



HAYS Recruiting experts
worldwide

THE GENDER PAY GAP

Hays Specialist Recruitment Limited
Gender Pay Gap Report 2018

INTRODUCTION

This is the second year we have presented our Gender Pay Gap Report and during the past twelve months we have continued to focus on ensuring that our policies and practices both encourage and give the opportunity to all our employees to reach their full career potential.

As a global leader in professional recruiting, helping people to find the right career and right role for them is central to our business and to our social purpose; having the right job gives people opportunity, dignity, status, pride and the ability to support themselves and their families in society. During 2018 we helped 77,000 people to find permanent jobs and placed 244,000 people into temporary positions.

We have a global footprint with over 250 offices in 33 countries and recruit for over 20 specialist professional areas. We believe that a diverse workforce and inclusive culture are essential to business success. We support and value diversity in all forms, not just gender, and we apply this philosophy when we work with our clients, our candidates and our own employees. Internally, Hays fosters a meritocratic culture in which everyone has the opportunity to fulfil their career ambitions.

As stated last year, Hays is supportive of the Gender Pay Gap reporting and we are committed to being transparent about our results and the steps we are taking to ensure that everyone at Hays has the right support to reach their potential. As such, we have again clearly and voluntarily split out the results for our own c. 3,000 employees, for whom Hays has responsibility for career development and pay, from the required statistics shown on the Government portal that combine our own employees' data with that of the c. 9,000 temporary workers with whom we have contracts for services and whom we place with our clients. These individuals have their pay set by our clients but we administer the payroll on our clients' behalf.

We know that our Gender Pay Gap is due to fewer women in very senior positions. We are working hard to ensure that our working environment is inclusive of everyone and that our policies and procedures support both women and men to successfully pursue their chosen career with us, as well as enabling them to balance their work at Hays with their home lives.

This year's results for our own employees show a small increase of approximately 1% in the mean and median pay gaps compared to last year. This is not unexpected as we know it can take time for changes and new initiatives to take effect to the extent that they will affect the high-level published results. We want to bring about meaningful and sustained change and we are pleased that we can already see the impact our actions are having within Hays, some of which we have shown examples of within this report.

Hays is committed to ensuring that all our employees are supported in their career progression and this report shares our results and outlines the steps we continue to take to support diversity, inclusion and equal opportunities for everyone.

Alistair Cox
CEO

What is the Gender Pay Gap?

The UK Gender Pay Gap legislation came into effect in April 2017 and 2018 is the second year of reporting. By measuring and comparing male and female average earnings across all levels of an organisation, it aims to highlight whether there are different career opportunities for men and women, which then lead to different earning levels and therefore a "gap" in the level of pay.

In turn, this will ensure that companies are focused on doing everything possible to enable women, as well as men, to have the same opportunities and support to progress in their chosen career and to resolve any potential barriers that may stand in the way of that success.

The Gender Pay Gap is NOT the same as Equal Pay.

Equal Pay is about both men and women being paid equivalent remuneration for doing an equivalent job and there is legislation in place to protect employees in this respect. Hays has robust policies in place to ensure this is the case and is confident that its employees are paid fairly.

The Gender Pay Gap calculations look at the average earnings of all men and women across the organisation irrespective of role and seniority and, therefore, the outcome can be affected by many factors such as working patterns, occupation and sector.

Having a gap between average pay for men and women is not illegal. Paying men and women differently for doing equal work, however, is.

At Hays we have robust equal pay policies in place to ensure that male and female employees are paid fairly for equivalent work.

Hays is committed to diversity and inclusion and ensuring that all our employees have the same opportunities and support to progress their careers.

MEASURING THE GAP

What do we have to measure

The legislative requirements mean that all companies in the UK who had more than 250 employees on the “snapshot” date of 5 April 2018 have to publish their Gender Pay Gap figures.

What does this mean for Hays?

Hays has to report on:

Hays Specialist Recruitment Limited.

This company holds:

- Employment contracts for Hays’ own employees in the UK (approximately 3,000 people); and
- Contracts for Services for temporary workers placed with our clients (approximately 9,000 people) for whom we administer the payroll on their behalf. During 2018 we had over 10,000 active clients and over the snapshot date of 5 April, we had over 2,000 active clients. The pay for these temporary workers is set by our clients.

These two populations are therefore very different.

- Hays is responsible for its own employees’ career development opportunities and pay.
- Our clients are responsible for determining the pay for the temporary workers we place and this can vary widely between differing sectors, industries and job roles. Hays places temporary workers in over 20 differing professional sectors. Hays pays the temporary workers on behalf of its clients and, as a result, it means we have to include them in our overall figures even though we have no control over what they are paid.

The legislation requires us to report on the amalgamated figures for these two groups. These combined figures are set out as they appear on the Government’s portal on page 15 of this report.

However, we believe in reporting transparency where possible and therefore wish to share our own employee data 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 explain our own Gender Pay Gap.

In addition, for the first time, we have to report on:

Hays Social Care Ltd.

This company only holds contracts for services for temporary workers placed with our clients. Our clients determine the pay for the temporary workers we place. Hays pays the temporary workers on behalf of its clients and therefore we have to report their figures, even though we have no control over what they are paid. The number of relevant individuals fell below the Government reporting requirements for 2017 and therefore we are reporting for the first time in 2018.

The figures for Hays Social Care Ltd are set out as they appear on the Government’s portal on page 15 of this report.



Companies are required to publish the following data:

- The mean and median Gender Pay Gap as at 5 April 2018;
- The mean and median gender bonus gap looking at the 12 months leading up to 5 April 2018;
- The proportion of men and women receiving a bonus during that time; and
- The proportion of men and women in each pay band quartile.

This report is focused on Hays' own relevant employees who are employed by Hays Specialist Recruitment Company Ltd.

The Government has specified what elements of remuneration are included in "pay" and in "bonus".

The table below shows how these can influence the results.

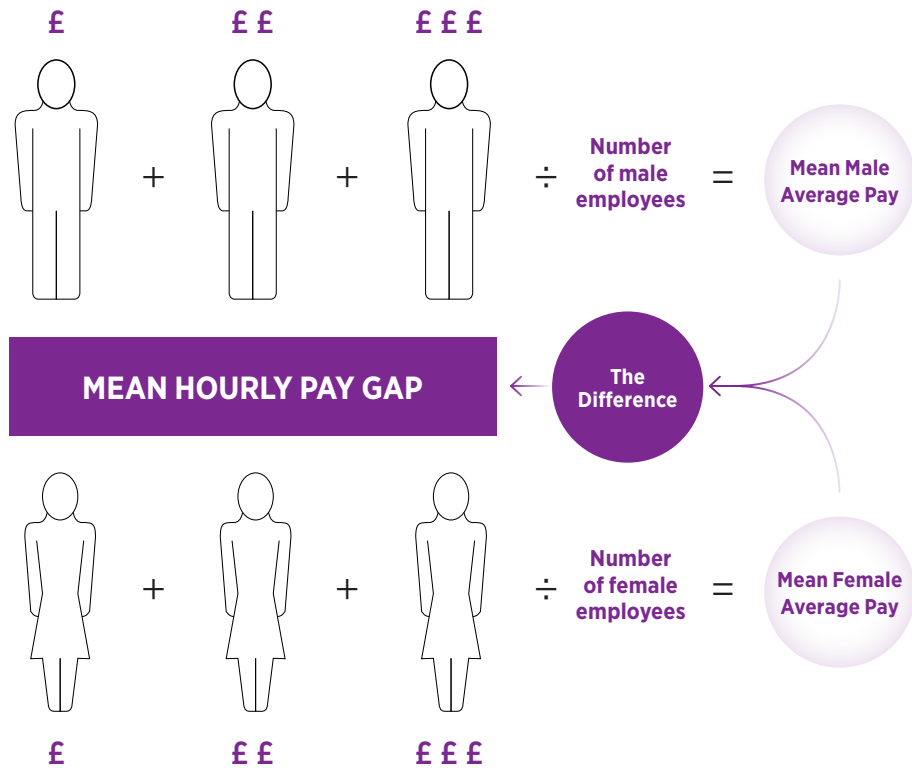
Area	Example of elements included in Hays' figures in line with Government Regulations	Comments
Gender Pay Gap	Base salary post salary sacrifice	Hays operates salary sacrifice on pension contributions and the level of these varies by both seniority and employee choice. Hays offers employees childcare vouchers and cycle to work schemes which are operated by salary sacrifice. These are the employee's personal choice.
	Commission	Approximately two-thirds of our employees earn commission which is dependent on individual performance.
Bonus Pay Gap	Commission	Commission is dependent upon individual performance. Actual commission and actual annual bonus are used for the calculation irrespective of whether the employee worked full time or part time. Many employees work part time, with 415 relevant employees working part time at 5 April 2018 (up from 313 in 2017). Of these 376 (91%) were women and this equates to 22% of our total female employees. Only 39 (9%) were men equating to only 3% of all our male employees. We are proud to support flexible working arrangements and are therefore pleased that the number of part time female and male employees has increased over 2017 but the Regulations do not allow commission or bonuses for part time employees (the amount of which reflects their part time status) to be pro-rated to a full time equivalent. Therefore we are not allowed under the Regulations to include a more accurate like-for-like comparison.
	Annual Bonus Value of vesting share plans	The highest value annual bonus plans and long-term share incentive plans are offered to the most senior employees. There are more men than women on our Management Board and in other senior positions (78 males and 34 females in senior management grades below the Management Board).

UNDERSTANDING THE GAP

Understanding the calculations

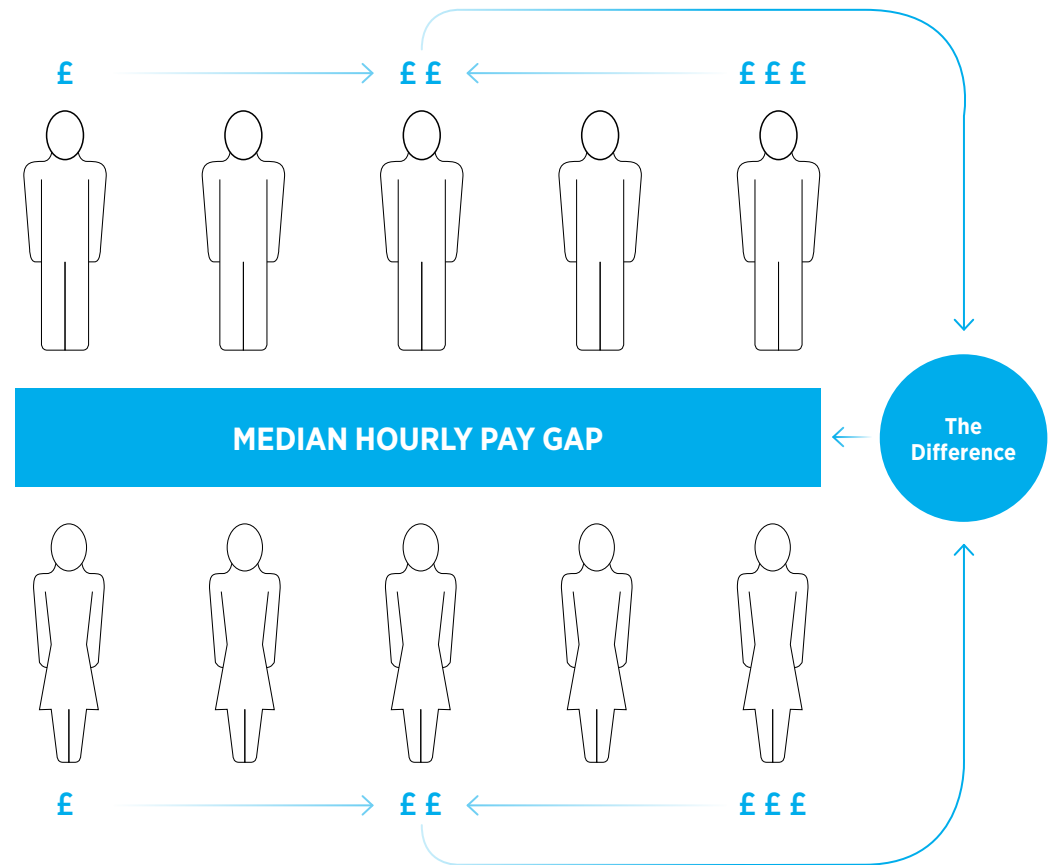
What is the “Mean” Gender Pay Gap?

This is the difference in the average hourly rates of pay for men and women. It adds up all the hourly rates of pay for men and all the hourly rates of pay for women and divides each by the number of men or women in scope. It then looks at the difference.



What is the “Median” Gender Pay Gap?

This orders the hourly rates of pay for men and women from the lowest to the highest and then compares the middle value.



HAYS' OWN EMPLOYEES' GENDER PAY GAP FIGURES FOR HAYS SPECIALIST RECRUITMENT LTD

Required Data	Results	Understanding Our Results
Mean hourly pay difference between male and females	22.20%	The main reason for the difference is the fact that we have more males in senior management positions than females. This is also demonstrated in the quartile data below. These figures also include commission, which is based on individual performance.
Median hourly pay difference between male and females	10.70%	
Mean difference between male and female bonus payments (The difference in average bonus payments that male and female employees receive)	59.70%	These figures include annual bonus, vesting value of shares and commission (which is based on individual performance). Senior positions generally have higher bonus potential and therefore, as we have more men in senior roles, this causes the difference in mean and median bonus. In addition, as explained on page 4, 376 females worked part time (22% of female employees) whilst 39 males worked part time (3% of male employees) and under the Regulations the data cannot be adjusted to allow a more accurate comparison on a full time equivalent basis.
Median difference between male and female bonus payments (The difference in the midpoints of the ranges of bonus payments that male and female employees receive)	34.40%	
Proportion of Males receiving bonus payments	90.20%	The figures include bonus, commission and shares. Two-thirds of our employees earn commission (which is based on individual performance) and 47% are male and 53% are female. A much lower proportion receive bonus or share payments.
Proportion of Females receiving bonus payments	86.30%	

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates

	Males	Females	Understanding Our Results
Upper quartile pay band	53.00%	47.00%	Our pay quartiles show that there is a higher proportion of male employees in the upper quartile pay band, while there are higher proportions of female employees below the upper quartile pay bands.
Upper middle quartile pay band	42.30%	57.70%	
Lower middle quartile pay band	42.10%	57.90%	
Lower quartile pay band	38.30%	61.70%	

The Great Britain median pay gap between males and females as reported by the Office for National Statistics ("ONS") is 17.9%

What are the reasons for Hays' Gender Pay Gap?

Having completed a detailed analysis of the results, we can state that the main reasons for our gap are:

- We have fewer women than men in our most senior roles;
- More women than men work part time and this number has increased since the last report;
- Two-thirds of our employees earn commission which is based on individual performance and thus any difference in pay is performance related.

Why does this make a difference to the results?

Typically, the more senior the role, the higher the remuneration including salary and bonus potential. When there are more men than women in senior roles, this will affect the overall average pay.

We have more women than men who work part time. Of our employees who work reduced hours, 91% are women and 9% are men. These figures mean that 22% of our total female employees work part time versus 3% of our male employees. Where bonuses are paid, these are prorated to reflect the number of part time hours worked. However, the Bonus Pay Gap calculations do not recognise that individuals may be working on a part-time basis and the Regulations do not allow us to

adjust to compare on a full time equivalent basis. Hays is proud to support flexible working arrangements for its employees and will continue to do so.

Two-thirds of our employees earn commission which is based on individual performance and thus any difference in pay is performance related. Our Standard Commission Plans are consistent for both male and female employees based on fees generated but may vary by specialism.

WHAT ARE WE DOING TO SUPPORT OUR EMPLOYEES AND CLOSE THE GAP?



Trisha Brookes
Director People
& Culture UK&I

“During the last year we have re-visited and modernised the way we look at flexible working. We have worked with our managers and taken into account feedback from employees. We want our employees to be able to progress their careers and aspirations at work as well as be able to enjoy and manage their life and commitments outside the office. Flexible working arrangements are key to supporting this successfully and encourage employees to maintain their careers”.

Over the last year we have concentrated specifically on how we can work more flexibly to support employees to balance their work and home commitments. In particular, we have looked at what we can do for employees who take maternity, paternity and parental leave to help them during this special time and support their return to the workplace. We have introduced new policies, updated current policies and brought them altogether in one place to make it easy for employees to understand their options and the support that is available to them.

Flex@Hays

Designed to drive greater flexibility around working life, employees can request a flexible working arrangement based on the concept that “no one size fits all”.

We have brought together many different types of flexibility and leave arrangements including My Hours, My Location, Informal and Formal flex, Part Time working, Flex Tech and different leave arrangements, for example career breaks, holiday, and family friendly leave.

My Hours

Employees can work the same number of hours flexibly by varying their start and finish time.

Flex Tech

Hays can support any flexible working arrangement by enabling employees to stay connected throughout the day or out of normal work hours as required

Manager Guidelines

Managers have been given guidelines to help them understand what to consider when reviewing requests and measuring, monitoring and reviewing the success of arrangements

Parents@Hays

In partnership with an external provider, Hays has arranged for a series of webinars to help parents returning from family friendly leave.

We want parents to be supported in their return to work and help them settle back into working life while at the same time enable them to cope with the new demands of balancing their job with family life. We have promoted the benefit of Keeping In Touch days while on leave and support a flexible return to work if this helps our employees to better balance their home life and their careers.

HAYS FEMALE EMPLOYEES TELL THEIR OWN STORIES ABOUT HOW HAYS HAS HELPED THEM TO BALANCE THEIR CAREERS AND HOME LIFE



Rebecca Dance
Regional Director

I have worked at Hays for 15 years, starting as a Trainee Consultant in our Construction & Property specialism in Bristol. Over the years, I have progressed into managerial roles, firstly within Accountancy & Finance and then multi-specialism offices.

Rebecca received promotion while on maternity leave

I was promoted into my current role of Regional Director while I was on maternity leave. On my return to work, I took on the responsibility of looking after the Bristol, Swindon and Bath offices, which makes up one of the largest regions in the country. I am passionate about my career and that ambition hasn't altered due to having a family. Hays has been brilliant in enabling me to progress and allowing me to balance both work and my home life with my little girl at the same time.

Rebecca works part-time with a regular four-day week

My Managing-Director was super-supportive and agreed that I could have a staggered return to work. This meant I could settle my daughter into nursery and get back into the swing of work without too much pressure. It really helped, knowing that I had time to ensure she was happy and not having to worry about her while doing my job. I now work a standard four day week and have access to the Hays systems from home, which I have found to be really beneficial.

Hays' flexibility makes it possible for employees to balance career and home life

I think I am proof that it is possible to progress in your career and hold down an important job while working part-time and balancing work with home responsibilities. Of course, sometimes it can be hard; we put the pressure on ourselves while those around us are actually really supportive, which I really appreciate.

"Hays has been brilliant in enabling me to progress and allowing me to balance both work and my home life."

My advice to other women who would like to carry on working after maternity leave would be to make use of the Hays Keeping in Touch days as it really helps to remain up-to-date with what is happening in the business while you are away; be honest and explain to people how you feel when you get back as we are all human and people are very understanding of new family situations; and make use of Hays' flexibility as a staged return to work can really help with the transition from maternity leave back to your job.

I really want to be successful in my work and I am as ambitious now for myself, my own teams and the wider company as I ever was. I have had a really great journey with Hays and don't see that stopping now!

The number of relevant employees at Hays working part time

Number of employees	5 April 2018	5 April 2017
Female	376	297
Male	39	16
Total	415	313

The number of relevant employees working part time has increased by almost 33% in the year since our last report. We are delighted that more employees, both female and male, are able to work flexibly in order to suit their needs.



Carrie Owen
Client Engagement Director

I've been lucky enough to work in a variety of roles in the past 19 years and thankfully each role has complemented the changing demands of my home life. I've stayed with Hays for this length of time because I've constantly been challenged by different positions, changing responsibilities and the people we work with. Hays feels like an extension of my family and is a testament to its culture; I have made some of my closest friends while working at Hays and big life events are celebrated and commiserated in the same way as at home; it's an incredibly supportive environment.

Carrie job-shares allowing her to work part-time and successfully manage both her job and her family life.

I've recently returned to Hays after 10 months on maternity leave and I've found that my personal experience has been so much better than friends who work for other organisations. Firstly, I returned to a higher profile job (also a maternity cover role) which created an opportunity to quickly re-establish my work network. I now share that position with my predecessor, supporting her since she has also recently returned from maternity leave.

The role I now carry out allows me to work part time, occasionally from home with an ability to manage my diary around childcare requirements. I've not had to choose the advancement of my career over family; I'm encouraged by Hays to enjoy both.

"I've not had to choose the advancement of my career over family; I'm encouraged by Hays to enjoy both."

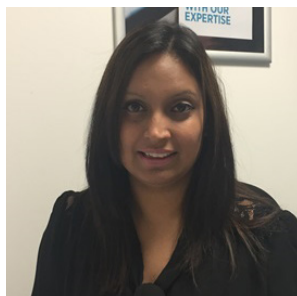
Hays supports flexible working allowing people to continue to grow in their careers

The support that Hays has provided has been in a simple but fundamental acknowledgement that whilst my priorities have changed it doesn't mean that I'm less committed or capable in my job. Hays and my manager trust that I will do the right thing and I'm measured on outputs rather than how visible I am or how long I spend at my desk. This has resulted in me being as flexible as I can be to ensure that I exceed expectations and get the job done. Flexibility works both ways and I give more because Hays reciprocates.

The number of promotions at Hays during the year

Number of employees	2018	2017
Female	543	489
Male	515	466
Total	1,058	955

Hays encourages everyone to reach their full potential. There is structured career progression for our Recruitment Consultants and everyone is supported to reach their career ambitions.



Harpreet Khabra
Business Director

I started my career at Hays 15 years ago as an Associate Recruitment Consultant and very shortly afterwards I was promoted to a Senior Consultant responsible for a team of six. I then became Office Manager, then Senior Manager with a team of 14 and I am currently a Business Director. I initially worked on Accountancy and Finance roles, but this grew to covering three big specialisms – Senior Finance and Accountancy & Finance, Construction & Property and Education. In addition, I now have a regional strategic role responsible for developing teams and advising on best practice across the five main locations in the West Midlands covering Stoke, Wolverhampton, Worcester, Telford and Coventry.

Working flexibly has enabled Harpreet to pursue her career and spend time with her daughters

During my time at Hays, I have got married and had two children. Hays has been great at helping me develop my career whilst ensuring that I can spend precious time with my family too. I work flexibly and can manage my own time around my children's needs. I work part time hours but spread them over five days so that I can leave early to pick my daughters up from school on two days and from an after-school club on the other two days. This is so important to me as it gives me quality time with my children and allows me to talk to them about their day and share in their activities without the pressure of work.

Hays wants employees to do well

Working flexibly has not held me back in my career at all and my advice to other employees at Hays is to talk to your boss. Hays tries to accommodate as much as possible – they want you to do well and succeed.

“Hays tries to accommodate as much as possible – they want you to do well and succeed.”

The number of employees at Hays who have returned to work from maternity leave

Number of employees	2018	2017
Number of employees on maternity leave	95	83
Number of employees who returned to work	70	46
% of returners	74%	55%

We are delighted to see more of our female employees return to work and continue their careers with us.



Jackie Mordue
Managing Director
Yorkshire & North

I've worked at Hays for 27 years and working life has changed considerably over that time. Technology has developed to allow more flexible working but, more significantly, attitudes and approaches to how people work and what is important to them have also significantly progressed.

Hays has always been a meritocracy that recognises hard work, offers opportunities to develop your potential and to progress your career ambitions, regardless of whether you are male or female. Hays has also been excellent at supporting and empathising with employees when they have experienced significant life issues outside of work.

However, over the last ten years, I have noticed a real change in the way we try to help our employees balance their work with their home life and take into consideration the smaller things that really matter to them; for example: allowing time off with no questions to attend a child's nativity play or a sports day or, for those employees who don't have children, just leaving early to travel somewhere at the weekend.

These small things in life often need to be captured at the time, can't be regained if missed and are very important to people. They affect how someone feels about their workplace. If we show kindness and understanding to our team-members, then it also helps employees to feel more loyal and engaged. It is really important that we help our employees to enjoy the moments in life that are special to them and enable them to both enjoy and progress their career with Hays while finding a healthy work-life balance. I am proud that Hays recognises how essential this is for everyone.



Hays supports all strands of diversity and believes that an inclusive culture and working flexibility can help everyone progress their careers.

HAYS BELIEVES IN HAVING AN INCLUSIVE CULTURE AND VALUES DIVERSITY



“The world of work is changing faster than ever before. To create the best possible solutions for our customers and our organisation, we want a richness of ideas and a diversity of thinking. Inclusion of all talent and creativity, regardless of background, is good for our people, good for our customers, and good for our business”.

Sandra Henke
Group Director of People & Culture

What else are we doing?

Recruitment

Unconscious Bias Training continues to be rolled out across the country. Ensuring we have an inclusive and unbiased culture is a major priority for our Management Board and every member of the Management Board will participate in the training programme.

Diversity and inclusion principles underpin our recruitment activities. Our consultants, managers and leaders are all trained in diversity awareness, inclusive job writing and best practice recruitment activities. We are piloting a new Inclusive Recruitment process where no CVs are used during the first three stages of our internal recruitment process. This means that everyone is starting from the same basis and has the same opportunity to demonstrate their skills.

As a recruiter of choice we want to be sure our candidate attraction and registration processes are inclusive of all available talent pools and that we can provide them with the widest range of opportunities.

Any information provided by our candidates is voluntary and handled in the strictest confidence. No one who makes recruitment decisions about candidates can see a candidate's diversity data.

Cultural experience

As a global company, we know how important it is to respect everyone as an individual and to understand and appreciate the cultures and communities in which we work. We therefore encourage our employees to gain international experience and give them the opportunity to live and work in different countries. During 2018, 70 employees went to work overseas of which 34 were women.

Respect for everyone

Internally we have also hosted our first LGBTQ+ forum. We met with six people from across our business to discuss their experiences, what we can do to build on our culture and how we can continue to improve the experience for the LGBTQ+ community at Hays. One of the things the forum will be looking at is how we show people who are thinking about working for Hays that we are a LGBTQ+ friendly employer.

What do our employees think?

Each year at Hays we conduct an employee survey which asks specific questions around career and development opportunities at Hays. The survey is voluntary but in 2018 9,322 employees participated globally, which represents 88% of our total employee population. This shows how important our employees feel the survey is and that they actively want to express their views.

The table below gives examples of question responses. The favourable responses are very similar for male and female employees indicating that they believe Hays is unbiased in support of our employees.

Question	Overall global favourable result	Overall UK&I Favourable result	UK&I favourable result Male	UK&I favourable result Female
At Hays, I have the opportunity to become an expert in what I do	90%	94%	95%	94%
Hays provides me with opportunities at work to develop new knowledge or skills	79%	81%	83%	80%
Hays supports diversity in the workplace (recognising and respecting every employee as an individual)	85%	90%	91%	89%

The National Equality standard

Diversity and inclusion is about more than gender alone. It is about having a culture that creates and fosters equal opportunities and support for all our employees.

Hays is proud to have accreditation to the National Equality Standard (“NES”).

The UK National Equality Standard was developed by business for business and sets clear equality, diversity and inclusion (EDI) criteria against which companies are independently assessed. The NES is now being utilised by companies globally.

The NES is supported by the Home Office and the Confederation of British Industry (CBI). The Equality and Human Rights Commission (EHRC) was involved in its development and launch.

The NES has become the accepted standard for inclusiveness in business across the UK.

During 2017, Hays was assessed against seven key and stretching standards that measure commitment to diversity and demonstrate that positive actions are taken within our company to ensure that all employees, regardless of gender, ethnicity, age, religion or sexual orientation, have the same opportunities to develop and progress.

This accreditation indicates Hays' ongoing strong commitment to diversity and will help us to focus on where we can continue to improve.

INTERNATIONAL WOMEN'S DAY



Hays' employees across the UK&I supported International Women's Day on 8 March 2019 and many were pleased to share what this year's theme of #BalanceforBetter meant to them.

"In attempting to achieve #BalanceforBetter, this year's International Women's Day theme, it needs people and organisations to support women to believe that they can be whatever they want to be. I have always felt full encouragement, while working in the Hays UK and Ireland business, to aspire to be the best that I can be, regardless of my gender. Not just in words, but in real and consistent offers of support and ideas from the highest levels".

Director

"A good balance at work is something we should all be aiming for. Hays recently enabled me to take a one year sabbatical so that I could spend time with my family".

Business Director

"I love working for an employer which offers the support I need to excel in my career whilst being able to balance this with the time I need for my family at home".

Recruitment Consultant

"Getting my work life balance right is very important to me and my family. In my 20 years with Hays they have helped me achieve that balance by being flexible and supportive throughout my career".

Senior Business Director

"This year's focus for International Women's Day is #BalanceforBetter. We all know that achieving balance isn't easy. I'm pleased to be working for Hays who have been a huge support to me as a part time working mother".

Business Manager





Yvonne Smyth
Group Head of
Diversity & Inclusion

Whichever office or country you are in across the Hays network, you can see the following phrase:

“The right job can transform a person’s life and the right person can transform an organisation”

As a leading global specialist recruitment business, Hays is often the bridge between the world of work and the talent it seeks. We strongly champion the fact that organisations hugely benefit from having an inclusive culture and a diverse workforce – it helps to have different perspectives, it prompts greater debate and innovation and leads to better decision making. Therefore, we understand the importance of finding the right people to join Hays or to join our customers’ organisations. We know that talent should be sought everywhere, decision making should be impartial and that everyone should have the same opportunities and support to reach their career goals.

As a result, we have an opportunity and a responsibility to be a champion for change and Hays supports diversity in all forms, not just gender, and promotes diversity and inclusion (“D&I”) in our own company as well as when we work with our clients.

Our Hays Leading Women Network continues to grow in strength. It aims support senior women in business by offering networking events as well as sharing insights and developing expertise. The group now has over 4,500 members and the success of its programmes has led to the launch of a slightly more junior Future Leaders cohort called Hays Leading Women of the Future.

We actively talk about diversity at external client events and issue research and other publications, including articles and blogs, about gender and other diversity issues. These have included Hays D&I Report 2018, quarterly D&I newsletters and webinars, together with events and reports specifically tailored to reflect D&I drivers in certain industry segments such as IT, Financial Services, Construction & Property, Engineering, Procurement and Legal. We have over 2.7 million followers on LinkedIn and therefore are cognisant of the wide audience we can reach and the level of influence we have when speaking on these important issues.

We also are proud to have built partnerships with other organisations that share our values and from whom we can learn:

- Founded by Charlotte Sweeney OBE, Creating Inclusive Cultures (CIC) is a collaboration of companies and employers who are committed to realising and implementing the benefits of diversity and inclusion.
- Hays is also proud to work as recruitment partner to Leadership Through Sport & Business (“LTSB”). LTSB is a life-changing social enterprise that gives high potential school leavers from disadvantaged backgrounds access to qualifications and careers in accounting, business and finance.
- We also work very closely with the Alliance Network in the Midlands as a co-founding organisation to support, engage and improve LGBTQ+ exposure and opportunities within Professional Services organisations.

My colleagues and I are determined and passionate about using our positions of leadership and influence to promote and drive the momentum for change. We want to make our stated mission of transforming lives and organisations through our recruiting expertise a reality when looked through a diversity and inclusion lens.



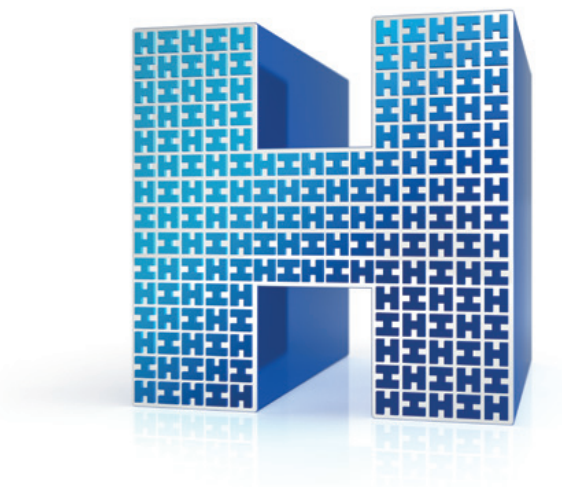
The table below shows the amalgamated figures for the Gender Pay Gap for **Hays Specialist Recruitment Ltd** that include both our employees and the temporary workers for whom we run the payroll on behalf of our clients. During 2018 we had over 10,000 active clients and over the snapshot date of 5 April, we had over 2,000 active clients. 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
Mean hourly pay difference between male and females	7.40%
Median hourly pay difference between male and females	2.10%
Mean difference between male and female bonus payments	59.70%
Median difference between male and female bonus payments	34.40%
Males receiving bonus payments	19.10%
Females receiving bonus payments	25.30%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates

	Males	Females
Upper quartile pay band	52.40%	47.60%
Upper middle quartile pay band	52.20%	47.80%
Lower middle quartile pay band	49.60%	50.40%
Lower quartile pay band	50.80%	49.20%

For information the Great Britain median pay gap between males and females as reported by the Office for National Statistics ("ONS") is 17.9%



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 265 relevant individuals.

Required Data	Results
Mean hourly pay difference between male and females	0.20%
Median hourly pay difference between male and females	-2.00%
Mean difference between male and female bonus payments	0%
Median difference between male and female bonus payments	0%
Males receiving bonus payments	0%
Females receiving bonus payments	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	31.80%	68.20%
Upper middle quartile pay band	30.30%	69.70%
Lower middle quartile pay band	46.30%	53.70%
Lower quartile pay band	30.30%	69.70%

For information the Great Britain median pay gap between males and females as reported by the Office for National Statistics ("ONS") is 17.9%

OUR COMMITMENT TO DIVERSITY, INCLUSION AND ENSURING EQUAL OPPORTUNITIES FOR ALL OUR EMPLOYEES HAS FOCUS AND SUPPORT AT THE HIGHEST LEVELS.

Our Remuneration Committee

The Gender Pay Gap results for Hays have been reviewed by our Remuneration Committee and the actions being taken to further foster diversity and inclusion have also been discussed with them. The Remuneration Committee includes all our Non-Executive Directors and is also attended by our Group Chairman and CEO.



Susan Murray
Chair of the
Remuneration
Committee

“The Remuneration Committee strongly supports diversity & inclusion across the organisation and recognises the benefits that diverse views and perspectives bring to the business, not just in respect of gender but in relation to all strands of diversity. For the business to be sustainable in the long term, it needs the breadth, depth and richness of thought and debate that only an inclusive and diverse employee population can bring. The Committee has oversight of the Gender Pay Gap report, is supportive of the steps being taken to help close the gap and, while acknowledging that some initiatives can take time to embed and have effect, will monitor the ongoing situation closely”.



Simon Winfield
MD UK&I

“We are a people business and therefore it is essential that we have a strong focus on diversity and inclusion. We want to ensure that we attract and retain top talent and can only achieve that if we have the right culture at Hays to support all employees in their career ambitions. Our values relating to diversity & inclusion also extend to the way we treat our candidates, our clients and our suppliers”.



Alistair Cox
CEO

“As a global business we work with candidates and clients from many different cultures and backgrounds. It is vitally important that we reflect that diversity internally. We strive to have an inclusive culture at Hays that supports all our employees and role model a meritocratic approach that allows everyone to fulfil their potential wherever they are based in the world”.



Sandra Henke
Group Director of
People & Culture

“We recognise that we may not be able to close our gender pay gap immediately and that, like many other companies, we are on a journey and that our work in this area is ongoing. Diversity & Inclusion remains a top priority and focus for all of us on the Management Board. We want to ensure that we are an employer of choice and that nothing stands in the way of any of our employees being able to reach their full potential and progress their careers at Hays”.

Our commitments and values surrounding our Gender Pay Gap report

- Hays is committed to diversity and inclusion in all forms, not only gender, throughout our business.
- We value having gender representation at all levels in our organisation and are striving to help both women and men realise their potential and succeed in their chosen career.
- Our commitment to diversity and inclusion is both internal and external. It is an integral part of our business and values to ensure our candidates and clients, as well as our employees, are treated with dignity and respect.
- Having a global footprint in 33 countries, Hays embraces cultural diversity and encourages international mobility, cultural understanding and encouraging employees to be global citizens.

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 Group and UK Management Boards.

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