

# SUSTAINABILITY REPORT 2020



PageGroup

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## OUR PURPOSE

At PageGroup, our purpose is to change people’s lives through creating opportunity to reach potential. This is what we do globally, all day, every day. It is central to our strategy and long-term success. We change people’s lives through the pursuit of the opportunity of employment, providing economic prosperity for our candidates. The benefits of employment and opportunity is felt beyond the candidates we place. The opportunity to prosper benefits their family, friends and their community, changing the lives of millions of people, globally.

PAGEGROUP  
**CHANGES LIVES**  
*for*  
**PEOPLE**  
*through creating*  
**OPPORTUNITY**  
*to reach*  
**POTENTIAL**

## OUR SUSTAINABILITY VISION

TO POSITIVELY CHANGE  
**OVER 1 MILLION LIVES IN  
THE TEN YEARS TO 2030**

ESTABLISH A MEANINGFUL  
**GLOBAL SUSTAINABILITY  
BUSINESS BY 2026**

TO TARGET AN INCREASE IN **GENDER  
DIVERSITY WITHIN OUR SENIOR  
MANAGEMENT TO 50/50 BY 2030**

TO BECOME CARBON NET ZERO WITH  
THE AMBITION OF **BECOMING CARBON  
POSITIVE BY 2026**

## GLOBAL HIGHLIGHTS

**CARBON EMISSIONS**  
**5,287 TONNES**  
**DOWN 18% ON 2019**

**GLOBAL PLACEMENTS**  
**+68k**

**139 OFFICES IN 37 COUNTRIES**    **HEADCOUNT 6,694**

**OPERATIONAL UK FEMALE RATIO**  
**52% vs 48%** AT MANAGER LEVEL  
FEMALE MALE **UP 8% (2013-2020)**

**42% vs 58%** AT DIRECTOR LEVEL  
FEMALE MALE **UP 13% (2013-2020)**



## A MESSAGE FROM STEVE

### CEO Welcome

I have had the privilege of working for PageGroup for over 30 years. During this time, we have evolved into the multinational recruitment company we are today. We could not have done that without recognising challenges and opportunities along the way. Today, we drive sustainable growth. Growth where employees, candidates and clients remain front and centre, but importantly go hand-in-hand with the environment, social impact and a solid governance framework. I am delighted to say, for the first time, in 2020 we have offset our carbon emissions, reducing our impact on the environment. Going forward we aim to become carbon net-zero within five years, globally. We will achieve this by continuing to transition from traditional electricity to renewable sources, reducing waste and, Covid aside, reducing business travel. This is no longer a nice to have, it is a crucial step for any organisation.

We continue to create social impact through our investment in social sustainability aiming for a more inclusive and equitable society. We know this is where we can have a material impact on society and continue as a market leader in this space. This is in our DNA and core to our cultural framework. During my time at Page, I have touched the lives of thousands of people – employees, candidates and clients. I have led some incredible campaigns, from giving back my skills as a recruiter via events such as career workshops for school leavers, to participating in fun-runs to support local charities and, over the past 10 years, championing internal programmes such as the Women@Page network. Whilst these are my personal examples, I know my colleagues globally each have their own incredible stories. As we continually reach for new heights as best-in-class in social sustainability, it reaffirms our reputation as an employer of choice.

It is no secret that in 2019 I was involved in a life changing skiing accident. I also believe I may be in a unique position, as a CEO of a FTSE 250 company, which many people in a wheelchair often do not get to become. I can see issues such as disability inequality through the lens I used prior to my accident, but can also practically do something about these issues as the leader of a recruitment company. I'm passionate about enacting truly meaningful change. As such, in 2020 we started a global initiative, Hidden Talent. The initiative is designed to reduce barriers preventing persons with disability from entering and staying within the workplace. The Page Hidden Talent campaign is just one example of our work that creates social impact. As a leading recruiter, we continue to drive progress on gender equality, as well as wider aspects of diversity and inclusivity. We aspire to provide decent work and economic growth and reduce inequalities within the communities in which we operate. This is Page!

**Steve Ingham,**  
Chief Executive Officer, PageGroup plc



“

We have a duty to future generations to question our individual impact on the environment & society.

One of my many contributions was the purchase of an electric car. ”

**Steve Ingham, Chief Executive Officer  
PageGroup plc**



## OUR NEW FOCUS FOR SUSTAINABILITY

The PageGroup purpose is to change lives for people through creating opportunity to reach potential. These are not just words, this is the DNA that binds us together. It also binds us to our candidates, clients and the communities in which we operate. It is what makes us Page.

Despite COVID-19's dominance, 2020 has given us the opportunity to reflect on our approach to sustainability. The review allowed us to broaden the meaning of sustainability and look more rigorously into each element of ESG (Environment, Social and Governance). We reflected on our hard work and achievements to date, as well as looked towards improving our delivery in the future.

Our review confirmed our belief that sustainability is integrated into our everyday. We have set a new sustainability strategy, to ensure our hard work delivers success, today and into the future. Our revised sustainability framework helps us structure our initiatives and will allow us to measure our success in a purposeful way. The oversight will come from a newly formed governance structure, to reinforce our ability to create value and to safeguard our social contract with the public to operate.

For me, 2020 ended on a sustainability high with the submission of our application to the United Nations Global Compact. The UN Global Compact provides a framework for developing a more sustainable and responsible business. In the New Year, with our application accepted, we are excited to be joining the largest corporate sustainability initiative in the world. Whilst this is an important step, it is the first in a series as we honour our commitment to the ten important principles of the Global Compact and the United Nation's Sustainable Development Goals (SDGs).

As we move through 2021 we will deliver the Sustainability@Page initiative, globally. Doing this makes me proud to be part of Page.



**Joanna Bonnett,**  
Group Treasurer,  
PageGroup plc



**For me sustainability starts at home. The energy used to power my family home is renewable.**

**Joanna Bonnett, Group Treasurer, PageGroup plc**



**WE SUPPORT**



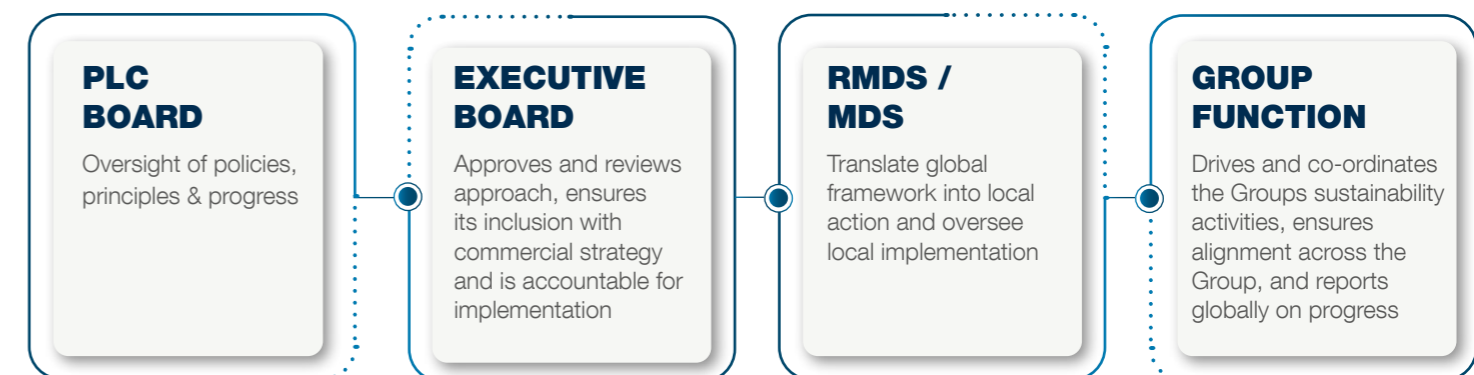
**SUSTAINABLE  
DEVELOPMENT  
GOALS**



## EMBEDDING SUSTAINABILITY THROUGHOUT THE ORGANISATION

In 2020, PageGroup established a Sustainability Committee responsible for the Sustainability@Page programme. The Committee is chaired by Kelvin Stagg, CFO and Executive Director. Other members are Olly Watson (Chief Operating Officer), Gary James (Chief People Officer), Eamon Collins (Chief Customer Officer), Patrick Hollard (Regional Managing Director LATAM) and Joanna Bonnett (Group Treasurer) as Head of Sustainability. The Committee meets quarterly to discuss sustainability at Page. The Committee sets and monitors progress against sustainability targets, as well as defining Page's strategy and contribution to the environment and social impact.

### SUSTAINABILITY GOVERNANCE



### SUSTAINABILITY FRAMEWORK



**Sustainability creates success,  
motivates our employees and  
ultimately delivers long-term growth.**

# CONTRIBUTING TO THE UN SUSTAINABLE DEVELOPMENT AGENDA 2030

In 2015, the United Nations led participating states and countries to adopt a set of 17 global goals known as the Sustainable Development Goals (SDGs). These are designed to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

The call for action is not limited to governments. The transformational change to create a better world relies on companies such as Page to integrate sustainability within our day-to-day business. Whilst we contribute to, and have touch points with many of the SDGs, we seek to focus on those where we can have the biggest impact through our business activities as a recruitment company.

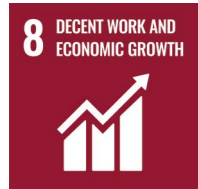
## Our primary goals:



### GENDER EQUALITY

Achieve gender equality and empower all women and girls.

**FOCUS:** Target 5.5



### DECENT WORK AND ECONOMIC GROWTH

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

**FOCUS:** Targets 8.5, 8.6 and 8.8



### REDUCED INEQUALITIES

Reduce inequality within and among countries.

**FOCUS:** Targets 10.2, 10.3, 10.4 and 10.7



### CLIMATE ACTION

Reducing climate change.

**FOCUS:** Target 13.2 and 13.3

[<< CLICK HERE FOR MORE INFORMATION >>](#)



## SUSTAINABLE DEVELOPMENT GOALS





# SUSTAINABILITY@PAGE – KEY TARGETS

## TAKING SUSTAINABILITY SERIOUSLY

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

### Our five-year strategy is to:

#### ENVIRONMENT

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

#### SOCIAL

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






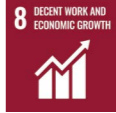


#### GOVERNANCE

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

In addition to delivering against clear and transparent targets, in 2021 we will:

- Submit our first CDP response
- Increase the transparency of our environmental impact by reporting industry appropriate scope 3 carbon emissions data
- Analyse our business against climate-related scenarios and prepare for Task Force on Climate-related Financial Disclosures (TCFD) reporting and science-based targets
- Continue to listen to our employees, candidate and clients to progress topics such as diversity and inclusion, further developing key metrics and delivering interventions

We have provided a breakdown of our current environmental footprint and associated carbon emissions in the 2020 ARA.

TARGET	MEASURE	2020 PROGRESS	SDG	STRATEGIC FRAMEWORK GOALS
TO POSITIVELY CHANGE <b>OVER 1 MILLION LIVES IN THE TEN YEARS TO 2030</b>	<p>The number of people we place into decent work</p> <p>The number of people that access our social impact programmes</p>	<p>+68,000 people accessed decent work through PageGroup placements</p> <p>+54,000 people accessed our social impact programmes</p>	  	<p>Look for organic, high margin and diversified growth</p> <p>Position the business to be efficiently scalable and highly flexible to react to market conditions</p> <p>Nurture and develop our people, driving our organic growth model</p>
TO TARGET AN INCREASE IN <b>GENDER DIVERSITY WITHIN OUR SENIOR MANAGEMENT TO 50/50 BY 2030</b>	<p>The number of women within leadership roles within our business, globally</p>	<p>35% female vs 65% male ratio for senior managers</p>	 	<p>Nurture and develop our people, driving our organic growth model</p>
ESTABLISH A MEANINGFUL <b>GLOBAL SUSTAINABILITY BUSINESS BY 2026</b>	<p>Percentage of net fees generated from sustainability roles</p> <p>The number of candidates we place in sustainability roles</p>	<p>+25% y-o-y growth in our sustainability net fees</p>	 	<p>Look for organic, high margin and diversified growth</p> <p>Position the business to be efficiently scalable and highly flexible to react to market conditions</p>
TO BECOME CARBON NET ZERO WITH THE AMBITION OF <b>BECOMING CARBON POSITIVE BY 2026</b>	<p>Greenhouse gas data reported through our annual disclosure within our annual report</p>	<p>-18% on reported CO2 emissions. This reduction is a result of the global pandemic affecting our office-based electricity consumption</p> <p>100% of reported CO2 emissions offset</p>		<p>Position the business to be efficiently scalable and highly flexible to react to market conditions</p>



## OUR PLEDGE

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



2020 CARBON EMISSIONS **OFFSET IN 2021**

2020 CARBON EMISSIONS 5,287 TONNES, **DOWN 18% COMPARED TO 2019**

**INCREASED GHG REPORTING** FROM 2021, INCLUDING BUSINESS TRAVEL

**CONTINUED REDUCTION IN ENVIRONMENTAL IMPACT**

**CARBON NET ZERO TARGET 2026**



## OVERVIEW

**PageGroup recognises the risk climate change poses to society.**

Severe weather events are causing disruption to eco-systems, communities and economies all over the world, with the impact projected to increase in the decades to come. Due to the office based nature of our operations, we have a relatively small carbon footprint. However, as a global listed company, we recognise our responsibility to reduce our greenhouse gas emissions and take urgent action against climate change. We want to play our role in ensuring people today, as well as future generations, may enjoy the benefits of living in a healthy environment.

### Success since 2018:

Our UK business embraced sustainability and transformed its purpose and ability to print. To date this has lead to a staggering 81% reduction in paper usage (2018-2020).

**Nick Kirk,**  
Executive Board Member /  
UK & US Regional Managing Director

**EcoPage** was established in each of our LATAM businesses in 2018. In Brazil, this initiative has reduced our consumption of paper by 77% and removed plastic cups from water coolers.

**Patrick Hollard,**  
Executive Board Member /  
LATAM Regional Managing Director

## OUR COMMITMENT TO TACKLE CLIMATE CHANGE



### Carbon Offsetting

At PageGroup, we are reducing our carbon footprint by increasing our efficiency, making and purchasing renewable energy, and making smart choices in how we travel. To compensate for emissions we can't yet avoid, we have decided to help others reduce their emissions through carbon offset projects. Our work with Natural Capital Partners supports a range of certified, audited projects around the world that absorb or avoid greenhouse gases being emitted.

Globally, our employees voted on which carbon offsetting projects they wanted to support, selecting projects that contribute to SDGs 6 and 13. The selection of these projects connects our people to their vision to combat climate change. By supporting projects that relate to water, we help communities in the Sub-Saharan Africa access clean drinking water, support agriculture and local business, as well as local wildlife. By supporting projects that relate to renewable energy, we are helping communities in India and Mexico access clean energy, changing lives for the entire community.



**SOLAR WATER HEATING, INDIA**



**IMPROVED WATER INFRASTRUCTURE, AFRICA**



**OAXACA WIND, MEXICO**





# OUR COMMITMENT TO TACKLE CLIMATE CHANGE



## Environmental Reporting

PageGroup calculates carbon emissions in line with the GHG Protocol Corporate Reporting Standard, and calculated using the UK Government's 2020 conversion factors for fuels, gases and UK electricity, and the International Energy Agency (IEA) conversion factors for non UK electricity generation. Presently we report our scope one and two emissions. From 2021, we will increase our transparency by including scope three emissions appropriate to our industry. For example, we will report on historic and current business travel. We will further strengthen our transparency by engaging with CDP and analyse our business against climate-related scenarios and prepare for Task Force on Climate-related Financial Disclosures (TCFD) reporting.

**REDUCE BUSINESS TRAVEL**  
(FLIGHTS, TRAINS, CARS)

CONTINUE TO TRANSITION  
TO A **GREEN FLEET OF CARS**

**INCREASE**  
RECYCLING

CONTINUE TO TRANSITION  
OFFICE ENERGY TO  
**RENEWABLE SOURCES**

**DECREASE** PRINTERS  
AND PAPER  
CONSUMPTION

**REMOVE SINGLE USE**  
**PLASTICS** FROM  
OFFICES AND MARKETING  
CAMPAIGNS



2020 scope 1 and 2  
carbon emissions  
**down 18%** compared  
to 2019

2020 emissions per  
employee **down 4%**  
compared to 2019

### Signed in 2020:

Six UK offices transitioned to renewable energy and active conversations are occurring with the rest of our UK landlords.

**Dan Munford,**  
Finance Director, UK

### In 2020:

Our Swedish business continued using renewable energy.

**Sofia Zanden,**  
Finance Manager, Sweden

### In 2020:

Our entire German business continued using renewable energy.

**Annegret Muller,**  
Finance Director, Germany

### In 2020:

Two of our Spanish offices continued using renewable energy and we are in discussions with our remaining landlords.

**Pablo Sanchez,**  
Finance Director, Spain

Total energy derived emissions (tonnes CO <sub>2</sub> e) properties and vehicles						2020 Energy (kWh)
Source of emissions	2016	2017	2018	2019	2020	Group
Direct GHG emissions (relating to the combustion of fuel and the operation of any facility)	1,816	1,808	1,994	2,033	<b>2,023</b>	<b>25,832,435</b>
Indirect GHG emissions (through the purchase of electricity, heat, steam or cooling)	4,608	4,876	5,376	4,393	<b>3,264</b>	<b>9,259,423</b>
<b>Total emissions</b>	<b>6,424</b>	<b>6,684</b>	<b>7,370</b>	<b>6,426</b>	<b>5,287</b>	<b>35,091,858</b>

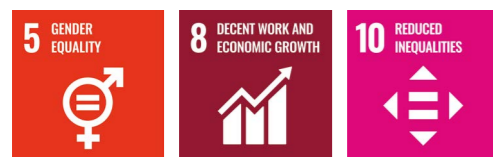
Energy derived emissions – CO <sub>2</sub> e tonnes per 1,000 employees				
2016	2017	2018	2019	2020
1,061	990	934	821	<b>787</b>





## OUR **CONTINUED PLEDGE** IS:

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



**Championing** excellence in social sustainability, as a best-in-class recruiter, a best-in-class corporate citizen and a best-in-class employer

Female vs male ratio for senior managers 35% (2020), with the **ambition** of 50% by 2030

Recognised in **The Times Top 50 for Women 2020**



To date we have invested heavily in and performed particularly strongly in social sustainability. PageGroup is a people business. Our purpose is to change people's lives by creating opportunity to reach potential, and that is as relevant today as it was 7 years ago when it was adopted. We do this by being a best-in-class recruiter, by being a best-in-class corporate citizen and by being a best-in-class employer. We strive for social inclusion, as we know this will have a significant impact on individuals as well as society. We are actively engaged in our local communities and local charities and we provide our employees a great place to work.



I am delighted that our German business is able to be part of Joblinge. Joblinge is a collaboration of the private, public and volunteer sectors to better prepare disadvantaged young people in Germany for the job market. PageGroup Germany has supported Joblinge since 2014 by hosting regular Joblinge coaching sessions which include CV writing workshops and mock interviews. Our coaching sessions have changed the lives of over 1,000 young adults, by giving them the best opportunity in seeking meaningful employment with potential employers.

This year, we changed face-to-face sessions to virtual. This allowed us to carry on, despite the effects of Covid, coaching a further 70 people.

**Goran Baric, Regional Managing Director, Germany**



## INTEGRATING SUSTAINABILITY WITHIN OUR BUSINESS

**Excellence in sustainability for our French business**

**A virtual chat with Isabelle Bastide, Executive Board member and Regional Managing Director France, Spain and Portugal.**



### **QUESTION: What does sustainability mean to you?**

Sustainability is more than a commitment, I consider it to be your responsibility when you are in a position of leadership. As a recruiter and being a market leader, we have a decisive role to play. To me, our duty to society is to go far beyond the legal requirements, we must ensure there is equal access to employment. This means we must discuss the difficult topics, such as diversity, and ensure recruitment practices are free from direct and indirect bias. As a company, we strive for improvement and excellence in ethical recruitment, and in doing so, shift the lines on subjects such as diversity and employee well-being. As an Executive Board member, I feel a strong obligation to my staff, my candidates and my customers and I strive to meet their expectations and provide a better world for future generations.

### **QUESTION: How have you integrated sustainability into your business in France?**

Sustainability is at the core of everything we do. It is at the heart of our vision and is across all three pillars of our employees, our candidates and our clients. This is not a recent phenomenon, it has been part of our journey since 2006. We have strongly advocated the promotion of diversity and inclusion in recruitment. We fight against discrimination in society and, specifically, within recruitment processes. We do this by ensuring our staff have the very best training, generate awareness through diversity and inclusion campaigns, and have a strong internal ethics charter.

Our conviction to drive equal employment, free of discrimination, led us to create an association "A Compétence Égale" with other recruitment professionals in 2006. The association promotes equal opportunities and diversity in employment. The entire team in France acts as industry thought-leaders, creating partnerships and contributing to working groups alongside the government, public institutions and other companies. For example, PageGroup France is a board member of Association Française des Managers de la Diversité (AFMD) and the company is represented by our Diversity Manager, Vincent Poiriel.

### **QUESTION: How does your work on social sustainability help your clients and candidates?**

By leading the market in D&I, we are at the forefront of this topic. As such, we publish guides and studies on how to recruit without discrimination and participate as industry experts at conferences and host workshops. On a much more individual basis, we partner with our clients as an advisor to address their concerns on topics such as D&I. We work with them to overcome historic challenges and breakdown barriers. We provide our clients with HR and D&I training and review their internal policies to enhance their employer brand. This adds value to them and ensures their employees remain happy today and in the future.

For candidates, we go beyond coaching and advice on CVs and interviews, we give back to society. Each employee in France is encouraged to use two days per year for this reason. I usually find our employees going above and beyond, donating their skills in their own time. We partner with charities to help job seekers from disadvantaged backgrounds find meaningful employment. We do this through a range of events, such as specialised workshops on CV writing skills, mock interviews and career coaching. For our own staff we recently set up an alliance, with several other companies, called l'Alliance pour le mécénat de compétences. The alliance which gives employees access to online training, allowing them to enhance their skills.





**QUESTION:** After so many years being at the forefront of the sustainability topic, what benefits are you now seeing?

We are known to be market leaders on social sustainability and our work is highly visible. As such, our clients, candidates and employees know that our commitment, as a company, is genuine and sincere. I am proud of the partnerships we have established with clients. To help a client progress on their journey and meet their own sustainability goals is highly rewarding.

## CASE STUDIES



I have worked for Michael Page in France for 13 years, initially as a recruitment consultant. Since 2019, I took on the role of CSR Partner. The purpose of my role is to help clients fulfill their diversity and sustainability challenges. I listen to and understand our client's individual needs and then advise them on a remediation strategy. I also work with their recruitment officers to ensure those challenges are met. Over the past few years, I have spent a lot of time training client's HR teams on how to spot and overcome bias, reduce inequalities and stigma. Training our client's HR teams makes a real difference, not only for future candidates we may place there, but also for their current employees. To know my work makes a tangible difference in changing people's lives makes me proud, as well as spurring me on to improve further.

**Aurelien Beaucamp, CSR Partner, Michael Page France.**



I joined Michael Page France in 2008 as the Diversity Manager. My role allows me to contribute to society in many ways. My guiding ethos is to guarantee to our clients and candidates that when we recruit, we do so with the greatest respect for equal opportunities and treatment. To ensure this happens each and every time, I have put in place many initiatives, such as training for 100% of our recruiters, awareness campaigns, audits, personal advice, systematic reviews of our database and so on...

Another important aspect of my role is to help those most in need by organising coaching / mentoring sessions of under-represented or disadvantaged candidates. Such events are designed to give them the best opportunity to secure and maintain meaningful employment. These events also help our own employees through informal reverse mentoring, as they obtain a greater appreciation of stigma and differences in society.

I am proud to represent Michael Page as a board member for AFMD, as well as at numerous conferences and associations. Such events allow me to showcase our hard work and the best-in-class initiatives we have put in place. Roles such as mine are vital to ensuring inequalities in society, such as access to employment, are reduced.

**Vincent Poiriel, Diversity Manager, Michael Page France.**

Our employees, and those who wish to join us, attach increasing importance to working for a company with a moral compass. Our work allows team members to give meaning to their professional life and in doing so can bring their whole self to work. This creates a strong sense of pride working for Page, which is reaffirmed in our local staff surveys.

I truly believe that our commitment to sustainability is a catalyst for change and one that drives me both at a personal and professional level.

**Isabelle Bastide,**  
Executive Board Member /  
Regional Managing Director,  
France, Spain and Portugal

“  
Each employee in France is encouraged to  
use two days per year to give back to society  
”



220kg business clothes donation to la cravate solidaire. **September 2020**

Our social sustainability initiatives also have a positive impact on the circular economy and reduce waste through the act of donating business clothes to charity.

Several of our offices were able to support people needing help to enter, or re-enter, the workplace by providing clothing and accessories, including over 200 kg of donations to La Cravate Solidaire in France.



PageGroup donated €9k on behalf of 312 employees supporting the solidaire du téléthon 2020. **December 2020**



We partnered with the association a Compétence Égale to provide coaching sessions to the beneficiaries of the Association of Force Femmes. The coaching sessions were designed to help 60 women over 45 years of age who had been out of the work force for less than two years, return to meaningful employment.

15 PageGroup consultants held one-on-one coaching through mock interviews. **May 2020**





# INTEGRATING OUR SOCIAL PURPOSE AS A BEST-IN-CLASS RECRUITER

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

Giving back to others through recruitment activities has always been a key part of our culture. This year has, of course, been different in so many ways and has presented barriers to our social impact endeavours. However, where opportunities have been available, we have pushed forward with our goal of giving back to society and the communities in which we work. This means we transitioned the majority of our coaching and mock interviews to virtual sessions.

### Ability@Page WA Australia

Training employment consultants at a local charity – Ability Centre. Through direct training and role play we helped them become more confident in placing job seekers.  
**September 2020**



## AUSTRALIA



Volunteers from our offices in Australia helped run a virtual work experience programme for underprivileged high school students via the Smith Family Work Inspirations charity.  
**November 2020**

## COLOMBIA

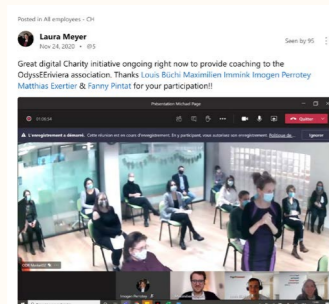
### WEBINAR



Labour inclusion for adolescents in a state of vulnerability.  
**August 2020**

## LAUSANNE

We worked along-side OdysseEveira an association that works with the government to assist unemployed people. We provided virtual workshops and mock interviews.  
**November 2020**



## BELGIUM

### BRUSSELS

We have collaborated with Diversicom for three years now. Our internal Ability committee participated in a two-day virtual job fair, organized by Diversicom and its trusted partners.  
**December 2020**

## SWITZERLAND

### GENEVA découvrir

We've partnered with découvrir since 2018 to help qualified migrant women find employment in Switzerland. Our consultants facilitated workshops and mock interviews, providing women with an opportunity to practice and obtain valuable feedback for a successful job search and recruitment processes.  
**October 2020**



# INTEGRATING OUR SOCIAL PURPOSE AS BEST-IN-CLASS CORPORATE CITIZEN

## Giving back within our local communities to those in need

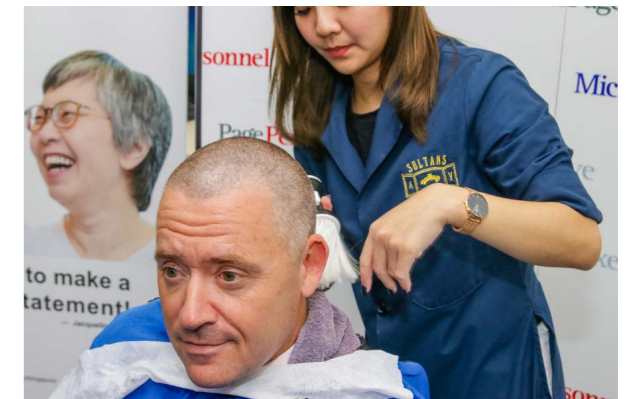
We have also pushed forward with our goal of giving back to society and the communities in which we operate. This means we sponsor a variety of charities globally, from fun runs, to make a wish foundations, to donating blood, toys and food.



### Setting the tone from the top:

Since 2009 we have partnered with <https://www.stbaldricks.org/> in Asia and more recently <https://www.hairforhope.org.sg/>. I am delighted to say that each year I am joined by numerous APAC colleagues in the annual head shave, including other members of the APAC leadership team. We have now raised over US\$300K to support those affected by childhood cancer. I am so proud of Page's involvement and contribution. It is hard to imagine a better cause.

**Anthony Thompson, Executive Board Member / APAC Regional Managing Director**



## ARGENTINA

Children's Cancer Foundation



## UK



September



Virtual pub quiz

## AUSTRALIA

Charity run



## GERMANY

Donations to SOS children's villages towards combating COVID-19 in Africa & Asia



## SINGAPORE



Save the Children plankdemic fundraiser

## BELUX

Charity cycle tour fundraiser for little heroes



Along with several of my APAC colleagues I participated in Movember. Together we raised over \$25,000 for the Movember Foundation in support of men's health awareness and early detection. An incredible achievement in the backdrop of Covid-19.

**Mohit Bharti, Regional Director, Michael Page India**



**£10 is donated** to GOSH for every permanent placement (invoice) paid on time (£14k paid in 2020). **UK**

**SEK15 is donated** to SOS Children Villages for each piece of feedback received from clients and candidates (SEK15k paid in 2020). **Sweden**





# INTEGRATING OUR SOCIAL PURPOSE AS A BEST-IN-CLASS EMPLOYER

Our employees are our most important asset. Everyday they work incredibly hard to place the best candidates with our clients. It is our employees who make Page and our culture reflects each of their personalities. To this end we know we must take good care of our employees and we do so through a range of global, regional and local initiatives.

## Gender diversity

Board Directors & Officers			Senior Management			Other Employees		
2020	5 (56%)	4 (44%)	2020	446 (65%)	240 (35%)	2020	2,770 (43%)	3,604 (57%)
2019	5 (56%)	4 (44%)	2019	462 (65%)	248 (35%)	2019	3,621 (45%)	4,473 (55%)

As a company PageGroup grows organically and promotes largely from within. This ensures our culture remains strong and provides us with strength and resilience in tough times, such as Covid-19. However, promoting from within also means it takes longer to effect lasting change at the top of the organisation, as can be seen in our gender diversity ratio. With this in mind, in 2012 we established Women@Page to ensure we were doing everything we could to hire, retain and promote female talent. To date the programme has delivered outstanding results.

### In focus Women@Page UK

**84%** maternity leave returnees, up **12%** (2015-2020)

**52%** Female vs **48%** Male at Operational Manager level, up **8%** (2013-2020)

Gender diversity is a very important focus for us. So much so, since 2018 all of our Managing Directors globally have had gender diversity improvement as part of their bonus targets. Our ratio of females in senior management is currently 35%. For the purposes of this report, senior management is defined as our Leader population of Associate Director positions and above, globally. We recognise we still have a long way to go to meet our target of 50% by 2030. We know our Women@Page initiatives increase opportunity and deliver success, and that success will result in our female colleagues continuing to flourish in our organisation.

**MD gender diversity targets linked to bonuses since 2018**

## Campaigns driving our culture

Dedicated programmes shown below unite and empower employees, giving them a voice so we can listen and act on feedback

Ability@Page

Age@Page

Parents@Page

Pride@Page

Unity@Page

Women@Page

### PageLearning

With employees working remotely for much of 2020, our digital learning platform PageLearning played a crucial role in the ongoing development of our employees, leading to increased engagement with the platform.

**We listen to our employees** – COVID (WFH) survey demonstrates our employees are happy.

**Our Working Environment Survey told us:**

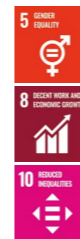
**90%** of our people feel our communication tools are effective in providing the information they need

**85%** feel part of a team despite not being physically together

**84%** feel proud to work at PageGroup

**70%** see their health and wellbeing as a top priority for the Company

For more information on our cultural framework and our UK gender pay gap visit [www.page.com](http://www.page.com)



# BEST-IN-CLASS EMPLOYER AWARDS

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





## GOVERNANCE

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

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

**Key pillars supporting the work of the Main Board is the oversight conducted by its Committees**

### AUDIT COMMITTEE

The guardian of the integrity of the company's financial statements and external reporting performance. It also has the responsibility of ensuring that the necessary internal controls and risk management systems are in place and effective.

### REMUNERATION COMMITTEE

Responsible for the review, recommendation and implementation of the Group's remuneration strategy, its framework and cost, and ensures reward aligns with Group strategy.

### NOMINATION COMMITTEE

Ensures that the company has the senior leadership it requires and a diverse talent pipeline on which to draw.

## HOW DO WE MONITOR THE EFFECTIVENESS OF GOVERNANCE AT PAGEGROUP?

Our success in relation to governance matters and identification of areas for improvement are assessed through a mix of qualitative and quantitative measures. Board members know the importance of understanding the customer and employee voice and have a variety of channels in place to ensure both are heard in the boardroom. Reviewing feedback from employees and customers is a great way to know how the business is truly performing and how efficiently and effectively it is being run.

There is also a host of other internal metrics utilised and acted upon as necessary.



#### Board and Committee evaluation

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



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



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

#### Review of key functions and advisers:

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



#### We conduct a twice-yearly culture review:

reporting on our culture and engagement framework and activities across the business



**Gender pay reporting:** is monitored and reported upon as we are fully committed to equality in the workplace. Our commitment has led us to go a step beyond most companies, we have initiated an equal pay review globally. The results of this review will be delivered in 2021.

Above is a summary of governance as it operates across PageGroup. Comprehensive details about each of the areas above can be found in our Annual Report & Accounts 2020 available on the company's website [www.page.com](http://www.page.com)



**Kaye Maguire,**  
General Counsel & Company Secretary





## Tax

Our business is not overly complex and we therefore avoid complexity in our tax affairs. We ensure that transactions reflect reality and the results of those transactions are aligned with where value is created within the Group. Our tax agenda is driven by the business, not the other way around.

## Audit

The audit function centres around people, process and procedures. Our audit programmes cover our business approaches to areas such as bribery and corruption, ethical trading with suppliers, clients and candidates. Importantly, we review our processes to ensure they are customer centric, capturing feedback from our clients and candidates. In doing so we seek objective feedback and that issues, highlighted, are acted upon.

## Cyber Security

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

Crucially, we insist that our vendors provide assurance of good security behaviours, and we track compliance to our policies and standards, reacting swiftly to any potential compliance failure.

The Security Team is accountable to our Board for improving security maturity and evidencing competency and use the most up to date government recommendations. We continue to assess and invest in the latest defences in order to keep pace with a complex threat landscape and defend our systems and data.

## GDPR

PageGroup understands that personal data is more than a valuable business asset and that principled and responsible personal data handling practices are our corporate responsibility. As such, we aim to promote responsible data handling practices that not only comply with data protection laws, but also ensure that as uses of personal data evolve, our ethical data practices do too. In a nutshell, this means principles-based data handling with data subjects front and centre. That in mind, we have implemented a global privacy programme which is aligned to the UK GDPR and which we are continuously adapting to a constantly changing environment.

## ACCREDITATIONS

### WE SUPPORT



FTSE4Good

MSCI  
ESG RATINGS



CCC B BB BBB A AA AAA

GOVERNANCE  
QUALITYSCORE  
HIGHEST RANKED BY ISS ESG



### SWITZERLAND



### FRANCE



PageGroup

is proud to be a participant of the  
UN Global Compact Network UK



Global Compact  
Network UK

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



“  
In 2020, we achieved  
certification to ISO27001  
”

## Sustainability at PageGroup

For more information visit  
[www.page.com/sustainability](http://www.page.com/sustainability)

Email  
[sustainability@page.com](mailto:sustainability@page.com)

PageExecutive

MichaelPage

PagePersonnel

PageOutsourcing

Part of  
PageGroup