Introduction

This year has been an extraordinary one for all of us. Businesses, economies, and people across the globe have faced unprecedented challenges caused by COVID-19.

As the world’s only pure-play STEM staffing specialists, we’ve worked hand in hand with some of the most critical talent helping to pull us through the pandemic. Whether that’s through manufacturing, infrastructure, and food tech, or life sciences where people are doing the research that has ultimately helped us find a vaccine. Our purpose of bringing skilled people together has never felt more important, or relevant, than it does today.

Building an inclusive workforce for the future

We believe that diversity, inclusion, and equality have a critical role to play in making the world a better place. We also believe that we have a responsibility to not only be leaders in this space within the world of recruiting, but to also help solve complex global issues by making STEM industries more accessible.

That’s why we’re proud to be a company where people from all cultures, communities, and backgrounds can come together to move society forward through STEM. In our commitment to being leaders of diversity and inclusion, this report goes beyond what is required by law under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We can confirm that the gender pay gap data set out in this report is accurate and has been produced in accordance with the regulations.

Signed

Mark Dorman
Chief Executive Officer

Matthew Blake
Chief People Officer
Our diversity and inclusion journey

At SThree, equality is a process that begins by acknowledging that we don’t all start from the same place and then taking action to remove imbalance.

In 2017, we created a five-point, five-year plan to focus our work and fulfil our ambition of being leaders in diversity and inclusion. In 2020, we also launched a revamped strategy for diversity that hinges on our belief that great minds don’t always think, act or look alike. This work provides the foundation for us to build an even more inclusive culture where everyone is engaged, empowered, and supported.

Although women make up 50.2% of our overall business, 20% of our C-Suite, and 50% of Non-Executive Directors, we still have a higher proportion of men in other senior roles, as well as a lower proportion of women in bonus-earning sales roles. In addition, we have a larger proportion of women in entry level and mid-level roles – all of which contributes to our overall pay gap.

While we’ve narrowed our mean gender pay gap by 4.2% and our bonus gap nearly 10% since last year, we have more work to do to balance gender representation at all levels and close our pay gap.

We’ve been changing lives every day for 35 years. We’ve found dream careers for millions of people working in STEM and empowered some of the world’s biggest brands to be leaders in their fields. 2021 will be a defining year in our journey and ongoing commitment to increase workplace diversity for ourselves, and the world around us.

Karima Green
Global Diversity, Inclusion and Engagement Lead

In our 2020 engagement survey:

92% of our people said that SThree values diversity
90% also agreed that we are an inclusive employer
What we’re doing

Our five-point plan is our roadmap to closing the gap, not only in the UK but across the 15 countries we work in globally.

Hire
- develop hiring practices which are accessible and create opportunities for diverse talent

Engage
- promote a positive and inclusive work environment and work towards becoming an employer of choice

Advance
- recognise, develop, and promote a broad range of talent

Reward
- provide structures that are suitable for a diverse workforce whilst being fair and transparent

Involve
- work with our external communities and partners to encourage diversity in the workplace as the only pure-play STEM specialists
Data from the UK, and around the world

We want to demonstrate that we truly are leaders in diversity and inclusion by going above and beyond the current reporting legislation.

Our aggregated UK data includes Partners and Plc Directors to show a more holistic view of our gender pay gap.

<table>
<thead>
<tr>
<th>Gender pay gap:</th>
<th>17.2% Median 21.7% Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender bonus pay gap:</td>
<td>52.6% Median 55.9% Mean</td>
</tr>
<tr>
<td>Bonus proportion</td>
<td>85.8% Proportion of women receiving bonus 87.8% Proportion of men receiving bonus</td>
</tr>
</tbody>
</table>

The bigger picture

UK hiring in 2020
45% women / 55% men

Global hiring in 2020
52% women / 48% men

Women make up:
50.2% of our overall business

20% of our C-Suite

Global promotions in 2020
45% women / 55% men

Global turnover for women in 2020 down 3%

50% of Non-Executive Directors
What our people say

“
To achieve gender equality, we must inspire young women and girls to continue to compete with the best in the world for the top jobs – and see that their hard work will pay off in the same way for everyone.”

Kelly Olsen,
Chief Operating Officer
### SThree Management Services data

Non-sales staff in the UK at the snapshot date of 5 April 2017 - 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender pay gap</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median</td>
<td>23.1%</td>
<td>17.7%</td>
<td>27.4%</td>
<td>20.8%</td>
</tr>
<tr>
<td>Mean</td>
<td>13.5%</td>
<td>8.9%</td>
<td>13.8%</td>
<td>11.9%</td>
</tr>
<tr>
<td><strong>Gender bonus pay gap</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median</td>
<td>18.9%</td>
<td>17.6%</td>
<td>24.9%</td>
<td>1.4%</td>
</tr>
<tr>
<td>Mean</td>
<td>4.5%</td>
<td>-8.0%</td>
<td>18.7%</td>
<td>24.5%</td>
</tr>
<tr>
<td><strong>Bonus proportion</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>85.8%</td>
<td>83.9%</td>
<td>77.6%</td>
<td>84.4%</td>
</tr>
<tr>
<td>Men</td>
<td>84.7%</td>
<td>80.9%</td>
<td>86.9%</td>
<td>91.4%</td>
</tr>
</tbody>
</table>

#### 2020 promotions

- **66.7% women**
- **33.3% men**

#### Gender pay quartile distribution

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Men</th>
<th>Woman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower quarter</td>
<td>28.8%</td>
<td>71.2%</td>
</tr>
<tr>
<td>Lower middle quarter</td>
<td>40.3%</td>
<td>59.7%</td>
</tr>
<tr>
<td>Upper middle quarter</td>
<td>52.1%</td>
<td>47.9%</td>
</tr>
<tr>
<td>Upper quarter</td>
<td>48.6%</td>
<td>51.4%</td>
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</table>
SThree LLP data

Sales staff in the UK at the snapshot date of 5 April 2017 – 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender pay gap Median</td>
<td>15.6%</td>
<td>7.9%</td>
<td>10.2%</td>
<td>13.1%</td>
</tr>
<tr>
<td>Mean</td>
<td>22.8%</td>
<td>21.5%</td>
<td>22.6%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Gender bonus pay gap</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median</td>
<td>45%</td>
<td>48.7%</td>
<td>47.0%</td>
<td>36.4%</td>
</tr>
<tr>
<td>Mean</td>
<td>38.6%</td>
<td>50.1%</td>
<td>44.4%</td>
<td>22.9%</td>
</tr>
<tr>
<td>Bonus proportion Women</td>
<td>86.7%</td>
<td>76.8%</td>
<td>81.8%</td>
<td>73.5%</td>
</tr>
<tr>
<td>Men</td>
<td>89.6%</td>
<td>77.0%</td>
<td>88.6%</td>
<td>86.1%</td>
</tr>
</tbody>
</table>

2020 promotions

- 32.6% women
- 67.4% men

Gender pay quartile distribution

- Lower quarter: 63.5% (Men), 36.5% (Women)
- Lower middle quarter: 59.6% (Men), 40.4% (Women)
- Upper middle quarter: 72.1% (Men), 27.9% (Women)
- Upper quarter: 75% (Men), 25% (Women)
What our people say

“Achieving true gender equality, and therefore pay equality, means we will have access to the largest reservoir of outstanding talent – and that can only be a good thing for our people (current and future) but also for the organisation itself.”

Matthew Blake, Chief People Officer
## What we’re doing

Highlights from 2020 and our goals for the future align to our D&I strategy key conditions of success

<table>
<thead>
<tr>
<th>Condition of success</th>
<th>What We’ve Done</th>
</tr>
</thead>
</table>
| **Listen to our people, act on their feedback and create an environment where they can shine** | • Created a global D&I taskforce to drive effective change across the business  
• Hosted 16 focus groups to crowd-source an action plan for diversity and inclusion that represents the voice of our people  
• Provided working parents with five extra annual leave days to help balance childcare during COVID-19  
• Established a women’s network in our US business  
• Facilitated seven diversity focused #STEMseries virtual events with key speakers from different industries  
• Measured how our people around the world feel about our diversity and inclusion activities |
| **What’s still to come** | • Bi-annual focus groups on diversity & inclusion to ensure the strategy remains focused around the voice of our people |

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| **Create a renewed focus on inclusion, culture addition, not culture fit** | • A global four-year strategy for diversity and inclusion with a key focus on gender, race & ethnicity, nationality and age  
• Launched a worldwide THRIVE wellbeing initiative that supports wellbeing through four pillars: body & mind, self-purpose, personal growth & financial stability  
• Global diversity awareness calendar created to mark and celebrate topics over the course of the year, including International Women’s Day |
| **What’s still to come** | • An updated global D&I policy  
• Focus on working with key functional areas and leads to establish change in our processes, practices and policies to create a systemic focus on diversity and equality such as hiring, reward, learning and development and ESG |
## What we’re doing

<table>
<thead>
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</table>
| Reflect our clients and candidates in the countries we operate, and by doing so value diversity | • Funding programmes that engage women in STEM through the SThree Foundation  
• Increased community volunteering hours from 16 to 40  
• Continued to grow our #MindtheGap programme  |

### What’s still to come

• Developing global and local country targets around D&I

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</table>
| Build a diverse leadership team who will positively and actively challenge and change the status quo | • Delivered a business-wide leadership programme for all people managers  
• Appointed a new global Head of Reward to enhance our focus on fair and equitable reward strategies  
• Invested in remote learning to support flexible working and career development |

### What’s still to come

• A refreshed women in leadership development programme  
• A reverse mentoring programme for C-Suite and NEDs  
• Bias training to be rolled out worldwide - starting at Board level
Being part of the SThree female leadership program made me realise the importance of having successful female role models, and I firmly believe that you cannot be what you cannot see.

Like me, most of the program cohort are now in senior leadership roles and are helping to inspire today’s generation of girls to become tomorrow’s business leaders. It’s great to see the continued investment that SThree makes in creating this change.

Margot van Soest,
Customer Relationship Director
How the gender pay gap is calculated

Since 2017, it’s been a legal requirement for all UK companies with 250 or more staff to measure and report the difference in average pay between men and women.

### How we calculate proportion of men and women in each pay band quartile
The population is ranked from highest to lowest and then cut into four equal parts to see the gender composition of each section.

### How we calculate the proportion of men and women receiving a bonus
The percentage of all men and women that received a bonus payment in the 12 months to 5 April 2020.

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The gender pay gap is not the same as equal pay. Equal pay means ‘equal pay for equal work’.

It’s against the law to differentiate pay based on gender.