

Hays – 2009 EOWA Employer of Choice for Women

Hays Media Contact

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About Hays

Hays is the global leader in specialist recruitment. Established in Australia in 1976, Hays is Asia Pacific's largest group of specialist recruitment consultancies with 45 offices in Australia, New Zealand and SE Asia. We are ranked as the number one specialist recruitment company globally, with offices in 28 countries. We employ over 8,000 temporary staff every week, and find permanent jobs for over 20,000 people in a year. Our turnover for last financial year (Aus/NZ – 2007/2008) was \$1.05 billion. We have over 1,200 staff throughout the Asia Pacific region.

We describe our culture as a meritocracy, a high performance culture that promotes and rewards individuals based on the merit of their performance. As a market leader, we have high expectations of our people and invest heavily in their learning and development to ensure they provide our clients and candidates with the very best results.

Hays is committed to providing real opportunities for women in the workplace and our organisational goals and priorities are consistent with this intention. Growth in the business has created more opportunities for women in our business, some of which have taken advantage of working on a part-time basis both operating out of offices and from their home. The technological advancements have further allowed women to select more flexible work arrangements.

Below are some interesting initiatives that have allowed us to achieve fantastic results for women at Hays.

All initiatives have been implemented to create an environment, which supports the recruitment and learning and development of women in the workplace and recognises the achievements through promotion and opportunities. It's also our way of saying thank you to our employees for their commitment, hard work and results.

Initiatives

1. Enhanced conditions of service and employee benefits

- **Hays Loyalty Leave Policy** – this policy was introduced as a retention strategy, which grants employees with over three years service an extra day's annual leave per year. Hays grant this until a maximum of five days leave is achieved. 61% of staff who are entitled to extra leave are female
- **Long Service Awards** – Staff members celebrating their 5, 10, 15 and 20 year anniversary receive a voucher and gift from Tiffany & Co to further thank them for their commitment and hard work
- **Hays Rewards** – to further support work-life balance, the Hays Rewards Programme provides employees with 2 years plus service the opportunity to spend \$500 each year on health, fitness and leisure activities, individually or with their partners, families or friends

Initiatives Continued

- **Entertainment Book** - To encourage **work-life balance**, Hays purchases Entertainment Books for staff on their first year anniversary and every year thereafter. The Entertainment Book contains hundreds of 25%, 50% and two-for-one offers to the best restaurants, hotel accommodation, attractions and leisure activities in your region. It includes a 'gold card' for fine dining, vouchers for cafés and bars, great rates on hotel and resort accommodation, along with great deals on rental cars, tourist attractions, cinemas and theatres
- Our **Share Save scheme** allows Hays employees to save over 3 or 5 years to buy Hays shares at a discount of 20% off the market price at the start of the scheme. At the end of the period, they have the option of either taking the cash and any interest, or taking the shares at the agreed price
- **“Stay in Touch”** program with women on maternity leave
- **Hays offers 6 weeks paid maternity leave after 12 months of service**
- **Partnership with Careforkids** - an internet-based facility, which provides employees with quick and easy options for quality child-care, as well as links and articles on useful parenting information
- **Reduction in standard working hours** after consultation with employees

2. Improved communication re: internal opportunities for career development – locally & globally

The success of our business depends on our people. One of the attractions of Hays as an employer is the scale and international nature of our business. This means that we can offer opportunities for career progression internationally, interstate and intercity.

We want to motivate all our employees to do their best work through reward and recognition. Our transfer policy rewards individuals solely on their abilities and according to the requirements of the job. Everyone is given an equal opportunity to progress within the company based on their capacity to demonstrate the relevant criteria required to be successful in each role.

New policies have been devised focussing on international transfers, promotions and mobility to clearly communicate to all employees the application process for working overseas. There is an increased emphasis on encouraging staff to take advantage of our global presence as described in our 'International Mobility' programme.

3. Enhanced Leadership Training

Aside from the internal classroom training we offer our staff throughout their career we also offer high potential senior executives the opportunity to be part of the global leadership program called 'Hays Advance'. It is also a strategy to ensure we retain key talent. Delivered by external specialists it includes individual coaching, a 360 degree feedback review, a comprehensive psychometric profile, group business simulations and an intensive three day leadership workshop held at various global locations.

Outcomes:

- Of all promotions to senior management women achieved 50% including a female promotion to the board of directors
- Over 200 transfers within the Asia Pacific region to / from Europe
- 60% of total promotions were achieved by women, 5 % which were part-time employees
- According to our annual 'Talk Back' employee survey 85% of staff agreed that "I have opportunities for career enhancement" (42% ahead of the external benchmark)
- 47% of senior executive training participants were female
- Our conditions of service are a significant factor in the 9% improvement of our staff retention rate over the past 12 months.
- We are also in no doubt that these excellent conditions are major contributors to our 96% rate of return from maternity leave.
- 64% of new recruits during the reporting year were female
- 64% of part-time employees (all female) hold a management position