

HAYS Recruiting experts
worldwide

THE GENDER PAY GAP

Hays Specialist Recruitment Limited
Gender Pay Gap Report 2017



INTRODUCTION

Hays strongly supports diversity and equal opportunities for everyone.

As a global leader in professional recruiting, Hays is passionate about the need to ensure that everyone has the same opportunities to progress in their careers and reach their full potential. Each year we help over 70,000 people to find permanent jobs and place over 240,000 people in temporary positions. Helping people to find the right career and the right role for them is central to our business and to our social purpose: having the right job gives people dignity, status, pride and the ability to support themselves and their families.

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.

We therefore welcome the Gender Pay Gap reporting. Hays is committed to being transparent in its reporting and about the steps it is taking to continue to ensure that both women and men have the same career support and development and are able to reach their full potential.

This report explains the Gender Pay Gap reporting requirements, how they affect Hays, our results and the steps we continue to take to support diversity 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. 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 and this exercise has reconfirmed this fact.

OUR COMMITMENT

Hays is committed to the following:

- Ensuring that everyone has the same opportunities and support to progress in their career; and
- Supporting our employees in balancing their work and home commitments, whether this be through flexible working or other supportive policies such as shared parental leave.

MEASURING THE GAP

What do we have to measure?

The legislative requirements mean that all companies in Great Britain who had more than 250 employees on the “snapshot” date of 5 April 2017 have to publish 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 Great Britain (approximately 3,000 people); and
- Contracts for Services for temporary workers placed with our clients (approximately 10,000 people) for whom we administer the payroll on their behalf. During 2017 we had over 11,000 active clients and over the snapshot date of 5 April, we had over 4,500 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 11 of this report.

We believe in reporting transparency and therefore wish to share our own employee data.

We feel that the required amalgamated figures are not a true representation of Hays’ own Gender Pay Gap and therefore, in the spirit of openness and transparency and in support of what the legislation is trying to achieve, we have clearly and voluntarily split out our own employees and explain our own Gender Pay Gap below.

Companies are required to publish the following data:

- The mean and median Gender Pay Gap as at 5 April 2017;
- The mean and median gender bonus gap looking at the 12 months leading up to 5 April 2017;
- The proportion of men and women receiving a bonus during that time; and
- The proportion of men and women in each pay band quartile.

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.

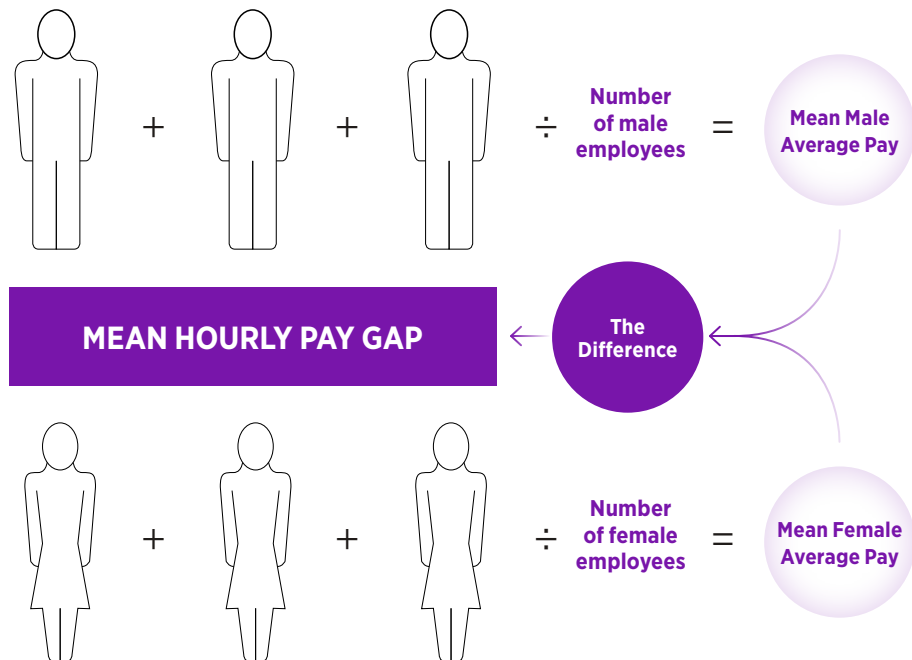
Area	Examples of elements included in Hays’ figures in line with Government Regulations	
		Comments
Gender Pay Gap	Base salary post salary sacrifice	Hays operates salary sacrifice on pension contributions and the level of these varies by both seniority and employee choice. Hays offers employees childcare 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 upon 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 313 relevant employees working part time at 5 April 2017. Of these 297 (95%) were women and this equates to 16% of our total female employees. Only 16 (5%) were men equating to only 1% of all our male employees. We are proud to support flexible working arrangements 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. At the time of the analysis, our Management Board was entirely male although this has since changed. There were also more men than women in other senior positions (71 male and 34 female in senior management grades below the Management Board).

UNDERSTANDING THE GAP

Understanding the calculations

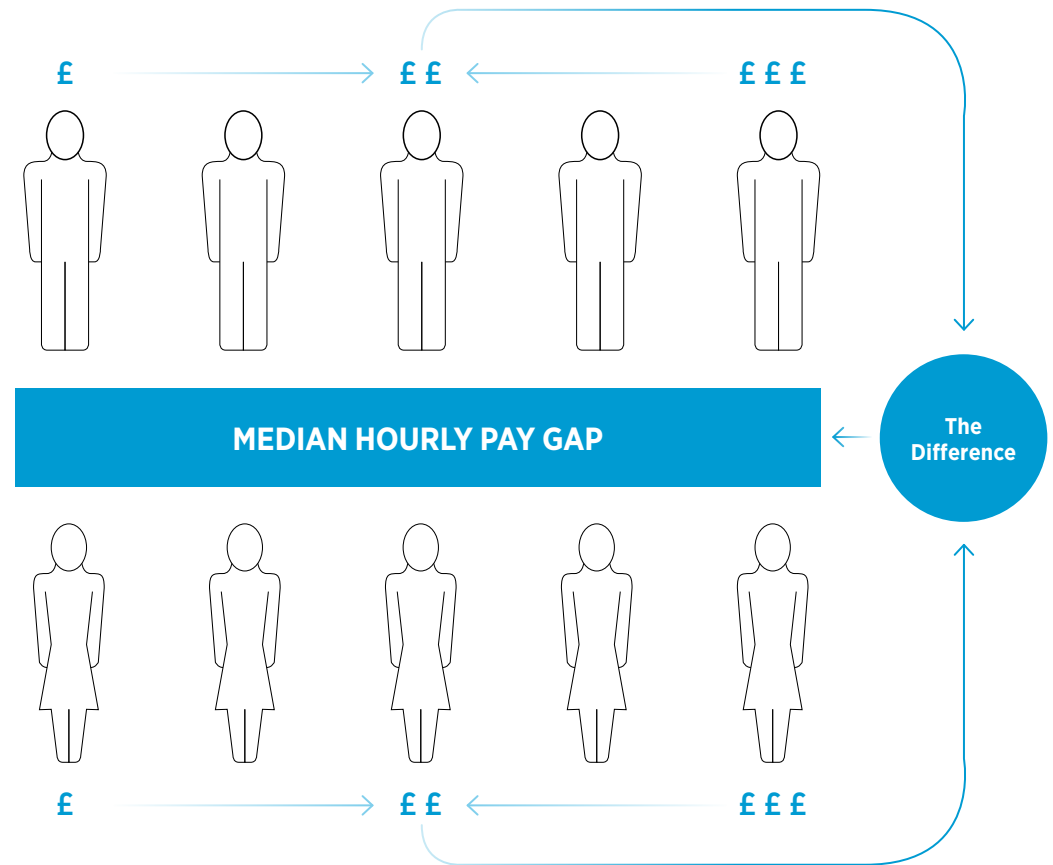
What is the "Mean" Gender Pay Gap?

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

Required Data	Results	Understanding Our Results
Mean hourly pay difference between male and females	21.4% lower	The main reason for the difference is the fact 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	9.7% lower	
Mean difference between male and female bonus payments (The difference in average bonus payments that male and female employees receive)	48.2% lower	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 2, 297 females worked part time (16% of female employees) whilst only 16 males worked part time (1% 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)	30.9% lower	
Proportion of males receiving bonus payments	85.2%	The figures include bonus, commission and shares. Two-thirds of our employees earn commission (which is based on individual performance) and 49% are male and 51% are female. A much lower proportion receive bonus or share payments.
Proportion of females receiving bonus payments	81.1%	

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	53.6%	46.4%	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	40.7%	59.3%	
Lower middle quartile pay band	41.0%	59.0%	
Lower quartile pay band	40.2%	59.8%	

The Great Britain median pay gap between males and females as reported by the Office for National Statistics ("ONS") is 18.4% lower.

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
- 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, 95% are women and 5% are men. These figures mean that 16% of our total female employees work part time versus 1% 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 IS HAYS DOING TO CLOSE THE GENDER PAY GAP?

Building awareness

We want to ensure that women across our organisation are aware of the support that is available to them and therefore have continued to take steps to ensure our policies, procedures and benefits are as clear and transparent as possible:

- We have worked with managers and employees to make sure our policies on maternity and parental leave are visible and easy to understand. We have also introduced a new manager-led review for returners three months after their return to work which enables them to talk about their experiences and discuss any additional support they need.
- We are raising the profile of female role models within the company by showcasing their achievements through “Her Hays’ Story” – a sequence of individual personal career stories by women across our global offices. By doing so, we hope to inspire other female employees and demonstrate that there are no limits to what women at Hays can achieve.

Training, Leadership Development and Progression

Our training and development opportunities are open to everyone. Over the last year:

- **We have introduced a new Leadership Development course** aimed at developing future successors for our key positions. Delegates are chosen via a robust and objective process which takes into account performance, potential, structured career reviews and psychometric testing;
- **We actively encourage employees to take up international opportunities** to develop their careers and experience. During 2017, 79 employees moved internationally and of these 46 (58%) were women.
- In addition, **we have started to roll out Unconscious Bias training** across the company to ensure that our decision making, internal recruitment, training and promotions are undertaken in a way that ensures fairness and supports diversity.
- During 2017 **we are delighted to have promoted our female Director of People & Culture onto our Group Management Board and welcomed three more women onto the UK Management Board.** The table below shows the number of women we have on our key committees and in senior management roles as at February 2018.

Area	Number of women	Number of men	Comments
Hays plc Board (Executive Directors and NEDS) Not included in Gender Pay Gap as employed by Hays plc.	3	6	Our Chairs of the Remuneration Committee and Audit Committee are both female
Group Management Board	1	7	During 2017 the female Director of People & Culture joined the Group Management Board
UK Management Board	5	9	During 2017 an additional three women joined this team
Senior Management in UK	7	23	Hays is working to increase the number of women in senior management positions

“It is vital for success to have the benefit of diverse views and opinions. We are a global business and it is essential to understand the different perspectives of our employees, candidates and clients. We can only do this if we ourselves respect diversity in our own organisation.”

Alistair Cox
CEO



Sandra Henke
Director People & Culture

"We are delighted to have attained this accreditation which demonstrates our commitment to diversity & inclusion and to supporting all our employees."

Sandra Henke
Director People & Culture

Hays' commitment to diversity and inclusion

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.

The National Equality standard

Hays is proud to have gained accreditation to the National Equality Standard ("NES"), and is one of only 20 companies in the UK to have been awarded this prestigious recognition.

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.

As an inclusive organisation, we actively seek feedback from our employees on their development opportunities and over the next pages we set out some employee feedback and some of our females employees' own stories of their career success.



Nigel Heap
MD UK&I

What do our employees think?

Each year at Hays we conduct an employee "TALKback" survey and the survey asks specific questions around career and development opportunities at Hays. The survey is voluntary but in 2017 8,326 employees participated globally, which represents 86% 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 question: "I think Hays is doing a good job of developing people to their full potential" was rated "Strongly Agree" or "Agree" by 70% of our employees overall across the world and by 72% in the UK&I. The response was the same for male and female employees indicating that they believe Hays is unbiased in its support of our employees.



In 2017 Hays was named as the top recruiter to work for by Glassdoor and was in the top ten employers in the UK.

We are proud that our employees, both male and female, have volunteered such positive feedback on working at Hays.

"Leaders today need to listen to their workforce and take action. We take seriously all the feedback we receive and are always striving to improve and ensure we remain the best place to work."

Nigel Heap
MD UK&I

Three of our female employees tell their stories



Tell us about your career with Hays

I started as an associate in the North West in Hays Manchester office in 1995 – and relatively straight from university. Twenty-three years later I am a member of the UK&I Management Board and I'm now responsible for the Yorkshire & North region, with 15 different office locations covering all of our key specialisms including healthcare.

How has Hays supported you in your career?

I think the constant training we provide across all levels of the business is invaluable. Hays always provides opportunities to better yourself, and are so supportive of change. You are pushed out of your comfort zone to achieve your goals.

You can constantly upskill yourself, even in senior positions. There are always opportunities for you to learn more and better yourself within the business.

You are given the tools, technology, confidence and training to truly make a change and have the career you want to have.

What do you think of the career opportunities available to you?

Quite simply they are amazing and one of many reasons I've stayed with Hays for so long. If you work hard you can progress very quickly.

There is the opportunity quite quickly to progress your own team, specialism or office – the opportunities are endless.

If you're ambitious, you can work your way up quickly and work across many different areas of the business – as well as having various opportunities to travel.

Internally, I believe the opportunities are better than anywhere else, within the industry and elsewhere.

I'm very much looking forward to the future here.

**Regional Managing Director UK&I and UK Board Member:
Pam Lindsay-Dunn**



**Marketing Director
UK&I and UK
Board Member:
Thea Watson**

Tell us about your career with Hays?

I started working for Hays as a Marketing Manager for our North America business when it was in its infancy. I then progressed to Director Level, then Vice President and moved to the UK from the American business, having previously managed Canada, the US and our LatAm marketing areas.

I was able to learn a huge amount from my experiences across North America and to then be offered the role of Marketing Director of UK&I was a great opportunity, not only for my career, but to also experience life in a different country.

After a year working as UK&I Marketing Director, I was appointed to the UK&I Management Board, which was a hugely proud moment for me.

What makes you proud to work for Hays?

The range of opportunities Hays offers people to develop and create a career makes me really proud to work for the company. Your hard work is truly rewarded at Hays, and there are clear opportunities to share new ideas – these ideas for change and innovation are also awarded.

How has Hays supported you in your career?

The training Hays provides across all levels of the business is outstanding. Our culture is also open, whereby your ideas are heard and I can contribute to positive change for the business.

I've had excellent managers during my career here who have provided me with clear development plans and opportunities to learn. For example, I've had the opportunity to be a part of Hays Leadership Programme, which truly pushes you out of your comfort zone but gives you the tools to help you progress in your career.

What do you think of the career opportunities available to you at Hays?

The opportunities here are endless. Hays honestly fosters and provides such a realm of opportunities for all.



**National Specialist
Director:
Roop Bhumbra**

Tell us about your career with Hays?

I began my career at Hays in 2000 as a Trainee Consultant. I had previously worked as a qualified teacher, heading up an economics faculty. After five years in the education sector, I decided that rather than teaching business and economics, I wanted to make my own mark in industry.

At Hays, we work extremely hard to help people find fulfilling and rewarding careers. Working for a progressive and ethical organisation and feeling like I am making a real difference to people's lives is incredibly important to me.

Throughout my career, I've been able to put myself forward for any and all opportunities with self-confidence, conviction and the knowledge that Hays would support me on my career journey.

What makes you proud to work for Hays?

I have been afforded many exceptional opportunities to progress. I moved up the ranks at Hays where I started by running my own desk, before becoming a Regional and then National Business Director at Hays Education. After a short career break supported through Hays, I went on to set up Hays India as its Country Director. After a couple of years in that exciting environment, I returned to the UK, and since coming back from maternity leave I am now Specialism Director for Hays Social Care.

How has Hays supported you in your career?

Hays has always supported my ambitions, but it was up to me to be proactive and put in the hard work required to make a success of each new role.

What do you think of the career opportunities available to you at Hays?

Throughout my career, I have proactively mentored other women. At Hays, there are many successful and talented women who achieve excellent results and we want to ensure they are encouraged and confident enough to have their own voice and ideas heard.

WE ARE EXTERNAL SUPPORTERS OF DIVERSITY

At Hays, we use our position as the market leading recruitment agency to provide clients with relevant information and to raise awareness about topical issues affecting employment.

Diversity and inclusion and 'harnessing the value of difference' is a growing priority for many of our clients. More and more clients are asking Hays to assist them to achieve their goals of building a diverse and skilled workforce. We conduct regular surveys and issue supporting reports and media releases about diversity to continue to raise awareness and encourage an ongoing dialogue on this important employment topic. While we can advise on all areas of diversity, our initial recruiting-linked focus is on increasing the participation of women in the world of work.

Hays has a Head of Diversity who is entirely focused on, and responsible for, leading and championing diversity.

Yvonne Smyth
Head of Diversity
Hays UK



Hays Leading Women Network

Our Hays Leading Women Network was created to move the women and work conversation forward. The Network's objectives are to support senior women in business by offering channels for networking as well as sharing insight and developing expertise. Hays has held a number of external events:

Hays Leading Women hosted successful and inspiring NED events in London and Birmingham:

"Very inspiring and informative."

"Really insightful and honest and provided some good takeaways!"

"A fantastic opportunity to interact with other senior women and some actionable insights."

Hays Leading Women hosted a masterclass in 'Negotiating with Intelligence, Flexibility and Power':

"Very engaging, wish I had been to something like this a few years ago."

"A wealth of information in a short space of time, very good presentation, interesting and engaging."

Hays Leading Women hosted 'Journey to being an authentic leader' – in various locations including Birmingham, Leeds, London, Manchester and Reading:

"Examples given were practical and realistic that I could relate to."

"Informative, thought-provoking and excellent for today's female leaders."

In addition we have run specialist job events for women: Women in Internal Audit, Women in Wealth and Women in Compliance.

Hays' partnerships

Hays has 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 to truly position their cities as thriving business powerhouses.

Hays is 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 work very closely with the Alliance network in the Midlands as a co-founding organisation to support, engage and improve LGBTi exposure and opportunities within Professional Services organisations.



Our recruitment activities

Equality, diversity and inclusion principles underpin our recruitment activities. Our consultants, managers and leaders are all trained in diversity awareness, recognising unconscious bias, inclusive job writing and inclusive best practice recruitment activities.

In addition, we operate diversity monitoring, which is the collection and monitoring of information around our candidates' personal characteristics. The process enables us to produce a demographic profile of the candidates we register.

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.

Our publications

We actively talk about diversity and issue research about gender and other diversity issues. Our 2017 Gender Diversity Report received over 5,400 responses from professionals in the UK across a variety of specialist skilled and technical areas. 62% of the respondents were women, 36% were men and 2% preferred not to state their gender. The report examines the views and actions of men and women towards gender diversity in the UK.

We also produce regular articles and blogs about women in work on our Hays Viewpoint Platform. Recent articles have received more than 2,000 views on our website and over 35,000 views on LinkedIn where we have over 2 million followers.



Our thoughts and reflections on our Gender Pay Gap

- Hays is committed to diversity and inclusion in all forms 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.
- We are ensuring we have policies, benefits and flexible working practices in place that are clear, easy to access and support appropriate work-life balance.
- We have introduced future leadership and development courses that focus on ensuring we select and develop successors to our key roles in a robust and unbiased way.
- Our commitment to diversity 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, have support around diversity and gender inclusion.
- Having a global footprint in 33 countries, Hays embraces cultural diversity and encourages international mobility, cultural understanding and encouraging our employees to be global citizens.

Our commitment to diversity and ensuring equal opportunities for all our employees has focus at the highest level.

Our Remuneration Committee

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

Our CEO Alistair Cox says:

"Hays is a global business operating in a wide range of diverse cultures. We are committed to being a role model as a meritocratic organisation fostering opportunities for everyone, all around the world."

Our MD UK&I Nigel Heap says:

"Our business is built on meritocracy, where every one of our employees is afforded the opportunity to meet their full potential. As a people business we have a strong focus on diversity and inclusion, and continually work with our clients to support them in this area."

Our Director People & Culture Sandra Henke says:

"We recognise that our work in this area is ongoing and it is something that we continue to focus on, as diversity and inclusivity remains high on our agenda. We maintain our commitment to promoting diversity and supporting all our employees, candidates and clients on this journey."

Our results and actions have also been reviewed and discussed with our Group CEO Alistair Cox, Group CFO Paul Venables and our Group & UK Management Boards

Paul Venables
CFO

The table below shows the amalgamated figures for the Gender Pay Gap that include both our employees and the temporary workers for whom we run the payroll on behalf of our clients. During 2017 we had over 11,000 active clients and over the snapshot date of 5 April, we had over 4,500 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	9.0% lower
Median hourly pay difference between male and females	2.1% lower
Mean difference between male and female bonus payments	47.1% lower
Median difference between male and female bonus payments	28.9% lower
Males receiving bonus payments	17.8%
Females receiving bonus payments	21.2%

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

	Males	Females
Upper quartile pay band	51.5%	48.5%
Upper middle quartile pay band	49.1%	50.9%
Lower middle quartile pay band	49.1%	50.9%
Lower quartile pay band	48.0%	52.0%

For information the Great Britain median pay gap between males and females as reported by the Office for National Statistics ("ONS") is 18.4% lower.

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

