

**FRANK**  
RECRUITMENT GROUP

Global specialist technology  
recruitment experts

A Tenth Revolution Group Company

[frankgroup.com](https://frankgroup.com)

# Gender Pay Gap Report 2023



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

This is now our fifth year reporting our Gender Pay Gap results and I am delighted to share that we are continuing to make progress against our priorities.

Once again, I am pleased to see that in the upper two quartiles of our business, the proportion of women has increased and our median pay gap has also decreased.

We remain fully committed to the task at hand. Our flagship Diversity Matters brand for Equality, Diversity and Inclusion (EDI) which delivers initiatives across the group, goes from strength to strength and continues to provide focus for all the work we do to foster an inclusive culture.

Our results tell us that our strategy is proving to be the right one. However, our attention has now turned to accelerating our journey towards achieving much greater diversity across our whole business - 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 than 250 employees on 4<sup>th</sup> April 2023.

For us, this means we must share data for Nigel Frank International Limited, our only UK legal entity with more than 250 employees and this is the data referenced throughout the report.



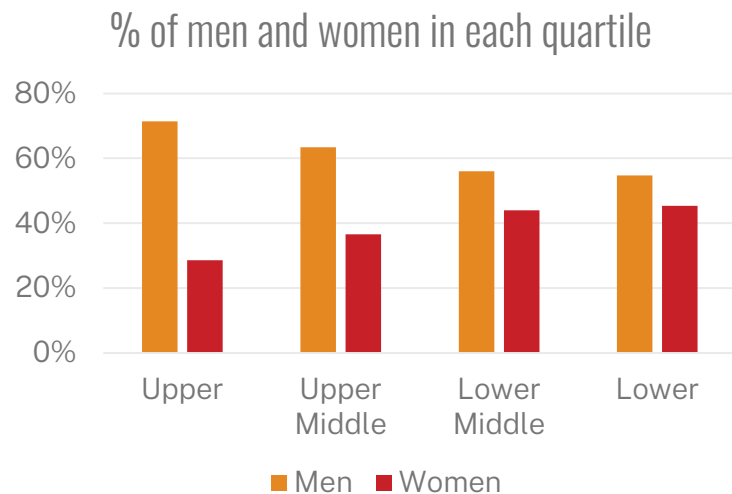
## The Gender Pay Gap is different to Equal Pay

The Gender Pay Gap shows the difference between the average hourly earnings of men and women across the workforce. It also relates to addressing the representation of women in the workforce.

Equal Pay refers to 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 in our business receive equal pay for the same job role or work of equal value, as we have established pay bands for roles across our organisation. It should also be noted our pay gap is driven by an imbalance between men and women in senior roles.

The reporting requirements of this report allow us to critically evaluate any gender pay gap challenges we may be facing as a business, ensuring we take the necessary steps to tackle these and continuously improve on the delivery of our EDI strategy.

# The Gender Pay Gap at Frank Recruitment Group

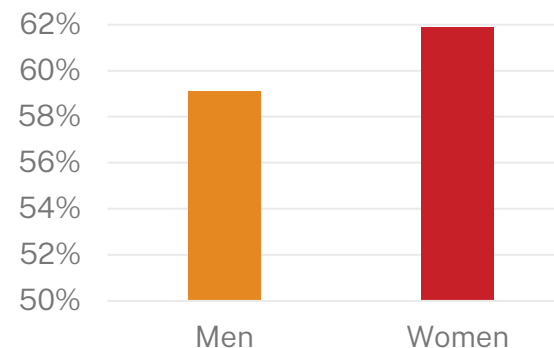


## Hourly Pay Gap

Mean 24.3%

Median 13.7%

## Proportion of men/women receiving bonus pay



## Bonus Pay Gap

Mean 53.3%

Median 47.5%

## How our Gender Pay Gap figures are calculated

In line with requirements for UK reporting, the first table shows the distribution of men and women across each pay quartile of our business. [Self-reported data](#) from our employees shows that fewer than 1% of our workforce identifies as non-binary or another gender identity.

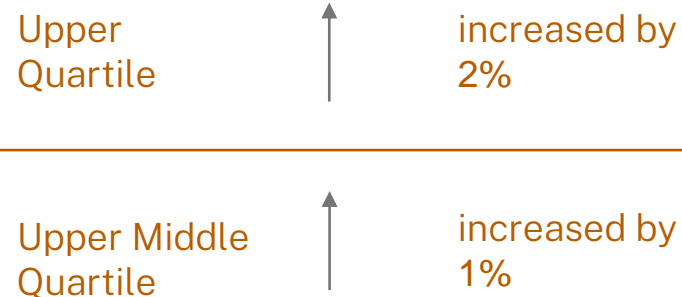
Our [mean hourly pay gap](#) is calculated by adding the total pay of employees and dividing this by the number of employees. This calculation is completed separately for men and women, then totals are compared. A small number of high or low earners easily skews this 'true average'.

The [median pay gap](#) is the salary amount with exactly half our employees above it and half below. This is broadly understood to represent 'typical pay' as extremes do not affect the median. Both our mean and median figures skew in favour of male employees.

For this reporting period, [62%](#) of women in our business received a bonus (which also includes commission payments) compared to [59%](#) of men. Our [bonus pay gap](#) - defined as the difference between the average bonus pay of female employees and the average bonus pay of male employees - is also impacted by the number of men within the higher quartiles compared with the number of women.

# What our findings tell us, compared to our 2021 snapshot

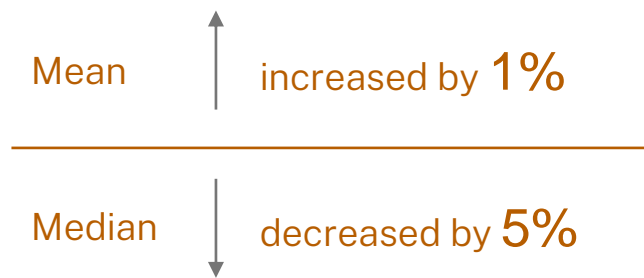
## Number of women in leadership



We've increased the number of women in leadership.

This has been a longstanding priority of ours and we are making progress, albeit slowly. Our Balance coaching programme is helping us to take strides forward in this area, by supporting women and non-binary employees in their leadership journeys.

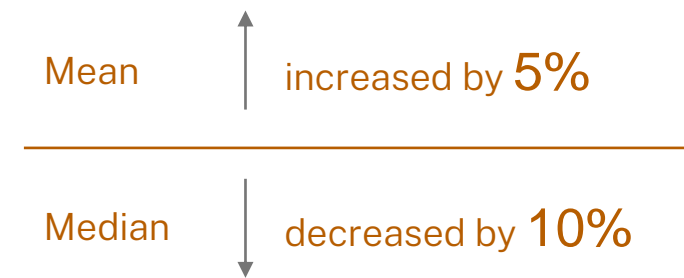
## Hourly Pay Gap



The increase in women in leadership has reduced our median pay gap, however the higher percentage of men in leadership positions means a gap persists.

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.

## Bonus Pay Gap



We recognise that change takes time and we need to do more to achieve gender parity in the upper quartiles of our business.

This is why we are evolving our strategy and setting rigorous goals to generate more positive outcomes and make further progress with our EDI activities in the coming year.

# How we're bridging the Gender Pay Gap

Improving equality, diversity and inclusion (EDI) across Frank Recruitment Group remains a top priority for our business.

At all levels, our EDI efforts are made with conviction and rooted in a genuine passion for driving positive change and setting a gold standard for other organisations in our sector to follow.

Our EDI activities are constantly evolving and this annual report is a valuable tool that informs our decisions each year, ensuring we embrace our collective duty to tackle EDI issues and do this as effectively as possible.

Reflecting on our journey since 2020, we've spearheaded many new initiatives aligned with our EDI goals while building on the success of existing programmes within our employee community. We're also now thinking beyond gender inequality to ensure we're giving employees of all ethnicities, orientations, backgrounds and abilities a seat at the table.

We know that more still needs to be done, but we believe that we are on the right track to making significant progress in tackling persisting inequalities and helping every employee in our business to fulfil their true potential.



*Caroline Fox*

Caroline Fox  
Global EDI Strategy Lead

APSCo Embrace Committee member. Head of Diversity, Equity & Inclusion of the Year Award shortlisted nominee (2023 Diversity, Equity & Inclusion in Tech Awards)



# Our EDI journey since 2020

September 2020  
Global Diversity  
Matters Steering  
Committee created



A regular meeting between our C-Suite and department leaders to discuss our company-wide EDI strategy and progress

March 2021  
First Employee  
Social Groups  
created

Our informal social networking groups bring employees together based on shared characteristics, experiences and interests

July 2021  
Your Frank Journey

An opportunity for employees to shape their own career path based on their interests and professional goals



November 2021  
Employee EDI  
feedback  
workshops

Hosted by a member of our Board and open to everyone, our first sessions invited feedback on gender equality in the business

March 2022  
Zero Discrimination  
Pledge

A commitment from our Board and employees to celebrate diversity, embrace inclusivity and reject discrimination, rolled out on Zero Discrimination Day

November 2022  
Review of family-  
friendly policies  
and guide

Taking onboard employee feedback, we revamped our parental support, carers and flexible working arrangement policies and benefits

December 2020  
Regional Diversity  
Matters Committees  
established

Employee-led committees that organise a range of events and initiatives, usually in celebration of diversity awareness dates

June 2021  
Inclusivity Training

Employees undertake annual global harassment and discrimination prevention training, inclusive management training and spotlight sessions

September 2021  
UN Global Compact

We became signatories to this voluntary initiative that encourages businesses to adopt sustainable and socially responsible policies

January 2022  
Gender Equality  
Program

Guidelines established to ensure equal representation of men and women at company events

June 2022  
Launch of Balance Coaching  
Program

A six-month coaching program for women and non-binary employees to support them in their journey to leadership; our first cohort ran from June to December and our second is already underway

# Employee feedback

Twice a year, in March and September, we send out an employee engagement survey to our entire workforce globally, which helps us to understand how they feel about working for our organisation.

This anonymous survey covers various topics in keeping with our engagement index, including **leadership**, **wellbeing**, **recognition** and **sustainability**.

To help us gauge our employees' sentiments towards diversity and inclusion within the business, we ask them to rate how strongly they agree with two statements, set out overleaf.

Encouragingly, across both surveys in 2022, our results showed that most of our workforce **agreed** or **strongly agreed** that they can be themselves at work and believe that our company is inclusive to all.

This also continues and echoes the strong results from 2021, where across both surveys an average of **87%** agreed they can be themselves at work, and **88%** agreed the company is inclusive.



# Our 2022 findings

"I feel I can be myself at work."		"The company is inclusive to all, regardless of personal characteristics."	
March '22	Sept '22	March '22	Sept '22
86%	85%	90%	88%

*\*Percentage who either agree or strongly agree with the statement*



# Our commitment to EDI in the tech industry

Frank Recruitment Group is committed to tackling gender inequality in the tech industry at large and we do this through the following activities and initiatives, inter alia:



## Women in Tech recruitment practice

Our Women in Tech practice focuses on connecting customers with women working in technology and advocating for equal opportunities for women.

We provide various consultative services, from supplying diverse candidates shortlists and assisting with writing gender-neutral job adverts to advising customers on how to retain women in their workforce and support their career progression.

## Digital Revolution Awards

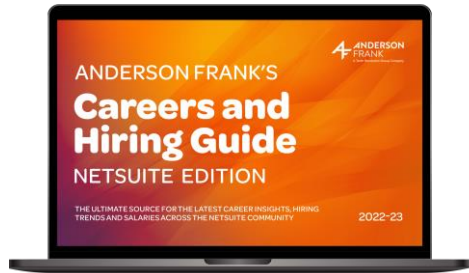
We created the Digital Revolution Awards to shine a spotlight on excellence within the tech industry and celebrate those who harness the cloud as a force for good. Our dedicated EDI categories recognise individuals and organisations in the cloud space making tangible efforts to promote inclusivity, foster diversity and champion underrepresented groups.

## Tech's Leading Women whitepaper and vodcast series

Featuring insights from 36 of the UK tech industry's most senior female leaders, our specially commissioned white paper shares invaluable lessons on how businesses can support women in the tech space. To explore these topics in greater detail, we filmed a six-episode vodcast series bringing together thought leaders and pioneers from across the tech world.



# Further elements of our commitment to EDI in the tech industry



## Careers and Hiring Guides

Every year, we publish a series of Careers and Hiring Guides that profile the latest recruitment trends and salaries in the Microsoft, AWS, Salesforce, NetSuite and ServiceNow ecosystems. These publications also include a comprehensive snapshot of current EDI developments across global tech communities, accompanied by commentary from industry trailblazers and experts.

The MentorMe logo features the brand name in a teal, sans-serif font.

## MentorMe

Through MentorMe, we strive to empower the next generation of female leaders to succeed. We do this by matching mentors from our network of senior leaders in tech with professionals looking to progress in their careers. It is free to participate in this programme, with the additional option to donate to our global charity, St Martin's School, in Kenya.



WOMEN IN  
IT  
SUMMIT & AWARDS  
SERIES

## Partnerships

Building partnerships across the tech space is central to our goal of helping to shift the dial on gender inequality. We are longstanding premium sponsors of the Women in IT Summit & Awards and are also signatories to the Tech Talent Charter. We have also recently pledged our support to the Salesforce Talent Alliance, Tech She Can and 10,000 Black Interns initiatives.



## EDI consultancy offering

Over the last 12 months, we've recognised a growing need from our customers to support them in diversifying their own workforces. In response, we're launching a new service to align our recruitment delivery to our customers' EDI strategies and requirements and to help make the tech industry a more inclusive space for all.



# Our priorities in 2023

As a business, we never stand still and always look at how we can improve and evolve our approach to EDI. This is driven by our company's vision and strategic priorities, the commitments we make to our employees through our internal value proposition and developments taking place across the tech industry.

Looking ahead to the rest of 2023, we have identified the following priorities:

## People and Planet

We are adopting a more cohesive approach to our diversity, sustainability and wellbeing programmes by bringing them together under 'People and Planet'. We are also further developing our Employee Social Groups.

## Enhancing our partnership with the UN Global Compact

We are already part of the Target Gender Equality and Sustainable Development Goals (SDG) Ambition Accelerator programmes and will be looking to maximise our involvement in both initiatives this year to promote our Environmental Social Governance agenda and diversity strategy.

## Diversity targets

Our People and Planet Steering Committee plans to set and publicise our diversity targets on gender equality and inclusive behaviour in the workplace to ensure we hold ourselves accountable and follow through on agreed actions.

# Our priorities in 2023

## Equality plans

Our first country-aligned equality plan is underway and comprises a new framework for our EDI actions, processes, metrics and targets. This will incorporate legislative requirements specific to each country and meet a more-than-minimum global standard, which we will replicate across other geographical territories.

## Anti-discrimination training

We will be rolling out anti-discrimination training to everyone in the business currently in a leadership role, building on the success of the inclusivity training we first launched in 2021. Again, this will align with our robust approach to joint commitment and meeting minimum standards.

## Inclusive hiring

As advocates for inclusive hiring practices in the tech industry, we are looking into implementing our own EEO data capture processes to deepen our understanding of our talent pipeline, supported by our Talent Acquisition team who will be focusing on recruiting more diverse talent.

## Expansion of Balance programme

Our Balance programme provides women and non-binary employees with coaching to help them grow and develop and support them on their leadership journeys. Ultimately, we plan to expand this beyond our sales teams to include professionals who work across marketing, IT, legal, HR and other key business support functions.





# FRANK

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## Connect with us

