

Powering Your Talent Strategy with People Science.

SHL supports every step of the employee journey by bringing our trusted people insights to your hiring, development, and talent mobility decisions.



Comment from our CEO

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

It's really pleasing to see that our efforts in this space are starting to translate into reductions in our pay and bonus gap. We know we still have work to do, particularly in the bonus space, although our mean bonus gap is now the lowest it's been (30%) since we started reporting.

Our actions in 2024 have been about building momentum on the foundations built in previous years, with our Gender representation goals guiding our activities. 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. We are now into the second year of our Diverse Talent development program which supports the career development of our people from an under-represented demographic.

For our customers, we continue to connect them to Inclusion 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

The pay gaps are significantly influenced by the high proportion of men in senior incentive earning roles (78%). When we remove monthly incentive payments, the Median and Mean Pay gaps significantly reduce to **4.8% and 5.9% respectively**.

As we start to see an increase in representation of women at senior levels, we are pleased to see a corresponding improvement in our mean pay gap which now stands at 12.5%, up slightly from 2023 but still below previous years.

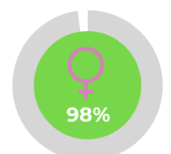
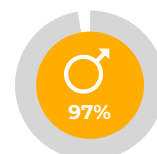
SHL is a global employer and some of our biggest improvements in gender representation have been seen in the US where our mean pay gap is 8%.

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 2024 and bonuses (including incentives) paid in the 12 months prior.

SHL UK	Median	Mean
Gender Pay Gap	7.8%	12.5%
Gender Bonus Pay Gap	15.9%	30.0%

The proportion of the workforce that received a bonus



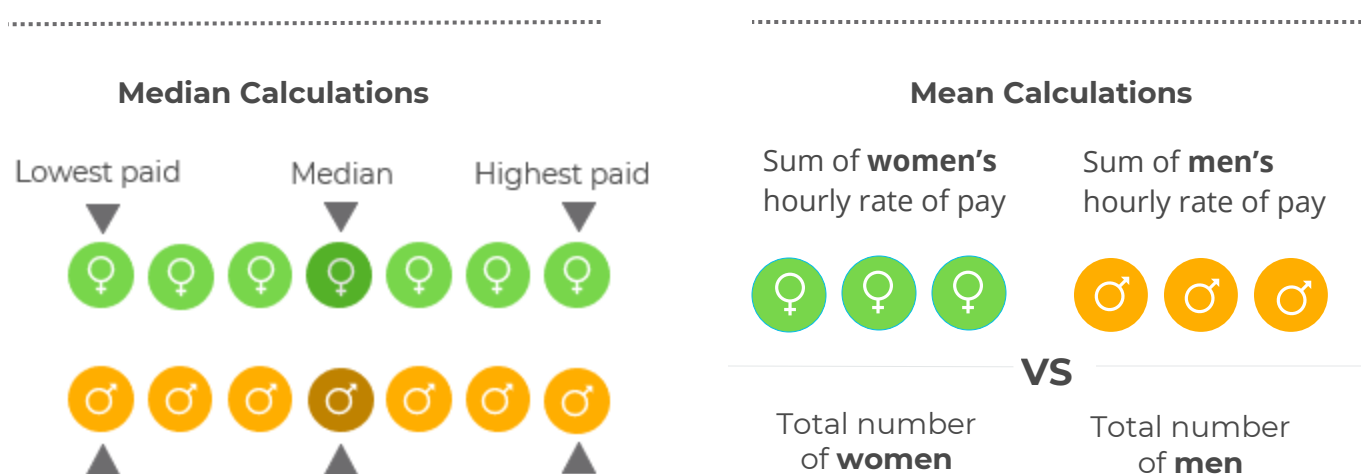
Gender Pay Gap and Equal Pay Explained

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

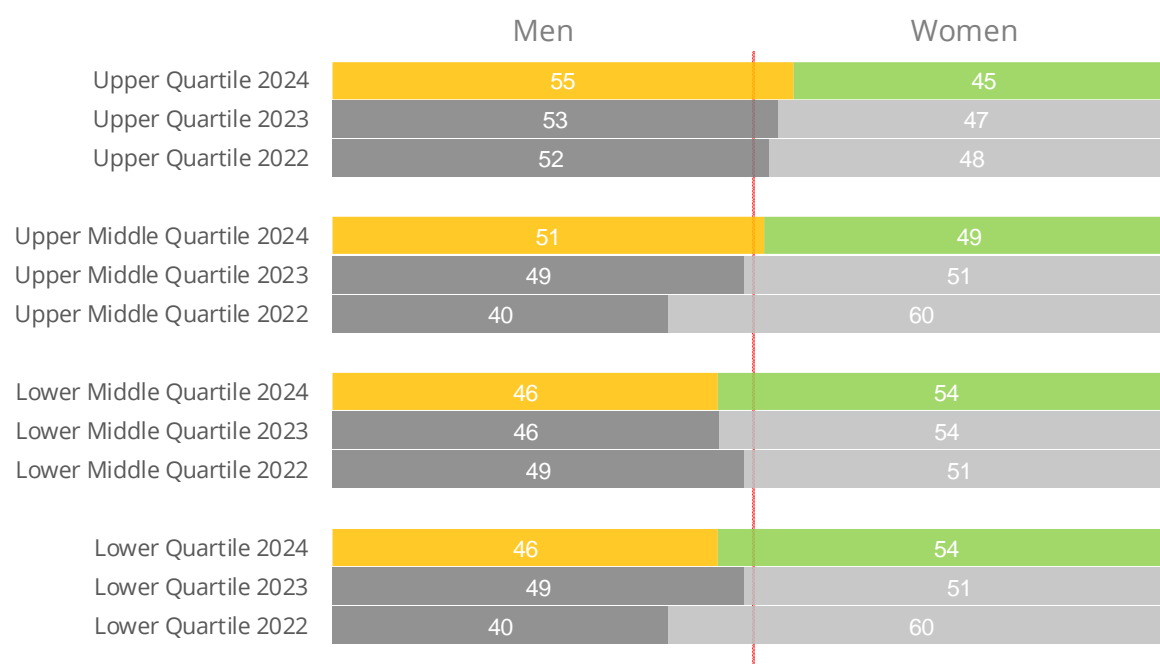
Our entire UK business has a gender-balanced workforce of about:



49% Men

51% 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 2025.
- Continued to build momentum with our Inclusion program with a focus in 2024 on building psychological safety and education through our Community Conversation Program
- 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.
- Introduced a new career development program, aimed at supporting colleagues from under represented groups to build their careers at SHL. Our **Diverse Talent**