

Policy Statement

At PageGroup our purpose is to change lives. Diversity and inclusion is therefore inextricably linked to our vision and strategy. As one of the world's leading recruitment companies we are passionately committed to promoting equal opportunities and diversity and inclusion in the workplace. We aim to do this as an employer, a provider of services and with our suppliers.

Policy

This policy details our commitment to diversity and inclusion at Board level (including Board committees) in PageGroup plc (the "Company"). It should be considered in conjunction with the policies and practices adopted across the Group that apply to its wider workforce. The Board may delegate or be supported in its responsibilities under this policy by the Nomination Committee.

The Board views diversity in its broadest sense and seeks membership which is diverse in **age, gender, ethnicity, sexual orientation, disability or educational and professional and socio-economic background** and all the other qualities that make each of us unique.

The Board considers it important to ensure different perspectives and insight are brought to all areas of business, generating creativity, problem-solving capability and helping to secure the Company's sustainability for the long term.

The Board considers that by embracing diversity and inclusion it:

- delivers better quality decisions and decision-making processes;
- reflects its broad base of customers and employees and represents their needs and views more accurately; and
- supports sound corporate governance principles.

Practices and objectives

Under the Terms of Reference for the Nomination Committee, the Committee is responsible for regularly reviewing the structure, size and composition of the Board and it will ensure that Board members are appointed on the basis of merit.

The Board will seek to ensure that the following objectives are met:

- at least one of the senior board positions (Chair, Chief Executive Officer, Senior Independent Director or Chief Financial Officer) is a woman;
- that at least 40% of Directors are women; and
- at least one Director is from an ethnic minority background.

Candidates for Board positions must be identified and selected against objective criteria while having due regard to the benefits of diversity, **inclusion and equal opportunity** on the Board. Candidate lists for Non-Executive Director positions should include individuals drawn from a wide range of experiences and backgrounds and shortlists for Non-Executive positions should aim to include a minimum of 30% female candidates and, include ethnic minority representation.

The Board undertakes to engage only executive search firms that have committed to adhere to The Voluntary Code on diversity, as we ourselves have committed to, which seeks to ensure executive search firms assist in creating more diverse boards.

Through its annual evaluation process the Board will consider diversity and ensure its structures and membership contain the appropriate balance of skills and experience.

The Board as part of its responsibilities to oversee and monitor the Company's culture will review progress on diversity and inclusion initiatives, including ensuring Managing Directors and above have diversity objectives and it will seek to monitor development of high potential talent for succession to Board and senior management level positions.

To assist in fostering a supportive environment which enables constructive challenge and collaborative decision making, any new director will be provided with suitable training to ensure a thorough understanding of the business. The Chair will be responsible for ongoing mentoring of new directors.

Reporting & Review

The Company's Annual Report & Accounts will describe this policy on diversity and inclusion as it applies to the Board and its committees; its objectives; how it has been implemented during the year and the results of the policy during the year. The Nomination Committee Report will describe the work of the Committee including in respect of progress on diversity and inclusion matters.

The Nomination Committee will review this policy on an annual basis and recommend any revisions to the Board for approval.