A woman with long dark hair, wearing a red blazer over a white top and dark jeans, is smiling and looking at a tablet computer. She is standing on a balcony with a glass railing, with a modern building and a cityscape in the background. The scene is brightly lit, suggesting daytime.

# Harvey Nash Gender Pay Report

Snapshot Date:  
5<sup>th</sup> April 2025

**Harvey  
Nash.**



## **A message from Andrew Neal, Chief People Officer, Nash Squared**

At Harvey Nash we strive to create an inclusive environment where everyone feels welcome and can bring their true selves to work.

One way we can uphold our commitment is through transparency in areas such as gender pay reporting. Since we reported our gender pay figures for 5<sup>th</sup> April 2023, we have introduced 'real time' gender pay reporting across our global Harvey Nash workforce, not just the UK. By analysing and tracking this data, we can pinpoint areas for improvement, take decisive action, and hold ourselves accountable for driving meaningful change.

**Declaration:** I confirm that the data contained within this report is accurate and meets the requirements of the gender pay gap reporting regulations.



## The gender pay regulations – why we report

In 2017, the government introduced regulations that require UK companies with more than 250 employees to report on their gender pay gap. This provides a clear snapshot of the percentage difference between the average hourly earnings for male and female workers. The reports must use figures from a 'snapshot' date of 5 April each year.

In accordance with the legislation, our report shows the average earnings across all levels of Harvey Nash UK for all PAYE workers, to include both Nash Squared and Harvey Nash employees. As a recruiter, we are required to report on our corporate employee data, plus the data from our clients' temporary workforce (who we payroll on their behalf).

It is important to recognise that Harvey Nash does not set the pay rates of our clients temporary workforce who we payroll.

### Gender pay v equal pay

We remain confident that our remaining gender pay gap is not an issue of equal pay and it's important to note that gender pay gap reporting does not represent equal pay. Equal pay relates to men and women being paid differently for 'like work' or 'work of equal value', which is not representative in our data.

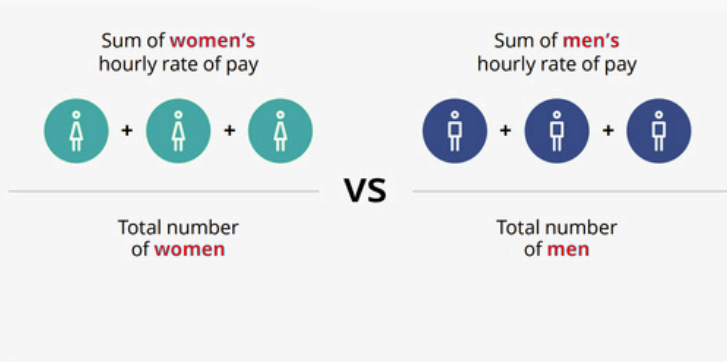
In line with requirements, we have shared details on mean and median pay, bonuses and the proportion of women that are at different levels within our business.

### Gender pay reporting explained

It is important to understand the calculations used in gender pay reporting as it is more than just simply looking at how many men and women we employ and what they are paid. Instead, you need to perform specific calculations that look at the mean and median gender pay gap for hourly pay.

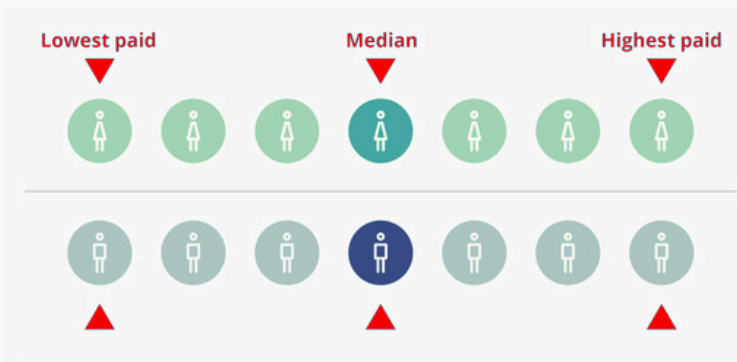
#### How we calculate the mean difference

The mean pay gap is the difference between the mean (average) hourly pay of male and female colleagues, divided by the mean hourly pay for males.



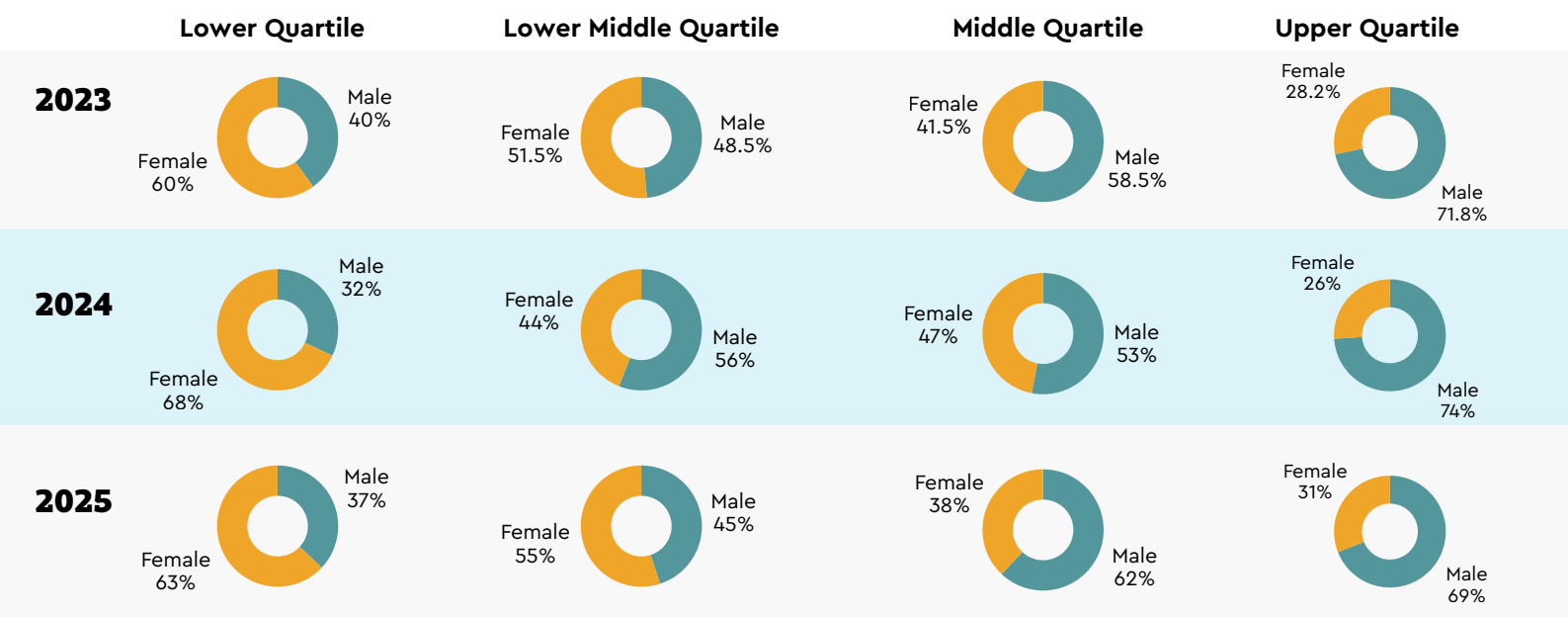
#### How we calculate the median difference

The median gender pay gap is the difference between the midpoints in the ranges of men's and women's hourly rate pay.



# Harvey Nash gender pay gap – colleague only data

## Proportion of males and females in each pay quartile



## Hourly Pay

	Mean	Median
April 2023	29%	35%
April 2024	23%	30%
April 2025	15%	28%

This data shows that the mean hourly pay for women was 15% less than for men in 2025 using the calculation rate as per the regulations. The mean gap is narrowing year on year, demonstrating positive progress in closing the difference in pay between men and women over time.

The median hourly pay for women is 28% less than men in 2025 using the median calculation. The Median gap still remains high with only a slight reduction which indicates that, at the middle of the pay distribution, women are still paid significantly less than men.

## Bonus Pay

12 months to April 2024

	Mean	Median
April 2023	36%	60%
April 2024	36%	52%
April 2025	28%	79%

Our gender pay gap is primarily driven by the distribution of men and women across pay quartiles. Women are over-represented in lower-paid roles and under-represented in senior, higher-paid roles. While progress has been made in reducing the mean pay gap, the persistently higher median gap reflects ongoing structural imbalance in typical roles rather than unequal pay for the same work.

Our colleagues are entitled to bonuses at varying levels throughout the business however, senior positions attract bigger earning potential. Women have historically been underrepresented in these positions, accounting for the bonus gap.

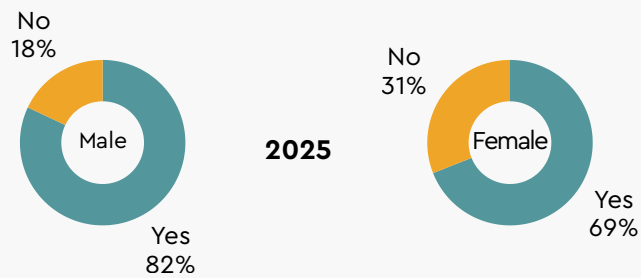
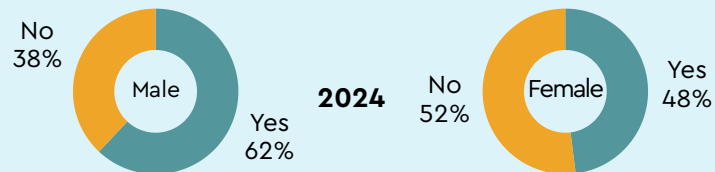
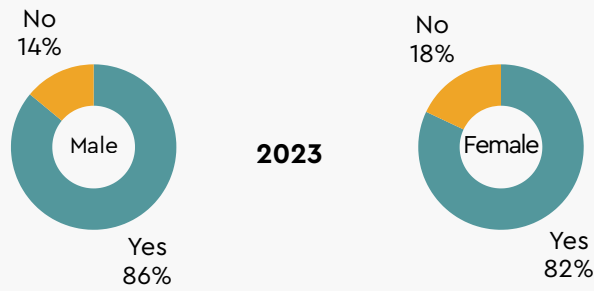
Mean = the mean (average) gender pay gap in bonus pay as a percentage of men's pay.

Median = median gender pay gap in hourly pay as a percentage of men's pay.

When analysing the bonus gap for April 2025 it is important to acknowledge that a large proportion of our female colleagues work in central services who are on a fixed rate bonus scheme relating to business performance and individual performance. When payment was made for the central services bonus, only a proportionate amount based on personal objectives was awarded.

We continue to have a high proportion of male colleagues in sales facing roles within our business who work in commission-based reward whereas many of the females employed work in roles with a fixed rate, annual bonus scheme. We continue to focus on addressing the gender imbalance in sales facing roles.

## Proportion of males & females receiving bonus



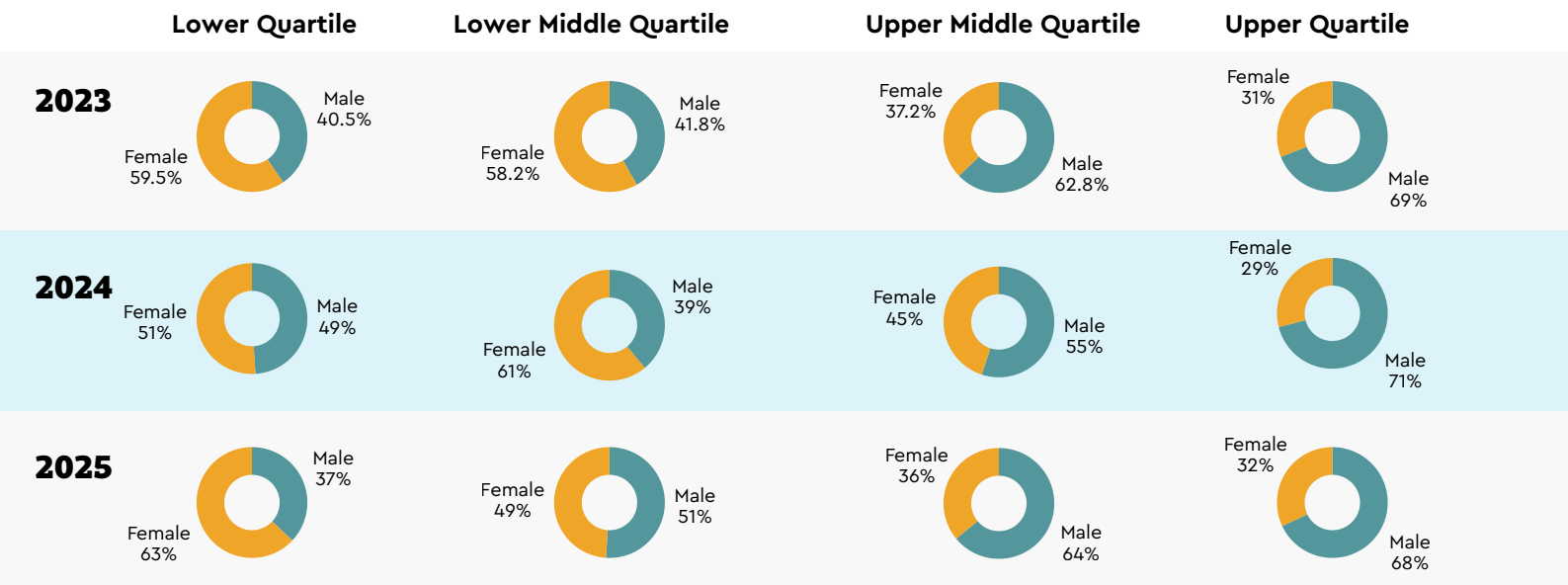
As we have explained above, a high proportion of our female colleagues work in central services who are on a fixed rate bonus scheme. Payment for the central services colleague bonus for scheme FY23 fell into the 2025 gender pay reporting period which accounts for more females receiving a bonus than they did in the same period the previous year. This also accounts for the higher number of males receiving a bonus than in the same period the previous year.

# Harvey Nash gender pay gap – combined data

For the purposes of the regulations, as a recruitment and staffing business we are also required to report on the gender pay gap for all PAYE workers, including those that we engage on behalf of our clients. The report below shows the combined data.

Our contractors' hourly pay includes compensation [benefits and bonuses] and is determined by our clients and can impact overall pay ranges.

## Proportion of males and females in each pay quartile



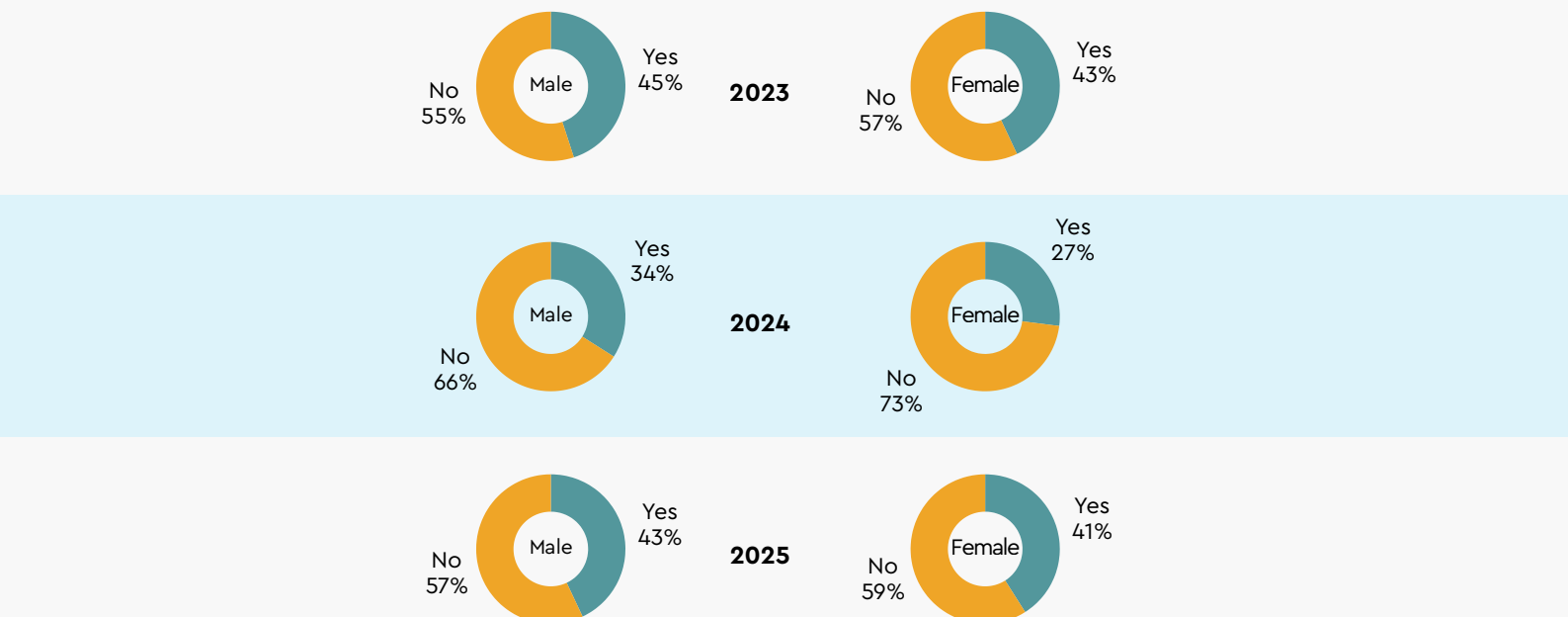
## Hourly Pay

	Mean	Median
April 2023	28%	34%
April 2024	36%	31%
April 2025	22%	28%

## Bonus Pay

	Mean	Median
April 2023	36%	57%
April 2024	42%	52%
April 2025	28%	74%

## Proportion of males & females receiving bonus



## Addressing the gender pay gap

We are pleased to note that for our Harvey Nash colleague only data we have reduced both our mean and median gender pay gaps by 8% and 2% respectively. While we still have work to do, this is encouraging progress. If we look at the spread across the quartiles, since 2024 we have increased the proportion of females employed in the upper quartile by 5% resulting in a positive impact on our gender pay gap.

As always, reducing the gender pay gap is a long-term investment for us. We believe that regular and consistent training and education for our employees fosters a more inclusive and understanding workplace. This commitment is a core pillar of both our People Strategy and our global Diversity & Inclusion (D&I) strategy.

Over the past year, we have strengthened our commitment to supporting the development of all employees, with a clear focus on addressing the gender pay gap. In response to feedback from our engagement surveys, we have launched an additional training platform that includes weekly live coaching sessions, regular check-ins, and manager 1:1s as part of personal development plans, all aimed at enhancing performance and career growth.

Transparent career pathways have been introduced so colleagues understand what is required to progress, ensuring that promotions are awarded on merit and performance, and applied fairly and consistently to all. These initiatives are designed to create equal opportunities for progression and contribute to a more balanced representation of women at every level within our organisation.

Our global mentoring program remains popular, and we are encouraging more female colleagues to become mentors. In 2023, we successfully piloted and then implemented 'The 9 Month Club,' an organisation supporting mothers on maternity leave and their reintegration into the workplace. This benefit is now available to all working mothers.

Through these efforts, we aim to continue learning, evolving, and ultimately closing the gender pay gap.



**Harvey  
Nash.**

[www.harveynash.com](http://www.harveynash.com)