

PageGroup

CULTURE BOOK 2023

WHAT'S IT LIKE
TO WORK AT
PAGEGROUP?

An introduction from **Nicholas Kirk,** CEO of PageGroup



PageGroup Changes Lives.
That's our Purpose and it's at the heart of our business.

With over 9,000 people in 37 countries across the world, we aim to be the leading specialist recruiter in our chosen markets, specialising in a broad range of professions and industries.

As a business, that's **what we do** - but at PageGroup, we focus just as much on **how we do it**. Our culture puts people and teamwork first, and we are hugely proud of our reputation

as an inclusive employer as well as a professional and ethical recruiter.

Our values are not just words on a wall or in a brochure – they're reflected in everything we do, every day, all over the world. They're an integral part of our business and help set us apart from our competitors.

For over 40 years we've focused on building a sustainable, ethical business. Caring about society and the environment and giving back to the communities where

we live and work has always been part of our DNA.

As a recruiter, we're in a position of influence. We are actively committed to inclusion and diversity in all its forms across PageGroup and we're privileged to also support and promote diversity, equity and inclusion, and awareness of ethical processes and behaviours, for our customers and society as a whole.

The PageGroup culture, like our business, is all about people. We work hard to make sure it stays that way.



A snapshot of PageGroup's programmes and achievements

We are resolute in our commitment to the wellbeing and professional development of our people. To this end, we are constantly working to build an inclusive environment in which everyone can thrive - below, you can see just some of what we have achieved.

12

Shadow Boards

launched to hear different viewpoints from a diverse group of people across PageGroup



Unity@Page

Reverse Mentoring Programme

within our Unity@Page network



299

partnerships within our **Female Global Mentoring Programme**



87%

positive employee engagement

In our 2022 global 'Have Your Say' survey, we achieved an 87% positive rating

Our **investment in technology** allows all our people worldwide to work remotely



With our **Continuous Listening Programme** we regularly ask our employees how they're feeling so we can provide the best possible support



Recruitment Industry Disability Initiative (RIDI) Winner 2021 - Winner of 'Getting Started' award for beginning the journey toward Disability Confident status



Disability Confident Leader



Awarded **Top Employers 2022** in several European markets



Awarded **Best Places to Work for LGBTQ+ equality** in North America



Awarded **Great Place to Work - Certified**



Awarded **Clear Assured Platinum** status



Signed up to the **Race at Work Charter**



and **#10000 Black Interns Programme**



Social Mobility Pledge with Kelvin Stagg, CFO as senior sponsor for **Social Value**



Rewards and Incentives Programmes which promote a culture of teamwork and achievement

Global DE&I campaigns including **International Women's Day, Pride Month, Black History Month, and World Mental Health Day**



85% of our employees believe **our Values** represent the culture of PageGroup

- WE MAKE A DIFFERENCE**
- WE ARE PASSIONATE**
- WE VALUE DETERMINATION**
- WE WORK AS A TEAM**
- WE ENJOY WHAT WE DO**

Sustainability programme including **cycle to work schemes** and **Be Green committees**



92% of our people **feel proud** to work for PageGroup



85% of our people are aware of **our Purpose** and how to bring it to life

PAGEGROUP CHANGES LIVES

Mandatory **Global DE&I training** for our senior leadership team



Ambitious about Autism intern programme



Global Health & Wellbeing Toolkit

to support our employees wherever they're working

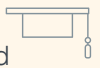


54% of Managers

42% of Directors globally **are female**



A **cutting-edge blended learning programme** supported by our digital learning platform



Families@Page

programme including parenting seminars, maternity workshops, free emergency childcare



CSR programme including using our recruitment skills to give CV, career and interviewing advice to those in need



Mental Health Champions and First Aiders network



86% of employees believe PageGroup is committed to exceeding **our customers' expectations**

Recite Me - Partnered with web accessibility experts Recite Me to roll out inclusive toolbar



Flexible Benefits Programme can be tailored by our people to suit their lifestyle



Inclusive Hiring Accredited



Menopause support Peppy



Global Networks giving a forum where we can listen to our people and act on their feedback

Age@Page

Families@Page

Unity@Page

Ability@Page

Pride@Page

Women@Page

#10000 Able Interns Programme

Committed to **UNSDG goals**

Our Purpose

Our Purpose clearly states what we do – the reason we're in business. We are a people business and our Purpose is relevant not just to our own people, but to our customers, the communities in which we live and work, and society as a whole.

PAGEGROUP CHANGES LIVES



Nick Kirk
CEO

“ At Page, our Purpose is to change lives and we never lose sight of that. We are proud to play a part in such important and often life changing moments – for the candidates we place, for the clients we support to reach their potential, and for our people who we see grow and develop along the way.

Our culture is built around our people and it constantly evolves based on the feedback they give us every year in our Have Your Say survey. Their ideas and suggestions drive positive change which ultimately makes Page a great place to work.

We are an inclusive employer and we're committed to diversity in all its forms. This commitment extends to the work with our clients, whom we help progress their DE&I agendas through the implementation of best in class ethical processes and behaviours. ”



Angela Seymour-Jackson
Chair

“ When I joined in 2017, I knew the Board was committed to embedding an inclusive and forward-thinking culture.

At that time, we were at the early stages of our journey. When I look at PageGroup now, I am truly impressed by the current initiatives. As I reflect on the programmes we have in place, I think what makes the difference are the grassroots initiatives. Of course, whilst many programmes are and have to be driven in a classic top-down way, the engagement and enthusiasm that is lived across the organisation, at all levels, in all markets is really unique.

The reverse mentoring programmes, the shadow boards and the senior female networks are certainly initiatives that stand out for me. You can absolutely tell the commitment to PageGroup's culture across the organisation. ”

Our Values

WE MAKE A DIFFERENCE

WE ARE PASSIONATE

WE VALUE DETERMINATION

WE WORK AS A TEAM

WE ENJOY WHAT WE DO

Our values are reflected in everything we do, every day, all over the world. They're an integral part of our business and help set us apart from our competitors. They form a platform for our methods, approach to business and motivation of our people. More than just words, we believe our values are at the heart of our PageGroup culture.



“

They're embedded in our career progression and talent development processes and demonstrated through the way we reward and recognise great performance. That has a direct, positive impact on our customer service and in our latest 'Have Your Say' survey, 85% of our people agreed that our values match the culture of PageGroup. ”



Isabelle Bastide
RMD France,
Spain and Portugal,
Executive Board
Director

Our People

We are a people business and that starts with our own people. We are focused on promoting from within and offering opportunities, including international opportunities, for all.

CAREER PROGRESSION & TALENT DEVELOPMENT

Career Progression & Talent Development is an integral part of our approach, with a clear and transparent career journey, supported by the development and opportunities needed to help our people reach their potential.

Our blended learning experience, supported by our digital learning platform, means our people can use a variety of materials designed to give them the opportunity to learn in a way that suits them. We're constantly creating new content for all our people to provide the most relevant and best possible support, as needs change for our people, our business, and our environment.

Our annual talent review process underpins the development of our people, supporting their career goals and strengthening our leadership succession planning. To support our leadership and talent strategy, high potential employees are identified for accelerated development. Our leadership development initiatives ensure the success of our business in the future and prepares our people to navigate a world of continuous change.

“ Our people are crucial to the success of our business, so it is vital that we continuously invest in their development and support them throughout their career with us. Our strong focus on talent ensures our people have the right skills and capabilities to meet the business challenges at the right time. As a result, our people are engaged, motivated, and supported to reach their potential.

Andrea Corrodus
Global Talent Director



“ Our Purpose states that ‘PageGroup changes lives’. That’s true for our own people as much as it is for our candidates and clients. That’s why we have a clear and transparent career path with international opportunities, supported by structured training and development. We’re proud of our organic growth and promote from within – most of our senior leaders started their life with Page as consultants.

Stephen Tan
Regional Talent
Development Director,
APAC



“

Our culture puts people and teamwork first and we love to see our values being more than just words on a wall – they are embedded in the way our people work every single day, across the globe.

As a recruiter, we have such an important role to play. We are in a position of influence and can truly shape the future of work. This starts within our organisation, and I am pleased to see our commitment to diversity, equity and inclusion having such an impact within PageGroup and with our customers. ”



Sarah Kirk
Global DE&I
Director

OUR CULTURE OF INCLUSION

Inclusion is at the heart of Page and our culture puts our people first.

We have worked hard over the years to create an inclusive culture of trust and compassion and a working environment where all our people feel valued, have a voice, are heard, belong, feel comfortable being themselves and can thrive.

When it comes to developing and retaining talent, we are committed to promoting equal opportunities and inclusion in the work place.

The three pillars that are the foundation of our diversity, equity and inclusion strategy are set out below.

Setting An Example (How we want to be)

As we change lives for our customers (clients and candidates) and our own people, we all benefit from different mindsets, experiences and ways of thinking.

Our diverse and inclusive culture creates an environment where everyone can thrive and brings creativity and problem solving skills which drive the success and sustainability of PageGroup.

Pushing Boundaries (Helping our customers)

We're committed to creating equal opportunities when recruiting for our clients.

The widest, most diverse talent pool increases the opportunity for our clients to find the best competency fit, and helps every candidate reach their potential.

That's why our commitment to fair and equitable recruitment standards is non-negotiable.

Shaping the Future (Aiming to be at the forefront of our industry)

Every organisation has a role to play in creating greater equity and inclusion.

Alongside our customers, we want to impact society positively for the long term and strive towards a more equal world.

We believe diversity, equity and inclusion is not only the right thing to do, but also a strong driver of growth and innovation.

Our People

Our range of **networks and support** across the business grows every year.

Women@Page

Driving equality and fair opportunities for success regardless of gender



Mabatho Takalo
Executive Manager
Africa

GLOBAL MENTORING PROGRAMME



“ The introduction of the W@P mentoring programme has been a great addition to my work life. To have a dedicated senior female director to speak to about my challenges AND wins/successes has been of great value.

I am early in my journey on the programme, but I have seen the value it has brought to me specifically and I look forward to one day becoming a mentor to someone else. ”



Sharmini Wainwright
Senior Managing Director
Australia



Jon Ede
Regional Director
Middle East

“ I see our mentoring programme as a kind of a safety net - for mentees to have a sounding board where they can actively seek support or share ideas, therefore giving them an opportunity to maximise their opportunity to thrive within the business.

Of course, it's not only the mentees who benefit from our mentor programme – it's also a fantastic way for the mentors themselves to broaden their perspectives of the wider business, further develop their coaching skills and to enjoy the fulfilment of supporting a mentee in successfully overcoming their challenges and reach their potential in Page.

It's a enriching experience for all involved! ”

“ We need to continue to be intentional in our pursuit of equity – and the bar externally lifts every year. We have taken a number of steps this year to deliver change and progress in our frameworks and systems to deliver more optimal outcomes for our female population. We want to create an environment where the females in our business choose to progress through to leadership roles and thrive whilst doing so. ”



Unity@Page

Where a multicultural workforce thrives

In 2022, we continued to develop our Unity@Page reverse mentoring programme, in which senior leaders are mentored by culturally and ethnically diverse colleagues. We want our senior team to learn from first hand experiences, ask questions, and take their learnings back to their roles, where they can make any necessary changes. Here's what some of the participants had to say:



REVERSE MENTORING PROGRAMME



“ When I signed up, I was excited to see what I would be able to learn and the development opportunities it would present. It has more than lived up to my expectations and I can see that the potential of this programme is truly huge. ”

Oliver Watson
COO, PageGroup
(Mentee)



“ I found the programme to be immensely powerful. It gives me the opportunity to both see the world through another's eyes but also to examine my privilege and biases in a safe and informative space. The programme has helped me to challenge my thinking and keep striving to make myself a better and more inclusive leader... ”

James Barrett
MD Technology, UK (Mentee)



Catherine Osaigbovo
Partner - HR and Diversity,
Equity & Inclusion
Page Executive (Mentor)

“ I'm so proud to have been a part of this brilliant programme, and grateful to my mentee for the many insightful conversations we've had. ”



“ **Nathan Ross**
Manager HR, UK (Mentor)

Reverse mentoring creates such an opportunity for both parties. Personally, I've been able to educate and build solid relationships at UK Board and Executive Board level – all of which I wouldn't otherwise have gained. On the other side of the spectrum, the mentee is able to understand 'lived experience' from a minority perspective in both society and our business, within a psychologically safe environment. From there we are both able to develop learning and understanding on both fronts and use it to deliver tangible change to benefit everyone in our business. ”

Our People

Unity@Page

Every year, PageGroup celebrates a range of diverse and culturally significant calendar events across all our regions.

BLACK HISTORY MONTH



HISPANIC AND LATIN HERITAGE MONTH



SOUTH ASIAN HERITAGE MONTH



Samir Adrissi
Director, Los Angeles

“ Black History Month is an opportunity for us to highlight and celebrate people that are too often overlooked and underappreciated. The contributions of Black people in the US and across the world are varied and vast and over the month of February we were able to celebrate them every day. Colleagues across Page were able to learn and understand things and people they may have never been exposed to otherwise. My hope is that an official month encourages learning and dialogue throughout the rest of the year as Black history is every month.



Ravi Shergill
Group Support Services
HR Director

“ **Unity@Page – A Team that’s Diverse!**

Unity@Page exists to empower all culturally diverse employees to achieve their full potential through creating a positive and supportive working environment. Launching Unity@Page in 2020 was the first step, on a long and important journey in our business. One of our key focuses in championing better work and working lives is to ensure diversity, equity and inclusion remains top of our organisation’s agenda. We want to learn from, educate and challenge one another about the discrimination faced by many so that we can all take steps to change that. It starts with self-examination and listening to those whose lives are different from our own. I want our organisation to be an inclusive place where all colleagues can thrive and feel they truly belong. I am fully committed to doing all that I can to drive genuine and long-lasting change.



Matthew Saul
Consultant, Australia

“ **FirstNations@Page – Driving inclusivity of Indigenous Peoples across all aspects of our business**

As a proud Gamilaraay man, being a part of FirstNations@Page is a privilege. Page’s supportive ethos permits me to embrace my culture and allows me to help my people become the future leaders in our communities through their experiences in the workforce.

Our People

Families@Page

A flexible and welcoming workplace for parents and carers

Families come in all shapes and sizes and we provide resources, policies and support that allow our people to put their families first. We have recently refreshed our global Families@Page community, where our employees can benefit from each other's experience and advice. We know and see the positive impact our flexibility policy has on our people – whether it is mothers and fathers feeling empowered or carers being able to work with flexible schedules.



Joanna McCrae
Diversity, Equity &
Inclusion Client
Solutions Director, UK

FREE EMERGENCY CHILDCARE – UK

“ I cannot praise this service too much. I first used it when my son was 18 months old. He was sick so could not go to nursery and I had booked a client meeting on the Isle of Wight. At 8am I called the service and within an hour they had someone confirmed. I did feel a little apprehensive that there was going to be a stranger in my house with my baby but when the nanny arrived, she was great. I have raved about this under-utilised benefit to all my colleagues with children as it has been a life saver for my family.

”

FAMILIES@PAGE PROGRAMME – NORTH AMERICA

“ There's no easy way to put this – balancing being a parent and having a career is TOUGH. Especially with the way the pandemic and its aftermath has changed everyone's lives. I feel very grateful and truly lucky to work for a firm that has provided support to both me and my family. I can't thank Alyssa Rybicki, Regional HR Director, enough for making the process of both maternity leaves, seamless and stress free – I realized this even more so after speaking with friends who didn't have that same support and guidance that I had and that was invaluable to me! Also, one of the most important things that I've learned becoming a parent, while also being a professional, is that flexibility is key to making it all work. Michael Page has given me the support and flexibility to be able to manage both roles – and get both jobs done.



Lindsey Ferruzzi
Director, NA

”

FAMILIES@PAGE PROGRAMME – APAC



Yang Chen
Global Technology
Support Senior
Manager, Singapore

“ Page's supportive culture has definitely made everything easier, especially through our flexible working arrangements. This has given me the opportunity to adjust my working hours and location to best suit my needs (or I should say my daughter's) and my team's needs – having an understanding manager and a group of supportive peers is invaluable.

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We strive to be an organisation where we want our employees to be able to bring ‘their own self to work’. This applies to all, regardless of your gender, background, family demographics, etc. Specifically for Families@Page, we seek to foster a supportive work environment where work and family life can and should co-exist. Some of the ways we do this is by leveraging the power of sharing stories. Parents speak about the different ways sustainability can exist, by reviewing our policies to create equity and creating platforms to facilitate parenting conversations.



Sonia Danani
Senior Head of HR, SEAI

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Families@Page



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We are making strides in our policies and are offering equalised maternity and paternity benefits to all. There are also parental guides, such as the maternity toolkit, to aid conversations and clarity with new parents. We remain committed to enabling our employees to manage across multiple roles and priorities both at home and in the office.

”



Nilay Khandelwai
Managing Director,
Singapore

Pride@Page

Where everyone can be their true self regardless of sexual orientation or gender identity

GLOBAL CAMPAIGN



PRIDE EVENT



Diego Duque
Manager, Mexico

“

During a recent Pride month global webinar, I felt very comfortable with the audience, the support of my local team and other panelists. I was pleased and surprised that so many people reached out to me after the event to share their support. What I really loved about the webinar was that people really identified with the topics that were discussed and were then inspired to join their local DE&I committees.

”

“

It is empowering to see how engaged we are at Page in Pride topics! 2022 was especially abundant in events. Together with the DE&I teams we organized two global panels on what it's like to be LGBTQ+ in the workplace and the role of allies. I had a chance to lead two global get-together events for our LGBTQ+ employees. We run numerous local and regional events across the globe, both in Page and externally. I hope our internal Pride Network will grow and that we can do even more in the years to come so everyone feels welcome, engaged, updated on LGBTQ+ topics, safe and part of a larger community.

”



Agnieszka Kulikowska
Senior Partner - Page
Executive, Poland & Global
DE&I Ambassadors Lead

Our People

Ability@Page

Creating barrier-free opportunities for everyone to reach their potential

We know the value of providing a truly inclusive culture which addresses and removes barriers in the workplace for our employees with disabilities. We want to create an environment where everyone can thrive. We have first-hand experience of disability in the workplace: Steve Ingham, our CEO until the end of 2022, is a wheelchair user and passionate about disability rights in the workplace. We know if we can provide a culture that empowers and enables all, then the talent we unleash for our business will be remarkable.

“It couldn’t have been a better choice joining Page. My supervisors and colleagues are very welcoming such that I don’t hesitate to approach them when I have any concerns or issues. I am so grateful that I can pick up new skills at a pace which is comfortable for me. My team members constantly check on me to make sure that I am not too overwhelmed by work, and I truly appreciate that. It is the kind of workplace which I have always envisioned myself to be in for years to come”.

Naren Sankar, Regional Content Editor, Asia



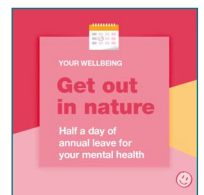
Ife Sonoiki
QA Analyst Business
Technology, PageGroup

“ When I first had contact with PageGroup it was with a Business Manager, Norman. As someone with a slight speech impediment, I tend to feel a level of nervousness and anxiety when having first interactions. However, I was made to feel comfortable and my nerves were settled by Norman telling me to relax, take my time and just be myself. This attitude is shared with the rest of my colleagues here at Page and throughout my time here I have always felt comfortable and I really appreciate that! ”



Zoe Glennen
Senior Operating
Director, UK

“ **Mental Health Champion**
Nearly 1 in 6 workers in the UK are affected by mental health problems each year, yet there is still a stigma around mental health. In 2016, we launched our Mental Health Champions programme and I was really keen to get involved after suffering from depression myself that year. The journey we’ve been on in the last five years has been incredible and so many people have shared their stories, which has helped to normalise mental health.



I found that sharing my own personal experience, in my role as a Director, has helped to create a much more open and supportive environment within my teams. I have used everything I have learnt to help others, allowing them to be themselves at work and perform at their best.



Jasmine Timpano
Head of HR, Australia

“ **Mental Health First Aider**
It’s great that Page takes wellbeing seriously and is committed to supporting the mental health and well-being of our employees by investing in training such as Mental Health First Aid. Being a trained mental health first aid officer allows me and others to give support to individuals developing or experiencing a mental health crisis. We’re always available for a confidential conversation, encourage the appropriate professional treatment and avenues to explore next steps, such as the Employee Assistance Programme or other internal and external resources. ”

Health & Wellbeing

Being an advocate for mental health and wellbeing is a top priority for our business. Our global webinars – ‘World Mental Health Day – Real People, Real Stories’ – were attended by over 1,600 people. These webinars were part of our global campaign to celebrate World Mental Health Day, and included resources, testimonials, guides and learning pieces. This gave us a platform to raise awareness, and inform, support and empower our people while they were learning from their peers.



We are constantly keeping an eye on the future, particularly as it relates to enhancing our ‘employee experience’. From the role that workplace flexibility plays in our business, to engaging technology solutions to enhance productivity, to supporting employee Health & Wellbeing through meaningful actions. We’ve made great strides in ensuring that we deliver an experience that is both enriching and supportive of our people, their families, and the broader interests that we support. The future of working at PageGroup has never been more exciting!



Greg Tadman
Regional Human Resources Director, Asia Pacific



Thati Dantas
Regional Human Resources Director, LATAM



Inclusion is at the heart of our strategy and approach to DE&I. In 2022 we launched Psychological Safety training for our Senior Leadership Team. It was amazing for the team to experience the depth of conversations and powerful insights from this training. This will be the key to consistency and accountability across our leadership team.



Our People

INTERNSHIP PROGRAMMES AT PAGE



“ I recently had the pleasure of working within the Creative Services team for three months. As an autistic person, I was welcomed into the team from day one and treated with equal respect.

I worked on many varied tasks, with some of them out of my remit, but they challenged me accordingly and helped me learn new skills. I thoroughly enjoyed my time and cannot thank them enough.

”



Sid Stolvod
Intern Summer 2022

“ I have felt comfortable and grateful to the company for having received me and being part of my training. I feel that I have learned many things that have helped to grow my knowledge and experience that will be of a great help to me for a lifetime. I feel lucky being able to join a company of such quality.

”



Santiago Mendoza
SENA internship programme
Colombia

“ Before joining PageGroup, I struggled to find a job that would actively help me accommodate my needs, as I have autism, dyslexia and dyspraxia. Since joining as an intern, my manager and co-workers have been incredibly understanding, knowledgeable and active in setting up support systems for me. Things like having meetings every day, technical accessibility meetings, and having someone to check my work for me have made a world of difference to me and given me the confidence and tools to thrive within the workplace. I am now in a full-time position with PageGroup, after my internship ended, and I couldn't be more excited!

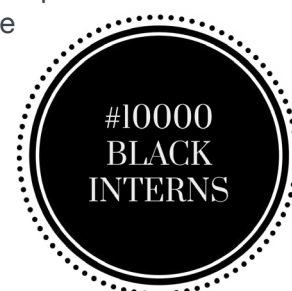
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Saira Ali-Khan
Associate Consultant

“ I am incredibly grateful to have had the chance to work with incredible people and learn about how a global FTSE 250 company operates. I hope to work at a firm like Page when I graduate.

Tafadzwa Machengo
Intern Summer 2022



Our People

SHADOW BOARD

Listening and acting on feedback from our people is in our DNA, which is why we have expanded our Shadow Board programme. We now have 13 Shadow Boards globally and have also launched our first Executive Shadow Board. Country shadow boards feed back ideas and initiatives to local market management. The Executive Shadow Board tackles strategic themes for the business, such as sustainability, flexibility, inclusion, innovation, and customers, while exploring new ways of working with their Executive Board colleagues to make PageGroup better for everyone.

“ In 2020 in the UK we launched our first Shadow Board, purposefully to ensure different voices influenced the strategic direction of the business. The representation across race, age, gender, disability, tenure, neurodiversity, socio economic background and LGBTQ+ means no decision is being made for someone without them. Since then we have launched Shadow Boards across all regions globally as well as to our Executive Board.



Sheri Hughes
UK & MEA DE&I Director
(UK Shadow Board Chair)

“ Shadow Board membership comes with great responsibility, especially when it comes to challenging the UK Board to continue to push Page forward in terms of innovation, DE&I and customer centricity as well as fostering a safe, non-intimidating and inclusive working environment. This is one of the proudest moments of my professional career.

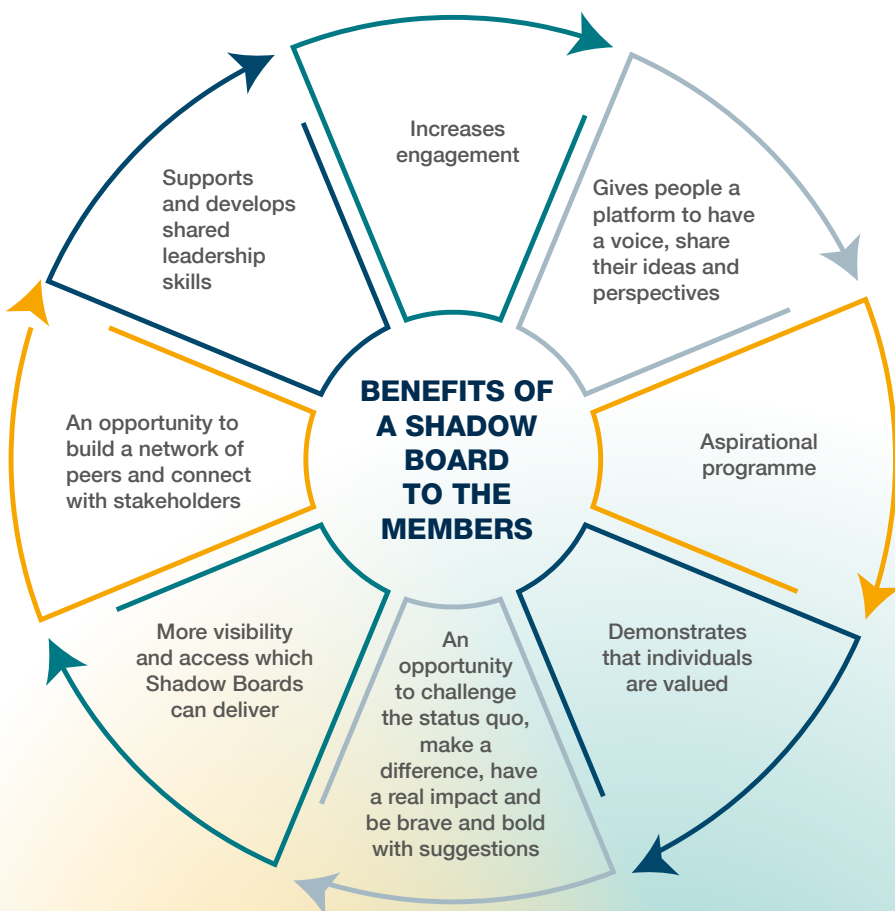


Amir Malik
Senior Manager, Technology,
UK (Shadow Board member)

“ The Shadow Board demonstrated to me the exceptional diversity of thought and talent that works for PageGroup globally. The opportunity to engage with a number of board members, directors, various functions and issues was a fantastic experience which expanded my perspective and has allowed me to take several ideas back to the Perth office.



Kyle Burnett
Executive Shadow
Board Member



GIVING BACK TO OTHERS

Giving Back to Others through the use of our skills and expertise as well as fundraising activities has always been a key part of our culture.

Our people undertake all kinds of challenges to help raise money for charity and change people's lives and everyone is encouraged to take part.

Movember

Movember has become a part of our yearly calendar now, the excitement in the office during this time is unmatched. MoBros looking at their dashing best, flaunting their tashes and MoSis always coming forward to show their support for the awareness towards men's health.

Sahil Chawla

Associate Manager, India



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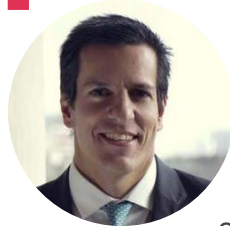
Haruyuki Uka

Talent Development Manager, Japan

As part of Giving Back Committee Japan, we had 11 Mo Bros participate in Movember, and they raised USD \$2,000. It saw the Japan office come together as ONE TEAM to support a great cause. We were so Hokori (proud) to be part of it!

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Miguel Carugati

Argentina MD

In October 2022 LATAM completed their first regional social impact event. On the week of Eradication of Poverty (Oct 17th) 7 countries and 94 Page volunteers shared their recruitment skills with beneficiaries of charities, with every country in LATAM taking part. Giving back to others as a recruiter is really living by our purpose and being change agents to create opportunities and tools to disadvantaged communities, and a more equal world.

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Brandon Hylton

Senior Consultant, PagePersonnel, UK

For Black History Month 2022, I wanted to focus on two main pillars: Education and Celebration. As part of our celebration piece, I gathered 45 consultants from PageGroup, London who ran 5K to raise money for United to Change and Inspire (UTCAI), a social development charity based in South London. I had the pleasure of meeting founders, Troy Davis and Patrick Hutchinson from UTCAI at an alumni event where they shared their lived experiences of being Black and the often unfortunate realities they were afforded. They are emblems of diversity and inclusion whilst living by the motto that it is 'Everyone Versus Racism'. Ultimately, they continue to do some great work for young Black people in London supporting them in four core areas: Education, Youth Development, Mental Health and Wellbeing, and Criminal Justice. I wanted to spread their message of UNITY in October 2022 whilst raising a little money for them. We eventually raised £480, which was donated to UTCAI.

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Estelle Choghari
Associate, Michael Page, Finance, Brussels

Charity is about two main things: raising funds to defend and support a cause and to give back to others.

We try to change the lives of the people we meet daily throughout our work, it is also important to have an external impact and to give back as much as we can.

Among the important charity topics we speak about and raise awareness of is blood donation. In 2022, we organised two dates where employees could go and donate blood and give back to the community.

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Across our regions we use our skills to give CV, career and interviewing advice to young and disadvantaged people, and have donated clothing and accessories to help unemployed people back to work.



That's in addition to raising money for charities through running marathons or other sporting activities and organising bake sales and quizzes and joining international initiatives.

Celebrating and highlighting our activities through our internal communication channels generates more creativity, ideas and engagement across the world of PageGroup – so there's a lot more to come!

Sustainability

Being a sustainable business is a critical part of PageGroup's vision. We want to be the **best in recruitment at driving a sustainable future for our business and our world.** In 2020, we set out our ten-year sustainability strategy to create a greener, more equitable future, with four long-term targets to guide our actions. We are building a sustainability culture across PageGroup to embed sustainable decision-making and actions into the heart of our business. As a recruiter, the greatest impact we have as an organisation is to open doors to employment opportunity for people. That's why we have set an ambitious target to positively change one million lives by 2030 using our recruitment skills. We know that employment is a critical route out of poverty, which is why we are passionate about changing the lives of those who need it most using our peoples' time, skills, and influence. Our social impact extends to our award-winning diversity, equity and inclusion initiatives, and our charitable giving and fundraising, which are core to our DNA. We have an increasingly important role to play in the fight against climate change, by supporting the workforce's transition to the low carbon economy. To do this, we are building a sustainability business to place candidates into jobs that are driving a greener and more equitable society. We have also set our own target to be operationally net zero by 2026. We're driving initiatives to reduce our carbon footprint, including switching our offices to green energy and transitioning our car fleet to electric. **Find out more in our latest Sustainability Report.**



PageGroup

Sustainability Report 2022





Jo Bonnett
Head of
Sustainability

“ Our people are at the heart of PageGroup’s efforts to create a more equitable, sustainable world. Through Sustainability@Page, we empower our people to use their unique skillsets towards our long-term sustainability goals. Each of our employees has a vital role to play, from sharing our recruitment skills to opening doors to employment for underrepresented groups in society, to reducing our global carbon footprint by introducing new technology and encouraging behavioural change. We are on a journey to ensure that we make a lasting positive impact on the world that our people can be proud of. ”



Alastair Mitchell
Associate Director, UK

Cycle to work scheme

“ Health and wellbeing have always been of great importance to me, and whilst cycling had played a huge part of my life growing up, when I moved to London, that practically disappeared. Until I saw the cycle to work scheme a few years ago. It enabled me to buy a brand new bike at a fraction of the cost (nearly a 40% saving). I’ve even put in an order for my second bike, an electric one this time, to help me up some of those hills! ”



Stephanie LeCerf
HR Director, France
CSR

“ In France, we have taken a step further in the way our employees have the opportunity to become involved in skills sponsorship, particularly in the areas of recruitment, equal opportunities and anti-discrimination (coaching of candidates, charitable actions, etc.). To facilitate and strengthen our actions, we are now using a platform to put our employees in touch with more than 700 associations offering general interest missions during working hours in all sectors across France. It is a rewarding connection for the associations, who benefit from the experience and expertise of our employees; for our employees, who can support causes very important to them and develop new skills; and for Page as part of our commitment to our values and supporting our employees. ”

ACCREDITATIONS



FRANCE



SPAIN



SWITZERLAND



WE SUPPORT



WE SUPPORT



SUSTAINABLE DEVELOPMENT GOALS

Since 2021, PageGroup has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, environment, and anti-corruption.

Our Customers

“ Our continued focus on customer excellence means we stay true to our purpose of changing lives.

The strength of our customer relationships, built through our people and technology, helps us stand out in the market.

”



Eamon Collins
Chief Customer
Officer



Our Customers' experience and their feedback is a direct reflection of our culture and we always look for ways to improve our services and meet client and candidate needs. We work hard to add value to our clients' businesses and candidates' careers. We listen through regular survey check-ins, we provide insights to help their decision-making, and we aim to offer the best service, so they don't ever have to look elsewhere.

We are proud to work with each single one of our clients - whether they are a large and recognisable brand or a small or medium-sized enterprise. The service and expertise we provide aims at helping them reach their potential, grow their business and maximise the efficiency of their teams. We are also increasingly witnessing the needs of our clients in DE&I, which is why we also offer our expertise to help them attract a diverse candidate pool.

Understanding our customers is critical to our success and our customer fluency continues to increase across all regions. Consistent levels of communications have been used in global and regional Yammer groups, highlighting to all our people key facts and figures of customers, recognising significant efforts at driving customer service and embedding data / insights to empower more relevant conversations with contacts. We also

had some fun, running a global trivia quiz with over 1,000 participants, testing knowledge of our clients and how we work with them.

Our PageInsights suite of products has also matured, with Customer and Market Insights helping our Customers make better decisions. We also use a measurement methodology as part of our Completely Customer programme to ensure we keep accelerating and elevating these customer relationships. Indicators such as repeat business, specialism engagement, referrals and satisfactions scores for both candidates and clients are aggregated, resulting in a customer score for each of our markets. These metrics are regularly reported on and shared with our senior leaders who, in turn, can address areas of improvement.

Measurement

“ At PageGroup we consider it essential to monitor our culture and track our culture initiatives. This insight is critical if we are to ensure we provide the environment for our people to thrive and thoughtfully target future areas of action to benefit all our stakeholders.



Kaye Maguire
General Counsel &
Company Secretary

We firmly believe that our culture is key to our success. Our culture and engagement framework helps us maintain, develop and understand that culture.

| OUR PURPOSE WHY WE DO WHAT WE DO | OUR VALUES THE WAY WE DO WHAT WE DO | OUR PEOPLE AN INCLUSIVE WORKPLACE WHERE EVERYONE CAN THRIVE | OUR CUSTOMERS STAYING AHEAD – LEADING OUR INDUSTRY |
|---|--|--|--|
| <p>PAGEGROUP CHANGES LIVES</p> | <p>Reflected in everything we do, setting us apart from our competition</p> | <p>PageGroup is all about people Creating opportunities to engage with people through key life moments; having valuable conversations – more frequently and with more relevant dialogue</p> | <p>Customers at the centre of our business Aiming to be the most customer centric recruiter and setting us apart from the competition by delivering an excellent experience for our customers. Staying ahead – leading our industry to best support our customers. Improving processes and tools to support consultant productivity through;</p> |
| | <p>WE MAKE A DIFFERENCE</p> <p>WE ENJOY WHAT WE DO</p> <p>WE ARE PASSIONATE</p> <p>WE VALUE DETERMINATION</p> <p>WE WORK AS A TEAM</p> | <p>CAREER PROGRESSION Clear and challenging career paths to support you to reach your potential</p> <p>TALENT DEVELOPMENT Industry-leading training</p> <p>DIVERSITY, EQUITY & INCLUSION A culture of inclusion</p> <p>GIVING BACK TO OTHERS Changing lives in the communities where we live and work.</p> <p>REWARDS & WELLBEING Celebrating success; fostering a high trust, high performance culture</p> | <p>LEVERAGING TECHNOLOGY Improving our customer experience</p> <p>INNOVATIVE APPROACHES Providing a more effective service</p> <p>BUILDING RELATIONSHIPS Going further to build lasting relationships with our clients, candidates and consultants. Through a personal, professional service creating the opportunity for candidates and clients to reach their potential</p> |
| OUR MEASURES Keeping us on track, focused on continuous improvement | | | |
| <p>OUR PEOPLE</p> <ul style="list-style-type: none"> ✓ Employee voice ✓ Retention ✓ Career progression & mobility | <ul style="list-style-type: none"> ✓ Talent Development ✓ Diversity, Equity & Inclusion ✓ Rewards & Recognition ✓ Health & Wellbeing | <p>OUR CUSTOMERS</p> <ul style="list-style-type: none"> ✓ Engaging our customers – NPS, customer satisfaction ✓ Retaining our customers – repeat business, PSAs ✓ Innovation | <p>EXTERNAL RECOGNITION</p> <ul style="list-style-type: none"> ✓ Public Commitments ✓ Awards |

Since the inception of the culture framework, the Board has taken a keen interest in the output from the variety of measurement methods and KPIs that we deploy to monitor our culture. The Board sets aside time, at least twice a year, to discuss reports on culture initiatives and performance metrics indicating how the Group is performing against its values. Given that the culture framework has been embedded for a number of years, the Board are able to see trends and improvements over time. Moreover, Board Directors test their understanding of our culture by visiting offices regularly throughout the year and attend company events.

Our people continually tell us how we are doing and get involved with all the activities that make up our PageGroup culture. Our surveys (regular as well as pulse surveys) tell us how they’re feeling and give us areas to improve. Our very active global networking tool, Yammer, gives everyone the opportunity to be involved in daily conversations, raising and reacting to news, information and issues in real time.

Externally, our DE&I team extend our commitment by raising awareness of DE&I and cultural issues with our customers and other external networks and organisations.



Anouska Perera
Deputy General Counsel

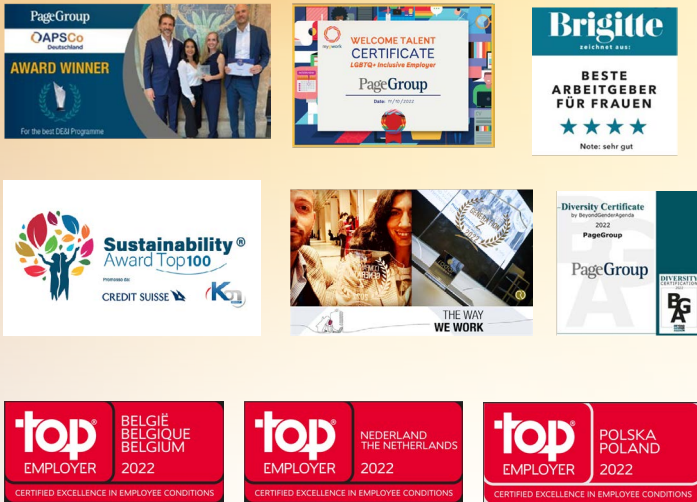
“ The Board is committed to leading a culture that is aligned to the Group’s values and offers an inclusive and diverse environment that attracts and maintains talented people. Through our active culture framework, reporting tools and direct engagement with our people, the Board ensures that PageGroup is positioned to deliver on its purpose to change people’s lives.



Best-in-class employer awards

We have signed a number of pledges and charters demonstrating our commitment to inclusion in the workplace. We appreciate public recognition of our activities and commitments and our awards and accreditations include:

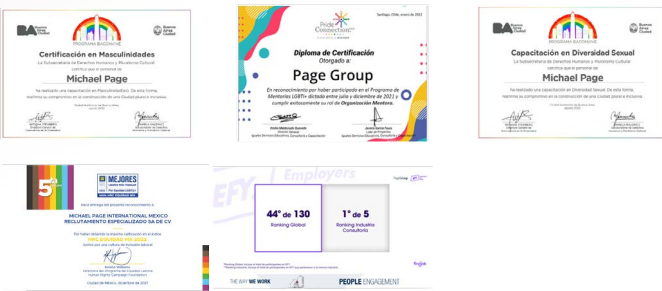
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APAC



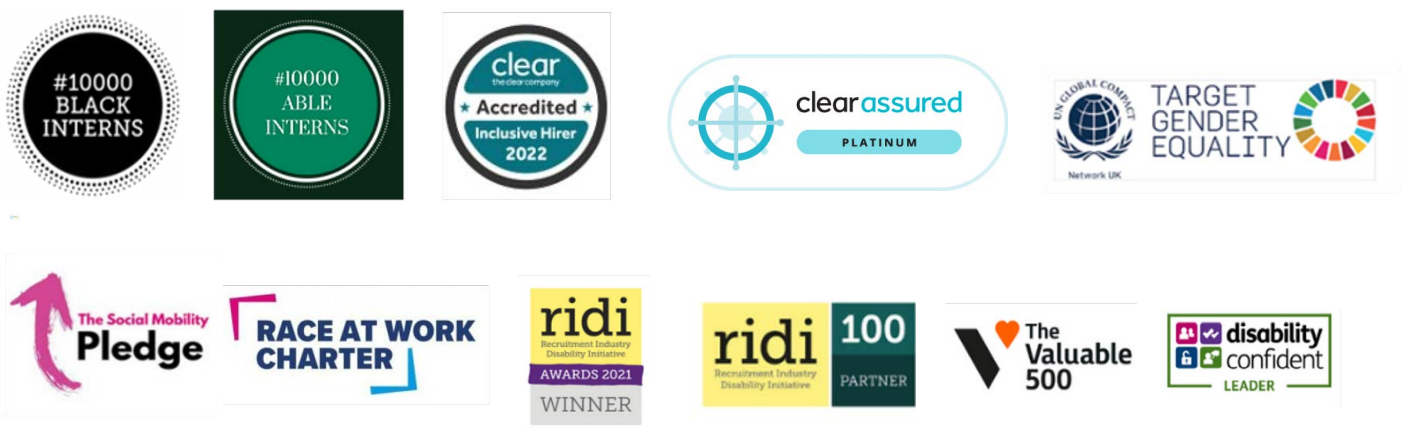
LATAM



NAM



UK



PageExecutive

Michael Page

PagePersonnel

PageOutsourcing

Part of
PageGroup