



# Gender Pay Report

2020 & 2021 Combined



# Understanding the Gender Pay Gap

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.

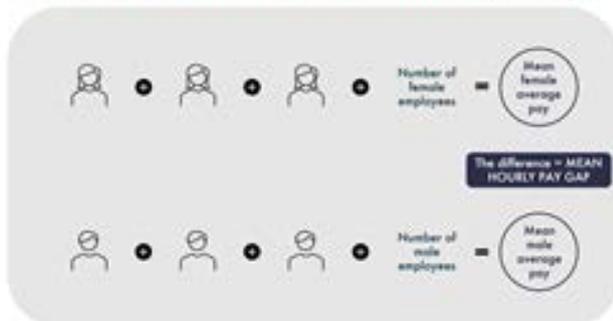
This report highlights data for our combined employees and contractor (temporary workers who sit on our payroll). In line with requirements, we have shared details on mean and median pay, bonuses and the proportion of women that are at different levels within our business.

Our annual gender pay gap reports are accessible on our company website and via the central government portal

## How we calculate the median difference



## How we calculate the mean difference



## Making sense of key terms

### Proportion of women across pay quartiles:

Employees are split into four even groups (or quartiles) according to their pay to highlight female representation at different levels of an organisation.

### Mean bonus gap:

The percentage difference in mean (average) bonus pay over 12 months up to July 2021.

### Median bonus gap:

The percentage difference in median (middle) bonus pay over 12 months up to July 2021.

### Bonus proportion:

The percentage of men and women who earned a bonus in the relative 12-month period

### Gender pay gap v s equal pay

A gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of roles or seniority). Equal pay is our legal obligation as an employer to give men and women equal pay for equal work.

"Gender parity is not just good for women... it is good for societies"

*Angelica Fuentes, President, Angelica Fuentes Foundation*

## 2021 (Versus 2020) Harvey Nash Group Colleague Data

We have made improvements in our gender pay across all quartiles from 2020 through to 2021. We still have a long way to go in closing the gap and we are working hard to do this. We expect the shape of the senior management team to evolve into a more balanced demographic over time. We have made some key hires, for example hiring a female Group CEO, Chief People Officer and Regional Managing Director.

We currently have more men in senior positions and this usually comes with higher salaries and bonuses, however, our gender bonus gap overall has reduced. We also have more women than men in our lower and middle quartile which means we have a larger pool of women to progress to more senior positions in future.



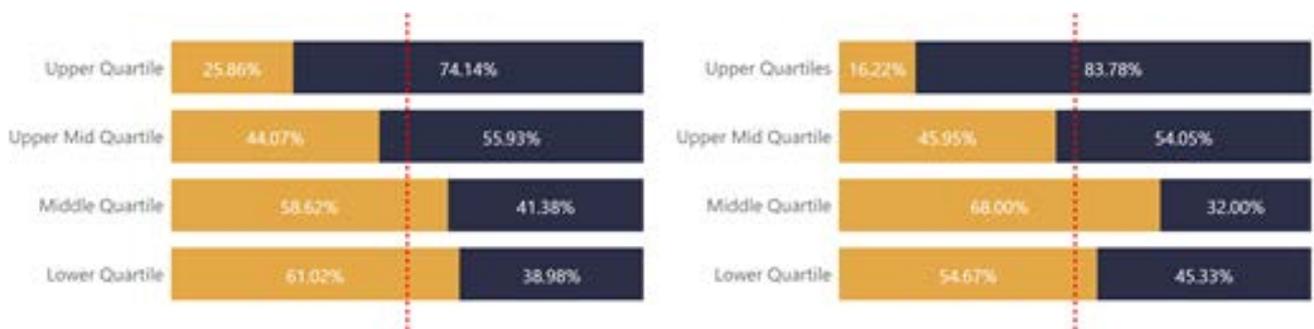
### Proportional Bonus Payment Ratio

**Female** 2021: 69.8% vs 2020: 65.8%

**Male** 2021: 77.3% vs 2020: 74.8%

### 2021 Gender Pay by quartile

### 2020 Gender Pay by quartile



## 2021 (Versus 2020)

### Harvey Nash Group Colleague & Contractor Data

Our contractors' hourly pay includes compensation for [benefits and bonuses] is determined by our clients and can impact overall pay ranges. There is a higher proportion of men in technology roles which creates disparities with gender balance.

In the technology sector, particularly at a senior level, the data shows more men than women in the upper quartile. It is, however, encouraging to see an equal pay gap at the upper mid quartile and the pay gap favours women in both the lower and mid quartiles which may be representative of the efforts made to attract and encourage women into the Technology industry.

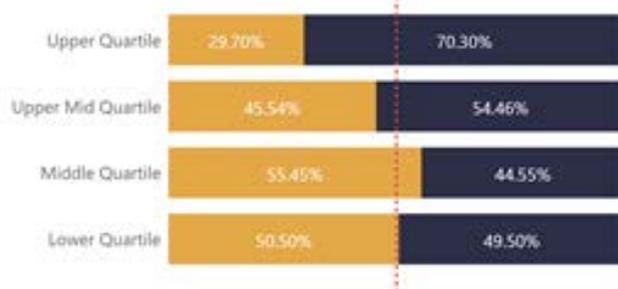


#### Proportional Bonus Payment Ratio

**Female** 2021: 50.7% vs 2020: 65.8%

**Male** 2021: 68.9% vs 2020: 74.8%

#### 2021 Gender Pay by quartile



#### 2020 Gender Pay by quartile



Harvey Nash Group has always played a key role in the sponsorship and promotion of diversity programmes. We champion women in technology and hold regular events promoting gender diversity in technology. We have also presented all female shortlists for a variety of clients to help achieve gender balance up to and including Board level appointments.



## What are we doing about the gender pay gap?

We know we have work to do to continue to make improvements in our gender pay gap. We recognise that closing the pay gap is a long-term investment, so we have included in our People Strategy actions which aim to help us get there.

Since February 2020 we have seen an increase in the proportion of women appointed to senior roles:

- Executive Committee mix has increased from 100% male to 25% female/75% male
- 54% of Senior Management Team appointments have been female
- Our gender split across the UK business was % in 2020 and is 47% in 2021. It demonstrates a small progression but we have also seen the impact on our organisation size in the UK reducing from 298 employees to 234 in 2021.



## Using attraction, recruitment and development to support progression

To support our attraction and retention strategies we have implemented new programmes and initiatives which we aim to embed across our organisation.

Our actions include:

- **Future Talent:** We have applied a 50/50 gender split for delegates to our Global Leaders and Future Leaders talent development programmes to build pipeline of female talent for senior roles
- **Talent Board:** Our Talent Board is in place to ensure we take a fair and equal approach to how we hire and promote talent.
- **Global mentoring:** we launched a Global Mentoring programme to support all our colleagues across our organisation. We aim for and in 2021 achieved 50% female mentee participation
- **Structured hiring practices:** With all Senior Management and Global Leadership hires we aim to present a balanced shortlist. Whether this is via direct sourcing or working with external search partners we set ourselves a standard to ensure we focus on diverse hiring approaches.



## What are we doing about the gender pay gap?

### Improving Equity & Inclusion

We believe that to make real lasting changes to equality and closing the gender pay gap, we need to create an environment where minority voices can be heard, and we listen. We have introduced several new initiatives for minority groups and women at Harvey Nash Group.

In 2021 we launched our Global D,E&I Strategy which enables us to focus on what we are delivering to support gender equality.

- We launched our first Global D&I survey to gather feedback from our employees on how we are progressing with our strategy. This enables us to ensure we maintain our focus
- Our newly launched employee network groups, including 'Women at Nash', which are open to all employees were designed to build groups where differences are discussed and supported; ideas can be shared, and people can learn. We expect a positive impact on improving our attraction, retention and culture for our female population as well as others.
- We have introduced mandatory Inclusive Leadership workshops for all our employees to participate in, learn and become better informed. We believe training and educating our employees regularly and consistently creates a more inclusive and understanding place to work.
- We are piloting a business partnership with 'The 9 month club' which is an organisation supporting mothers on maternity leave and their integration back into the workplace. We hope to add this as a benefit for all our working mothers returning to work.
- We are working hard on the retention of senior women and we have several success stories of women who have been promoted and even re-joined the company in senior positions. The work we are doing will help us to continue learning, evolving and in the future, see the pay gap closing.
- We have taken steps to safeguard the wellbeing of our colleagues. We launched a wellbeing hub and trained mental health first aiders.
- We are actively involved in promoting equality with other organisations through our partnership with Computer Weekly - Top 50 women in tech, we are signed up to the tech talent charter which promotes a diverse tech workforce and we actively work with charity partners

We are aware that this will take time so it's important for us to keep exploring new ways to do this whilst remaining a meritocracy.



## Gender pay progression:

The table below shows the overall gap between male and female pay over the period 2017 to 2021. (excluding 2019). Tracking our progress across each reporting period allows Harvey Nash Group to monitor progress.

	2017	2018	2020	2021
Pay gap Mean	31.5%	32.2%	32.1%	24.3%
Pay gap Median	17.9%	20.9%	36.2%	27.7%

## What is next?

We are aware that changes are needed to ensure that our objectives of closing the pay gap and balancing our gender split across quartiles are met. This requires a strategy that enables us to continuously drive new initiatives, training and analysis to ensure we continue and remain on the path to achieving greater gender balance and pay in our business.

We will continue to evolve our People Strategy. Included in this are our plans to:

