

Gender Pay Gap Report 2022

A blurred office scene showing several people in a meeting room. In the background, a man and a woman are seated at a wooden table with laptops, engaged in a discussion. The room features large windows, a whiteboard, and modern decor. In the foreground, a woman in a black blazer is walking past, her figure blurred to convey a sense of activity and movement within a professional environment.

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.

In our last Gender Pay Gap report, we outlined our priorities and the steps we were taking to address gender parity in leadership throughout our organization. We are pleased to see that in the upper two quartiles of our business, the proportion of women has increased.

We can, and will, continue to do more. 'Diversity Matters', our flagship brand for EDI initiatives across the group, has provided a great focus for all the work we do to foster an inclusive culture, and work with our customers to champion gender equality in tech.

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 4th 2022.

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.

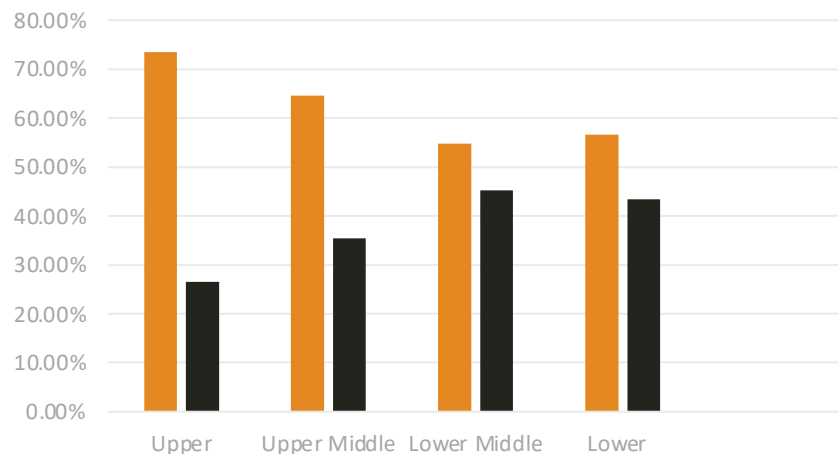
Equal Pay is about whether a woman and a man performing the same work, at the same level in the same organisation receive the same pay.

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

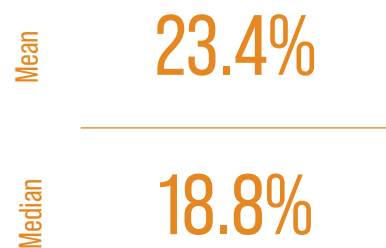
At Frank Recruitment Group, we believe the Gender Pay reporting requirements allow us to look in a different way at some of the challenges we may have, and to tackle them at a greater pace.

Our Figures

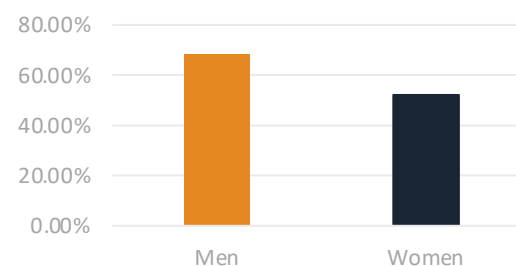
% of Men and Women in each quartile



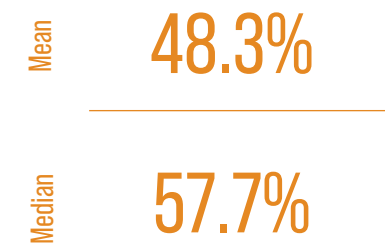
Hourly Pay Gap



Proportion of Men/Women receiving bonus pay



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.

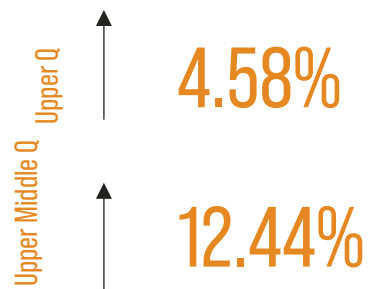
Our **mean hourly pay gap** is calculated by adding the total pay of employees and dividing by the number of employees. This calculation is completed separately for men and women then totals are compared. This 'true average' is easily skewed by a small number of high or low earners.

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**.

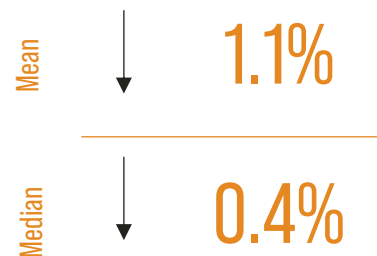
In this reporting period, **52.11%** of women in our business received a bonus, compared to **68.32%** of men. Our bonus pay gap is affected by the number of men in the higher quartiles compared to the number of women.

How our numbers have changed

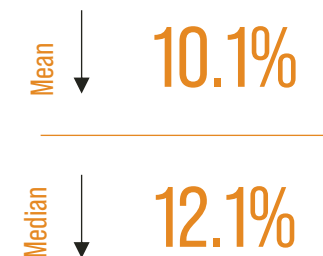
The number of women in leadership has increased



The Hourly Pay Gap has reduced



The Bonus Pay Gap has reduced



Pay structures at the same rank are still 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.

We've increased the number of women in leadership

Last year, we identified this as a priority and we're pleased to report that we've reduced the gap in Male to Female leadership by 4.58% in the Upper Quartile, and by 12.44% in the Upper Middle Quartile

We can still do more

We're pleased with the progress we've made but we recognise that we can do more to achieve gender parity in the upper quartiles of our business. We will continue to build on the success of our Diversity Matters programme.

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, measuring our demographics, feedback on our EDI strategy and inclusive behaviours. We have followed up with surveys that measure engagement and feelings of inclusivity.

Some of our top line findings:

- 29% ranked gender equality as their priority diversity pillar out of 8 options in our 2020 Diversity Matters survey. This has informed the subsequent events we have hosted for our employees.
- It takes longer for women in our sales business to reach a position of leadership and we are working to address this.

We also measure employee engagement and wellbeing through annual pulse surveys. Our 2021 and 2022 responses suggest that the majority of our employees feel our culture is broadly inclusive.

2021 Survey

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

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

2022 Survey

86% Agree: I feel I can be myself at work

89% Agree: The company is inclusive to all, regardless of personal characteristics

Empowering our Employee Community

We created our Regional Committees to give our employees the opportunity to participate in the global Diversity Matters program and ensure that our strategy is relevant to our people.

Since the launch, our Committees have:

- Hosted Town Hall events in many of our global 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 have reduced the gender gap in leadership this year, but our ambition is to go further.

In 2020/2021 our priority was to address the imbalance between the number of men and women in senior roles. We made a series of changes, including:

- Implementing a new flexible work policy across the company to enhance attraction and retention at all levels of seniority.
- Reviewing all existing promotion contracts and performance measurement practices to ensure equal opportunities are available and transparent for all employees.
- Introducing '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.
- We also 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 pleased to report that we have reduced the gender gap in leadership by 4%. We will continue to treat this as a priority as we expand.

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. Last year, we invited our employee community to share their experiences and thoughts on how to improve our culture – for all genders. As a result, we have pledged to diversify routes to promotion in recognition of the different skill sets within our organisation, to offer more opportunities for mentoring, and to celebrate the different voices and experiences within our workforce.



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. In 2022, we have released a series of vodcasts that expand on some of the key themes addressed in that report.

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





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