

Gender Pay Gap

5 April 2024

Background

- The Gender Pay Gap legislation came into effect starting from 5 April 2017 and therefore 2024 is the eighth year of reporting.
- For 2024, Hays has to publish data for:
 - Hays Specialist Recruitment Ltd: a combination of Hays own employees (there were 2,610 relevant employees of whom 2,464 were full-pay relevant employees at the time of the calculations) and PAYE temporary workers (for 2024 there were 5,863 relevant workers of whom 5,824 were full-pay relevant workers) covering multiple specialisms and for whom Hays runs the payroll on behalf of its clients but has no influence at all over levels of pay which are set exclusively by the client.
 - Hays Social Care Ltd: PAYE temporary workers only.
- For Hays Specialist Recruitment Ltd, we feel that the required amalgamated figures are not a true representation of Hays’ own Gender Pay Gap for its own employees and therefore, in the spirit of openness and transparency and in support of what the legislation is trying to achieve, we have again clearly and voluntarily split out our own employees and explained our own Gender Pay Gap.
- This summary covers the findings for Hays’ own employees at the snapshot date of 5 April 2024 as this is the group over which Hays has direct control on pay and progression policies.
- We have also disclosed at the end of this report the amalgamated figures as published on the Government website.

Results for Hays Specialist Recruitment Ltd – own employees

The Pay Gap

- The Median Pay Gap for 2024 is 7.5%.
- The national Median Gender Pay Gap as reported by the Office for National Statistics (“ONS”) was 13.1% for 2024.
- While our results are better than the national median level, the Hays’ results for 2024 show a moderate increase in the pay gap. During the period, there has been restructuring and reorganisation across the UK company to better align business operations to market opportunities and reduce operating costs. Our headcount has decreased and natural attrition taken place. This has impacted our overall results as the numbers of our male and female employees have fluctuated. Hays remains committed to its work to close the gender pay gap.
- The table below shows the results for 2024 versus previously published results.

| Hays own employees | 2024 | 2023 | 2022 | 2021 | 2020 Impacted by Covid | 2019 |
|--------------------|------|------|------|------|------------------------------|------|
| | | | | | | |

| | | | | | | |
|--|-------|-------|-------|-------|-------|-------|
| Mean (average) hourly difference between males and females | 17.5% | 16.3% | 19.5% | 21.3% | 17.5% | 22.7% |
| Median hourly difference between males and females | 7.5% | 3.6% | 9.8% | 12.4% | 10.5% | 14.6% |
| Median National Level - ONS | 13.1% | 14.3% | 14.9% | 15.4% | 15.5% | 17.4% |

The Bonus Gap

- The Bonus Pay Gap includes all employees employed on 5 April 2024 and looks back at Commission, Bonus and shares under the Performance Share Plan ("PSP") earned over the previous 12-month period. It does not pro-rate for employees who work part time. It can therefore be influenced by the number of part time workers and the fact that there are more female workers who work part time.
- There were 292 employees working part time included in the bonus pay gap calculations. 269 (92%) of these were female employees and 23 (8%) were male employees. This arbitrarily increases the gap.
- Hays recognises the benefit of flexible working arrangements to retain talent and is supportive of part time working to allow employees to balance their work/life requirements.
- The Bonus Gap is also influenced by the number of new starters during the period who may not have had the opportunity to earn as much commission as those employees who were employed for the whole period.

| Bonus Pay Gap | Males | Females |
|---|-------|---------|
| % of Relevant Employees receiving a bonus | 91.0% | 91.4% |
| Mean bonus gap | 38.9% | |
| Median bonus gap | 27.4% | |

- The table below shows the distribution of male and female employees by pay quartile.

| Proportion of females in pay quartiles | Male | Female |
|--|-------|--------|
| Upper Quartile | 57.1% | 42.9% |
| Upper Middle Quartile | 41.6% | 58.4% |
| Lower Middle Quartile | 45.0% | 55.0% |
| Lower Quartile | 43.7% | 56.3% |

Hays remain committed to closing the gender pay gap and increasing the number of senior female leaders, not just in the UK, but across its global business. In FY21, The Group set a target to reach a level of 50% senior female leaders by 2030. The table below shows the annual progression. We recognise that our female leadership population has decreased a little compared to the prior year and this is as a result of the changes to the business as explained above.

| Year | % Senior Female Leaders |
|------|-------------------------|
| 2024 | 43.0% |
| 2023 | 44.3% |
| 2022 | 42.4% |
| 2021 | 41.6% |

Actions to close the gap

In line with our overall policy to be an inclusive employer and support all our colleagues in reaching their potential, we have continued to actively seek ways to encourage and support female progression.

We are pleased that 25% of our Executive Leadership Team (“ELT”) are now female and act as role models within the Company. Members of the ELT also sponsor our global Hays Women Empowerment and Leadership network emphasising its importance.

We continuously look at our policies to keep them current and supportive. For example, we have increased the level and duration of our enhanced maternity and paternity pay provisions in order to better help our colleagues when they have a family.

Over the last year we have also worked to support colleagues who experience the menopause. Over 50% of colleagues at Hays will experience menopause at some stage in their lives and may have physical and mental health conditions that are directly attributable to the changes they go through. These can really impact how an individual feels and how they function both in, and outside of, the workplace. We have a Menopause Teams chat group and drop-in sessions where people can ask questions, access information, share experiences and create a supportive network.

We want to support overall colleague wellbeing which helps to enable everyone to perform and be their best self. We have a network of 73 in-house trained mental health first aiders and 122 managers also completed Managing Well, gaining knowledge and tools to support their own mental wellbeing and that of their team. The 2024 colleague survey “Your Voice” score for “My manager cares about my wellbeing” was 87%.

We also know that many of our UK colleagues identify as carers and we want to ensure that our working environment is inclusive for anyone with caring responsibilities. All UK employees can access a free Care Concierge telephone service which can help them to understand, find and fund care options that are most suitable for themselves and their family member. We also have a Hays’ Carers Forum where colleagues who are carers can connect with others and share experiences in a supportive environment.

Flexible working policies, including balancing working time between the office and home, also help colleagues with family or caring responsibilities. We are pleased that 292 colleagues included in the gender pay gap calculations are able to work part time, 92% of whom are female.

The Gender Pay Gap as published on the Government Portal

The table below shows the amalgamated figures for the Gender Pay Gap for **Hays Specialist Recruitment Ltd** that include both our employees (there were 2,610 relevant employees of whom 2,464 were full-pay relevant employees at

the time of the calculations) and the temporary workers for whom we run the payroll on behalf of our clients (there were 5,863 relevant workers of whom 5,824 were full-pay relevant workers).

The pay for these temporary workers is set by our clients. As they have contracts for services with Hays Specialist Recruitment Limited, we are obliged to amalgamate the figures for our own employees with those of these temporary workers. These are the numbers that we are legally obliged to report under the Regulations and which appear on the Government portal.

| Required Data | Results as at 5 April 2024 |
|---|----------------------------|
| Mean (average) hourly pay difference be males and females | 8.4% |
| Median hourly pay difference be males and females | -2.4% |
| Mean difference between male and female bonus payments | 27.1% |
| Median difference between male and female bonus payments | 2.4% |
| Males receiving bonus payments | 37.4% |
| Females receiving bonus payments | 45.1% |

| The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates | Males | Females |
|---|-------|---------|
| Upper quartile pay band | 59.5% | 40.5% |
| Upper middle quartile pay band | 50.2% | 49.8% |
| Lower middle quartile pay band | 54.8% | 45.2% |
| Lower quartile pay band | 59.2% | 40.8% |

The table below shows the figures for the Gender Pay Gap for **Hays Social Care Ltd** that has contracts for services with temporary workers whom we place with our clients and for whom we run the payroll on behalf of our clients. The pay for these temporary workers is set by our clients. These are the numbers that we are legally obliged to report under the regulations and which appear on the Government portal. Hays Social Care Ltd data included 343 relevant workers of whom 341 were full pay relevant workers.

| Required Data | Results as at 5 April 2024 |
|--|----------------------------|
| Mean hourly pay difference be males and females | -7.4% |
| Median hourly pay difference be males and females | -0.8% |
| Mean difference between male and female bonus payments | 32.1% |
| Median difference between male and female bonus payments | 60.2% |
| Males receiving bonus payments | 9.6% |
| Females receiving bonus payments | 22.0% |

| The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates | Males | Females |
|---|-------|---------|
| Upper quartile pay band | 29.4% | 70.6% |
| Upper middle quartile pay band | 43.5% | 56.5% |
| Lower middle quartile pay band | 32.9% | 67.1% |
| Lower quartile pay band | 40.7% | 59.3% |

For information the median pay gap between males and females as reported by the Office for National Statistics ("ONS") 13.1% for 2024

Our Gender Pay Gap results and actions are reviewed and discussed with our Remuneration Committee, Group CEO Dirk Hahn, Group CFO James Hilton and our UK Executive Board.

This report has been analysed and reviewed by:



Rosemary Lemon, Group Head of Reward

This report has been reviewed and approved by:



James Hilton, Director