

IRELAND
**GENDER
PAY GAP**
REPORT
2022



Hays strongly supports diversity, equity and inclusion opportunities for everyone. As a global leader in workplace solutions and recruitment, 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 2022 we helped people to secure c.83,750 permanent roles and c.250,000 temporary positions. Helping people to find the right career and the right role for them is central to our business here: 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 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 strives for a culture in which everyone has the opportunity to fulfil their career ambitions.

We therefore welcome the Gender Pay Gap reporting in Ireland. 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 as well as diversity, inclusion and equal opportunities for everyone.

WHAT IS THE GENDER PAY GAP?

The Irish Gender Pay Gap Information Act was signed into law in July 2021 with the resulting Gender Pay Gap Regulations published 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. The Gender Pay Gap also highlights the representation of men and women throughout a company.

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 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 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.

“It is essential to us that we have gender diversity at all levels at Hays and that we provide everyone with the opportunity to progress their career. We have already committed to gender targets throughout all of Hays and we really welcome this new Regulation as it helps to keep the importance of gender diversity highlighted.”



Simon Winfield
Managing Director
UK&I

MEASURING THE GAP

WHAT DO WE HAVE TO MEASURE?

The Regulatory requirements mean that all companies in Ireland who had 250 or more employees on their chosen 'snapshot' date in June 2022 have to publish Gender Pay Gap figures.

WHAT DOES THIS MEAN FOR HAYS?

Hays has to report on:

Hays Specialist Recruitment Ireland Limited.

This company holds:

- Employment contracts for Hays' own employees in Ireland; and
- Contracts for Services for temporary workers placed with our clients 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 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 Regulations require us to report on the amalgamated figures for these two groups. These combined figures are set out 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 Regulations are trying to achieve, we have clearly and voluntarily split out our own employees and explain our own Gender Pay Gap.

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 Benefits-in-Kind during that time;

and

- 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. Given the number of employees who work part time in Ireland, Hays does not have to report these figures. There is also a requirement to report the mean and median Gender Pay Gap for employees on temporary contracts. While Hays places temporary employees with clients, these employees do not fit the definition of temporary worker for the purposes of the Gender Pay Gap.

WHAT IS INCLUDED IN PAY?

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

For example, for the Gender Pay Gap, hourly 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. However, a Company car is included in the ratio of men and women receiving a Benefit-in-Kind.

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 2022. This means we are reporting on the period 1 July 2021 to 30 June 2022, or our FY22 financial year.

We have to publish our figures within six months of the snapshot date i.e. by 30 December 2022.

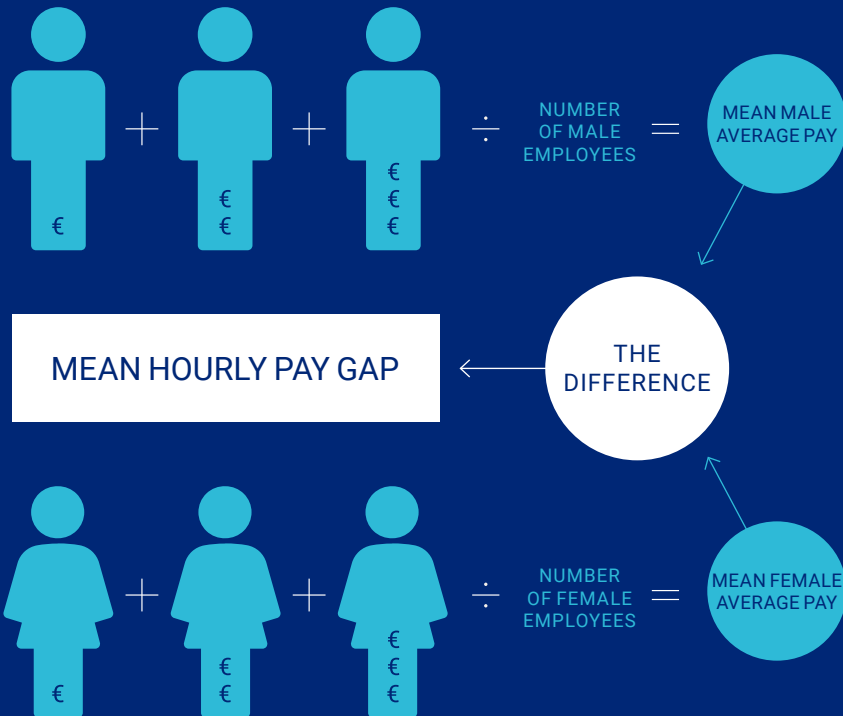


UNDERSTANDING THE GAP

UNDERSTANDING THE CALCULATIONS

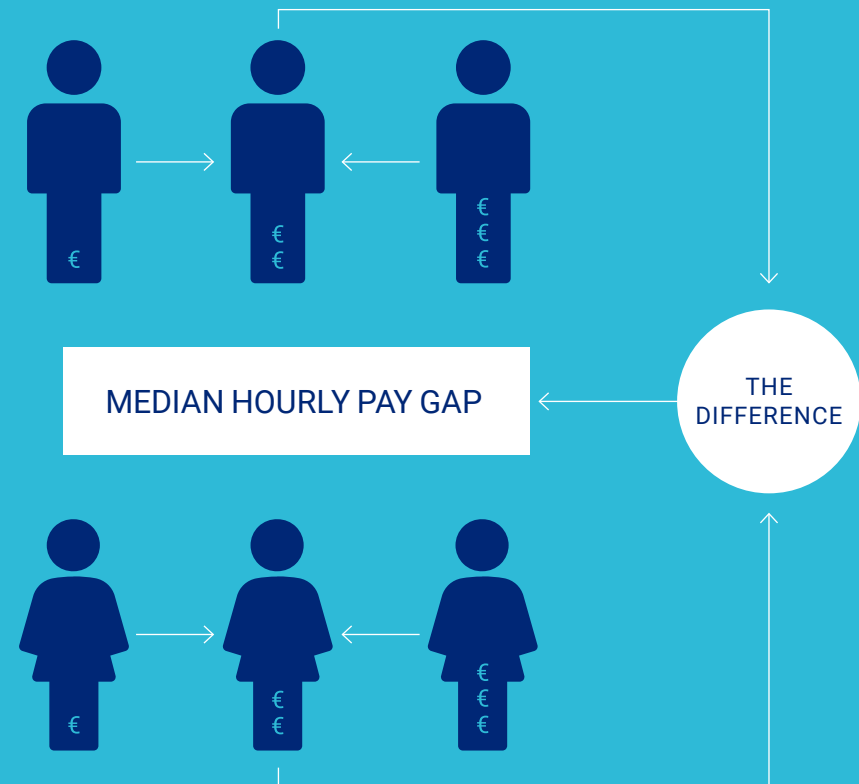
What is the 'Mean' Gender Pay Gap?

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 which is expressed as a percentage.



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

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

Required Data	Results
Mean hourly pay difference between males and females	15.4%
Median hourly pay difference between males and females	8.2%
Mean difference between male and female bonus payments (the difference in average bonus payments that male and female employees receive)	28.0%
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)	42.6%
Proportion of males receiving bonus payments	90.4%
Proportion of females receiving bonus payments	78.6%
Proportion of males receiving Benefits-in-Kind	5.5%
Proportion of females receiving Benefits-in-Kind	6.8%

Required Data	Results	
The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	47.9%	52.1%
Upper middle quartile pay band	34.0%	66.0%
Lower middle quartile pay band	41.7%	58.3%
Lower quartile pay band	29.8%	70.2%

The Irish mean pay gap between males and females as reported by Eurostat in 2019 is 11.3%.

Hays is not required to report the Part Time Gender Pay Gap 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 in every pay quartile. 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. We also had more female recruitment consultants than male join Hays during the snapshot period and therefore they had less time to earn commission. Under the Regulations, levels of commission are not adjusted to reflect a full year of experience and therefore this can have an impact on out-turns. Commission also depends on the specialism concerned and type and level of jobs being filled as well as personal performance.

“We are really pleased that we have so much female talent in Hays Ireland and that our Irish Operations Board and Leadership Team is predominantly female which sets a great example. We also have many more female employees joining Hays Ireland and positively encourage them to progress their careers.”



Mark Staniland
Regional Managing
Director for Ireland,
Midlands and
London City

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 62% female employees and 38% male employees. Our Operations Board, the members of which drive the business, is made up of five females and two males, and the Operations Director of our Irish business is also female.

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:

- 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. 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 last six months of the snapshot period, 68 employees in Ireland attended PLP (People Leadership Programme) training, of whom 56% were female.
- Conscious Inclusion training has also been given to all people managers in Ireland, as well as in other countries in which we operate, to ensure they are aware of the importance of DE&I which includes gender.
- Our International Leadership Management Programme ('ILMP') has specific modules on DE&I.

Recruitment

- All senior positions are advertised internally. This includes positions outside of Ireland and allows our employees to develop their skills on an international basis if they so wish.
- We have introduced 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 is appropriate for all potential candidates.

Support networks

- We have 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.

Measuring and Monitoring

We feel it is important to monitor how successful some of our actions are. For example:

- During the first half of 2022, which covers the last six months of the snapshot period, we had 61 promotions in Ireland, 59% of which were female.
- Over the last five years, 34 of our female employees in Ireland took maternity leave and, of these, our maternity return rate over the last five years is 88.2%.

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 positive responses in Ireland to the following questions which were asked in May 2022:



91% positive

“Hays takes meaningful action to progress our DE&I agenda.”

“Hays creates an inclusive workplace, recognising and respecting every employee as an individual.”

“I can be my authentic self at work.”

89% positive

“People from all backgrounds have an equal opportunity to succeed at Hays.”

“I am encouraged to actively develop my skills.”

87% positive

“I believe there are good career opportunities at Hays.”

“We are working hard throughout the UK&I to ensure that our policies and processes help all our employees and really support diversity, equity and inclusion, which includes gender. For example, we are encouraged to see the positive impact flexible working has made on employees. We really want to retain our female talent and hope that the changes we have made, and continue to make, will help to ensure people can have both a fulfilling career and be able to fulfil external commitments as well as enjoy their lives outside of work.”



Trisha Brookes
People & Culture
Director UK&I

It is important to us to hear first hand from our employees about what they think about progression at Hays in Ireland and we asked three of our female leaders in Hays Ireland to share their stories.

Jennifer is based in our Dublin office



Jennifer Dillon
Director Enterprise
Solutions

TELL US ABOUT YOUR CAREER AT HAYS

I joined Hays 24 years ago and started my career recruiting in the IT specialism. At that time, it was far less common for a woman to be involved in technology and most of my colleagues were male. However, I was made welcome from the start and never felt awkward. I feel like I have had a very successful career at Hays and have experienced working on site with clients where I was also made to feel a valued part of the team and fully integrated, and I am now a Director working with our Enterprise customers.

HOW HAS HAYS SUPPORTED YOU IN YOUR CAREER?

I started my family in 2006. At that time, I think I was the first woman in the team to have a baby as many of my colleagues were younger. My manager was really supportive. I took my full maternity leave and, when it was time to return, I made two requests: the first was to work part time four days a week so I could spend more quality time with my son, and the second was to move offices so I could be nearer my family who were helping with childcare. Both requests were fully supported with no problems. Moving location also meant changing specialism as I left IT and moved to Accountancy & Finance. I was welcomed with open arms.

Two years later I had my second son. Again, I was supported and asked what would work for me in terms of balancing home and work life. It is great to be able to have that kind of conversation when you are trying to run a home and want to have a fulfilling career too.

I have never felt that my career has suffered in any way by working part time.

IS FLEXIBLE WORKING IMPORTANT?

Working flexibly, both regarding time and place, has helped me maintain my career and spend quality time with my family. Right from the start of my career I was given a laptop to enable me to work from home when needed and working part time has enabled me to see my sons more and support them as they grow up. It has never impacted on my career, so has worked for both me and for Hays.

Flexible working also allows more equal opportunities. You can attract talent from many different areas and, as long as someone has the people skills as we are a people business, it is possible to thrive here as there is access to good training and development.

WHAT ADVICE WOULD YOU GIVE OTHER WOMEN?

Always ask – I think some women are afraid to ask about things like working part time or working more flexibly or about moving locations or doing things differently, so that they can both maintain their career and manage their outside life commitments better too. Don't be afraid to ask – I think people would be surprised how supportive their colleagues can be.

“Don't be afraid to ask – I think people would be surprised how supportive their colleagues can be.”

Sarah is based in our Dublin office



Sarah Lyons
Senior Manager

“Be yourself – it is important to be authentic and not to feel you have to be a copy of anyone else.”

TELL US ABOUT YOUR CAREER AT HAYS

I joined Hays in 2015 as a recruitment administrator and then moved to recruiting in 2016, having never considered it as a career before. I currently manage a team of 14 recruiters within our technology and banking specialisms. I feel very fortunate to have benefited from being able to be ‘fast-tracked’ in some of my promotions and have been promoted six times in just over seven years. Some of my highlights have been securing a place on the Hays Elite trip to Lisbon in September 2017 and being awarded as Ireland’s People Leader of the Year for FY21, having previously been nominated in FY19 and FY20.

HOW HAS HAYS SUPPORTED YOU IN YOUR CAREER?

I have received good training at Hays to help in my role. I was also able to go to other Hays’ locations and that allows you to see more than one way of doing things. That really helps to get a different perspective. Hays Ireland is also very female-led so there have been good, shining examples of female role-models. This can mean it is quite empowering as we can be ourselves. I think in work generally there was a time in the past that women had to sacrifice their identity in some way to get on in their career. I have not felt this. I feel that the culture within Hays has also changed over the years. I was prepared to work long hours and sacrifice a social life to get on in my career and it would never have occurred to me to ask for help during the early days. Now that I manage a team myself I am much more aware of workloads and we work closely together, so that my team can get that support without having to ask.

IS FLEXIBLE WORKING IMPORTANT?

It definitely allows a more balanced lifestyle. I don’t have children or any caring responsibilities myself, but I love running. It is hard to make time to train properly when you are in the office all the time. It is easy to get sucked into daily work and it becomes too late to run when I have commuted home. I think Covid and lockdown allowed everyone to recalibrate. Being more flexible has allowed me to work around running which has really improved my sense of wellbeing. We always have an ‘Anchor Day’ in the office so we also know that on that day we will all be in the office and can meet as a team, which is really beneficial, and we can plan around that. It is really important to have a work-life balance. The readjustment of people being able to work more around their life, and not the other way round, makes a real difference to engagement.

As a general comment, I also think new policies like ‘Dress for Your Day’ have really helped women both at Hays and in other companies. Sometimes you could feel that what you wore was used to define you. Superficial things like high heels could also make you feel self-conscious. Now there is a lot less pressure everywhere. It means that women can feel that there is more focus on what you say and do, and not what you look like.

WHAT ADVICE WOULD YOU GIVE OTHER WOMEN?

Be yourself – it is important to be authentic and not to feel you have to be a copy of anyone else in the business. Lots of different types of women can succeed – we are lucky in Ireland that we have plenty of women to look up to.

Maureen is based in our Cork office



Maureen Lynch
Operations Director

“Believe – we as women can be overly self-critical. It is important to challenge our self-doubt and believe in our ability.”

TELL US ABOUT YOUR CAREER AT HAYS

I joined Hays in 2000 so have been here for nearly 23 years. I had always wanted to work in a business environment and saw an advert for my first role at Hays in a newspaper. I started as an Associate Recruiter. What I immediately loved about the job and the organisation was the energy and variety, no two days were the same. I really enjoyed the autonomy I was given and the influence I could have on outcomes. It was really motivational to seek out talent and to see the impact and difference I could make to people’s lives by helping them to find the right job and likewise finding the right talent for organisations.

The reasons that I have stayed so long at Hays, ultimately, it’s because of the people that I work with, the on-going opportunities and challenges that have been, and continue to be, presented to me and, as a result, I have been able to progress in my career. I am now the Operations Director for Hays Ireland.

HOW HAS HAYS SUPPORTED YOU IN YOUR CAREER?

Hays has always been committed to the development of employees and invests a lot in learning and development programmes which have been very supportive in my career. The Company wants you to succeed. Mentoring is also important. I have been fortunate that the people I have worked with, and for, have always been supportive and encouraging.

IS FLEXIBLE WORKING IMPORTANT?

I think the approach to work-life balance has progressed hugely over the years, not just at Hays but in all companies. I was in the minority who had children during my early years at Hays. I was a single parent and had a child-minder so I could continue to work late when required and didn’t have to adjust my hours. It didn’t really occur to me to ask for any flexibility, even though I am sure I would have been listened to.

The culture at Hays is proactively really supportive and actively helps employees to manage commitments such as childcare much better – for male as well as female employees, both of whom want to share and not miss out on important parts of their family lives. There is a much better understanding about the importance of balancing home and work life and the positive impact it can have on people’s engagement.

While my daughter is now grown up, flexibility has really helped me in other ways too. For example, while my current role would have previously always been based in the Dublin office, Hays is very supportive of me working from where I live in Cork. This flexibility helps women who have children or other caring responsibilities, not just in terms of working around key times in the day regarding school or care, but no longer needing to relocate to pursue a career. It is harder to move when you have family, caring or other external commitments.

Like many people, Covid and lockdown have helped us to re-evaluate our lives and flexible working really contributes to the new ‘hybrid’ world in which we find ourselves. During Covid, I did a lot of walking for exercise and appreciated seeing what was on my doorstep and I continue to do that post Covid because I can work flexibly. It also makes a huge difference having the opportunity of hybrid working during the Winter months when often you can miss daylight altogether because of the times of day you need to commute.

WHAT ADVICE WOULD YOU GIVE OTHER WOMEN?

Believe – we as women can be overly self-critical. It is important to challenge our self-doubt and believe in our ability. Don’t be afraid to ask for help. I always say to myself “What is the worst that can happen?” Usually, there is nothing to be afraid of and, even if it doesn’t work out exactly how you wanted it, you can learn from the experience. Believe in yourself and give it a go, otherwise you will never know.

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 males and females	11.8%
Median hourly pay difference between males and females	5.4%
Mean difference between male and female bonus payments (the difference in average bonus payments that male and female employees receive)	27.4%
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)	37.6%
Proportion of males receiving bonus payments	7.4%
Proportion of females receiving bonus payments	9.7%
Proportion of males receiving Benefits-in-Kind	0.4%
Proportion of females receiving Benefits-in-Kind	0.7%

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	62.7%	37.3%
Upper middle quartile pay band	51.1%	48.9%
Lower middle quartile pay band	37.0%	63.0%
Lower quartile pay band	44.4%	55.6%

The Irish mean pay gap between males and females as reported by Eurostat in 2019 is 11.3%.

Although classed as temporary, these PAYE workers do not meet the definition of “temporary” within the Gender Pay Gap Regulations (i.e. they are not on fixed term contracts with Hays).

Therefore, 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.

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 already been accredited with Silver status and is working towards achieving Gold accreditation in the next year.

OUR FINAL THOUGHTS ABOUT THE GENDER PAY GAP

- ▶ Hays is committed to diversity, equity 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 introduction of 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.

“As a senior woman in the Irish business, I can speak from experience that we want to help our female employees succeed in their careers. We have many female leaders in Hays Ireland and I hope we set an example as role models and can help other women grow and develop and reach their aspirations. It is really important to me that we have policies and flexibility in place to allow everyone to flourish.”



Maureen Lynch
Operations Director