

### **Narrative to support Gender Pay Gap Reporting**

At AGS, valuing Diversity, Equity, and Inclusion (DEI) is at the center of who we are and what we want to be known for globally. We believe that empowering our people and the diverse perspectives they bring will help us continue to innovate, create meaningful impact, and accelerate us on our journey to being the leading provider of workforce solutions.

### **Gender Pay Gap Results**

The table below shows our gender pay gap based on hourly rates of pay at the snapshot of 5 April 2024. It also shows the difference in bonuses paid in the 12 months prior to April 2024.

	<b>2024</b>	
	Mean	Median
Hourly pay	39.1%	32.2%
Bonus	12.4%	4.5%

There are several factors contributing to these pay gaps:

- There is a significant discrepancy between internal employees and PAYE contractors who are on our payroll but working for our clients in non-permanent roles outside our organization, and who tend to work in male dominated industries such as Information Technology.
- Percentage of females as part of total workforce holding steady 53% vs 51% in the previous reporting period.
- The Mean Gap and Median gaps have remained fairly stable.
- There has been a significant change in the bonus gaps from 2023 to 2024 which is due to internal staff receiving an Anniversary bonus payment in November 2023.
- Contractor Pay Rates declining but the gap has stayed fairly steady which suggests hiring different level of roles within our client accounts.
- We are now starting to see more pay equity in the upper pay quartiles in our internal workforce which have typically been skewed towards male.

### **Percentage of men and women awarded a bonus**

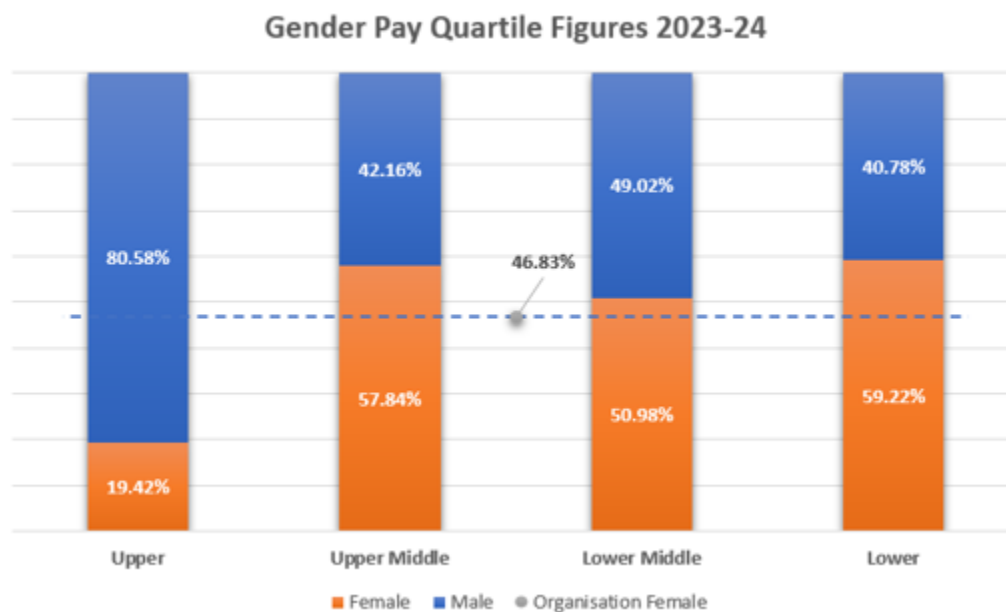
In the 12 months prior to April 2024, a significantly higher proportion of males and females received a bonus, approximately double with 32.11% of men and 65.63% of women receiving a bonus.

Mean and Median gender pay gap in bonuses		
	Mean	Median
Gap	12.4%	4.5%

### **Pay Quartiles**

#### **Total Pay Quartiles**

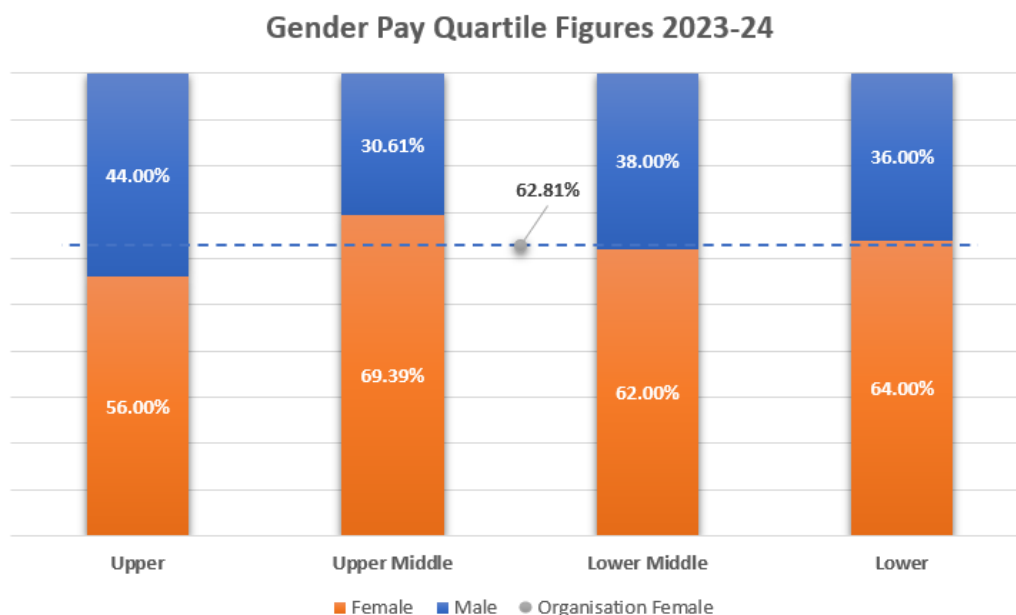
These quartiles show the highest paid quartile is predominantly male which is driven by our high proportion of male PAYE contractors. There are more women in the lower middle and lower paying roles.



## Internal Staff Pay Quartiles

The most notable change in the pay quartiles for our internal employees is the leveling of the upper quartile.

The percentage of females across all four quartiles has stayed flat against last year, 62.81% vs 62.93%.



### Difference between equal pay and gender pay gap

Equal pay deals with paying all employees equally for doing the same or a similar job. Gender pay gap reporting is broader and shows the difference, if any, in average pay between all men and women in the company at all levels and does not take into account the nature of people's jobs or seniority.

We have reviewed our equal pay data and we are confident that, as an employer, we do not have an equal pay issue and our employees, regardless of gender, are paid equally for the same jobs. We are committed to treating our employees of all genders fairly and ensuring they are rewarded in the same way for doing the same job.

Variable pay (commission, bonus etc.) may vary for individuals because it changes based on the performance of individual employees rather than being something, we as a company, can entirely control. However, the bonus and commission structures and criteria we have in place are fair and applied equally to all employees.

We have a compensation framework in place across our business for internal employees. Each role has a defined salary range, and all our employees across all genders, are on the relevant pay point for their level of experience and job role. Every three years, we conduct a wholesale review of the compensation framework and the positioning of all internal employees within each job band to ensure equity. More recently, this exercise was once again conducted as part of the year end merit process in December 2024.

For the contractor population, we have a team which utilises a rate benchmarking tool (Acumen IWP) to provide valuable insights to our clients, as well as utilizing the underpinning taxonomy to support them in ensuring they pay appropriate rates. Our team provides support to over 95% of our clients utilising this tool.

Salary increases are driven by inflationary and market-led/role specific factors only. The award of significant salary increases only occur when there are changes in the market ranges for certain roles or when there is a significant change in an individual's accountability and responsibilities.

We have an annual performance review cycle which is applied equally to all employees relevant to the individual's performance for the year. There is a moderation process in place for independence and unbiased perspectives and this is a straightforward way for us to eliminate any manager bias that could be in place. Performance against key performance indicators translates into a clear annual reward structure where annual bonuses are awarded against the relevant performance ratings. Top performers will therefore receive a higher bonus regardless of gender.

### **Our plan for tackling the gender pay gap**

We consider the continued improvement of our gender pay to be an important issue and part of our overall DEI strategy, so we have therefore put a range of initiatives in place to address it and continue to evolve these initiatives annually. Some of these plans include:

### **Our People (Workforce)**

Diversifying our workforce and increasing representation in leadership is a key priority of our global DEI strategy, and therefore we continue to support our leaders and hiring managers to evolve and diversify the hiring profile of talent we bring into our business. We continually review our core hiring processes and the questions we ask at interview to help drive a culture of open-minded behavior throughout the recruitment process. We have competency-based interview guides for hiring managers and have diverse interview panels to help drive consistency and mitigate unconscious bias in the selection process. We have also introduced success profiles into the hiring process that provides the basis for competency-based interviews. This allows for people with transferable skills to be successful in the interview process thereby increasing the pool of talent from diverse backgrounds. We ensure our job specifications contain gender neutral language and we encourage diverse talent to apply to our vacancies. We also run training to support managers with this process and this includes training on Unconscious Bias.

To ensure the retention of our talented underrepresented workforce, we are implementing clearer, more rigorous, and frequent reporting to understand the reasons behind employee departures. This involves both quantitative and qualitative analyses, enabling our leaders, supported by Human Resources, to better comprehend these reasons, interpret the data, address the issues, and develop specific plans to tackle challenges within their respective business areas. We leverage improved leader dashboards, introduced in 2023, which provide real-time information about business areas and offer insights into employee tenure, hiring, promotion, and termination data, anonymized and categorized by demographics. This tool aids leaders in identifying where to focus their DEI efforts. Accurate interpretation of this data is crucial, and therefore, our HR and DEI teams collaborate closely with senior leaders to provide essential context, clarity, and assistance with goal setting.

In 2024, we continued to enhance our demographic dataset to aid in analyzing our diversity attraction and retention strategies across gender, ethnicity, and disability status. This improvement allows for more precise strategic decision-making. We set a target to obtain data for 50% of our

internal employee population to support future target-setting and successfully achieved this goal in 2024. The analysis revealed that 64% of our leadership population is female, with a recorded 76% of employees promoted in 2024 were female. We will continue to work with HR to monitor these statistics and adjust our strategies accordingly.

### **Our Environment (Workplace)**

Fostering an equitable and inclusive environment where everyone feels they belong and can succeed is an integral part of our DEI strategy. The aim is to create awareness, challenge behaviors and bias, as well as support the business on evolving gender diversity. In 2024, we continue to evolve our ERGs to progress through strategic enhancement aligning with our ERG Maturity Model. The ERG Maturity model provides a framework that help us assess, develop, identify areas for growth and optimize the effectiveness and impact of the ERGs over time. We have completed a now annual assessment to understanding which stage of the model they align to and how they can establish clear benchmarks, strategically develop and grow, improve their effectiveness and impact, support accountability and sustainability. We will continue to utilise this model as a strategic tool to help us cultivate high – impact ERGs, supporting diversity, equity and inclusion goals in our organisation. The ERGs we have operating in region include:

- **Balance** – Prioritizing Physical and Mental Wellbeing
- **MERGE** – Advocating for people from Cultural and Ethnic Minority groups
- **Spectrum** – An LGBTQ+ Alliance
- **Stronger Together** – Supporting Parents and Caregivers
- **Enable** – Championing people with disabilities
- **Elevate** – Empowering all women

Each group is assigned an Executive Sponsor from our regional Senior Leadership Team (SLT) as an advocate for the ERG who attends committee meetings and events to reinforce the importance of the ERG, champions the ERG and its members in business meetings, and supports getting finance for promoting events arranged by the ERG. The Executive Sponsor in collaboration with the DEI Program Manager also ensures that the ERG is strategically aligned to our strategic pillars of Our People (Workforce), Our Environment (Workplace), and Marketplace, having annual activity closely linked to each.

In addition to the work undertaken by our ERGs, there are also projects underway through our regional DEI team. The DEI Programme Manager in region work alongside their global team ensuring that all local needs are considered and acted upon through their strategic initiatives. Internally, some key projects in flight include:

- Working with partners in HR & Legal to encourage further disclosure as part of our demographic data collection initiative referenced above.
- Expanding key external partnerships to continue to attract diverse talent, and support underrepresented communities
- Reviewing the sourcing channels used to attract talent ensuring that DEI is at the forefront of all that we do, and that DEI best practice is considered our standard approach.
- Working with Marketplace DEI team, Communications and Marketing to ensure DEI messaging aligns with company's internal culture and communication style.
- Retain transparency of actions and impact in our internal bi-annual transparency report.

- Partner with our Talent Management & Talent Acquisition teams to support all elements of the employee lifecycle, fostering fairness and removing barriers for our people. More specifically, promote and closely monitor internal mobility.
- Collaborate with Learning & Development and HR to enhance people manager training, embedding inclusive leadership practices and unconscious bias awareness, particularly within Talent Reviews, to ensure fairness and remove barriers throughout the employee lifecycle.

As we continue to evolve our DEI strategy, we know that we cannot progress without clarity on the needs and expectations of our people, so we therefore continue to seek feedback from our people using our engagement survey, to inform us about where our focus should be so that each leader has a clear people plan in place. Within the survey, we have DEI Focused questions that give us a view into the culture that we are building and our leaders ongoing commitment to DEI. This survey contains some consistent priorities such as evolving our culture; diversity in hiring; managing attrition; improved people management; talent management and development of emerging leaders. Our 2024 survey results most recently highlighted our strengths as having an inclusive team culture, as well as our ongoing commitment to

As part of our internal review of our talent pipeline and succession planning through a DEI lens, we will evaluate and improve our internal promotion processes and criteria to ensure we continue to give everyone a fair opportunity to progress within the company based on their strengths and future potential.

*I confirm that the published information is accurate:*



**Simon Bradberry**

*Vice President, International Markets, EMEA and APAC*

*Allegis Global Solutions Ltd*

Date: 22<sup>nd</sup> April 2025