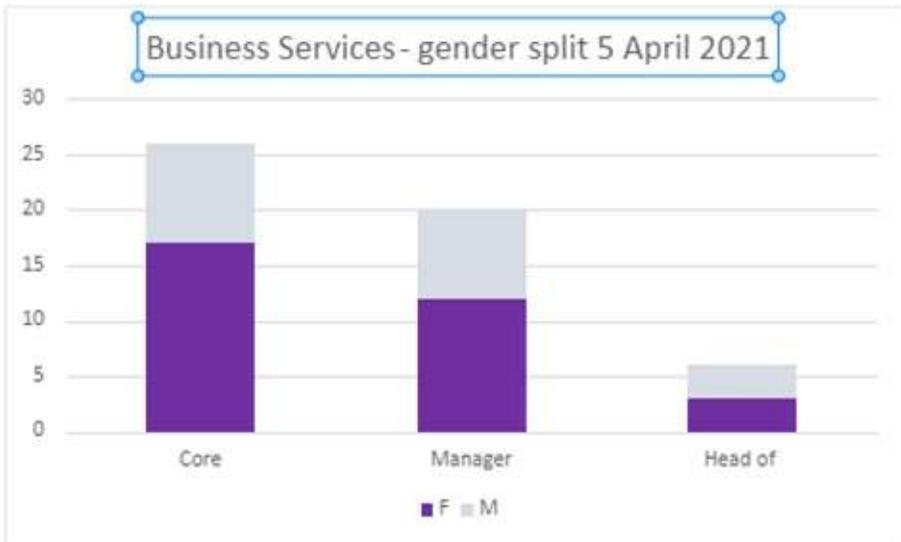
2022 is the second year of reporting on our Gender Pay Gap. Our next report will be in April 2023 based on a snapshot date of 5 April 2022 and we will look to compare the data year on year thereafter to understand in more detail the areas we can work on and influence.

In our DEI Pledge we recognise the continuing need to focus on ensuring that our approach to developing talent and rewarding performance at The SR Group is inclusive and that this involves challenging ourselves to do better. Future reporting exercises will help us to do this. Below are some of the initiatives which will continue to support our progress in this space.

 <h3>BALANCE OF LATERAL HIRES</h3> <p>We continue to hire in talent at senior levels, including 15 female and 8 male UK hires at the level of AD/Manager and above (Business Services and fee earning roles) between April 2021 and April 2022.</p> <p>We have increased focus on diverse hiring at entry level. This is an area where we can easily ensure pay parity and should continue to do so.</p>	 <h3>WOMEN IN SENIOR LEADERSHIP</h3> <p>We have consistently sought to build a strong pipeline of female talent over recent years through both lateral hiring and internal talent development.</p> <p>65% of female promotions and 63% of male promotions between April 2020 and 2021 were to AD level and above and we are delighted to have seen 2 UK partner promotions in that time; 1 female and 1 male.</p>	 <h3>TALENT IN THE PIPELINE (TIP)</h3> <p>To ensure that all promotions are transparent and based on merit, we assess the pipeline of talent twice annually, with a keen eye on the balance of promotions from a gender perspective.</p> <p>April 2021-2022 was a busy year with 20 female and 16 UK male promotions overall.</p>
 <h3>BONUS STRUCTURE</h3> <p>The introduction of a transparent bonus structure for recruiters up to mid-level means that everyone has the opportunity to outperform the parameters for their job level and therefore to achieve higher bonuses than under our old scheme.</p>	 <h3>AGILE WORKING</h3> <p>We hope that by wiring flexibility into how we work, all employee groups will benefit from greater autonomy in their working arrangements without the need to request this formally. We hope the need for flexibility will be less typically associated with caring/parenting responsibilities, which may historically have felt less accessible to men or more traditionally associated with women.</p>	 <h3>MENTORING SCHEME</h3> <p>We recognise the value of diverse thinking and that managers cannot be all things to all people. We have therefore refreshed and relaunched our internal mentoring scheme to enable staff to work with mentors who may have a very different background and experience to their own to help them think more widely about their career development. We try to bring something new with each mentoring match.</p>
 <h3>MANAGEMENT TRAINING</h3> <p>We are providing focussed external management training for managers and senior leadership roles (Director and above) which includes 1:1 external career coaching for all delegates.</p> <p>We have launched Corndell Management Training, there are 9 men and 11 women training.</p>	 <h3>L&D and D&I TRAINING</h3> <p>Blended learning helps to make L&D accessible for all staff regardless of location or learning style.</p> <p>We train on unconscious bias and on our DEI Pledge as part of our commitment to challenge ourselves to make good decisions in supporting our clients, candidates and colleagues.</p>	 <h3>MATERNITY SUPPORT</h3> <p>Pre- and post-natal support, including check ins with HR, paid 'keep in touch' days, flexible hours and a support network, to make it easier for mothers to return to work following maternity leave.</p> <p>In 2022 we will be conducting a review of our parental leave policies and will be reinvigorating the 'Mum's lunches'.</p>

Our current UK demographic

We are seeing the impact of our initiatives to support lateral hiring and the development of talent into senior leadership roles. Whilst the GPG data we are required to report on is already historic, our current UK demographic is shown below, with women represented increasingly at senior levels within our business.



Future Focus Areas

This exercise has brought to light some areas for future focus, including:

Bonus figures excluding temps

We will look at:

- Why more women are achieving bonus than men.
- Why men are on average receiving higher bonuses than women.
- Comparison 2022 and 2021.
- Continue to collect data on this so that in future years we can continue to compare.

Temporary staff that we place with clients

The GPG requires us to treat temps and our own employees as one homogenous group, which does not reflect the fact that via our four brands we place temps at all levels, in many types of roles, with hundreds of different clients across multiple industries and sectors and, because of Agency Worker Regulations, we have little control over the pay that agency workers receive.

That said, we will continue to strive to ensure that:

- Our temp recruitment processes enable us to service client temp assignments from a diverse pool.
- Our processes in terms of attracting candidates for positions is inclusive.
- We consider discussing flexible working opportunities to attract more women to positions.

