

P A R O G O N

G R O U P

GENDER PAY GAP REPORT 2026

WHAT IS THE GENDER PAY GAP?

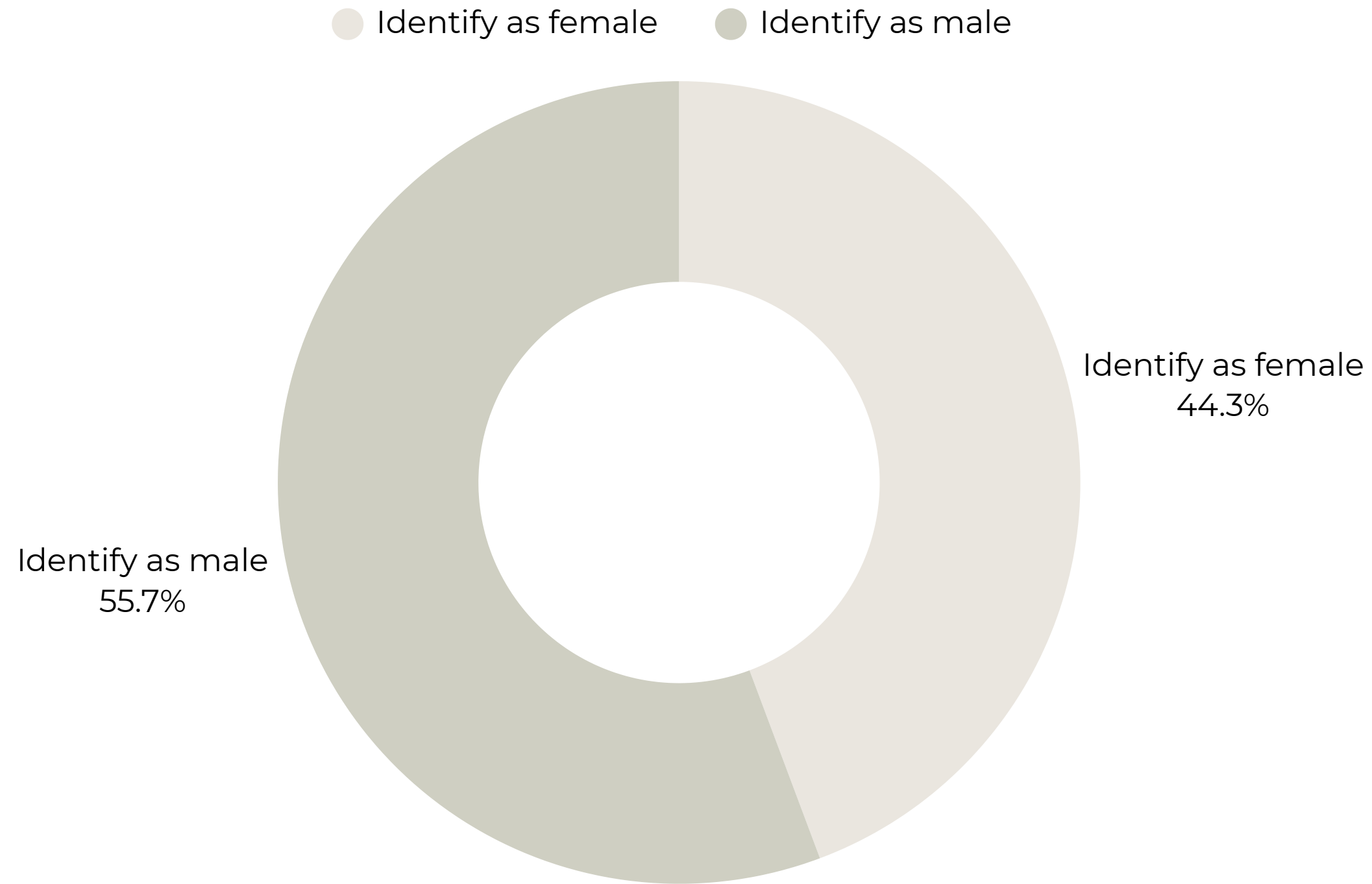
At its core, the gender pay gap **shows the difference in average earnings between men and women across an organisation.** It's not the same as equal pay—where individuals doing the same job are paid the same—which has been a legal requirement since 2010. At Parogon, we fully support and uphold equal pay: everyone here is paid based on their role, not their gender.

That said, the gender pay gap helps shine a light on broader patterns—like how roles are distributed and who holds senior positions. And while we're proud of our inclusive values, our current data shows there's still work to do.

It's also important to acknowledge that the government's reporting framework only allows us to report on binary gender categories. At Parogon, we support all gender identities and remain committed to being an inclusive workplace for everyone, backed by our active LGBTQIA+ network.



WHO WORKS AT PAROGON?



As of 23rd March 2026, Paragon employed 508 team members: 225 (44%) identify as female and 283 (56%) identify as male. This shows a strong representation of women across the business overall.

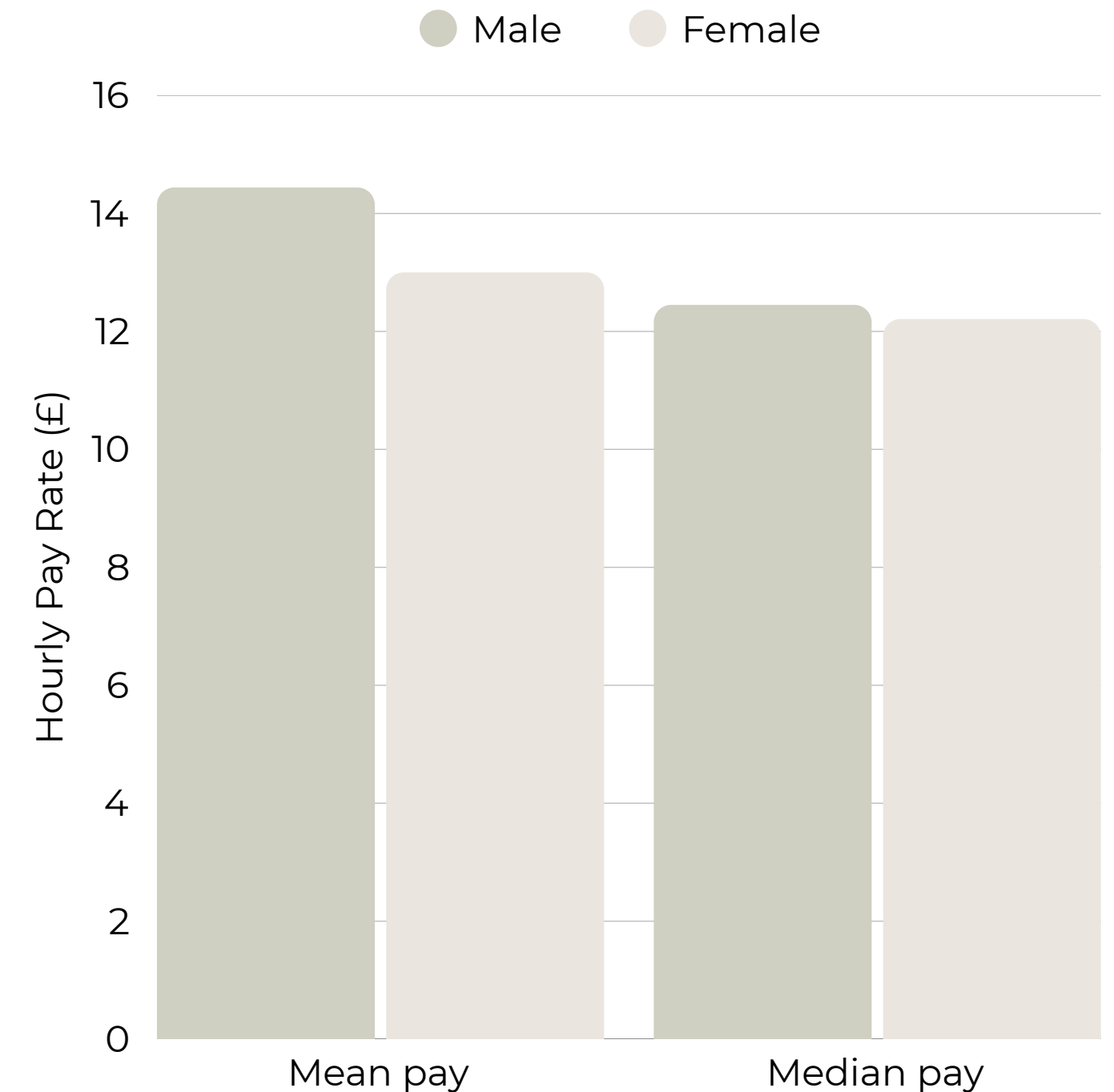
WHAT DOES OUR DATA SHOW?

PAY RATE

	Male	Female	Gap %
Mean	£14.44	£12.59	12.8%
Median	£12.45	£12.21	1.9%

The **mean pay gap of 12.8%** indicates that, on average, men earn more than women across the organisation. This is typically influenced by the distribution of roles, particularly at more senior or higher-paid levels.

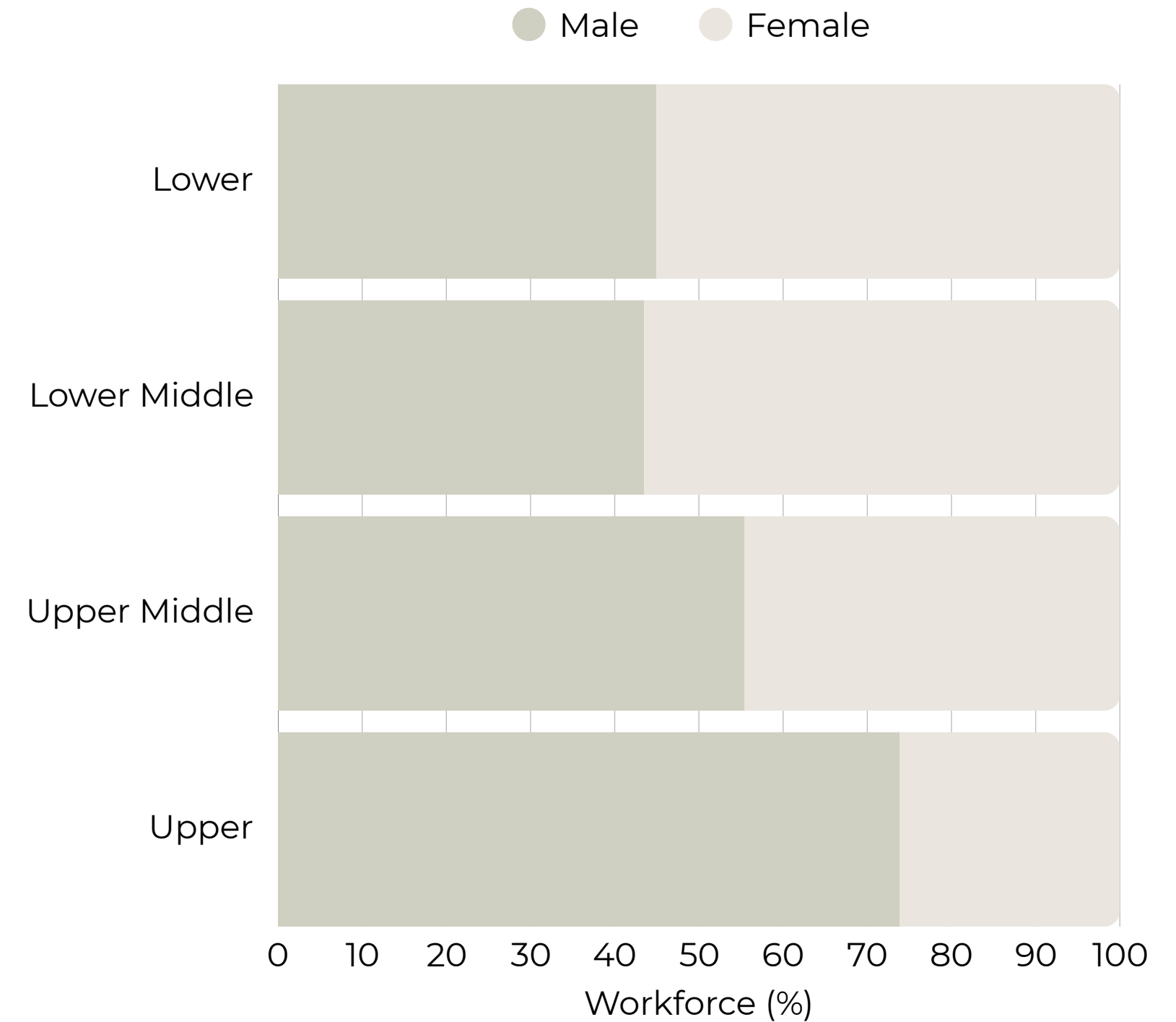
The **median pay gap of 1.9%** is much smaller, showing that when looking at the “middle” earners in the business, pay between men and women is more closely aligned. This reflects the consistency of pay within similar roles.



WHAT DOES OUR DATA SHOW?

PAY QUARTILES

	Male	Female
Lower	45.0%	55.0%
Lower Middle	43.5%	56.5%
Upper Middle	55.4%	44.6%
Upper	73.9%	26.1%



WHAT DOES OUR DATA SHOW?

The quartile data helps us understand how pay is distributed across the organisation:

- Women are well represented in the lower and lower middle quartiles.
- Representation becomes more balanced in the upper middle quartile.
- In the upper quartile—the highest-paid roles—men make up a significant majority (73.9%).

This distribution is the key driver behind the overall gender pay gap. While women are strongly represented across the business, they are currently underrepresented in the most senior and highest-paying positions.

Understanding the Measures

- **Mean:** The average hourly pay across all colleagues. This can be influenced by a smaller number of higher earners.
- **Median:** The middle point of all hourly pay rates when ranked from lowest to highest, giving a clearer view of typical pay.
- **Quartiles:** These divide the workforce into four equal groups based on pay, helping us see where different groups are represented across the organisation.

SUPPORTING WOMEN AT PAROGON

We're proud of our people and committed to making Parogon a place where women can thrive at every level. Here's how we're making that happen:

F A I R R E C R U I T M E N T P R A C T I C E S

All hiring managers receive training in inclusive, bias-aware recruitment.

T R A N S P A R E N T P A Y B A N D I N G

Pay is clear, consistent, and benchmarked across roles.

C A R E E R D E V E L O P M E N T

We're investing in leadership and progression programmes to support women into more senior roles.

F L E X I B L E W O R K I N G F R O M D A Y 1

Supporting balance and wellbeing, no matter your role.

S A F E T Y & W E L L B E I N G

Policies, training, and workplace culture designed with women in mind.

T E A M L I S T E N I N G

Regular feedback loops ensure we hear concerns and respond quickly.

LOOKING AHEAD

We recognise the differences in pay and representation highlighted in this report. While our median pay gap shows encouraging alignment in many roles, the overall gap reflects a need to improve representation at senior levels.

We're not just reporting the data—we're acting on it. We're committed to building a more balanced and equitable future at Paragon, where everyone has the opportunity to succeed and lead.

**THANK YOU FOR TAKING
THE TIME TO READ!**



DECLARATION: ALL DATA PRESENTED IN THIS REPORT HAS BEEN CALCULATED IN ACCORDANCE WITH THE METHODOLOGIES SET OUT IN THE EQUALITY ACT 2010 (GENDER PAY GAP INFORMATION) REGULATIONS 2017.