



2024

Sustainability Spotlight



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CEO Welcome

At PageGroup our Purpose is to change lives. We are proud of the part we play in some of life's most important moments – for the candidates we place, for the clients we help reaching their potential, and for our People who we see grow and develop along the way. We are passionate about contributing to the broader benefits employment brings to our communities and wider society. We recognise that we must operate responsibly, to the highest standards of governance and ethics and play our part in seeking to combat climate change.

I am pleased to share this Sustainability Spotlight report that outlines the progress we have made in relation to our People, and our Social and Environmental impact in 2024.

Nicholas Kirk,
Chief Executive Officer



Performance highlights

Changed a further
136,816 lives
through placements
and social impact
programmes

Decreased
-16%
reduction in total GHG
emissions vs 2023

Entered into
**global partnership
with nonprofit
Generation**

an organisation that
prepares, supports and
places individuals into
meaningful careers that
would otherwise be
inaccessible

Top
35%
Ecovadis score

Achieved an
A- CDP score
up from a B in 2023



PAGEGROUP CHANGES LIVES

CUSTOMER LED **PEOPLE** POWERED **INSIGHT** DRIVEN



The following pages outline 2024 progress against our sustainability targets and performance highlights from the year (adapted from the Culture and Sustainability sections from PageGroup's 2024 Annual Report and Accounts) as well as an appendix of data disclosures, alignment to reporting standards and our basis of reporting.

Our TCFD disclosures can be found on pages 49-54 PageGroup's 2024 Annual Report and Accounts



Sustainability Strategy and Governance

Strategy

At PageGroup, we want to be the best in recruitment at driving a sustainable future for our business and our world. Our sustainability strategy and targets, summarised below, set out how we aim to achieve that. Our target to change one million lives by 2030 is directly linked to our Purpose and forms a core pillar of our refreshed Group Strategy. Using our recruitment expertise to unlock opportunities for employment, including for those in traditionally underrepresented groups, is where we know we can have the greatest social impact. We also know that as a large, multinational organisation we have a responsibility to operate to the highest standards of

governance and ethics, and to play our part in combatting climate change.

In 2024, we conducted a double materiality assessment to identify the risks, impacts and opportunities where we can have the greatest impact on people, planet and society, and that are most relevant to our business. The materiality assessment considered the views of our candidates, clients, employees and investors and identified social impact and employee-related issues as those of the highest importance, validating the focus of our sustainability strategy. We will continue to review our strategy and targets to ensure they are focusing our attention on those topics and activities that are most material to the business.

Our sustainability vision is to be the best in recruitment at driving a sustainable future for our business and our world.

OBJECTIVES

Environmental:

To support the transition to Net-zero by reducing our value chain emissions, and recruiting into roles that drive positive environmental and social outcomes.

Social:

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

Governance:

To operate as a responsible business, with transparent sustainability-related disclosures.

TARGETS

To positively change **one million lives** in the ten years to 2030

To increase gender diversity within our **senior management to 50/50** by 2030

To establish a **meaningful global sustainability business** by 2026

To become **Net-zero** across our full value chain by 2050



Sustainability governance

The Board provides oversight and governance over our sustainability programme. The Board has delegated day-to-day management and delivery of the programme to the Sustainability Committee, chaired by Kelvin Stagg (CFO). Other members of the Sustainability Committee include Eamon Collins (Chief Marketing and Data Officer), Patrick Hollard (Chief Customer Officer), Tessel Naaijken (Chief People Officer) and Madeleine Karn (Global Sustainability Director). Samira Touam (Global Communications Director, People) and May Wah Chan (Regional Director, Vietnam) also sit on the Sustainability Committee representing the voice of the employee.

The Sustainability Committee meets quarterly and is responsible for the Group's overall sustainability strategy and policies, monitoring progress against its targets, reviewing sustainability-related risks and opportunities (including climate risk) and monitoring developments in sustainability-related regulations. In 2024, key discussion points included reviews of: performance against sustainability targets, including social impact and science-based targets (SBTs), and PageGroup's readiness for

the Corporate Sustainability Reporting Directive (CSRD), including involvement in the materiality assessment and climate-related risks.

We cascade our strategy to our local businesses. We have a range of specialists and passionate individuals within our recruitment community and all our support functions, such as HR, Procurement & Facilities, Legal and Finance, that turn global ambitions into business actions. Mechanisms are in place to ensure this remains a focus, including:

- Sustainability-related measures form part of the CEO and CFO's remuneration plan (ESIP), pages 109-131 of the Annual Report and Accounts. In 2024, targets were also cascaded to our Managing Director population. Further sustainability-related measures are included qualitatively within every employee's performance review.
- The Main Board, Executive Board, Sustainability Committee and other relevant leadership groups receive internal reports on progress vs. targets at least annually.
- We operate an active Employee Viva Engage page to share performance highlights and create communities of action.

Sustainability Committee activities in 2024

Sustainability strategy & performance

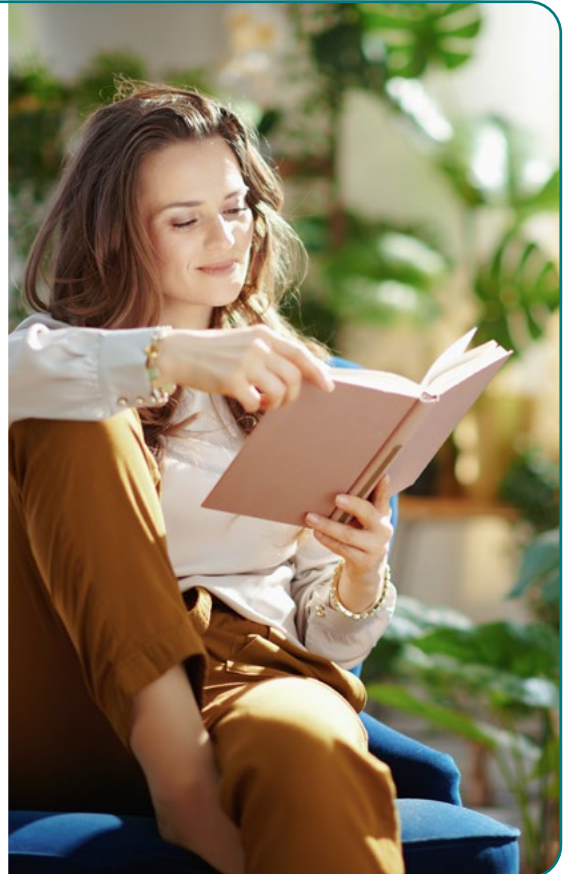
- Twice annual review of performance vs sustainability targets, including social impact and SBTs
- ESG ratings performance and improvement areas
- Sustainability strategy review

Impacts, risks and opportunities

- Review of climate-related risks and opportunities
- Group-wide materiality assessment

Oversight of key programmes

- Social impact framework and roadmap
- CSRD
- SBTs





Progress vs global targets

We remain on track to deliver all our sustainability targets. This year we increased the number of lives changed with more people than ever attending our social impact events and programmes. After four years of rapid growth, in 2024 our sustainability business reached a size over five times as large as when we set our target. In addition, our total GHG emissions have decreased by more than is required by our SBT trajectory.

Target	Measure	2024 Performance	Progress vs 2023	Baseline year	Progress against baseline
To positively change over one million lives in the ten years to 2030	The number of people we place into decent work	80,952 ¹ people accessed decent work	-10%	2020	447,605 people accessed decent work
	The number of people that access our social impact programmes	55,864 people accessed our social impact programmes	+29%	2020	198,127 people accessed our social impact programmes
	Total number of lives positively changed	136,816 lives positively changed	+2%	2020	645,732 lives positively changed
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	46% female vs 54% males	+1 percentage point	2020	+18 percentage points ²
To establish a meaningful global sustainability business by 2026	Percentage growth of net fees generated from sustainability roles	+2% y-o-y growth in our sustainability net fees	+2%	2019	+426% growth in our sustainability net fees
To become Net-zero across our full value chain by 2050³	Scope 1 & 2 GHG emissions	1,955 tCO ₂ e	-23%	2022	-34% decrease in Scope 1 & 2
	Scope 3 GHG emissions	52,092 tCO ₂ e	-16%	2022	-16% decrease in Scope 3
	Total Scope 1, 2 & 3 emissions	54,047 tCO ₂ e	-16%	2022	-16% decrease in total emissions

1. 2024 placements include Page Outsourcing figures for the first time.

2. 2020 definition of senior management: Executive Board members and direct reports. 2021, 2022, 2023 and 2024 definition of senior management: Associate Directors and above.

3. Our Net-zero commitment has been validated by the Science-based Targets initiative (SBTi). Full details of our near-term and long-term SBTs are listed below and further details on progress can be found on page 20.

- Near-term targets: 60% reduction in absolute Scope 1 & 2 GHG emissions by 2030 from a 2022 baseline year. 25% reduction in absolute Scope 3 emissions from purchased goods and services and business travel by 2030 from a 2022 baseline year.

- Long-term, Net-zero target: 95% reduction in absolute Scope 1 & 2 GHG emissions by 2050 from a 2022 baseline year. 90% reduction in absolute Scope 3 emissions by 2050 from a 2022 baseline year.



People and Culture

As a people business, our culture is key to our success. It is shown through our Purpose, actions, behaviours, values and service delivery. Our focus internally is to promote a strong sense of belonging, ensuring that all our employees are seen, heard and understood. For our Customers, we want their experience of working with us to be one where they feel respected and where their needs are met. We do this against a backdrop of complying with local obligations and legal requirements in the markets in which we operate.

Tessel Naaijken
Chief People Officer



In 2024, we took deliberate strides to sharpen our cultural enablers, emphasising **High Performance, Employee Experience, and Inclusivity** as cornerstones of our organisational growth. These pillars reflect our unwavering commitment to fostering an empowered and diverse workplace that aligns with our strategic ambitions.

MyTalentHub, our reimagined performance management system, demonstrates a commitment to aligning individual and organisational goals to successfully execute our refreshed strategy.

In 2024, we launched our redefined Employee Value Proposition where we strengthened our promise to current and prospective employees, emphasising opportunities for growth, inclusivity, and meaningful impact. This bolsters our ability to attract and retain top talent.

We have integrated our values and behaviours into everyday operations, aiming to ensure a strong cultural foundation. We want to foster an environment where integrity, collaborative working, and excellence can thrive.

Our efforts in diversity, equity, and inclusion (DE&I) and social impact programmes emphasise our commitment to promoting equal opportunities for employment both within our own organisation and in the communities we serve.

Our People are at the heart of our Strategy. Looking ahead, we will continue to focus on enriching our culture and engagement as catalysts for high performance, exceptional employee experiences, and a deeply inclusive environment.





Our Purpose

WHY WE DO WHAT WE DO

Our Purpose articulates the underlying motivation for our actions and why we are engaged in our business.

PAGEGROUP
CHANGES LIVES

CUSTOMER LED **PEOPLE** POWERED **INSIGHT** DRIVEN

Our Values

HOW WE WANT TO WORK

Our values are central to everything we do.

EARN TRUST
GROW CONNECTIONS
MAKE A DIFFERENCE

Our People

AN INCLUSIVE WORKPLACE WHERE EVERYONE CAN THRIVE

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.

Inclusive Culture

Ensuring every employee has a sense of belonging and can be their authentic self.

Growth and Rewards

Clear and challenging career paths, industry-leading training and fostering a high-trust, high-performance culture.

Wellbeing and Flexibility

Enabling our People to perform at their best.

Tools and Technology

Providing our People with a competitive edge.

Social Impact

So our People know they are part of something bigger.

Our Customers

STAYING AHEAD – LEADING OUR INDUSTRY

Customers are 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.

Leveraging technology

Improving our Customer experience.

Innovative approaches

Providing a more effective service.

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.

Our Measures

KEEPING US ON TRACK, FOCUSED ON CONTINUOUS IMPROVEMENT

Our People

- ✔ Employee voice
- ✔ Retention
- ✔ Career progression & mobility
- ✔ Talent development
- ✔ Diversity, Equity & Inclusion
- ✔ Rewards & recognition
- ✔ Health & wellbeing

Our Customers

- ✔ Engaging our Customers – NPS, Customer satisfaction
- ✔ Retaining our Customers – repeat business, Preferred Supplier Agreements
- ✔ Innovation

External Recognition

- ✔ Public commitments
- ✔ Awards



Spotlight on key activities in 2024

Behaviours and Employee Value Proposition

In 2023 we set out a refreshed Strategy and Goals informed by the views of our People, our Customers and our Investors. Our People are critical to the delivery of this refreshed Strategy and, therefore, this year we focused on updating and embedding our behaviours and our Employee Value Proposition to align with its delivery. This ensures we are giving our People everything they need to do a great job, and to maintain the culture that is central to our organisation and our success.

Behaviours

Our behaviours are aimed at helping us establish a consistent and reputable brand, building trust with

our internal and external customers, and promoting collaboration within PageGroup. At an individual level, these behaviours provide a roadmap for personal and professional development, creating a sense of purpose and alignment with our values. In essence, our behaviours are not just a set of guidelines, they are key to our culture, strategy, individual and organisational success.

Embedding our behaviours

In 2024, we undertook a series of actions to fully embed our behaviours across the Employee Journey which are set out below.





Employee Value Proposition

We know that our People are key to Page's success. Therefore, a compelling Employee Value Proposition that reflects our Culture and outlines what we give our People to enable them to do a great job is essential. This year, we redefined our Employee Value Proposition under the banner **"Page makes it possible. You make it Page"**.

SIX KEY AREAS MAKE UP OUR EMPLOYEE VALUE PROPOSITION:

Inclusive Culture, where every employee can be their authentic self

Growth and Rewards, to provide opportunity and Financial rewards for our People

Wellbeing and Flexibility, to support our People to perform at their best

Tools & Technology, to provide our People with a competitive edge

Customer Focus, to encourage our People to build meaningful connections and change lives

Social Impact, so our People know they are part of something bigger

During 2024 we took steps to ensure that our Employee Value Proposition was communicated, understood and embedded throughout the organisation, as outlined opposite.



PageGroup gives our People everything they need to do a great job – an inclusive culture that rewards great performance, and the kind of support, training, leadership and technology that helps us go further. These tools and resources are only useful if they're in the right hands. It's the commitment, enthusiasm and ambition of our People that ignites our vision, powers our reputation and helps us collectively to change lives. As a business, our job is to set our people up for success, so every day can be a life-changing day. The rest is up to each individual - "Page makes it possible, you make it Page."



Katie Murray

Director,
Global Employee Experience

Q1 2024

After finalising our Employee Value Proposition statement and the definitions of each pillar with their respective owners, we conducted our People and Culture global activation, where we officially presented all this information to our colleagues.

Q3 2024

We embedded our Employee Value Proposition in our Listening Strategy. We asked our employees what areas they consider most important when thinking about continuing their career with PageGroup. They had the opportunity to share strengths and opportunities related to these areas.

Q4 2024

We collaborated with the journey owners to define action plans related to each pillar using data from our employee engagement survey.

We also created an activation pack for our People & Culture teams to drive their local activations. Additionally, we developed a resource hub with activation slides for leaders and managers.



Employee voice and experience

Understanding and engaging with our employees is critical to maintaining our inclusive culture. Our continuous listening strategy ensures that the voice of our employees is understood at all levels of our organisation, from the Boardroom to individual line managers. We have a range of feedback mechanisms including: onboarding surveys for new starters, exit surveys for leavers, and an annual engagement survey.

It's also important that, when capturing the views of all our employees, we hear from diverse voices. We have Shadow Boards in place, including one to our Executive Board, many regions have DE&I Committees, and we maintain an active network of Employee Resource Groups (ERGs) where the voices of our employees can be heard.

In 2024, we conducted our annual employee engagement

survey ('Have Your Say'), achieving an 85% response rate—the highest in our history to date and a rate that is considered to include nearly all respondents, placing it in the top category (Perceptyx benchmark: 79%). The response rate has improved by three points compared to last year and means we have achieved a positive trend for two consecutive years. This indicates that the communications plan, prepared in advance and developed in collaboration with the Internal Communications team, is effective.

We also provided a lighter experience, reducing the average number of questions from 41 in the last two surveys to 27. Additionally, we aimed to measure the success of messaging by gathering perspectives on group-wide milestones such as our Strategy and new behaviours.

Eight out of nine categories were above the benchmark, and our top strengths are:

90%

I am aware of how to report ethical concerns or observed misconduct (i.e. Speak Up!, HR)

89%

I have a clear understanding of what is expected of me in my role

88%

My team has a clear understanding of our customers' needs

86%

I am proud to work at PageGroup

85%

I am aware of how to apply PageGroup's new behaviours in my role

We achieved an 80% positive score for employee engagement in 2024, a slight decrease compared to 2023 (85%). However, we are proud that our engagement remains above the Perceptyx benchmark (79%). This trend applies across the majority of categories we assessed, see breakout to the left.

We communicated the results both globally and at a local level, and we are working on creating action plans to address the main concerns of our employees.

To simplify the process of data analysis, we have implemented Artificial Intelligence in the creation of action plans, empowering every manager with a plan based on the most important insights from their team's feedback.

Additionally, we have launched Artificial Intelligence nudges, these are regular suggestions based on results, action plans, and our Company's strategic goals. We aim to close the gap between insights and impact, while helping leaders and line managers build habits that drive change through small actions in their workflow.



Inclusive Culture

WHERE **EVERY EMPLOYEE** HAS A SENSE OF BELONGING AND CAN BE THEIR AUTHENTIC SELF

We firmly believe that for our business to succeed we need to focus on inclusivity in all its forms. Being inclusive is about truly understanding difference and consciously adapting ourselves so that everyone feels valued. Every person and voice matters and their ability to thrive is built on a foundation of openness and psychological safety.



As a talent solutions organisation, our People are our business and therefore at the heart of everything we do. It's so much more than our employees. It is every candidate, client and supplier we interface with too. That's why our values are integral: earning trust; growing connections; and making a difference. It is these fundamental foundations that enable us to be ethical and effective, because we focus on progress and never the status quo. Being centred on inclusion means we remain curious, listen to feedback and, critically, then act accordingly to get better and do better. Our commitment to Diversity, Equity and Inclusion, means we can also support our Customers to tap into wide pools of top talent.



Sheri Hughes

Director, Global Inclusive Culture & Social Impact

Advancing our approach to inclusion

In today's diverse and interconnected world, being inclusive is not static, by nature it is constantly evolving and advancing, which means as an employer you have to do the same. In the past, we've built initiatives around key pillars focused on a specific dimension of diversity. Inclusion is a lot more than this though, and it's something we want to acknowledge and expand on.

Therefore, we are bringing together all DE&I dimensions under one umbrella, and we're widening the conversation to more topics, encouraging meaningful conversations on inclusion as a shared responsibility and value.

At PageGroup, I can be my authentic self at work

83% FAVOURABILITY

Our leaders demonstrate inclusive behaviour at PageGroup

82% FAVOURABILITY

I would recommend PageGroup as a great place to work

80% FAVOURABILITY



Global Inclusion Week

In 2024 we participated in Global Inclusion Week. We used this week as an opportunity to run a series of internal communications and workshops to facilitate a deeper appreciation of belonging – whether externally with our Customers or internally with our colleagues.

Taking our Customer-Led approach, our programme of events and webinars included panel discussions such as “Customer-Centric, Commercially Driven Conversations, Ready to talk DE&I?”, which included our Board Members Angela Seymour-Jackson and Michelle Healy.

We know age is a prominent factor in hiring discrimination and therefore our Age@Page group took steps to promote intergenerational diversity. We built a toolkit based on these actions which helps candidates maintain their employability throughout their careers and supports clients as they foster intergenerational corporate cultures.



Our Employees scored

9/10

when asked if they would recommend the Inclusion Course to a colleague.

Our commitment to gender equality

We continue to work towards 50:50 gender balance in senior management by 2030, while continuing to ensure all appointments based on merit and objective criteria. In 2024, we continued to advance our gender balance in senior leadership (Associate Director and above); 46% of this population are female. Additionally, our female representation at the senior level as defined by the Corporate Governance Code (Executive Board and direct reports) as at 31 December 2024 is 36.4% (36.6%: 2023).

Board Directors	Senior Management ¹	Other Employees
<p>2024</p> <p>MALE 50% (4) FEMALE 50% (4)</p> <hr/> <p>2023</p> <p>MALE 50% (4) FEMALE 50% (4)</p>	<p>2024</p> <p>MALE 54% (565) FEMALE 46% (477)</p> <hr/> <p>2023</p> <p>MALE 55% (568) FEMALE 45% (456)</p>	<p>2024</p> <p>MALE 38% (2,556) FEMALE 62% (4,087)</p> <hr/> <p>2023</p> <p>MALE 39% (2,766) FEMALE 61% (4,362)</p>

1. The data above reflects those that PageGroup considers to be its senior management. The Companies Act 2006 definition of senior managers requires the directors of PageGroup’s subsidiaries to be considered senior management and the data calculated in accordance with that definition is 570 male and 480 female.



Growth and Rewards

TO PROVIDE **OPPORTUNITY AND FINANCIAL REWARDS** FOR OUR PEOPLE

We recognise the importance of providing our People with opportunities to learn and develop in their roles and to grow their careers with Page. Page's success also means financial reward for our employees and a benefits package that meets their needs.

In 2024, we conducted a global review of our benefits offering to ensure we were providing competitive and comparable benefits to our employees in all locations. We also prioritised being able to provide appropriate salary raises and bonuses to our employees this year, despite challenging macro-economic circumstances.

We are proud of our Culture that encourages our employees to grow their careers with Page and nurtures 'home grown' talent. In 2024, we continued our investment in talent development and programmes across all levels that build talent density. We onboard new colleagues through our Global Onboarding Programme, which is focused on supporting people to make them successful more quickly.

We provide ongoing skills development to our colleagues via our digital learning platform with blended learning programmes. Our recent investment in a new learning experience platform provides access to over 10,000 trainings that are tailored to individual learning needs. Furthermore, we have improved our internal job board to provide easier user experience to access career opportunities available across the globe. This enables key global mobility moves to support business needs and can help address talent developmental areas.

We invested in 360 reviews for key talents and continued our global mentoring and reverse mentoring programmes. Our talent, succession & development programmes operating across the business assess development needs and nurture high-potential employees throughout the various stages of their careers. We seek to ensure access to career development is fair and our programmes are representative of our employees. We invested in 45 leaders to build essential leadership skills that are highly predictive of success. We also delivered a global senior executive development programme and Main Board mentoring for senior leaders. As we look ahead, we have prepared a talent, learning, and leadership development strategy and have plans to scale our solutions even deeper into the organisation to strengthen our talent bench for the future.



In 2024, we redesigned our talent review process to align with our refreshed Strategy and cultural evolution. This supports our strategic goals and commitment to inclusivity and objectivity. Key enhancements include a new evaluation framework and integrating our Executive Board success profile. Our focus on potential-based development will strengthen our leadership pipeline and prepare us for future challenges, building a resilient, high-performing organisation.

Estelle Raoul
Director – Global Talent Management



APAC Emerging Talent Forum

The Emerging Talent Forum is a dedicated development platform focused on retaining and progressing local talent from across Asia. It aims to give participants the opportunity to strengthen their skills and prepare them for future roles.

In the six month program, participants are supported to refine their performance development plan and ensure it aligns with their strengths. They are allocated a mentor and also a personalised development assignment. The programme ends with a reflection and future planning presentation to ensure the learnings are embedded and have an ongoing impact.



Wellbeing & Flexibility

TO SUPPORT OUR PEOPLE TO PERFORM AT THEIR BEST

We appreciate the importance of flexibility to our People – ‘Flexibility at work’ was ranked first by our employees as the most important factor when considering continuing their careers at Page, with a satisfaction score of 76.

Flexibility at work refers to having options in how, when, and where our People work to accommodate personal needs while ensuring productivity and meeting organisational goals. We know that flexible ways of working look different to each of our employees, depending on their roles, responsibilities, location and personal commitments. As such, we take a tailored approach, and local teams set out and manage Working From Home and Flexible Working policies. We believe in a hybrid working model, recognising that the office is a key place to collaborate and to learn.

Wellbeing is a personal and ongoing journey. We are committed to the health and wellbeing of our employees and want to ensure they feel safe, supported and free from discrimination at work. Wellbeing spreads across a vast spectrum and we support our employees in all aspects including: financial wellbeing with mortgage and pension advice; mental wellbeing with wellness walks and meditation apps; and broader lifestyle wellbeing with nutrition advice, health checks and work life integration.



PageGroup offers a number of flexible working arrangements that allow employees to balance their professional and personal responsibilities. We are committed to fostering a workplace where everyone, regardless of family status, can flourish, making strides towards a more equitable future for all.



Alisha Daley
Legal Manager



Tools & Technology

TO PROVIDE OUR PEOPLE WITH A **COMPETITIVE EDGE**



We have a best in class integrated technology and data platform which gives our people a seamless experience and enables them to put our Customers at the heart of what they do. It is this blend of technology and people that enables us to be successful.



Dominic Redmond
Chief Information Officer



We embrace technology and data, providing our people with the right tools to enable them to be more productive and engaged in their roles, and give them the best chance of success. Our global technology and change team has been established to ensure technology is embedded effectively across our operations and that our People are supported to use our tools and technology.

We also know that Artificial Intelligence will help us do our jobs more effectively and efficiently, so we can spend more time on relationship-building. This year, we built out our Artificial Intelligence programme ‘AI by your SIDE’ deploying the very best in Artificial Intelligence from leading global partners, on global platforms, enabled through our global data set. We use this to help source the best candidate and client opportunities, inform our business through insightful, accurate and of-the-moment data, discover new growth opportunities, and empower our consultants to do what they do best, without having to do the ‘heavy lifting’. As part of our programme, we also launched our Artificial Intelligence driven Job Advert Generator (JADE) across our business.



Customer Focus

TO ENCOURAGE OUR PEOPLE TO BUILD MEANINGFUL CONNECTIONS AND CHANGE LIVES

At PageGroup, we are committed to fostering long-term relationships with our Customers and this plays a key role in our Strategy. We are continually looking to improve our Customer experience and enhance the services we offer in order to create increased value for our clients' businesses and candidates' careers.

We recognise that the needs of our clients are unique, whether they are large global brands or small to medium enterprises, and we look to work with them in partnership to provide expertise and insight to help them meet their business objectives.

In response to the increasingly complex needs of our large global clients, we have created a dedicated enterprise team, to deliver bespoke talent strategies leveraging the full scope of the PageGroup services. Shifting employee expectations, disruptive technology and a global skills shortage has meant organisations are readdressing their approach to workforce planning, and we are well positioned to partner with them to address their evolving needs.

Our global market knowledge and on the ground expertise across our 36 countries ensures we fuel our suite of data-led products, enabling our customers to make informed talent decisions. Our tools and insights on topics such as DE&I are differentiators for us and we continue to build on their strengths.

We understand the life changing impact the right job can have for an individual, and we are proud so many candidates' trust us with advancing their careers time and time again. We are committed to providing a seamless digital journey, but equally understand that having human interaction throughout the process is crucial at this pivotal time.

We pride ourselves on being able to understand our candidate's specific needs, so we can deliver personalised experiences both digitally and in person. We want to know the long-term motivations and aspirations of our candidates, to allow our people to look beyond today and build deep, ongoing partnerships.

Client Net Promoter Score

2023:	2024:
56¹	61

Results from our customer satisfaction survey 2024

83% satisfied candidates

93% satisfied clients



Our commitment to building and nurturing long-term relationships with our clients and candidates is at the forefront of our Strategy. We set out to deliver a Net Promoter Score of 60+ by 2030 as one of the Group's three strategic goals, and through our continued Customer-centric approach we have made accelerated progress and achieved this milestone in 2024.



Patrick Hollard
Chief Customer Officer



1. This figure has been restated



Social Impact

Our ambition to 'Change a million lives' recognises the role we play in driving positive social outcomes through creating employment opportunities. We also know that our People are our greatest asset, and employee satisfaction, safety and inclusion are paramount to our business. Our employees and our Employee Value Proposition (described in Our People and Culture section) are critical to our success.

Changing Lives

In 2020, we set a target to change one million lives in the decade to 2030. We change lives in two main ways:

1. **Placing people into decent work.** This is what we do day in and day out by placing candidates into Permanent and Temporary positions.
2. **Opening doors to employment,** particularly for those from traditionally underrepresented groups, through social impact programmes. In our social impact programmes Page employees share their recruitment expertise to support people into employment and to progress their careers. This work is typically conducted with charity partners, and employees participate in activities such as mentoring and interview workshops. We also provide insights that shine a spotlight on social impact issues, for example our 2024 Global Talent Trends Survey had a focus on DE&I.

Changing lives is inherent to our culture and is one of the Group's three strategic targets, alongside customer satisfaction and generating operating profit. In 2024, we integrated a social impact element into every employee's performance appraisal, and it forms a part of remuneration plans for our CEO, CFO and Managing Director population.

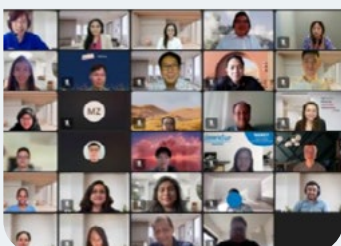
This year, we changed 136,816 lives bringing our total to 645,732 lives changed since 2020, giving us confidence we will achieve our target by 2030. We changed 55,864 lives through social impact programmes, which is more than 25 percent higher than last year and testament to our focus on increasing the breadth and depth of our skills sharing activities. We are proud to have entered into a global partnership with Generation, a nonprofit organisation that supports adults to achieve economic mobility by training them for careers that would otherwise be inaccessible.

Our global partnership with Generation

In 2024 we launched a global partnership with Generation, a nonprofit organisation that supports adults of all ages to achieve economic mobility through sustainable employment. When learners join Generation programmes, 90% are unemployed and the majority identify with underrepresented communities in their country.

In our first 6 months working together, over 100 PageGroup employees from our LATAM region, the UK, France and Singapore volunteered their time to train and coach 600 Generation learners with employability skills.

In Singapore we hosted a two-day career guidance event for **30 learners** training for roles in the Technology sector, with bespoke CV and cover letter refinement support alongside mock interview practice.



In the UK we provided virtual mock interview support to **121 previously unemployed adults** undertaking Generation's training for roles in Cloud, IT Support, and Cyber Security.

In France we have supported **52 people** training for careers in Sales with 1-to-1 mock interview support.



With Generation, we have already made a difference to the lives of 438 people through workshops and mentoring sessions across LATAM. Page's employee volunteers are true "life changers" and we look forward to extending our collaboration so that all our employees have the opportunity to improve the economic mobility of Generation learners.



Gil van Delft
Managing Partner –
Americas,
Page Executive





Case studies

Supporting refugees and migrants with career planning in France



It was a unique opportunity for this group to benefit from the advice of recruitment professionals for a whole day, to help them develop their skills and prepare for their job search. We were delighted to hear the positive feedback and see the smiles on the faces of both Page employees and the refugees we support. There's nothing like taking the time to talk and get to know each other better. Many thanks to Christelle and her team!



Cécile Decker

Head of "Programme LEVIER" –
Les Entreprises pour la Cité

As part of our long-term partnership with Les Entreprises pour la Cité, PageGroup France participated in the LEVIER program to support the professional integration of refugees and migrants. Sixteen members of Page Personnel Finance met with the 15th cohort beneficiaries to help them build career plans. They provided employability advice and led workshops on developing both technical and soft skills, which greatly supported participants in their job search.



Nurturing future leaders through communication coaching in Japan

Mirai no Mori is a nonprofit organisation that provides outdoor programmes for youth who have experienced abuse, neglect or orphanhood in Japan. PageGroup has partnered with Mirai no Mori for over six years, supporting their mission to equip the children with essential life skills for the future. In August 2024, we delivered a communication workshop for eight high school and university students supported by the nonprofit. They received one-on-one coaching from PageGroup's consultants to enhance their communication skills for school and the workplace. The session empowered the students to unlock their potential, with Mirai no Mori expressing deep gratitude for the opportunity and hope for more future collaborations.



I realised how important body language is in communication. Even things I do unconsciously are a part of communication. I will keep this in mind, especially since an interview for my job hunting is coming up soon.

Yuto

Participant from Mirai
no Mori program





Case studies

Improving employability training for communities across Mauritius

Caritas Ile Maurice works across the island of Mauritius with its network of over a thousand volunteers to empower 50,000 underprivileged members of society, ranging from unemployed youth and single mothers through to ex-prisoners. Our team in Mauritius delivered two interactive “Train the Trainer” sessions to 15 Caritas facilitators focussed on writing cover letters and resumes and preparing for interviews. By equipping Caritas with the tools and knowledge, they can extend these valuable employability skills to their beneficiaries across the island.



Engaging with Michael Page has had a profound impact on our team. The collaborative efforts and tools shared have significantly enriched our training session ‘Mon Travail, ma joie’. Personally, I have used some very useful tips about professional appearance, CV and motivation letter writing.



Jennifer Leopold
Head of Resource Mobilization,
Caritas Ile Maurice

Upskilling Fundacion Rofé’s beneficiaries in Colombia

Fundacion Rofé is dedicated to positively impacting the lives of young people from low-income households and vulnerable women in Colombia. This year we hosted a series of virtual employability workshops reaching 312 beneficiaries from different regions of the country. We supported workshop attendees with advice on creating their CVs, interview techniques, building their LinkedIn profiles and practical information about contracts and selection processes.



I loved the experience of leading employability workshops for the Rofé Foundation. Being able to share my knowledge with young people and women seeking new opportunities and dreams to fulfil was incredibly enriching.



Camila Silva
Managing Consultant
Page Interim Colombia



Breaking down barriers to work for blind and partially sighted jobseekers in the UK

In the UK we worked with Thomas Pocklington Trust (TPT) to support blind and partially sighted individuals with our skills and advice to find meaningful employment. We contributed to TPT's Skill Share events reaching 41 beneficiaries, with impactful sessions focussed on 'Breaking Down Barriers' and 'Getting the most from a Recruitment Consultancy'. Twelve PageGroup volunteers also ran interview workshops and provided one-to-one online mock interviews for TPT's 'Get Set Progress' interns.



Building confidence of unemployed young women in Hong Kong

In partnership with St. James' Settlement on the Women Futuremakers Employment Programme, which is funded by Standard Chartered Foundation, volunteers from our Hong Kong office delivered employment skills training and conducted mock interviews for 112 unemployed young women.



Partnering with YWCA to empower survivors in North America

The YWCA Skills Training and Empowerment Program is a workforce development program designed specifically for victims of domestic violence. Beginning as a small partnership in 2022, our team members across the US, Canada, and Mexico are now involved in meeting one-on-one with programme members to provide career coaching sessions, including resume review and mock interviews in both English and Spanish.

Corporate Citizenship

At Page, we're also passionate about supporting our local communities. Our People take part in a range of broader community engagement and charitable efforts. This can range from volunteering at food banks and reconstructing schools, through to sporting fundraisers and donations of school supplies and clothing.

Child's Cancer Foundation, Singapore

In Singapore, we have participated in Hair For Hope (HFH), the Children's Cancer Foundation's signature fundraising campaign, since 2017.

In June, six members of our staff, including Executive Board member Anthony Thompson, shaved their heads to raise awareness and money for the Foundation.

With the support of our People we raised over S\$14,500 in 2024.

El Hockey+, Spain

In Bilbao, employees volunteered at the El Hockey+ Championship, a programme promoting sports for individuals with functional and intellectual disabilities.

Our employees assisted in organising the tournament, ensuring a successful event that contributed to participants' personal development, social inclusion, and self-confidence, while supporting the programme's goal of enhancing life skills for underrepresented groups.

Postpartum Resource Center of NY, USA

Our USA business sponsored the 16th Annual Sounds of Silence 5k/10k for the third consecutive year to help break the silence of postpartum depression, celebrate courageous parents, and build sounds of hope for all those families who may be suffering.

In 2024, \$2,350 was raised from employee and PageGroup donations.





Environment

We care about the risk that climate change poses to people, society and our planet and we want to play our part in combatting its effects. To do this, we are focused on reducing our impact on the environment by delivering against our approved science-based targets. We also believe that we are well placed to support the workforce transformation attached to the Net-zero economy.

Net-zero targets

In 2024, the SBTi verified our near-term and long-term Net-zero targets outlined to the right. In setting these targets we are demonstrating our support for the Paris Agreement goal of pursuing efforts to limit the global average temperature to increase to 1.5 degrees. This requires global greenhouse gas emissions to half this decade and achieve a Net-zero position by 2050, whereby emissions are reduced to as close to zero as possible and any residual emissions balanced by carbon removals.

Near-term targets:

- 60% reduction in absolute Scope 1 & 2 GHG emissions by 2030 from a 2022 baseline year.
- 25% reduction in absolute Scope 3 emissions from purchased goods and services and business travel by 2030 from a 2022 baseline year.

Long-term, Net-zero target:

- 95% reduction in absolute Scope 1 & 2 GHG emissions by 2050 from a 2022 baseline year.
- 90% reduction in absolute Scope 3 emissions by 2050 from a 2022 baseline year.

Progress vs near-term SBTs

Target	Progress vs baseline year	Commentary and mitigating actions
60% reduction in absolute Scope 1 & 2 GHG emissions by 2030 from a 2022 baseline	-34% reduction in Scope 1 & 2 emissions vs 2022	Our Scope 1 and 2 emissions have continued to decrease year on year. This is driven primarily by our focus on efficient and renewable offices. We have rationalised our office portfolio, meaning overall consumption of electricity has decreased globally. In addition, this year we have purchased renewable energy certificates for our larger offices in APAC, MEA and North America. In line with good practice, we use renewable energy certificates after efforts have been made to secure direct green energy contracts with landlords and we also focus on reducing actual energy consumption.
25% reduction in absolute Scope 3 emissions from purchased goods and services and business travel from a 2022 baseline	-16% reduction in Scope 3 emissions from purchased goods and services and business travel vs 2022	In 2024 we implemented a monitoring programme for business travel to ensure we are travelling by plane only when there is a clear business case to do so. As a result, business travel emissions have decreased by 8% this year. Emissions from our supply chain have also reduced significantly this year. This is due to a combination of reduced procurement spend, improved data visibility and a reduction in EPA emissions factors. In addition, some of our largest suppliers have reduced their GHG emissions, demonstrating progress towards their carbon reduction targets. Looking ahead, we will continue to monitor and engage suppliers to ensure we are working with those that share our commitments and are taking tangible actions to deliver against them.

Categories 3, 5 and 7 are not included in our near-term SBT but are included in our long-term Net-zero target. Emissions from these categories reduced in 2024, in line with a reduction in headcount. Full details on our GHG emissions performance in 2024 can be found on page 23.



Carbon reduction plan

Our strategy to reduce emissions in line with our Net-zero ambition is focused on six key areas:



Renewable, efficient and green offices: We want all our offices to be powered by renewable energy and are proactively reducing our energy consumption by increasing energy efficiencies throughout our offices and appropriately sizing our offices for hybrid working. In 2024 energy consumption from our offices reduced by 9%.



Electric vehicles (EV): We continue to provide a range of electric vehicles within our company car offering. We are monitoring the adoption of electric vehicles and explore options to encourage the uptake where adoption is low and charging infrastructure is limited.



Reducing business travel: Our aim is to reduce overall travel and increase travel via public transport. We want to ensure that any air travel is for essential business purposes only. In 2024, we implemented a monitoring system and produced Executive Board level reports outlining travel by country and business unit to monitor compliance against our policy. As a result, travel emissions reduced by 8% this year.



Encouraging low carbon commuting and homeworking: Our global Commuting Survey, helps us to better understand employee commuting habits, and how we can develop a strategy to support low carbon commuting.



Transitioning to a low-carbon supply chain: Addressing our supply chain emissions is central to meeting our emissions reductions targets relating to our near and long-term SBTs. This will require collaboration with our suppliers so that we can work together to reduce emissions from the products and services we purchase.



Raising awareness and changing behaviours: We will engage employees to encourage positive behaviours around sustainability, to minimise emissions both inside and outside of work.



In line with current SBTi guidance, beyond value chain mitigation (BVCM) using carbon offsets does not count towards our own GHG emissions reduction targets. However, we recognise the positive role that credible carbon removals can play in mitigating global climate change, and so we continue to offset a portion of our global GHG emissions¹.

Our work with Climate Impact Partners (CIP) supports a range of certified, audited projects worldwide that absorb greenhouse gases. All projects are independently verified to ensure that emission reductions are occurring. Globally, our employees voted on the carbon offsetting projects they wanted to support. The selection of these projects connects our people to their vision of combating climate change. The projects we supported in 2024 are detailed below:

Sabah Rainforest Rehabilitation, Malaysia:

Malaysia has experienced extensive deforestation, losing 31% of its tree cover since 2000. This project in the Sabah Rainforest, Borneo, is rehabilitating 25,000 hectares of degraded rainforest through enrichment planting. Restoring the tropical rainforest is actively sequestering significant carbon, conserving biodiversity, and providing dozens of local community members with employment and training opportunities.



Quintana Roo Restoration, Mexico:

Between 2000 and 2020, Mexico lost over 4.2 million hectares of tree cover, much of it from communally managed native forests that rural communities rely on for their livelihoods. In Quintana Roo, a 14,000-hectare forest restoration project promotes tree planting, species recovery, firebreak creation, and waste cleanup while protecting endangered wildlife such as pumas, ocelots, parrots, and spider monkeys. The project reduces emissions, safeguards habitats, and supports local communities by allocating 21.6% of its budget to job creation, generating income for the local population.



1. Scope 1, 2 and Scope 3 categories 3 and 6.



GHG emissions

Emissions Source (tCO ₂ e)	2023			2024			% 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 1 Direct GHG Emissions	55	979	1,034	33	795	828*	-20%
Natural gas	19	157	176	12	77	89*	-49%
Company-owned vehicles ¹	36	822	858	21	718	739*	-14%
Scope 2 Indirect GHG Emissions (Market-Based)	71	1,429	1,500	50	1,077	1,127*	-25%
Purchased electricity (market based) ²	51	1,425	1,476	42	1,071	1,113*	-25%
Company-owned electric vehicles ¹	20	4	24	8	6	14*	-42%
Total Scope 3 GHG Emissions (consisting of the below categories)	9,003	52,981	61,984	7,294	44,798	52,092*	-16%
Category 1: Purchased goods & services ^{3,4}	7,434	41,179	48,613	5,480	35,080	40,560*	-17%
Category 3: T&D losses and upstream emissions	118	1,031	1,149	83	906	989*	-14%
Category 5: Waste generated in operations ⁵	21	101	122	21	99	120*	-2%
Category 6: Business travel ⁶	687	2,162	2,849	709	1,920	2,629*	-8%
Category 7: Homeworking ⁷ & commuting	743	8,508	9,251	1,001	6,793	7,794*	-16%
Total tonnes of CO₂e	9,129	55,389⁸	64,518	7,377	46,670	54,047	-16%

GHG emissions intensity

Number of employees ⁹	1,245	6,895	8,140	1,006	6,437	7,442	-9%
Tonnes of CO₂e per employee	7.3	8.0	7.9	7.3	7.3	7.3	-8%

Energy consumption

Scope 1 energy consumption (MWh) ^{10,11}	346	3,915	4,261	150	3,080	3,230	-24%
Scope 2 energy consumption (MWh) ¹²	1,457	7,769	9,226	1,150	7,202	8,352	-9%
Scope 3 energy consumption (MWh) ¹³	1,058	17,802	18,860	1,783	14,821	16,604	-12%
Total energy consumption (MWh)	2,861	29,486	32,347	3,083	25,103	28,186	-13%

- Company car travel for personal use is excluded from emissions. In 2024, we conducted an analysis of client visits in company cars recorded in our Customer Connect system. Based on this, we revised personal use estimates to 85% in Europe and 75% in LATAM. This change in methodology has driven reduction in emissions.
- Gaps in electricity data have been estimated based on historical consumption data. Where historical data is unavailable, floorspace is used to estimate electricity consumption.
- Purchased goods and services emissions are calculated using global aggregated figures for procurement spend. Publicly available actual GHG emissions data (location based) is used for our top 50 suppliers. For all other suppliers, EPA factors are used to estimate emissions based on spend. In 2024, emissions decreased due to reduced procurement spend, improved data visibility, and a reduction in EPA emissions factors. Figures for the UK have been estimated by apportioning global emissions to the UK, based on UK FTE as a percentage of global FTE.
- Purchased goods and services includes emissions from our contractor business, most of which are remote/homeworking IT and HR professionals. Emissions from our contractor business applies Ecometrica's homeworking model to the total FTE number of contractors by location.
- Emissions associated with landfilled waste are estimated using averages based on a series of waste measurement pilots conducted across the business.
- PageGroup reported global emissions associated with air travel, rail, taxi, bus, accommodation, car rentals and expensed fuel for business travel.
- Homeworker emissions have been calculated based on Ecometrica's homeworking model using FTE data.
- Figure has been restated
- 2023 FTE is the total headcount for PageGroup as per September 2023. 2024 FTE is the total headcount for PageGroup as per September 2024.
- Energy 1 MWh = 1,000 kWh.
- Energy consumption from Scope 1 relates to energy from fuel for company vehicles and natural gas use in offices.
- Energy consumption from Scope 2 relates to electricity use in offices and electricity for company electric vehicles.
- Energy consumption from Scope 3 relates to energy from fuel associated with business travel (cars and taxis) and fuel associated with commuting (employee-owned vehicles).

* This metric is subject to external independent limited assurance by ERM Certification and Verification Services Limited ('ERM CVS'). For the results of the assurance, see ERM CVS's assurance report on www.page.com/sustainability, and PageGroup's Reporting Criteria on pages 33-35.



GHG emissions reporting methodology

The GHG emissions reporting on page 23 has been produced in accordance with the Large and Medium-sized Companies and Group (Accounts and Reports) Regulations 2008 (as amended), and the Streamlined Energy and Carbon Reporting requirements. PageGroup reports on all Scope 1 – direct greenhouse gas (GHG) emissions (relating to the combustion of fuel and the operation of any facility); and Scope 2 – energy indirect GHG emissions (through the purchase of electricity, heat, steam or cooling). In addition, PageGroup reports on all material categories within Scope 3 – other indirect emissions.

Data for our GHG emissions reporting covers the period 1 October 2023 - 30 September 2024. GHG emissions have been calculated in line with the GHG Protocol Corporate Reporting Standard using Ecometrica, an external sustainability software platform. Scope 1 emissions are calculated using company car mileage reports from our lease providers. Scope 2 emissions are calculated

using invoiced electricity data from our offices. Any gaps in electricity data are estimated based on historical consumption if available and floorspace if not. For Scope 3 category 1 we combine actual supplier GHG emissions data for our largest suppliers with spend-based intensity estimates for our remaining supply chain. Scope 3 category 6 uses information on flights and other business travel provided by our travel agents, with expenses data. Scope 3 category 7 combines homeworking emissions calculated using Ecometrica's geographically specific homeworking model and commuting emissions estimated leveraging an employee survey.

ERM CVS have provided Independent Limited Assurance for GHG emissions. Please see the assurance report provided on page.com/sustainability. Our basis of reporting which outlines further details on methodology can be found on pages 33-35.

Establishing a meaningful sustainability business

Transitioning to a Net-zero economy will have a significant impact on the global workforce. Industries are changing the way they operate and the products and services they create to reduce their environmental impact. For example, in shifting to renewable energy, improving efficiency or adopting new technologies such as alternative jet fuels. Industries are also working to have a positive impact on people and society.

The Net-zero transition will result in job gains and increased demand for green skills. We support a focus on a 'just transition' where the benefits of the green economy are shared widely and those who stand to lose economically, including communities and workers, are supported.

As a recruiter, we believe we have a role to play in supporting the workforce transformation attached to the Net-zero economy and set a target to 'establish a meaningful sustainability business by 2026'. We are placing candidates into sustainability-related roles such as 'Head of



Sustainability', 'ESG Analyst' and broader green jobs such as 'Wind Turbine Engineer'.

After four years of significant annual growth, our sustainability business in 2024 was similar in size to 2023 and over five times larger than our baseline.



A Responsible Business

It is critical that we apply the principles of good governance to our organisation and maintain a culture of ethics and compliance. Details on our approach to human rights, responsible procurement and data privacy are outlined below. Further information, including that related to ethics, corruption and tax, can be found on pages 57-66, pages 73-77, and pages 99-106 of our Annual Report and Accounts.

Contribution to the UN's 2030 Agenda for Sustainable Development

The UN's 2030 Agenda for Sustainable Development is guided by 17 Sustainable Development Goals (SDGs). The SDGs cover targets relating to People, Planet, Prosperity, Peace and Partnership and were established to stimulate activation in the areas of critical importance to humanity. At Page, we support all 17 Goals. Through our core business and sustainability strategy we believe we can make a direct and significant contribution to the four 'primary' goals: SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, SDG 10: Reduced Inequalities and SDG 13: Climate Action. Our broader activities also contribute towards a further 10 SDGs (1, 2, 3, 4, 7, 9, 12, 15, 16 and 17).

PageGroup is also a signatory to the United Nations Global Compact (UNGC). We consider our participation in the UNGC as an indication of the importance we place on ethical leadership and good governance through values-based strategies, policies, operations and relationships when engaging with all Stakeholders.

Respect for Human Rights

Our Human Rights Policy outlines PageGroup's commitment and approach to the respect of the fundamental rights of people, including our Employees, Partners, Vendors, Suppliers and Contractors. The Policy emphasises PageGroup's commitment to respecting internationally recognised human rights standards, which include the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises. Page prohibits forced or bonded labour, the retention of identity papers or deposits, and child labour, in accordance with local and international laws. These commitments extend to PageGroup's value chain.

Responsible Procurement

We are proud of our sustainability commitments and want to partner with businesses that share our values and with whom we can work with to achieve common sustainability goals. As such, we have taken and continue to take steps to promote responsible business in our value chain and to integrate sustainability considerations across the procurement lifecycle.



In 2024, we updated our supplier code of conduct to reflect our validated SBTs and require onboarded suppliers to confirm their compliance to this code. New suppliers are also checked for their sustainability credentials in EcoVadis, an ESG supplier management tool, and ESG performance is considered during the tender process for new work. So far, 30% of our largest suppliers have an EcoVadis certification allowing us to review their ESG performance and we conduct research on our largest suppliers' carbon performance and reduction plans. Of our suppliers within EcoVadis, 76% have a rating of Bronze or higher, and overall our partners are performing 10% better than the industry average (and 20% better than average companies rated by EcoVadis). While this gives us confidence over the level of ESG risk and performance in our supply chain, we must continue to increase our visibility of suppliers' performance and focus on engagement and collaboration to help improve performance and reduce risk where we find issues.



Accreditations



In 2024, PageGroup received a rating of A- for its CDP response



As of December 2024, PageGroup achieved ISS quality scores for E (1), S (2) and G (3).



In 2024, PageGroup received a rating of A in the MSCI ESG Ratings



FTSE4Good



France



Global



INDUSTRY
ESG TOP RATED



REGIONAL
ESG TOP RATED

WE SUPPORT



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

Awards





























Appendix

ESG Data Tables

Performance against additional ESG metrics is summarised in the tables below.

Environment

Environment	Units	2022	2023	2024	YoY % Change
GHG emissions (market-based)					
Total emissions	tCO₂e	65,310	64,518	54,047	-16%
Scope 1 Direct GHG Emissions	tCO ₂ e	933	1,034	828	-20%
Scope 2 Indirect GHG Emissions (Market-Based)	tCO ₂ e	2,049	1,500	1,127	-25%
Total Scope 3 GHG Emissions	tCO ₂ e	62,328	61,984	52,092	-16%
Other air emissions	NOx metric tonnes	Immaterial	Immaterial	Immaterial	Immaterial
	SOx metric tonnes	Immaterial	Immaterial	Immaterial	Immaterial
	VOC metric tonnes	Immaterial	Immaterial	Immaterial	Immaterial
Energy					
Total energy consumption	MWh	30,311	32,347	28,186	-13%
Total Scope 1 energy consumption	MWh	3,948	4,261	3,230	-24%
Total Scope 2 energy consumption (total electricity)	MWh	10,956	9,226	8,352	-9%
Scope 2 energy consumption (electricity – green tariff)	MWh	6,319	5,850	5,837	0%
Total Scope 3 energy consumption	MWh	15,407	18,860	16,604	-12%
Electricity from renewable sources ¹	Percentage	58%	63%	70%	7%
Business travel					
Business travel emissions	tCO₂e	1,758	2,849	2,630	-8%
Total distance travelled (air)	Km	7,580,611	12,623,170	8,572,036	-32%
Total distance travelled (other) ²	Km	4,886,724	8,901,121	8,390,523	-6%
Fleet fuel consumption	Litres	271,329	381,210	313,081	-18%
Circular flows					
Water supply	m ³	92,438	77,550	68,564	-12%
Water discharge	m ³	38,013	77,952	68,424	-12%
Waste³					
Total waste	Tonnes	4,433	303	316	4%
Recycled and reused	Tonnes	5	126	133	6%
Incinerated	Tonnes	Immaterial	Immaterial	Immaterial	–
Landfill	Tonnes	4,428	177	183	3%
Hazardous	Tonnes	Immaterial	Immaterial	Immaterial	–
Proportion reused or recycled	Percentage	Immaterial	42%	42%	–

1. This is calculated as the green tariff electricity as a proportion of the total electricity.

2. Total distance travelled (other) includes business-related travel by bus/coach, taxi, employee owned cars, hired cars, ferry and rail (excludes air travel and commuting). Distance travelled has been restated for 2022 and 2023.

3. Waste pilots were conducted in several offices in 2023, where actual waste by disposal method was measured and recorded over a period of weeks. Pilots were used to create an estimate of waste to landfill/FTE which was then multiplied by number of employees in each of our offices. In 2022 all waste was estimated based on average global intensity metrics defined by Ecometrica. Reduction since 2022 is due to greater visibility of data.



Appendix

Social (People and Society)

People	Units	2022	2023	2024	YoY % Change
Employee characteristics					
Leadership – Women ¹	Percentage	43%	45%	46%	+1 percentage point increase
Society					
PageGroup corporate donations ²	Pounds	383,442	259,266	237,677	-8%
Employee volunteering hours	Hours	5,624	7,394	3,991	-46%
Proportion of employees that have volunteered ³	Percentage	37%	59%	33%	-44%
Community beneficiaries ⁴	Total lives positively changed	135,871	133,585	136,815	2%

1. This data is not tracked with the purpose of providing specific employment or training opportunities and is not used in jurisdictions where it would be deemed illegal. Our ambition regarding the percentage of women in leadership positions is global and complies with local regulations.
2. 2022 included a one-off 'out of cycle' donation to RefuAid to support refugees finding employment in the UK.
3. Total number of Page employees at volunteering events divided by total number of Page employees. This figure assumes one employee volunteers at only one event per year. Whilst our overall employee volunteering numbers and hours have fallen in 2024, we've increased employee volunteering hours dedicated to skills sharing volunteering by 53% in 2024. Our business focus in 2024 has shifted across the world to changing lives with our recruitment and industry skills through social impact initiatives.
4. Community beneficiaries are the total number of people whose lives we have changed by sharing our skills as a recruiter to improve their access to employment and career progression opportunities. See social impact 'number of lives changed' for further details on methodology.





Appendix

Governance

Governance	Units	2022	2023	2024	YoY % Change
Information protection					
ISO 27001: major non-conformances	Number	0	0	0	–
ISO 27001: minor non-conformances raised	Number	0	0	1 ¹	+1
Sites covered by ISO 27001	Percentage	100%	100%	100%	–
Responsible supply chain²					
Key suppliers reviewed annually (through EcoVadis) ³	Percentage	–	45%	30%	-15%
Key suppliers with whom ESG action plans have been put in place	Percentage	–	45%	30%	-15%
Key suppliers PageGroup have engaged on sustainable procurement	Percentage	–	45%	30%	-15%
Key suppliers whom PageGroup has evaluated their Environmental policy	Percentage	–	43%	30%	-13%
Key suppliers whom PageGroup has evaluated their Human Rights policy	Percentage	–	43%	30%	-13%
Key suppliers with certified environmental management system (ISO 14001 or equivalent)	Percentage	–	33%	23%	-10%
Key suppliers with certified energy management system (ISO 50001 or equivalent)	Percentage	–	8%	13%	-5%
Key suppliers reporting to CDP	Percentage	–	35%	28%	-7%
Key suppliers participating in SBTi	Percentage	–	33%	25%	-7%
Key suppliers measuring Scope 1, 2 or 3	Percentage	–	40%	25%	-15%
Key suppliers with sustainable procurement policies	Percentage	–	43%	28%	-15%
Whistleblowing⁴					
Number of confirmed incidents related to child labour, forced labour and human trafficking	Number	–	–	0	–
Number of confirmed incidents related to corruption	Number	–	–	0	–
Internal audit					
Internal audit review of business ethics ⁵	% of sites covered annually	59%	58%	57%	-1%

1. The minor non-conformance was resolved and closed during 2024.

2. During 2023, PageGroup implemented EcoVadis, a platform to manage and monitor our supplier's ESG performance. The metrics related to "key suppliers" are limited to those which participate in EcoVadis. Figures only include suppliers who are able to be monitored via this process.

3. "Key suppliers" refers to the top 40 suppliers by spend. This list of suppliers changes every year. In 2024, there were (net) 5 fewer EcoVadis participating suppliers within the top 40 by spend, compared to 2023.

4. Confirmed incidents refers to those which have been filed formally through SpeakUp and resulted in fines, penalties and/or compensation levied on PageGroup. 2024 is the first year we are reporting these metrics.

5. Business ethics topics are reviewed by our Internal Audit function. Larger operating countries (by revenue) are audited every year, and smaller countries (by revenue) are audited every 2-4 years. The review covers topics such as Legal & Group Policy Compliance (including operational knowledge of corruption & bribery and data protection policies), and Health & Safety risk assessments.








Appendix

Standards Disclosures

The Sustainable Development Goals (SDGs) are the blueprint to globally achieve a better and more sustainable future for all. The table below maps out the link between PageGroup activities and SDGs and, where relevant, the correlation between the UN Global Compact and GRI disclosure principles.

Through our core business activities and sustainability agenda we make significant and direct contributions to SDG 5: Gender Equality, SDG 8: Decent Work and Economic Growth, SDG 10: Reduced Inequalities and SDG 13: Climate Action. These are our four primary goals. Our activities also contribute to a further ten SDGs (1, 2, 3, 4, 7, 9, 12, 15, 16 and 17). SDG 6: Clean Water and Sanitation, SDG 11: Sustainable Cities and SDG14: Life Below Water are not material to our business and therefore not included below.

SDG and PageGroup impact	Relevant UNGC Principle	Relevant GRI Standard	Relevant page in report
 <p>PageGroup contributes to eradicating poverty by providing candidates with the opportunity for employment. Decent work enables our candidates to provide for themselves and their family.</p>	Principle 6	203-2: Significant indirect economic impacts	PageGroup purpose, p.7 Green growth, decent work and economic prosperity, p.24 Changing lives with our recruitment skills, case studies across p.16-19
 <p>PageGroup's recruitment activity creates the opportunity for an earned income which is a sustainable way to reduce hunger. PageGroup's citizenship activities support foodbanks.</p>	Principle 6	203-2: Significant indirect economic impacts	Supporting Our Communities through Corporate Citizenship, p.19
 <p>Employee health & wellbeing is a vital part of PageGroup's culture and our people strategy.</p>	Principle 1	403-6: Promotion of worker health	Our People and Culture, p.6-14
 <p>PageGroup recognises that skills, knowledge, and learning gained through education are building blocks for improving people's employability and access to decent work. We run projects and initiatives in the communities where we operate to broaden access to education.</p>	Principle 6	203-2: Significant indirect economic impacts	Changing lives with our recruitment skills, case studies across p.16-19, including: <ul style="list-style-type: none"> Improving employability training across communities in Mauritius, p.18 Building confidence of unemployed young women in Hong Kong, p.19
 <p>PageGroup has set a target to achieve 50% female representation in our senior management by 2030¹.</p>	Principle 6	405-1: Diversity of governance bodies and employees	Our People and Culture, p.6-14

1. This is a global ambition with individual markets operating in compliance with local regulation. Appointments are made based on merit and objective criteria.






Appendix

SDG and PageGroup impact		Relevant UNGC Principle	Relevant GRI Standard	Relevant page in report
	PageGroup is focused on powering its offices via renewable energy and reducing its energy consumption.	Principle 8	302-3: Energy Intensity 302-4: Reduction of energy consumption	Greening our offices through transition to renewable energy, p.20-22 Energy consumption, p.20-22
	At PageGroup our purpose is to change people's lives. We have a target to change 1 million lives by 2030 through placements into decent work and through sharing our skills as a recruiter in social impact programmes.	Principles 1, 2, 4 and 6	413-1: Operations with local community engagement, impact assessments, and development programmes	PageGroup purpose, p.29 of the Annual Report & Accounts Establishing a meaningful sustainability business, p.24 Changing lives with our recruitment skills, case studies across p.16-19
	PageGroup can play an active role in preparing and positioning the global workforce for a Just Transition to a Net-zero economy. This will support inclusive and sustainable industrialisation.	Principle 8	413-1: Operations with local community engagement, impact assessments, and development programmes	Green growth, decent work and economic prosperity, p.24
	PageGroup is focused on tackling inequalities by opening doors to employment opportunities to people from all backgrounds. Through our social impact partnerships, as well as our 'day-to-day' placements, we support people from all backgrounds to find and secure meaningful work.	Principles 1, 2 and 6	413-1: Operations with local community engagement, impact assessments, and development programmes	Green growth, decent work and economic prosperity, p.24 Changing lives with our recruitment skills, case studies across p.16-19, including: <ul style="list-style-type: none"> • Breaking down barriers to work for blind and partially sighted jobseekers in the UK, p.19
	PageGroup undertakes responsible "materials stewardship" across our value chain. As our supply chain is relatively short, and service based and we provide services, not products, the impact of this topic for PageGroup is small.	Principles 7 and 8	308-1: New suppliers that were screened using environmental criteria 414-1: New suppliers that were screened using social criteria	Responsible Sourcing, p.25
	PageGroup is committed to becoming Net-zero across our full value chain by 2050. We are committed to take action on climate by reducing our emissions towards zero as far as possible, as well as by supporting the just transition to a low carbon economy.	Principles 7, 8 and 9	305-1: Direct (Scope 1) GHG emissions 305-2: Energy indirect (Scope 2) GHG emissions 305-3: Other indirect (Scope 3) GHG emissions 305-4: GHG emissions intensity 305-5: Reduction of GHG emissions	Reducing our Impact on the Environment, p.20-23, including: <ul style="list-style-type: none"> • Carbon reduction strategy, p.21 • 2024 GHG emissions performance, p.23 and 27 Establishing a meaningful sustainability business, p.24 GHG performance table, p.23 and 27



Appendix

SDG and PageGroup impact		Relevant UNGC Principle	Relevant GRI Standard	Relevant page in report
	As part of our climate strategy, we offset our emissions supporting carbon removal projects. These projects include initiatives that link communities and biodiversity.	Principles 7 and 8	304-3: Habitats protected or restored	Carbon Offsetting, p.22, including support for: <ul style="list-style-type: none"> • Sabah Rainforest Rehabilitation, Malaysia • Quintana Roo Restoration, Mexico
	PageGroup can contribute to promoting peaceful societies through being a responsible, transparent business with strong governance and accountability at all levels.	Principles 1, 2, 3, 4, 5 and 10	205-1: Operations assessed for risks related to corruption 2-9: Governance structure and composition 2-14: Role of the highest governance body in sustainability reporting	Governance highlights and updates, including Corporate Governance, Audit, Cyber Security & Data, Climate Related Financial Disclosures and Taxation, can be found within the Annual Report & Accounts. Governance updates in respect to human rights can be found on p.25 of the Sustainability Spotlight 2024 Report
	PageGroup recognises that advancing the sustainable development agenda requires substantial and ongoing partnerships between different stakeholders. In many of our markets we partner with charities and organisations to share our skills as a recruiter.	Principle 1	413-1: Operations with local community engagement, impact assessments, and development programmes	Changing lives with our recruitment skills case studies with partners across p.16-19 Responsible Sourcing, p.25 Awards, Partnerships and Recognitions, p.26

Key: Ten Principles of the UN Global Compact**Human Rights:**

Principle 1: businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2: make sure that they are not complicit in human rights abuses.

Labour:

Principle 3: businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4: the elimination of all forms of forced and compulsory labour;
Principle 5: the effective abolition of child labour; and
Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment:

Principle 7: businesses should support a precautionary approach to environmental challenges;
Principle 8: undertake initiatives to promote greater environmental responsibility; and
Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption:

Principle 10: businesses should work against corruption in all its forms, including extortion and bribery.

GRI disclosure elements 203-2, 302-3, 302-4, 304-3, 305-1/2/3/4/5, 308-1, 405-1, 413-1 & 414-1 can be found within the Sustainability Spotlight 2024 Report (reference to page numbers available in the table above). In addition General Disclosure Elements, 2-22, 2-23, 3-3 & 205 – 2 can be found within the 'Corporate Governance', & 'Strategic Report' sections of the Annual Report & Accounts.



Appendix

Methodology

Basis of Reporting

This document sets out the principles and methodologies that PageGroup has used in the reporting of our Sustainability data in the 2024 Annual Report and Accounts and 2024 Sustainability Spotlight.

1. Standards and Principles

Standards

Where relevant, we use standards, reporting guidance and best practice to shape how we report on our sustainability metrics. Specific details are disclosed in the key metrics and definition section.

We calculate our GHG footprint with reference to the GHG Protocol Corporate Reporting Standard using the 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. The calculations themselves depend on the underlying environmental data collected and provided by our data entry users. Accordingly, the standards also guide the measurement and reporting of all our environmental data.

Principles

In accordance with the above standards, we aim to ensure that:

- We report transparently to help the reader have confidence in the integrity of the data;
- the reported data is relevant to our business and represents our performance; and

- assumptions, estimations and exclusions are stated and explained.

Organisational boundaries

For our sustainability reporting, we have set our boundaries based on our operational control, as defined by the GHG Protocol Corporate Reporting Standard. Unless otherwise indicated, the following are deemed within these boundaries:

- All PageGroup offices occupied in whole or in part. All offices globally are leased.
- PageGroup offices disposed of or acquired during the period are accounted for up until the point of disposal and from the point of opening to employees.
- All PageGroup full-time employees.
- All PageGroup company cars, whether owned or leased.

Assessment structure

The 2024 assessment year for our environmental reporting runs from 1st October 2023 - 30th September 2024. For the reporting of our social impact data, the assessment year runs from 1st January 2024 - 31st December 2024.

2. GHG emissions

We report on our carbon emissions in line with the Greenhouse Gas Protocol classification as follows:

Key metrics and definition:

- **Scope 1 emissions**, direct emissions from owned or controlled sources.
- **Scope 2 emissions**, indirect emissions from the generation of purchased energy.
- **Scope 3 emissions**, other indirect emissions that occur in the value chain.

The six regulated greenhouse gases which are included within our carbon emissions reporting are as follows:

- Carbon dioxide (CO₂);
- Methane (CH₄);
- Nitrous oxide (N₂O);
- Hydrofluorocarbons (HFCs);
- Perfluorocarbons (PFCs);
- and Sulphur hexafluoride (SF₆).



Appendix

Key Reported Metrics

Metric	Description	Units
Total tonnes of CO₂e	Sum of reported Scope 1, 2 and 3 GHG emissions. Component details can be found within the rest of this section. For Scope 3, we report on applicable categories only, categories 2, 4, 8, 9, 10, 11, 12, 13, 14 & 15 are deemed not applicable to PageGroup.	tCO ₂ e
Tonnes of CO₂e per employee	Sum of reported Scope 1, 2 & 3 carbon emissions divided by total FTE.	tCO ₂ e
Total energy consumption	Sum of energy consumption associated with fuel consumption from specific Scope 1, 2, and 3 activities.	MWh

Methodology and approach

All emissions are calculated using the Ecometrica sustainability platform, which automatically selects the most geographically and temporally appropriate emission factors and non-standard conversions (e.g. fuel efficiency, heat content) for each emission source. Each of the emission factors and non-standard conversions are associated with a level of uncertainty, assigned by the platform based on its associated level of scientific certainty. All factors and assumptions come from recognised and reliable sources including, but not limited to, the UN, BEIS, DEFRA, EPA, and IPCC.

A single figure for the total impact of all these emissions sources is reported as a carbon dioxide equivalent (CO₂e). This is achieved by converting the gases to an equivalent CO₂e number based on their 100 year global warming potential. These Global Warming Potential conversions are calculated by the Intergovernmental Panel on Climate Change (IPCC) and included in the DEFRA conversion factors.

Further details on specific GHG emissions categories, Scope and assumptions are detailed in the table below:

Reported Metric	Definition and Scope	Methodology and any applicable estimations	Units
Scope 1 Direct GHG Emissions			
Natural Gas Heating – Stationary Combustion	Emissions associated with direct-feed natural gas consumption for the heating of Page premises.	Invoices are used to determine consumption. If unavailable, estimates based on floorspace are used.	Tonnes CO ₂ e
Company Cars – Internal Combustion Engine	Emissions associated with fuel combustion.	Total litres consumed by company cars is calculated using a combination of leasing agent reports, expense reports and fuel card reports. Company car travel for personal use is excluded from emissions. In the UK and Europe, the percentage of travel for business purposes is determined based on an analysis of actual trips taken to business meetings or an assessment of business trips that were expensed. Based on this analysis, an assumption of 15% business travel is applied. An assumption of 25% business travel is applied in LATAM.	Tonnes CO ₂ e
Scope 2 Indirect GHG Emissions (Market-based)			
Purchased Electricity – Facilities	Emissions associated with electricity consumed by our facilities. Emissions are calculated via the market-based method.	Electricity consumption data is obtained via invoices from utility providers. Where actual data is not available, gaps in electricity data are estimated based on historical consumption data. If historical consumption data is unavailable, consumption is estimated based on floorspace. An emission factor of 0 is applied to electricity from renewable sources and a residual factor based on the grid mix is applied to those from non-renewable sources.	Tonnes CO ₂ e
Purchased Electricity – Company Cars	Emissions resulting from employees travelling via electric company cars.	Electricity consumed by company cars is calculated using a combination of leasing agent reports, expense reports and fuel card reports. An allocation of travel for business was applied based on the methodology outlined in 'company cars – internal combustion engine'.	Tonnes CO ₂ e



Appendix

Reported Metric	Definition and Scope	Methodology and any applicable estimations	Units
Total Scope 3 GHG Emissions (consisting of the below categories)			
Total Scope 3 emissions	Summation of the following Scope 3 categories: Category 1: Purchased Goods & Services, Category 3: T&D losses and upstream emissions, Category 5: Waste Generated in Operations, Category 6: Business travel and Category 7: Homeworking & Commuting.		Tonnes CO ₂ e
Category 1: Purchased Goods & Services	Services or goods acquired by the business for business purposes.	A hybrid approach is applied to Purchased Goods & Services. For our top 50 suppliers, we combine actual supplier data with spend where information is publicly available. Spend-based estimates are used for all other suppliers. Spend by suppliers is extracted from NetSuite, our financial system, and combined with an emissions factor based on the category of activity. Actual supplier emissions are found from public sources such as CDP or sustainability reports. For contractors, homeworking hours are calculated manually and entered into Ecometrica to obtain the corresponding emissions results.	Tonnes CO ₂ e
Category 3: T&D losses and upstream emissions	Losses that occur in transmission of energy between the sources of supply and points of distribution.	Emissions are automatically calculated by the Ecometrica platform, based on energy consumed by geography.	Tonnes CO ₂ e
Category 5: Waste Generated in Operations	Water supply, waste water treatment and waste disposed of and collected across all buildings deemed within our organisational boundaries, which is sent to landfill.	Waste pilots are conducted in several offices where actual waste by disposal method is measured and recorded over a period of 2 weeks. Pilots are used to create a regional daily intensity of waste in kg/FTE. Intensities are multiplied by number of people in the office and the number of days the site is operational within the period. Water treatment is assumed to be equal to water supply. Water consumption is estimated by multiplying the number of employees in each of our offices by a water intensity.	Tonnes CO ₂ e
Category 6: Business travel	Emissions associated with employees travelling for business purposes. Includes travel via car, plane, train, bus and taxi and hotel stays.	Data is obtained via travel agent reports, expense reports and internal travel coordinators.	Tonnes CO ₂ e
Category 7: Homeworking & Commuting	Travel undertaken by employees from their home to their workplace and emissions resulting from days where Page employees work from home.	An annual commuting survey of employees in select office provides details of average distance travelled to work and the main mode of transportation used for commuting. Results from the survey are extrapolated across all offices by using proxies based on similar countries. Homeworking emissions are calculated using Ecometrica's Homeworker Model which combines a location-based emissions intensity with headcount by location and with number of days working at home. The number of commuting days and number of homeworking days are found from a second annual employee survey called "Have Your Say".	Tonnes CO ₂ e

Quality Assurance

All data entry users receive training on how to check the quality and accuracy of their data, with a SharePoint site created to provide supporting materials for their learning. Regional teams and data entry users are asked to review the quality of their data before entering it into Ecometrica. Towards the end of the assessment, once all data has been entered, quality assurance is managed by the Global Sustainability team. This process is overseen via the Ecometrica platform and involves variance analysis as well as manual quality checks.



Appendix

3. Social Impact

Reported metrics

Reported Metric	Description	Units
Lives Changed	Number of people whose lives we change by sharing our recruitment skills	Number of people
Corporate Donations	Cash contributed by PageGroup to local causes	£
Volunteering Hours	Hours volunteered by PageGroup employees with charity partners	Number of hours

Reported metric:

Number of lives changed

Definition

The number of people whose lives we have changed by sharing our skills as a recruiter to improve their access to employment and career progression opportunities.

This includes:

Placements – The number of people placed into permanent and temporary roles by our recruitment consultants.

Social impact programmes – The number of people we have supported with our employability skills and advice, including traditionally underrepresented groups, young people, university students, candidates and professionals. Examples include CV writing workshops, LinkedIn advice, interview tips, career coaching and mentoring programmes and events delivered by PageGroup, or through charity partners.

Methodology

Placements – Placement data is extracted from Page's Customer Connect System, our global customer management technology platform. Page Outsourcing placements are calculated from reviewing our largest contracts.

Social impact programmes – PageGroup's Social Impact team manage regional social impact reporting trackers. Social impact data is collected from the 36 countries within our global Group on a quarterly basis, and we report back to the Board on progress every 6 months. Regional social impact champions manage the collection of the data, which is entered into the sheets by local teams as and when events, initiatives and webinars occur. The number of beneficiaries in attendance is recorded by the local volunteers involved in running the initiatives.

Reported metric:

Volunteering hours

Definition

The number of hours our people have contributed to actively support charities and good causes in their local communities.

Methodology

Volunteering activity is recorded in the regional social impact trackers by our social impact champions. The hours contributed by our people are logged, alongside a description of the activity, when the activity took place, the name of the charity we worked with and the number of staff taking part.

Volunteering hours are only counted where employees have actively volunteered their time towards an initiative. This includes skills-based volunteering, general volunteering and fundraising events where our people had an active role. It does not include events where staff have a more passive role, such as donating clothes or money.

Volunteering is counted if it takes place in traditional working hours. It is also counted if it takes place outside of official working hours if attributable to flexible working arrangements, events organised by PageGroup, or where our people are representing the Company.

Reported metric:

Corporate donations

Definition

The gross monetary amount that PageGroup pays in support of charity partners and causes locally.

Methodology

The data is collected through our global accounting system, NetSuite.



Appendix

4. Sustainability business

Reported Metric	Definition	Methodology
Percentage growth of net fees generated from sustainability roles.	Year on year percentage change from global Gross Profit generated from placements into sustainability related roles.	Sustainability related roles are defined based on Job Title. Any job with key words including 'Sustainability', 'ESG', 'Environment', 'Energy', 'CSR', 'Carbon', 'Climate-Change', 'Social Impact' and 'Diversity' is considered a sustainability-related role. Placements data including Job Title and Gross Profit is extracted from our Customer Connect platform and aggregated at a global level across the reporting period.

5. Gender

Reported Metric	Definition	Methodology
The number of women within leadership roles within our business, globally¹.	The physical number of women in our leader cohort globally.	Our business is broken down into 3 levels: Core, Manager and Leader. Roles in the Leader cohort are those at Associate Director and above, and are what PageGroup considers 'Senior Management'.

1. This is a global ambition with individual markets operating in compliance with local regulation. Appointments are made based on merit and objective criteria.

PageExecutive

MichaelPage

PagePersonnel

PageOutsourcing

Part of
PageGroup