

PageGroup

Sustainability

REPORT 2021



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PageGroup PURPOSE

PAGEGROUP CHANGES LIVES

At PageGroup, our purpose is to change people's lives through creating opportunity. This is what we do globally, all day, every day. It is central to our strategy and long-term success and we are committed to providing professional success for our clients, candidates and staff. We change people's lives through the pursuit of the opportunity of employment. We also promote equal opportunities and inclusion in the workplace, and work to ensure our candidates include those of underrepresented categories of diversity. The benefits of employment and opportunity is felt beyond the candidates we place. The opportunity to prosper will be seen across their family, friends and the community in which they reside, resulting in PageGroup changing the lives of millions of people, globally.

GLOBAL HIGHLIGHTS

CARBON EMISSIONS

8,396 TONNES

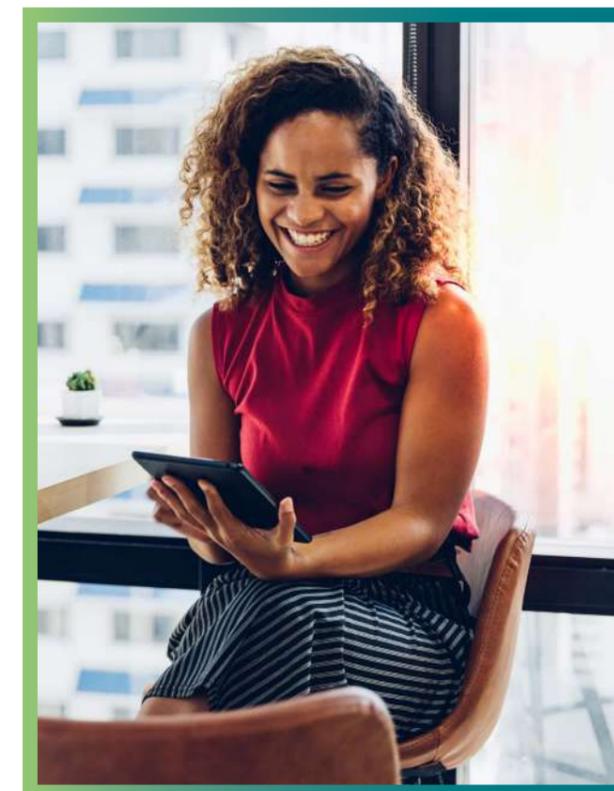
DOWN 17% ON 2020

GENDER DIVERSITY

SENIOR MANAGEMENT

38% vs **62%**
FEMALE MALE

114K
LIVES
POSITIVELY CHANGED



TARGET: To change **one million lives** within **ten years** by **giving back** to society using our skills as a recruiter.

ABOUT PAGEGROUP

7,838 PEOPLE*

ACROSS
138** OFFICES

IN
37 COUNTRIES

* Figure of 7,838 is FTE as of December 2021.

** 138 offices and a further 7 operational facilities.

Message FROM STEVE

Over the course of 2021 the topic of sustainability has continued to evolve rapidly. Climate change, social inequality and Covid-19 have dominated media headlines. The year saw the Intergovernmental Panel on Climate Change (IPCC) deliver a sombre report and the world converge on Glasgow for the UN Climate Change Conference COP26. PageGroup contributed to the dialogue. We remain at the forefront of our industry, with an ambitious target to be operationally carbon Net Zero and the ambition of being carbon positive by 2026. In the pages to come, you will see we have made significant inroads to this target.

The PageGroup Hidden Talent campaign continues to go from strength to strength. For example, during 2021, I personally have spoken at 24 events championing disability equality within society and the workplace. Moreover, as a CEO of a FTSE250 business, with a physical disability, I recognise I am in a unique position and one that I can use to influence others into action. I was one of several signatures, writing to the UK Prime Minister demanding diversity pay gap reporting. Minority groups of all persuasions have long been ignored and it is time for governments, businesses, and society to become more inclusive. PageGroup has a key role to play here by promoting inclusion at work both at PageGroup and through our clients and candidates, sourcing and recruiting from a truly diverse talent pool that includes underrepresented groups.

Whilst Covid-19 continues to impact the lives of millions of people around the globe, some sectors have started the long process to economic recovery, including the recruitment industry. Covid-19 has demonstrated to me that our business is resilient. It can adapt, and maintain its culture, whilst achieving sustainable growth. Sustainable growth means many things to many people but typically refers to increased profit over the long term. This is true even within Page. As CEO it is also my role to challenge this thinking. Covid-19 has demanded we change the way we conduct business and, as a result, we are more productive. For example, by reducing our business travel and using video interviewing we take advantage of quicker time to hire efficiencies. This also means our staff have a better work life balance and are more energised each day. It is not to say travel is not part of our business, it is, but travel is different and will remain so.

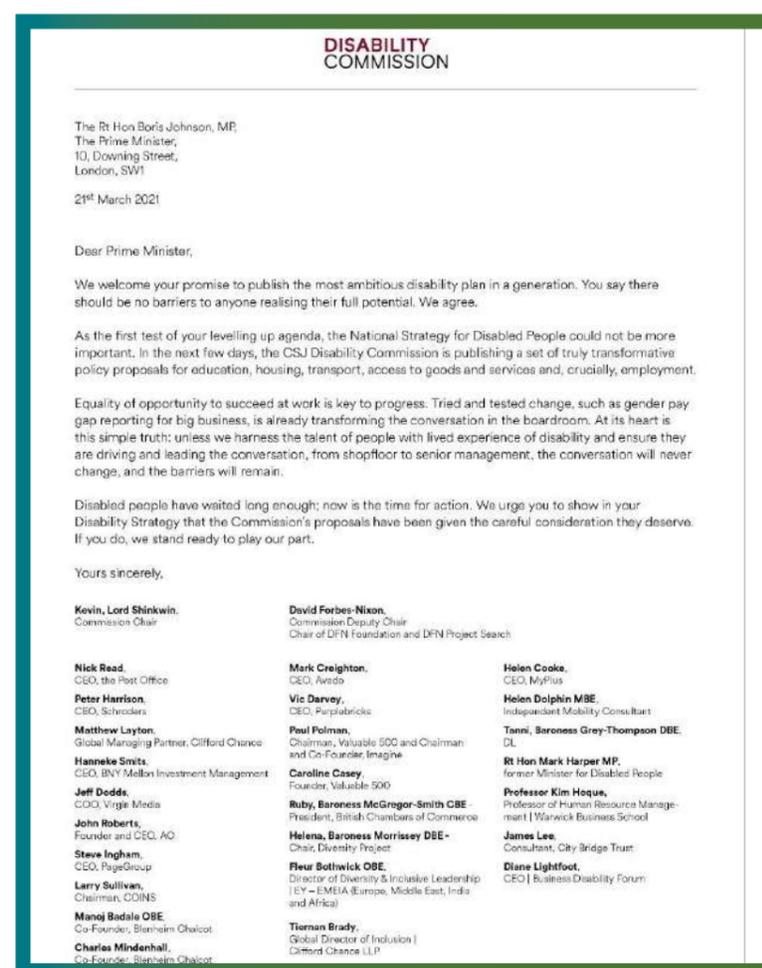
If I look towards the future, I am excited to see climate change and sustainability now part of the recruitment dialogue. From the emergence of the new professional sustainability expert, through to transitioning entire workforces to a greener economy. There are significant challenges and opportunities ahead and in partnership with our clients and candidates, we will tackle climate change. PageGroup continues to be market-leading in this space.

Making the world a greener place by addressing our own emissions, making society more equitable by reducing barriers to employment, all the way through to delivering sustainable outcomes with clients. This is Page!

Steve Ingham



CHIEF EXECUTIVE OFFICER PAGEGROUP PLC



Sustainability AT PAGE

What a year! The Sustainability@Page initiative has gone from strength to strength. We started 2021 on a high, with our acceptance to the United Nations (UN) Global Compact. We are excited to have joined the largest corporate sustainability initiative in the world. We have used this as a catalyst to embed the UN Sustainable Development Goals across our business and have subsequently joined the Target Gender Equality accelerator programme of the UN Global Compact Network UK. We are also guided by the Sustainability@Page framework we developed in 2020 (see pages 9 and 10), which sets out how we think about all aspects of Sustainability, helping us to stay focused and make an impact. As we progress, we continue to change lives by creating opportunity.

A personal highlight for me during 2021 was attending COP26, participating in a panel event on the effects of transitioning to a greener economy. In addition, Steve and I presented a virtual fireside chat at a business summit hosted by the Glasgow Chamber of Commerce. The progress made at COP26 and subsequent dialogue is vital. There is no plan B, and as a society we must transition to Net Zero. As such, I am pleased to report another year of good progress in our environmental and climate-related work here at PageGroup. This is important, because pragmatism and consistency matter when it comes to tackling climate change. Over the past year, we've done this in a whole host of ways. For example during 2021, we have transitioned a staggering 57 offices to green energy.

When reflecting on 2021, I would particularly like to highlight PageGroup's contribution to social impact. As an industry and as a company, social sustainability remains entwined in our business model. Diversity, Equity and Inclusion, in all its forms, remains central to our purpose and our culture. We strive to make society more equitable. We do this by placing candidates in meaningful work and delivering our social impact programmes, which have contributed to a further 114,000 lives being changed towards our target to positively change over a million lives by 2030.

We report publicly on our progress, not just through this report but also through independent indices such as CDP, FTSE4Good and ISS ESG, and you can view our latest scores on page 40. In 2021 we set up a network of ESG Advocates into specialist working groups. The success of the Sustainability@Page programme is, in part, down to the hard work of these advocates. The next twelve months will bring different challenges, particularly in a post-Covid world as communities rapidly evolve to transition to a greener and more equitable society. I see this as an opportunity; to strive for better.

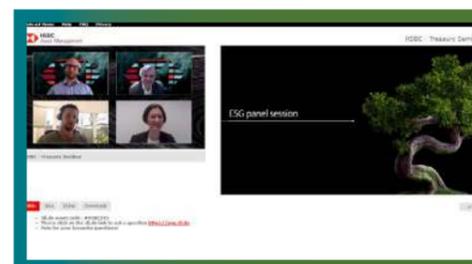


Joanna Bonnett
Head of Sustainability & Group Treasury

Highlights From Joanna's Time at COP26



Joanna Participating at an ESG Panel Session



ESG GOVERNANCE

The plc board provide ultimate oversight and governance over PageGroup, including the Sustainability programme. During 2021, sustainability was discussed at the plc board. This included presentations and in-depth Q&A sessions with the Head of Sustainability. In addition, the Non-Executive Directors participated in one-to-one discussions to ensure their broader expertise and insights were included into the overall sustainability function here at PageGroup. Finally, for 2022 and beyond, sustainability KPI's have been added to the CEO and CFO's ESIP remuneration. Five percent of their bonuses is now linked to making meaningful progress against the sustainability targets on pages 9 and 10. Our Managing Director population and above will have similar KPIs set across their remuneration over the course of 2022. To focus our minds further, during 2021, PageGroup linked our only committed debt facility to sustainability linked targets, see pages 9 and 10 for details. The proceeds of either meeting or failing to meet the agreed targets will be sent to charity, meaning neither BBVA or PageGroup will benefit from the outcome. This once again affirms our commitment to do the right thing across our entire business.

In 2020, PageGroup established a Sustainability Committee responsible for the Sustainability@Page programme. The committee is chaired by Kelvin Stagg, Chief Financial Officer and Executive Director of PageGroup plc. Other members are Joanna Bonnett (Head of Sustainability), Eamon Collins (Chief Customer Officer), Patrick Hollard (Regional Managing Director LATAM), Gary James (Chief People Officer), and Olly Watson (Chief Operating Officer). In January 2022, May Way Chan (Director, Malaysia) and Samira Touam (Head of Internal Communications Europe) will join the Sustainability Committee to represent the voice of the employee. They will provide valuable diversity of thought over the course of twelve months, at which point new employee representatives will be rotated onto the committee.

The committee meets quarterly to discuss sustainability at Page. The committee sets and monitors progress against sustainability targets, as well as defining Page's strategy and contribution to the environment and social impact.



CONTRIBUTING TO THE UN'S 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Our Support of the UN Global Compact and the Sustainable Development Goals

Since our application to the UNGC in late 2020, PageGroup has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment, and anti-corruption. The UNGC provides a framework for developing a more sustainable and responsible business. We honour our commitment to the ten important principles of the Global Compact and the United Nation's Sustainable Development Goals (SDGs).

For further information on the UNGC, please refer here: www.unglobalcompact.org



Our primary GOALS:

5

GENDER EQUALITY

GENDER EQUALITY

Achieve gender equality and empower all women and girls.

FOCUS: Target 5.5

8

DECENT WORK AND ECONOMIC GROWTH

DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

FOCUS: Targets 8.5, 8.6 and 8.8

10

REDUCED INEQUALITIES

REDUCED INEQUALITIES

Reduce inequality within and among countries.

FOCUS: Targets 10.2, 10.3, 10.4 and 10.7

13

CLIMATE ACTION

CLIMATE ACTION

Reducing climate change.

FOCUS: Targets 13.2 and 13.3



TARGET:
To change **one million lives** within **ten years** by **giving back** to society using our skills as a recruiter.

ESG ADVOCATES

Sustainability is a broad topic, involving our consultant community, HR, Marketing, Business Technology, Finance functions all the way through to Facilities and Procurement. In some functions we have already delivered significant progress, whilst for others the journey is only just beginning. What is clear, is that the topic continues to evolve. To ensure we are delivering a best-in-class programme, we have established a network of ESG Advocates, consisting of those who are subject matter experts in functional areas, and particularly passionate about ESG with the capacity to work on transformational projects. Each ESG Advocate participates on one or more working groups. The working groups specialise in recruitment, client engagement, social impact, and various groups for support functions.

Global Sustainability COMMITTEE & ADVOCATES

 Joanna Bonnett Head of Sustainability	 Kelvin Stagg Chief Financial Officer	 Gary James Chief People Officer	 Eamon Collins Chief Customer Officer	 Olly Watson Chief Operating Officer	 Patrick Hollard Executive Director	 May Wah Chan Director Malaysia	 Samira Touam Head of Group Internal Communications
 Abir Bel Barcelona, Spain	 Aurélien Beaucamp Paris, France	 Bruno Freitas São Paulo, Brazil	 Carolina Costable Buenos Aires, Argentina	 Chen Yang Singapore	 Christophe Rosset Brussels, Belgium	 Debbie Goldingham Singapore	 Emelina Huard Paris, France
 Guido Caleca Milan, Italy	 Hanisha Lalwani Dubai, UAE	 Hannah Jones London, UK	 Jaime Asnai González Barcelona, Spain	 Jessica Lipkin New York City, USA	 John Summerhays Sydney, Australia	 José Ramon Colomina Santiago, Chile	 João Nunes Mexico City, Mexico
 Juliano Palermo São Paulo, Brazil	 Julie Gilchrist Perth, Australia	 Julie Peate Barcelona, Spain	 Julien Raze Moka, Mauritius	 Katharina Streithofer-Posch Frankfurt, Germany	 Katherine Jackson London, UK	 Kyra Cordrey London, UK	 Laura Salkowski Los Angeles, USA
 Mark Urwin London, UK	 Maria Gonzalez Barcelona, Spain	 Max Kemnitz New York City, USA	 Miguel Carugati Córdoba, Argentina	 Mikael Deller Paris, France	 Olivier Dewever Brussels, Belgium	 Ollie Riches Jakarta, Philippines	 Pierre Rabozzi Paris, France
 Pierre-Emmanuel Dupil Dubai, UAE	 Rani Nandan Sydney, Australia	 Stephanie Lecerf Paris, France	 Sophie Darlington London, UK	 Stefan Holtz Frankfurt, Germany	 Vincent Poiré Paris, France	 Alexandre Moreau Frankfurt, Germany	 Jessica Taylor-Delaney London, UK
 Marie-Hélène Agard Paris, France	 Sarah Kemp London, UK	 Silvio Sarchi Córdoba, Argentina	 Thatiana Dantas São Paulo, Brazil	 Verónica Méndez Buenos Aires, Argentina	 Vicky Anderson London, UK		

Sustainability Targets & KPIs

DRIVING SUCCESS

Our long-term commitment to the environment, society and governance is embedded within our sustainability strategy. Our sustainability strategy will drive purposeful impact today and will expand as our businesses grow in the future. We will implement a global philosophy actioned through local deliverables. This approach allows our businesses to tackle issues and priorities within their local communities. Our success will be measured against transparent targets.

Our five-year strategy is to:

ENVIRONMENT

Become Carbon Net Zero with the ambition of becoming carbon positive by 2026

SOCIAL

Create an equitable society by giving back as a best-in-class recruiter, corporate citizen, and employer

GOVERNANCE

Continue to improve on our hard work to date on ARA, audit, GDPR, and to increase reporting and transparency on ESG matters

In addition to delivering against clear and transparent targets, in 2022 we will:

- Continue to engage with our suppliers and customers on reducing our supply chain carbon emissions
- Continue to engage with CDP, ISS, government agencies and others on our ESG agenda
- Increase the transparency of our environmental impact by reporting industry appropriate scope 3 carbon emissions data
- Analyse our business for the setting of science-based targets
- Drive our social impact programmes to new levels, including setting a new global framework and increasing our reporting capabilities
- Continue to listen to our employees, candidates, and clients to progress topics such as diversity and inclusion, further developing key metrics and delivering interventions

We have provided a breakdown of our climate related risks, TCFD reporting and our current environmental footprint and associated carbon emissions in the [2021 ARA](#).

TARGET	MEASURE	2021 PROGRESS	TOTAL PROGRESS AGAINST BASE YEAR	SDG	STRATEGIC FRAMEWORK GOALS
TO POSITIVELY CHANGE OVER 1 MILLION LIVES IN THE TEN YEARS TO 2030	The number of people we place into decent work The number of people that access our social impact programmes	+101k people accessed decent work through PageGroup placements +13k people accessed our social impact programmes	+169k people accessed decent work through PageGroup placements +67k people accessed our social impact programmes	 	Look for organic, high margin and diversified growth Position the business to be efficiently scalable and highly flexible to react to market conditions Nurture and develop our people, driving our organic growth model
TO TARGET AN INCREASE IN GENDER DIVERSITY WITHIN OUR SENIOR MANAGEMENT TO 50/50 BY 2030	The number of women within leadership roles within our business, globally	38% female vs 62% male ratio for senior managers vs base line year 35% female vs 65% male ratio for senior managers	+ 3% y-o-y increase ^{1,2}	 	Nurture and develop our people, driving our organic growth model
ESTABLISH A MEANINGFUL GLOBAL SUSTAINABILITY BUSINESS BY 2026	Percentage of net fees generated from sustainability roles	+5% y-o-y growth in our sustainability net fees, vs 25% in 2020	+30% growth in sustainability net fees	 	Look for organic, high margin and diversified growth
TO BECOME CARBON NET ZERO WITH THE AMBITION OF BECOMING CARBON POSITIVE BY 2026	Greenhouse gas data reported through our annual disclosure within our annual report	3,404 tCO ₂ e scope 1 + 2 emissions 8,396 tCO ₂ e scope 1, 2 + 3 100% reported emissions offset	22% y-o-y reduction in scope 1 and scope 2 emissions ¹ 17% y-o-y reduction in scope 1, 2 + 3 emissions ³		Position the business to be efficiently scalable and highly flexible to react to market conditions

¹ Gender and GHG emissions progress is y-o-y against a 2020 baseline.

² BBVA debt finance target of 1 percentage point improvement in senior female ratio y-o-y throughout 2021-2024 has been met.

³ BBVA debt finance target of c.4% reduction on scope 1 and 2 carbon emissions y-o-y throughout 2021-2024 has been met.

Establishing a meaningful SUSTAINABILITY BUSINESS



STRIVING FOR A GREENER AND MORE EQUITABLE FUTURE

As a recruitment company, we are in a unique position to support the economy's transition to Net Zero. Society faces significant challenges ahead. Not only do we need to transition products and supply chains into alignment with a green economy, but we must also transition the workforce. The answer to climate change is, in part, readying the workforce. We cannot allow any person, community, or region to be left behind. To ensure meaningful engagement with all people at every level, in every region, there must be global agreements, such as those agreed at COP26.

To ensure the workforce is ready for a green economy, new roles will emerge, whilst others will change, and some will disappear altogether. Employers will grapple with these implications, not only today, but in years to come. Using our unique position as a recruitment company, we are partnering with our clients to help with this transition. This work forms a key part of our climate change transition plans, as well as mitigating our own exposure to climate change.

Striving for a green economy will require us to establish a meaningful sustainability business. We will do this in two ways:

1. Recruitment of sustainability professionals into Primary Sustainability Roles

Primary Sustainability Roles: Roles relating to sustainability have always existed, yet these roles have evolved over recent years and are now taking centre stage in the form of the sustainability professional. People in primary sustainability roles typically work as in-house sustainability professionals, reducing the company's environmental footprint whilst increasing their social impact and reporting on the outcomes. Sustainability professionals are also found in consultancy firms, working in an advisory capacity to companies and governments alike. There is also significant demand for the sustainability professional within the financial service industry, organising green (or environmentally friendly) debt finance and within asset management.

No matter where you are on your journey, we are here to help.

2. Recruitment into roles driving a greener and more equitable society

ESG and sustainability professionals are just the tip of the iceberg when we talk about recruitment into the green economy. In our view, the workforce within the green economy can be broken down into subcategories according to career and industry.

2.1 Secondary Sustainability Roles: Professionals whose career contributes to a greener, more equitable society despite being trained within a different sector. For example, a qualified engineer who designs windfarms, or perhaps an environmental scientist who is an environmental policy officer for the government: we would classify these roles as secondary sustainability roles. These roles have and always will be rooted in their original profession, and the roles they serve are just as valuable as the sustainability professional.

2.2 Supporting Sustainability Roles: Organisations whose entire purpose is to drive sustainability. Organisations such as windfarm manufacturers, renewable energy retailers, all the way through to charities and environmental organisations, all play an important role in our transition to a greener and more equitable society. These companies rely upon traditional roles, e.g. accountants or receptionists, for the operations and functionality of their business, playing a vital role in their mission. Due to the current set up of our reporting systems, our 2021 reporting does not include this latter category. However, we intend to report on this in future years.



SUSTAINABLE JOB ROLES



1. PRIMARY SUSTAINABILITY ROLES

These roles are typically held by ESG and sustainability professionals whose careers are honed within the field of sustainability. Such roles are primarily responsible for improving the sustainability performance of an organisation, including the measuring, monitoring and management of sustainability-related risks and impacts. Particular roles may also require a specific social or environmental specialism such as climate change, plastics or human rights.

Head of Sustainability | CSR Manager | ESG Analyst | Chief Sustainability Officer
Sustainable Procurement Lead | Head of Climate Change | Director of Social Impact
Diversity and Inclusion Manager | Director of Campaigns and Partnerships
Human Rights Officer

2.1 SECONDARY SUSTAINABILITY ROLES

Roles that create or provide goods and services that have a positive environmental or social impact, such as minimising waste, limiting GHG emissions or reducing inequality.

Wind Turbine Engineer | Recycling Manager | Environmental Policy Officer
Volunteer Coordinator



2.2 SUPPORTING SUSTAINABILITY ROLES

Any role within an organisation with sustainability or social impact as its primary goal and core to its business model. These roles directly support the achievement of sustainable outcomes.

Accountant for a renewable energy company | **Admin Assistant** in a charity
HR Manager for a second-hand clothes marketplace | **Communications Director** for a B Corp
COO for a donation-management platform | **Programme Manager** for a global education charity

CASE STUDIES

RECRUITMENT CONSULTANT EXPERIENCE

Over the past few years, I have witnessed an incredible mindset change in clients. My clients are now talking about sustainability, their business models are changing as are the types of roles they are recruiting for. I am now placing ESG professionals as ESG Fund Managers in Asset Management, and Sustainability Advisors with Consultancy firms. Take AccountAbility as an example, I have been working with them for the past few months, both here in the US and the UK. Their vision and corporate values are impressive by anyone's standard, I am delighted to be partnering with them. Combating climate change and saving the world whilst at work – I am proud to play my part!



Paul Webster
Managing Partner North America
Page Executive



My clients are now talking about sustainability.



We focus on delivering practical, effective, and enduring results that enable our clients to succeed.



Sunil A. Misser
Chief Executive Officer
AccountAbility



CLIENT EXPERIENCE (USA)

AccountAbility's purpose is to innovate and advance the global Sustainability / ESG agenda by improving the practices, performance, and impact of organisations.

As a global consulting and standards firm, we focus on delivering practical, effective, and enduring results that enable our clients to succeed.

In my 30 years in the consulting business, the awareness of Sustainability / ESG matters (risks and returns) in the C-Suite has never been higher. Stakeholders are no longer satisfied with output measures – instead, they are very much focused on impact.

The CEO role itself is expanding far beyond the day-to-day running of the business. The 'Tone at the Top', therefore, needs to be genuine, informed and balanced in its response and consider the organisation's long term viability.

AccountAbility has partnered with PageGroup for recruitment services. PageGroup's global reach has allowed us to engage with them in both the US and the UK. We have chosen PageGroup as our recruitment partner as we were impressed with their global stance on ESG. We look forward to working with them over the coming months.

CANDIDATE EXPERIENCE (EUROPE)

Page Executive showed me what professional yet very personal executive search looks like. I will be forever grateful for the way the consultant guided me throughout the recruitment process. She made me feel she genuinely cared about my interests and went above and beyond to help me. Most importantly, she is a very nice person to work with. I've recommended Inge, the consultant and Page Executive to many people ever since.



Marika Stegmeijer
Chief ESG Officer
Domino's Pizza Enterprises,
Amsterdam



She made me feel she genuinely cared about my interests and went above and beyond to help me.



CLIENT EXPERIENCE (APAC)

CDP as an international not-for-profit organisation provides the global system for companies, cities, states and regions to measure, disclose and manage vital information on their environmental performance. Our vision is for a thriving economy that works for both people and planet in the long term.

In line with the growing ambition by companies, customers and governments to cap global warming at 1.5 degrees, we need to keep evolving ourselves by hiring the best talent and retaining and upgrading our current staff.

As Asia Pacific no doubt is the growing region, we are pleased to have partnered with PageGroup in successfully identifying a number of talents that hopefully can fuel our further growth and drawing greater awareness on environmental issues.



Donald Chan
Managing Director, APAC
CDP



Our vision is for a thriving economy that works for both people and planet in the long term.



Striving for a more equitable society THROUGH RECRUITMENT



As a recruitment company, we are in a unique position to see the entire life cycle of recruitment and employment practices. We pride ourselves on being a diverse and inclusive business and strongly encourage others to follow suit. We aim to break down the barriers that minority groups face accessing and maintaining paid employment. It is our role to strive for better. There is no better example than that of our Diversity Division in Milan, Italy. They have placed 800 candidates from underrepresented groups such as people with disability into meaningful work since 2014.

CASE STUDIES – DIVERSITY DIVISION (ITALY)

Every day I meet with clients and candidates, I am conscious that my work within diversity has a huge impact on each and every one of them. My ambition is to change and improve their lives. As a team, we are working to challenge preconceptions and prejudices held against those with disabilities by getting everyone into paid employment.

At the beginning of my career, several years ago, company attitudes towards mandatory hires and DE&I quotas were fundamentally different, with many viewing such quotas as an inconvenience. The vast majority simply didn't understand the motivators behind DE&I.

Fortunately, today the situation is significantly different. Companies are not only actively seeking advice on how to best attract diverse talent, but also how they can support the integration of disabled employees into the workplace.

Diversity within the workforce is now a strategic priority for companies, acutely aware of the benefits that diversity brings.

At PageGroup, diversity, equity and inclusion is at the very core of the organisation. Our recruitment consultants are expertly trained on DE&I issues. We also ensure that we live by our ethos, and here in Italy we can proudly say we meet all government legislation on diversity quotas.

It is a huge privilege to have the opportunity to help both clients and candidates alike, to help them reach their full potential. With every placement, we are a step closer towards a more socio-economic and equitable society.

Page Italy's Executives were featured in *Sostenibilita E Profitto* discussing corporate sustainability



Michael Luciano
Head of Diversity Division for
Page Personnel & Labour Market
Advisor de Superjob

Every individual is different; disabilities can be hidden.



Diversity Division ≠ Team
Milan, Italy

DE&I CANDIDATE EXPERIENCE (ITALY)

Being a person with a disability can pose some challenges when searching for a job, particularly one which best aligns with my values, skills and academic background. Since the start of my journey, I have searched for qualified people who could help guide me along the right path, which is what I found in Page Personnel's team, who not only offered me multiple suitable roles, but also supported me throughout the process of selection and interviews, happy to answer all my questions and provide me with feedback.

Incredible progress has been made for those with disabilities who encounter day-to-day problems or barriers to work, but Page Personnel is an asset and offers valuable support to all of them.



Francesca A. Fernando T.
Catalogue Specialist
Amazon

DE&I CLIENT EXPERIENCE (ITALY)

In Reckitt we are building a culture centered around the core principles of diversity and inclusion. We are committed to creating a space where every colleague has the freedom to succeed, based on their unique characteristics and talents.

In fact, having employees of varying backgrounds, abilities and talents within roles related to the core business, enables us to expand both our thinking and our breadth of abilities. Having a talented, diverse team, means we are better able to connect with our clients and meet their needs.

To achieve this, in addition to internal initiatives aimed at raising awareness on the different aspects of DE&I, we have collaborated with Page Personnel to actively recruit employees from minority/disadvantaged/underrepresented groups in order to add value across our departments.

This is part of a wider movement at leadership level, putting the structures in place to ensure that new hires are successfully integrated in an inclusive, supportive environment. This has led to some introspective reflection within teams, to challenge old ways of working, and leading to changes in behaviour.

We learn every day that it is our differences which enrich a company. A diverse and inclusive culture can only be nurtured through a diverse team.

Lajos Magyari
Regional Director Italy, Greece,
Israel, Turkey - Health



DE&I PARTNERSHIP IN SUPERJOB (ITALY)

We firmly believe that embracing diversity in organisations is about culture and opportunity. The purpose of SuperJob is to eliminate prejudices that prevent people with disabilities from accessing employment.

PageGroup is the perfect partner for our project, as it is a company which is truly committed to diversity. It also has valuable experience in connecting inclusive companies with disabled people, from young professionals to managers and top management profiles. In addition, thanks to their experience and know-how, PageGroup consultants are able to offer great support both to candidates in preparing for job interviews, and to companies, which may request assistance on how to manage recruitment and selection.

Since the launch of SuperJob, we have gained great visibility on high-level media and social media. You can find out more information about us, [here](#). We were also able to present the project at important national events dedicated to DE&I such as the Business Tech Forum, the Disability Pride Network Conference, and the Inclusion Job Days. Together, we will grow SuperJob, as we firmly believe in the power of inclusion to change people's lives and improve business outcomes.

Ottavia Landi
External Relations and
Business Director
Istituzionali at Neopharmed Gentili
Spa & Responsabile di Superjob



“ PageGroup consultants are able to offer great support. ”

Environment

PageGroup recognises the risk climate change poses to society. Severe weather events are causing disruption to ecosystems, communities and economies all over the world, with the impact projected to increase in the decades to come. It is important to remember PageGroup, as an office-based company, has a smaller carbon footprint compared to companies in other industries. However, as a global listed company, we recognise our responsibility to reduce our greenhouse gas emissions and take urgent action against climate change. We want to play our role in ensuring people today, as well as future generations, may enjoy the benefits of living in a healthy environment.

To focus our mind, we have committed our operational carbon footprint to be Net Zero with the ambition to become carbon

positive by 2026. This means we are looking into each facet of our emissions in close detail and working alongside our partners to achieve this ambitious target. During 2021, we have made significant progress towards our target. For example, even though we do not own our offices, undeterred by this position, this year alone we have converted 57 offices to renewable energy, meaning 68 of our offices are now supplied by renewable energy, up from 11 in 2020. Including our green certified offices, this represents over 53 percent of our offices. In other words over 57% percent of our employees work within green offices globally. This is a fantastic result. We continue to challenge ourselves for further improvements and strive towards 100 percent. Topics such as recycling, changing our car policies and how much we travel are all at the forefront of our plans to reduce our global carbon footprint.

OFFICES NOW CONVERTED TO GREEN ENERGY OR GREEN CERTIFIED

53%

2021 CARBON EMISSIONS OFFSET IN 2022

2021 SCOPE 1, SCOPE 2 & SCOPE 3 **CARBON EMISSIONS**

DOWN 17% YOY

EMISSIONS PER EMPLOYEE

DOWN 25%

TCFD REPORTING FROM 2021, AND NOW ALIGNING TO SCIENCE BASED TARGETS

CARBON NET ZERO TARGET 2026



Converted 68 offices to renewable energy, and a further 9 are 'green' certified.



That's 53% of our offices powered by renewables. 57% of our employees work within a green office.

Our Commitment TO TACKLE AND REPORT ON CLIMATE CHANGE

OUR PLEDGE

To become Carbon Net Zero with the ambition of becoming **carbon positive by 2026**

Carbon Offsetting



At PageGroup, we are reducing our carbon footprint by increasing our efficiency, transitioning to and purchasing renewable energy,

and making smart choices in how we travel. To compensate for emissions we can't yet avoid, we have decided to offset 100% of our reported emissions by supporting carbon offsetting projects.

Our work with Natural Capital Partners (NCP) supports a range of certified, audited projects around the world that absorb or avoid greenhouse gases being emitted. All of their projects are independently verified to assure emission reductions are occurring. This ensures the highest environmental integrity in our commitment to have an immediate, positive impact on the climate and ensure we are carbon neutral for 2020 and 2021 respectively.

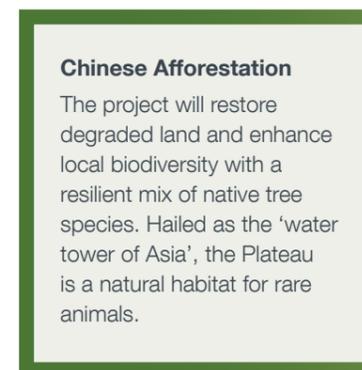
Globally, our employees voted on which carbon offsetting projects they wanted to support. The selection of these projects connects our people to their vision to combat climate change. Our employees opted to support forest conservation and afforestation projects in the Amazon Rainforest and China. The Amazonian Rainforest conservation aims to prevent deforestation through engagement with local communities. With the support of carbon finance providing alternative models of economic development, the avoided deforestation delivers approximately 360,000 tonnes of emission reductions each year. The Chinese Afforestation project will plant native trees across more than 30,000 hectares of degraded land, permanently removing the carbon from the atmosphere, thus is counted by NCP as carbon removal.

PageGroup have also opted to support a further carbon offsetting project focused on restoring over 160,000 hectares of degraded grasslands. As the grasslands are restored and the soil's organic carbon increases, carbon will be removed from the atmosphere.



Amazon Rainforest Conservation

This project aims to prevent deforestation across 105,000 hectares of pristine rainforest in the Amazon basin, protecting some of the world's most valuable habitats.



Chinese Afforestation

The project will restore degraded land and enhance local biodiversity with a resilient mix of native tree species. Hailed as the 'water tower of Asia', the Plateau is a natural habitat for rare animals.



Grasslands Restoration

This project is restoring over 160,000 hectares of degraded grasslands by seeding three species of native grass to increase carbon sequestration, rectifying the degradation caused by climate change and overgrazing.

REDUCING OUR IMPACT ON THE ENVIRONMENT



REDUCE BUSINESS TRAVEL (FLIGHTS, TRAINS, CARS)

CONTINUE TO TRANSITION TO A GREEN FLEET OF CARS



CONTINUE TO TRANSITION OFFICE ENERGY TO RENEWABLE SOURCES

DECREASE PRINTERS AND PAPER CONSUMPTION



REDUCE SINGLE USE PLASTICS FROM OFFICES AND MARKETING CAMPAIGNS TO PROMOTE BEHAVIOUR CHANGE

INCREASE RECYCLING



Embedding Sustainability in Business Technology

As a function we are tackling the big issues, such as how to reduce our electronic carbon footprint whilst increasing productivity. Simple and subtle changes like which screen saver is best to use, all the way through to end of life usage of our computer hardware; no topic is off limits. I am proud to be in an organisation that allows employees to lead change and that I am chairing the 'ESG in BusTech' working group from Singapore.



Yang Chen
GTS Manager, APAC
Singapore

Enhanced Electric and Hybrid Car Scheme

In July 2021, the UK business launched an electric and hybrid car scheme as part of the Group's efforts to decarbonise. Here is what Ryan Cooke, Operating Director had to say about getting his first ever electric car through the scheme:

"I have been amazed with the capability of my new electric company vehicle. I get 340 miles to a charge and it's costing me roughly £2.50 a day to drive around my offices. The driving experience is totally different and using the charging network is much easier than you think. As well as doing my bit for the environment, I have been amazed with the tax efficiency in comparison to non-electric company cars".



Ryan Cooke
Operating Director
United Kingdom

Litter Collection at the Collserola Natural Park, Spain

On Saturday 20th November, the Copisa Office with SSC Barcelona celebrated 'Clean Up Day' in the Collserola Natural Park. The team collected litter and enjoyed a picnic with both their colleagues and relatives.



Employees Going Green on Electric Bikes

I started to use my new Vado 3.0 specialised bike every day; to go to work, see clients and even on personal errands. It is not only better for the environment, but also my physical health. I am fitter now than I have been in years. My biggest surprise was the reaction from my younger colleagues – they love my bike and it has allowed us to connect in new ways.

José Ramón Colomina
Regional Managing Director,
PageGroup, Chile

Our GHG EMISSIONS

All emissions have been calculated in compliance with the GHG Protocol Corporate Reporting Standard using the newly implemented sustainability platform from Ecometrica, which automatically selects the most geographically and temporally appropriate emissions factors and non-standard conversions (e.g. fuel efficiency, heat content) for each emissions source. Historically we have reported our scope one and two emissions. From 2021, we have increased our transparency by including scope three emissions. For example, we now report on our business travel, home-working and office waste and have used high-level estimates to retrospectively calculate 2020 emissions. Throughout 2022 and beyond, we will strive to report on other scope three emissions appropriate to our industry. We have further strengthened our transparency by engaging with CDP and analysing our business against climate-related scenarios to prepare for Task Force on Climate-related Financial Disclosures (TCFD) reporting. Looking to the future, we will analyse our business for the setting of science-based targets. For more information on our commitment to climate change, including detailed information on TCFD and GHG reporting, please look at our [2021 Annual Report and Accounts](#).

Absolute Scope 1, 2 and 3 emissions

PageGroup's total emissions are summarised in the table below. The figures reflect a 17% reduction in total emissions, a decrease from 10,131 (tCO₂e) in 2020 to 8,396 (tCO₂e). The reduction of scope 2 market-based emissions by 22% is also testament to our efforts to transition facilities to renewable energy.

Emissions Source (tCO ₂ e)	2020			2021			% change in total emissions (vs previous year)
	UK and offshore	Global (excluding UK and offshore)	Global (including UK and offshore)	UK and offshore	Global (excluding UK and offshore)	Global (including UK and offshore)	
Scope 1¹							
Natural gas ²	56	-	56	52	-	52	-8%
Company owned vehicles ³	94	649	743	50	546	596	-20%
Scope 2							
Purchased electricity (market based) ²	799	2,756	3,555	379	2,377	2,756	-22%
Scope 3							
Business travel ⁴	109	936	1,045	20	260	280	-73%
Homeworking ⁵	309	1,434	1,744	487	1,671	2,158	24%
T&D losses and upstream emissions	160	723	883	192	1,027	1,219	38%
Waste/water ⁶	298	1,807	2,105	78	1,258	1,336	-37%
Total tonnes of CO₂e	1,826	8,305	10,131	1,258	7,138	8,396	-17%

GHG emissions intensity

GHG emissions intensity reduced by 25% to 1.12 Tonnes of CO₂e per employee, as we have reduced our absolute emissions while also increasing headcount.

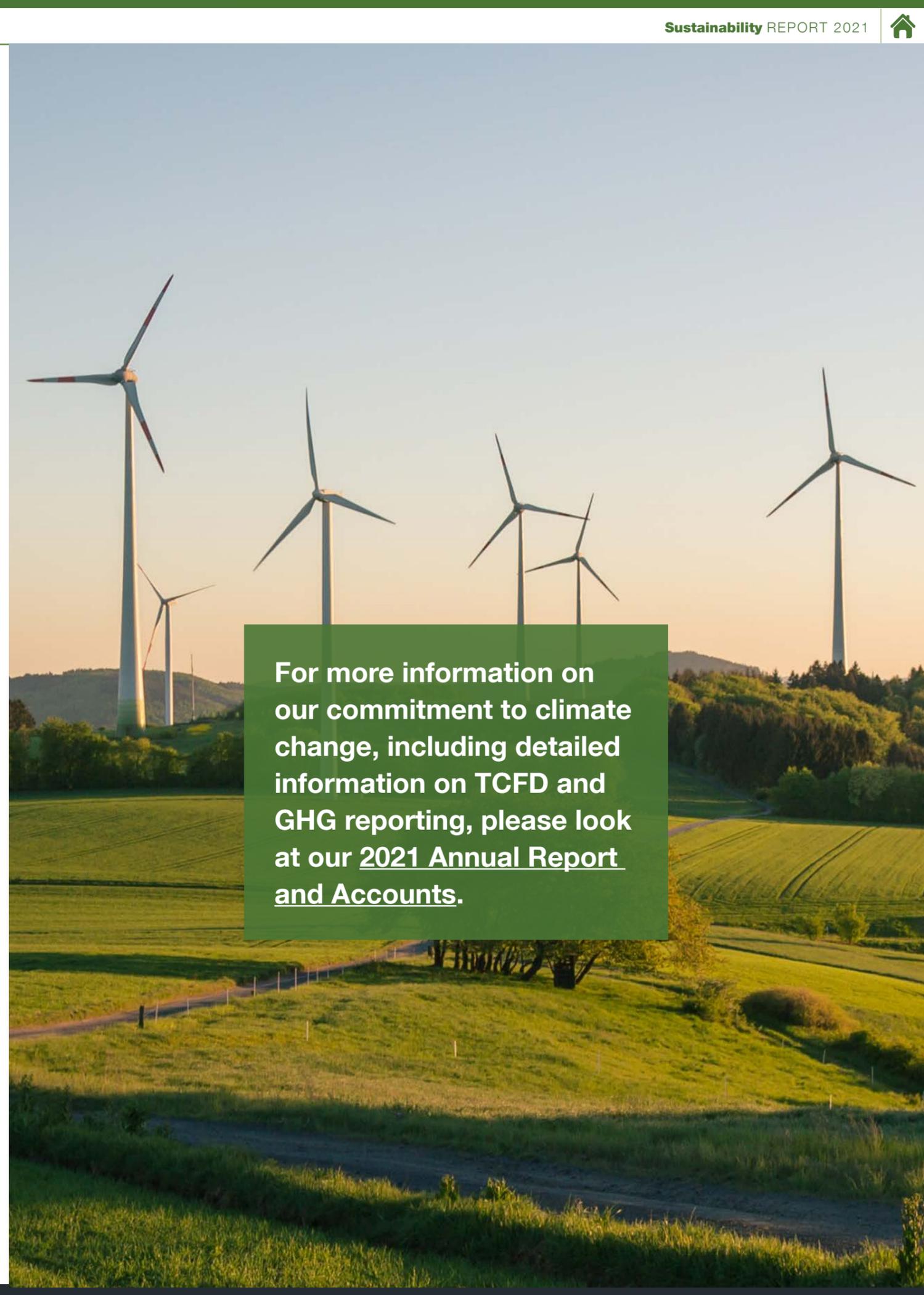
Number of employees ^{7,8}	1,182	5,601	6,783	1,268	6,210	7,478	10%
Tonnes of CO₂e per employee	1.54	1.48	1.49	0.99	1.15	1.12⁹	-25%

Energy Consumption

Energy consumption from office electricity (scope 2) was 12,111 MWh, an increase of 31%, and driven by the return to our offices globally. Despite increasing our energy consumption, our scope 2 emissions reduced by 22% due to the transition of offices to renewable energy. We will continue to focus on transitioning our offices to renewable energy, as well as reducing our actual energy consumption. Energy consumption from scope 1 and scope 3 relates to energy from fuel for cars and taxis. Both have decreased due to a reduction in business travel.

Energy consumption (MWh) from scope 1 ¹⁰	655	2,377	3,032	456	2,022	2,478	-18%
Energy consumption (MWh) from scope 2 ¹¹	2,465	6,794	9,259	2,375	9,736	12,111	31%
Energy consumption (MWh) from scope 3 ¹²	61	631	692	7	122	129	-81%
Total energy consumption (MWh)	3,181	9,802	12,983	2,838	11,880	14,718	13%

¹ 2020 figures for scope 1 & 2 are restated (following improvements made to our data collection systems and a revision to fuel consumption of company owned vehicles).
² Emissions derived from property energy consumption directly under the Company's control have been calculated by using the majority of our offices globally (including the entire UK business).
³ Emissions from fuel consumed by Company owned vehicles in 2021 have been calculated using the fuel consumed or, alternatively, the distance in km travelled by the company car fleets for the following countries: UK, Germany, Italy, France, Netherlands, Poland, Brazil, Spain, Mexico, Turkey and Switzerland.
⁴ PageGroup reported global emissions associated with business travel by air travel, rail, taxi, and bus.
⁵ Homeworkers emissions have been calculated based on Ecometrica homeworking model as per above.
⁶ Emissions associated with landfilled waste and water have been estimated as per above.
⁷ 2020 headcount figure of 6,783 includes those furloughed.
⁸ 2020 FTE is the total headcount for PageGroup as per September 2020. 2021 FTE is the total headcount for PageGroup as per September 2021.
⁹ Global (including UK and offshore) is a weighted average between UK and Global (excluding UK) based on FTE.
¹⁰ Energy consumption from scope 1 relates to energy from fuel for company vehicles.
¹¹ Energy consumption from scope 2 related to electricity use in offices.
¹² Energy consumption from scope 3 relates to energy from fuel for cars and taxis.



For more information on our commitment to climate change, including detailed information on TCFD and GHG reporting, please look at our [2021 Annual Report and Accounts](#).

Social



Integrating Sustainability WITHIN OUR BUSINESS

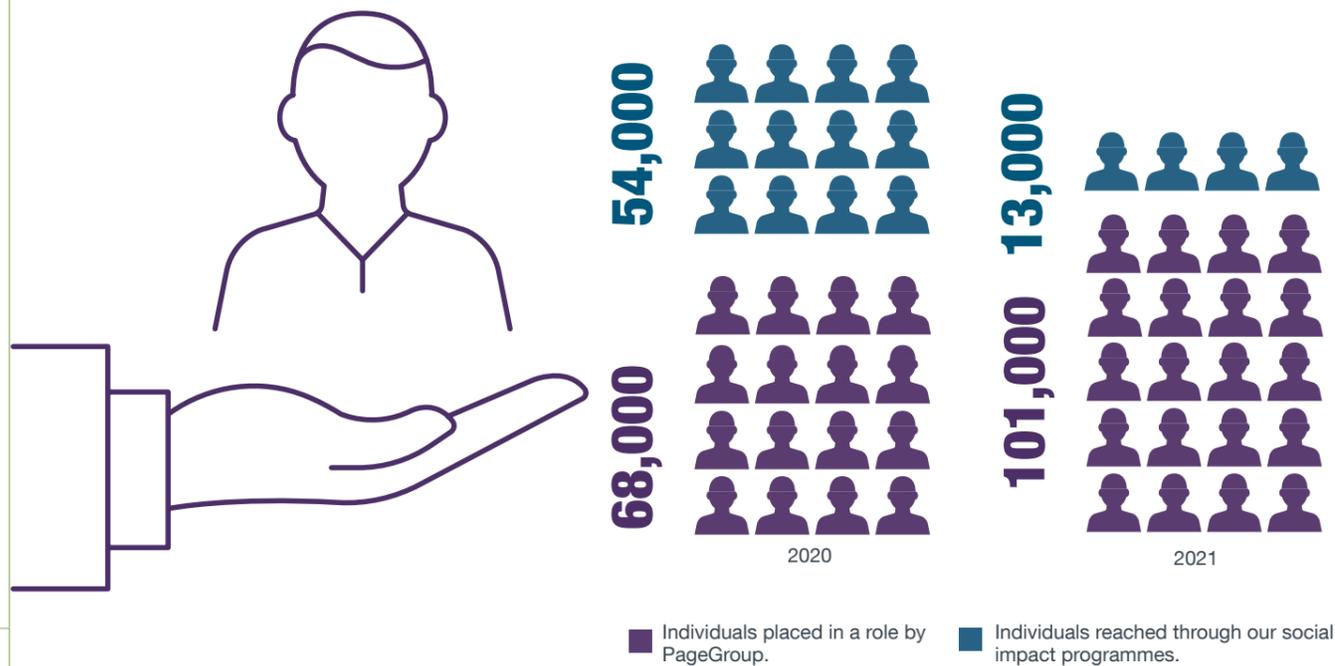
OUR CONTINUED PLEDGE

To create an **equitable society** by giving back as a best-in-class recruiter, corporate citizen and employer.

We are conscious of our unique positioning to nurture both lives and careers. To date we have performed strongly in social sustainability, and have set an ambitious target to positively change over a million lives within ten years. Affronted by the inequalities heightened by the Covid-19 pandemic, we have channelled our efforts and invested heavily in our initiatives targeting social disadvantage. We strive to bridge social inequalities, aware of the positive impact this will have on us as a society as well as the benefits for our clients and candidates. We will achieve this by being a best-in-class recruiter, by being a best-in-class corporate citizen and by being a best-in-class employer. In 2021 Page joined the UN Gender Equality accelerator programme, which is a UN Global Compact initiative aimed at setting and reaching ambitious corporate targets for women's representation and leadership. We are committed to ensuring gender parity within the workplace, and will endeavour to address inequalities more broadly through our meaningful social impact work.

TARGET:
To change **one million lives** within **ten years**

In 2021 we have positively impacted 114,000 lives. This means since 2020 we have added a further 236,000 towards our goal of positively changing over a million lives within ten years. In addition we have supported charities through more traditional fundraising events, in 2021 donating £197,000 in corporate donations, whilst our employees donated a further £193,000 through fundraising programmes and initiatives.



GERMANY

Promoting equal opportunities and bringing people and companies together is not only rewarding for us as a company but also for every single Page employee. Whether through our internal policies and programmes, the mentoring of disadvantaged individuals, or our internal unconscious bias training for employees, making a difference for people has taken a lot of different shapes at PageGroup Germany. We are happy to use our expertise and skills to help people overcome stigma and prejudice and support them in their first career steps. We are absolutely convinced that social backgrounds should not be held against people who want to fulfil their professional dreams, so it's a dimension that we give a lot of attention to.



Social and environmental sustainability is a must in today's business environment. It's not only the right thing to do, but it also creates long-term value for organisations. At PageGroup Germany, our commitment to social impact and DE&I is part of our social contribution. I am also convinced that standing up for those who do not have the same opportunities despite their talent, ambitions and skills is something we must address holistically and consistently.

Goran Baric
Regional Managing Director, Germany, Poland & Austria

“Social Impact and a core belief in equity, is at the heart of our German business.”



As a recruitment company we appreciate that most of our ESG impact happens in the social dimension of the framework. We firmly believe that supporting organisations who fight for more equality in the labour market, promoting people from various backgrounds to help them reach their potential, as well as our overall DE&I efforts are an essential and important part of our contribution to a more sustainable society.

Katharina Streithofer-Posch
Head of Diversity, Inclusion & CSR, Germany, Poland & Austria

CASE STUDY – GERMANY

Netzwerk Chancen stands and fights for equal opportunities across Germany. The charity specifically focuses on supporting, young, talented and motivated individuals from disadvantaged backgrounds and helps them into new careers. PageGroup partnered with them in 2021, and we have already had the pleasure to mentor a few of their talented students. We are proud to support Netzwerk Chancen and their mission to quash inequality.



PageGroup Germany has been supporting JOBLINGE since 2013. This partnership means a lot to us, as it allows us to support young, disadvantaged people, and help them find hope in their professional future again. We support the organisation by organising CV coaching and virtual interview trainings. Each year we have the privilege of coaching about 250 people to help them get ready for their first job interview – and it gives us a lot of pride and joy to do so.

JOBLINGE

Our yearly clothes donation initiative is more than just that. Through our partnership with Diakonie, we've been able to make a significant difference for many people since 2011. Each year, the collected clothes are sold at a very low price by the Textile Workshop of Diakonie, which helps people on low incomes to then make a good first impression for interviews, but the small proceeds made allows Diakonie to provide training to unemployed people. In addition, some textiles are repurposed to help disadvantaged women with no qualifications to train to become tailors, providing them with a small income.

Diakonie



Our Social Impact AS BEST-IN-CLASS RECRUITER

At PageGroup we have made it our mission to support disadvantaged groups into secure employment through targeted programmes and partnerships with likeminded charities. Covid-19 has both highlighted and exacerbated levels of inequality within our societies unlike ever before. It is prime time that structural forms of disadvantage, such as insecure employment are addressed. We know that disadvantage is intergenerational, so we have also focused on supporting children and young people through schools and educational settings.



1,700
HOURS
VOLUNTEERED



114,000
LIVES
CHANGED

**Giving back
our skills as
a recruiter
to those in
need**



BRAZIL JUNE 2021

In 2021 we partnered with Recode, a charity bridging socio-economic inequalities through technology, for young people from disadvantaged backgrounds. Page supports the charity by providing career guidance to its students, with a focus on mentoring women into technology-based roles, and fundraising.

RECODE
Empoderamento Digital

**DUBAI** AUG 2021

A webinar hosted to celebrate Emirati Women's Day to inspire women pursuing careers in UAE.

**CHINA** FEB 2021

Donated 68kg of professional clothes to those who are disadvantaged and unable to afford formal clothes for work interviews.

**FRANCE** MAY 2021

A three year project to assist 250 refugees in France, in partnership with Les entreprises pour la Cité. Consultants from Page France brought advice on professional pathways and the job market, and ran workshops to help the candidates improve their CVs and to understand how to behave in interviews.

**AUSTRALIA** SEP 2021

Women@Page initiative with Metropolitan Migrant Resource Centre, where Page employees provided CV and interview advice.

**ARGENTINA** JUNE 2021

Supported charity CILSA by providing interview coaching to those with disabilities.

**CASE STUDIES****PARTNERSHIP WITH THE SMITH FAMILY (AUSTRALIA)**

We are proud to support The Smith Family – the leading children's education charity helping young Australians in need to succeed at school, so they can create better futures for themselves. Since we began our partnership in 2016, PageGroup has supported their flagship program - Learning for Life - as well as their Girls at the Centre program. The Smith Family's Learning for Life program recognises that children experiencing disadvantage often need extra support to stay at school and go on to further studies or find employment. Girls at the Centre is an aspirational program that aims to counteract the high absenteeism and school drop-out rates of teenage Aboriginal and Torres Strait Islander girls and encourage their long-term engagement in education.

PageGroup also actively participates in Work Inspiration; a dedicated work experience program that gives students supported by The Smith Family the opportunity to visit our workplace to broaden their perspectives, develop aspirations, and get a clearer picture of what career options exist at PageGroup. Throughout 2021, PageGroup has supported The Smith Family in a number of ways:

- Sponsoring two Aboriginal and Torres Strait Islander university students
- Sponsoring nine Aboriginal and Torres Strait Islander high school students
- Hosting mock interviews for high school students to help prepare them for the workforce
- Hosting work inspiration events for high school students
- Writing inspirational letters and cards to students in lockdown and donating funds, toys and books to their Toy and Book Appeal at Christmas time
- Volunteering for packing and delivery shifts to support their Toy and Book Appeal on the ground

We too value our ongoing partnership with The Smith Family and look forward to many more years of changing lives together.



We are so grateful for the ongoing support of PageGroup and their contribution to our Learning for Life program, as well as their clear commitment to improving the educational outcomes for Aboriginal and Torres Strait Islander students. Thanks to these continuing efforts, alongside their participation in our Work Inspiration program, together we are helping young Australians in need to shape a better future for tomorrow.



Judy Barraclough,
Deputy CEO of The Smith Family



everyone's family

PARTNERSHIP WITH BACK UP (UK)

“

After being on Universal Credit, one of my personal goals was to re-join the workforce. Having now achieved that, it makes me proud of myself. Each one of Back Up's services helped me move forwards. Work has been the final piece of the puzzle in rebuilding my life.

”

Callum, a participant on the Skills for Work course.



Callum participated on the Skills for Work course, subsequently landing a job after the training.

Every year in the UK, 2,500 people experience a life-changing spinal cord injury. That's over six people a day. Spinal cord injury is life-changing. It can affect mobility, bladder and bowel control, pain levels, and has an impact on all areas of life, including work. Many recently injured people don't see going back to work as possible and fewer than half return to the workforce.

Back Up delivers services that build confidence, independence and inspire people affected by spinal cord injury to transform their lives. As part of a range of services, Back Up offer a bespoke employment support service, designed to equip people with the skills needed to achieve their professional and personal ambitions.

PageGroup generously supported Back Up across two 'Skills for Work' courses, providing eight volunteers to help 16 individuals with a spinal cord injury. Together, Back Up and PageGroup ran live workshops involving: interview practice, CV workshops, talks and more. They made a huge difference to the progress participants made towards their employment goals; 87.5% of participants achieved their personal goals following the course, and all of the participants said the course met or exceeded their expectations.

Callum was one of the participants on the Skills for Work course. Prior to his injury, Callum worked as a chef, but couldn't return to this profession after his injury. The Skills for Work course showed him what was possible. After attending, he put his CV writing and interview skills into practice and successfully landed a job in a customer service call centre.

Back Up would like to thank PageGroup for providing these wonderful volunteers. Switching to virtual courses has been challenging, but with support from PageGroup Back Up has been able to help people affected by spinal cord injury, across the UK.

Back Up recently launched its Employment Toolkit, making its services more accessible. The toolkit is packed full of advice about thriving in the workplace after spinal cord injury. At Back Up, we look forward to working with PageGroup to support many more people with a spinal cord injury to return to employment.



EMPLOYEE EXPERIENCE (SOUTH AFRICA)



Mabatho Takalo provided training to five school leavers aged between 19 and 22 from a disadvantaged community within the Alexandra Township. The training focused on work readiness and life skills, covering topics such as job searching, creating a CV and preparing for interviews.

“

What motivated me to get involved in this programme was the unemployment rate in South Africa. It is important for the youth to have access to as much information and resources as possible, and if my coaching on how to conduct yourself in front of a potential employer can help even a little bit, then I am more than happy to share my knowledge. I, too, am from a similar background and I understand what the impact of such circumstances can have on a person's outlook on life.

”

“

I recently got involved in a "Work Readiness" programme which was aimed at providing school leavers with the tools to enter the job market post completion of their qualifications. These individuals are from disadvantaged backgrounds and do not necessarily have access to information and resources that could lead to securing opportunities in order to better their lives and futures.

”



Mabatho Takalo
Michael Page Finance Manager,
Johannesburg

EMPLOYEE EXPERIENCE (USA)

Hire Heroes USA is a non-profit organisation which helps US military members, veterans and military spouses find new, meaningful careers when they exit the armed forces. Through tailored support, Hire Heroes USA helps individuals into long-term employment, and supports companies to hire and retain them. As part of our team in the US, Luke Melody and Sean Rogerson spoke of their experience volunteering with the charity.



Every quarter as an office, we partner with a charity where we can give back to the community. An ex-military client of ours suggested we could add value to the Hire Heroes initiative giving help and guidance with mock interviews, CV advice, LinkedIn reviews, and interview hints and tips to veterans seeking employment post-service.



Luke Melody
Senior Manager,
Michael Page



We both volunteer an hour a week of our personal time and take great pride in being able to use our skills and experience to help support veterans transitioning into civilian life. A number of our employees in the US are now involved in this initiative and supporting Hire Heroes with all the work that they do.



Sean Rogerson
Managing Director,
Michael Page

Our Social Impact

AS BEST-IN-CLASS CORPORATE CITIZEN

We have pushed forward with our goal of giving back to society and the communities in which we operate. This means we support a variety of charities globally, from sponsored events, to bake sales, as well as donating toys and food to those in need.



£197k
CORPORATE
DONATIONS

Giving back within our local communities to those in need



£193k
FUNDRAISED

UK SEP 2021

Spinal Circuit Challenge and No Limits cycling challenge fundraising events in support of charity partner Back Up.

FUNDRAISED
£38k



1500
VOLUNTEERS
FROM PAGE
DONATING
THEIR TIME

**PAGEGROUP
CHANGES LIVES**

NORTH AMERICA

SEP 2021

An office-wide corn hole tournament to raise money for Camp Jabberwocky.

FUNDRAISED
£1k

**ARGENTINA**

AUG 2021

Donated toys and library materials to the Appane School, for children with disabilities.

**LATAM**

JUN 2021

Our team in Brazil raised funds which will help buy school materials to benefit students' learning.

FUNDRAISED
£5k FOR INSTITUTO SOL

AUSTRALIA

MAY 2021

Law Society of ACT & Society Young Lawyers Committee Quiz Night.

FUNDRAISED
£4k FOR RAW POTENTIAL

**HONG KONG**

MAR 2021

A bake sale and auction to raise money for Run Hong Kong.

FUNDRAISED
£1k FOR RUN HONG KONG

**GERMANY**

DEC 2021

Running, cycling and swimming 100,000km to fundraise money for the annual SOS challenge, supporting disadvantaged children into education.

DONATED
£8.5k

CASE STUDIES**GIVING BACK, PARTNERSHIP WITH THE LOST FOOD PROJECT (MALAYSIA)**

PageGroup Malaysia managed to donate 345,000 meals via The Lost Food Project, having fundraised RM69,000 between June and August 2021.

Social Media has made the world a small place and global 'communities' are now a real thing. It's often easy to forget about our own local communities. The white flag movement in Malaysia has raised the importance of keeping us grounded and helping within the local community. Suicide rates in Malaysia soared during the pandemic and people losing their jobs struggled to put food on the table. I believe the combined efforts of a small local group can have a real impact and by having the strong support of the Michael Page Malaysia office behind me, we can truly make a difference in changing people's lives. As an employee representative on the Sustainability Committee, I can now bring our local learnings to my global colleagues and learn from them in return, making the best of our global and local communities.



May Wah Chan
Director, Michael Page Malaysia



What an amazing effort from the Michael Page team. The staff and management of MP really pulled out all the stops to make it one of the most successful partner-run fundraising efforts in 2021. Thousands of people benefited from it! We are truly humbled by it.



Mohd Syazwan Mokhtar,
General Manager
at The Lost Food Project

GIVING BACK, EMPLOYEE EXPERIENCE (SINGAPORE)

Joanne Ford was part of the team involved in the 2021 head shave, in support of Hair for Hope, where they fundraised over SGD\$17,000:



Being a mother of 3 it is important to show my support and lend a hand to childhood cancer. Shaving my hair as part of Singapore's annual Hair-for-Hope fundraiser was one small way I could show my support and stand together with the families who are experiencing the struggles and heartache of childhood cancer. This year was my first time, and it was nice to join forces with 11 other "shavees" from PageGroup. I set myself a target to raise \$1000 and, in the end, raised just under \$2000.



Joanne Ford
Head of Talent Development SEA



Our Social Impact AS A BEST-IN-CLASS EMPLOYER

Our employees are our most valued asset. Every day they work incredibly hard to place the best candidates with our clients. It is our employees who make Page and our culture reflects each of their personalities. To this end we know we must take good care of our employees and we do so through a range of global, regional and local initiatives. As a company PageGroup grows organically and promotes largely from within. This ensures our culture remains strong and provides us with strength and resilience in tough times, such as during the Covid-19 pandemic. However, promoting from within also means it takes longer to effect lasting change at the top of the organisation.

Demonstrating our commitment to gender equality within the workplace, in 2021 Page joined the UN Gender Equality accelerator Programme, which is a UN Global Compact initiative aimed at setting and reaching ambitious corporate targets for women's representation and leadership. We are committed to ensuring gender parity within our company. This follows a long history of Page's efforts to ensure upward promotion of female talent.

In 2012 we established Women@Page to ensure we were doing everything we could to hire, retain and promote female talent. To date the programme has delivered outstanding results. Gender diversity is a very important focus for us, so much so, since 2018 all of our Managing Directors globally have had gender diversity improvement as part of their bonus targets. Our ratio of females in senior management is currently 38:62. Testament to the success of our initiatives, throughout 2021 we had 50% female promotions to MD level. For the purposes of this report, senior management is defined as our Leader population of Associate Director positions and above, globally. We recognise we still have a long way to go to meet our target of 50% by 2030. We know our Women@Page initiatives increase opportunity and deliver success, and that success will result in our female colleagues continuing to flourish in our organisation.

MD GENDER DIVERSITY TARGETS LINKED TO BONUSES SINCE 2018



50% MD PROMOTIONS IN 2021 WERE FEMALE

38% FEMALE'S IN SENIOR MANAGEMENT, **UP 3%** SINCE 2020

GENDER DIVERSITY

	Board Directors & Officers		Senior Management		Other Employees	
	Male	Female	Male	Female	Male	Female
2021	5 (62.5%)	3 (37.5%)	448 (62%)	271 (38%)	3,212 (42%)	4,441 (58%)
2020	5 (56%)	4 (44%)	446 (65%)	240 (35%)	2,770 (43%)	3,604 (57%)

NORTH AMERICA

AUG 2021



On International Women's Day, Women@Page hosted a webinar casting a spotlight on women's leadership and ran a separate webinar encouraging open financial discussions, and advice on investing.

NORTH AMERICA & LATAM

SEP 2021

Page employees across North America and LATAM supported the UN's global He for She campaign, calling for action on gender equality.



AN INCLUSIVE WORKPLACE WHERE EVERYONE CAN THRIVE

“ We're proud of our commitment to diversity, equity and inclusion and our relentless focus on supporting and promoting a culture and working environment where all our employees feel valued and heard, and feel that they belong. ”



Sarah Kirk
Global DE&I Director

OUR CULTURE BOOK

Our Culture Book shines a light on what it's like to work with, alongside and within Page: our people, our purpose, our values and our focus on customers.



To find out more information on our DE&I programmes and culture, please refer to our **2021 Culture Book**.

Governance

At PageGroup we understand the importance of sound principles of good governance being embedded across our business. A well understood governance framework is key to ensuring decisions, business plans and projects are transparent, strategic and well thought through. Our governance structure provides assurance for all our stakeholders that the business is not only well run, but operates for its long-term sustainable success.

The well-established governance structures in place across the Group, start with the Group's Main Board. Drawing membership from a range of sectors, skills and experience, the Board is well equipped to fulfil its role of leading the Group, agreeing its strategy and ensuring the business operates within a framework of effective controls. Oversight of operational day-to-day management is delegated to our Executive Committee, known within the Group as the Executive Board. Full details of our governance framework is set out opposite.

The Board Committees include the Audit Committee, Nomination Committee and Remuneration Committee. The Audit and Remuneration Committees members are independent Non-Executive Directors. The Nomination Committee members are also Non-Executive Directors and this Committee is chaired by the Chair of the Board.

The Sustainability Committee, is the newest addition to our Governance framework and has been tasked by the Board to drive forward the Company's ESG strategy, reflecting the increased focus of the Board on Sustainability issues. The Committee meets quarterly to discuss sustainability strategy and is accountable to report to the Board in terms of progressing the Group's sustainability agenda. The terms of reference for the Committee are available on www.page.com

Monitoring Governance

Our success in relation to governance matters and identification of areas for improvement are assessed through a mix of qualitative and quantitative measures. Board members know the importance of understanding the employee voice and the needs of our customers. Reviewing feedback and KPIs about the employee and customer experience is a great way to know how the business is truly performing and how efficiently and effectively it is being run. There is a variety of channels in place to ensure all our stakeholders are heard in the boardroom. In addition to survey and review data, a host of other measures are utilised and acted upon as necessary.

Below is a summary of the key elements of our how we ensure governance forms part of the fabric of the Group.

Full details of the composition and activities of the Board and all its Committees and how the Group acts on stakeholder feedback can be found in the Group's Annual Report & Accounts 2021 available on the Company's website www.page.com



Kaye Maguire,
General Counsel &
Company Secretary



Board and Committee evaluation process:

an annual review of the effectiveness of the Board and each of the Committees carried out on an anonymous basis.



Speak-Up: review of all instances of reporting to the Group's Speak-Up helpline



Modern slavery compliance: KPI updates are provided regularly to the Board

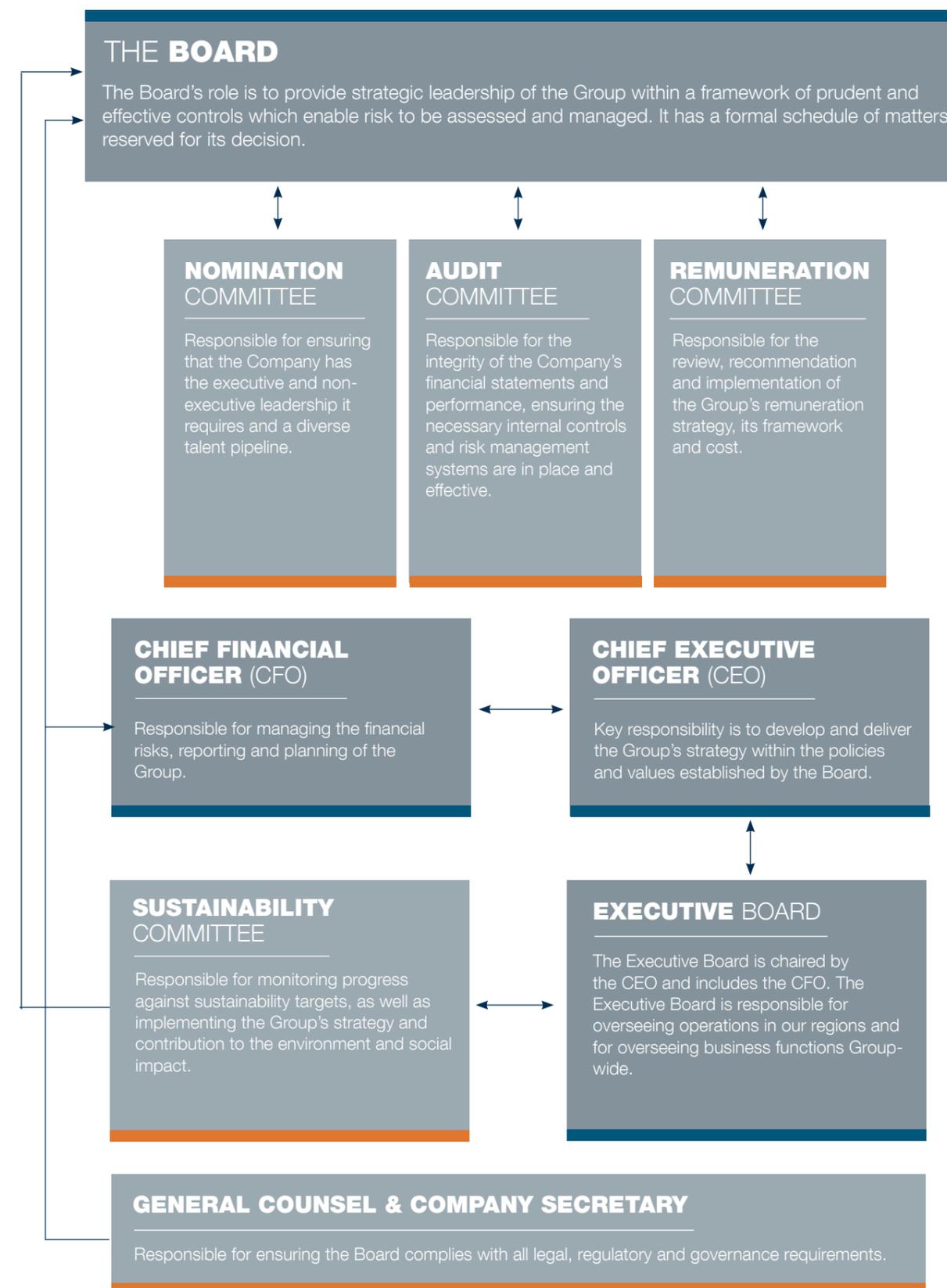
Review of key functions and advisers:

every year we review the effectiveness of our Internal and External Audit functions and remuneration advisers.



We conduct a twice-yearly culture review: reporting on our culture and engagement framework and activities across the business

OUR CORPORATE GOVERNANCE FRAMEWORK



Embedding Sustainability in Finance

I have transitioned our investment portfolio across to ESG compliant products. This work has opened my mind to the subject such that I now consider sustainability on a personal level like never before. The fact that I participate in the PageGroup vision on sustainability further fills me with pride. Any steps I take, no matter how big or small, mean that I am doing my part for our future generations and not compromising their needs.



Mandip Ghataore
Assistant Group
Treasurer, UK



Audit

The audit function supports the business in providing assurance that we have the appropriate controls in place to ensure a sustainable business. Our audit programme includes reviewing our business approach to Environmental, Social and Governance issues with specific focus for 2022 on areas such as, diversity and inclusion, bribery and corruption, ethical trading with suppliers, clients and candidates. Importantly, we review our processes to ensure they are customer centric, capturing objective feedback from our clients and candidates and ensuring that issues, highlighted, are acted upon. Our audit activity will continue to evolve in line with the business focus on sustainability.

Cyber Security

Page takes its responsibilities in protecting the confidentiality, integrity, and availability of our data and systems very seriously. The company has a dedicated Security Operations Centre, which is supported by our Information Security Risk Team to

control day-to-day operations and deliver our rolling annual plan. Crucially, we insist that our vendors provide assurance of good security behaviours, and we track compliance to our policies and standards, reacting swiftly to any potential compliance failure. The Security Team is accountable to our Board for improving security maturity and evidencing competency. As such, and to continuously improve our defences, Page successfully accredited to the internationally recognised ISO27001 Standard for Information Security. We also continue to assess and invest in the latest defences in order to keep pace with a complex threat landscape and defend our systems and data from misuse and malicious activity.

Data

PageGroup understands that principled and responsible data management is our corporate responsibility. It is important that our customers have confidence in how we use and store their data. We aim to promote responsible data handling practices that comply with data protection laws in the markets in which we operate and be transparent with our customers on how we use their data. As a business we seek to follow principles based data handling, placing data subjects at the heart of our decision-making. We have a data privacy and security framework in place across our business, with clear responsibilities for data protection and security compliance. We also keep this under regular review to enable us to adapt a constantly evolving environment.

Supplier Code of Conduct

We expect our suppliers and potential suppliers to aim for high ethical standards and to operate in an ethical, legally compliant, and professional manner by adhering to our Supplier Code of Conduct. We also expect our suppliers to promote similar standards in their own supply chain.

Taxation

As set out within the PageGroup Tax Strategy, our approach to managing the Group's tax affairs and the risks associated with them, is guided by an overall adherence to corporate and social responsibility in the countries in which we operate. We act in accordance with, and seek to comply with, relevant tax laws and obligations, complying with the spirit as well as the letter of the law. We seek to pay the right amount of tax, at the right time and in the right place.

PageGroup has been awarded global ISO 27001 accreditation – assurance of the highest recognised standards of data and information security in the world.



“
In 2020, we achieved
certification to ISO27001
”

Accreditations



* At the date of publishing PageGroup was awaiting the release of Germany's updated EcoVadis rating.



We SUPPORT



#TargetGenderEquality

“
Participating in the Target Gender Equality programme will complement and strengthen our current and future gender equality work.
”

Sheri Hughes, PageGroup, UK DE&I Director

Sustainability at PageGroup

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www.page.com/sustainability

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PageExecutive

Michael Page

PagePersonnel

PageOutsourcing

Part of
PageGroup