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GENDER PAY GAP

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Report 2025



OUR Commitment



At PageGroup, our purpose is Changing Lives.

We take pride in positively affecting the candidates and clients we work with on a daily basis, as well as the thousands of people we help through our social impact activities around the world.

Internally, we are dedicated to strengthening the best possible environment we have created for our people. An integral part of this is building a truly inclusive culture.

We constantly seek to drive engagement and ensure every employee feels heard and supported. By proactively listening and acting on employee feedback, we aim to make our organisation a place where people want to stay, grow, and succeed.

Our commitment to gender balance is deeply embedded within this. Through continuous listening and our Women@Page programme, amongst other strategies, we are proud to be building a balanced and equal workplace. ”

Nicholas Kirk
Chief Executive Officer



MEASURING THE Gender Pay Gap

METHODOLOGY AND RESULTS

This is the eighth year that we will report in line with the UK Gender Pay Gap regulations. The key areas that are reported relate to:

- The mean and median Gender Pay Gap as of 5 April 2024; and
- The mean and median Gender Bonus Gap based on the 12 months prior to the point of analysis on 5 April 2024

We are required to report on results which include our own employees in the UK as well as temporary workers who we place and for whom we manage payroll.

We have full responsibility for the pay levels of our own employees but not for the pay rates of temporary workers, which are set by our clients.



Results

UK PAGEGROUP GENDER PAY GAP RESULTS

(PageGroup employees only*)

| | 2024 | | 2023 | | CHANGE | |
|--------------------------------------|-------|--------|-------|--------|--------|--------|
| | MEAN | MEDIAN | MEAN | MEDIAN | MEAN | MEDIAN |
| Gender Pay Gap | 17% | 19% | 14% | 17% | 2.6% | 1.5% |
| Bonus Gender Pay Gap | MEAN | MEDIAN | MEAN | MEDIAN | MEAN | MEDIAN |
| | 44% | 35% | 41% | 30% | 2.5% | 4.5% |
| Proportion receiving a bonus payment | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN |
| | 87% | 89% | 83% | 84% | 4.5% | 4.7% |

UK COMBINED GENDER PAY GAP RESULTS

(includes PageGroup employees* and temporary workers at client companies)

| | 2024 | | 2023 | | CHANGE | |
|--------------------------------------|-------|--------|-------|--------|--------|--------|
| | MEAN | MEDIAN | MEAN | MEDIAN | MEAN | MEDIAN |
| Gender Pay Gap | 19% | 17% | 19% | 20% | -0.4% | -3.6% |
| Bonus Gender Pay Gap | MEAN | MEDIAN | MEAN | MEDIAN | MEAN | MEDIAN |
| | 44% | 35% | 42% | 35% | 1.8% | -0.4% |
| Proportion receiving a bonus payment | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN |
| | 44% | 46% | 41% | 46% | 2.2% | 0.3% |

* Results do not include Page Outsourcing as this company does not meet reporting thresholds

Results

% OF FEMALES AND MALES IN EACH QUARTILE PAY BAND

UK

| | 2024 | | 2023 | | CHANGE | |
|--------------|-------|-----|-------|-----|--------|-------|
| | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN |
| Upper | 45% | 55% | 45% | 55% | 0.2% | -0.2% |
| Upper Middle | 56% | 44% | 57% | 43% | -1.1% | 1.1% |
| Lower Middle | 61% | 39% | 63% | 37% | -1.7% | 1.7% |
| Lower | 61% | 39% | 61% | 39% | -0.6% | 0.6% |

UK (EXCLUDING TEMP)

| | 2024 | | 2023 | | CHANGE | |
|--------------|-------|-----|-------|-----|--------|-------|
| | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN |
| Upper | 41% | 59% | 43% | 57% | -1.9% | 1.9% |
| Upper Middle | 53% | 47% | 54% | 46% | -1.8% | 1.8% |
| Lower Middle | 60% | 40% | 59% | 41% | 1.3% | -1.3% |
| Lower | 60% | 40% | 57% | 43% | 3.3% | -3.3% |

UNDERSTANDING the Gap

UK PAGEGROUP EXCLUDING TEMPORARY WORKERS

Across the UK PageGroup business, our 2024 gender split was 55% female, 45% male.

In 2024, both the mean and median pay gaps increased, by 2.6% points and 1.5% points respectively. This was largely driven by the changes in locations of some of our senior female leaders. In 2023, 2 of our 3 female Executive Board members were domiciled in the UK, whereas in 2024, 1 is now resident in the UK with 2 located in other countries.

There has been an improvement in the proportion of female employees in the bottom two quartiles and in the middle two quartiles the mean gender pay gap has reduced year on year. The proportion of females receiving a bonus has also continued to increase.

UK PAGEGROUP COMBINED RESULTS

The combined results include temporary employees, placed with our clients who are effectively outside the influence and control of PageGroup. The overall mix of combined employees stayed unchanged compared to 2023: 57% female, 43% male.

The mean gender pay gap has decreased by 0.4%, and the median gender pay gap has decreased by 3.6%.

The mean bonus pay gap has increased by 1.8%, whereas the median bonus pay gap has decreased by 0.4%.



OUR Approach

At PageGroup, it is our aim to create an inclusive workplace where everyone can thrive.

In 2024, we finalised our Employee Value Proposition statement and defined our 6 pillars across the business – Inclusive Culture, Growth and Reward, Wellbeing and Flexibility, Tools and Technology, Customer Focus and Social Impact.

Employee experience at PageGroup has one clear objective, to create the best possible environment for our people. Our mission is clear—drive engagement and ensure every employee feels heard and supported.

89%

of employees have **'a clear understanding** of what is expected of me in my role'

86%

of employees are **'proud to work** at PageGroup'

88%

of employees say PageGroup is **committed to diversity and inclusion** in the workplace

85%

of employees are 'aware of how to apply **PageGroup's new behaviours** in my role'

OUR COMMITMENT to Gender Balance

Three of our pillars that help support our commitment to gender balance are

1. INCLUSIVE CULTURE

We firmly believe that for our business to succeed we need to focus on inclusivity in all its forms. Being inclusive is about truly understanding difference and consciously adapting ourselves so that everyone feels valued.

83%

of our people, feel that they can **be their authentic self** at work

80%

of our people would **recommend us as a great place** to work



Joanna McCrae

Inclusive Culture and
Social Impact Director



As a talent solutions organisation, people are our business and therefore at the heart of everything we do. It's so much more than our employees. It is every candidate, client and supplier we work with too. That's why our values are integral: earning trust; growing connections and making a difference. It is these fundamental foundations that enable us to be ethical and effective, because we focus on progress and never the status quo. Being centred on inclusion means we remain curious, listen to feedback and critically then act accordingly to get better and do better. It's this action of doing the right thing internally with our people and our commitment to inclusion that means we can ethically support our customers to do the same.

Last year we refreshed our approach to inclusion and launched 'Our Inclusive Culture' community. This replaced the individual DE&I strand communities to reflect our holistic approach to inclusion and to allow us to delve deeper into more intersectional topics.



2. WELLBEING & FLEXIBILITY

PageGroup is flexible and focused on wellbeing so that our employees can perform at their best.

We acknowledge and appreciate that flexibility is important to our people. This means having options in how, when, and where they work to fit their personal needs while staying productive. We understand that flexible working looks different for everyone, so we take a tailored approach.

Flexibility at work was ranked first by our employees as the most important factor when considering staying at PageGroup, with a satisfaction score of 76 points.

Commitment to wellbeing in the workplace was ranked 7th out of 13, with a satisfaction score of 70.



At Page Executive we empower our colleagues to live well, work well. It's a mantra which places trust on individuals who lead busy lives to manage both their own time and their work performance.

Aaran Dosanjh,
Senior Partner, Page Executive



Wellbeing is a personal journey, and we're committed to supporting our employees' health and wellbeing. This includes mental and physical health, financial advice, wellness activities, and work-life integration. We want everyone to feel safe, supported, and free from discrimination at work.



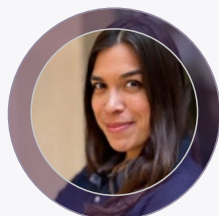
3. GROWTH & REWARD

PageGroup's success is built on opportunity and financial rewards for our people, so they can define their future with us.

We provide training and have invested in technology to help us to support each and every one of our employees through their career journey with us.



We are dedicated to developing our people through on-the-job experiences, social collaboration, formal programmes, and virtual resources. Our inclusive development pathways help individuals build future-proof skills and adapt to a changing market. This approach fosters personal growth, drives business results, and supports long-term career success.



Natalia Forcade Palacios,
Global Senior People
& Culture Partner



Awards



Passed revalidation
to maintain Disability
Confident Leader status



PageExecutive

Michael Page

Page Outsourcing

Part of PageGroup