

GENDER PAY GAP

5 APRIL 2022

Background

- The Gender Pay Gap legislation came into effect starting from 5 April 2017 and therefore 2022 is the sixth year of reporting, although, due to the COVID-19 virus, the Government cancelled the need to formally report the 2019 pay gap.
- For 2022, Hays has to publish data for:
 - Hays Specialist Recruitment Ltd: a combination of Hays own employees (there were 3,072 relevant employees of whom 2,769 were full-pay relevant employees at the time of the calculations) and PAYE temporary workers (for 2022 there were 9,118 relevant workers of whom 9,053 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 2022 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 2022 is 9.8%.
- The national Median Gender Pay Gap as reported by the Office for National Statistics ("ONS") was 14.9% for 2022.
- The Hays' results for 2022 show a reduction in the pay gap. This is due to having more female employees in the upper pay quartiles than the previous year. The number of females in the lower pay quartile has decreased from 59.8% in 2021 to 55.1% in 2022.
- The increase in the female median hourly pay was greater than the increase to the male median hourly pay, whilst the median male hourly pay decreased compared to last year.
- The table below shows the results for 2022 versus previously published results.

Hays own employees	2022	2021	2020 Impacted by Covid	2019
Mean (average) hourly difference between males and females	19.5%	21.3%	17.5%	22.7%
Median hourly difference between males and females	9.8%	12.4%	10.5%	14.6%
<i>Median National Level - ONS</i>	<i>14.9%</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 2022 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 316 employees working part time included in the bonus pay gap calculations. 295 of these were female employees and 21 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	82.7%	81.6%
Mean bonus gap	40.2%	
Median bonus gap	25.3%	

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

Proportion of females in pay quartiles	Male	Female
Upper Quartile	56.1%	43.9%
Upper Middle Quartile	44.4%	55.6%
Lower Middle Quartile	44.1%	55.9%
Lower Quartile	44.9%	55.1%

- The number of females in the lower pay quartile has decreased from 59.8% in 2021 to 55.1% in 2022 and this has contributed to closing the pay gap.
- 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: 41.6%, June FY22: 42.4%).

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 3,072 relevant employees of whom 2,769 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 9,118 relevant workers of whom 9,053 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 2022
Mean (average) hourly pay difference be males and females	13.0%
Median hourly pay difference be males and females	0.1%
Mean difference between male and female bonus payments	27.4%
Median difference between male and female bonus payments	-12.0%
Males receiving bonus payments	29.5%
Females receiving bonus payments	26.9%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	55.2%	44.8%
Upper middle quartile pay band	45.0%	55.0%
Lower middle quartile pay band	49.1%	50.9%
Lower quartile pay band	50.4%	49.6%

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 508 relevant workers of whom 507 were full pay relevant workers.

Required Data	Results as at 5 April 2022
Mean hourly pay difference be males and females	-5.3%
Median hourly pay difference be males and females	1.8%
Mean difference between male and female bonus payments	71.7%
Median difference between male and female bonus payments	71.7%
Males receiving bonus payments	1.2%
Females receiving bonus payments	0.3%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	27.8%	72.2%
Upper middle quartile pay band	43.3%	56.7%
Lower middle quartile pay band	26.8%	73.2%
Lower quartile pay band	33.1%	66.9%

For information the median pay gap between males and females as reported by the Office for National Statistics ("ONS") is 14.9% for 2022

Our Gender Pay Gap results and actions have been reviewed and discussed with our Remuneration Committee, Group CEO Alistair Cox, 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