

GENDER PAY GAP

5 APRIL 2021

Background

- The Gender Pay Gap legislation came into effect starting from 5 April 2017 and therefore 2021 is the fifth year of reporting, although, due to the COVID-19 virus, the Government cancelled the need to formally report the 2019 pay gap.
- For 2021, Hays has to publish data for:
 - Hays Specialist Recruitment Ltd: a combination of Hays own employees (there were 2,585 relevant employees of whom 2,437 were full-pay relevant employees at the time of the calculations) and PAYE temporary workers (for 2021 there were 9,069 relevant employees of whom 9,066 were full-pay relevant employees) 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 2021 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 2021 is 12.4%.
- The national Median Gender Pay Gap as reported by the Office for National Statistics ("ONS") was 15.4% for 2021.
- The Hays' results for 2021 show a modest increase over the results for 2020. This is because the results for 2020 were heavily impacted by the numbers of employees who were on furlough (and therefore were excluded in line with the Regulation guidance) together with other voluntary senior salary reductions. These events resulted in reducing the average of male pay figures and significantly and arbitrarily impacted the 2020 results. Therefore 2021 results are not directly comparable to the previous year's published figures.
- The figures are more comparable to 2019 which are shown below for reference.
- The table below shows the results for 2021 versus previous published results for 2020 and 2019.

| Hays own employees | 2021 | 2020 Impacted by Covid | 2019 |
|--|--------------|------------------------------|--------------|
| Mean (average) hourly difference between males and females | 21.3% | 17.5% | 22.7% |
| Median hourly difference between males and females | 12.4% | 10.5% | 14.6% |
| <i>Median National Level - ONS</i> | <i>15.4%</i> | <i>15.5%</i> | <i>17.4%</i> |

The Bonus Gap

- The Bonus Pay Gap includes all employees employed on 5 April 2021 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 288 employees working part time included in the bonus pay gap calculations. 269 of these were female employees and 19 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.

| Bonus Pay Gap | Males | Females |
|---|-------|---------|
| % of Relevant Employees receiving a bonus | 88.3% | 88.9% |
| Mean bonus gap | 49.6% | |
| Median bonus gap | 41.3% | |

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

| Proportion of females in pay quartiles | Male | Female |
|--|-------|--------|
| Upper Quartile | 55.5% | 44.5% |
| Upper Middle Quartile | 45.8% | 54.2% |
| Lower Middle Quartile | 44.2% | 55.8% |
| Lower Quartile | 40.2% | 59.8% |

Hays is committed to 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 (FY21: 42%)

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 2,585 relevant employees of whom 2,437 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 9,069 relevant employees of whom 9,066 were full-pay relevant employees).

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 2021 |
|--|-------------------------------|
| Mean (average) hourly pay difference between males and females | 13.5% |
| Median hourly pay difference between males and females | 1.9% |
| Mean difference between male and female bonus payments | 43.7% |
| Median difference between male and female bonus payments | 14.4% |
| Males receiving bonus payments | 22.8% |
| Females receiving bonus payments | 27.1% |

| The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates | Males | Females |
|---|-------|---------|
| Upper quartile pay band | 56.8% | 43.2% |
| Upper middle quartile pay band | 50.2% | 49.8% |
| Lower middle quartile pay band | 48.9% | 51.1% |
| Lower quartile pay band | 54.0% | 46.0% |

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 545 relevant individuals of whom 543 were full pay relevant individuals.

| Required Data | Results as at 5 April 2021 |
|--|-------------------------------|
| Mean hourly pay difference between males and females | 8.3% |
| Median hourly pay difference between males and females | 2.0% |
| Mean difference between male and female bonus payments | 10.8% |
| Median difference between male and female bonus payments | 0.0% |
| Males receiving bonus payments | 2.4% |
| Females receiving bonus payments | 1.8% |

| The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates | Males | Females |
|---|-------|---------|
| Upper quartile pay band | 37.0% | 63.0% |
| Upper middle quartile pay band | 41.2% | 58.8% |
| Lower middle quartile pay band | 38.2% | 61.8% |
| Lower quartile pay band | 35.3% | 64.7% |

For information the median pay gap between males and females as reported by the Office for National Statistics ("ONS") is 15.4% for 2021

Our Gender Pay Gap results and actions have been reviewed and discussed with our Remuneration Committee, Group CEO Alistair Cox, Group CFO Paul Venables and our UK Management Board.

This report has been analysed and reviewed by:



Rosemary Lemon, Group Head of Reward

This report has been reviewed and approved by:



Paul Venables, Director