

# Gender Pay Gap

REPORT  
2026



# Our Commitment



PageGroup's purpose is Changing Lives, and this sits at the heart of everything we do. It shapes how we support our candidates and clients every day, and it underpins the impact we deliver through our social value programme across the world.

Creating an environment where our own people can thrive is central to that purpose. We are committed to building a workplace that is genuinely inclusive, where everyone feels respected, valued, and able to reach their full potential.

Over the past year, we've deepened our focus on listening to our people and acting on what they tell us. Their insights continue to guide how we evolve our inclusive culture, strengthen our leadership, and ensure every individual feels supported in their career pathway at PageGroup.

While we know there is more to do, we are firmly committed to building a workplace where gender equality is the norm — not the goal.

Thank you to all our colleagues who contribute to this every day. Together, we are creating a more inclusive PageGroup for today and for the future.



**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 2025; and
- The mean and median Gender Bonus Gap based on the 12 months prior to the point of analysis on 5 April 2025

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\*)

	2025		2024		Change	
Gender Pay Gap	MEAN <b>16%</b>	MEDIAN <b>16%</b>	MEAN <b>17%</b>	MEDIAN <b>19%</b>	MEAN <b>-0.6%</b>	MEDIAN <b>-2.7%</b>
Bonus Gender Pay Gap	MEAN <b>42%</b>	MEDIAN <b>24%</b>	MEAN <b>44%</b>	MEDIAN <b>35%</b>	MEAN <b>-1.7%</b>	MEDIAN <b>-10.3%</b>
Proportion receiving a bonus payment	MEAN <b>86%</b>	MEDIAN <b>88%</b>	MEAN <b>87%</b>	MEDIAN <b>89%</b>	MEAN <b>-0.9%</b>	MEDIAN <b>-1.2%</b>

## UK Combined Gender Pay Gap Results

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

	2025		2024		Change	
Gender Pay Gap	MEAN <b>15%</b>	MEDIAN <b>18%</b>	MEAN <b>19%</b>	MEDIAN <b>17%</b>	MEAN <b>-4.4%</b>	MEDIAN <b>-0.6%</b>
Bonus Gender Pay Gap	MEAN <b>41%</b>	MEDIAN <b>21%</b>	MEAN <b>44%</b>	MEDIAN <b>35%</b>	MEAN <b>-2.4%</b>	MEDIAN <b>-13.9%</b>
Proportion receiving a bonus payment	WOMEN <b>43%</b>	MEN <b>49%</b>	WOMEN <b>44%</b>	MEN <b>48%</b>	WOMEN <b>-0.6%</b>	MEN <b>2.2%</b>

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

# Understanding the Gap



## **UK PageGroup excluding temporary workers**

Across the UK PageGroup business, our 2025 gender split was 54% female, 46% male.

In 2025, both the mean and median pay gaps decreased, by 0.6% points and 2.7% points respectively. This was largely driven by two reasons: a higher representation of women in the upper quartile as well as a higher representation of men in the lower quartile, in addition, the exit of one of our Executive Board members and this role being replaced outside of the UK.

There continues to be improvement in the proportion of female employees in the lower middle quartile. Although there has been a decrease in the proportion of females receiving a bonus, the bonus amounts, in general, were increased for females.

## **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 2024: 57% female, 43% male.

The mean gender pay gap has decreased by 4.4%, and the median gender pay gap has increased by 0.6%.

The mean bonus pay gap and median bonus pay gap has decreased 2.4% and 13.9% respectively.

# Our Approach

At PageGroup, we are committed to ensuring that everyone is rewarded fairly and consistently for the work they do. We don't discriminate in any aspect of remuneration, including base salary, bonuses, commissions, allowances or any other elements of reward. Individuals performing the same role, with comparable responsibilities, experience and performance, have the opportunity to receive equal remuneration regardless of gender or any other protected characteristic.

To maintain this commitment, we conduct regular reviews across the organisation. These look holistically at total reward packages, not just fixed salary, so we can identify and address any discrepancies that cannot be explained by legitimate factors such as role, scope, performance or experience. Where we find issues, we develop plans to address them.

We also ensure that everyone has equal access to bonus opportunities. Our bonus and incentive schemes are structured around clear performance measures and expectations, and these frameworks apply consistently across teams.

Equal remuneration is a core part of our wider commitment to fairness, inclusion and transparency. While equal remuneration and the gender pay gap are distinct concepts, ensuring parity in how we reward people doing comparable work is fundamental to creating an environment where everyone can progress, thrive and be recognised for the value they bring.

We believe that creating an inclusive culture is essential to the success of our people. By celebrating difference, enabling everyone to thrive, and encouraging diverse ways of working, we strengthen our ability to engage with our customers and fully appreciate the nuances of their needs.

Our commitment to gender balance is represented in three of our six pillars of our People Promise which are the foundation of our business. The six pillars are Inclusive Culture, Growth and Reward, Wellbeing and Flexibility, Tools and Technology, Customer Focus and Social Impact.



# 80%

of employees said



I would recommend  
Page as a great  
place to work. ””

# Our Commitment to Gender Balance

The three pillars that demonstrate our commitment are:

## 1 Inclusive Culture

The success of our business relies on embedding inclusivity into everything we do. True inclusion means recognising and valuing our differences, while intentionally creating an environment where everyone feels respected, supported, and able to thrive.

**84%**

of employees said

“At Page, I can be my authentic self at work”

**88%**

of employees indicated

“My Leader demonstrates inclusive behaviour at Page”



Everything we do starts with our people. When we put them first, we shape a culture and an environment where individuals don't just want to work, they want to build a career. Fostering an environment based on trust helps us form genuine connections, and leading with inclusion encourages us to stay open, learn from one another, and collaborate more effectively. This is how we build a place where everyone feels seen, supported, and able to grow. ”



**Joanna McCrae,**  
Inclusive Culture and Social Impact  
Director, UK & Northern Europe

**88%** of employees suggested

“People on my team trust and respect each other”

## 2 Wellbeing & Flexibility

We are passionate about wellbeing, and flexibility is a core part of how we help our people thrive. By giving employees real choice in how, when and where they work, we empower them to perform at their best while balancing what matters most in their lives. We know that flexibility looks different for everyone, so we take a personalised approach. Ensuring every individual has the support, options and environment they need to succeed.

**81%** of employees stated they had flexibility at work

“ At Page, wellbeing and flexibility aren't just buzzwords, they're part of the culture. For me, this has meant having the freedom to shape a working pattern that truly works for my life. During challenging times, the support I've received has been unwavering. That psychological safety has allowed me not only to survive but to thrive, both as a professional and more broadly in my personal life.

Page has helped me grow, evolve, and feel valued. They've created an environment where I can bring my whole self to work, and in doing so, they've helped me change my life and my family's life for the better. Flexibility here isn't about compromise; it's about empowerment, giving people the tools and trust to succeed in a way that aligns with their wellbeing. ”

**Matt Clark,**  
Group Financial Controller, UK



**77%** of employees felt that we were committed to wellbeing in the workplace

Wellbeing is deeply personal, and as a business we are committed to supporting the health of our people. Our approach embraces mental and physical wellbeing, financial guidance, wellness programmes and work-life integration. At Page, we prioritise creating a safe, inclusive environment where every individual feels valued and free from discrimination so they can flourish both in and out of work.

### 3 Growth & Reward

Our success is driven by creating opportunities and celebrating achievement which empowers our people to shape their own future. We don't just offer jobs, we build careers with limitless potential. Through comprehensive training programmes and cutting-edge technology, we equip every individual with the tools, infrastructure and confidence they need to grow, excel and lead. Our commitment is simple; we invest in our people so they can realise their ambitions and make a lasting impact.

# 81%

of employees said

“My line manager supports my learning and skill development”



At PageGroup, we are committed to creating equitable access to development for every colleague, regardless of background or role. Our learning strategy focuses on building confidence, capability, and clarity around success at work through a blend of core training, peer learning, optional workshops, and a rich library of on-demand content in our new Learning Experience Platform. By diversifying the ways people can build skills, whether through formal programmes, social learning, or self-directed development, we ensure that everyone has the opportunity to grow at their own pace and in a way that fits their individual needs.

This inclusive approach not only strengthens the skills required for long-term career success but also helps to reduce structural barriers that contribute to gender pay disparities. By equipping all our people with the right tools and support at every stage of their journey, we're building a more balanced pipeline of talent and enabling fairer access to progression across PageGroup. ””



**Jodie Franklin,**  
Head of L&D Partnering, UK

# Awards



This report has been analysed and approved by Kelvin Stagg,  
Chief Financial Officer, PageGroup

PageExecutive

MichaelPage

PageOutsourcing

Part of PageGroup