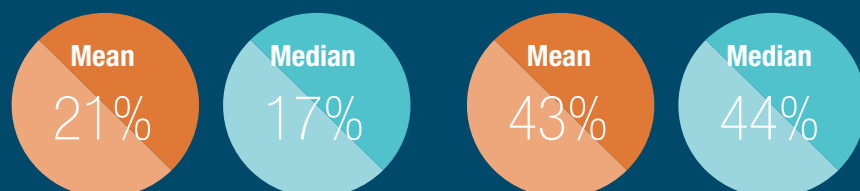


The below stats show our overall mean and median gender pay gap, along with the mean and median difference in bonuses paid to men and women. Results are based on the 12 month period previous to the point of analysis on 5th April, 2017.

Hourly Pay**Bonus****Quartile by gender**

Mean figure = the difference between the average of men's and women's pay

Median figure = the difference between the midpoints in the ranges of men's and women's pay

	Female	Male
Lower	65%	35%
Lower middle	61%	39%
Upper middle	55%	45%
Upper	42%	58%

On 5th April 2017, all UK PageGroup employees were employed either by Michael Page International Recruitment (MPIR), or Michael Page Holdings (MPH). MPIR comprised of UK sales operation heads, operational directors, fee earners, team support staff and PAYE temps (Median pay gap – 13% and Mean pay gap – 18%). MPH comprised of support staff and non-operational directors, including members of the Executive Committee who are resident in the UK (Median pay gap – 38% and Mean pay gap – 38%). During 2017 the UK business was restructured, resulting in all employees now being employed by Michael Page International Recruitment. The numbers above show the consolidated position within PageGroup.

The pay gap at PageGroup exists for a number of reasons. As the organisation is headquartered in the UK, several Executive Board members are on the UK payroll and therefore included in the UK figures. There is also a lower proportion of women holding the firm's most senior roles, an issue the group has been working hard to address for a number of years.

“The results are broadly in line with our expectations and we do recognise that, despite our equal pay policy, there is a pay gap. For a number of years we have been implementing new measures to ensure we are combatting the gap and developing our female talent across the business, which we will continue to do in the future.”

Kieron Rathe, Group HR Director

Our results are a reflection of the considerable strategic focus by PageGroup in terms of Diversity & Inclusion, with a particular focus on gender diversity. Our D&I gender strategy covers 3 key areas – Workforce, Workplace, and Marketplace. All of our objectives are aligned to these areas, as well as our broader business and talent objectives, considering:

- How we hire: focus on behaviours and diverse media
- Our culture: D&I training for all people managers/leaders
- Engaging with our clients: learning from them and sharing what we do

Our specific activity has included:



As part of Women@Page, we have been running a successful mentoring programme since 2012.



Female mentors have
increased from



(2012-date)

Female mentees have
increased from



(2012-date)

“Having a mentor scheme is extremely useful, as it has allowed me to find a much more senior person in the business to relate to, that I might not have had access to before.”

Liz Campion, Director,
Page Executive

We have also won a number of awards, including the HR Excellence 2017 – Diversity & Inclusion award, along with three awards from enei – Private Sector, Inclusive Culture, and, Team of the Year



Whilst we are delighted with the progress we have made with Gender Diversity in the UK over recent years, we recognise that we still have more work to do on eliminating any gender pay gap.

“The organic nature of our business, with senior employees almost always being promoted from within, means addressing our gender pay gap will take time.

We have however been actively working on this, as shown by an increase in our female Director population in the UK from 29% at the end of 2013, to 41% by the end of 2017.

We will continue to build upon this and place a strong emphasis on our Gender Diversity strategy.”

Kieron Rathe, Group HR Director