

GENDER PAY GAP

5 APRIL 2023

Background

- The Gender Pay Gap legislation came into effect starting from 5 April 2017 and therefore 2023 is the seventh year of reporting.
- For 2023, Hays has to publish data for:
 - Hays Specialist Recruitment Ltd: a combination of Hays own employees (there were 3,060 relevant employees of whom 2,851 were full-pay relevant employees at the time of the calculations) and PAYE temporary workers (for 2023 there were 7,872 relevant workers of whom 7,640 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 2023 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 2023 is 3.6%.
- The national Median Gender Pay Gap as reported by the Office for National Statistics ("ONS") was 14.3% for 2023.
- The Hays' results for 2023 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 Upper Middle pay quartile has increased from 55.6% in 2022 to 57.9% in 2023. The number of females in the Upper Quartile has increased from 43.9% in 2022 to 46.2% in 2023.
- 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 2023 versus previously published results.

Hays own employees	2023	2022	2021	2020 Impacted by Covid	2019
Mean (average) hourly difference between males and females	16.3%	19.5%	21.3%	17.5%	22.7%
Median hourly difference between males and females	3.6%	9.8%	12.4%	10.5%	14.6%
<i>Median National Level - ONS</i>	<i>14.3%</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 2023 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 304 employees working part time included in the bonus pay gap calculations. 284 of these were female employees and 20 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	87.8%	87.7%
Mean bonus gap	38.6%	
Median bonus gap	32.9%	

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

Proportion of females in pay quartiles	Male	Female
Upper Quartile	53.8%	46.2%
Upper Middle Quartile	42.1%	57.9%
Lower Middle Quartile	46.0%	54.0%
Lower Quartile	44.2%	55.8%

- 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. In FY23 the Group reached 44.3%, up from 42.4% in FY22 and 41.6% in FY21.

The actions we have taken in 2023

In line with our overall policy to be an inclusive employer and support all our employees in reaching their potential, we have continued to actively seek ways to encourage and support female progression. During the year ending on the snapshot date of 5 April 2023, we promoted 1,240 employees of whom 53% were female. Our UK&I Executive Board is 57% female.

Family Friendly Leave and Pay

In July 2023, we increased the level and duration of our enhanced maternity and paternity pay provisions. We hope these will help all our UK employees when they have children.

World Menopause Day - 18th October

World Menopause Day is held annually on the 18th of October. The purpose of the day is to raise awareness of the menopause and the support available for improving health and wellbeing.

We are aware that over 50% of colleagues at Hays will experience menopause at some stage of their life. Every person's experience of menopause is different and, while it is, in most cases, part of the natural aging process, there are a myriad of physical and mental health conditions that people might experience before, during and after menopause, which are directly attributable to the changes they go through. The very long list of possible symptoms can have a huge impact on individuals experiencing this, and at times can really impact their feelings and how they function, both in and out of the workplace.

Talking about menopause is key to us being more aware of its impact on people, and to be better able to signpost support and resources. We now have a Menopause Teams Chat and this channel can be used to ask questions, share hints, tips, and information. Every eight weeks we run a Menopause Drop-In session. We aim for this to remain a candid, informal session where people are comfortable to share their lived experiences with the aim of creating a supportive network to keep the conversation going. We also launched a Menopause Toolkit which includes a wide range of both internal and external resources.

Care Concierge

We know from a recent survey that 6% of our UK employees identify as carers, and it is important to us that our working environment is inclusive for anyone with caring responsibilities. We understand that supporting older loved ones with the later life care journey can cause a strain on professional and family life. All UK based employees can now access a free Care Concierge telephone service designed to help them understand, find and fund the care options most suitable for themselves and their family member.

We also have a Hays' Carers Forum and host quarterly drop-in sessions for employees who identify as carers. These sessions are an opportunity to connect with others to share their experiences in a friendly, supporting, and safe space.

Women, Empowerment & Leadership network

During 2023 and following feedback from our employee survey, we launched the global Hays Women Empowerment and Leadership network which is sponsored at Group Executive Board level by both the CEO and Chief Marketing Officer. The UK&I Women Empowerment and Leadership network was launched during National Inclusion Week 2023 and is sponsored by the UK&I Finance Director who is part of the UK&I Executive Board. The new network is dedicated to creating an environment that connects, inspires, and supports our members, underpinned by the principle of inclusion and gender balance. Its importance is emphasised by the level of executive sponsorship.

Below two of our senior female employees in the UK business share their Hays' career stories.

Elisabetta Bayliss – Chief Operating Officer, Enterprise



“Slow down if you need to fit in other priorities in your life at a particular point in time. Stay confident, go at your pace and don’t give up what you love doing.”

Tell us about your career at Hays

I joined 35 years ago on a recruitment desk which specialised in construction management and engineering. Having only been in England for 4 years, my first challenge was to understand the technical terminology, but I soon found that perseverance and hard work were enough to make a success of it.

Like many of my colleagues, I moved through the management ladder in team, office, area, and regional management roles, I launched Hays in Italy, I worked alongside the UK & Ireland MD and lead a huge change programme. My last move was into strategic customer relationship management and outsourced services, and I am now responsible for our portfolio of strategic customers in the UK&I.

How has Hays supported you in your career?

At Hays, we have always placed a great deal of emphasis on learning and on personal development. So I have grown up in a culture of continuous improvement of my own skills, technical expertise and leadership.

Equally, it was always understood that it was up to me to move forward and it was me who had to commit to professional growth, but whatever effort I was prepared to make was rewarded with more responsibility, bigger roles and a louder voice.

I found this hugely motivating and this culture is exactly what has spurred me on.

Is flexible working important?

Let me take you back some 28 years when my first son (James) was born. I felt huge pressure to return to work after only three and half months as I was fearful of being left behind. I was asked to travel for over an hour to a different office to the one I had left (round the corner from my house), with a tiny baby at home with the nanny. Imagine the anxiety I experienced and how long those one-hour (sometimes longer) journeys were!

My circumstances would never be replicated today – we have thankfully moved a long way from my experience. We are mindful of the parent and carer responsibilities and offer support with ‘keep in touch’ days and a smooth return to work.

A balanced approach to remote working and more flexibility on start and finish times allows many talented people to manage careers and parental responsibilities in a much more effective way. It’s a win/win in my eyes.

What advice would you give other women?

Juggling work and family commitments can seem like an impossible task. Early on I had to accept that peers without such commitments may overtake my efforts.

Yet the genuine passion for the job and the wonderful people around me, gave me the strength to push on. And so I did, and the children grew up, became more independent and afforded me more time for my work and here I am today, accountable for a big business within a leading organisation.

So here’s the lesson I learnt...

Careers are not a race. So slow down if you need to fit in other priorities in your life at a particular point in time. Allow yourself the time to change your focus, don’t look over your shoulder and worry about who’s coming up behind you. Keep the belief, stay confident, go at your pace and don’t give up what you love doing. It is not a race!

Pam Lindsay-Dunn – Chief Operating Officer, UK&I



“I would encourage input and debate from people who may think and feel differently to you, and never doubt yourself or the fact that you can achieve your goals”

Tell us about your career at Hays

I started my Hays career at Hays nearly 29 years ago in (so not quite hitting the 30 mark which I must admit seems like a long time!) Like a lot of people at Hays, I started as a Trainee Consultant and worked my way up. I started in Property and Surveying, establishing a new business in the North of England. I was fortunate that I had the opportunity to open my first office after I had been with Hays for less than 12 months. I found I enjoyed people management, and that drove me to seek out more responsibility and I moved location to take on the running of my own region. This was a great stepping stone to my goal of becoming an Operational MD in the UK business.

I have been fortunate enough not only to work in different offices and regions in the UK&I but, after four years of being an operational MD in the UK, I then had the opportunity to move into a role in Europe. During my time in Europe, I worked in a senior role supporting change management and the growth of the business via People & Culture. Since returning to the UK, I have worked on a number of large scale strategic and change projects before becoming COO for the UK&I in July 2023.

How has Hays supported you?

For me, Hays has given me huge opportunities to advance my career and encouraged me to continually develop my skills. Despite having been here a long time, the main reasons I have stayed (apart from the amazing team that I work with), is that the business is constantly evolving and changing. I also love the fact that you are always encouraged to look at what is next. I personally tend to get bored if not challenged, or frustrated if I cannot see the next milestone, and my boss recognises this. I love that at Hays we offer great opportunities and encourage mobility.

Is Flexible Working Important?

For me personally I enjoy being around people, and I enjoy an environment where I can actively share my thoughts, but I do feel that having a good balance in how we work is very important.

So of course I appreciate the flexibility and, more importantly, the trust the business places in you to manage your time and workload. I think having a balanced working life is really important and sometimes we all need additional flexibility and support. I think Hays has changed dramatically in its approach to flexibility over the years and it continues to do so as the business evolves.

What advice would you give to other women?

I think it is always important to give yourself a clear goal of what you want to achieve and some realistic timescales and expectations linked to achieving that goal. However, in doing that, you have to accept that you cannot do everything or achieve everything 100% of the time and the honest fact of the matter is that at times you will fail.

I always recommend surrounding yourself with trusted allies to support you, but I would also encourage input and debate from people who may think and feel differently to you, and always be prepared to be challenged. Finally, and probably most importantly, never doubt yourself or the fact that you can achieve your goals.

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 3,060 relevant employees of whom 2,851 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 7,872 relevant workers of whom 7,640 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 2023
Mean (average) hourly pay difference be males and females	13.1%
Median hourly pay difference be males and females	3.0%
Mean difference between male and female bonus payments	22.8%
Median difference between male and female bonus payments	-2.0%
Males receiving bonus payments	38.2%
Females receiving bonus payments	36.1%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	55.3%	44.7%
Upper middle quartile pay band	49.6%	50.4%
Lower middle quartile pay band	51.3%	48.7%
Lower quartile pay band	47.5%	52.5%

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 431 relevant workers of whom 414 were full pay relevant workers.

Required Data	Results as at 5 April 2023
Mean hourly pay difference be males and females	-8.4%
Median hourly pay difference be males and females	-3.4%
Mean difference between male and female bonus payments	-70.5%
Median difference between male and female bonus payments	-6.2%
Males receiving bonus payments	8.2%
Females receiving bonus payments	6.3%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	26.2%	73.8%
Upper middle quartile pay band	36.5%	63.5%
Lower middle quartile pay band	39.8%	60.2%
Lower quartile pay band	36.5%	63.5%

For information the median pay gap between males and females as reported by the Office for National Statistics ("ONS") 14.3% for 2023

Our Gender Pay Gap results and actions have been 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