

Sustainability Spotlight

2025



PAGEGROUP CHANGES LIVES

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



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The following pages outline 2025 progress against our sustainability targets and performance highlights from the year (adapted from the Culture and Sustainability sections from PageGroup’s 2025 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 58-63 PageGroup’s 2025 Annual Report and Accounts.



Nicholas Kirk,
CEO



I am pleased to share PageGroup’s annual Sustainability Spotlight. Our Purpose to change lives guides how we support our People, our Customers and the communities we serve. I am proud to lead a business that has people at its heart and creates positive impact for society and the planet.”

Sustainability strategy and governance

Our strategy and targets

Our Purpose to Change Lives underpins our approach to sustainability. We know the transformative impact that access to decent work can have on individuals, families, and communities. Our sustainability strategy is designed to maximise this positive impact while managing risks and opportunities for our business. This means focusing on social impact by sharing our skills, networks, and expertise to support those further from the workplace to secure employment. It also means looking after our own People, ensuring a positive and fair recruitment process for candidates, and partnering with clients as they transform their workforces to meet sustainability objectives.

As a responsible business, it is important to uphold high standards of ethics, apply technology responsibly,

protect candidate and client data, and safeguard people’s welfare across our value chain. We are equally committed to addressing climate change by reducing our carbon emissions to net-zero by 2050 and helping clients recruit top green talent.

Our four global targets, outlined overleaf, keep us focused on these priorities. We validate our approach through materiality assessments to ensure alignment with stakeholder expectations and the market and regulatory landscape. In 2024, we completed our first materiality assessment and refreshed it in 2025. We consider our material topics to be those related to our Workforce, Social Impact, Data Protection, Corporate Culture and Ethical Recruitment.

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. Day-to-day management is delegated to the Sustainability Committee, chaired by our Chief Financial Officer, Kelvin Stagg, and comprising other Executive Board members (full membership is detailed on pages 83-84 of PageGroup’s Annual Report and Accounts). The Sustainability Committee is responsible for setting and monitoring the Group’s sustainability strategy, policies and targets. It also assesses sustainability-related risks and opportunities, including climate risk, and monitors evolving regulation.

The Sustainability Committee meets quarterly, with standard agenda items covering biannual reviews of performance against targets, and an annual assessment of material risks, impacts and opportunities, and sustainability-related policies. In addition, this year, the

Sustainability Committee closely monitored developments in sustainability-related reporting, notably the CSRD, as the EU omnibus process advanced, and considered the environmental implications of our AI programme in response to growing stakeholder interest, particularly among employees. Key outcomes from the Sustainability Committee’s activities in 2025 are summarised below.

The delivery of our sustainability programme is embedded throughout the organisation, in the recruitment community and in all our support functions, including People & Culture, Property, Procurement, Legal and Finance. Sustainability objectives are integrated into executive remuneration, forming part of the CEO and CFO’s plans (see pages 119-130 of PageGroup’s Annual Report and Accounts) and, where applicable, into Managing Directors’ bonus structures in line with local legislation.

Sustainability Committee activities in 2025

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
- CSRD
- SBTs



Sustainability Committee outcomes

- Changes to the EU CSRD through the omnibus process mean PageGroup EU entities fall out of scope for Wave 2 reporting
- Prepare for Group reporting in line with International Sustainability Standards Board (ISSB)
- Page has achieved its target to ‘Establish a meaningful sustainability business by 2026

Progress vs targets

Target	Measure	2025 Performance	Progress vs 2024	Progress against baseline	Baseline year
To positively change over one million lives in the ten years to 2030 ¹	The number of people we place into decent work	75,565 people accessed decent work	-7%	523,169 people accessed decent work	2020
	The number of people that access our social impact programmes	72,027 people accessed our social impact programmes	+29%	270,154 people accessed our social impact programmes	2020
	Total number of lives positively changed	147,592 lives positively changed	+8%	793,323 lives positively changed	2020
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 ²	45% female vs 55% males	-1 percentage point	+17 percentage points	2020
To establish a meaningful global sustainability business by 2026	Percentage growth of net fees generated from sustainability roles	-4% y-o-y growth in our sustainability net fees	-4%	407% growth in our sustainability net fees	2019
To become Net-zero across our full value chain by 2050 ³	Scope 1 & 2 GHG emissions	1,623 tCO ₂ e	-17%	-46% decrease in Scope 1 & 2	2022
	Scope 3 GHG emissions	43,719 tCO ₂ e	-16%	-30% decrease in Scope 3	2022
	Total Scope 1, 2 & 3 GHG emissions	45,343 tCO ₂ e	-16%	-30% decrease in total emissions	2022

1. Total lives changed is calculated as the total number of temporary and permanent candidate placements, combined with the number of external participants in our social impact programmes (see page 29 for further details). 2025 and 2024 placements include Page Outsourcing figures.

2. 2020 definition of senior management: Executive Board members and direct reports. 2021 - 2025 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 13.

- 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 & Culture

We are proud of the culture we have built at Page. It is embedded across our organisation through our Purpose, values, behaviours and actions.

We promise our People an inclusive culture that rewards strong performance, and the training, support, tools and technology to help them achieve their full potential. We believe our Culture fosters long-term relationships with our Customers, where we can deliver valuable insights and excellent experiences.

In 2025, we focused on fostering growth through development opportunities and high-performance recognition. The global rollout of a new learning experience platform is keeping us at the forefront of human capital development by allowing personalised, modernised learning journeys.

Inclusion and psychological safety remain foundational to our Culture. It is embedded through global and local campaigns, ensuring recruitment that is free from bias, and providing accessible development pathways and opportunities.

Our People value flexibility and are passionate about delivering positive social impact through our volunteering programmes. We are encouraged that our survey results show high satisfaction with both of these areas.

Our Culture framework, set out overleaf of the Annual Report and Accounts, outlines how we assess, embed and monitor culture. Pages 7-9 provide further details on our key initiatives and activities in 2025.



Tessel Naaijken
Chief People Officer

At Page, our Purpose to change lives starts with our own People. We are committed to organic growth, creating opportunities for our People to build long-term, rewarding careers in recruitment.

Our People are key to our success and we believe that human connection will remain at the heart of our services. By fostering a culture that is inclusive, enables high-performance, and is aligned to what matters most to our employees, we aim to create positive outcomes for both our People and our Customers.”

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 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 Values

HOW WE WANT TO WORK

Our values are central to everything we do.

EARN TRUST GROW CONNECTIONS MAKE A DIFFERENCE

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
- ✔ Inclusive culture
- ✔ 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

Employee voice

As a people-business, understanding and engaging our employees is key to maintaining our Culture and to our success. Our continuous listening strategy utilises a range of feedback mechanisms including our annual 'Have Your Say' (HYS) employee survey, onboarding and exit surveys, internal Shadow Boards and our Speak-Up helpline. We also host global, regional and function-specific town halls to facilitate direct dialogue between our People and leaders.

Results from HYS consistently show that we have an engaged workforce, with performance exceeding external benchmarks in most areas. We are pleased to report that this positive trend continued in 2025; further details are outlined below.

It is important that we reflect on the feedback and use this to inform our future strategy and actions. For example,

the 2024 HYS results highlighted an opportunity to improve how valued our employees feel. In response, we have made recognition a bigger part of our culture by promoting #MomentsThatMatter across our internal communications channels. We also implemented AI nudges, which included prompts for leaders to recognise performance. As a result, over 1,400 managers received nudges for the statement "I feel valued as an employee of Page" and we saw a 10% year-on-year increase in scores for this area.

Individual teams and functions also took local action in 2025. For example, our Finance function launched The Always Listening Team to ensure employee ideas are heard and translated into meaningful change.



In 2025, our survey response rate was 82% and we continued to exceed the external benchmark by 3%. While our employee engagement dipped 1% year-on-year, our overall engagement remains strong and 7 out of 11 categories we assessed were above the external benchmark¹.

Highlights include:

Pride in working at Page is strong at

85%
favourable

Our inclusive leadership scores stand out at

88%
favourable

proof that our efforts to build an inclusive culture are making a difference.

Customer focus is clear, with

90%
favourability

in understanding our customers' needs, which is core to how we deliver value.

1. Benchmark defined as the overall benchmark for companies within the Perceptyx database.

Enhancing our listening strategy

In 2025, we revamped the onboarding and exit surveys to better capture employee insights at two critical moments by simplifying our surveys and aligning them with our employee value proposition. We assigned clear ownership, making them more actionable and engaging.

We are now better equipped to close the feedback loop and leverage insights to drive productivity and retention, in turn helping us to achieve our operating profit goals.

Inclusive culture

Having an inclusive culture where all our employees feel welcome, valued and supported is critical to our success. By fostering this environment, we believe we enhance our ability to attract, retain, develop and promote exceptional individuals from a broad range of backgrounds and experiences.

We invite all our employees to participate in our inclusion campaigns and voluntary events throughout the year. We celebrate different dimensions of inclusion. We raise awareness, educate, challenge the status quo and inspire action. This is done via Global Campaigns for International Women's Day, Pride Month and Inclusion Week, where this

year we centred on Psychological Safety as a theme. There is no 'one size fits all' approach to inclusion. Local initiatives are designed and delivered in line with, and against a backdrop of, complying with local obligations and legal requirements in the markets in which we operate.

We also take steps to ensure that employment, training and development opportunities are accessible to all our employees, free from bias or barriers to entry and grounded in equity. Our recruitment processes follow the same principles and can help our clients tap into broad pools of talent to find the best candidates.

Our commitment to gender equality

We continue to work towards 50:50 gender balance in senior management by 2030. As at 31 December 2025, 45% of our senior leadership population (Associate Director and above) are female. This is a slight reduction vs. 2024 (-1%) due to changes to our organisational structure. However, we have robust succession plans in place that are in line with our ambitions and continue to ensure that all appointments are based on merit and objective criteria. Additionally, our female representation at the senior level as defined by the UK Corporate Governance Code (Executive Board and direct reports) as at 31 December 2025 is 37%.

Board Directors

2025	Male	Female	2024	Male	Female
	62% (5)	38% (3)		50% (4)	50% (4)

Senior Management¹

2025	Male	Female	2024	Male	Female
	55% (566)	45% (457)		54% (565)	46% (477)

Other Employees

2025	Male	Female	2024	Male	Female
	38% (2,324)	62% (3,813)		38% (2,556)	62% (4,087)

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 459 female.

Psychological Safety: Speak, Listen, Act

Our Global Inclusion Week campaign focused this year on psychological safety and how leadership sets the tone across our business. We heard from Executive Board members and Managing Directors across the globe and facilitated discussions to encourage two-way feedback.



Wellbeing and flexibility

At Page, our Customers and our office network will always be at the heart of everything we do. We expect our People to prioritise connection and collaboration with colleagues in the office. We also trust and empower our People to perform at their best, and understand that supporting our employees to balance all elements of their lives is a crucial enabler of this.

Around the world, we have set out policies and practices to empower our People to fulfil personal responsibilities without compromising on performance and valuable time spent in the office, recognising that flexibility looks different for every person. This includes initiatives such as

Wellbeing Days, Employee Assistance Programmes, and Mental Health First Aiders. We accommodate preferences in ways of working through accessible office layouts, different working patterns and a hybrid working culture.

Our Have Your Say survey results indicate that we are getting this right. Flexibility at Work is the most important factor for why our employees choose to stay at Page and has an 80% satisfaction rating. Seventy five percent of our People are in the office three or more days per week, demonstrating the value they place on in-person collaboration.

Growth and reward

Organic growth is a key pillar of our strategy and is underpinned by our commitment to fostering learning, talent development, and rewarding high performance.

In 2025, we strengthened our learning culture through the launch of our experience platform, 'My Learning Hub'. We also reimagined our Learning and Development operating model and introduced new specialist roles, dedicated to partnering, tailored journeys, product creation, and delivery. These changes enable an even greater focus on individual needs, continuously modernising our offerings and expanding facilitation capacity.

Our talent development and leadership programmes help us to build and maintain a pipeline of high-performing future leaders. This year, we strengthened this ambition by launching a global succession planning approach

and defining an executive development programme for successors, ensuring readiness for critical roles. We introduced targeted talent management solutions: a coaching platform to develop the capabilities of high potential incumbents and an Executive Board mentoring programme to create exposure opportunities. We also enhanced our feedback culture. These initiatives reflect our commitment to empowering our people, enabling career mobility, and sustaining leadership excellence across Page.

It remains important to Page and to our People that we reward high performance. Management actions in 2025 allowed Page to safeguard salary uplifts and gave us the ability to recognise performance through bonus.

Global roll out of MyLearningHub

In 2025, we launched MyLearningHub, our global learning experience platform, to transform how employees engage with development. This initiative supports our strategy of organic growth and high performance by fostering a continuous learning culture and offering personalised, on-demand content aligned to individual roles and career goals.

The phased rollout was a success, with adoption reaching 90% by the end of November, which is significantly higher than the external benchmark of 70%.

Rewarding high-performance

483
promotions

41
international transfers

Social Impact

At PageGroup, our Social Impact mission is aligned with our core purpose: to Change Lives. We understand the transformative power of meaningful employment and the difference it can make for individuals, families, and communities. As a global recruitment business, we are positioned to help people access opportunities, build fulfilling careers, and realise their potential.

In 2020, we set a goal to change one million lives by 2030, and we do this in two ways:

- Connecting people to decent work by placing candidates into Permanent and Temporary roles with our clients, helping them build their careers.
- Empowering people to start and progress their careers, particularly those who are at a distance from the workforce through our social impact programmes. Our people volunteer their recruitment and industry expertise to boost the employability skills, confidence, and aspirations for those who need it most.

This year we changed 147,592 lives, taking us to 793,323 lives changed since 2020 and putting us on track to achieve our one million goal by 2030. Our goal to change one million

lives is one of three business priorities for the group and a part of our culture. Since embedding a social impact target into every employee's performance appraisal and linking it to the remuneration plans of our Executive Board and Managing Directors, we have seen remarkable momentum, with the proportion of our people volunteering on our social impact programmes increasing by 59% year-on-year.

We continue to collaborate with a diverse network of charities, non-profits and schools globally to reach the groups in our societies needing extra guidance. We have a particular focus on social mobility and are passionate about working towards a world where every individual can thrive and succeed. We are also proud to have deepened and expanded our global partnership with Generation.



Sheri Hughes
Global Inclusive Culture & Social Impact Director

We have set ourselves a bold ambition: to positively impact one million lives by 2030. For a company that has always placed social impact at the heart of its identity, this commitment provides both clarity and purpose. It unites us across teams, countries and roles, reminding us that every one of our employees has valuable skills and insights that can help people furthest from the workforce access meaningful employment opportunities. ”

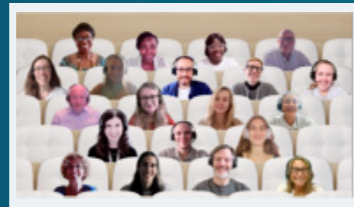
Case studies

Global partnership with Generation

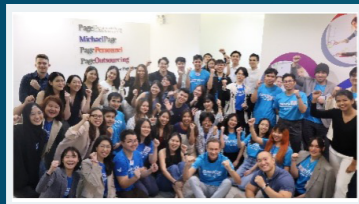
We partner globally with Generation to advance our joint belief in the power of jobs to change lives. Generation is an economic mobility nonprofit that trains and places people into careers that would otherwise be inaccessible.

In 2025, we are thrilled to have expanded our partnership to 15 of Generation's 17 countries, including offering virtual support to their learners in Ghana and Kenya. Around 500 Page volunteers have coached and guided over 2,500 Generation learners worldwide through varied employability interventions, including practice interviews, mentoring and group learning sessions. We're proud that learners rate us 9/10 (global average) for their satisfaction with our volunteer support, the learning content they've received and their likelihood to recommend taking part to a peer.

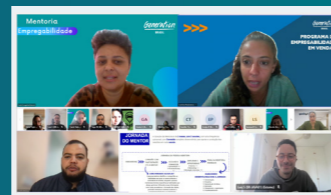
We hosted learners from Generation Thailand who are receiving IT training despite limited access to formal education. Our event provided CV reviews, career guidance, mock interviews and a panel discussion with IT professionals.



More than 100 Page volunteers across the UK, Europe, MEA and APAC delivered virtual mock interviews for Generation Ghana learners training for Data and Digital roles.



In Brazil, we supported over 200 learners through one-to-one mentoring and workshops on self-awareness and CV development.



Preparing young people for meaningful employment

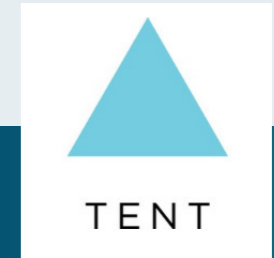
In the UK, we partner with LTSB, a national youth social mobility charity that supports bright young people from disadvantaged backgrounds. Over the course of 2025 we supported 337 young people through employability skills workshops, interview coaching and shadowing days with our leadership.

We were also proud to pioneer LTSB's school programme, where we hosted 200 year 9 pupils over a four-week period in our offices to build confidence and presentation skills.



Employability workshops for children in the Philippines

In partnership with ChildHope, volunteers from our Philippines office delivered two career readiness workshops for over 30 students preparing to leave education and enter the workforce. ChildHope supports children living and working on the streets and we were able to provide practical CV writing sessions, interview preparation and personalised mock interviews, helping the students strengthen their confidence and expand opportunities.

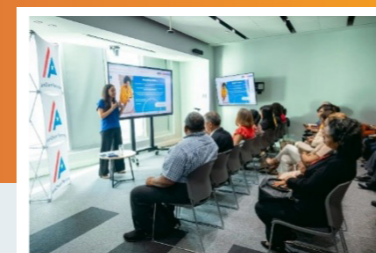


Supporting refugees to build confidence and find new opportunities

In Europe, we partnered with TENT to help refugees access employment. We worked with almost 50 refugees in 2025 across three main initiatives: one-to-one career mentoring over six months in Poland and the Netherlands, a career workshop in the Netherlands to build CVs and provide interview training and discussing opportunities in the Munich job market.

Supporting educators In Panama

Our team delivered a dedicated training session for 43 school principals in San Miguelito, a district heavily affected by poverty and violence. The session aimed to equip school leaders with the tools to create positive, supportive environments for students and staff, ultimately strengthening teaching quality and fostering student growth.



Resume and mock interviews with Coalition for the Homeless

We partnered with the United Way of New York City to deliver an online workshop for beneficiaries of Coalition for the Homeless. Our volunteers worked 1-to-10 with 11 women on the "First Step Job Training Programme", which gives homeless and low-income people the training, social support, education and work experience they need to build a better life and ideally return to the workforce. Our volunteers gave bespoke resume review advice and ran practice interviews for the group, helping to build their confidence as they explore job opportunities.

Environment

We have committed to achieving net-zero emissions across our full value chain by 2050 and have set near-term and long-term targets, validated by the science-based targets initiative (SBTi).

2025 performance

Overall GHG emissions continued to reduce in 2025, and across almost all individual emissions categories (see table overleaf). This progress was driven by our ongoing initiatives to reduce energy consumption, source renewable energy, increase our electric company car offering and monitor business travel. These actions were supported by improved data quality, alongside reductions in headcount and cost efficiencies.

We are pleased with the progress we have made against SBTs. However, some reductions were influenced by market conditions and so, as business activity increases, we expect emissions to stabilise and potentially increase. We are therefore not yet concluding our Scope 3 target.

Near-term science-based target	2025 Progress
60% reduction in absolute Scope 1 & 2 GHG emissions (market-based) by 2030 from a 2022 baseline	1,623 tCO ₂ e, -46% vs 2022
25% reduction in absolute Scope 3 emissions from purchased goods and services and business travel by 2030 from a 2022 baseline	35,818 tCO ₂ e, -30% vs 2022

GHG emissions reporting methodology

The table opposite has been prepared to meet the requirements for the Streamlined Energy and Carbon Reporting requirements and data covers the period 1 October 2024 - 30 September 2025. GHG emissions have been calculated in line with the GHG Protocol Corporate Reporting Standard using Ecometrica, an external sustainability software platform. ERM CVS have provided Independent Limited Assurance for GHG emissions. Our basis of reporting can be found on pages 26-28 and ERM CVS' assurance report can be found on page.com/sustainability.

Absolute Scope 1, 2 and 3 GHG emissions

Emissions Source (tCO ₂ e)	2024			2025			% 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	33	795	828*	30	666	696*	-16%
Natural gas	12	77	89	12	71	83	-7%
Company-owned vehicles ¹	21	718	739	18	595	613	-14%
Scope 2 Indirect GHG Emissions (Market-Based)	50	1,077	1,127*	43	884	927*	-18%
Purchased electricity (market based) ²	42	1,071	1,113	27	870	897	-19%
Company-owned electric vehicles ¹	8	6	14	16	14	30	+114%
Total Scope 3 GHG Emissions (consisting of the below categories)	7,294	44,798	52,092*	5,777	37,942	43,719*	-16%
Category 1: Purchased goods & services ^{3,4}	5,480	35,080	40,560*	4,254	29,348	33,602*	-17%
Category 3: T&D losses and upstream emissions	83	906	989*	65	766	831*	-16%
Category 5: Waste generated in operations ⁵	21	99	120*	10	112	122*	+2%
Category 6: Business travel ⁶	709	1,920	2,629*	517	1,699	2,216*	-16%
Category 7: Homeworking ⁷ & commuting	1,001	6,793	7,794*	931	6,017	6,948*	-11%
Total tonnes of CO₂e	7,377	46,670	54,047	5,850	39,492	45,343	-16%

GHG emissions intensity

Number of employees ⁹	1,006	6,437	7,442	874	6,029	6,903	-7%
Tonnes of CO₂e per employee	7.3	7.3	7.3	6.7	6.6	6.6	-10%

Energy consumption

Scope 1 energy consumption (MWh) ^{10,11}	150	3,080	3,230	139	2,395	2,534	-22%
Scope 2 energy consumption (MWh) ¹²	1,150	7,202	8,352	827	5,732	6,559	-21%
Scope 3 energy consumption (MWh) ¹³	1,783	14,821	16,604	1,613	12,893	14,506	-13%
Total energy consumption (MWh)	3,083	25,103	28,186	2,579	21,020	23,599	-16%

1. Company car travel for personal use is excluded from emissions. Based on an analysis of client visits in company cars recorded in our Customer Connect system, we estimate personal use to be 85% in Europe and 75% in LATAM.
2. Gaps in electricity data have been estimated based on historical consumption data or floor space where historical consumption was unavailable.
3. Purchased goods and services emissions are calculated using global aggregated figures for procurement spend. In 2025, we expanded the use of publicly available actual GHG emissions data (location based). We researched the top 80% of suppliers by spend and, where available, used reported GHG emissions and apportioned to Page in line with spend with supplier. For all other suppliers, EPA factors are used to estimate emissions based on spend. In 2026, emissions decreased due to reduced procurement spend and the updates to methodology described above. Figures for the UK have been estimated by apportioning global emissions to the UK, based on UK FTE as a percentage of global FTE.
4. 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 apply Ecometrica's homeworking model to the total FTE number of contractors by location.
5. Emissions associated with landfilled waste are estimated based on waste measurement pilots in certain offices, where actual data is unavailable.
6. PageGroup reported global emissions associated with air travel, rail, taxi, bus, accommodation, car rentals and expensed fuel for business travel.
7. Homeworker emissions have been calculated based on Ecometrica's homeworking model using FTE data.
9. 2024 FTE is the total headcount for PageGroup as per September 2024. 2025 FTE is the total headcount for PageGroup as per September 2025.
10. Energy 1 MWh = 1,000 kWh.
11. Energy consumption from Scope 1 is energy from fuel for company vehicles and natural gas use in offices.
12. Energy consumption from Scope 2 is electricity use in offices and electricity for company electric vehicles.
13. Energy consumption from Scope 3 is energy from fuel associated with business travel (cars and taxis) and 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 and PageGroup's Reporting Criteria on www.page.com/sustainability



Madeleine Karn
Global Sustainability
Director

We recognise the environmental challenges facing the world today. Organisations, including Page, can help solve these challenges and at the same time, capitalise on the opportunities that a transition to a more sustainable future present. We are also committed to reducing our own impact on the environment. We have a target to be net zero across our full value chain by 2050 and these have been validated by the science-based targets initiative.”

Carbon reduction plan

Renewable, efficient and green offices: We are minimising our Scope 2 energy consumption (-21% in 2025) by appropriately sizing our offices for hybrid working and leasing offices with high standards of energy efficiency. We are also shifting to renewable energy wherever possible, with 70% of electricity consumption in our offices from renewable sources in 2025. We are focused now on transitioning our APAC offices and have conducted a review of all our buildings, the landlords and managing agents to create an engagement plan focused on shared net-zero commitments.

Electric vehicles: We are progressing towards a fully electric company car offering. Where the local landscape allows, we only offer electric and hybrid cars under our leasing scheme and will be phasing out petrol and diesel cars globally.

Reducing business travel: Our air travel monitoring system is proving to successfully manage air travel and ensure employees are only travelling where there is a clear business need.

Transitioning to a low-carbon supply chain: Purchased goods and services is the largest source of emissions for PageGroup, in particular Technology and Facilities. For these categories we have developed an engagement strategy to better understand service-specific emissions and to collaborate jointly on initiatives to reduce emissions.

Alternative commutes: Our commuting survey shows many of our employees already commute by walking, cycling or public transport, and we will continue to encourage and support our employees to travel via lower-carbon methods.

Reducing environmental impact and donating to good causes across the UK

This year, our UK Facilities Management and Inclusive Culture & Social Impact teams collaborated to deliver our successful kit donation programme, in partnership with Collecteco. Collecteco support UK companies like us to generate social impact, net-zero and circular economy benefits by donating office furniture, equipment and fit-out materials to charities, schools, community groups, NHS trusts and other not for profit good causes across the UK. We ran kit donation programmes across multiple sites including our Leeds, Bristol and Brighton offices.

Projects like this help us make progress towards our environmental and net-zero goals, by reducing consumption and providing carbon savings as a result of minimising the waste generated in our operations. Our local communities also benefit from free high-grade furnishings and equipment, for use in their local spaces and to support their activities.

Our generated impacts:

- 24 tonnes of high-quality resources diverted from landfill and into the community.
- £124,301 donated to the community in kit value.
- 24 local good causes supported including NHS trusts, charities and schools.



Young Bristol shares the benefits of PageGroup and Collecteco kit donation programme

We've been able to update the furniture in four of our youth clubs helping to create spaces that feel modern, welcoming, and inclusive. Having youth clubs that are well-equipped and cared for shows young people they are valued, and it directly supports Young Bristol's mission to help them grow into confident, resilient, and responsible individuals... This kind of capital investment, which would otherwise be out of reach for our limited budget, strengthens our ability to keep doors open, deliver high quality programmes, and empower more young people to thrive. ”

Andy, Head of Operations & HR at Young Bristol

Carbon offsets

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 emissions.¹

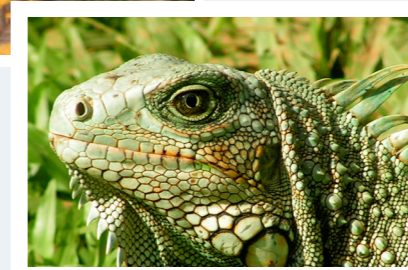
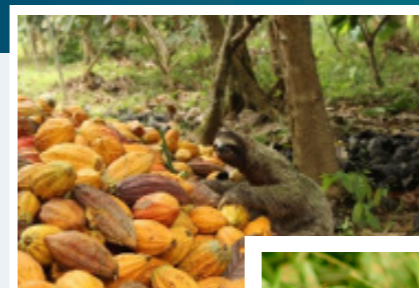
This year we have partnered with CEEZER who support a range of certified, audited projects worldwide that absorb greenhouse gases. All projects are independently verified to ensure that emission reductions are occurring. Globally, our employees voted on the carbon offsetting projects they wanted to support. The selection of these projects connects our people to their vision of combating climate change. The projects we supported in 2025 are detailed below:

Forestry in Panama

This forestry project is a cornerstone of sustainable development in Panama, providing stable employment for over 150 local people, each working around 40 hours per week and receiving annual training in sustainable forestry and agroforestry practices. By creating long-term jobs and building skills, the project helps reduce poverty and strengthen rural livelihoods, while supporting gender equality through its organic cocoa production, which offers additional income opportunities, especially for women.

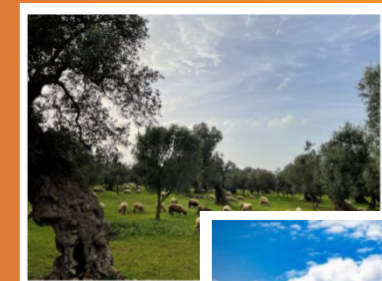
Beyond its social impact, the project protects 16 animal and four plant species, including the endangered Pygmy three-toed sloth found only in Panama. By restoring native forests and preserving habitats, it enhances biodiversity and ecosystem resilience.

In 2025, the CO2OL Tropical Mix Project marks 30 years of continuous operation. This is a major milestone for one of the first Gold Standard-certified forestry projects worldwide, setting the benchmark for quality, transparency, and long-term sustainability in the carbon market.



Sustainable agriculture in Italy

Italian agriculture faces mounting challenges from soil degradation, biodiversity loss, and the impacts of climate change. Traditional monocultures and high input use have depleted soil organic carbon and reduced resilience. AgroEcology Italy addresses this by pioneering Italy's first carbon farming initiative validated and verified under an internationally recognized, ICROA-aligned standard. The project provides farmers with climate finance to transition from extractive practices to regenerative systems that restore soil health and Mediterranean ecosystems.



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

Our sustainability business

We know that people and skills are essential to a transition to a more sustainable economy. Organisations are considering their workforce strategies and operating models to deliver their sustainability objectives. They are also having to think creatively about upskilling and reskilling as there is a green skills gap. We believe we have an important role to help our clients find top sustainability talent.

In 2020, we set a target to establish a meaningful sustainability business by 2026, in recognition of our client's need for a workforce to deliver their sustainability objectives.

Since then, we have placed thousands of candidates into a range of technical, professional and leadership roles around the world. These roles include renewable energy engineers, Environmental Health and Safety leads, non-financial reporting managers, and Chief Sustainability Officers, among many others.

In 2025, we have seen our sustainability business remain resilient despite challenging macro-economic conditions. Revenues reduced by 4% this year. However, the business is now more than five times larger than at the start of the decade, when we set the target. Sustainability recruitment is delivered through our core operations, with our Brands, disciplines and markets having service offerings to meet the specific demands of their customers.

As a result, we are pleased to conclude that we have achieved our target to establish a meaningful sustainability business by 2026.



As public discourse around sustainability evolves, its influence remains strong. In many markets, regulation and stakeholder expectations continue to create a clear case for action.

Companies are moving beyond words, and those that succeed demonstrate tangible value from their sustainability strategies. As a result, we are finding Boards are increasingly seeking leaders who combine commercial acumen with sustainability expertise. At the same time, many organisations are embedding sustainability thinking across their entire C-suite, ensuring that finance, operations and HR leaders all understand and champion sustainability outcomes.

This shift in leadership requirements is clearly visible in hiring trends. Sustainability-related roles are among the fastest growing executive search mandates across Europe and Asia-Pacific.

We are proud of the role we play in providing top sustainability talent to our clients. ”

Nina Buttle, Page Executive UK

Responsible business

For Page, acting as a responsible business means ensuring that we deliver the fundamentals: applying principles of good governance, upholding a culture of ethics and compliance, respecting human rights and ensuring responsible sourcing. Further information, including that related to data protection, ethics, corruption and tax, can be found on pages 27, 66-72, 92 and 104 of PageGroup's Annual Report and Accounts.

Respect for human rights

Supporting fundamental human rights goes hand in hand with our Purpose to change lives. For our employees, we provide safe working conditions and a safe, inclusive environment. In our supply chain, we seek to ensure that we are partnering with businesses that share our respect for human rights, and for our candidates, we seek to respect their Human Rights by ensuring a positive and fair recruitment process.

Our human rights policy sets out our commitment, including our efforts to respect and uphold internationally recognised standards. We are a signatory to the United Nations Global Compact and support its principles, including those regarding human rights and labour rights.

In 2025, we refreshed our human rights risk assessment and conducted a deep dive into modern slavery risk. This review covered our supply chain, operations, and customer checks. While no concerns were identified, we have committed to a programme of continuous improvement in relation to customer checks and recruitment practices in 2026 to maintain the highest standards.

Responsible sourcing

The relationship we have with our suppliers is crucial to achieving high performance across the business and

to delivering our sustainability objectives. We view the suppliers we partner with as an extension of our own teams and therefore it is imperative our suppliers are committed to meeting our standards.

Our supplier code of conduct outlines, among other things, our expectations of our suppliers' sustainability performance. We ask our suppliers to demonstrate their overall sustainability performance and use EcoVadis as our preferred platform for assessment. We also expect suppliers to conduct appropriate due diligence and supply chain management to ensure their own supply chain and partners share our values. We also ask our suppliers to help us achieve our net-zero commitment by sharing accurate environmental data, as well as partnering on shared initiatives to collectively reduce emissions.

In 2025, we were pleased to advance our sustainable supply chain programme by increasing data visibility: 53% of strategic suppliers, and 39% of all suppliers, have shared EcoVadis scores¹. We also researched actual GHG emissions for the top 80% of our largest suppliers. Based on this information, we identified a shortlist of suppliers for targeted engagement and have begun to embed sustainability into Quarterly Business Reviews. We also use EcoVadis to assess our own sustainability performance and were pleased to achieve a score of 70/100 for our supply chain management in 2025.

¹.Strategic suppliers are top 40 based on spend. Percentage of coverage calculated based on spend rather than number of suppliers.

Our support for the UN Develop Goals

We support the UN's 2030 Agenda for Sustainable Development. Through our core business and sustainability strategy, we are proud to 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 SDG13:Climate Action.



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.

Accreditations



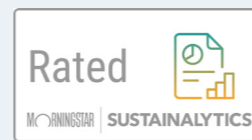
In 2025, PageGroup received a rating of B for its CDP response



As of December 2025, PageGroup achieved ISS quality scores for E (1), S (2) and G (3).



As of 2025, PageGroup received an MSCI ESG Rating of A



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Awards and recognition



ESG Data Tables

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

Environment

Environment	Units	2023	2024	2025	YoY % Change
GHG emissions (market-based)					
Total emissions	tCO₂e	64,518	54,047	45,342	-16%
Scope 1 Direct GHG Emissions	tCO ₂ e	1,034	828	696	-16%
Scope 2 Indirect GHG Emissions (Market-Based)	tCO ₂ e	1,500	1,127	927	-18%
Total Scope 3 GHG Emissions	tCO ₂ e	61,984	52,092	43,719	-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	32,347	28,186	23,599	-16%
Total Scope 1 energy consumption	MWh	4,261	3,230	2,534	-22%
Total Scope 2 energy consumption (total electricity)	MWh	9,226	8,352	6,559	-21%
Scope 2 energy consumption (electricity – green tariff)	MWh	5,850	5,837	4,452	-24%
Total Scope 3 energy consumption	MWh	18,860	16,604	14,506	-13%
Electricity from renewable sources ¹	Percentage	63%	70%	70%	0%
Business travel					
Business travel emissions	tCO₂e	2,849	2,630	2,216	-16%
Total distance travelled (air)	Km	12,623,170	8,572,036	8,142,363	-5%
Total distance travelled (other) ²	Km	8,901,121	8,390,523	7,113,909	-15%
Fleet fuel consumption	Litres	381,210	313,081	301,190	-4%
Circular flows					
Water supply	m ³	77,550	68,564	43,326	-37%
Water discharge	m ³	77,952	68,424	43,326	-37%
Waste³					
Total waste	Tonnes	303	316	367	+16%
Recycled and reused	Tonnes	126	133	164	+23%
Incinerated	Tonnes	Immaterial	Immaterial	Immaterial	-
Landfill	Tonnes	177	183	203	+11%
Hazardous	Tonnes	Immaterial	Immaterial	Immaterial	-
Proportion reused or recycled	Percentage	42%	42%	45%	+3 percentage points

- This is calculated as the green tariff electricity as a proportion of the total electricity from offices, this excludes electricity associated with electric cars and district heating.
- 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).
- Waste is calculated from property management reports where available, and based on waste pilots for other offices. Waste pilots were conducted in several offices in 2025, 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.

Social (People and Society)

People	Units	2023	2024	2025	YoY % Change
Employee characteristics					
Leadership – Women ¹	Percentage	45%	46%	45%	-1 percentage point
All employees - Women	Percentage	59%	60%	60%	0%
Society					
PageGroup corporate donations	£	259,266	237,677	138,652	-42%
Employee volunteering hours	Hours	7,394	3,991	7,153	+79%
Proportion of employees that have volunteered ²	Percentage	59%	33%	40%	+7 percentage points
Community beneficiaries ³	Total lives positively changed	135,871	136,815	147,592	+8%

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. 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.
3. 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.

Governance

Governance	Units	2023	2024	2025	YoY % Change
Information protection					
ISO 27001: major non-conformances	Number	0	0	0	0
ISO 27001: minor non-conformances raised	Number	0	1 ¹	0	-1
Sites covered by ISO 27001	Percentage	100%	100%	100%	0%
Responsible supply chain²					
Key suppliers reviewed annually (through EcoVadis) ³	Percentage	45%	30%	53%	+23 percentage points
Key suppliers with whom ESG action plans have been put in place	Percentage	45%	30%	53%	+23 percentage points
Key suppliers PageGroup have engaged on sustainable procurement	Percentage	45%	30%	50%	+20 percentage points
Key suppliers whom PageGroup has evaluated their Environmental policy	Percentage	43%	30%	53%	+23 percentage points
Key suppliers whom PageGroup has evaluated their Human Rights policy	Percentage	43%	30%	53%	+23 percentage points
Key suppliers with certified environmental management system (ISO 14001 or equivalent)	Percentage	33%	23%	35%	+12 percentage points

Governance	Units	2023	2024	2025	YoY % Change
Key suppliers with certified energy management system (ISO 50001 or equivalent)	Percentage	8%	13%	13%	0%
Key suppliers reporting to CDP	Percentage	35%	28%	38%	+10 percentage points
Key suppliers participating in SBTi	Percentage	33%	25%	48%	+23 percentage points
Key suppliers measuring Scope 1, 2 or 3	Percentage	40%	25%	45%	+20 percentage points
Key suppliers with sustainable procurement policies	Percentage	43%	28%	50%	+22 percentage points
Whistleblowing⁴					
Number of confirmed incidents related to child labour, forced labour and human trafficking	Number	0	0	0	0
Number of confirmed incidents related to corruption	Number	0	0	0	0
Internal audit					
Internal audit review of business ethics ⁵	% of sites covered annually	58%	57%	57%	0%






1. The minor non-conformance in 2024 was resolved and closed during the year.
2. In 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 monitored via this process.
3. 'Key suppliers' refers to the top 40 suppliers by spend. In 2025, we focused on outreach to increase the coverage of top suppliers who share their profiles through EcoVadis.
4. 'Confirmed incidents' refers to those which have been filed formally through SpeakUp and resulted in fines, penalties and/or compensation levied on PageGroup.
5. Business ethics topics are reviewed by our Internal Audit function. Larger operating countries (by revenue) are audited every year, and smaller 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.



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.6 Our sustainability business, p.17 Changing lives with our recruitment skills, case studies across p.11-12
 <p>PageGroup's recruitment activity creates the opportunity for an earned income which is a sustainable way to reduce hunger.</p>	Principle 6	203-2: Significant indirect economic impacts	Supporting Our Communities through our local volunteering programmes, p.11-12
 <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.5-9
 <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.11-12, including: <ul style="list-style-type: none"> Supporting educators in Panama, p.12 Employability workshops for children in the Philippines, p.12
 <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.5-9

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

SDG and PageGroup impact	Relevant UNGC Principle	Relevant GRI Standard	Relevant page in report
 <p>PageGroup is focused on powering its offices via renewable energy and reducing its energy consumption.</p>	Principle 8	302-3: Energy Intensity 302-4: Reduction of energy consumption	Greening our offices through transition to renewable energy, p.15 Energy consumption, p.14
 <p>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.</p>	Principles 1, 2, 4 and 6	413-1: Operations with local community engagement, impact assessments, and development programmes	PageGroup Purpose, p.6 Our sustainability business, p.17 Changing lives with our recruitment skills, case studies across p.11-12
 <p>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.</p>	Principle 8	413-1: Operations with local community engagement, impact assessments, and development programmes	Our sustainability business, p.17
 <p>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.</p>	Principles 1, 2 and 6	413-1: Operations with local community engagement, impact assessments, and development programmes	Our sustainability business, p.17 Changing lives with our recruitment skills, case studies across p.11-12, including: <ul style="list-style-type: none"> Supporting refugees to build confidence and find new opportunities, p.12
 <p>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.</p>	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.18
 <p>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.</p>	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.13-17, including: <ul style="list-style-type: none"> Carbon reduction strategy, p.15 2025 GHG emissions performance, p.13-14 Our sustainability business, p.17

SDG and PageGroup impact	Relevant UNGC Principle	Relevant GRI Standard	Relevant page in report
 <p>As part of our climate strategy, we offset our emissions supporting carbon removal projects. These projects include initiatives that link communities and biodiversity.</p>	Principles 7 and 8	304-3: Habitats protected or restored	Carbon Offsetting, p.16, including support for: <ul style="list-style-type: none"> • Forestry in Panama • Sustainable agriculture in Italy
 <p>PageGroup can contribute to promoting peaceful societies through being a responsible, transparent business with strong governance and accountability at all levels.</p>	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, Respect for Human Rights and Taxation, can be found within the Annual Report & Accounts.
 <p>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.</p>	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.11-12 Responsible Sourcing, p.18 Awards, Partnerships and Recognitions, p.19

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 2025 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.

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 2025 Annual Report and Accounts and 2025 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 2025 assessment year for our environmental reporting runs from 1st October 2024 - 30th September 2025. For the reporting of our social impact data, the assessment year runs from 1st January 2025 - 31st December 2025.

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).

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

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 350 suppliers, accounting for c. 80% of spend, we combine actual supplier data with spend where information is publicly available. This is an increase compared to previous years where we research our top 50 suppliers. We also screen this list to remove emissions that are accounted for elsewhere (e.g. business travel and rent). For spend with landlords where rent, utilities and property services are included in one fee and cannot be separated, we assume 70% of cost is rent. 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.	Where available, we use waste reports provided by landlords or property management companies. In addition, waste pilots are conducted in several offices where actual waste by disposal method is measured and recorded over a period of two 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 offices 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.

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 34 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.

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. In 2025 we also included French, German and Spanish translations. 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, globally ¹ .	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