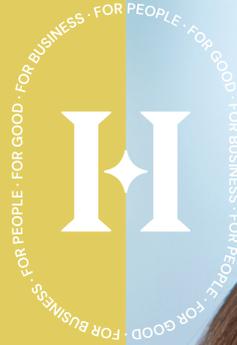


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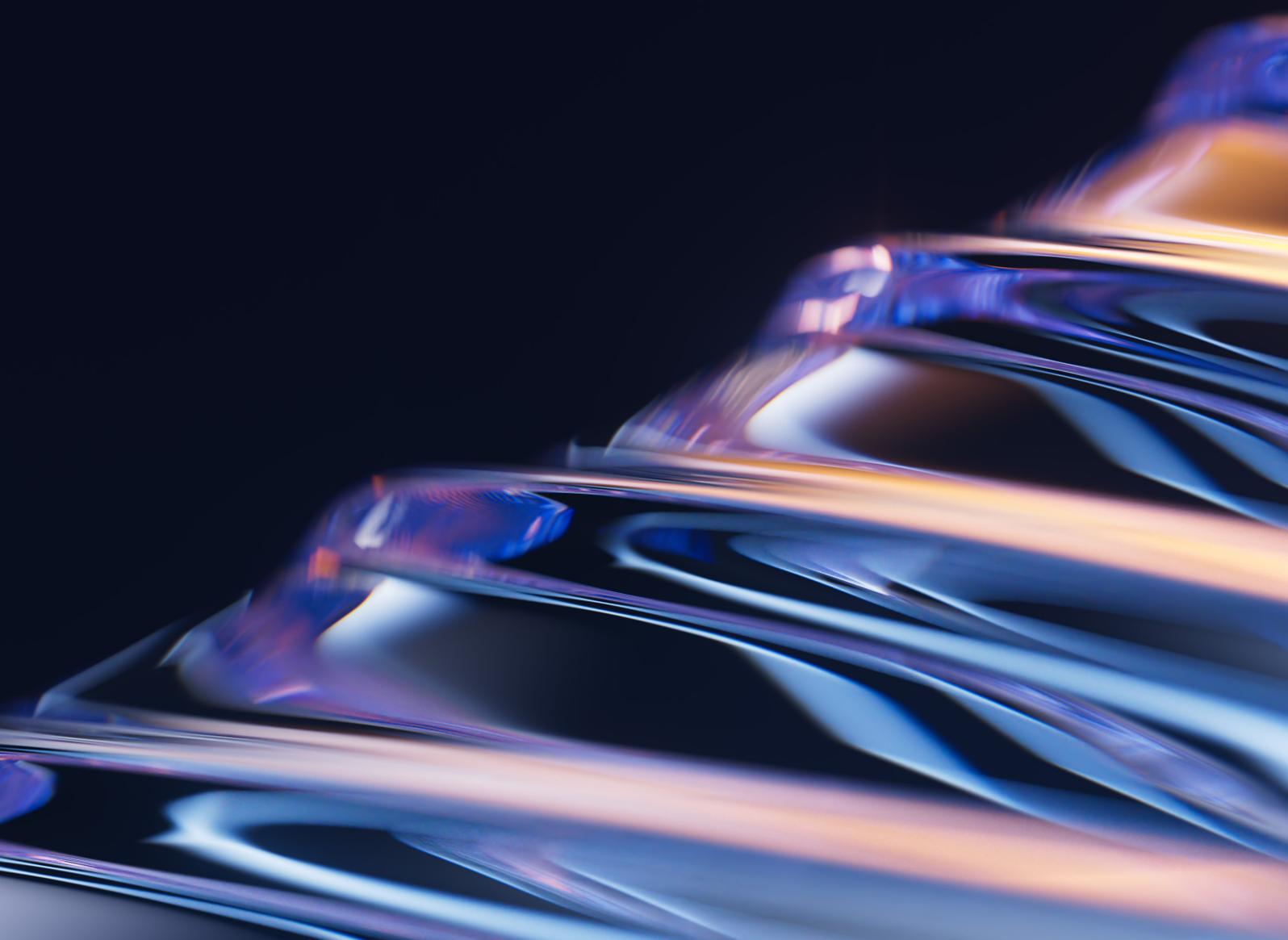
Gender Pay Gap Report

HaysMac[★]



CONTENTS

Welcome	1
Our gender split in April 2025	3
Gender pay gap	4
Partner pay gap	4
Gender bonus gap	5



Welcome



Natasha Frangos
Managing Partner

At HaysMac, we are committed to fairness and recognising excellence in every role, every day. We are proud to be an Equal Pay employer, ensuring equal compensation for equal work, no matter who you are.

We are delighted to share our eighth Gender Pay Gap report for the year ending 5 April 2025, prepared in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. As these regulations do not define 'men' or 'women,' we have excluded data from staff who have not identified as either.

Over the past year, we have continued to evolve as a firm. We rebranded to reflect our modern, friendly, forward-thinking, and inclusive approach. We were also proud to be recognised as one of the Sunday Times Best Places to Work 2024, which was a huge reflection of our people-first culture.

For the year ended 31 March 2025, our focus has remained on building an inclusive and welcoming environment. At HaysMac, we value open communication, collaboration, and inclusivity. As a result, we are proud that our team feels comfortable being their authentic selves at work.

We know there is always more we can do. That is why we keep challenging ourselves and investing in initiatives that drive continuous improvement across the firm.

Culture

We have had an incredible year of growth and progress. We have expanded our Cape Town office – welcoming our very first graduate intake there and moving into a bigger, better space designed to support our people and ambitions. It's been a year of exciting milestones. Across both of our offices, we continue to nurture the positive culture that defines who we are.

Our hybrid working approach gives everyone the flexibility to excel professionally while maintaining wellbeing, family time, and balance. We prioritise wellbeing, inclusivity, and fulfilment – whether through collaboration, moments of downtime, or using our dedicated prayer and wellbeing room for reflection

We continue to create events and initiatives through a range of our networks – including our CSR, Diversity, Equity and Inclusion (DEI), Environmental, FemNet, and Wellbeing committees – bringing people together and strengthening the values we stand for. We are excited to build even more meaningful connections in the year ahead.

Learning & Development

We champion continuous learning and meaningful feedback. Through our Bridge platform, colleagues can book professional skills courses on topics such as presentation, project management, and delegation, with real-time feedback from expert facilitators. Alongside this, we offer impactful training initiatives that promote a more equitable workplace, covering areas including DEI fundamentals, microaggressions, and conscious inclusion.

Our training goes beyond awareness – it equips colleagues with the confidence and skills to have constructive conversations at every level. By normalising open dialogue, we foster growth, accountability, and shared learning, ensuring DEI principles are lived in practice.

We also champion mentoring to support development, collaboration, and confidence, tailoring our approach to individual needs so everyone can thrive.

Creating an inclusive culture means colleagues feel safe to speak up. At HaysMac, we offer multiple routes for feedback – from our Whistleblowing Policy and upward feedback in partner appraisals, to direct access to the People Team – encouraging open, judgement-free dialogue.

This blended approach embeds DEI into daily behaviours and decisions, building a workplace where everyone feels seen, heard, and valued.

Diversity, Equity & Inclusion

At HaysMac, we recognise that DEI shouldn't exist as a standalone initiative – it must be embedded across every department, process, and stage of the employee journey. From recruitment and onboarding to leadership development and day-to-day team dynamics, we are committed to ensuring DEI is a core consideration in how we work, lead, and grow together.

After our firmwide engagement survey, leadership has continued to actively listen and implement changes that strengthen belonging across HaysMac.

We place strong emphasis on 'tone from the top,' with the expectation that senior leaders set the standard for inclusive behaviours and act as visible role models. By demonstrating openness, accountability, and respect in their leadership styles, they reinforce the importance of DEI in everyday interactions and empower others to follow suit.

This year we launched a transformative partnership with FAIRER, a leading DEI consultancy, to shape the next chapter of our inclusion strategy. This marked a bold step forward – moving from well-intentioned initiatives to a firmwide, evidence-led and future-focused approach.

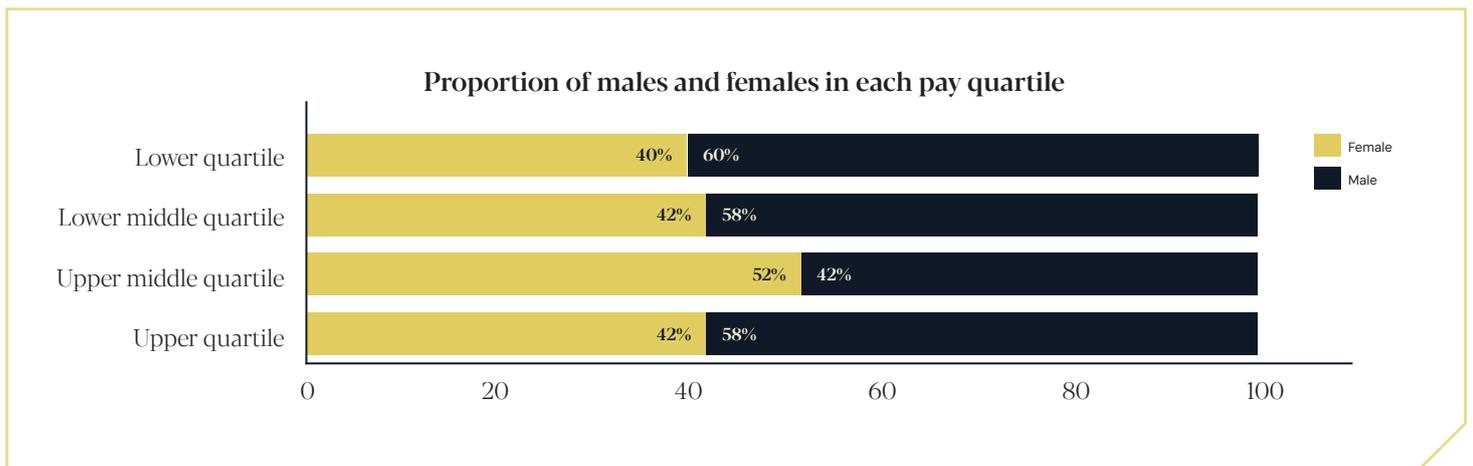
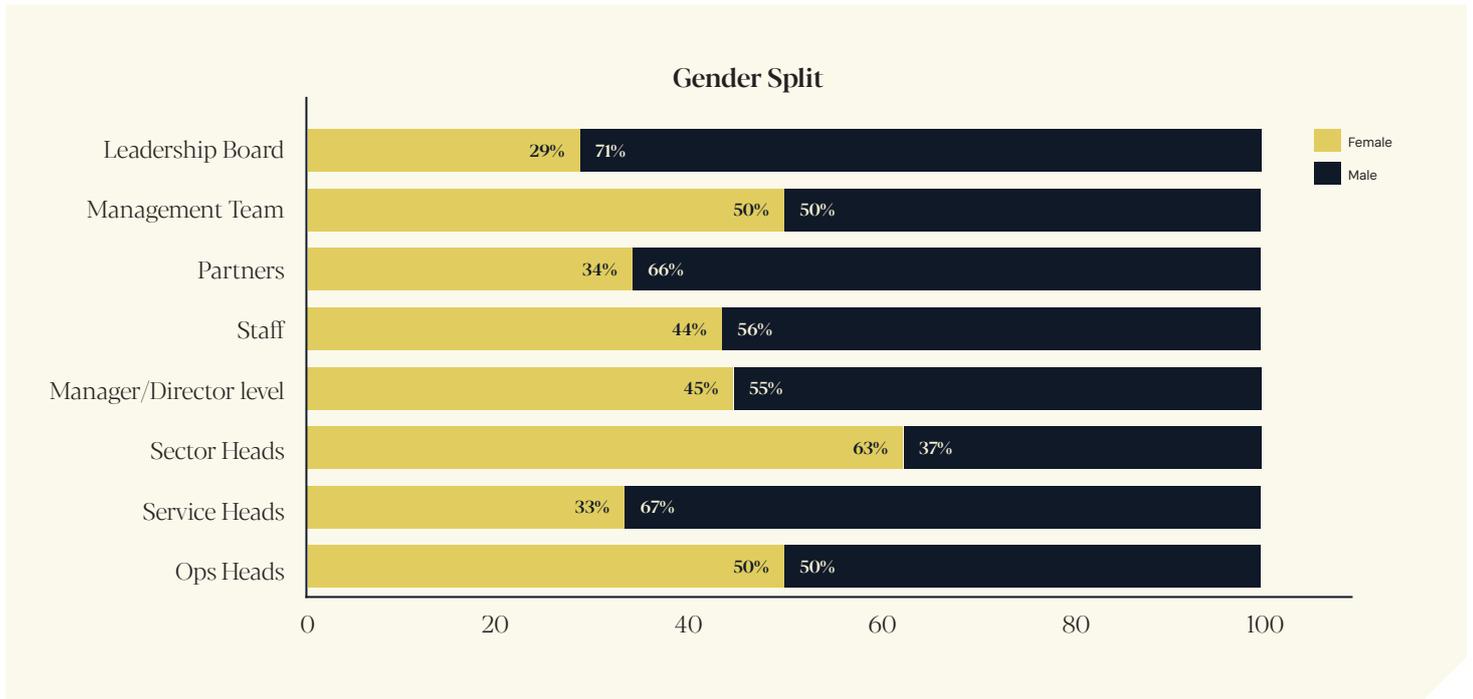
Together, we have redefined what inclusion means for HaysMac, developed a refreshed DEI vision and long-term strategy that reflects both who we are today and the inclusive, high-performing firm we are building for tomorrow.

Our DEI committee plays a vital role in fostering our inclusive culture at HaysMac by organising a variety of internal events throughout the year. These include cultural celebrations, educational sessions, and interactive workshops designed to encourage connection, learning, and the sharing of lived experiences across the firm. This year, we have proudly hosted a variety of events that amplified diverse voices and stories, with a strong emphasis on education and awareness.

Commitment

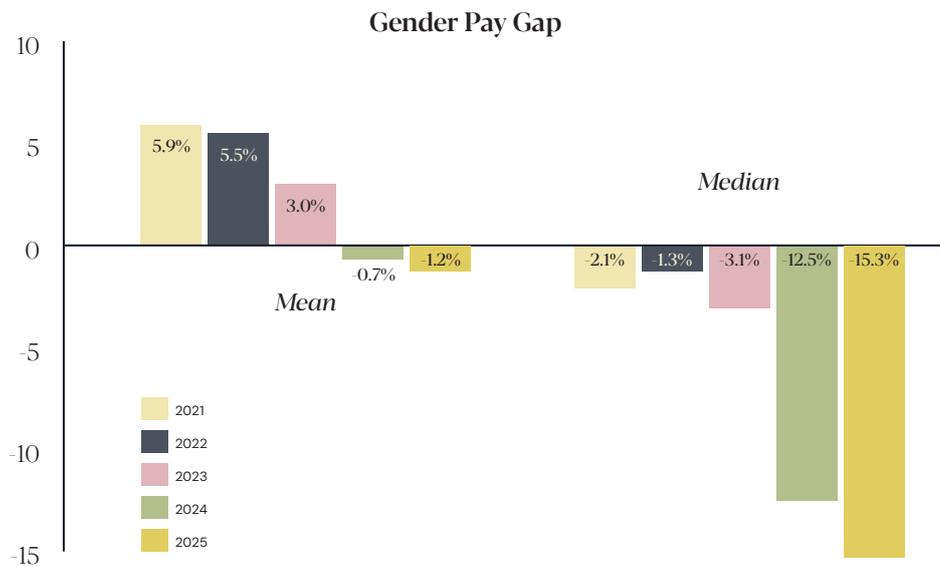
At HaysMac, we believe that diversity, equity, and inclusion are fundamental to everything we do. Rather than treating DEI as a separate initiative, we weave it into every department, process, and stage of the employee experience. From recruitment and onboarding to leadership development and everyday team interactions, our commitment is to embed DEI at the heart of our culture and shaping the way we work, lead, and grow together.

Our gender split in April 2025



Gender pay gap

Over previous years, we have implemented significant changes to establish clear expectations, promote fairness, and support a positive and productive workplace for all. As a result, we are proud to report that our mean gender pay gap has impressively reduced from 5.9% in 2021 to -1.2% in 2025, while our median gender pay gap has decreased from -2.1% to -15.3% in the same period.



Partner pay gap

Transparency is key to our ethos. Although partners are not included in the statutory figures in line with Gender Pay Gap regulations, we voluntarily disclose our partner gender pay statistics. For the year ending 5 April 2025, the mean gender pay gap among our 41 partners stands at 2.7%, and the median gender pay gap is -14.6%.

Definitions

Mean gender pay/bonus gap

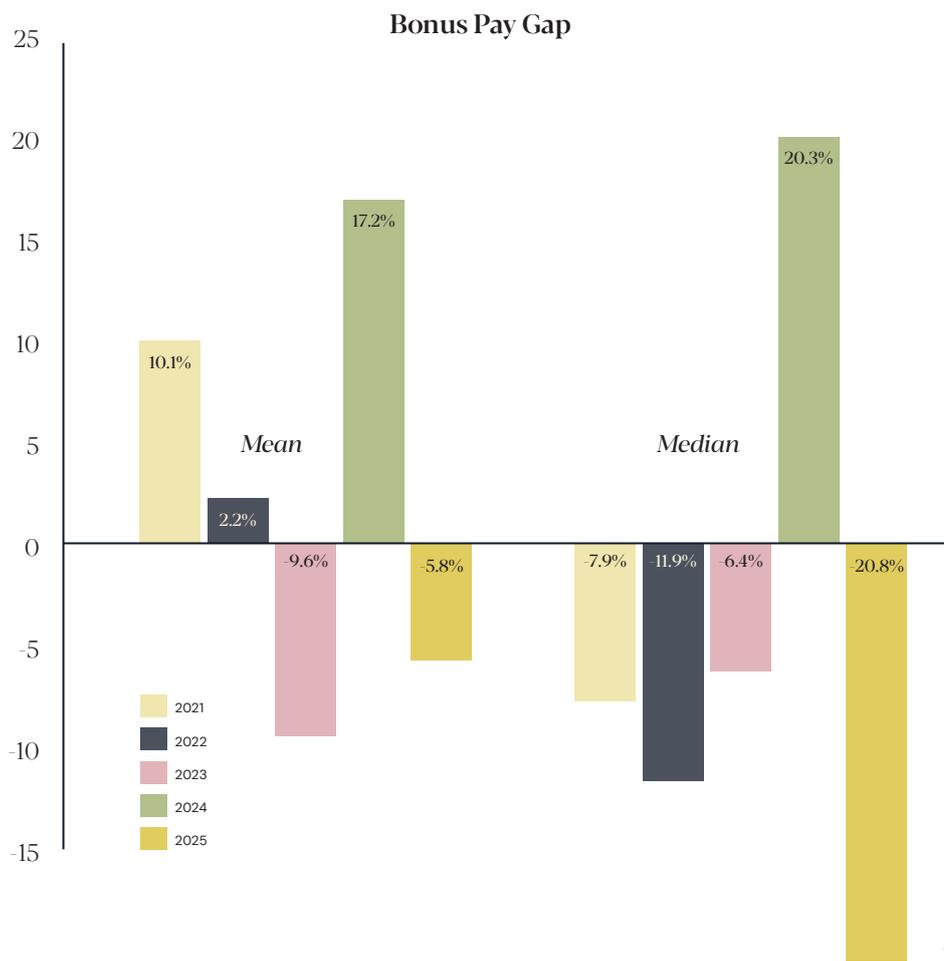
The difference between the average hourly rate of pay/bonus pay of male employees and that of female employees calculated as a percentage of male pay/bonus pay.

Median gender pay/bonus gap

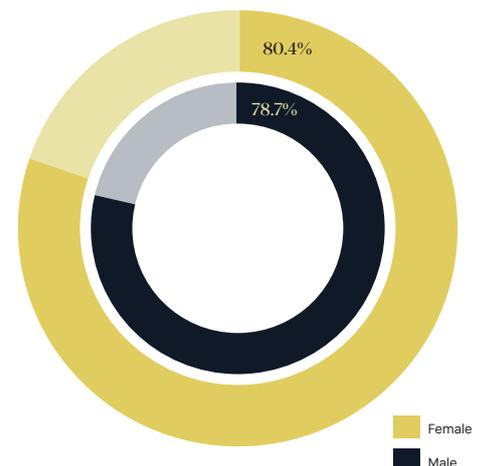
The difference between the midpoint hourly rate of pay/bonus pay of male employees and that of female employees calculated as a percentage of male pay/bonus pay.

Gender bonus gap

Our bonus system is designed to reward performance. The statutory calculation of bonus pay gaps includes bonuses paid between April 2024 and April 2025. While not all employees receive bonuses, our mean gender bonus gap has reduced from 17.2% in 2024 to -5.8% this year, and **our median bonus gap has decreased from 20.3% to -20.8% in the same period.**



Proportion of Staff Receiving a Bonus





HaysMac⁺



Committed to Sustainability

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