

The Gender *Pay Gap*

Hays Specialist Recruitment Ireland Limited

Gender Pay Gap Report 2025





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 FY25 we helped people to secure c.257,900 permanent and 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 and recruit for 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 opportunities to fulfil their career ambitions.

We have therefore welcomed Gender Pay Gap reporting in Ireland and this is our fourth report, covering the period 1 July 2024 to 30 June 2025, 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 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 employees in their careers and ensuring that our Diversity, Equity and Inclusion (“DE&I”) strategy enables equal opportunities for all our employees.

What is the Gender Pay Gap?

The Gender Pay Gap Information Act 2021, took effect in June 2022, with Regulations issuing in 2022 and in 2024. By measuring and comparing male and female average earnings across all levels of an organisation, it aims to highlight whether there are different earning levels and career opportunities within the organisation 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 employees 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 Gender Pay 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 150 employees on their chosen “snapshot” date in June 2025 are required to publish their Gender Pay Gap metrics.

What does this mean for Hays?

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

- Hays' own direct employees in Ireland, (“own employees”); and
- Temporary workers on contracts for services placed with our clients and for whom we administer the payroll. 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 are required 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 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; 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. Owing to the population of the demographic who work part time in Ireland, Hays has not reported these figures for 2025 to preserve anonymity.

What is included in pay?

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

For example, for Gender Pay Gap reporting purposes, ordinary pay includes all remuneration elements paid to an employee in the snapshot period such as commission, annual bonus and the vesting value of any shares, as well as salary and allowances. For the Bonus Pay Gap, bonus pay includes annual bonus payments, commission, and the vesting value of shares.

Allowances like a car allowance are included in the calculation of ordinary pay, but a company car, which is a Benefit-in-Kind, would not be included for the purposes of calculating the Gender Pay Gap. However, it would be included for the purposes of calculating the overall percentage of male and female employees who received a Benefit-in-Kind.

These definitions can affect the results.

What period is Hays reporting on?

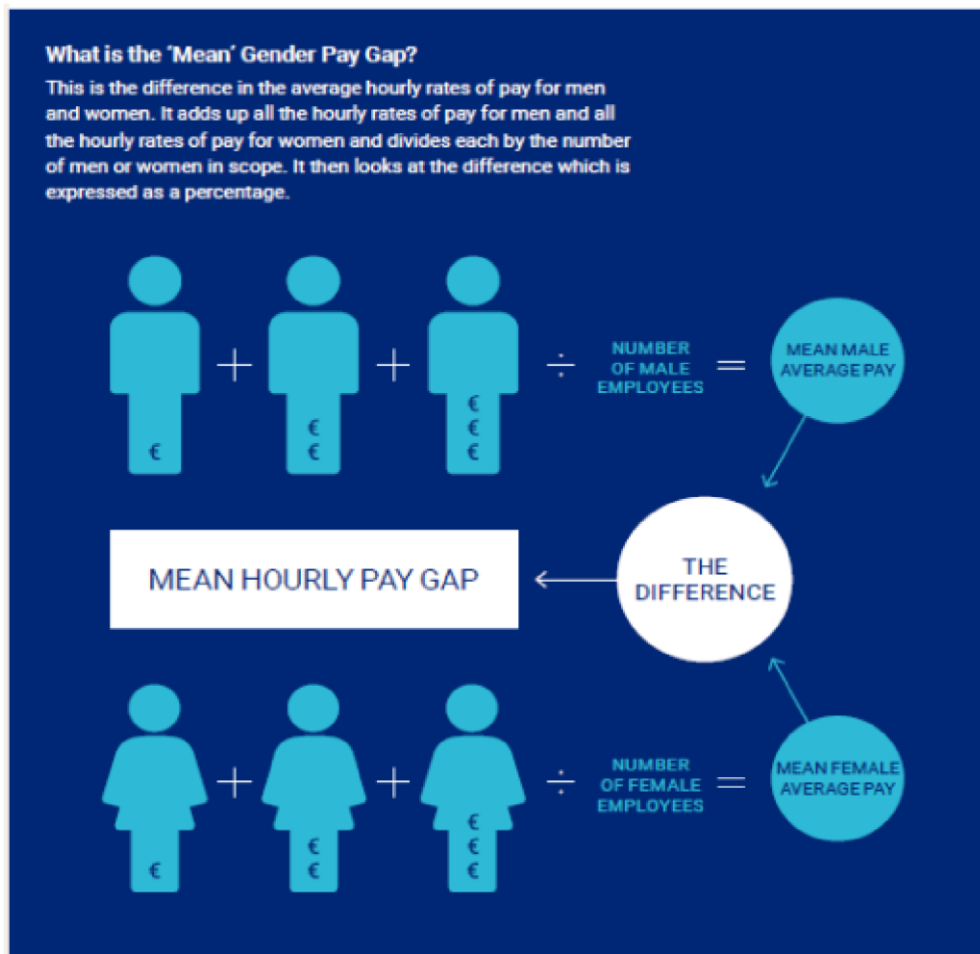
Hays Specialist Recruitment Ireland Limited has chosen a “snapshot” date of 30 June 2025. This means we are reporting on the period 1 July 2024 to 30 June 2025, or our FY25 financial year.

We have to publish our figures by 30 November 2025.

Understanding the calculations

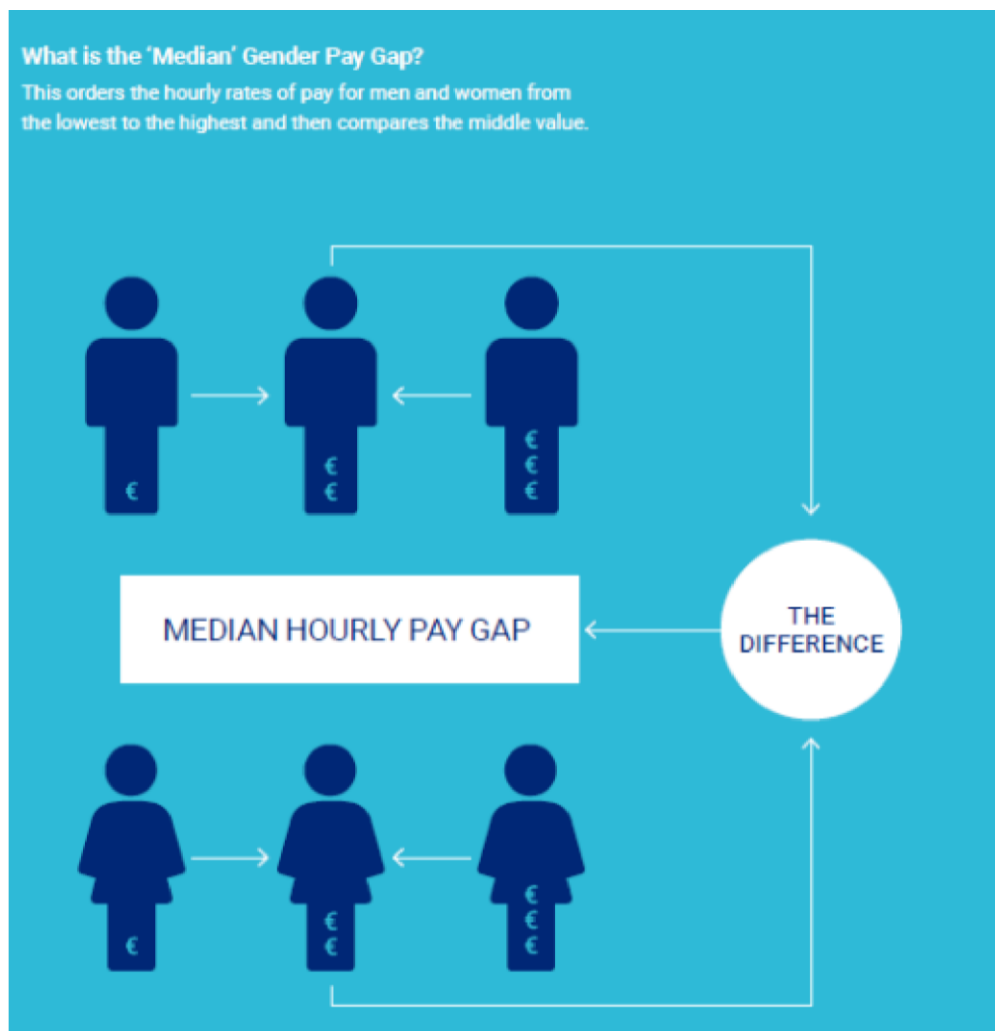
What is the "Mean" Gender Pay Gap?

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 2025

Hays' own employees' Gender Pay Gap figures

The table below shows the Gender Pay Gap results for Hays own employees in Ireland. 59% of our employees are female and 41% male.

Required Data	Results*
Mean hourly pay difference between males and females	25.3%
Median hourly pay difference between males and females	9.5%
Mean difference between male and female bonus payments (The difference in average bonus payments that male and female employees receive)	54.2%
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)	47.3%
Proportion of males receiving bonus payments	87.9%
Proportion of females receiving bonus payments	91.5%
Proportion of males receiving Benefits-in-Kind	21.2%
Proportion of females receiving Benefits-in-Kind	21.3%

*A positive figure means that the Gender Pay Gap favours males, while a negative figure means the Gender Pay Gap favours females. For Hays own employees, the Gender Pay Gap metrics favour males.

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	50.0%	50.0%
Upper middle quartile pay band	35.0%	65.0%
Lower middle quartile pay band	45.0%	55.0%
Lower quartile pay band	35.0%	65.0%

Hays is not required to report the Part Time Gender Pay Gap figures for 2025, in order to preserve anonymity, due to the small population size of part time workers in this demographic.

What are the reasons for Hays' Gender Pay Gap?

Hays has more female employees than male employees in our Irish business. However, the fact that we have significantly more female employees in the lower pay quartile impacts the overall mean (average) pay level. The last year has also seen some restructure in Ireland and numbers of employees have reduced since the report in 2024. While we have seen an increase in the mean pay gap for 2025 compared to 2024 (which can be affected by outliers), we are pleased to see a reduction in the median pay gap of 3.7%. We have also seen a higher proportion of females receiving bonus pay and an increase in females in the upper pay quartile compared to the prior year.

The other influencing factor driving the Gender Pay Gap is variable pay, especially commission. Commission 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 59% female employees and 41% male employees.

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. The number of females in the lower pay quartile has reduced in 2025 and the number of females in the upper pay quartile has increased.

We strongly believe that 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 we continually take steps to ensure our policies, procedures and benefits are as clear and transparent as possible.

Training, Leadership Development and Progression

Our training and development opportunities are open to everyone and we try to ensure a balanced attendance.

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. A Women Empowerment ("WE Lead") Employee Resource Group has also been established. This group supports and encourages our female employees to share experiences and support each other in progressing their careers. It fosters an open culture where people at all levels can speak out against gender related discrimination and bias and continues to raise awareness of its impact and provide education on how

to mitigate it. We also have a menopause support group. We hold a bi-monthly menopause drop-in call; a peer-to-peer conversation that helps people learn and understand more about perimenopause, menopause and beyond. The call provides a safe space to gain support and insight from colleagues' lived experience. We additionally invite subject matter experts to join our call to provide educational content on different aspects of hormone health.

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 DE&I questions which were asked in May 2025:

"I feel comfortable being myself at work": **86% positive**

"I am treated fairly at work": **82% positive**

Overall our Inclusion Index in Ireland scored **78% 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. Of this combined population, 46% are female and 54% are male. These are the results that the Irish government requires 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	0.3%
Median hourly pay difference between males and females	15.6%
Mean difference between male and female bonus payments (The difference in average bonus payments that male and female employees receive)	56.3%
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)	48.9%
Proportion of males receiving bonus payments	5.2%
Proportion of females receiving bonus payments	9.5%
Proportion of males receiving Benefits-in-Kind	1.1%
Proportion of females receiving Benefits-in-Kind	1.9%

*A positive figure means that the Gender Pay Gap favours males, while a negative figure means the Gender Pay Gap favours females.

The distribution of males and females between pay band quartiles calculated using the range of hourly pay rates	Males	Females
Upper quartile pay band	50.3%	49.7%
Upper middle quartile pay band	76.5%	23.5%
Lower middle quartile pay band	46.7%	53.3%
Lower quartile pay band	42.8%	57.2%

Due to the nature of PAYE temporary work placements and, as stated above, the very small population size of our part time workers in this demographic, Hays is not required to report the Part Time Gender Pay Gap figures for 2025, in order to preserve anonymity.

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.

We are very pleased that Hays Specialist Recruitment Ireland Limited has Gold accreditation.

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 and embraces cultural diversity. We encourage 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.