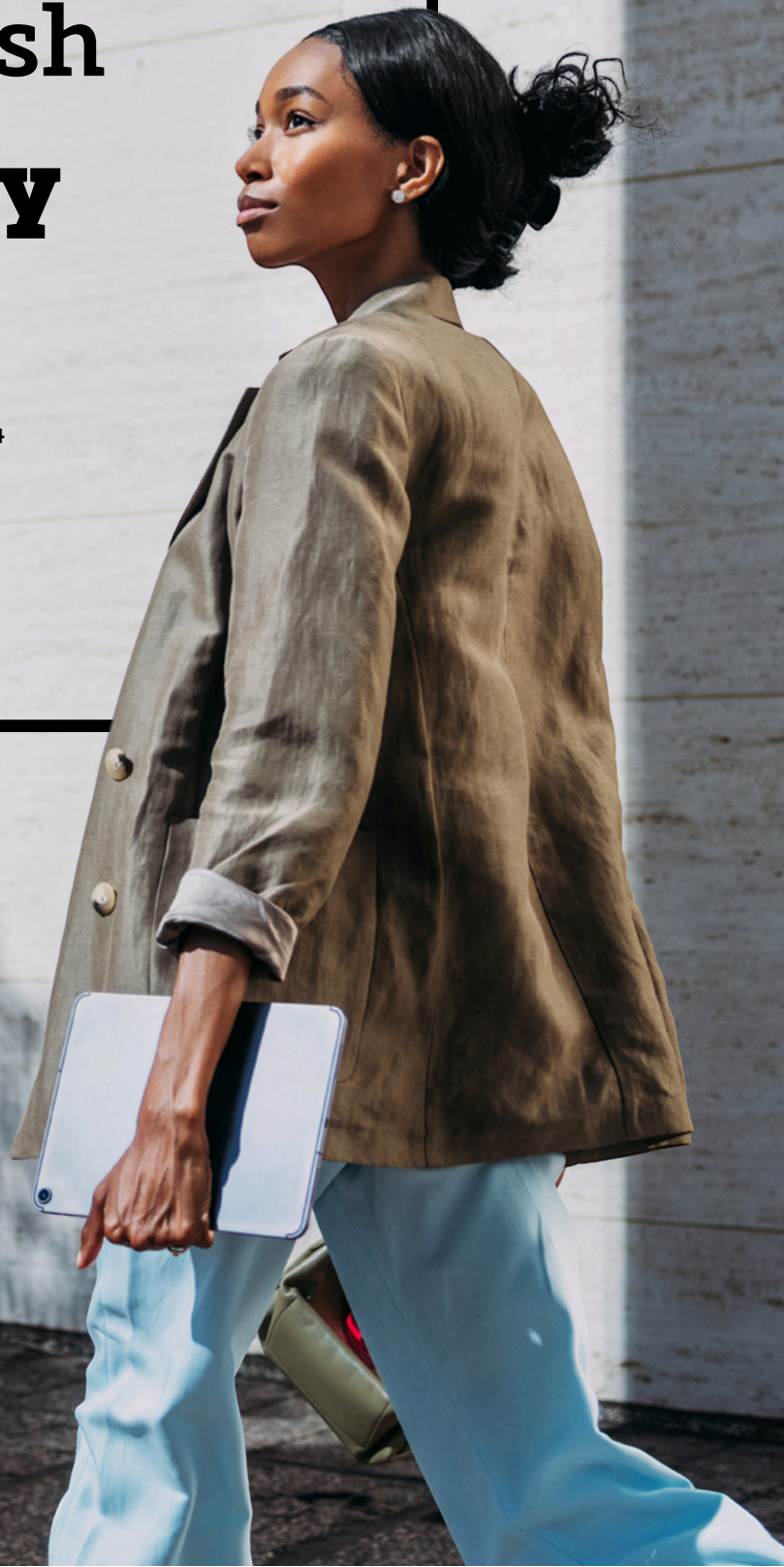


Harvey Nash Gender Pay Report

Snapshot Date – 5th April 2024





Foreword 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 5th 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.

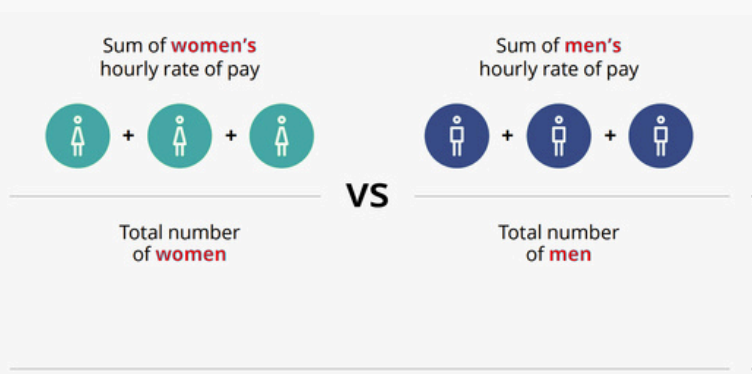
In line with requirements, we have shared details on mean and median pay, bonuses and the proportion of women that are at different levels within our business.

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.

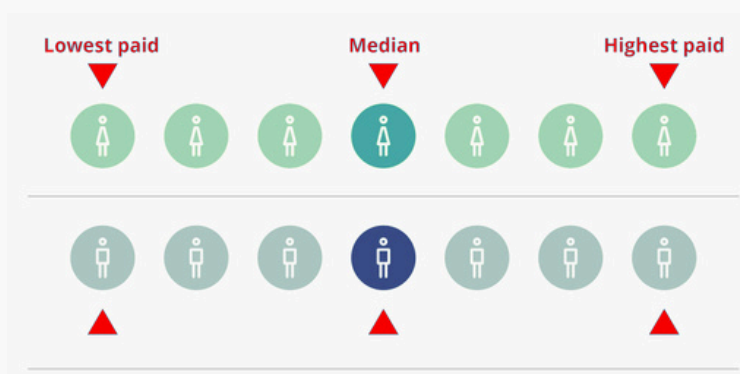
How we calculate the mean difference

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.



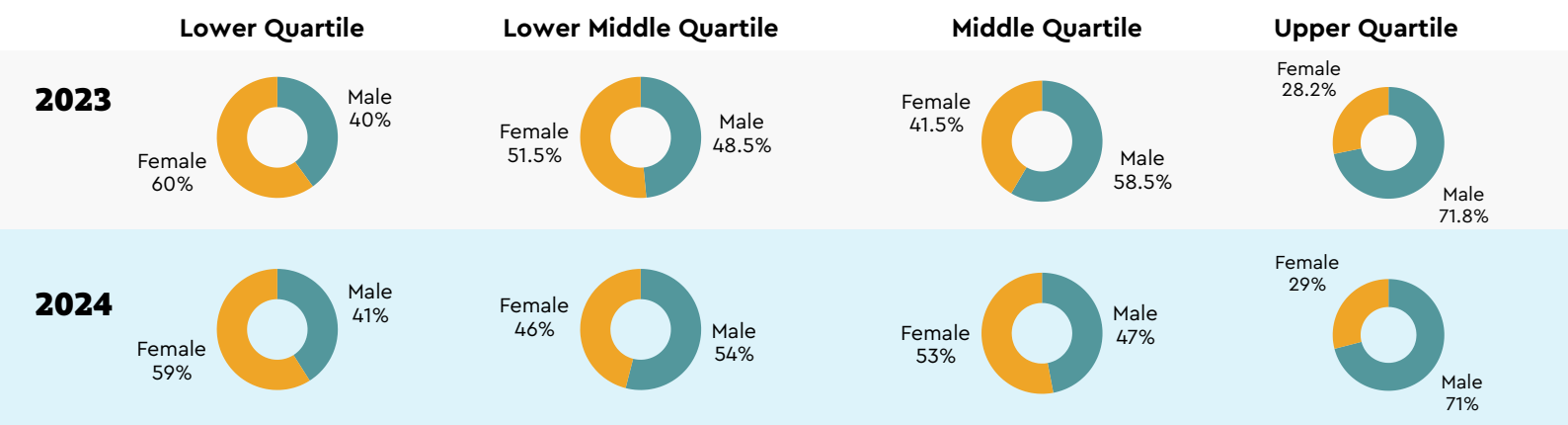
How we calculate the median difference

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	19%	16%

This data shows that the mean hourly pay for women was 19% less than for men in 2024 using the calculation rate as per the regulations, and 16% less than men using the median calculation. We attribute this gap to the higher proportion of males employed in senior positions in the organisation.

Bonus Pay

12 months to April 2024

	Mean	Median
April 2023	36%	60%
April 2024	36%	52%

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.

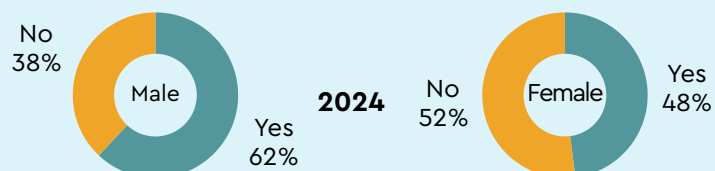
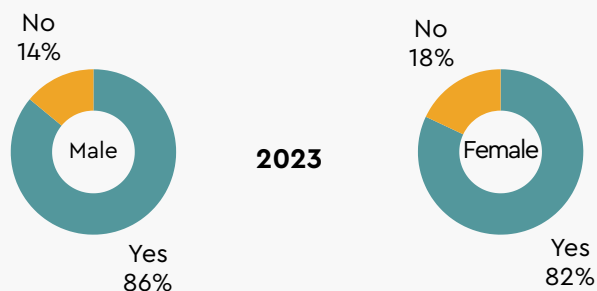
Our colleagues are entitled to bonuses at varying levels throughout the business however, senior positions attract bigger earning potential. Women have historically been underrepresented in these positions, accounting for the bonus gap.

Nash Squared has a female Chief Executive Officer who is eligible for bonus. Payment for the Executive bonus for the period FY22 fell outside of the 2023 gender pay reporting period and is now included in the 2024 reporting period.

When analysing the bonus gap for 2024 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. Payment for the central services colleague bonus for FY23 fell outside the 2024 gender pay reporting period. These bonus payments will be reflected in our April 2025 report.

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. As we have explained above, payment for this scheme fell outside the 2024 reporting window, meaning we have not been able to include these figures. We continue to focus on addressing the gender imbalance in sales facing roles.

Proportion of males & females receiving bonus



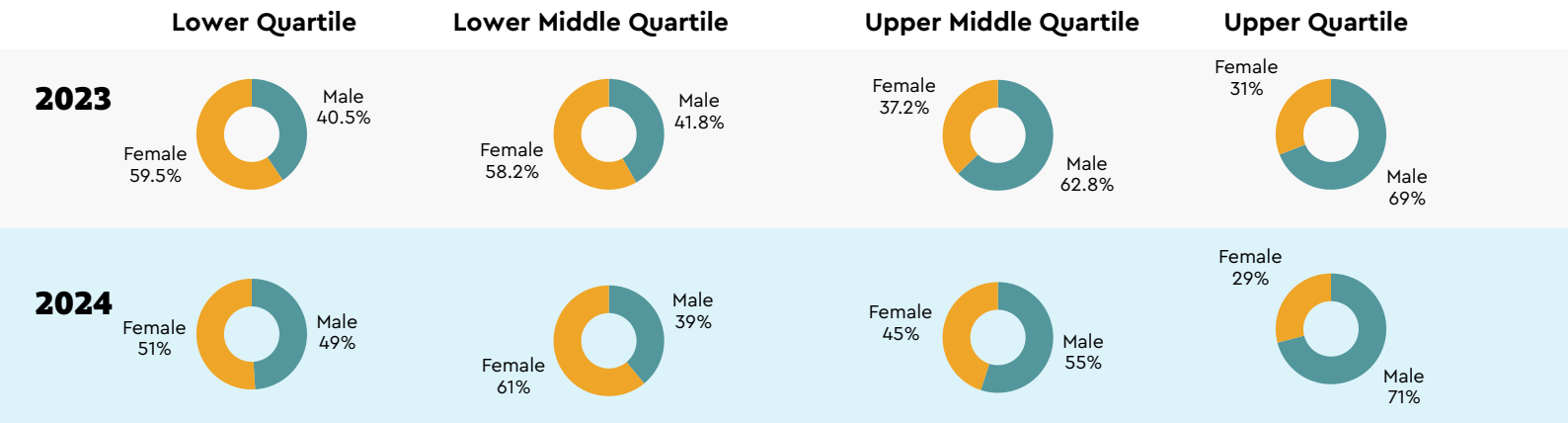
As we have explained on the previous page, a high proportion of our female colleagues work in central services who are on a fixed rate bonus scheme. Payment for the central services colleague bonus for FY23 fell outside the 2024 gender pay reporting period accounting for fewer females receiving bonus than they did in the same period the previous year. There has also been a reduction in men receiving bonus pay in the same period.

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

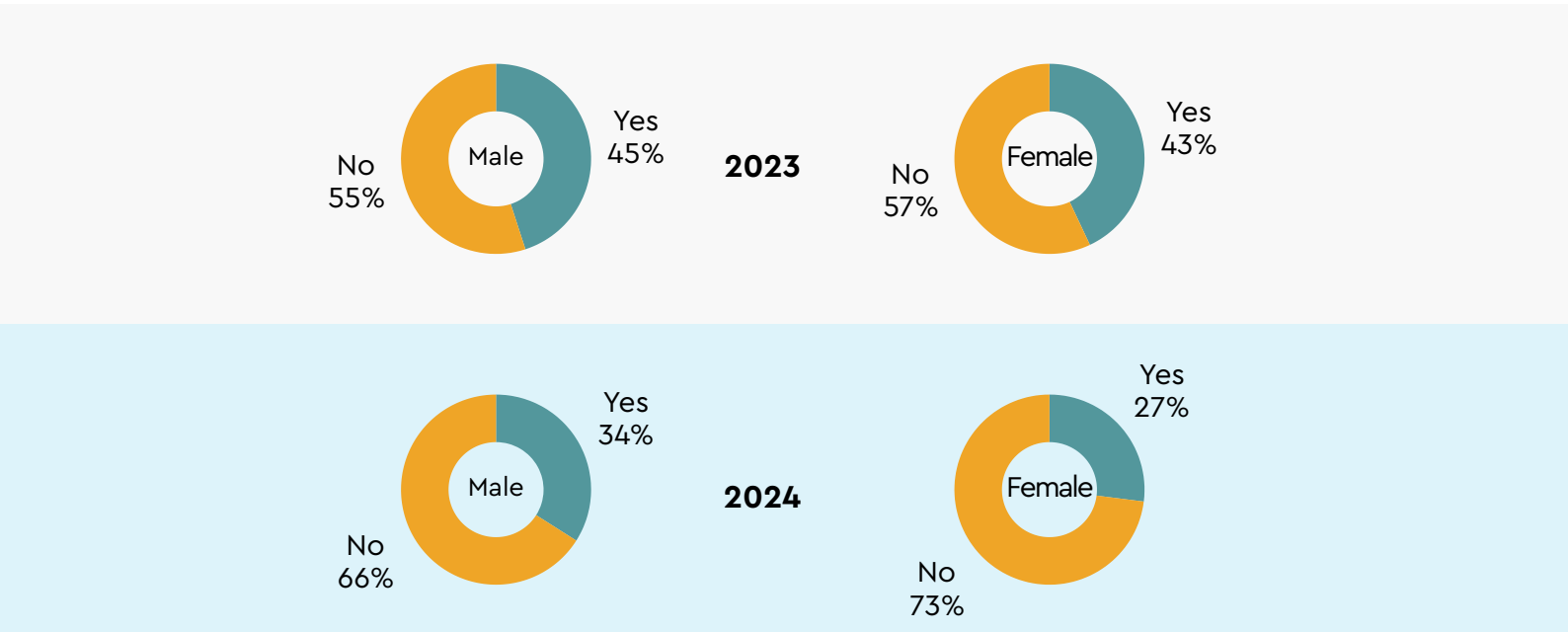
	Mean	Median
April 2023	28%	34%
April 2024	36%	31%

Bonus Pay

12 months to April 2024

	Mean	Median
April 2023	36%	57%
April 2024	42%	52%

Proportion of males & females receiving bonus



Addressing the 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 10% and 19% respectively. While we still have work to do, this is encouraging progress. If we look at the spread across the quartiles, since 2023 we have increased the proportion of females employed in the upper middle quartile by 11.5% 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 last year we have invested in an overhaul of our recruitment practices – we started by auditing our own processes by interviewing colleagues who had joined our global business over the last 12 months to understand their experiences and how we could offer a more inclusive recruitment process. Several recommendations were made and have been implemented including the use of inclusive language in our recruitment materials, mixed gender interview panels, as well as training for hiring managers and the global talent teams on best practice recruitment and selection. We continue to aim to have balanced shortlists for all senior-level appointments with calibration of all senior hires to include an interview with the CPO and CEO.

We invest in our colleagues through internal talent development programs. With more women in our lower and middle quartiles, we have a larger pool to promote to senior positions in the future.

We have introduced transparent career pathways so that every employee understands what is required to progress to the next level. This ensures promotions are based on merit and performance, applied fairly and consistently.

Our global mentoring program remains popular, and we are encouraging more female colleagues to become mentors. Last year, we successfully piloted '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.

