

PageGroup

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Our **CULTURE**



# Welcome to a taste of our PageGroup Culture



**Steve Ingham**  
CEO PageGroup

**PageGroup Changes Lives.** That's our Purpose and it's at the heart of our business – welcome to the PageGroup culture.

With over 7,000 people in nearly 40 countries across the world, we aim to be the leading specialist recruiter in our chosen markets, specialising in a broad range of professions and industries.

As a business, that's **what we do** but at PageGroup we focus just as much on **how we do it**.

Our culture puts people and teamwork first, and we are hugely proud of our reputation as an inclusive employer as well as a professional and ethical recruiter.

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

For over 40 years we've focused on building a sustainable, ethical business. Caring about society and the environment and giving back to the communities where we live and work has always been part of our PageGroup DNA.

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


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





# At a glance

Launched **Shadow Boards** to hear different viewpoints from a diverse group of people across PageGroup



**Unity@Page Reverse Mentoring Programme** within our Unity@Page network



Over **+330** partnerships within our **Female Global Mentoring Programme**



**Engagement** scored **82%** in our all-employee Have Your Say Survey



**91%** of our people are aware of **our Purpose** and how to bring it to life

**PAGEGROUP CHANGES LIVES**

**79%** of our employees believe **our Values** represent the culture of PageGroup

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


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



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



**91%** of our people feel we have implemented effective systems for **keeping connected** with our customers while working remotely



**84%** of our employees believe we are doing what is necessary to **support our customers** during COVID-19




**89%** of our people **feel proud** to work for PageGroup



Our CEO Steve Ingham is championing **workplace disability equality**



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



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



Awarded **Top Employers Europe 2021** for 8 countries

Awarded **Best Places to Work** in Greater China 2020


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



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

**the clear company**

**Global maternity return rate** of **88%**



**LGBTQ+ Inclusion Award 2020 - GOLD Employer** in Australia





**Global Wellbeing Toolkit** to support our employees wherever they're working



**50%** of managers and **41%** of Directors globally **are female**



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



Recognised for disability equality with **Clear Assured GOLD**




and as a **Disability Confident Leader**




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



and **#10000 Black Interns Programme**



**Global Workplace Flexibility** programme gives our people more choice, agility and balance



**Parents@Page** programme including parenting seminars, maternity workshops, free emergency childcare



**Giving Back to Others** programmes have included 220kg of clothing donations, beach clean-ups, charity cycle tours and Movember



**Mental Health Champion Networks** providing support, mental health resources, workshops and seminars




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



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



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



**THE TIMES TOP 50 EMPLOYERS FOR WOMEN 2020**

A **Times Top 50 Employer** for Women 2020



Financial Times **Top 100 Leader in Diversity**



**COVID-19 resource centre** to help support our people during the global pandemic



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

Age@Page Ability@Page  
Parents@Page Pride@Page  
Unity@Page Women@Page

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





# Our Purpose



## PAGEGROUP CHANGES LIVES

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



**Steve Ingham**  
CEO PageGroup



We formally introduced our PageGroup Purpose at the end of 2017 and it resonates so strongly with our people that since then it’s become part of the every day language at Page. In our latest all employee ‘Have Your Say’ survey, 91% of our people were aware of our Purpose and 86% of them were clear how their job role relates to it.

We will keep investing in our people and our customers as we pursue our purpose to change lives for people through creating opportunity to reach potential.



# Our Values

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

WE MAKE A **DIFFERENCE**

WE ARE **PASSIONATE**

WE VALUE **DETERMINATION**

WE WORK AS A **TEAM**

WE **ENJOY** WHAT WE DO



A lot has changed since we started business in 1976, but our values have always underpinned the way we work. They’re embedded in our career progression and talent development processes and demonstrated through the way we reward and recognise great performance. That has a direct, positive impact on our customer service and in our latest ‘Have Your Say’ survey, nearly 80% of our people agreed that our values match the culture of PageGroup.



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



# Our People

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



**Sarah Kirk**  
Global DE&I  
Director

“ We’re proud of our commitment to diversity, equity and inclusion and our relentless focus on supporting and promoting a culture and working environment where all our employees feel valued and heard, and feel that they belong. ”

## CAREER PROGRESSION & TALENT DEVELOPMENT

**Career Progression & Talent Development** are an integral part of our approach, with a clear and transparent career journey sitting alongside the development and support needed to help our people reach their potential.

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

Our annual talent review process underpins the development of our people, supporting their career goals and strengthening our leadership succession planning. Our Global Director Academy is a development and recognition programme for high potential employees and future leaders with an integrated coaching programme which helps embed our culture of inclusion. It supports participants to become more inclusive leaders through greater self-awareness.



**Andrea Lambrou**  
Global Senior Talent Director

“ Our people are crucial to the success of our business and we continuously invest in their ongoing development, supporting them through clear and transparent career journeys. Our market leading programmes offer a blended learning approach to enhance their experience and help fully embed their learning. Our aim is to provide the right development, at the right time to support our people in reaching their potential. ”



**Stephen Tan**  
Regional Talent Development Director, APAC

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

## OUR CULTURE OF INCLUSION

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

We are hugely proud of our reputation as an inclusive employer as well as a professional and ethical recruiter.

Caring about society and the environment and giving back to the communities where we live and work has always been part of our PageGroup DNA.

As a recruiter we are in a position of influence. We are actively committed to diversity, equity and inclusion and we are privileged to also be able to support and promote diversity, inclusion and awareness of ethical processes and behaviours for our customers and society as a whole.

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

## OUR COMMITMENT

When it comes to developing and retaining talent, we are committed to promoting equal opportunities and inclusion in the workplace. PageGroup has created three solid pillars that mark the foundation of our diversity, equity and inclusion strategy:

### Setting An Example (How we want to be)

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

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

### Pushing Boundaries (Helping our customers)

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

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

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

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

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

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

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

# Our People

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

## Women@Page

### GLOBAL MENTORING PROGRAMME



**Alf Harris**  
Senior Director  
Michael Page Interim  
Germany

“ I’m delighted to be part of our mentoring programme, which is a key component of our diversity & inclusion strategy. The time invested in the programme has been really helpful in understanding how we can unlock the potential of sections of our community. It’s exceptionally rewarding to see how conversations develop over time with my mentees, and how both sides benefit and improve our business. ”



**Emma Wu**  
Associate Partner,  
Greater China

“ It is fantastic to have someone who can guide you with different perspectives about work and life beyond the daily operational focus. It definitely helps me a lot to develop and evolve further in the right direction. I think everyone should have a mentor! ”



## Unity@Page

### REVERSE MENTORING PROGRAMME



**Marcus Johnson**  
Senior Operating Director, UK

“ The Reverse Mentoring programme is excellent. Such a powerful tool to shape mindsets and behaviours of our senior leadership team. In my case, my mentee is a member of the Executive Board. It’s great to be able to discuss real action around how to escalate having better racial diversity in leadership roles. ”



**Sandra Hill**  
Managing Director, UK

“ I find the Reverse Mentoring programme really powerful. We have a real, open and honest conversation and I’ve been able to ask questions that I’ve never felt I can before. My mentor is brilliant, he sets me homework and is really action orientated. We’ve already started to make changes across our region to break down barriers and improve attraction and retention of ethnically diverse employees. ”



**Kelvin Stagg**  
CFO PageGroup

“ Marcus has helped me see the world through a different set of eyes, the scenery is the same, but the people behave differently when they interact with me. It’s been both alarming and fascinating to learn about black culture, first-hand, in a safe space. I’m very grateful to him. ”



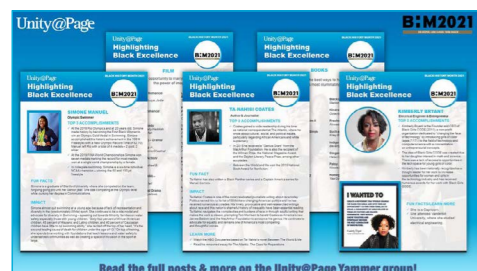


# Our People

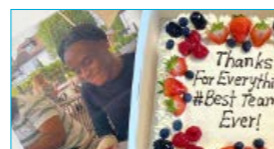
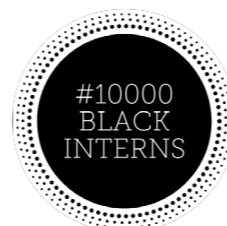


## Unity@Page

### BLACK HISTORY MONTH



“The debt and litigation team in Slough gave me memories and experiences I will never forget and ones I wouldn't trade for the world. The team is close knit (like a family) and very welcoming and made me feel right at home during my short tenure in the team. I recommend any future interns to Michael Page – they are great company that has a great environment for people to learn and thrive in.”



**Bernard**  
Intern summer 2021



**Samir Adrissi**  
Associate Director, Chicago

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



**Ravi Shergill**  
Group Support Services  
HR Director

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

## SHADOW BOARD

“In 2020 we made the decision to launch a Shadow Board to ensure different voices were represented when it came to influencing the strategic direction of the business. The purpose is to discuss solutions and make recommendations on topics that are key to the future success of our UK business. We were overwhelmed with people volunteering to join the board allowing us to select a membership that gave us broad representation across race, age, gender, LGBTQ+, social background and disability.”



**Nick Kirk**  
RMD UK & North America, Executive Board Director

Following on from the UK initiative we launched other country and regional Shadow Boards and also a Global Shadow Board to the Executive Board.



**Alain Multani**  
Manager, Sao Paulo

“My experience as a Shadow Board member has been a real eye opener. I've thoroughly enjoyed the experience and learnt so much about the business, our people and what we can achieve together. It's far exceeded the expectations I had of it at the start.”



## Pride@Page

### GLOBAL CAMPAIGN



**Aurelien Beaucamp**  
Partner, CSR and Sustainable Development Consulting, France

“In France, we created a community around LGBTQ+ concerns. We bring together LGBTQ+ colleagues and allies to promote diversity, equity and inclusion. It's very important to be able to express who we are in a positive environment. We aim at proposing projects and messages to respect gender equality and inclusion whoever you are, whatever your sexual orientation is.”

### PRIDE EVENT

Living a culture where everyone can be themselves is part of PageGroup. That's why I'm motivated, engaged and proud of the environment we've created, allowing this company not only to change our employees' lives, but also candidates' and clients' lives with the same spirit.”



**Juan Ignacio Silva**  
HR Director,  
Mexico and Panama



# Our People

## Parents@Page



**Jo McCrae**  
Business Director, UK

### FREE EMERGENCY CHILDCARE – UK

“ I cannot praise this service too much. I first used it when my son was 18 months old. He was sick so could not go to nursery and I had booked a client meeting on the Isle of Wight. At 8am I called the service and within an hour they had someone confirmed. I did feel a little apprehensive that there was going to be a stranger in my house with my baby but when the nanny arrived, she was great. She engaged with the baby immediately. I showed her the essentials and off I went, calling my husband for reassurance. When I got home my husband was smiling, saying she was amazing and she even did the washing up from breakfast, can we get her again! I have raved about this under-utilised benefit to all my colleagues with children as it has been a life saver for my family. ”

### PARENTS@PAGE PROGRAMME – NORTH AMERICA

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



**Lindsey Ferruzzi**  
Associate Director, NA

### PARENTS@PAGE PROGRAMME – APAC



**Yang Chen**  
GTS Manager, Singapore

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



**Sonia Danani**  
Head of HR SEA & India

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



**Nilay Khandelwai**  
Managing Director, Singapore

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





# Our People



Steve Ingham, our CEO, has started an initiative to increase our external focus on diversity, equity and inclusion – as recruiters, we're in a privileged position where we can offer support and promote diversity, inclusion and ethical practices and behaviours for our customers. In particular, Steve is personally speaking with external agencies, other companies and the media, about the work environment for people with disabilities. As a wheelchair user himself, Steve is driving conversations to level the playing field for all candidates, unblock the pipeline of disabled talent, and help employers nurture diverse organisations.

## Ability@Page



**Ife Sonoiki**  
QA Analyst Business  
Technology, PageGroup

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

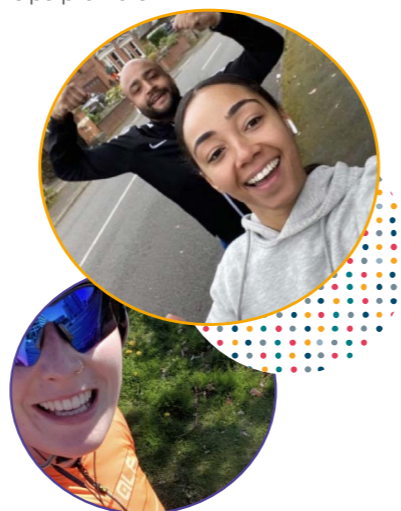


## REWARDS & WELLBEING

**Rewards & Wellbeing** – at PageGroup, recognition isn't just financial. Our flexible approach to working life, supported by innovative technology, facilitates work-life balance and fosters self development and career growth. Flexible benefits can be tailored by each individual to suit their lifestyle, and our celebration of success through rewards and incentives helps promote a culture of teamwork and achievement.

Across all regions, support for our people includes comprehensive Employee Assistance Programmes, mental health champions, support networks and global awareness campaigns. Nothing is more important than the health and wellbeing of our people. That focus was a particular strength for us with the emergence of the global COVID-19 crisis. Globally aligned crisis communication plans were swiftly put in place, including our 'Staying Connected' campaign reinforcing practical messaging and top tips for remote working; mental wellbeing; physical activity and social interaction. Our very visible and approachable leadership team make use of all our communication channels to stay in touch.

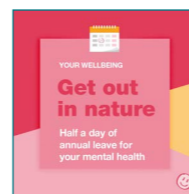
Crucially – we listen. Through our continuous listening strategy we ask our employees relevant questions at the relevant time to capture their feelings and feedback at the moments that really matter. Those insights from our people help us understand why they're joining us, staying with us and even leaving us. Meaningful feedback that drives genuine change and improvement.



## Mental Health Champion



**Zoe Glennen**  
Operating Director, UK



“Nearly 1 in 6 workers in the UK are affected by mental health problems each year, yet there is still a stigma around mental health. In 2016, we launched our Mental Health Champions programme and I was really keen to get involved after suffering from depression myself that year. The journey we've been on in the last 5 years has been incredible and so many people have shared their stories, which has helped to normalise mental health.

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

## Mental Health First Aider



**Jasmine Timpano**  
HR Manager, Australia

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





# Our People

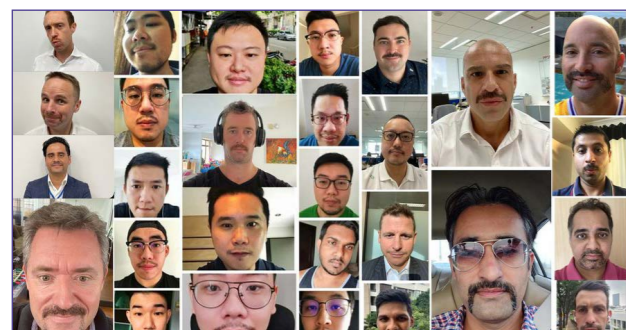


## GIVING BACK TO OTHERS

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

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

## November



**Jessy Wong**  
Senior Partner, Singapore

“ Thanks to our Mo Bros for showing us your commitment and determination to raising awareness for men's health and the different kinds of MOs out there. There are certainly some that are GQ cover-worthy, some scarily dashing (or dashingly scary). ”



**Nic Chambers**  
Regional Director, Malaysia

“ We've got the wispy, the one with the gap, the thick one, the scruffy one, the patchy one, the "still trying" and the furry! But it's not the size of the 'MO' that matters. It's all about getting involved and having some fun while raising awareness about a really important cause. Great work Mo bro's keep it up! ”

## Breast Cancer campaign



**Julia Brunetti**  
HR Manager, Brazil

“ The fight against breast cancer is important for us, not only to raise awareness about the disease and encourage prevention, but also to help women to take care of self-esteem. In 2020 we had a campaign called "Saúde Não Tem Cor" (Health has no color), to tell our people that health as a whole should be in the centre of our self-care, for all individuals, all the time, avoiding all kinds of stereotypes. ”

## Charity run for Little Heroes



**Julie Mackelbert**  
Senior Manager, Belux

“ Charity is about two things: raising funds to defend a cause and give back to others. We organised a bike tour around Brussels with colleagues to raise funds for the Little Heroes. The Little Heroes was created out of the need to raise funds for a family that had twins who suffered from cerebral palsy. Our employees chose this one from a selection of 3 because it's a small charity and therefore we could have a direct impact. The bike tour was done in collaboration with our WellBeing Committee so we could combine the fundraising with a healthy outdoor activity. ”



**Mark Urwin**  
Creative Services Director, UK



“ In March as restrictions in the UK became stricter and gyms moved to online classes I was struggling to keep motivated and not subject my neighbours to me attempting burpees in a 1st floor flat, along came the back-up challenge. I signed up immediately along with taking advantage of our Vitality footwear discount through Runners Need, joining over 300 colleagues to cover over 43 thousand kilometres in a month. I managed to get my 5k time down to a respectable number as well as contribute toward raising £38k for this amazing charity, I'm so proud to have been part of this! ”

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



That's in addition to raising money for charities through running marathons or other sporting activities and organising bake sales and quizzes ('virtual' where we're unable to get together in person) and joining international initiatives.

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





# Sustainability



Sustainability, corporate social responsibility (CSR), environmental awareness and governance have been around for decades in one form or another. More recently this has evolved into the three pillars of ESG (Environment, Social and Governance) and during 2020 we refreshed our approach.

To guide and reinforce our efforts, in early 2021, we joined the **UN Global Compact**. The UN Global Compact is the largest corporate sustainability initiative in the world, providing a framework for developing more sustainable and responsible businesses.

Environmental impact is usually the area people think of related to sustainability – the ‘E’ of ESG. At PageGroup we are a service organisation, so our environmental impact is minimal compared to other businesses, but we still have an important role to play. We have set ourselves an ambitious target to be operationally carbon net-zero within five years. We will do this by transitioning our office energy consumption from brown to renewable electricity, reducing our business travel, transitioning our car fleets to electric and so on.

Social impact is where PageGroup can make a global difference. We have set ourselves an ambitious target to positively change over one million lives within ten years. We will do this by giving back our skills as a recruiter to the communities in which we operate. This is just the tip of the iceberg from our award-winning diversity, equity and inclusion initiatives, giving back to others and charitable activities such as fundraising, social impact is core part of our DNA.

Governance (the final pillar of ESG) is the cornerstone of every good business. At Page we've always demonstrated solid governance from global policies and processes, transparent reporting through to internal audit and risk mapping.



**Jo Bonnett**  
Head of Sustainability and Group Treasury

“ Sustainability@Page exists to empower our employees through locally-based sustainable or green and social impact initiatives. This allows each of our employees to play a part in our ESG vision of changing one million lives, becoming carbon net-zero, increasing gender diversity within senior management and establishing a meaningful sustainability recruitment business. In doing so, we will play an important part in making our world a greener and more equitable place for all. ”



**Alastair Mitchell**  
Associate Director, UK  
**Cycle to work scheme**

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

Page Benefits have been great, not only for health and well being reasons, but financial ones too. ”



**Stephanie LeCerf**  
HR Director, France

### CSR

“ In France, we have taken a step further in the way our employees have the opportunity to become involved in skills sponsorship, particularly in the areas of recruitment, equal opportunities and anti-discrimination (coaching of candidates, charitable actions, etc.). To facilitate and strengthen our actions, we are now using a platform to put our employees in touch with more than 700 associations offering general interest missions during working hours in all sectors across France.

It is a rewarding connection for the associations, who benefit from the experience and expertise of our employees; for our employees, who can support causes very important to them and develop new skills; and for Page as part of our commitment to our values and supporting our employees. ”



**#plasticfreejuly (MEA)**



## ACCREDITATIONS



WE SUPPORT



FTSE4Good



**MSCI**  
ESG RATINGS  
A

CCC B BB BBB A AA AAA



**GOVERNANCE**  
QUALITY SCORE  
1  
HIGHEST RANKED BY ISS ESG

SWITZERLAND



SILVER  
2020  
**ecovadis**  
Sustainability Rating

FRANCE



GOLD  
2020  
**ecovadis**  
Sustainability Rating



# Our Customers

“

We can all remember that moment of excitement when we're told 'You got the job'. The moment that means we're changing lives: for our candidates and for our clients. It fuels us to strive towards the best in customer experience, building long term relationships as careers grow and teams thrive.”

**Eamon Collins**  
Chief Customer Officer



## We are a business built around people.

Nurturing long term relationships with our customers – both clients and candidates – is at the heart of our long term success.

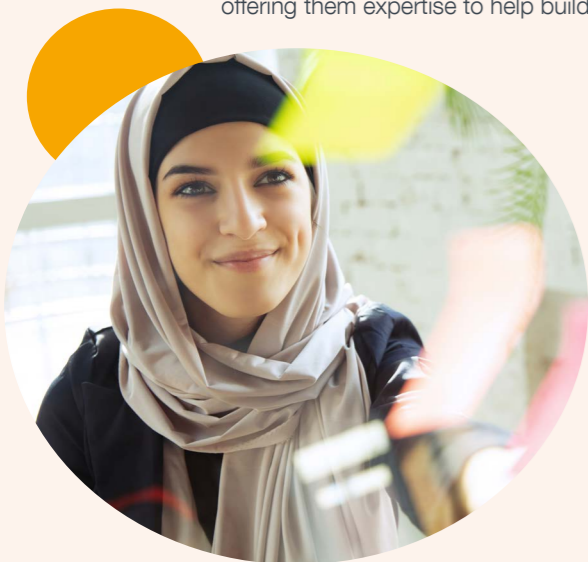
We start building valuable relationships with our customers from the moment we engage with them. That could be as a client or a candidate and over the lifetime of our connection with them they can be both.

There's enormous variety in the customers we work with, driven by our reach across the world and the disciplines and sectors where we specialise. As you'd probably expect, we work with some of the world's most recognisable brands. What may be more surprising, is the huge number of clients we help as start-ups or small and medium sized enterprises, offering them expertise to help build their teams and grow their business.

Think of almost any job or profession and you'll find our teams of specialist recruiters working with candidates from junior to C-suite, helping them grow their careers.

Whoever our customers are and wherever they're operating, what they have in common is our approach to delivering a connected customer experience. Using a range of innovative technology gives our customers and our consultants the information they need at the right time and in the right place, meaning we can concentrate on the people we're helping – creating the right opportunity to help them reach their potential.

And of course, we always want our service to improve. We ask for and measure feedback on how we're delivering on our relationships, constantly looking at how we can tailor our customers' experience to help change their lives through the recruitment lifecycle.



## UK DE&I CLIENT SOLUTIONS TEAM

Our DE&I Solutions team supports our clients in finding and retaining diverse talent. The team has an in-depth knowledge of all the laws and regulations and uses our 'lived experience', coming from diverse backgrounds ourselves, to attract candidates for clients who are underrepresented in their organisation. As the team all come from diverse backgrounds we naturally want to ensure these candidates have the best opportunity to succeed at their new place of work, so we also support the client on their internal inclusion processes.

**Ollie Thorn**  
Senior Manager,  
DE&I Client Solutions Team

“ A lot of recruitment companies are talking about diversity, equity and inclusion. But no one knows what to do and the current methods just don't work, but PageGroup is different. This is seen through their willingness to invest and change approach, led by people in underrepresented groups that have first-hand experience. If I was offered this job by anyone else, I wouldn't have accepted. It wouldn't have felt genuine, it would have felt like tokenism.”



**Bolu Faseun**  
Business Manager, DE&I Client Side Lead

“ Thrilled to be part of a team that is truly diverse, enabling us to use our lived experience to foster better working relationships between our clients and candidates.”

## ATTRACTING A MORE DIVERSE CANDIDATE POOL

Our clients are increasingly looking for our help in contributing to their diversity plans and to help them achieve their goals:

Our candidates are assessed objectively. Only their skills, qualifications and experience are considered in the recruitment process

We make sure all literature and images used in recruitment (eg job descriptions and candidate briefing documents) actively promote diversity to prospective employees. They need to reflect a diverse and inclusive business. Words matter, and the way we use them in job adverts can dictate how people feel about applying

We use screening processes to help encourage applications from talented individuals from a range of backgrounds and under-represented groups by ensuring our recruitment processes are open, fair and based on merit

Our people are trained to shortlist and select based on merit and skills. We store diversity data of all candidates centrally, and separately from our candidate database, so those details do not impact the selection process

Years of investing in a diverse and balanced database and network of candidates adds unique and significant value to our clients when we recruit on their behalf



# Measurement



**Kaye Maguire**  
General Counsel  
and Company  
Secretary

“PageGroup is a business which strives to put our people and customers at the heart of everything we do. Measuring and reporting on our culture is critical to our ongoing success. Not only does it keep us focused and on track, but importantly, it enables us to shape and decide future actions to maximise potential for all our stakeholders.”

At PageGroup we firmly believe that our culture is key to our success. Our culture and engagement framework helps us demonstrate that culture.

OUR CULTURE				
<p><b>OUR PURPOSE</b> What we do every day</p> <p>PageGroup CHANGES LIVES</p>	<p><b>OUR VALUES</b> Reflected in everything we do, setting us apart from our competitors</p> <p>WE MAKE A DIFFERENCE WE ARE PASSIONATE WE VALUE DETERMINATION WE WORK AS A TEAM WE ENJOY WHAT WE DO</p>	<p><b>OUR PEOPLE</b> PageGroup is all about people</p> <p>Creating opportunities to engage with people through key moments, having valuable conversations more frequently and with more relevant dialogues.</p> <p><b>Career progression</b> Transparent and meritocratic career paths</p> <p><b>Talent development</b> Industry-leading training</p> <p><b>Diversity &amp; Inclusion</b> A culture of inclusion</p> <p><b>Giving back to others</b> Changing lives in the communities where we live and work</p> <p><b>Rewards &amp; Wellbeing</b> Celebrating success, fostering a high trust, high performance culture</p>	<p><b>OUR CUSTOMERS</b> Customers at the centre of our business</p> <p>Customers at the centre of our business</p> <p>Leveraging technology to improve our customer experience</p> <p>Innovative approaches</p> <p>Providing a more effective service</p> <p><b>Building relationships</b> Going further to build lasting relationships with our clients, through a personal, consultative approach, creating the opportunity for candidates and clients to reach their potential</p>	<p><b>OUR MEASURES</b> Keeping us on track, focused on continuous improvement</p> <p><b>OUR PEOPLE</b></p> <ul style="list-style-type: none"> <li>Employee voice</li> <li>Retention</li> <li>Career progression &amp; mobility</li> <li>Talent Development</li> <li>Diversity &amp; Inclusion</li> <li>Research &amp; Recognition</li> <li>Wellbeing</li> </ul> <p><b>OUR CUSTOMERS</b></p> <ul style="list-style-type: none"> <li>Engaging our customers – NPS, customer satisfaction</li> <li>Retaining our customers – repeat business, PSAs</li> <li>Innovation</li> </ul> <p><b>EXTERNAL RECOGNITION</b></p> <ul style="list-style-type: none"> <li>Public Commitments</li> <li>Awards</li> <li>Changing lives, giving back to others</li> <li>Environment</li> </ul>

The fifth pillar of our framework is measurement – measuring ourselves and reporting against that framework keeps us focused and drives improvement and meaningful change as we grow and evolve.

The Board is fully involved, with all Board members having a collective responsibility to safeguard our culture and the values that represent what it means to work at Page. Regular reports with interactive presentations and a range of relevant data keep them updated and our directors visit offices and attend company events with our people when it's possible, as well as attending virtual internal events and staying involved through Yammer, our internal communication and collaboration platform.

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

Externally, our DE&I team extend our commitment by raising awareness of DE&I and cultural issues with our clients and other external networks and organisations. Our Annual Report captures an overview of the priority we give to our culture and engagement initiatives.

# 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:

## EUROPE



## APAC



## LATAM



## NAM



## UK



PageExecutive

Michael Page

PagePersonnel

PageOutsourcing

Part of  
PageGroup