

2021 Gender Pay Gap Report

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.



Comment from our CEO



We believe in the power of people and building a culture where everyone feels empowered to succeed. Which is why we remain firmly committed to continuing our Diversity, Equity, and Inclusion (DEI) journey.

Guiding our actions in 2021, we created a global Charter for Inclusion, which outlined the big and small changes we'd be making for our people and our customers.

Continuing this momentum globally, we created two new roles – Director of Inclusion and Inclusion Partner. To help scale our efforts, we launched our Inclusion Framework, added more support for our employee-led DEI communities and we strengthened some of our internal people practices.

Included in our DEI commitments is specific focus on closing the gender pay gap over time, developing female leaders and nurturing female talent throughout their careers at SHL.

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.

We always strive to be better and challenge ourselves to do more. We remain committed to being an exemplar for Inclusion.

Andy Bradshaw, CEO

Our Gender Pay Gap

In 2021, SHL's ability to close the gender pay gap was restricted due to the COVID pandemic and cost constraints meant there was no ability to do this through the annual salary review process.

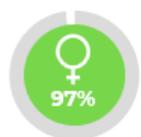
That said, SHL is a global employer and we have made progress in closing the gender pay gap globally by recruiting more females to senior positions in other countries such as the U.S.A. However, we continue to focus on the UK where we know we have more males than females in senior positions.

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 2021 and bonuses paid in the months prior.

SHL UK	Median	Mean
Gender Pay Gap	6.2%	14.9%
Gender Bonus Pay Gap	19.3%	62.4%

The proportion of males and females receiving a bonus payment



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

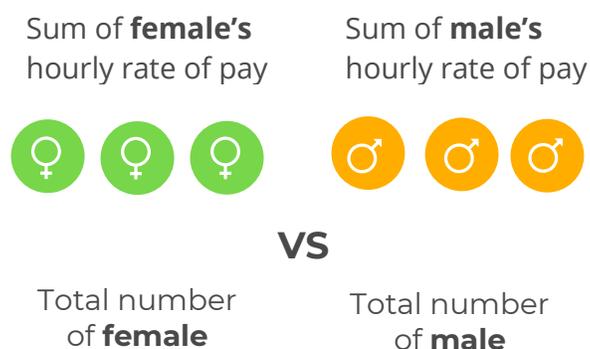
UK-based organizations must follow the calculation methodology set out by the Government Equalities Office to report their mean and median gender pay gap, bonus gap, and distribution across pay quartiles.

Median Calculations



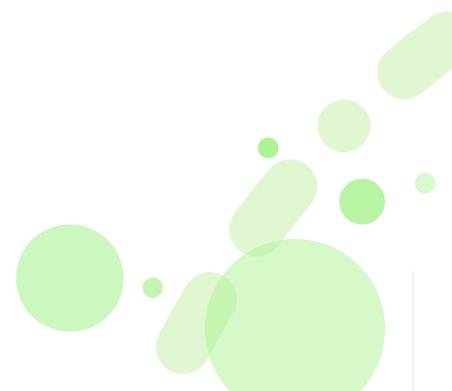
The **Median** is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male wages and the employee in the middle of the range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

Mean Calculations



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 male pay and mean female pay.



Proportion of males and females across our UK workforce

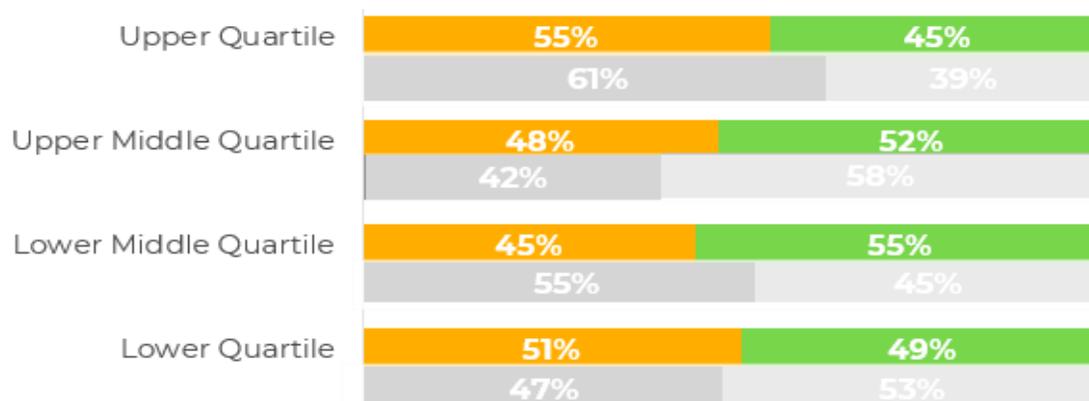
Our entire UK business has a gender-balanced workforce of about:



49.9% Males

50.1% Females

Proportion of Males and Females in Quartiles



The percentage of males and females in each pay quartile: 2021



SHL's Actions to Close the Gender Pay Gap:

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

- Produced quarterly global workforce analysis for the Executive Team to review representation and compensation levels through different lens, including: gender, cultural heritage and age.
- Delivered our first ever, DEI-focused Town Hall that helped us reflect on our journey so far and explored our collective commitments to change.
- Introduced our global Charter for Inclusion and Inclusion Framework that guide our actions and drive meaningful change at every level of the business
- Created two new, global roles – Director of Inclusion and Inclusion Partner – and added more support for our employee-led DEI communities to scale their efforts.
- Launched our global Mentoring Program to connect talent to leaders at every stage of their careers
- Strengthened in our people processes and practices globally to minimize unconscious and unintended biases in our:
 - Talent sourcing and recruitment programs
 - Promotion and compensation programs
- Continued to embed and promote our:
 - Policies on shared parental leave and flexible working arrangements
 - Performance framework and philosophy based on continuous conversations between employees and managers
- Job Architecture that harmonizes job families, job levels and grades, and pay structures globally