INTRODUCTION

At Frank Recruitment Group, we believe that to be successful as a business, we need to promote an inclusive culture by employing tenacious professionals from a diverse range of backgrounds.

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.

Frank Recruitment Group is in hyper growth, and we’re proud of the progress we’ve made in terms of gender representation on a global basis. Of course, we know there is always more we can do; our gender pay gap figures show there is more work to be done in helping women progress within the organization.

Our aim is to offer all employees the same opportunities to develop their careers with Frank Recruitment Group, whether that’s career breadth, market-leading earning potential, or fun and flexible working.

We’re excited to be able to share our gender pay gap report to ensure we’re equally attractive and inclusive to men and women at all levels of the business.

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’ve always been committed to ensuring we comfortably satisfy the legal requirements of equal pay legislation in the UK.

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.
MEASURING THE PAY GAP AT FRG

The Government regulations for gender pay gap reporting for companies in the UK are intended to encourage employers to take informed action to close their gender pay gaps where one exists.

EVERY YEAR COMPANIES WHICH EMPLOYEE MORE THAN 250 EMPLOYEES MUST REPORT THE FOLLOWING:

- Mean and median gender pay gap in hourly pay
- Mean and median bonus gender pay gap
- Proportion of men and women who receive a bonus
- Distribution of men and women across pay quartiles.

WHAT ARE THE DATA REQUIREMENTS ACROSS FRANK RECRUITMENT GROUP?

The regulations state that companies must publish data for all UK legal entities with more than 250 employees on April 5th 2018.

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.

HOW THE GENDER PAY GAP IS CALCULATED

Mean
The mean is calculated by adding up the total pay of employees and dividing by the number of employees. This calculation is completed separately for men and woman, and the totals are compared. Whilst used, this ‘true average’ is easily skewed by a small number of high or low earners.

Median
The median is the number that is in the middle of a ranking of pay from lowest to highest. This is broadly understood to be a representation of ‘typical’ pay, as extremes of low and high pay do not affect the median.

Reporting both mean and median figures provides a more rounded appreciation of the Gender Pay Gap.
At Frank Recruitment Group, we have made progress in that our Median Gender Pay Gap is 1.99%. This is slightly improved on our 2017 reporting, which continues to be significantly lower than the Gender Pay Gap Observed as the National average in the UK.

This percentage is an indication of the ‘typical’ pay within the business because it is not affected by the extremes of high and low pay.

**THE MEAN GENDER PAY GAP FIGURE IS 14% AND IS INFLUENCED BY A NUMBER OF OUTLIERS BELOW:**

- The hourly rate calculation includes bonuses paid out in the pay period. All of our sales roles include uncapped commission, and as there are more men than women in sales roles, this has influenced the median hourly rate.
- The executive roles at Frank Recruitment Group are employed by Nigel Frank and therefore influence the mean hourly pay figure.
UNDERSTANDING THE GENDER BONUS GAP AT FRG

The figures reported show the bonuses earned by males and females for the 12-month snapshot date.

We’re proud that our bonus schemes are offered fairly according to job roles across the globe. Every employee in the same role has the same bonus structure and earning opportunity.

FRG’S BONUS GAP IS INFLUENCED BY:

- Having more men than women in senior roles
- Having a larger number of men in sales roles, where uncapped commission is available

Our gender representation across each quartile of the business is shown to be broadly consistent in 1–3. The upper quartile show an opportunity for greater female representation. We know we have female talent coming through the organisation, who we hope to retain and promote internally.

PROPORTION OF MALES AND FEMALES RECEIVING A BONUS

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Male</th>
<th>Female</th>
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</thead>
<tbody>
<tr>
<td>Lower Quartile</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>Lower Middle Quartile</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>Upper Middle Quartile</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>Upper Quartile</td>
<td>72%</td>
<td>28%</td>
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At Frank Recruitment Group, we are committed to being a diverse and inclusive employer and addressing our gender pay gap. Some of the steps we are taking to address it are below:

**Reward:** We've confirmed through a comprehensive review of base pay and bonus offering in all roles across the globe that there is no gender bias. We also offer a full suite of attractive benefits to employees at every stage of the employee lifecycle.

**Recruitment & Promotion:** We’ve reviewed all attraction and recruitment policies to ensure they don’t discriminate in any way, and have worked as a senior team to identify opportunities to accelerate female development through targeted talent pipeline programmes. We are committed to retaining talent within the business at all levels and are working hard not to lose women from direct sales roles as they progress their career with Frank Recruitment Group.

**Work-life Balance:** On an ongoing basis, we ensure that our offices and job offering off all employees the flexibility to establish both work-life balance and a working pattern that is right for them. All employees are eligible to apply for flexible working at Frank Recruitment Group.

**Leadership Training:** We offer a comprehensive training programme, which incorporates diversity training and helps to educate teams on the importance of creating an inclusive culture. The leadership training programme is undergoing a rebrand and update to make sure it continues to be competitive and valuable.

**Champions for Women in IT:** We are proud sponsors of the Women in IT awards in the UK. This is a demonstration of our company values and our commitment to drive gender equality more broadly than just within Frank Recruitment Group.

I confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap information) Regulations 2017.

LEWIS MILLER
CHIEF FINANCIAL OFFICER
THANK YOU