

Gender Pay Gap Reporting

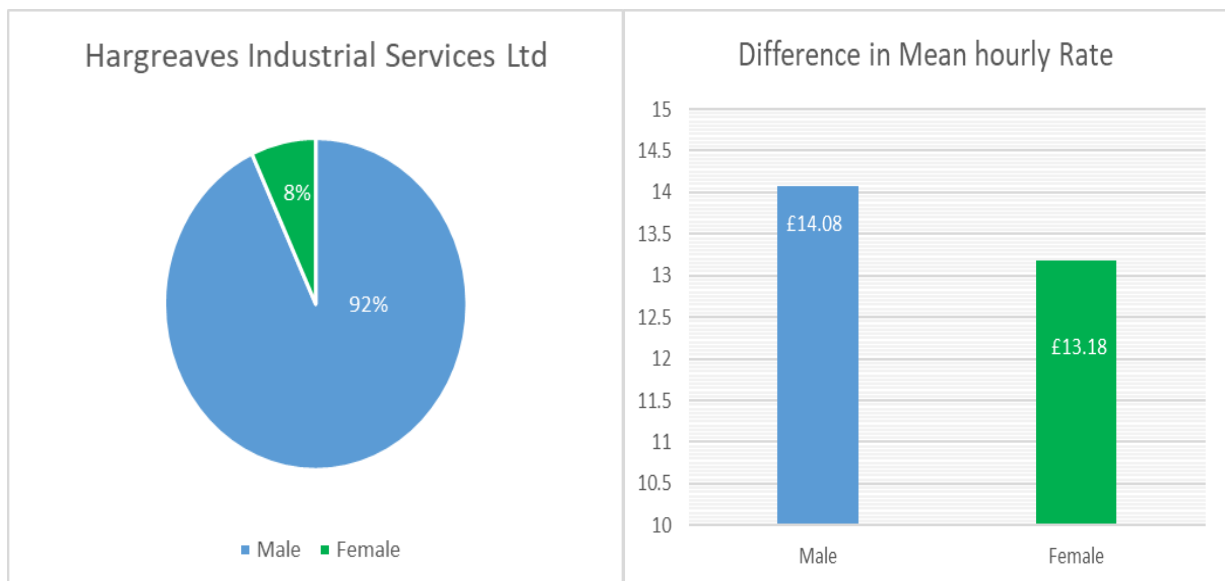
The gender pay gap shows the difference between the **average** (mean or median) earnings of men and women. This is expressed as a percentage of men's earnings e.g. women earn 15% less than men per hour. Gender pay differs from "equal pay" which looks at pay differences between people carrying out the same or comparable work.

This is the fourth year that Hargreaves Services plc and its subsidiaries ("the Group", "Hargreaves") has published its gender pay gap. The Group employ approximately 1,700 employees albeit our employees are spread over different countries and trading entities.

We now only have one company in the UK with employees of over 250, being Hargreaves Industrial Services Limited.

All of these figures have been calculated according to the gender pay gap reporting regulations. Hourly rates include basic pay, allowances and shift premium pay, but not overtime.

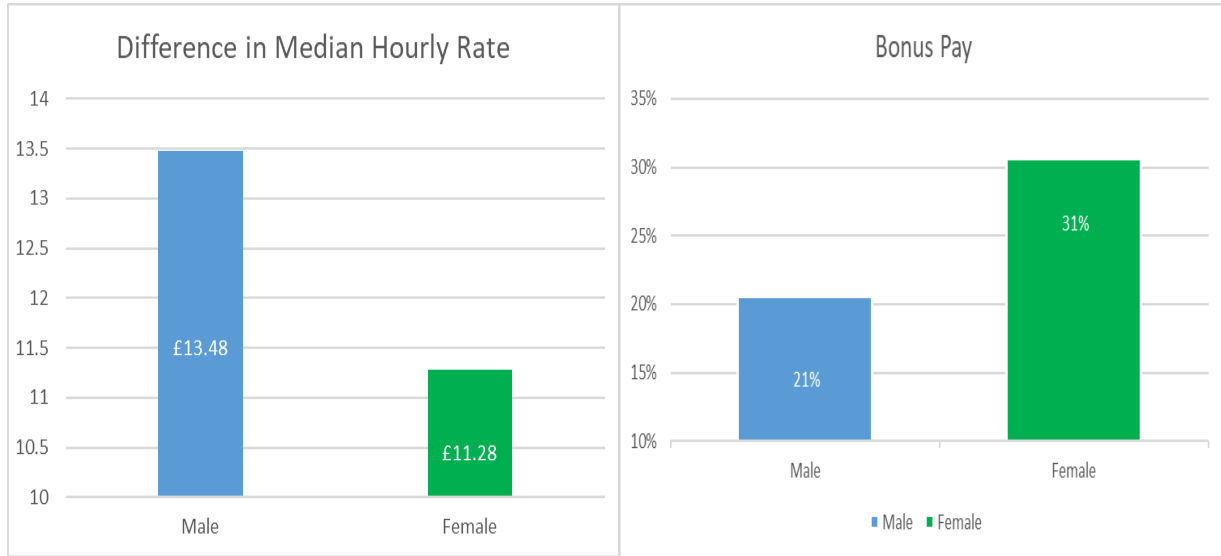
Hargreaves Industrial Services Limited Gender Pay Reporting (results published as at 5th April 2020)



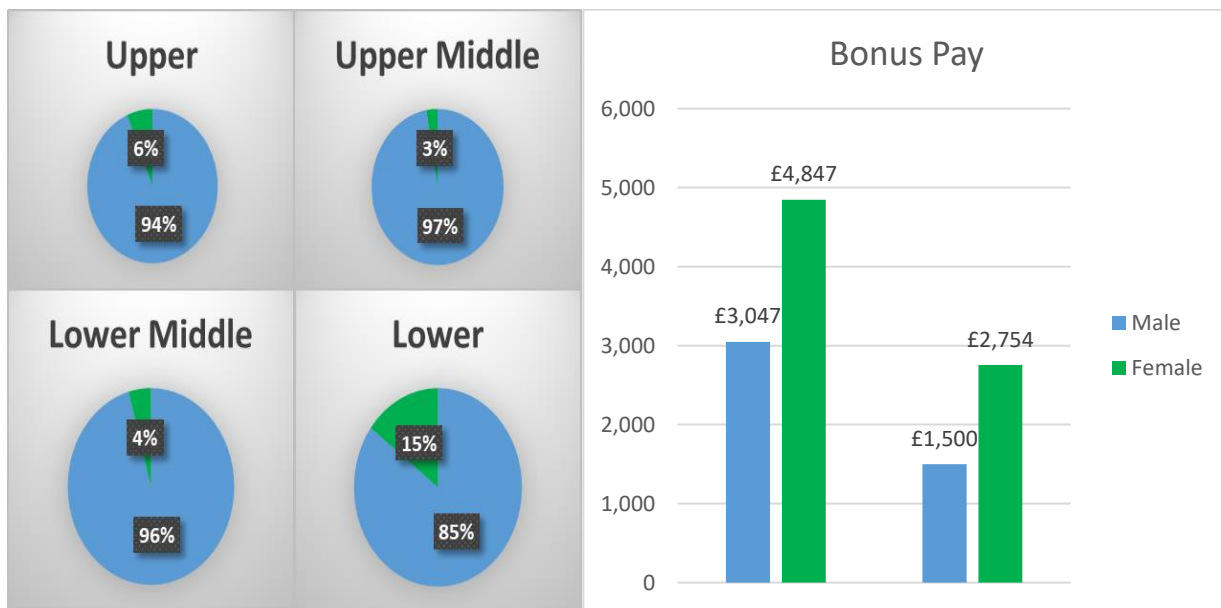
Hargreaves Industrial Services Limited gender pay gap, 5th April 2020 was 6.83%, compared to 14.7% in 2019.

The previous year was impacted by a senior female employee leaving the business, this year it has evened out.

Hargreaves Industrial Services Limited provides a range of industrial site services to the power generation, steel and other industrial sectors. The services engaged in are varied and include material handling and operations and maintenance. The company is predominantly male due to the transient nature of the works however, the business has a large regional head office that has several females in senior roles. The median gender pay gap was 19.5%, also a decrease on last year's 26.6%.



Women are represented in each category with the largest proportion being in the lower quartile. The split on bonuses show that the bonuses paid out to females is higher than males. This again demonstrates the representation of women in senior roles in Hargreaves Industrial Services Ltd.



Summary

The causes of gender pay gap are varied and overlapping. The sectors Hargreaves operates in lead to more males applying for positions than females. However, this fourth year of data does demonstrate that there are no barriers for women to progress to senior roles with eligibility to receive additional remuneration i.e. bonuses. We hope that by publishing this information year on year, more women will be interested in a future with Hargreaves.

Transparency about our gender pay gap is important to us and we are committed to tackle the root causes behind the gap.

This statement on gender pay gap is accurate as of 5th April 2020.

Gayle Mulvaney
Group Treasurer