

**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 2025. It also shows the difference in bonuses paid in the 12 months prior to April 2025.

	2025	
	Mean	Median
Hourly pay	35.4%	11.6%
Bonus	29.5%	6.3%

There are several factors contributing to these pay gaps:

- There was a significant increase in contractor headcount whereas our internal headcount held fairly steady. This led to a reduction in the percentage of females as part of total workforce down to 46% from 53% in the previous reporting period.
- Our contractor workforce is predominantly male and tend to hold more senior level roles
- Overall Pay Gaps have come down at both a mean and median level.
- Male contractor median has reduced significantly resulting in a pay gap reduction to 22.4%, down from 55% in the prior year.
- The percentage of males in the upper middle quartile for contractors reduced from 77% in 23/24 to 53% 24/25.

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

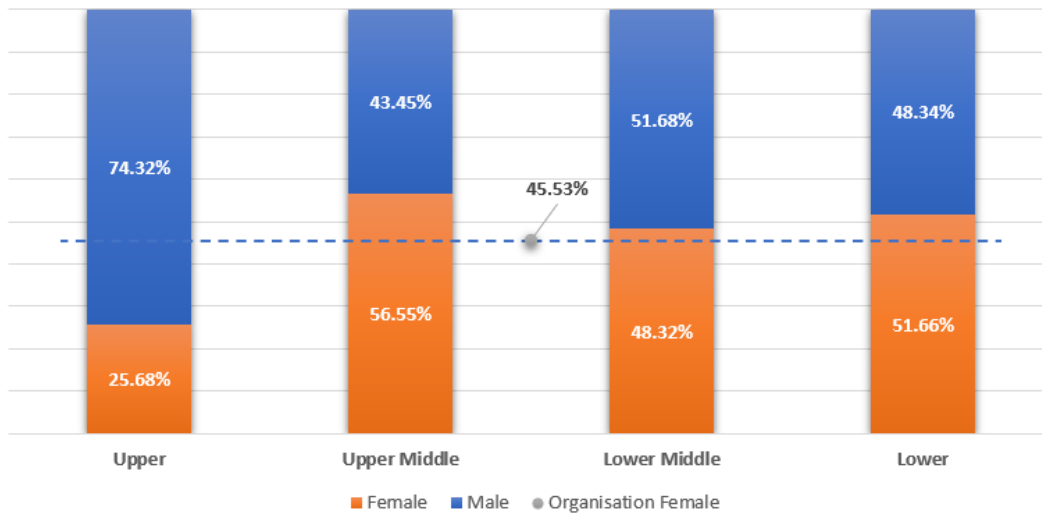
In the 12 months prior to April 2025, a lower proportion of males and females received a bonus, down approximately 30% on the prior year with 21.67% of men and 43.70% of women receiving a bonus.

Mean and Median gender pay gap in bonuses		
	Mean	Median
<b>Gap</b>	29.5%	6.3%

**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. There has been an increase in the percentage of women in the upper quartile increasing from 19.42% in the prior year.

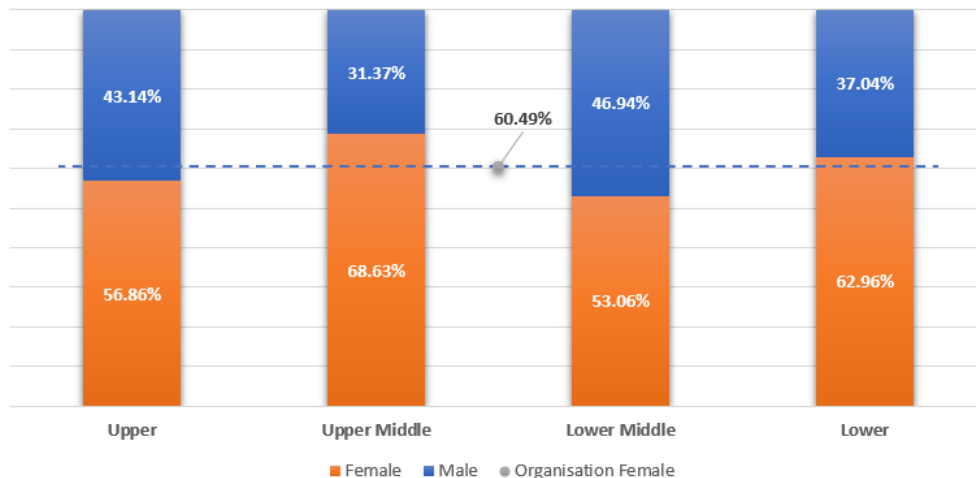
**Gender Pay Quartile Figures 2024-25**



**Internal Staff Pay Quartiles**

The pay quartiles for our internal employees have stayed fairly steady year over year. The only significant change was in the lower middle quarter where the number of females dropped down from 62% in the prior year.

**Gender Pay Quartile Figures 2024-25**



## **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 2025.

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 leadership roles have diverse interview panels (panelists of diverse backgrounds, departments, gender or ethnicity) to help drive consistency and mitigate unconscious bias in the selection process. We leverage success profiles into the hiring process that provides the basis for competency-based interviews. We also implemented a skills testing tool in 2025. 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 recently ran Inclusive Leadership training for senior managers.

To ensure the retention of our talented workforce, we have implemented 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, 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 2025, we expanded key external partnerships to continue to attract diverse talent and support underrepresented communities. Through our partnerships with Business Disability Forum, Seramount and Eagles Flight. We have been able to provide more training to our people and access to resources.

### **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 2025, we launched the Business Inclusion Group (BIG). Business Inclusion Group (BIG) is a simpler, more inclusive way to engage, connect and make an impact and replaced our current Employee Resource Group (ERG) model. This new model breaks down silos, expands participation and gives everyone the flexibility to contribute in ways that matter most.

BIG has an Executive Sponsor from our regional Senior Leadership Team (SLT) who acts as an advocate and champion to reinforce the importance of the group. The Executive Sponsor, in collaboration with the Office of DEI also ensures that BIG 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, the Office of DEI continues to focus on the following initiatives:

- Retain transparency of actions and impact in our internal bi-annual transparency report.
- Our Talent Management & Talent Acquisition teams' partner with the Office of DEI 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.

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:*

A handwritten signature in black ink, appearing to read 'S Bradberry', with a long horizontal flourish extending to the right.

**Simon Bradberry**

*Vice President, International Markets, EMEA and APAC*

*Allegis Global Solutions Ltd*

Date: 28<sup>th</sup> April 2026