



Gender Pay Gap

5 April 2025

Background

- The Gender Pay Gap legislation came into effect starting from 5 April 2017 and therefore 2025 is the ninth year of reporting.
- For 2025, Hays has to publish data for:
 - Hays Specialist Recruitment Ltd: a combination of Hays own employees (there were 2,166 relevant employees of whom 2,055 were full-pay relevant employees at the time of the calculations) and PAYE temporary workers (for 2025 there were 5,565 relevant workers of whom 5,511 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.
- 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 2025 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.
- For completion, in prior years, we have also published figures for Hays Social Care Ltd which has PAYE temporary workers only. However, for 2025, there are under 250 temporary workers and therefore there is no publishing requirement.

Results for Hays Specialist Recruitment Ltd – own employees

The Pay Gap

- The Median Pay Gap for 2025 is 7.2%. This is a slight improvement over the prior year's figure of 7.5% and lower than the national median figure – see below. The mean, or average, gender pay gap has also fallen from 17.5% to 17.0%.
- The national Median Gender Pay Gap as reported by the Office for National Statistics (“ONS”) was 12.8% for 2025.
- During the period, there has been restructuring and reorganisation across the UK company to better align business operations to market opportunities and reduce operating costs. Our headcount has decreased and natural attrition taken place. Throughout the changes, Hays has remained committed to its work to close the gender pay gap and it is pleasing to see a small improvement, despite the many changes taking place.
- The table below shows the results for 2025 versus previously published results.

Hays own employees	2025	2024	2023	2022	2021	2020 Impacted by Covid	2019
Mean (average) hourly difference between males and females	17.0%	17.5%	16.3%	19.5%	21.3%	17.5%	22.7%
Median hourly difference between males and females	7.2%	7.5%	3.6%	9.8%	12.4%	10.5%	14.6%

Median National Level - ONS	12.8%	13.1%	14.3%	14.9%	15.4%	15.5%	17.4%
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The Bonus Gap

- The Bonus Pay Gap includes all employees employed on 5 April 2025 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 250 employees working part time included in the bonus pay gap calculations. 235 (94%) of these were female employees and 15 (6%) 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	93.4%	91.1%
Mean bonus gap	39.4%	
Median bonus gap	33.4%	

- The table below shows the distribution of male and female employees by pay quartile. The number of females in the upper quartile has improved from 42.9% in 2024 to 45.4% in 2025.

Proportion of females in pay quartiles	Male	Female
Upper Quartile	54.6%	45.4%
Upper Middle Quartile	42.0%	58.0%
Lower Middle Quartile	41.8%	58.2%
Lower Quartile	42.8%	57.2%

Hays remains committed to closing the gender pay gap and 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. The table below shows the annual progression with an increase over 2024.

Year	% Senior Female Leaders
2025	44.9%
2024	43.0%
2023	44.3%
2022	42.4%
2021	41.6%



Actions to close the gap

In line with our overall policy to be an inclusive employer and support all our colleagues in reaching their potential, we have continued to actively seek ways to encourage and support female progression.

Mental Health First Aiders (“MHFA”s)

We want to support overall colleague wellbeing which helps to enable everyone to perform and be their best self. Our UK&I business now has a 90 strong network of MHFAs representing all regions, departments and colleague networks. Over 60% of our MHFA community have completed additional mental health training.

Managing Well training

Our inhouse manager training was designed to highlight to line managers the importance of their role when it comes to influencing mental health and wellbeing. This workshop forms part of our People Leadership Programme and provides an opportunity for managers to reflect on the drivers of mental wellbeing in the workplace and offers practical guidance on having compassionate conversations with their teams. Over 350 managers have successfully completed the training to date, with courses running every quarter.

Menopause Friendly Accreditation

In 2024 we started to support colleagues who experience the menopause. Over 50% of colleagues at Hays will experience menopause at some stage in their lives and may have physical and mental health conditions that are directly attributable to the changes they go through. These can really impact how an individual feels and how they function both in, and outside of, the workplace. We have a Menopause Teams chat group and drop-in sessions where people can ask questions, access information, share experiences and create a supportive network.

We are now delighted to have successfully attained the independently assessed Menopause Friendly Accreditation in June 2025. This milestone reflects our commitment to supporting colleagues at every life stage through inclusive policies, training, and open dialogue.

Phase 1 of the W.E. Lead (Women’s network) Mentoring Programme.

The aim of the mentoring programme is as follows:

- Empower female professionals and those who identify as female by creating a supportive, balanced community.
- Foster shared experiences, learning, and connections with female leaders and diverse internal mentors.
- Help members achieve personal and career goals by:
 - Owning the outcomes of their growth.
 - Being bold and curious in exploring new opportunities.
 - Provide a safe space to develop skills, grow careers, and build confidence.
 - Champion the Customer through stronger leadership and diverse perspectives.
- Men are also encouraged to participate as mentors to contribute diverse perspectives and foster allyship.

Results:

100% of participants want the programme to continue

86% of participants saw an increase in fee performance after the programme

Both mentor and mentees reported gains in confidence, listening skills and helped with development goals.

We are pleased that 37% of our Executive Leadership Team (“ELT”) are now female and act as role models within the Company. Members of the ELT also sponsor our global Hays Women Empowerment and Leadership network emphasising its importance.

We also know that many of our UK colleagues identify as carers and we want to ensure that our working environment is inclusive for anyone with caring responsibilities. All UK employees can access a free Care



Concierge telephone service which can help them to understand, find and fund care options that are most suitable for themselves and their family member. We also have a Hays' Carers Forum where colleagues who are carers can connect with others and share experiences in a supportive environment.

Flexible working policies, including balancing working time between the office and home, also help colleagues with family or caring responsibilities. We are pleased that 250 colleagues included in the gender pay gap calculations are able to work part time, 235 (94%) of whom are female and 15 (6%) are male.

The Gender Pay Gap as published on the Government Portal

The table below shows the amalgamated figures for the Gender Pay Gap for **Hays Specialist Recruitment Ltd** that include both our employees (there were 2,166 relevant employees of whom 2,055 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 5,565 relevant workers of whom 5,511 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 2025
Mean (average) hourly pay difference between males and females	12.0%
Median hourly pay difference between males and females	1.2%
Mean difference between male and female bonus payments	24.0%
Median difference between male and female bonus payments	-4.7%
Males receiving bonus payments	40.4%
Females receiving bonus payments	38.6%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	54.9%	45.1%
Upper middle quartile pay band	45.8%	54.2%
Lower middle quartile pay band	48.8%	51.2%
Lower quartile pay band	50.5%	49.5%

For information the median pay gap between males and females as reported by the Office for National Statistics ("ONS") 12.8% for 2025

Our Gender Pay Gap results and actions are reviewed and discussed with our Remuneration Committee, our executive directors and our UK Executive Board.



This report has been analysed and reviewed by:

A handwritten signature in black ink that reads "Rosemary Lemon". The signature is written in a cursive style with a horizontal line underneath.

Rosemary Lemon, Group Head of Reward

This report has been reviewed and approved by:

A handwritten signature in black ink that reads "J. Hilton". The signature is written in a cursive style.

James Hilton, Director