



GENDER **Pay Gap** REPORT 2024

Our Commitment

PageGroup is a people powered organisation. At our heart is a deep commitment to diversity, equity and inclusion.

Internally, our many DE&I initiatives aim to support our employees within a culture of trust and compassion.

Externally our DE&I client solutions team provides consultancy for our clients helping them to hire and retain a thriving diverse workforce.

Intrinsically linked to DE&I is our commitment to gender equality. We are proud of the progress we have made with our gender balance and pay gap over the past 7 years, and are committed to continuing to improve.

Through our comprehensive Women@Page programme and our continuous listening strategy, we are confident that we are building a truly balanced and equal workplace.

Nicholas Kirk
Chief Executive
Officer



Sheri Hughes
Global DE&I and
Social Impact
Director

Measuring our Gender Pay Gap

METHODOLOGY AND RESULTS

This is the seventh year we have reported on the Gender Pay Gap and it reflects:



The mean and median Gender Pay Gap as of 5 April 2023



The mean and median Gender Bonus Gap based on the 12 months prior to the point of analysis on 5 April 2023

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*)

	2023		2022		CHANGE	
	MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
Gender Pay Gap	14%	17%	20%	17%	-5.1%	-0.3%
Bonus Gender Pay Gap	41%	30%	48%	34%	-7.1%	-4.4%
Proportion receiving a bonus payment	83%	84%	78%	79%	4.7%	5.7%

UK COMBINED GENDER PAY GAP RESULTS

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

	2023		2022		CHANGE	
	MEAN	MEDIAN	MEAN	MEDIAN	MEAN	MEDIAN
Gender Pay Gap	19%	20%	19%	18%	-0.2%	1.9%
Bonus Gender Pay Gap	42%	35%	49%	36%	-7.0%	-0.7%
Proportion receiving a bonus payment	41%	46%	35%	41%	6.5%	5.1%

* 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 2023 gender split is 54% female, 46% male.

Both the mean and median pay gaps have reduced, by 5.1% and 0.3% respectively.

We are encouraged that there has also been an improvement to the proportion of female employees in the top three quartiles. The increase in the top quartile has driven the overall reduction in the gender pay gap compared to 2022.

In parallel to the overall pay gap, the bonus pay gap has also reduced year on year, there has also been a continued increase in the proportion of females receiving a bonus.

Whilst we are proud of this progress, it is important to note that as most of our Executive Committee is based in the UK, our gender pay gap is undoubtedly impacted by their salaries and bonuses. Driving change, especially at leadership and executive board level, takes time. Nonetheless, we are committed to changing and improving the gender balance across the organisation.

UK PAGEGROUP COMBINED RESULTS

We can report a 1% increase in the proportion of females compared to 2022 with 57% female, 43% male.

The mean gender pay gap has decreased by 0.2%. This is largely due to an improvement in the mean gender pay gap in the top quartile. This is in addition to an improvement to the mix of males to females in the middle two quartiles.

The median gender pay gap has however increased by 1.9%, largely due to the result of temporary employees who are outside the control and influence of PageGroup.

Both the mean and median bonus pay gaps have reduced by 7.0% and 0.7% respectively.



Our approach

As a result of our Women@Page roadmap, we are able to continue making progress on our gender balance. With multiple programmes aimed at supporting our agenda, we are committed to driving equality and opportunities for success for all. Some of the key drivers that help us move in the right direction are our continuous listening strategy, our updated parental policy scheme, our global female mentoring programme, and our annual talent review process.

Women@Page

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We don't all start from the same place, so in order to be equitable, we need to right that wrong and break down barriers to create opportunities. As UK Executive Sponsor for Women@Page I take my role as an ally and advocate really seriously so that we are improving our business to ensure equity for all.



James Barrett, Managing Director, Michael Page Technology, & Executive Sponsor for Women@Page UK

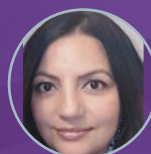


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It is essential to listen and hear the voices of women from all backgrounds to really understand their needs and to empower them in their personal and professional development.

Our Women@Page programme is key to this. Through mentoring programmes, safe spaces to encourage discussion, and profiling and highlighting our women, it plays a key part in inspiring and retaining talent and increasing the gender balance.

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Raj Bajwa, Customer Engagement Director, Michael Page, & Women@Page Co-Chair

Driving gender equity and equality is at the core of Women@Page. It's ingrained in how we foster strong relationships between peers and increase visibility of role models. We facilitate forums to encourage peer to peer learning, sharing best practice and optimise connections across the globe. The harmony, respect and allyship that stems throughout all levels of the organisation is paramount to the success of this network and helping advance with the ultimate goal of 50:50 by 2030 at senior management level.

Families@Page

When it comes to accelerating women in the workplace, we can't ignore the importance of having a robust infrastructure for working parents. Our Families@Page initiative supports our working parents, providing choice and flexibility around how and where they work, safe in the knowledge that their career opportunities remain limitless.

“ I have been so grateful for the emergency childcare benefit PageGroup has provided. There have been times when I have been overjoyed to have a qualified nanny come over and take charge, allowing me to balance unexpected childcare needs with work. The flexibility PageGroup has offered me has allowed me to flourish and remain a top performer alongside my busy home life. ”



Sumrana Saleem,
Partner, Page Executive

“ As a working father of four children, it is important for me that I share the parenting responsibility with my wife. This requires an honest collaboration, of give and take both at home, and with our respective employers. This means we can support each other to progress in our careers and show our children the importance of work to us individually whilst also sharing domestic duties. It is our small contribution in ensuring the next generation witness gender equity first hand and part of the reason I wanted to share our experiences with the Families@Page network, as we strive to create an equitable society where all working parents have a voice. ”



Richard Turner,
Customer Engagement Director,
PageGroup

“ The workplace plays a pivotal role in championing equality, especially in relation to the gender pay gap. As co-chair of the Families@Page Employee Resource Group – through surveys and internal engagement we have been able to recognise the diverse needs of our working parents in an attempt to bridge that gap. PageGroup offers a number of flexible working arrangements that allow employees to balance their professional and familial responsibilities. We are committed to fostering a workplace where everyone, regardless of family status, can flourish, making strides towards a more equitable future for all. ”



Alisha Daley, Assistant Legal
Manager, PageGroup,
& Families@Page Co-Chair

“ Flexibility, for me, is all about trust. I am trusted to make decisions about my working pattern without committing to a specific rigid structure. My two year old is very unpredictable (as are my clients!) and I love that I work for a compassionate business that trusts me to make the right decisions to ensure my clients and child get the very best version of me. ”



Hannah Fegan,
Director, Page Personnel, Legal

Continuous Listening

HAVE YOUR SAY (EMPLOYEE SURVEY) APRIL 23 RESULTS

HAVE
YOUR
SAY

86%

My leadership team at PageGroup creates a culture of inclusion, openness and trust.

91%

PageGroup is committed to inclusion in the workplace.

As a people business, taking the time to listen directly to our workforce is what enables us to revise, prioritise, develop and expand our action plans and strategies accordingly. There are multiple methods for employees to share their opinions, feedback, concerns and suggestions. Taking what we learn on board and responding accordingly is critical to demonstrating our keenness to evolve. Our channels for listening are: the employee engagement surveys, safe spaces, pulse surveys, anonymous Speak Up service, town halls, open forums, employee resource groups and Shadow Boards.

Advancing Gender Equality

5 GENDER EQUALITY



In line with the UN Sustainable Development Goal (SDG) #5 Gender Equality, PageGroup is committed to reaching its goal of 50:50 by 2030. We have increased from 43% in 2022 to 45% in 2023 for female representation at senior management level.

WEPs signatory since 09 November 2023



Women's Empowerment Principles (WEP) Gender Gap Analysis tool advanced from 'Achiever' @ 73% to 'Leader' @ 76%.

Your Score Is

76%

Leader

You mean business! Gender equality is not just recognized as a human right, but is valued as a driver of implementing responsible and sustainable business practices. Your company has taken steps to set policy, implement, measure, and report on your progress. Leaders have committed to accountability at all levels. Other companies will benefit from your experience, so we hope you will share your story! Keep up the good work and continue to maximize positive impacts for women and girls!

Beginner 0 - 25% Improver 25 - 50% Achiever 50 - 75% Leader 75 - 100%



PageExecutive

Michael Page

PagePersonnel

PageOutsourcing

Part of PageGroup