

Harvey
Nash.

Harvey Nash Gender Pay Report

Snapshot Date – 5th April 2023





Foreword from Andrew Neal, Chief People Officer, Nash Squared

At Harvey Nash we have a clear vision to be an employer of choice; attracting and retaining a diverse workforce that is representative of the communities in which we operate, where everyone feels included and able to bring their authentic selves to work.

We understand that while we have made great progress, we still have work to do to achieve this vision and one of the ways we can honour this commitment is being transparent with things like gender pay reporting. Through our analysis we are able to identify areas we will address, where we will take action, and where we will hold ourselves accountable for making change happen.

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).

Please bear in mind that Harvey Nash's clients set the pay rates of their temporary workforce.

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.

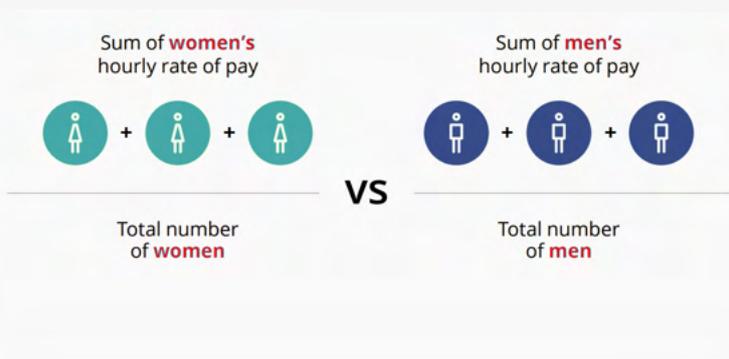
In line with requirements, we have shared details on mean and median pay, bonuses and the proportion of women that are at different levels within our business.

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.

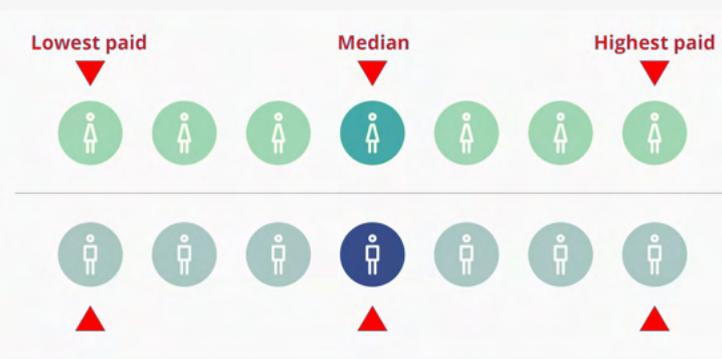
How we calculate the mean difference

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.



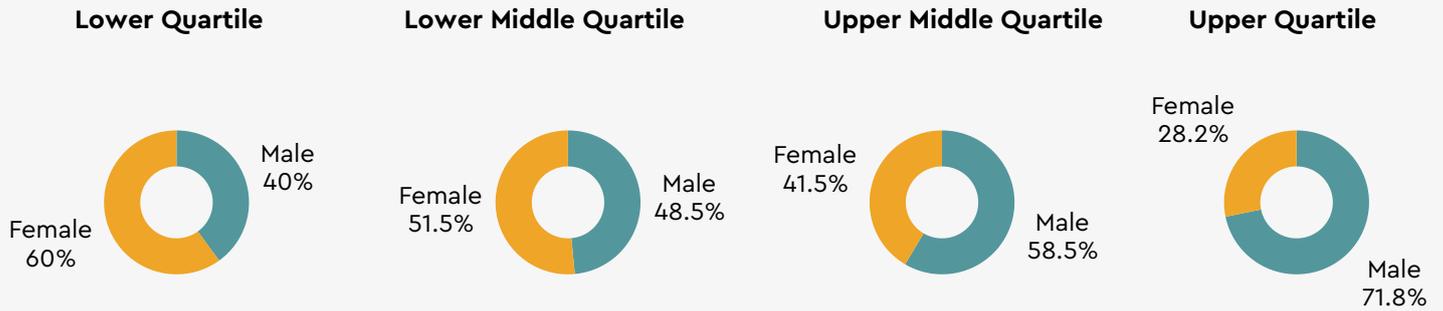
How we calculate the median difference

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%

This data shows that the mean hourly pay for women was 29% less than for men in 2023 using the calculation rate as per the regulations, and 35% less than men using the median calculation. We attribute this gap to the number of males employed in senior positions in the organisation which you can see evidenced in the quartile data above.

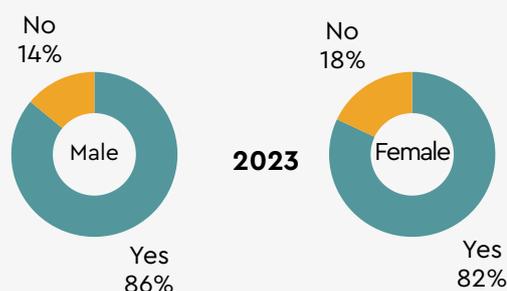
Bonus Pay

	Mean	Median
April 2023	36%	60%

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, which is a driver on our bonus gap.

We also have a high proportion of male colleagues in the sales business who work in commission-based roles whereas many of the females employed work in roles with a fixed rate, annual bonus scheme. Our action plans have focus on addressing the gender balance in the sales business.

Proportion of males & females receiving bonus



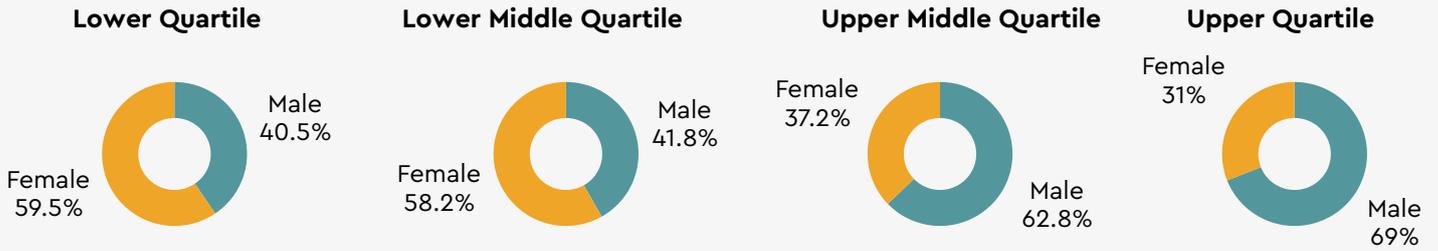
In February 2022 we introduced a fixed percentage bonus scheme for all Central Services colleagues which has a high proportion of females. We are pleased to see the introduction of this bonus scheme has meant that more women in the business now benefit from bonus pay.

Harvey Nash gender pay gap – combined data

For the purposes of the regulations, as a recruiting 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. There is a higher proportion of men in senior technology roles which creates disparities with gender balance.

Proportion of males and females in each pay quartile



Hourly Pay

	Mean	Median
April 2023	28%	34%

This data shows that women were paid 28% less than men in 2023 using the mean calculation, and 34% less than men using the median.

Bonus Pay

	Mean	Median
April 2023	36%	57%

Proportion of males & females receiving bonus



Addressing the gap

Reducing the gap is long term investment and we believe training and educating our employees regularly and consistently creates a more inclusive and understanding place to work. This is a core pillar of both our People Strategy and the global D&I strategy.

Our internal employee engagement survey is powerful in helping us understand the impact of our DE&I strategy and initiatives, and importantly for us, ensuring that they resonate with our employees. For us, having inclusive policies and practices are not just 'tick box' exercises, they are a core part of the DNA of our business, and this is reflected in scores we receive against the question 'our organisation treats everybody with dignity and respect regardless of gender, race, sexuality, age' in our engagement survey which is our top scoring question, receiving a score of 8.9 at Global level and 9.4 in the UK – this has been the consistent highest scoring question.

We are continuing to invest in our global Employee Resource Groups (ERGs) to ensure their profile is raised and championed at EXCO level which we hope will positively impact the experiences of women and underrepresented groups across the organisation. These ERGs, together with our external partners work to raise awareness and help us to understand what we need to do to remove barriers and make Harvey Nash even more inclusive. We are seeing a positive impact from this work as referenced in our bi-annual global engagement survey with comments from the free text questions such as 'The Company is great for making feeling every employee part of a big family, Inclusion is key' and 'Harvey Nash allow a very well work-life balance with flexibility embedded in its DNA'.

Inclusive recruitment is a core pillar of our talent attraction strategy and we are working with our Talent Acquisition teams and recruiting partners globally to ensure we have inclusive hiring practices. We are also working to ensure the language we use on all our recruitment collateral is inclusive. We have set ourselves a target of having a balanced shortlist for all senior level appointments.

We understand that to build a pipeline of senior talent within the organisation we need to invest in our colleagues. To this end we have introduced several internal talent development programmes including the Future Leaders Talent Programme and the Global Leaders Talent programme. All talent programme cohorts have a 50/50 gender split applied. We are now seeing progression from these programmes with women being promoted into mid-level roles. We also have more women than men in our lower and middle quartiles which means we have a larger pool of women to progress to more senior positions in future. We are also scoping a talent programme which will launch next year and the focus of which is to elevate women into senior leadership positions within the organisation and how we can retain them.

We have also introduced transparent career pathways meaning that every person who joins our business understands what is expected for them to progress to the next level. This process ensures our promotions are based on merit and performance meaning promotion decisions are applied fairly and consistently. Our global mentoring programme continues to be extremely popular. We are working hard to encourage more participation from our female colleagues to become mentors.

Last year we ran a pilot with 'The 9 month club' which is an organisation supporting mothers on maternity leave and their integration back into the workplace. The pilot was extremely successful, and we have added it as a benefit for all working mothers.

The work we are doing will help us to continue learning, evolving and in the future, see the pay gap closing.

