

Office Angels Gender Pay Gap Report



We believe in talent not in labels

We are pleased to set out Office Angels' (a member of the Adecco Group) 2024/25 Gender Pay Gap Report, as part of our commitment to promote transparency and constantly thriving to do better.

Our report demonstrates the work we are doing to ensure Office Angels is a great place to work for all colleagues and ensuring that the future works for everyone.

At Office Angels, Diversity and Inclusion is fundamental to our business strategy. Our business depends on the ability to provide an excellent service to our clients, candidates and communities and our colleagues are at the heart of this. We understand diversity of thoughts, skills and experience are critical to deliver our vision of 'making the future work for everyone'.

We continue our focus and dialogue on gender parity with both women and men to promote and drive a fully inclusive culture at Office Angels. Globally the Adecco Group is a proud member of Paradigm for Parity (P4P), a coalition of business leaders whose mission is to give equal power and opportunity to women and men in the corporate world. Our aim globally is to achieve gender parity in leadership roles by 2030. Gender Parity is a core pillar of our wider global Engagement and Inclusion strategy to build an inclusive culture.



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VP of HR Adecco UK & Ireland

Understanding the pay gap

In 2017, the government introduced regulations that require UK companies with more than 250 employees to report on their gender pay gap. This provides a clear snapshot of the percentage difference between the average hourly earnings for male and female workers.

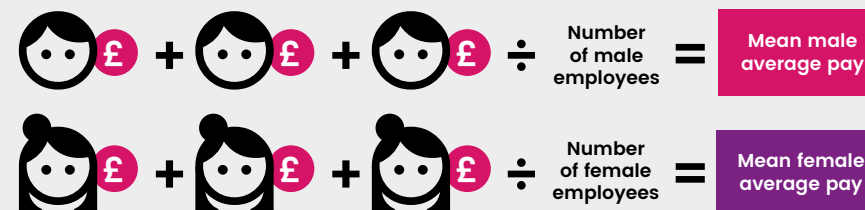
In line with requirements, we have shared details on mean and median pay, bonuses and the proportion of women that are at different levels within our business.

Our annual gender pay gap reports are accessible on our company website and via the [central government portal](#).

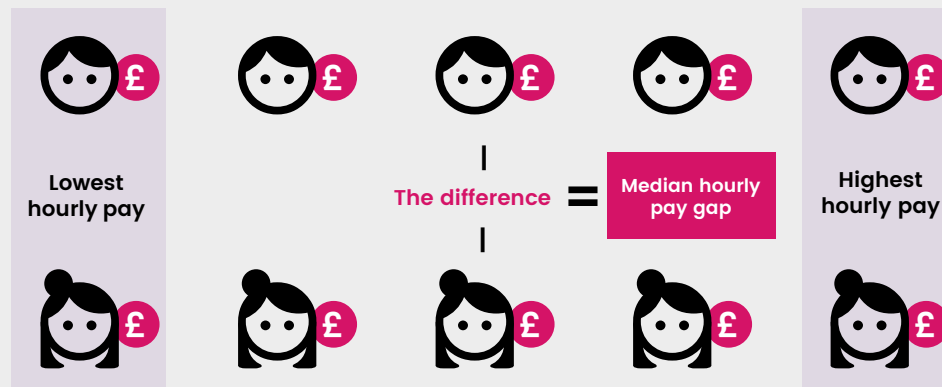
Making sense of key terms:

- **Proportion of women across pay quartiles** – Employees are split into four even groups (or quartiles) according to their pay to highlight female representation at different levels of an organisation.
- **Mean bonus gap** – The percentage difference in mean (average) bonus pay over 12 months up to April 2025.
- **Median bonus gap** – The percentage difference in median (middle) bonus pay over 12 months up to April 2025.
- **Bonus proportion** – The percentage of men and women who earned a bonus in the relative 12-month period.

How we calculate the mean difference:



How we calculate the median difference:



2024/25 outcomes

Colleagues and Associates

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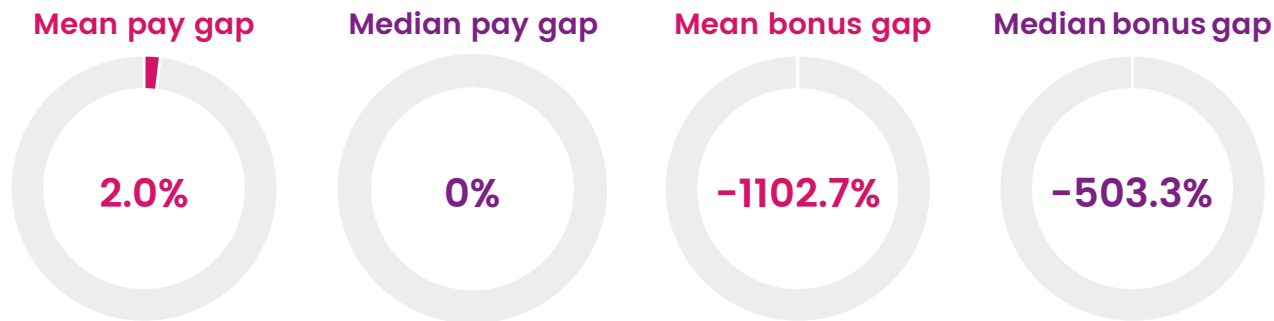
In this report, we've set out combined results for our colleagues and associates (the temporary workers we pay on behalf of our clients) as required by the government. Because associates' hourly rates are most often dictated by our clients, the results aren't entirely representative of our own pay practices.



2024/25 outcomes

Colleagues and Associates

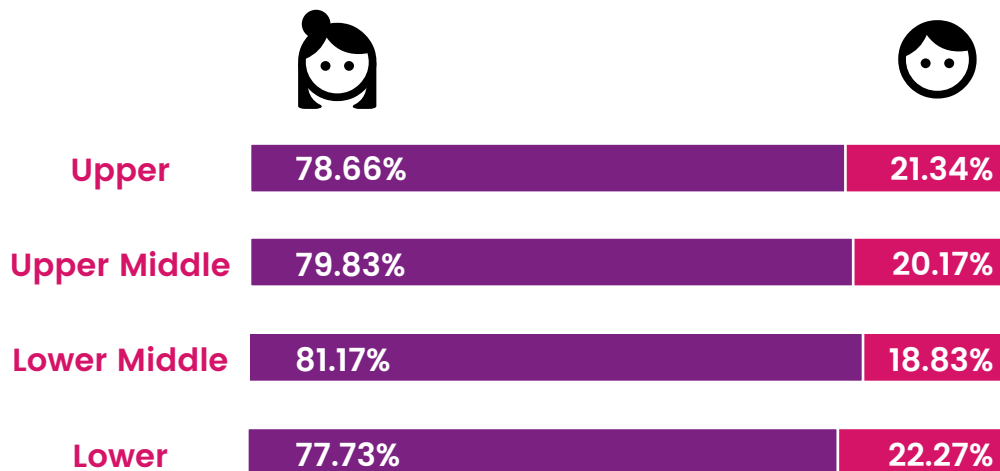
Gender pay gap



Percentage receiving bonus



Proportion across pay quartiles



Data analysis highlights:

- The **Mean** gender pay gap has increased from -2.5% in 23/24 to 2.0%. This is driven by a reduction in female employees in the upper quartile and lower numbers of female colleagues receiving bonuses. The majority of our female population are in roles that are more heavily weighted towards variable pay.
- The **Median** gender pay gap has decreased from -0.9% in 23/24 to 0%. This is a reflection of the slight changes in population distribution.
- The **Mean** bonus gap has increased from -99.1% in 23/24 to -1102.7%. A very small population of employees received bonuses due to market conditions in 24/25. This has created a situation where the bonus outcomes of a small number of roles can skew the numbers significantly in favour of one group or the other.
- The **Median** bonus gap has increased from -113.7% in 23/24 to -503.3%. As with the Mean Bonus Gap, market conditions are such that individual comparisons can show a significant gap depending on whether specific roles delivered on their bonus goals for the year.

How we are addressing the gender pay gap across the Adecco Group

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The launch of our Menopause policy in 2021 was the catalyst for cultural change in our business & we introduced the 4 pillars of cultural change: Education, Allyship, Lived experience & Leadership. We had honest & frank conversations with leadership about their lived experience of menopause, introduced an allyship programme & created Manager training. We have adopted this model to broaden the topics to support each generation in our business opening up the conversation from menstrual health right through to post menopause looking at how we support both hormonal / physical health together with mental health as we know that they are inextricably linked and create major headwinds throughout a woman's career. To further support this conversation we have introduced a third aspect which is Financial Health & looking at the importance of robust financial health for women and how that supports them to make decisions that are appropriate for them at all life stages.

In addition we also focus on:

- Leadership - The Adecco Groups UK&I executive leadership team is now made up of 50% women; this representation has improved year on year over the course of the last decade.
- Ways of Working - Following the pandemic, we implemented our New Ways of Working (NWW) strategy across the UK&I which enables more hybrid working. Whilst many organisations have started to revert back to more time spent in the office, we have maintained our hybrid working as this is something that has been welcomed by working mums and enables us to be a more family-friendly and flexible organisation and support work-life integration.
- Development - In the UK & Ireland we are now hosting our third cohort of EWIL (Elevating Women in Leadership) a programme designed to support Career Development, Confidence and Resilience, Presence and Impact and Adding Strategic Value.
- Engagement - Through our employee engagement survey Your Voice, we can understand engagement levels by gender. Our survey consistently outlines higher than average engagement levels in our female colleague population and in relation to reward our female employees have higher engagement levels than their male counterparts.

What we'll focus on next

Office Angels prides itself on gender parity and a positive workplace culture, and we are really proud of the dedication and hard work from everyone involved.

Our focus over the coming year ahead is

- Continue to celebrate International Women's Day and our Inspiring Women speaker series for example; Inspiring Women in Tech and Inspiring Women in SMEs.
- Continue to work with our global gender ERG (Employee Resource Group) Women of TAG which was launched in 2024 as a vehicle to support career progression for female leaders within our business.
- Laser focus on female representation when conducting talent reviews and succession planning
- Further development for consultants to support diverse recruitment of colleagues through recruiting differently
- Introduce technology and AI to remove bias from the recruitment process

I and the team remain committed to making our workplace as inclusive as possible. Gender Pay Gap reporting and the analysis of our data brings transparency and focus to the different experiences of men and women in our organisation. We will use this insight coupled with our new data reporting capabilities to inform our workforce and our practices and enable us to make changes that will have a lasting impact for our colleagues. Our future at work strategy to make the future work for everyone aims not only to make our company a better place to work but to use our position as a global leader in HR solutions to drive a greater and lasting impact for our clients, candidates and communities.

As VP of HR Adecco UK & Ireland, I Jonny Nicholls, can confirm the information contained herein is accurate.



Jonny Nicholls

VP of HR Adecco UK & Ireland



Helen Tomlinson

Gender Forum Lead



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