

At SHL, we provide deep people insights to empower leaders and their teams – in a time of unprecedented change – to make unbiased decisions throughout the employee journey.

## 2022 Gender Pay Gap Report



### Comment from our CEO

We believe in the power of people, building a culture where everyone feels empowered to succeed and building a sense of belonging.

Which is why we remain firmly committed to continuing our Diversity, Equity, and Inclusion (DEI) journey. Whilst we have made good progress since 2021, with our pay gaps and bonus gaps decreasing, we know we still have work to do, particularly on our bonus gap which is being driven by a senior representation gap in our commercial team following a successful year with high commission payments.

Guiding our actions in 2022, we appointed two new roles, Director of Inclusion and Head of Inclusion Programs. Most importantly, in July 2022 we set Gender representation goals. We are aiming to reach 50% of women in senior roles (the top 4 layers of our organisation) by the end of 2024. These goals are helping to focus our activity internally around recruitment, career progression and building an inclusive culture.

For our customers, we continued to connect them to DEI resources and expertise to ensure our technology, insights and services are used to reduce unconscious bias in people decisions.

**Andy Bradshaw, CEO**

### Our Gender Pay Gap

In the snapshot month of April 2022, the biggest driver of our pay gap continues to be the under representation of women in senior roles in the UK. Whilst we have implemented representation goals, we are yet to see the impact of those in the pay gap, particularly as the report covers the period before these representation goals were introduced.

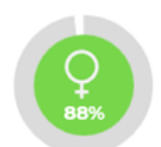
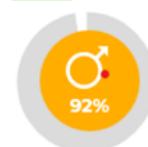
Whilst we have seen some progress in representation in the UK, SHL is a global employer and some of our biggest improvements in gender representation have been seen in the US. We continue to focus on the UK where we know we have a representation gap.

### At a Glance

The tables below show our overall median and mean gender pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2022 and bonuses (including incentives) paid in the 12 months prior.

SHL UK	Median	Mean
<b>Gender Pay Gap</b>	4.91%	15.55%
<b>Gender Bonus Pay Gap</b>	17.72%	54.99%

**The proportion of the workforce that received a bonus**



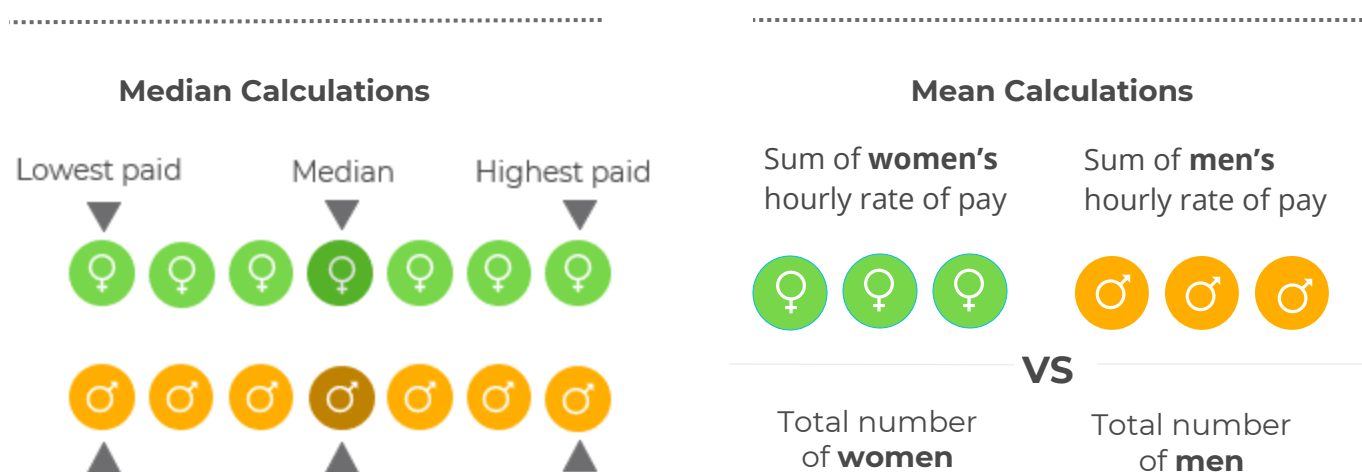
## Gender Pay Gap and Equal Pay Explained

The **Gender Pay Gap** is the difference between what male and female employees are paid at all levels in an organization. This is expressed as a percentage of the average earnings of male and female employees. As an example: If a company has a gender pay gap of 20%, that means that for every £1, males are paid, females are paid just 80p on average.

**Equal Pay** is a different issue. Equal Pay is the legal requirement to pay males and females the same for equal work and experience, which the Equality Act governs.

### Calculating the Median and Mean Pay by Gender

UK-based organizations must follow the calculation methodology set out by the Government Equalities Office to report their mean and median gender pay gap, bonus gap, and distribution across pay quartiles.



The **Median** is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of men's wages and the employee in the middle of the range of women's wages.

The **Mean** is calculated by adding up the wages of all relevant employees and dividing the figure by the total number of employees.

The mean gender pay gap is calculated based on the difference between mean men's pay and women's female pay.

## Proportion of men and women across our UK workforce

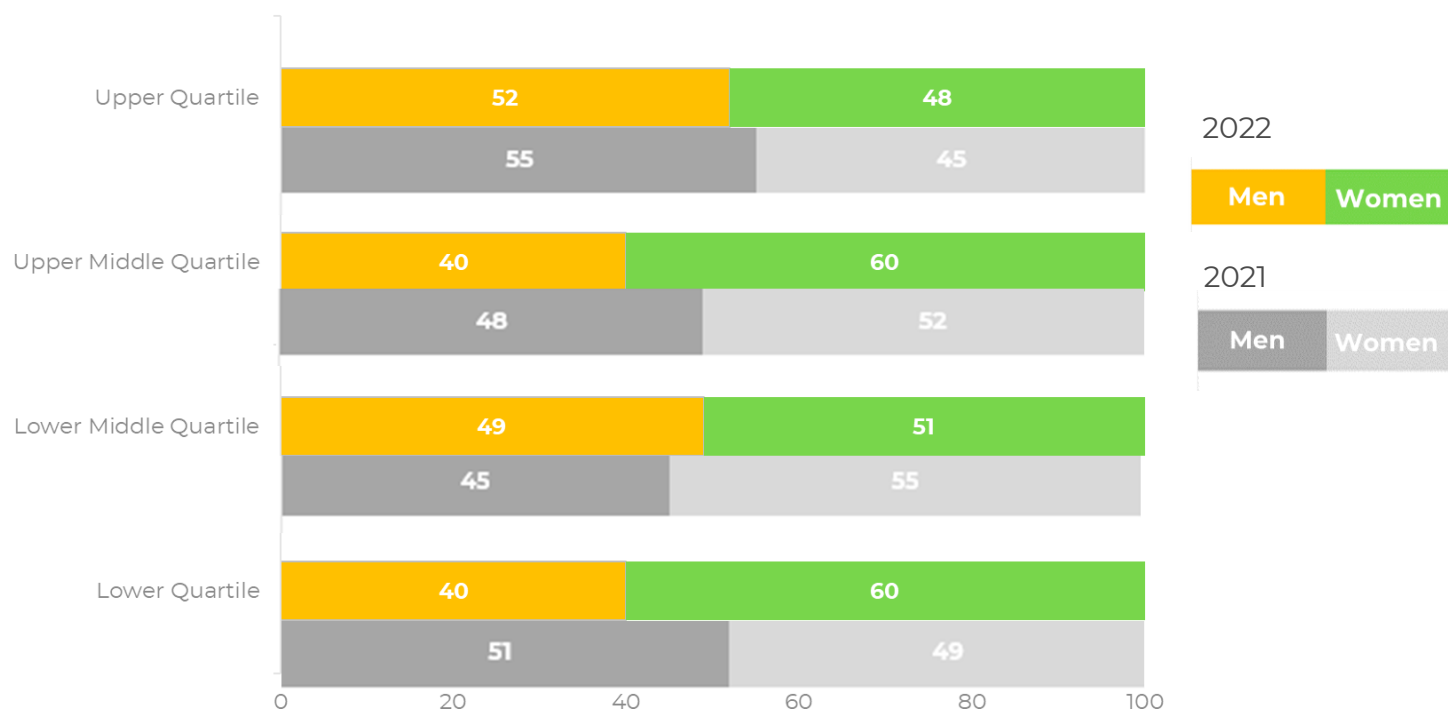
Our entire UK business has a gender-balanced workforce of about:



46% Men

54% Women

## Proportion of Men and Women in Quartiles



### SHL's Actions to Close the Gender Pay Gap:

Over the course of the last 12-18 months, we have implemented the following actions:

- Introduced gender representation goals across all functions and geographies – our aim is for 50% of senior roles to be held by women by the end of 2024.
- Created and resourced two new, global roles – Director of Inclusion and Head of Inclusion Programs.
- Continued our global Mentoring Program to connect talent to leaders at every stage of their careers.
- Partnered with U-Include, a web-based platform which reviews job advertisement wording for inclusive language and suggests amendments to make job advertisements appeal to a diverse set of candidates.
- Partnered with Radical Recruit - a Not-for-Profit recruitment agency in the UK which supports candidates with “barriers to work” to re-enter the workforce.
- In 2023 we will be launching a new career development program, aimed at supporting colleagues from under represented groups to build their careers at SHL.