

# THE GENDER PAY GAP

Hays Specialist Recruitment Ireland Limited  
Gender Pay Gap Report 2023



Hays strongly supports diversity, equity and inclusion 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. Globally in 2023 we helped people to secure c.76,800 permanent roles and c.245,000 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 helps them to have the financial ability to support themselves and those they care about.

We have a global footprint in 33 countries and recruit for over 21 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 strives for a culture in which everyone has the opportunity to fulfil their career ambitions.

We have therefore welcomed the Gender Pay Gap reporting in Ireland and this is our second report covering the period 1 July 2022 to 30 June 2023, which is our formal financial year. 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 in Ireland, how they affect Hays, our results, and the steps we continue to take to support our female employees in their careers and ensuring that our DE&I strategy enables equal opportunities for all our employees.

## **What is the Gender Pay Gap?**

The Irish Gender Pay Gap legislation took effect in June 2022. 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.

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 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 equal pay policies in place to ensure that male and female employees are paid fairly for equivalent work.

## 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 parent networks and shared parental leave.

## Measuring The Gap

### What do we have to measure?

The legislative requirements mean that all companies in Ireland who had more than 250 employees on their chosen "snapshot" date in June 2023 have to publish Gender Pay Gap figures.

### What does this mean for Hays?

Hays Specialist Recruitment Ireland Limited has to provide a combined Gender Pay Gap report on:

- Hays' own direct employees in Ireland; and
- Temporary workers on contracts for services placed with our clients and for whom we administer the payroll on their behalf. 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 can place temporary workers in over 21 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 on pages 9 and 10 of this report.

We believe in reporting transparency and therefore wish to share our own employee data. We feel that the required disclosure of metrics for the combined group is 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.

### What does Hays have to report?

Companies are required to publish the following data:

- The mean and median Gender Pay Gap looking back over a 12-month period from their chosen snapshot date in June;
- The mean and median Gender Bonus Gap over the same period;
- The proportion of men and women receiving a bonus during that time;
- The proportion of men and women receiving any Benefit-in-Kind during that time;
- The proportion of men and women in each pay band quartile.

There is also a requirement to report the mean and median Gender Pay Gap for employees who work part time, unless there are circumstances where there are too few employees and reporting would mean it is possible to identify individuals. In these circumstances, reporting is not required. Owing to the population of the demographic who work part time in Ireland, Hays does not have to report these figures for 2023.

### **What is included in pay?**

The Government has specified what elements of remuneration are included in “pay” and in “bonus”. These are not necessarily how we would define pay and bonus at Hays.

For example, for the Gender Pay Gap, pay includes commission, annual bonus and the grant value of any shares, as well as salary and allowances. For the Bonus Pay Gap, bonus includes annual or quarterly bonus payments, commission and the grant value of shares.

Allowances like a Car Allowance are included but a Company car, which is a Benefit-in-Kind, is not included.

These definitions can affect the results.

### **What period is Hays reporting on?**

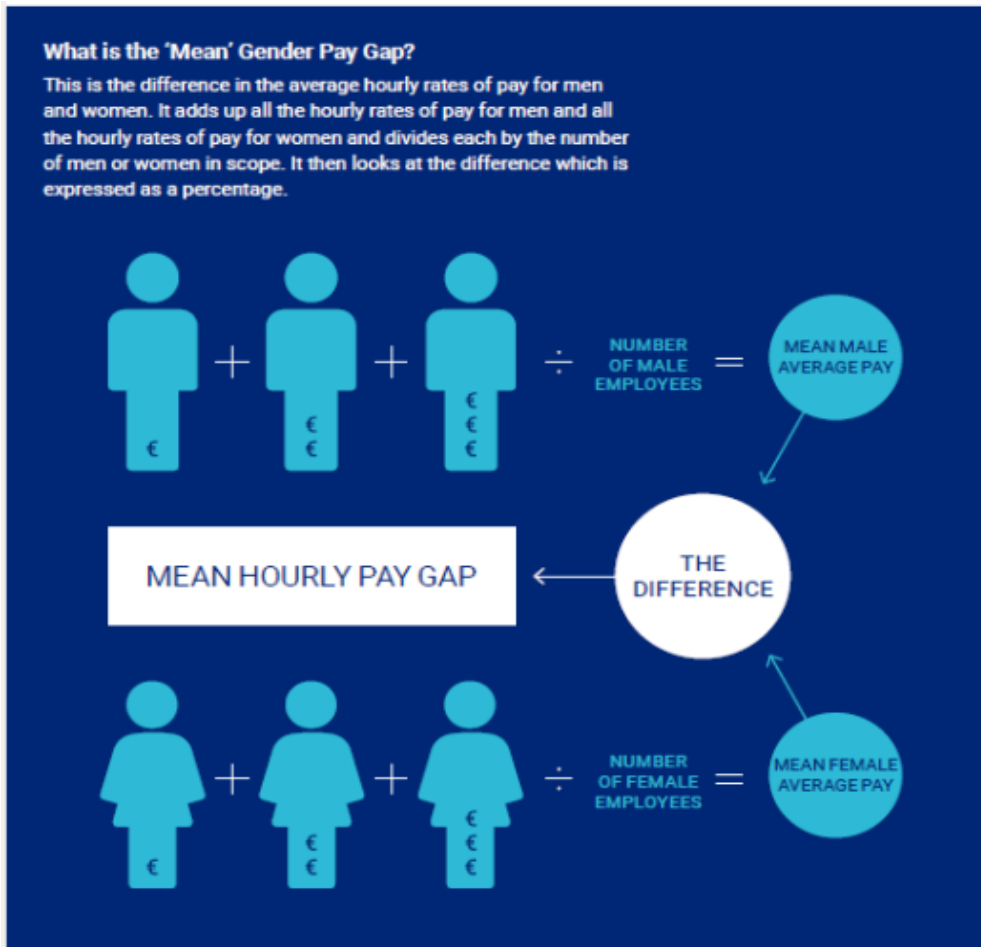
Hays Specialist Recruitment Ireland Limited has chosen a “snapshot” date of 30 June 2023. This means we are reporting on the period 1 July 2022 to 30 June 2023, or our FY23 financial year.

We have to publish our figures within six months of the snapshot date ie by 30 December 2023.

## Understanding the calculations

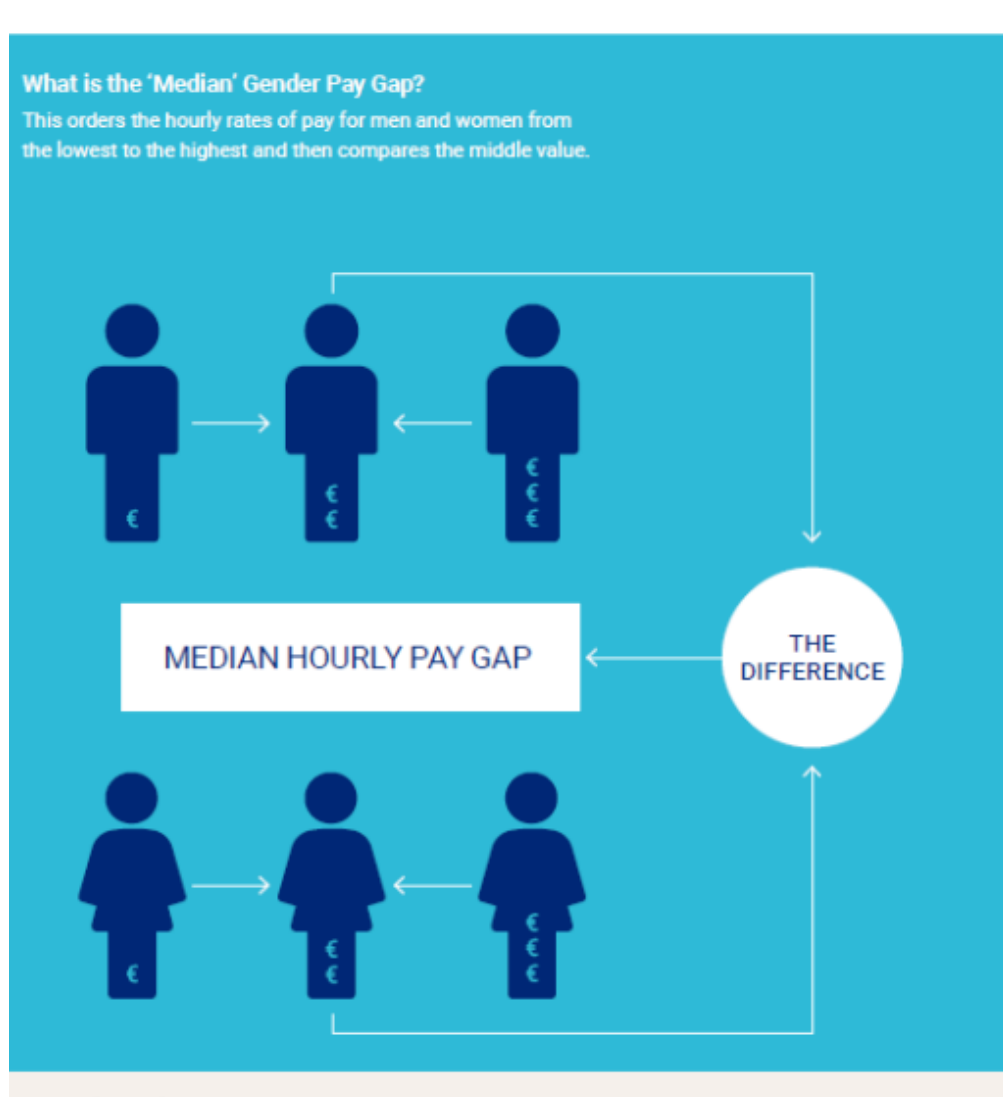
### What is the "Mean" Gender Pay Gap?

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 which is expressed as a percentage.



## What is the "Median" Gender Pay Gap?

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



## Hays Specialist Recruitment Ireland Limited Gender Pay Gap 2023

### Hays' own employees' Gender Pay Gap figures

The table below shows the Gender Pay Gap results for Hays own employees in Ireland.

Required Data	Results
Mean hourly pay difference between male and females	22.8%
Median hourly pay difference between male and females	9.5%
Mean difference between male and female bonus payments (The difference in average bonus payments that male and female employees receive)	35.9%
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)	18.4%
Proportion of males receiving bonus payments	85.5%
Proportion of females receiving bonus payments	81.0%
Proportion of males receiving Benefits-in-Kind	24.2%
Proportion of females receiving Benefits-in-Kind	21.0%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	51.2%	48.8%
Upper middle quartile pay band	31.0%	69.0%
Lower middle quartile pay band	33.3%	66.7%
Lower quartile pay band	33.3%	66.7%

Hays is not required to report the Part Time Gender Pay Gap for 2023 as we do not have enough employees working part time to preserve anonymity.

## What are the reasons for Hays' Gender Pay Gap?

Hays has more female employees than male employees in our Irish business. Our Irish Operations Board also has more female senior representatives on it than male. However, the fact that we have significantly more female employees in the lower pay quartile impacts the overall mean (average) pay level.

The other influencing factor is variable pay, especially commission. We have more female than male employees in key functions that do not earn commission. Commission also depends on the specialism concerned and type and level of jobs being filled as well as personal performance.

## What are we doing to close the Gender Pay Gap in Ireland?

### We already have more female than male employees in Ireland

Our employee population in Ireland is made up of 63% female employees and 37% male employees. Our Operations Board, the members of which drive the business, is comprised of 75% of females including the MD, which is slightly more than the total female representation within the company at 63%.

Our Gender Pay Gap is partly driven by the number of female employees we have in the lower pay quartile and we are working to ensure that they, and indeed all our employees, have the right opportunities to progress in their careers.

We strongly believe that diversity, equity and inclusion ("DE&I"), which includes gender diversity, in the workplace brings better discussion and debate and leads to better business decisions.

### Some of the actions we are taking include:

#### **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. Last year we 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 also continue to raise 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. Hays in Ireland has many senior female-led roles which also can inspire female career progression.

#### **Training, Leadership Development and Progression**

Our training and development opportunities are open to everyone.

We try to ensure we have a balance of employees that attend training courses. For example, during the snapshot period, 43 employees with people responsibilities in Ireland attended the People Leadership Programme courses, of whom 46.5% were female.

Of the employees promoted during the snapshot period, 65% were female.

#### **Recruitment**

Senior positions are advertised internally as well as externally when appropriate. This includes positions outside of Ireland and allows our employees to develop their skills on an international basis if they so wish.

We have blind recruitment processes in which names and gender are removed from CVs to ensure that no bias is applied. We also endeavour to ensure that the wording of any job adverts are appropriate for all potential candidates.



**Support networks**

We have many supportive employee networks in place such as Parents At Hays, REACH (Recognising and Enabling All colleagues and Conditions at Hays) and an LGBTQ+ network that provide safe spaces for employee discussion, support and allies to come together. These touch many of our employees, including those who are female.

**What do our employees think?**

Each year we ask employees to complete a survey called Your Voice. Employees are invited to share their views on a confidential basis. We are pleased to see that we continue to receive positive responses in Ireland to the following questions which were asked in May 2023:

“Hays takes meaningful action to progress our ED&I agenda” **86% positive**

“Hays creates an inclusive workplace, recognising and respecting every employee as an individual” **87% positive**

“People from all backgrounds have an equal opportunity to succeed at Hays” **95% positive**

“I can be my authentic self at work” **86% positive**

“I am encouraged to actively develop my skills” **82% positive**

**Our combined Gender Pay Gap results**

Below are our Gender Pay Gap results combined to show the overall results of our own employees and our PAYE temporary workers. These are the results that the Irish government has asked us to formally report. The results are affected by the number of PAYE temporary workers who work for different companies and in different roles and whose pay is set by our clients.

Required Data	Results
Mean hourly pay difference between male and females	14.5%
Median hourly pay difference between male and females	11.3%
Mean difference between male and female bonus payments (The difference in average bonus payments that male and female employees receive)	35.6%
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)	24.2%
Proportion of males receiving bonus payments	7.2%
Proportion of females receiving bonus payments	10.0%
Proportion of males receiving Benefits-in-Kind	2.0%
Proportion of females receiving Benefits-in-Kind	2.6%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	56.7%	43.3%
Upper middle quartile pay band	52.3%	47.7%
Lower middle quartile pay band	34.5%	65.5%
Lower quartile pay band	42.7%	57.3%

Due to the nature of PAYE temporary work placements and, as stated above, the very small number of part time workers among our own employees which would allow the possibility of individual identification, we are not required to report the Part Time Gender Pay Gap for 2023.

**Our Commitment**

We want to show our commitment to DE&I which includes gender diversity, and Investors in Diversity Ireland (“IID”) is Ireland’s first all-encompassing Equality, Diversity and Inclusion mark. The Irish Centre for Diversity offers Ireland’s only Equality, Diversity and Inclusion (“EDI”) mark for Irish businesses. Supported by Ibec, the EDI Mark, enables businesses to be known as ‘Investors in Diversity’, providing them with a framework for success over three levels – Bronze, Silver and Gold.

Hays Specialist Recruitment Ireland Limited has gained Gold accreditation during the snapshot period. It was the 11<sup>th</sup> company in Ireland to gain this accreditation and is currently one of only 12 companies in Ireland with the gold standard.

**Our final thoughts about the 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.

We welcome the Gender Pay Gap reporting in Ireland as it helps to focus discussion on, and highlight the importance of, gender representation at all levels in an organisation.