

PageGroup

# Sustainability Report

2022



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# PageGroup Changes Lives

## PageGroup purpose

At PageGroup our purpose is to change people's lives. It is what we do globally, all day, every day. We do this by creating opportunities for all people to reach their potential.

Changing lives and being a sustainable business is central to our vision. It influences how we engage with our clients, our candidates, and our employees. This means caring about society, the planet, and the communities where we work and reside. We want to be the best in recruitment at driving a sustainable future for our business and world. Now, and for future generations.

At PageGroup we want to make sure the opportunity for decent work is available to all, including those from underrepresented categories of diversity. We know that having a good job is a highly effective route out of poverty. And the benefits of employment and opportunities are felt beyond the candidates we place, extending to their families, friends, and communities.

## PageGroup at a glance



**9,020**  
employees



**144**  
offices



**37**  
countries

## Global sustainability highlights

**135,871**

lives changed in 2022

**30%**

annual reduction in Scope 1 & 2  
GHG emissions

**43%**

women in senior leadership

**120%**

growth in sustainability  
placements

# CEO Welcome



It is an incredible honour to be appointed as PageGroup CEO. Firstly, I would like to thank Steve for his strong leadership and mentorship over the years. I admire his deep and personal commitment to sustainability and particularly his work championing the rights of people with disabilities in the workplace.

The topic of social impact has long been at the heart of Page, and it comes as no surprise that the focus in this area is rapidly rising up the corporate agenda. People are at the centre of everything we do, and we are uniquely positioned to add material value to the societies within which we operate, by providing access to career opportunities.

In 2020, we made a commitment to positively impact one million lives by 2030. Access to decent work is central to unlocking prosperity and a key component of this is reducing barriers to employment for those from underrepresented backgrounds. We believe that we are best positioned to support this by placing and supporting jobseekers into decent work. To do this effectively it is paramount that our processes and systems support us in

reducing social inequalities and increasing social mobility. A great example of this can be seen on page 26, where we launched accessible functionality across our global websites.

At Page, we continue to enhance our internal Diversity, Equality and Inclusion (DE&I) initiatives, to ensure we are an employer of choice. We have a number of programmes aimed at promoting a socially just workforce and one that represents the communities where we operate. For example, in 2022 our UK business launched a reverse mentoring scheme to help educate our senior leadership on the issues faced by underrepresented groups.

Thinking ahead to 2023, I am excited to have the opportunity to lead this great company, and look forward to working with the Board, the Executive Team and our highly talented people to drive the business – and sustainability – forward.

**Nicholas Kirk**  
CEO, PageGroup

# A Message from Steve

The events of 2022 put the need for sustainable and responsible business into sharp focus. The year closed with the world dangerously close to irreversible climate tipping points, a global cost of living crisis, political and financial instability and the lingering effects from the COVID-19 pandemic. Against this backdrop, society is looking to business to provide stability and security to their employees, communities, and the planet. I am proud of the way PageGroup has continued to step up to this responsibility. In 2022, we made strong progress against our sustainability targets. We reduced our operational GHG emissions, increased the number of women in leadership positions, and placed more candidates than ever into roles that drive a greener – and more equitable society.

Breaking down barriers to employment for people with disabilities is a priority for PageGroup, as well as for me personally. In 2022, job vacancies were high and many suggested that the market was ‘candidate short’. Despite this, there are hundreds of thousands of disabled or neurodiverse candidates who are unable to access roles due to inaccessible recruitment processes. This is a bad outcome for people with disabilities, business and society. I advocated for mandatory disability reporting in the UK, and co-founded a new CEO pledge asking 100 UK CEOs to ‘lead’ on workplace DE&I. I also supported the development of practical guidance, such as the IoD’s ‘The Future of Business: harnessing diverse talent for success’ paper and PageGroup’s e-book on inclusive recruitment. Receiving a CBE, from the late her Majesty the Queen, to honour my services to this cause, has been one of the proudest achievements of my life, but it is not something I have achieved alone. It is a testament to the work of all PageGroup employees.

As I step down as Chief Executive Officer and from the Board, I reflect on what a privilege it has been to lead PageGroup over the last 16 years. Since I first joined the Company 36 years ago, I have seen PageGroup move from a small recruitment business of some 240 people, to the multinational organisation it is today. I’m immensely proud to see how we have transformed and improved the lives of literally millions of people along the way. I know my successor Nick Kirk, and every single person at PageGroup, will keep striving to support a greener and more equitable society and change a million more lives!

**Steve Ingham**  
CEO, PageGroup, 2006–2022



Steve winning “The Mercury - Recruitment & Staffing Software Hall of Fame Award” at the TIARA Awards 2022. He was chosen for his dedication in leading the international growth of PageGroup, as well as being recognised as a high-profile champion of diversity within the industry.



Steve discussing PageGroup’s Hidden Talent campaign with Kamal Ahmed – Editor-in-Chief, The News Movement – at Anthropy 2022.

# Sustainability at Page

## A message from Jo

**2022 has been another strong year for the Sustainability@Page programme. Two years ago, we set ambitious targets to drive a positive impact on society and the planet. This year, we have made big steps in moving from ambition to action, which requires sustainability to be truly embedded across our business. As a testament to our commitment, we expanded the Group Sustainability team to support this ambition.**



Jo presenting at the 2022 World's Sustainability Congress in Munich.

Information and data are essential to help drive the change we want to see. So, in 2022 we focused on improving the quality of our sustainability data. We now have comprehensive, externally-assured GHG emissions disclosures across all material Scope 1, 2 and 3 categories. While we continue to make progress to reduce our operational emissions, we recognise the need to reduce our Scope 3 emissions and are working on setting a science-based target.

In 2022, we changed more lives than ever – placing 107,004 candidates into employment, and we've had 28,867 participants in our social impact programmes. In an increasingly challenging socioeconomic climate, now more than ever it is essential that we create opportunities for the most vulnerable groups in our societies, and work collectively towards a more equitable society.

As a firm believer in the power of partnerships, at PageGroup, we want to instigate positive change through collaboration with our partners. In 2022, we partnered with RefuAid to support the resettlement of Ukrainian refugees into UK society, providing 1:1 mentoring to help them back into full-time employment, or to return to studies. We are targeting our efforts proactively to reach vulnerable and underrepresented groups, who suffer from systemic barriers to 'decent' work. To support this work, we will continue to work with our charity partners across the globe to drive social mobility, details of which are available on page 21.

Looking beyond partnerships, it is our belief that the transition to a low carbon economy will unlock opportunities and drive prosperity for all. Readying the economy for the green transition will require collaboration across all sectors, at all levels. In this light, I hosted a roundtable at the future of green jobs and left with a commitment to drive this forward in 2023.

As a multinational organisation, it is our obligation to honour our commitment to the United Nations Global Compact (UNGC), and ensure we are operating responsibly, with a purposeful approach towards social impact. Evidencing our commitment, I'm proud that our hard work has been reflected in our accreditations and awards. I was delighted with our achievement of a 'B' CDP rating and to be shortlisted in the 'Sustainability Team of the Year' award.



**Joanna Bonnett**  
Head of Sustainability



## Looking ahead to 2023:

Looking ahead to 2023 and beyond, we are enhancing our focus on social impact and social mobility in the following areas:

**Empowering Talent:** supporting people from underrepresented groups by removing barriers to employment.

**Green Talent:** supporting the growth of a greener and more equitable society by raising awareness and access to green jobs.

**Hidden Talent:** supporting people with disabilities and neurodiversity by removing barriers to employment.



Jo attending the Amundi World Investments Forum, where she was invited to meet Hilary Clinton in recognition of her achievements within the Sustainability and Treasury space.



Jo presented at several Anthropry sessions, when attending the inaugural conference in Cornwall, UK.

# Sustainability Approach

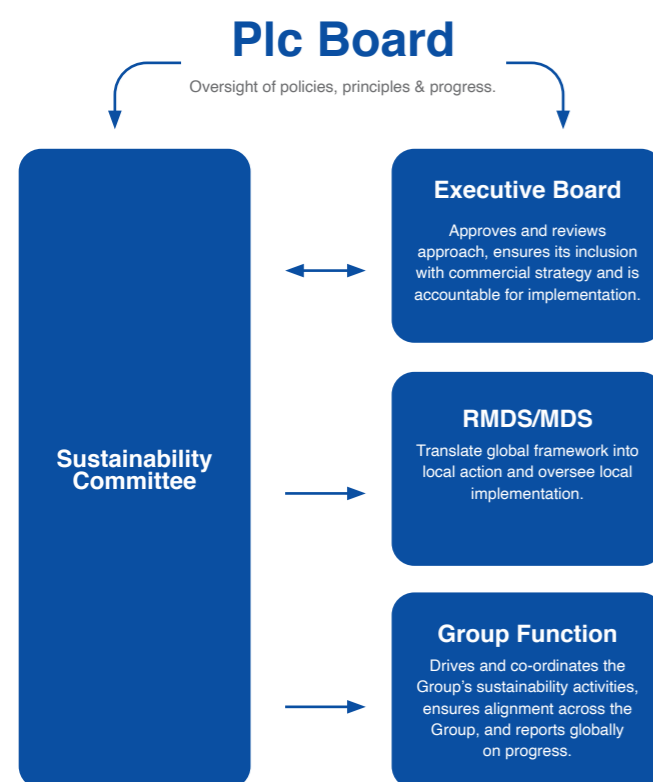
**PageGroup’s sustainability strategy is integrated into our business strategy. Sustainability is critical to meet the business’ wider goals of broadening our client and candidate pool, delivering an exceptional customer experience, and ensuring PageGroup is the employer of choice.**

## Governance

The plc Board provide ultimate oversight and governance over PageGroup, including our sustainability programme. Sustainability is discussed at the plc Board as an item on the agenda. Sustainability metrics are included in the CEO and CFO’s Executive Single Incentive Plan (ESIP) remuneration. 5 percent of their ESIP award is linked to making meaningful progress against the sustainability targets on page 11. Our Managing Director population and those senior to that level, have a combination of diversity and sustainability-linked KPIs that are tailored based on their local market.

PageGroup’s Sustainability Committee has overall responsibility for the Sustainability@Page programme. The committee meets quarterly and is chaired by Kelvin Stagg (Chief Financial Officer). Other members are Joanna Bonnett (Head of Sustainability), Eamon Collins (Chief Customer Officer), Patrick Hollard (Regional Managing Director LATAM), Gary James (Chief People Officer), and Olly Watson (Chief Operating Officer). May Wah Chan (Director, Malaysia) and Samira Touam (Head of Internal Communications) are also members of the Sustainability Committee to bring wider employee perspectives to the Committee. Gary James retired at the end of 2022 and is replaced by Rebecca Grattan, who will take his place on the Steering Committee in 2023.

## Sustainability governance



## Global training programme launched for our Managing Director population

Regional and country Managing Directors, Finance Directors and HR Directors are briefed bi-annually with country-specific KPIs and reports. In October 2022, we launched a global programme of sustainability training for Managing Directors. The bespoke training enables our Managing Director population to progress thinking in the world of sustainability, as well as industry-specific challenges to drive forward our commitments at becoming a greener and more equitable recruiter.



## Sustainability strategy

PageGroup’s vision is to be the best in recruitment at driving a sustainable future for our business and our world.


Our strategy is aligned with PageGroup’s core purpose and sustainability vision. It is guided by strategic priorities based on issues that are most material to our business. Success is measured against transparent targets.

In 2020, we set out a sustainability strategy to drive purposeful impact and demonstrate our long-term commitment to the environment, society, and governance.

We deliver change through a range of activities, from the way we do business to our advocacy and thought leadership. Our stakeholders are at the heart of everything we do.


### Purpose: PageGroup changes lives

**Sustainability vision: The best in recruitment at driving a sustainable future for our business and our world**




**Environmental**

Become operationally carbon Net Zero with the ambition of becoming carbon positive by 2026.



**Social**


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




**Governance**

Continue to improve on our hard work to date and including the ARA, audit, GDPR, and to increase reporting and transparency on ESG matters.


### Targets:

-  To positively change over 1 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 carbon Net Zero with the ambition of becoming operationally carbon positive by 2026

### Enablers:

-  Our services and client solutions
- Data technology and innovation
- Our own business and people
- Advocacy and influencing public policy
- Volunteering and philanthropy
- Thought leadership
- Partnership and shared action

### Stakeholders:

-  Employees
- Candidates
- Customers
- Governments
- Communities and NGOs
- Suppliers

## Stakeholders

Providing global recruitment services touches many lives. PageGroup has an extensive framework for stakeholder engagement which is outlined in our Annual Report. Sustainability is a key element of our stakeholder engagement, and we ensure that our sustainability strategy delivers positive outcomes for all, including our employees, candidates, and customers. Our NGO partners are also key stakeholders for our sustainability strategy.

## Sustainability advocates

Sustainability is a broad topic, involving our Consultant community, HR, Marketing, Business Technology, and Finance functions all the way through to Facilities and Procurement. Our network of sustainability advocates are subject matter experts in functional areas, have a passion for sustainability and have the capacity to work on transformational projects. These advocates are critical to the delivery of Sustainability@Page and turn global ambitions and programmes into real business action.

We also have regional and country-level councils to ensure our global sustainability strategy is being embedded locally across all businesses. For example, the APAC ESG Council meets quarterly to provide updates on internal ESG initiatives, and to support the growth of our meaningful sustainability business.

## Our primary goals



## Contributing to the UN's 2030 Agenda for Sustainable Development

In 2022, PageGroup reaffirmed its support of the Ten Principles of the United Nations Global Compact (UNGC) in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In August 2022, we produced our annual Communication on Progress (COP), describing our actions to continually improve the integration of the Ten Principles of the UNGC in the areas of Human Rights, Labour, Environment and Anti-Corruption within our business strategy, culture and daily operations.

The 17 UN SDGs are a universal call to action to end poverty, protect the planet, and ensure that by 2030, all people enjoy peace and prosperity. As a global business with a core purpose to change lives, we are proud of the role that PageGroup must play in ensuring the achievement of all the SDGs. We have four key goals that we focus on, as they are most material to our core business activities and sustainability agenda.

See page 44 for a full SDG mapping and our UNGC COP.

# Progress Against Targets

SDG	TARGET	MEASURE	2022 PERFORMANCE	PROGRESS SINCE 2021	BASELINE YEAR	PROGRESS AGAINST TARGET
  	<b>TO POSITIVELY CHANGE OVER 1 MILLION LIVES IN THE TEN YEARS FROM 2020 TO 2030</b>	Total number of lives changed.	135,871 lives changed.	+16%	2020	375,214 lives changed.
		The number of people we place into decent work.	107,004 people accessed decent work through PageGroup placements.	+5%	2020	276,437 people accessed decent work through PageGroup placements.
		The number of people that access social impact programmes.	28,867 people accessed our social impact programmes.	+57%	2020	95,252 people accessed our social impact programmes.
 	<b>TO TARGET AN INCREASE IN GENDER DIVERSITY WITHIN OUR SENIOR MANAGEMENT TO 50/50 BY 2030</b>	The number of women with leadership roles in our business, globally.	43% female Vs. 57% male	+5 percentage points	2020	+14 percentage point increase in female senior leaders.
 	<b>TO ESTABLISH A MEANINGFUL SUSTAINABILITY BUSINESS BY 2026</b>	Percentage growth in net fees generated from sustainability roles.	+120% y-o-y growth in our sustainability net fees.	+120%	2019	+189% growth in net fees generated from sustainability roles.
	<b>TO BECOME OPERATIONALLY CARBON NET ZERO WITH THE AMBITION TO BECOME CARBON POSITIVE BY 2026</b>	Total Scope 1, 2 & 3 GHG emissions.	65,311 tCO <sub>2</sub> e	+23%	2019	+14% increase of total emissions.
		Scope 1 & 2 emissions.	2,982 tCO <sub>2</sub> e	-30%	2019	-55% decrease of Scope 1 & 2 emissions.
		Scope 3 emissions.	62,329 tCO <sub>2</sub> e	+28%	2019	+23% increase of Scope 3 emissions.

PageGroup has renegotiated its debt facility, with revised sustainability linked targets and timeframe. The first year of this new facility will be 2023.

# Environment

PageGroup recognises the risk that climate change poses to society. Severe weather events are causing disruption to ecosystems, communities and economies all over the world, with the impact projected to increase in the decades to come.

We also recognise the opportunity that the transition to a low carbon economy presents in terms of both environmental impact and economic prosperity.

As an office-based professional services company, PageGroup has a smaller carbon footprint compared to those in other industries. However, we believe we have an important role to play in driving a just transition to the Net Zero economy by:

- Partnering with our clients and candidates to support the workforce for a Net Zero economy.
- Ensuring that green and sustainability job opportunities are open to all and no one is left behind.
- Reducing our own environmental impact. We have a target to be Net Zero operationally by 2026 and we are working on setting a science-based target which will include Scope 3 emissions reductions.

PageGroup's climate-related risks are disclosed on pages 43 – 47 of our Annual Report. The disclosures are aligned to the TCFD framework.



## 2022 achievements

Reduced absolute operational emissions by

# 30%

# 58%

renewable energy across offices

Improved our CDP score to a

# 'B'

from a 'C'

# 189%

growth in our sustainability business since 2019

# Establishing a Meaningful Sustainability Business

## Green growth, decent work and economic prosperity

As a recruitment company, we are in a unique position to support the economy's transition to Net Zero. Society faces significant challenges ahead. Not only do we need to transition products and supply chains into alignment with a green economy, but we must also transition the workforce. We cannot allow any person, community, or region to be left behind.

To ensure meaningful engagement with every person at every level, in every region, there must be global agreements, such as those agreed at the UN Climate Conference of the Parties (COP). To ensure the workforce is ready for a green economy, new roles will emerge whilst others will change, and some will disappear altogether. Employers will grapple with these implications, not only today, but in years to come. Using our unique position as a recruitment company, we are partnering with our clients to help with this transition. This work forms a key part of our climate change transition plans, as well as mitigating our own exposure to climate change.

At PageGroup, we contribute directly to three of the Just Transition steps outlined in the Just Transition Declaration:

- 1. Supporting social dialogue & stakeholder engagement:** We will bring together our clients, candidates & broader business to facilitate and amplify the conversation around decent, green jobs.
- 2. Promote local, inclusive and decent work:** We are growing our sustainability business, placing more and more candidates into green jobs. We support our clients to build sustainability & ESG teams.
- 3. Support workers in the transition to new jobs:** We will focus on developing the skills of the future. Through our social impact programmes, we will make sure opportunities for green and sustainable jobs are open to all and no one is left behind.

**Just Transition Declaration: Green growth, decent work, and economic prosperity in the transition to Net Zero.**

At COP26, fourteen Governments – including the United States, Germany, France and the UK – signed up to support a socially 'Just Transition' to Net Zero emissions. This included a pledge to support five steps:

- Support for workers in the transition to new jobs.
- Support and promote social dialogue and stakeholder engagement.
- Develop economic strategies which include wider economic and industrial support beyond clean energy.
- Promote local, inclusive, and decent work.
- Support for human rights in global supply chains and the importance of building climate resilience.



Jo Bonnett convening the 'Future of Green Jobs' roundtable at Anthropy, 2022.



## PageGroup's sustainability business

PageGroup's sustainability business continues to grow year on year. Our recruitment falls into two broad categories:

### 1. Recruitment of sustainability professionals into primary sustainability roles

Primary sustainability roles: Roles relating to sustainability have always existed, yet these roles have evolved over recent years and are now taking centre stage in the form of the sustainability professional. People in primary sustainability roles typically work as in-house sustainability professionals, within the private, public, and financial services sectors. They can also act as consultants or subject matter experts, working in an advisory capacity including for charities and think tanks.

### 2. Recruitment into roles driving a greener and more equitable society

ESG and sustainability professionals are just the tip of the iceberg when we talk about recruitment into the green economy. In our view, the workforce within the green economy can be broken down into subcategories according to career and industry.

- Secondary sustainability roles: Professionals whose career contributes to a greener, more equitable society despite being trained within a different sector. For example, a qualified engineer who designs windfarms, or perhaps an environmental scientist who is an environmental policy officer.
- Supporting sustainability roles: Organisations whose entire purpose is to drive sustainability. Organisations such as windfarm manufacturers, renewable energy retailers, all the way through to charities and environmental organisations.

# c.120%

net-fees generated from sustainability roles globally, vs 2021.

Regional highlights:

# c.150%

(y-o-y) growth in APAC

# c.170%

(y-o-y) growth in UK

# c. 220%

(y-o-y) growth in Europe

## Sustainability business: client and consultant experience

### Recruitment consultant experience, UK

Over the past year, I have noticed a significant increase in demand for talent within the sustainability space.

Organisations are hiring at all levels and increasingly looking for sustainability strategists, to sit at the Group level and help agree and drive the sustainability direction of their business.

Clients are asking me for candidates that have a knowledge and passion for sustainability, as well as specific subject matter expertise or technical knowledge around e.g. emissions or social impact.

Candidates are expected to engage senior stakeholders and convince Boards to invest resources against targets which may not be realised within their tenure or lifetimes. In a world where profit and revenue drive commercial decisions, and where failure and success are often instantly visible, this can be a tough ask.

I am relishing the opportunity to do my bit in finding and introducing our clients to this talent.



**Nina Buttle**  
Partner  
Page Executive

### Client experience, Italy

Pasubio is one of the key leather processing players in the international scene. We are aware of the importance of sustainability issues and have embarked on a journey to continuously improve across economic, environmental, and social issues.

We worked with Page Executive to recruit for a Sustainability Director at Pasubio. This newly created role is critical to the business due to the importance of ESG compliance, and our ambitions to become competitive within the sustainability space.

We have positive feedback for Page Executive. They understood our needs and supported us and the candidates throughout the hiring process – it was more like a partnership than a client-provider dynamic. They ensured the right choice was made for all parties involved.



**Laura Carretta**  
HR Manager  
Pasubio





# Reducing our Impact on the Environment

**We strive to support our clients to transition their businesses and workforces to align to a low-carbon economy. To do this credibly, we know that we must also lead by example.**

In 2020, we set a target to be Net Zero operationally by 2026. This means reducing our Scope 1 and 2 emissions to as close to zero as possible, and using offsets for the emissions that remain. In 2022, we continued to make strong progress against these targets, reducing our overall Scope 1 & 2 emissions by 30 percent.

This reduction is due to the continued success of our energy transition to renewables as well as changes to the way we estimate any gaps in our data. It was achieved despite our business growing – our headcount increased by more than a third, and in part due to updates in our reporting processes.

We also recognise the need to reduce our Scope 3 emissions and are working on setting a science-based target.

We believe transparent and comprehensive disclosures are the foundation of robust Net Zero targets. We conducted a thorough Scope 3 screening and now report on all relevant Scope 3 categories, including: purchased goods and services (category 1), employee commuting & homeworking (category 6) and business travel (category 7).

## Carbon reduction strategy

Achieving our targets will require significant reductions across our value chain. Our plan to reduce emissions is focused on six key areas:

- Renewable, efficient and green offices.
- Adopting electric vehicles (EV).
- Reducing business travel.
- Encouraging low carbon commuting and homeworking.
- Transitioning to a low-carbon supply chain.
- Raising awareness and changing behaviours.

## Greening our offices in the UK:

“Our transition to renewable energy has really ramped up over the past couple of years. In the UK, 85% of our offices are now supplied by green energy, and it is our ambition to reach 100% renewable energy by 2026.

Emission reductions and optimising energy efficiencies are now a priority for us within the business. Having changed our supply chain partner to CBRE, we kicked off our Energy Saving and Opportunities Scheme (ESOS) work towards the end of 2022 and will be the first company who partner with CBRE to achieve ESOS certification in the UK.

ESOS compliance will lead to various initiatives to reduce water and electricity consumption UK-wide. We have carried out several office fit outs in 2022 with a heavy weighting on environmental aspects and impacts. We have also implemented a full review of our UK-wide waste management strategy, to reduce our waste going to landfill. We are also exploring more innovative technology-based solutions such as the remote monitoring of our buildings to optimise energy savings”.



**Andy Clarke**  
Health, Safety and  
Environmental Manager

## Renewable, efficient and green offices

We continue to decarbonise our facilities and transition our offices to renewable energy. 58% of our offices are now on a green energy tariff. Where available, we are leasing premises with electric charging points and those with certified excellence in energy efficiency to maximise carbon savings. We also work closely with our facilities managers and landlords to ensure waste within our offices is responsibly managed and recycling is encouraged.

## Adopting electric vehicles

We offer a range of electric and hybrid vehicles within our company car offering. Where available, we are actively introducing electric charging points across our offices to support the affordable and green charging of our EVs. In the UK, 70% of our vehicles are now electric.

## Reducing business travel

Limitations to travel due to COVID-19 allowed PageGroup to learn new ways to communicate with each other and with our clients and candidates. We are closely monitoring business travel and encouraging our employees to continue to conduct virtual meetings and events where appropriate, to avoid unnecessary trips. We continue to encourage the use of public transport for travel, and are also exploring low-carbon transport options like electric taxis.

**Electric taxis in the UK & India:** Our businesses in the UK and India have forged partnerships with electric taxi providers.

## Encouraging low carbon commuting and homeworking

Covid has changed the way we work, and we are committed to flexible working and supporting our employees to work remotely.

## Transitioning to a low-carbon supply chain

Like many businesses and professional services firms, a significant portion of our emissions lies with our supply chain and the goods we purchase. Our supply chain is relatively short and service based, so we believe it is well mitigated against climate-related risks. However, we recognise the need to work collaboratively with providers to reduce GHG emissions across our supply chain.

**Working with our technology partners to reduce our impact:** Transitioning to cloud computing has significantly reduced our emissions. Since switching to Microsoft Cloud, we have seen real-time emission reductions, largely due to reductions in energy consumption, when compared to the traditional local servers used previously.

## Raising awareness and changing behaviours

We are engaging and communicating with our employees, to help them understand how their behaviours can help PageGroup to reduce emissions. Employee buy-in is essential to the success of PageGroup’s carbon reduction plans.



The UK business opened a new office in Weybridge, chosen for its green credentials and EV charging facilities.

## 2022 GHG emissions

All emissions have been calculated in compliance with the GHG Protocol Corporate Reporting Standard using the sustainability platform from Ecometrica. This automatically selects the most geographically and temporally appropriate emissions factors and non-standard conversions (e.g. fuel efficiency, heat content) for each emissions source.

We continue to make progress in tackling our GHG emissions. Our Scope 1 & 2 emissions have decreased by 30% since 2021 and by 36% since 2020. This was achieved despite a 35% increase in headcount, which is testament to the success of our green energy transition.

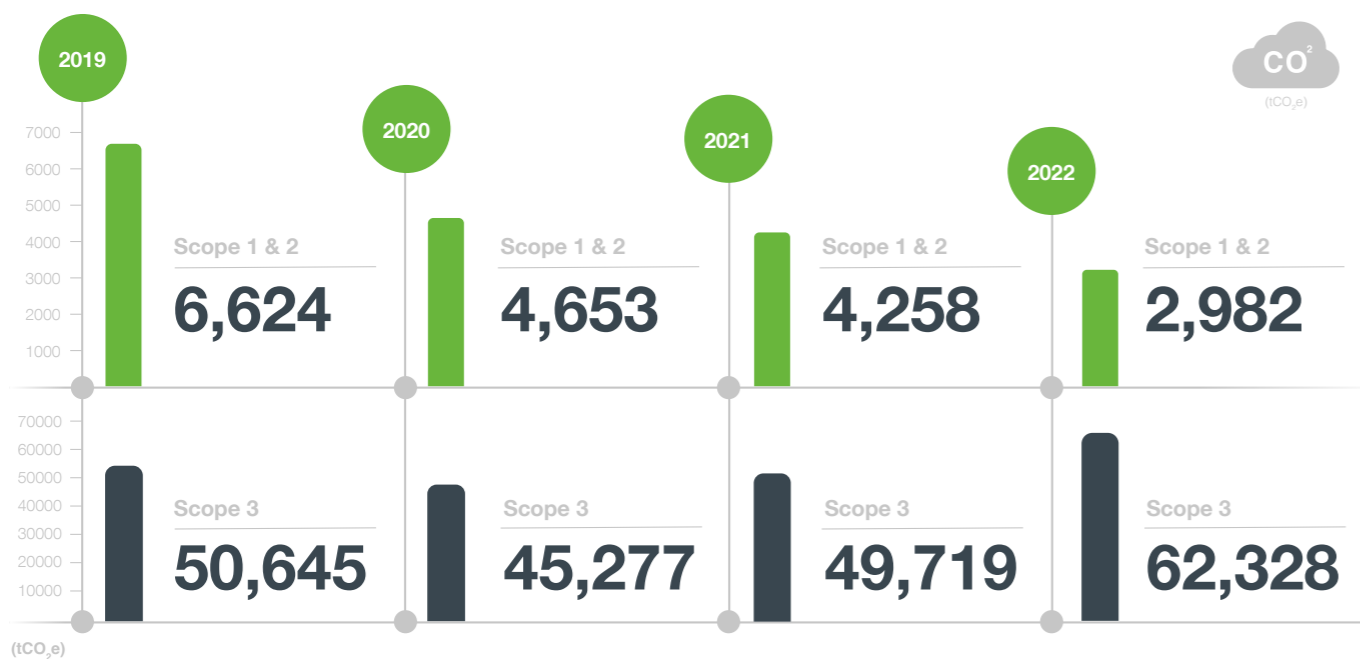
Our Scope 3 emissions make up the majority of our emissions footprint, and in 2022 our Scope 3 emissions

increased due to a rise in headcount and increase in supplier spend. In 2022, we conducted a full Scope 3 inventory to ensure that we are reporting on all Scope 3 emissions appropriate to our business. We continue to disclose publicly our emissions and ensure transparency by engaging with CDP, and we were awarded a B grade in 2022.

The quality of our emissions reporting has also improved. In 2021, ERM CVS was engaged to provide limited assurance of total Scope 1, Scope 2 and Scope 3 (category 1, 3, 5, 6 and 7) emissions, resulting in the assurance statement which is available on our website. .

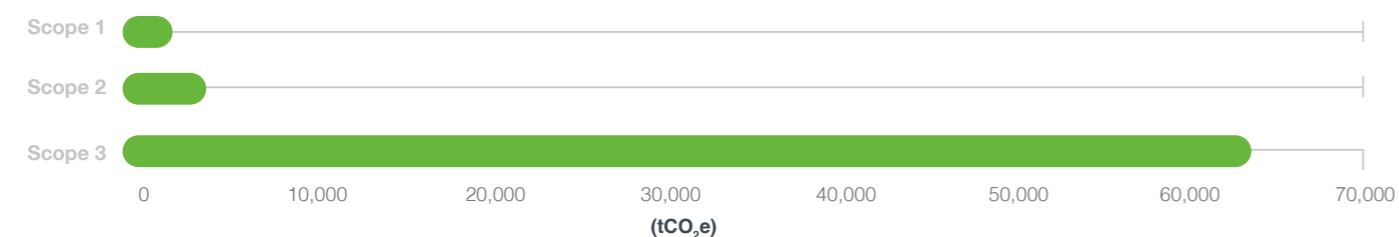
For more information on our commitment to climate change, including detailed information on TCFD and GHG reporting, please look at our 2022 Annual Report and Accounts.

## GHG emissions over time: 2019–2022



## 2022 GHG emissions by source

Data measured in: tonnes (t) of carbon dioxide (CO<sub>2</sub>) equivalent (e) (tCO<sub>2</sub>e)



Further details on our emissions reporting are available in the appendix of this report. For our basis of reporting document, refer to [page 47](#). For our detailed GHG emissions table, refer to [page 50](#). Our 2022 assurance statement can be [viewed here](#).

## Carbon offsetting

We want to reduce our operational emissions to as close to zero as possible. To compensate for emissions we can't yet avoid, we have decided to offset our emissions by exclusively supporting carbon removal projects. Our work with Climate Impact Partners (CIP) supports a range of certified, audited projects around the world that absorb greenhouse gases.

All projects are independently verified to ensure emission reductions are occurring. This guarantees the highest environmental integrity in our commitment to have an immediate, positive impact on the climate and ensure we have been carbon neutral since 2020 across Scopes 1, 2 and 3, excluding Scope 3 category 1..

Globally, our employees voted on which carbon offsetting projects they wanted to support. The selection of these projects connects our people to their vision to combat climate change. Our employees opted to support the four projects detailed below.

## Carbon removal projects we have supported

- Community Reforestation, Ghana.**  
This project plants native trees to restore degraded forest reserves in Ghana.
- Vichada Afforestation, Colombia.**  
The Vichada Afforestation project supports local biodiversity and ecosystem restoration.
- Degraded Grasslands Afforestation, Uruguay.**  
Afforestation in Uruguay has led to extensive land restoration and carbon sequestration.
- Mississippi Valley Reforestation, USA.**  
This project aims to restore environmental quality through afforestation, rectifying the unsustainable levels of deforestation and agricultural land use.

As well as supporting accredited carbon offsetting projects, the business has developed partnerships with NGOs to support tree planting initiatives. Our teams in India and North America have committed to planting a tree for every placement made. Our Spanish business intends to introduce a similar initiative in 2023.

## Tree planting in India and USA



“

*In 2022, we have partnered with the NGO, 'Sankalptaru', and launched a drive to plant a tree on behalf of every placement made in India. It was very heartening to see the impact this initiative made not just on our clients but also our employees. It has allowed our people to feel they are playing a part in helping to protect our planet. I can proudly say this has been one of most impactful and enriching experiences we could have done as a firm."*

**Shruti Patro**  
Manager at Michael Page  
India



“

*This year, the US business began a partnership with The Arbor Day Foundation, a leader in North American reforestation projects. The partnership allows us to plant a tree for each placement our people make. Since the launch of the partnership in 2022, our business has contributed to 1,900 trees planted in the Michigan state forests lands. I'm so excited to see these results after just one year! I have always loved and appreciated nature so tying this to sustainable business practices has been beyond rewarding."*

**Laura Adriaanse**  
Regional Business Coordinator  
USA

# Social Impact

**At PageGroup, our purpose to change people's lives is our North Star. We are committed to changing lives by connecting people to sustainable work with our guidance, coaching and networks.**

As we have seen the world emerge from the pandemic this year, it is clear that existing inequalities in our societies have widened. This has been further exacerbated by the cost of living crisis across many of our markets, which has seen the most vulnerable people in our local communities pushed into deeper levels of poverty.

We know that employment is a critical route out of poverty, which is why we are committed to using our recruitment skills and influence to change the lives of those who need it most. At the start of the decade, we set an ambitious target to change over one million lives by 2030. In the first three years, we have made excellent progress towards this goal, changing 375,214 lives through our job placements, candidate support events, and social impact initiatives.

Despite our progress, we recognise that as a global group of more than 9,000 passionate people, there is more we can do to help underrepresented members of society realise their potential in the workforce. As such, in 2023 we are designing a new global approach to social impact, which will focus our collective efforts on our mission to change lives. Over the coming years, we will go further to harness the skills and volunteering time of our people to improve the employment prospects of underrepresented groups in our communities.

Within our own workplace, we are committed to gender parity and progressing towards 50% female representation in our senior management by 2030. This year, we were commended for our participation in the UK's Target Gender Equality programme. Ensuring women's effective participation at all levels of decision making will help us to build a sustainable business for the future.

## 135,871

### lives changed in 2022

through placements into decent work and attendees of our social impact programmes. An increase of 16% from 2021.

## 5,624

### hours volunteered

## £383,442

### corporate donations

# Our Partners

We know that our people's recruitment skills and networks can unlock life changing work opportunities for others. In many of our markets, we partner with charities and organisations to share our skills as a recruiter with people from underrepresented communities. Here are some of the partners we have worked with this year to change lives.



#### UK 1

- RefuAid
- Back Up
- Ambitious about Autism
- #10,000 Black Interns
- Social Mobility Foundation

#### EU 2

- Diversicom, Belgium
- Emma at Work, Netherlands
- Joblinge, Germany
- Netzwerk Chancen, Germany
- Decouvrir, Switzerland
- l'Alliance pour le Mecenat de Compétence, France
- Les Entreprises pour la Cité, France
- A Compétence Egale, France
- Wir für Chancen, Germany

#### LATAM 3

- Sol Institute, Brazil
- Recode Pro, Brazil
- Forge Foundation, Peru
- Sin Fronteras, Mexico
- Movimiento Mi Mar, Panama
- Germinare, Argentina
- Best Buddies, Chile
- Unidad de Reparación de Víctimas, Colombia

#### NA 4

- Women's Mentoring Network, USA
- The Postpartum Resource Center, USA

#### MEA 5

- Kasipolis, South Africa
- Mohamed bin Zayed University of Artificial Intelligence, Abu Dhabi

#### APAC 6

- The Smith Family, Australia
- Metropolitan Migrant Resource Center, Australia
- Asylum Seeker Center Sydney, Australia
- CEIBS, China
- Zubin Foundation, Hong Kong
- ASPN, Singapore
- Mission Discovery, Singapore
- The Little Ones, Japan
- BritCham Education Centre, Indonesia
- LP4Y, India
- HOPE, Philippines

# Changing Lives with our Recruitment Skills

**Creating an equitable society means giving everyone, regardless of their background, the opportunity to reach their full potential. Yet too often, where someone starts in life determines their future path.**

We are in a unique position to open doors to opportunity for people from underrepresented communities, to advance social mobility in the countries where we operate. Across our global network, we partner with a range of organisations to support talented individuals and young people with the skills to find and secure meaningful work.

## Enhancing the employment prospects of single mothers in Japan

Our Japanese committee for Female Leadership partnered with the charity LittleOnes to run a support event for 12 single mothers, who joined virtually from across Japan. The webinar shared information and insightful tips on accessing the job market, improving interview skills and enhancing their CV. The committee also encouraged their clients to consider hiring single mothers through the charity. AXA Assistance was impressed by one single mother, Yumi, who had felt stuck in a cycle of temporary work for several years. They went on to hire her into a permanent role as an Alarm Center Executive.



Yumi meeting with a Page consultant to assist with her 2022 job search.



*I really am thankful for all the help and support PageGroup gave me. I wouldn't say that being a single mother is the reason for my career options, as that sounds like I'm blaming my kids! But it is a challenge for many who work and have children. The encouragement and the positive feedback from PageGroup was incredible and helped give me the determination to keep going in my job search."*

**Yumi Yamaoka**  
Webinar participant

## Upskilling young talent for the life sciences industry in Mexico

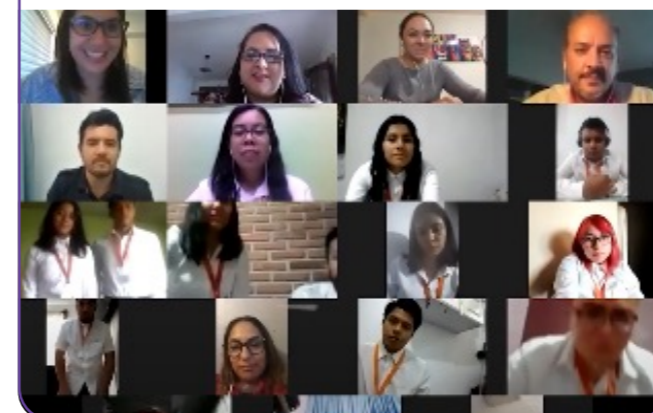
In collaboration with AstraZeneca, we have launched the Junior iTalent Academy in Mexico, an inclusive programme designed to develop the soft and technical skills of young talent from low socio-economic backgrounds. The academy aims to close the education skills gap and better prepare young people for roles in the economy. PageGroup has recruited 22 young people for the first cohort from Mexico's public technical schools. They will take part in a one-year training and work programme, with the finalists offered full-time positions with AstraZeneca.



The team and talented students attending the Junior iTalent Academy in Mexico.

## Career and interview coaching for young people in Peru

In Peru, we worked with the Forge Foundation, a charity that supports youths from low-income families to have access to work and ongoing learning. We worked with 20 young people to provide mock interviews, to give them coaching to prepare for their careers to give feedback to improve their CVs.



*I think Junior iTalent Academy is a great opportunity, and all the things that I have learned and experienced during the programme have been wonderful to me. I think this programme is the bridge to the development of the next generation of IT."*

**Gabriela**  
Student and Junior iTalent Academy participant



# READY FOR LIFT-OFF?

[www.issset.space](http://www.issset.space)

[LEARN MORE](#)

## Inspiring youth into STEM with NASA in Singapore

In a first for PageGroup, we launched a partnership with ISSET to support the NASA Mission Discovery space camp with the aim of inspiring the next generation to pursue STEM studies and careers. PageGroup sponsored 15 children aged 14–18 from under-represented communities to take part in a 5-day Mission Discovery Camp held at Stamford American School Campus in Singapore. The students spent 5 days designing an experiment and presented their work to a panel of NASA astronauts and scientists on the final day.



## Helping refugees rebuild their lives in the UK

The Ukraine crisis brought to the forefront the significant barriers that refugees face when rebuilding their lives in a new country. We know that employment is the most important factor in refugees successfully integrating into their host country, yet the UK unemployment rate for refugees is 4x the national average.

This year, we partnered with RefuAid to provide refugees from across the world with extra support to find sustainable work in the UK with our recruitment skills and networks. To date, 13 refugees based across the UK have benefited from personalised, 1:1 mentoring from PageGroup consultants. Five have gone on to obtain full-time employment or to pursue their studies. Ruth shares her experience of supporting Musab on the programme.

*“Partnering with Musab was a tangible way that I could support someone who could benefit from my recruitment experience, as well as opening up the conversation with some customers about how they could attract and retain diverse talent. Musab and I met in our Sheffield office every few weeks to talk about his CV, his job search, and the challenges he was facing.*

**As he secured interviews, we talked about how he answered questions and how he could improve his technique.**

*I enlisted the help of my amazing team to approach their key manufacturing customers. I set up an interview with one of our long-term clients, and Musab did the rest! He really impressed them and they made an offer.”*



**Ruth Hancock**  
Senior Operating Director  
Michael Page, UK



## Coaching refugees in Germany and Austria

This year, PageGroup Germany and Austria joined “Wir für Chancen” – a refugee job aid programme launched by LinkedIn and Kiron. It aims to help refugees in the DACH region to create their own networks and advance their job search through 1:1 coaching. Twenty Page consultants have signed up to provide bespoke coaching over a 12-month period, with the overall project hoping to support 7,000 refugees in their job search. We also participated in a panel discussion, giving advice to 50 refugees on the system of applying for jobs in Germany and Austria and overcoming barriers that are commonly faced by recent immigrants.



## Addressing discrimination through collaboration in France

In 2006, PageGroup France actively contributed to the creation of the A Compétence Egale association, which brings together HR professionals to collaborate on challenging employment discrimination and promoting workforce diversity. Our HR Director, Stéphanie Lecerf, is now President of the association.

*“The aim of the association is to share best practice between HR specialists; to design widely accessible educational tools; to support candidates likely to be discriminated against; and to influence public authorities to make progress on diversity issues in employment. With this aim in mind, I wrote the first practical guide “How to recruit without discrimination” in 2004, which was widely distributed and then developed into training courses for many companies.*

*Since then, the association has created an advertisement analyser that helps recruiters identify prohibited or biased phrasing in their recruitment adverts. It has also developed tests to identify people’s individual stereotyping tendencies and launched an online academy giving free access to educational content, including face-to-face and e-learning training. The association draws on skills sponsorship by asking its members to participate in working groups and coaching for candidates, in which we play an active role.*

*Today, A Compétence Egale has nearly 100 members, both recruitment companies and large companies. It contributes to numerous discussion groups with public institutions and the NGO sector. We are proud to provide PageGroup’s organisational support and expertise to the cause.”*



**Stéphanie Lecerf**  
HR Director,  
PageGroup, France



*Stéphanie hosting a roundtable debate about the risk of bias in the use of artificial intelligence in recruitment*



# Hidden Talent

**Around the world, people living with a disability face higher barriers to finding and maintaining employment than those without. We believe the disabled community is a hidden pool of talent that employers too often overlook.**

We launched the Hidden Talent programme in 2020 in the UK, to shine a spotlight on our ongoing efforts advocating for disability equality in the workplace. As a business, we are working to ensure our candidate interfaces and systems are accessible for all, regardless of ability, and to open our doors and those of our clients to disabled talent. We partner with disability charities to share our recruitment skills and knowledge with their beneficiaries.

As recruiters, we are uniquely positioned to actively promote diversity, equity, inclusion and awareness of

ethical processes and behaviours for our customers and society as a whole. Our global DE&I Client Solutions teams are supporting employers to engage diverse talent, and provide them with the guidance to meet their diversity ambitions and integrate DE&I into their business strategy. The team conduct a full end to end assessment of the recruitment process and offer insights to reduce hiring biases and ensure a fairer selection process. In August 2022, we launched our DE&I Client Solutions team in Singapore, the first in APAC, which sits alongside our teams in the UK, Brazil, Spain and Italy.

## Improving global website accessibility

This year our global digital team have partnered with Recite Me on a project to make PageGroup's websites accessible for all. Over one billion people, or 15% of the world's population, are living with a disability. When looking for work, some disabled candidates face barriers that prevent them from reading job postings, applying for roles, and accessing careers advice.

The Recite Me accessibility toolbar is now live on 35 key PageGroup sites, with more planned for the future. The assistive toolbar allows candidates to tailor their experience to meet their specific needs.

*"We're proud to offer the Recite Me toolbar on our website to promote inclusivity and accessibility across all our website content. Many disabilities were at the forefront of consideration when designing this tool, including but not limited to dyslexia, visual impairment, autism, ADHD, epilepsy and hyperlexia."*

**Based on recent usage, we're expecting 2 million pages on our websites to be viewed per year using the Recite Me toolbar.**

*That shows how important the tool is in making our website content accessible to the disabled community."*



**James Bradbury**  
Group Director of Web Products, PageGroup



## Supporting candidates with a disability into employment in Brazil

Page PCD (pessoas com deficiencias) is a business unit of Page Personnel who specialise in the recruitment of people with disabilities for roles across LATAM. A team of specialist consultants support candidates throughout the hiring and interview process, and use identical technical criteria as any other PageGroup division. Their experience helps employers engage talented individuals and ensure their hiring process is accessible for all.

### Page PCD experience, Head of Diversity Division

The theme Diversity, Equity and Inclusion has always been an important agenda for PageGroup, but it was in 2010 that we structured an area with this specialisation to serve our partner customers and our candidates called Page PCD (pessoas com deficiencias).

Our role goes far beyond the recruitment process, raising awareness of managers and eliminating biases in practice. We understand that to address the issue of diversity seriously, we need to talk about representation and a sense of belonging.

Transforming lives is our passion. Page PCD is much more than recruiting and selecting professionals for our clients. It is an educational act of showing the client and society that there are people with disabilities and belonging to minority groups who are qualified to occupy strategic positions.

It is an act of empowering the professional, understanding their aspirations and values and giving career guidance and interview tips in a consultative way, so that the ideal match with the vacancy occurs.



**Isabel Pires**  
Executive Manager  
Page PCD, Brazil

## Supporting candidates with a disability into employment in Brazil

continued

### Candidate experience

"Back in April 2022, I was contacted by Mauricio Kuroiwa with a job opportunity for digital accessibility at Google. My first reaction was feeling stunned. I questioned myself for a brief moment of time: is this real? Am I dreaming? Because it seemed like something from movies. Who remembers the movie 'The Internship'?"

Mauricio was very kind to explain a few things over LinkedIn before contacting me through cellphone. I left the call feeling very confident about this opportunity that I was going to have in the upcoming weeks.

However, at a certain point, I felt this was not the right position for me because of bad experiences I had in the past in a specific company. Once again, I thought to myself, I am in a company where I have a lovely career, excellent benefits and so on. I got back to Google and Mauricio and said that I was not going to continue with the interviews. In just a few days, Mauricio and Google tried to understand what happened. And to summarise, I felt confident again and continued with the interviews.

On a specific day, which was a memorable day for me because I was getting the keys to my new house which I was going to move into with my boyfriend, I got the call from Google saying that the position was mine, and on July 4th I would start working at Google, a dream job indeed."

**"I am so grateful to PageGroup, Mauricio and all the lovely people that helped me to get this!"**

**Leandro Teixeira**  
LATAM Program  
Manager at Google



### Client experience

*"The dedication of the Page PCD team is fantastic! They are always willing to embrace new projects and seek out the best talent in the market."*

*I can highlight the great engagement of the Page team in the diversity of job hunting challenges – they have been fundamental in supporting the hiring of people with disabilities, which is one of the pillars of ID&E (Inclusion, Diversity and Equity) at Corteva."*



**Mariane Santos**  
Consultant in Talent  
Acquisition

### Executive Director experience

*"It has been a great pleasure to be a part of our PCD business in Brazil. In every sense of the word, it makes us live and act through our Page values and beliefs. The real impact that I have seen our work have on candidates, clients, and society has been tremendous."*

*When all is said and done, it's important to remember that we do what we do to change every life our work touches – clients, candidates, shareholders, and ourselves. And it has changed mine."*



**Lucas Oggiam**  
Executive Director & Board  
Member, PageGroup, Brazil

## Hidden Talent: Supporting candidates with a disability into employment around the world

### Breaking down barriers for candidates with autism in the UK

In the UK, only 21% of autistic people are in full or part-time employment, one of the lowest employment rates of all disabled groups. Many people with autism face significant barriers to the workforce because of a lack of employer understanding or support.

We partner with Ambitious about Autism, a charity that offers supported internships for autistic young people, helping them to gain vital work experience. Ambitious about Autism works closely with employers to help them become more autism confident.

Saira spent nine months working with the UK DE&I Client Solutions team on Page initiatives and gaining valuable experience. After building her confidence, she was successful in applying for a permanent position in the team as an Associate Consultant.

*"Before joining PageGroup, I struggled to find a job that would actively help and accommodate my needs, as I have autism, dyslexia and dyspraxia."*

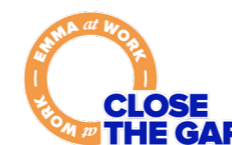
**Since joining as an intern, my manager and co-workers have been incredibly understanding, knowledgeable and active in setting up support systems for me.**

*Things like having meetings every day, technical accessibility meetings and having someone to check my work have made a world of difference and given me the confidence and tools to thrive within the workplace. I secured a full-time position with PageGroup after my internship ended, and I couldn't be more excited!"*



**Saira Ali-Khan**  
Associate Consultant, PageGroup

### Mentoring young people with chronic illness in the Netherlands



physical illness should not prevent young people from doing meaningful work.

We joined forces with Emma at Work, a charity that aims to make the job market more accessible to these youngsters through their Closing the Gap campaign. Eight PageGroup consultants mentored candidates from Emma at Work for six months – teaching them to prepare CVs and cover letters, and to sell themselves in interviews to give them a better chance of securing work.

In the Netherlands, 500,000 young people who live with a chronic illness want to fulfil their potential and be financially independent but struggle to find a job. We believe chronic

“



*This experience has had a profound impact on the youngsters and mentors. They gained self-confidence in a safe environment with industry professionals, while we learned about the hurdles they face to access the job market."*

**Ilze Lamers**  
HR Director Northern Europe PageGroup



# Our Social Impact as a Corporate Citizen

Creating resilient, connected communities where we live and work is important to PageGroup and our people. We are continuously inspired by individual stories of action, where our people and teams have come together to uplift their communities through spearheading fundraising and volunteering events for the causes they care about.

## Advancing community development in rural Vietnam

PageGroup Vietnam managed to donate VND174,528,000 to ECO Vietnam Group, having raised this through both personal and team fundraising activities.

*“As a team, we fundraised VND3,370,200 via a Step for Change challenge. I walked 3,000,000 steps in 191 days, equivalent to the distance from Michael Page’s Malaysia office in Kuala Lumpur to our Vietnam office in Ho Chi Minh City, via our Thailand office in Bangkok. The team organised a trip to Tra Vinh province in partnership with ECO and I am glad I was able to join them since borders had opened. It was a meaningful and fun day spent where we painted the library, built fences for the garden, and had fun with the kids!”*



**Paul Cooper**  
Senior Managing Director, Malaysia, Vietnam and Customer Partnerships, APAC at Michael Page

## Rebuilding homes in Houston, USA

Over the summer, our Houston office had the opportunity to work with the St. Bernard Project (SBP), which is a national disaster recovery and resilience organisation dedicated to shrinking the time between disaster and recovery. Twenty eight Michael Page colleagues supported two families with rebuilding their homes. Between the locations, we cut then laid flooring, painted interior walls and ceilings, sanded trim, and even unloaded and distributed a truck load of new doors.



“  
**Volunteering with SBP was a humbling experience that allowed us to create closer ties with our community. Just one day of Michael Page teamwork made a huge impact on the two families we helped, who faced such devastating hardship.”**

**Hayley Regan**  
 Senior Manager  
 Michael Page, USA



The Houston team are seen preparing building materials for the two homes they helped to rebuild with the St. Bernard Project.



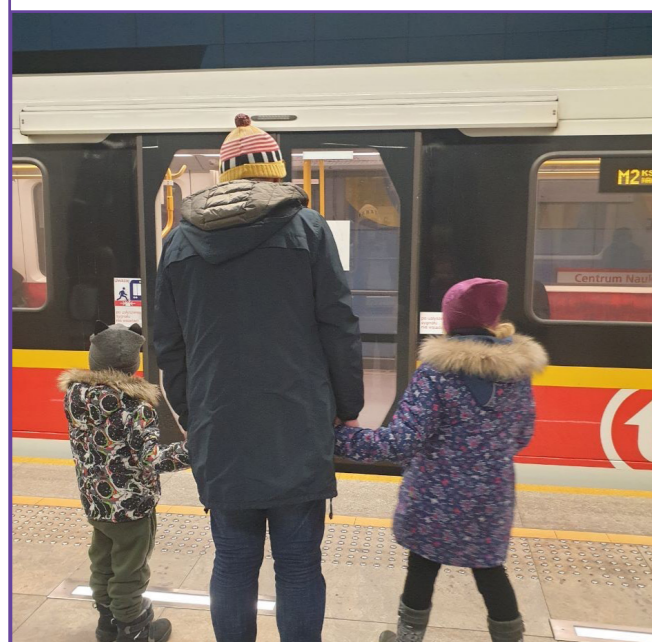
### Emergency support for Ukrainian refugees in Poland

PageGroup Poland raised over €10,000 for those affected by the war in Ukraine. The funds were channelled to a small charity providing emergency support for the frontline humanitarian response. Our Talent Development Business Partner, Wojciech, was the driving force behind the campaign, and personally offered a permanent home under his own roof for 15 Ukrainian refugees, including seven children.

*"Having great friends in Ukraine, I just couldn't stay still and watch the news. One of my friends, a happy mother and head of a charity organisation, fled the war with her son and found a shelter with us in Poland. She's always been supporting children with cancer, however the war forced her to create and run shelters for refugees, deliver food and medications for civilians and search for bulletproof vests for doctors. I was proud to support her effort and raise money together with her."*



**Wojciech Pintal**  
Talent Development Business Partner  
Michael Page, Poland



Wojciech volunteering at a train station in Warsaw to support arriving refugees.



### Charity run for veteran scholarships in the USA

A team of 38 colleagues took to New York's Hudson River Greenway in support of the 2022 Tillman Honor charity run.

Pat's Run is the signature fundraiser for the Pat Tillman Foundation's Tillman Scholarship program, which benefits veterans, active service members and their spouses who are committed to service and their community. PageGroup's Senior Manager, Jason Segall, led the initiative and raised \$16,178 for the Tillman Scholars.



### Donations to good causes in Australia

Across PageGroup Australia, we have supported numerous charities and causes, from donations of pre-loved items, to food banks, charity runs, tree planting, fundraisers and sponsorships. Our dedicated team has donated a total of AUD 22,717 in 2022.

# Our Role as Best-In-Class Employer

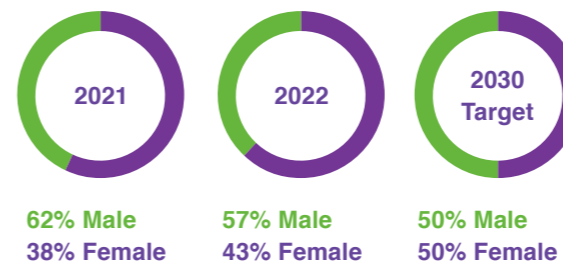
We are a people business, and that starts with our own people. Our culture puts people and teamwork first, and we work hard to create an inclusive environment where everyone can thrive and feel that they belong. Our range of employee networks and support across the organisation continues to expand to ensure that everyone feels valued and heard.

We are committed to gender parity and have set a target to achieve 50% female representation in our senior management by 2030. Over the years, we have kept our focus on creating and maintaining an inclusive culture where everyone can thrive, based on their unique talents. We remain committed to enable, engage and empower our female employees, allowing them to succeed and unleash their talent in a fair work environment.

To demonstrate our commitment, this year we successfully completed the United Nations Global Compact Target Gender Equality Accelerator programme in the UK. This involved undertaking analysis of how we are performing on gender equality through the Women's Empowerment Principles tool.

**92%**  
of our people told us they are proud to work for PageGroup in our annual 'Have Your Say' survey.

### Progress against our gender diversity goal for women in leadership



Details can also be found within our 2022 ARA on page 30.

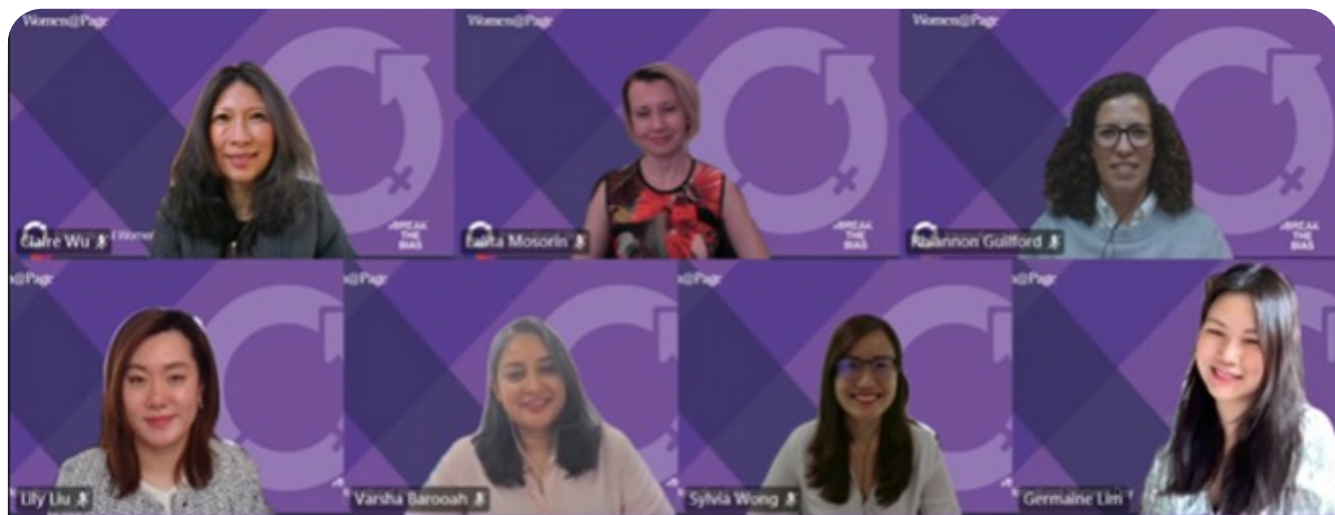
We reflected on key initiatives that are having a tangible impact, such as our Senior Female Leadership Network established in the UK and Europe. The network promotes cross-country community building amongst our female talent and has made great progress on building better allies in our men by bringing them on the journey. Our Women@Page network, established ten years ago, also plays an important role in supporting, developing and retaining female talent across our business. As of 2022, the Women@Page mentoring scheme now has 299 mentoring partnerships across the world.

### From Trainee to MD: Pamela's journey at Page

I joined PageGroup as a trainee in 2000. Over the past 22 years, I have had the chance to lead multiple disciplines and brands, to work with different organisations through economic cycles, to change bosses and welcome new colleagues. Page's stimulating environment and meritocratic approach has motivated me over the years to keep on learning and to unleash my potential. The Company invested a lot in my training and development across my journey and recently gave me the opportunity to be part of an amazing international coaching programme!

In September 2021, my life's dream came true with my appointment to MD in my home country. I love working at Page, because we really change people's lives, and day after day we work hard to become better versions of ourselves.

**Pamela Bonavita**  
Managing Director, PageGroup, Italy



### International Women's Day 2022, APAC

On International Women's Day, our Diversity, Equity and Inclusion team in APAC hosted a session to raise awareness, educate and inspire action around women's empowerment in the workplace. Six hundred employees attended of all genders from across our Asia Pacific region. The lively session, which included a panel discussion, covered the topic of equity, the most common biases and simple techniques to eliminate bias.

### Inspiring Black professionals across North America

During Black History Month 2022, PageGroup North America hosted two virtual panel events – Black in Corporate America and Black in Construction – as part of their month-long campaign *All Black Everything: The Black Experience Front and Center*. 124 external attendees and 600 PageGroup colleagues got the opportunity to hear from Black professionals about navigating the corporate and construction industries.



*I have been fortunate to have the opportunity to be a part of the NAM DE&I Committee and involved in the planning for Black History Month in 2022 and 2023. The consecutive efforts to engage in multiple opportunities throughout the month for shared learning, understanding, and engagement coupled with the actionable ways to be advocates for DE&I are vastly important."*



**Arielle Tyus**  
Senior Recruitment Consultant, Michael Page, USA



*Hearing about the lived experiences of Black people is vitally important to our DE&I goals as an organisation. The response to our panel session was overwhelmingly positive and many attendees were moved and enlightened by the personal stories our panelists shared."*



**Paula Ward**  
Employee Engagement Manager, Michael Page, USA

### Hosting impactful internships in South Africa

Over the past year, our Michael Page South Africa team have created an internship programme to foster homegrown talent from underrepresented communities in Johannesburg. Five young people with high potential have been selected for the 6-month programme. They have hit the ground running, working with their managers to learn on-the-job, as well as receiving bespoke training.

*"Our most successful recruitment consultant started as a learner in 2012, so we knew we wanted to invest in a learnership programme with the aim of growing from the ground up. We were looking for interns that would enjoy conversing with candidates and to complement our teams with a great attitude."*

**We were also keen to give preference to people from a previously underrepresented group.**

*Not only have our interns contributed to the overall positive energy and activity of the business – they have also already delivered real tangible results, contributing 25% of the office revenue in the last two months."*



**Paul Newman**  
Operating Director, Michael Page, Africa

### Our Culture Book

Our Culture Book shines a light on what it's like to work with, alongside and within Page: our people, our purpose, our values and our focus on customers.



To find out more information on our DE&I programmes and culture, please refer to our [Culture Book](#).

# Governance

At PageGroup, we recognise the significance of applying the principles of good governance to our organisation. A well-designed governance framework is key to ensuring decisions, business plans and projects are transparent, strategic and well thought through.

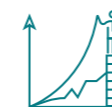
Our governance framework, set out on page 38 is well established, providing assurance for all our stakeholders that the business is not only well run but operates for its long-term sustainable success. The Group's Main Board draws membership from a range of sectors, skills and experience, and is well equipped to fulfil its role of leading the Group, agreeing its strategy and ensuring the business operates within a framework of effective controls. The Executive Committee, known within the Group as the Executive Board, is delegated with the oversight of operational day-to-day management.

Our Board Committees include the Audit Committee, Nomination Committee and Remuneration Committee. The membership of the Audit and Remuneration Committees is comprised of independent Non-Executive Directors. The Nomination Committee membership is also comprised of Non-Executive Directors, and this Committee is chaired by the Chair of the Board. The Sustainability Committee has been tasked by the Board to drive forward the Company's ESG strategy, reflecting the increased focus of the Board on Sustainability matters. The Committee meets quarterly to discuss Sustainability strategy and is accountable to report to the Board in terms of progressing the Group's Sustainability agenda. The terms of reference for the Committee are available on [www.page.com](http://www.page.com).



## Stakeholders

We use a mixture of qualitative and quantitative measures to assess and identify improvements to governance processes. The Board understands the importance of enabling the voices of stakeholders to be heard in the Board room, such as understanding the employee voice and the needs and experiences of customers. Multiple channels are in place to allow stakeholders to deliver feedback, with survey data and KPIs reported to the Board, to enable their review of how the business is truly performing and how efficiently and effectively it is being run. Our Section 172 statement, describing how the Directors have had regard to Section 172 (1) of the Companies Act 2006, can be found in the PageGroup Annual Report, and the Section 172 statements of our subsidiaries can be found on our website [here](#).



**Board and Committee evaluation process:** In compliance with the UK Corporate Governance Code, an evaluation of the Board, its Committees and individual Directors is carried out annually, and an anonymous, externally facilitated review of the effectiveness of the Board and each of its Committees is carried out every three years.



**Review of key functions and advisers:** The Board reviews the effectiveness of our Internal and External Audit functions and remuneration advisers on an annual basis.



**Twice-yearly culture review:** Reviews of our culture and engagement framework, and activities across the business, are reported to the Board.



**Speak-Up:** All reports to the Group's Speak-Up helpline are investigated and reported to the plc Board.



**ESG:** Updates are provided regularly to the Board.



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



Within the last year, we have seen some changes to our Board and Committees. David Lowden stepped down as Chairman of the Board on 30 April 2022, and was succeeded by Angela Seymour-Jackson. Karen Geary, who joined the Board in April 2022 took over from Angela as Remuneration Committee Chair. As of April 2023, Babak Fouladi will be appointed as a Non-Executive Director.

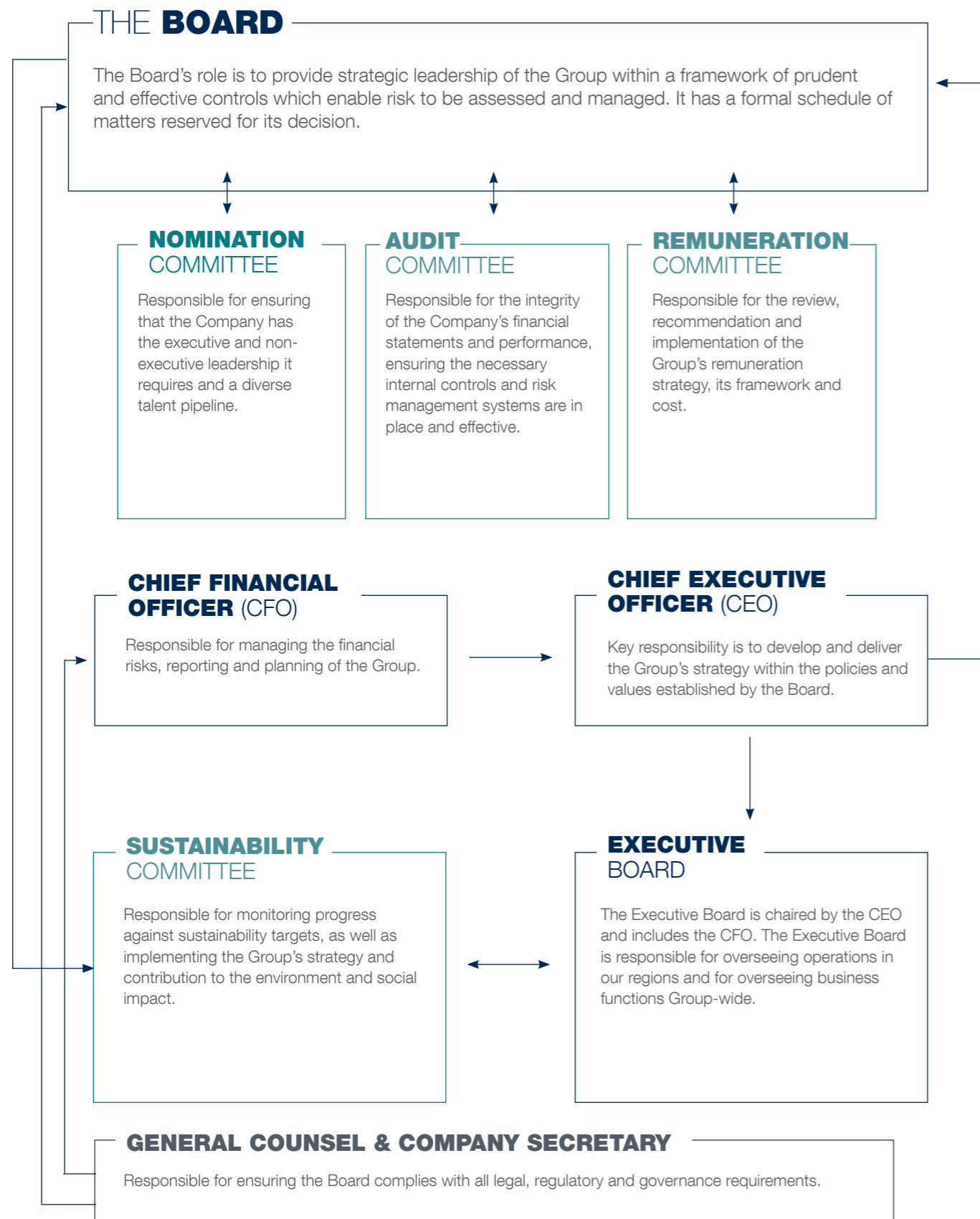
The following pages summarise the key elements of how we ensure governance forms part of the fabric of the Group.

Full details of the composition and activities of the Board and all its Committees and how the Group acts on stakeholder feedback can be found in the Group's Annual Report & Accounts 2022 available on the Company's website [www.page.com](http://www.page.com).



**Kaye Maguire**  
General Counsel &  
Company Secretary

## Our Corporate Governance Framework



## Alignment of sustainability with reward

"The Remuneration Committee is responsible for the implementation of PageGroup's remuneration strategy. To better align the outcomes with the journey and priorities described with the Sustainability Strategy, the Committee reviewed the ESIP assessment targets of the CEO and CFO. 5% of the ESIP assessment is now aligned to specific ESG targets, which are also linked to the UN Sustainable Development Goals, illustrating how seriously the Board is taking its focus on sustainability matters. More about this can be found in the Remuneration section of the PageGroup Annual Report, which can be found on our website."



**Karen Geary**  
Remuneration Committee Chair

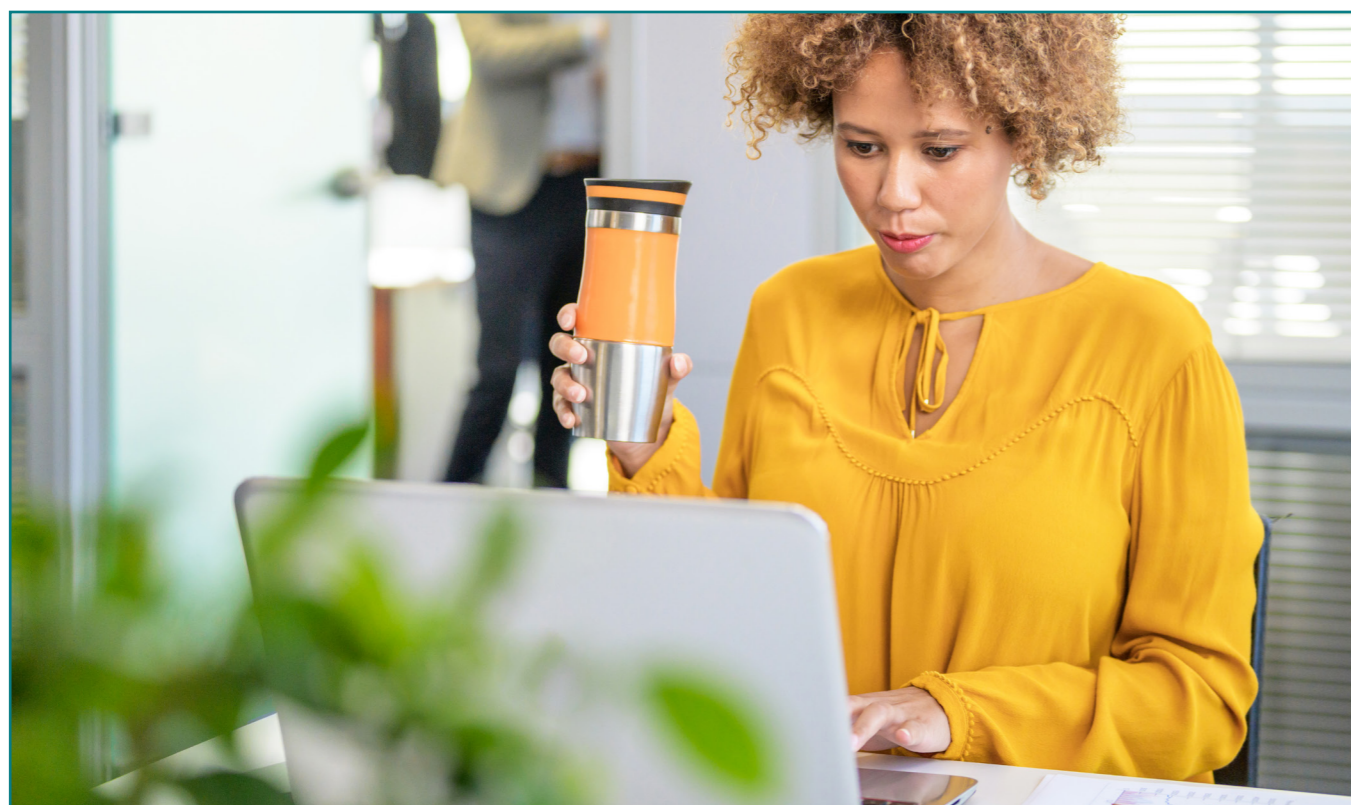
## Audit

The audit function supports the business in providing assurance that we have the appropriate controls in place to ensure a sustainable business. Our audit programme includes reviewing our business approach to Environmental, Social and Governance issues with specific focus for 2022 on areas such as, energy usage, diversity and inclusion, bribery and corruption, ethical trading with suppliers, clients and candidates. Importantly, we review our processes to ensure they are customer centric, capturing objective feedback from our clients and candidates and ensuring that issues highlighted, are acted upon. Our audit activity will continue to evolve in line with the business focus on sustainability.

## 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. To continuously improve our defences, Page is accredited with the ISO27001 Standard for Information Security, and in the last year, Cyber Essential Plus standard of cyber security. In addition to receiving external audits to maintain these accreditations, we also continue to assess and invest in the latest defences to keep pace with a complex threat landscape and defend our systems and data from misuse and malicious activity.





## Supplier Code of Conduct

We expect our suppliers and potential suppliers to aim for high ethical standards and to operate in an ethical, legally compliant, and professional manner by adhering to our Supplier Code of Conduct. We also expect our suppliers to promote similar standards in their own supply chain and will seek assurance from our suppliers through the procurement tendering process and periodic review of compliance.

## Taxation

As set out within the PageGroup Tax Strategy, our approach to managing the Group's tax affairs and the risks associated with them, is guided by an overall adherence to corporate and social responsibility in the countries in which we operate. We act in accordance with, and seek to comply with, relevant tax laws and obligations, complying with the spirit as well as the letter of the law. We seek to pay the right amount of tax, at the right time and in the right place. The Group's tax strategy is set out in detail on our website in the Investor section under "Responsibilities".

## Data

PageGroup understands that principled and responsible data management is our corporate responsibility. It is important that our customers have confidence in how we use and store their data. We aim to promote responsible data handling practices that comply with data protection laws in the markets in which we operate and be transparent with our customers on how we use their data.

As a business, we apply data regulations and place data subjects at the heart of our decision-making. We have a data privacy and security framework in place across our business, with clear responsibilities for data protection and security compliance. We also keep this under regular review to enable us to adapt to a constantly evolving environment.

## Human rights

Human rights are fundamental to PageGroup's core values of integrity and respect for people. We respect the customs and cultures of our areas of operation and comply with their local laws. We have business processes in place to ensure legislative compliance including ensuring minimum wage and workers' rights.

Our Employee and Supplier Codes of Conduct reinforce values and behaviours endorsed by PageGroup. These Codes of Conduct also provide a clear position on a range of issues that help PageGroup, our employees and suppliers identify, understand, and manage expectations in good practice in labour rights and modern slavery including:

- Ensuring right to work checks are conducted pre-assignment in line with local regulations e.g., Home Office guidance in the United Kingdom.
- Providing checks and verification on candidates' reference and education information.
- Performing credit and criminal checks where stipulated by our client.
- Maintaining a whistleblowing hotline "Speak Up".
- Incorporating modern slavery as part of standard risk assessments.

### Modern slavery training in Asia-Pacific (APAC)

As part of our work to advance human rights, PageGroup Asia Pacific (APAC) partnered with a blue-chip law firm to deliver virtual workshops.

In July 2022, training was held to raise awareness around the importance of addressing modern slavery risks as part of PageGroup's ongoing commitment to our corporate and social responsibilities. Over 230 employees from across the region benefited from the modern slavery literacy training. This was aimed at enabling employees to adopt responsible practices to positively impact, addressing risks across the business and its operations.

The training covered "what is modern slavery and the Modern Slavery Act 2018". It also looked at the specific relevance to our business and how to respond to modern slavery concerns.

## Reviewed human rights approach

Aligned with UN Guiding Principle, ILO's Declaration and OECD Guidelines.

## 230+ employees

Provided human rights training to more than 230 employees in Asia Pacific.

## "Speak Up" helpline

Report your concerns in confidence.



*Respect for human rights is fundamental to our core values and we regularly review our approach to ensure our business activities are not adversely impacting other people's human rights."*



**Ravinder Shergill**  
Group Support Services  
HR Director, PageGroup

# Accreditations, Disclosure Alignments and Methodology

## Accreditations

### Increased CDP scores

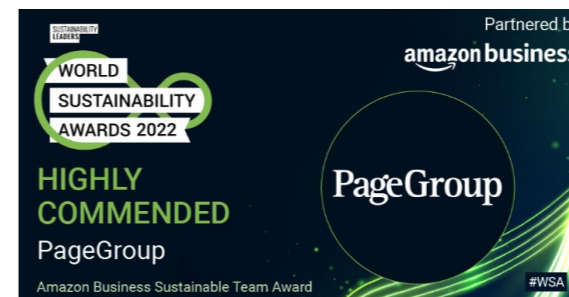
PageGroup is pleased to be making the transition to renewable energy sources with great success. We demonstrated progress after disclosing our environmental impacts to CDP and moved up the ladder to a B. Companies rated B by CDP are deemed to be addressing the environmental impacts of their business and ensuring good environmental management. 58% of the energy used to power PageGroup's offices currently comes from renewable sources, and we are actively taking steps towards making the transition to renewable energy sources for remaining energy used.



*"Progress on climate change is meaningless unless it can be measured, we recognise change takes time and is more than well-crafted words. We are pleased to be able to demonstrate continual improvement on the steps we are taking to increase transparency and mitigate climate change. Like many others, we are on a journey and I look forward to improving our performance further in the years to come."*



## Awards









**Tiara Recruitment Award**  
CEO honoured for leading the international growth of PageGroup, and recognised as a high-profile champion of diversity.

For a full list of our awards and accreditations click [here](#).



# 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
 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.	Principle 6	<b>203-2:</b> Significant indirect economic impacts	PageGroup purpose, p.3 Green growth, decent work and economic prosperity, p.13 Changing lives with our recruitment skills, case studies across pages 22-29
 PageGroup's recruitment activity creates the opportunity for an earned income which is a sustainable way to reduce hunger. PageGroup's citizenship activities support foodbanks.	Principle 6	<b>203-2:</b> Significant indirect economic impacts	Donations to good causes in Australia, including to foodbanks, p.32
 Employee health & wellbeing is a vital part of PageGroup's culture and our people strategy.	Principle 1	<b>403-6:</b> Promotion of worker health	PageGroup Culture Book,
 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.	Principle 6	<b>203-2:</b> Significant indirect economic impacts	Changing lives with our recruitment skills, case studies across pages 22-35, including: <ul style="list-style-type: none"> <li>Upskilling young talent for the life sciences industry in Mexico, p.23</li> <li>Career and interview coaching for young people, p.23</li> </ul>
 PageGroup has set a target to achieve 50% female representation in our senior management by 2030.	Principle 6	<b>405-1:</b> Diversity of governance bodies and employees	Our Role as a Best-In-Class Employer, p.33-35, including: <ul style="list-style-type: none"> <li>Progress against our women in leadership target, p.33</li> </ul>
 PageGroup is focused on powering its offices via renewable energy and reducing its energy consumption.	Principle 8	<b>302-3:</b> Energy Intensity <b>302-4:</b> Reduction of energy consumption	Greening our offices through transition to renewable energy, p.16-17 Energy consumption, p.50

SDG and PageGroup impact	Relevant UNGC Principle	Relevant GRI Standard	Relevant page in report
 At PageGroup our purpose is to change people's lives. We have a target to change 1 million lives by 2030 through placements into decent work and through sharing our skills as a recruiter in social impact programmes.	Principles 1, 2, 4 and 6	<b>413-1:</b> Operations with local community engagement, impact assessments, and development programmes	PageGroup purpose, p.3 Establishing a meaningful sustainability business, p.13-15 Changing lives with our recruitment skills, case studies across pages 22-29
 PageGroup can play an active role in preparing and positioning the global workforce for a Just Transition to a Net Zero economy. This will support inclusive and sustainable industrialisation.	Principle 8	<b>413-1:</b> Operations with local community engagement, impact assessments, and development programmes	Green growth, decent work and economic prosperity, p.13, including green jobs roundtable at Anthropy
 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 talented individuals and young people to find and secure meaningful work.	Principles 1, 2 and 6	<b>413-1:</b> Operations with local community engagement, impact assessments, and development programmes	Green growth, decent work and economic prosperity, p.13-15 Changing lives with our recruitment skills, case studies across pages 22-29, including: <ul style="list-style-type: none"> <li>Supporting disabled candidates into employment in Brazil p.27-28 and worldwide p.26-29</li> </ul>
 PageGroup undertakes responsible "materials stewardship" across our value chain. As our supply chain is relatively short, and service based and we provide services, not products, the impact of this topic for PageGroup is small.	Principles 7 and 8	<b>308-1:</b> New suppliers that were screened using environmental criteria <b>414-1:</b> New suppliers that were screened using social criteria	Supplier Code of Conduct, p.40
 PageGroup is committed to become operationally Net Zero by 2026. We are committed to take action on climate by reducing our carbon footprint, as well as by supporting the just transition to a low carbon economy.	Principle 7, 8, 9	<b>305-1:</b> Direct (Scope 1) GHG emissions <b>305-2:</b> Energy indirect (Scope 2) GHG emissions <b>305-3:</b> Other indirect (Scope 3) GHG emissions <b>305-4:</b> GHG emissions intensity <b>305-5:</b> Reduction of GHG emissions	Reducing our Impact on the Environment, p.16-19, including: <ul style="list-style-type: none"> <li>Carbon reduction strategy, p.16</li> <li>2022 GHG emissions performance, p.18</li> </ul> Establishing a meaningful sustainability business, p.13-15 GHG performance table, p.50
 As part of our climate strategy, we offset our emissions supporting carbon removal projects. These projects include initiatives that link communities and biodiversity.	Principle 7, 8	<b>304-3:</b> Habitats protected or restored	Carbon Offsetting, p.19, including support for: <ul style="list-style-type: none"> <li>Reforestation projects in Ghana and USA</li> <li>Afforestation projects in Colombia and Uruguay</li> </ul>

SDG and PageGroup impact	Relevant UNGC Principle	Relevant GRI Standard	Relevant page in report
 <p>PageGroup can contribute to promoting peaceful societies through being a responsible, transparent business with strong governance and accountability at all levels.</p>	Principle 1, 2, 3, 4, 5, 10	<b>205-1:</b> Operations assessed for risks related to corruption <b>412-2:</b> Employee training on human rights policies or procedures	Governance highlights across pages 36-41, including: <ul style="list-style-type: none"> <li>• Corporate Governance framework, p.38</li> <li>• Audit, p.39</li> <li>• Cyber security &amp; data, p.39 &amp; 40</li> <li>• Taxation, p.40</li> <li>• Human rights, p.41</li> </ul>
 <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	<b>413-1:</b> Operations with local community engagement, impact assessments, and development programmes	Our Partners, p.21 Changing lives with our recruitment skills, case studies with partners across pages 22-29

### 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, 205-1, 303-3/4, 304-3, 305-1/2/3/4/5, 308-1, 403-6, 405-1, 412-1, 413-1 and 414-1) can be found in our Sustainability Report (reference to page numbers available in the table above), GRI disclosure elements (10211, 10214, 10216, 10218, 102-31, 102-32, 205-1 and 205-2) can be found in our Annual Report and GRI disclosure elements (403-6 and 403-7) can be found in our Culture Book.

# 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 2022 Sustainability Report and ARA.

## 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 in compliance with the GHG Protocol Corporate Reporting Standard using the newly implemented 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 Greenhouse Gas Protocol. Unless otherwise indicated, the following are deemed within these boundaries:

- All PageGroup offices occupied in whole or in part. All offices globally are leased.
- All PageGroup full-time employees and contractors.
- All PageGroup company cars, whether owned or leased.

### Assessment structure

The 2022 assessment year for our environmental reporting runs from 1st October 2021 – 30th September 2022. For the reporting of our social impact data, the assessment year runs from 1st Jan 2022 – 31st December 2022.

### Key reported metrics

Metric area	Specific metrics
GHG emissions	Scope 1
	Scope 2
	Scope 3
Social impact	Total number of lives changed
	Corporate donations
	Volunteering hours
ESG recruitment business	Growth in net fees from sustainability roles
Gender	Females in senior leadership positions





## 2. GHG emissions

### 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.

### Methodology and approach

All emissions have been 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) for each emission source. Site level data is uploaded quarterly by 50+ data entry users. Ecometrica's data sets are reviewed and assured annually.

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

#### Scope 1 emissions

Reported Metric	Definition and Scope	Methodology and any applicable estimations	Units
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 <sub>2</sub> e
Company cars – internal combustion engine	Emissions associated with fuel combustion.	Leasing agent and fuel spend reports.	Tonnes CO <sub>2</sub> e

#### Scope 2 emissions

Purchased Electricity – Facilities	Emissions associated from 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, estimates are based on floorspace.	Tonnes CO <sub>2</sub> e
Purchased Electricity – Company Cars	Emissions resulting from employees travelling via company cars for business travel	Electricity consumption data is obtained from credit card transaction reports which detail the cost and units charged.	Tonnes CO <sub>2</sub> e

#### Scope 3 emissions

Capital Goods and Services	Services or goods acquired by the business.	Emissions relating to our capital goods and services are estimated based on supplier spend.	Tonnes CO <sub>2</sub> e
Business Travel	Emissions associated with employees travelling for business purposes.	Data is obtained via travel agent reports, expense reports and internal travel coordinators.	Tonnes CO <sub>2</sub> e
Commuting	Travel undertaken by employees from their home to their workplace.	An annual commuting survey provides insights on employee commuting habits.	Tonnes CO <sub>2</sub> e
Homeworking	Emissions resulting from days where Page employees work from home.	Emissions are calculated using Ecometrica's Homeworker Model.	Tonnes CO <sub>2</sub> e
Landfilled Waste	Waste disposed of from our business and collected across all buildings deemed within our organisational boundaries, which is sent to landfill.	Waste estimated based on the number of employees in the office.	Tonnes CO <sub>2</sub> e
Water Treatment & Consumption	Water treated and consumed from commercial premises.	Water consumption in litres is estimated by multiplying headcount figures by a water intensity.	Litres
Transmission and Distribution Losses & Other Upstream Emissions	Losses that occur in transmission of energy between the sources of supply and points of distribution.	T&D losses and other upstream emissions are automatically calculated by the Ecometrica platform.	Tonnes CO <sub>2</sub> e

### Estimates, emission factors & quality assurance

In instances where GHG emissions are known to occur, and where there are known gaps in our data, estimates are used. We have a hierarchy for estimate methods.

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.

Quality assurance is managed via the Ecometrica platform and involves variance analysis and manual quality assurance.

## 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	£'000s
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 minority and 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.
- **Social impact programmes** – PageGroup's global sustainability team manage regional social impact reporting trackers. Social impact data is collected from the 37 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: 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.

### 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.

## 2022 GHG Emissions

Emissions Source (tCO <sub>2</sub> e)	2021			2022			% 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)	
<b>Scope 1 (total)<sup>1</sup></b>	<b>246</b>	<b>918</b>	<b>1,164</b>	<b>141</b>	<b>792</b>	<b>933</b>	<b>-20%</b>
Natural gas <sup>2</sup>	196	361	557	86	170	256	-54%
Company owned vehicles <sup>3</sup>	50	557	607	55	622	677	11%
<b>Scope 2 (total)</b>	<b>358</b>	<b>2,736</b>	<b>3,094</b>	<b>167.7</b>	<b>1,881.3</b>	<b>2,049</b>	<b>-34%</b>
Purchased electricity (market based) <sup>4</sup>	358	2,729	3,087	167	1,877	2,044	-34%
Company owned electric vehicles <sup>3</sup>	-	7	7	0.7	4.3	5	-29%
<b>Scope 3 (total)</b>	<b>8,358</b>	<b>40,511</b>	<b>48,869</b>	<b>10,031</b>	<b>52,297</b>	<b>62,328</b>	<b>28%</b>
Category 1: Purchased Goods & Services <sup>5,6</sup>	6,727	32,946	39,673	7,695	41,754	49,449	25%
Category 3: T&D losses and upstream emissions	220	1,049	1,269	194	1,038	1,232	-3%
Category 5: Waste/water <sup>7</sup>	78	1,259	1,337	170	1,948	2,118	58%
Category 6: Business travel <sup>8,9</sup>	13	332	345	411	1,347	1,758	409%
Category 7: Homeworking <sup>10</sup> & Commuting <sup>11</sup>	1,320	4,925	6,245	1,561	6,210	7,771	24%
<b>Total tonnes of CO<sub>2</sub>e</b>	<b>2,235</b>	<b>50,894</b>	<b>53,129</b>	<b>2,644</b>	<b>62,667</b>	<b>65,311</b>	<b>23%</b>
<b>GHG emissions intensity</b>							
Number of employees <sup>12</sup>	1,268	6,210	7,478	1,404	7,616	9,020	21%
<b>Tonnes of CO<sub>2</sub>e per employee</b>	<b>1.8</b>	<b>8.2</b>	<b>7.1</b>	<b>1.8</b>	<b>8.2</b>	<b>7.2</b>	<b>1%</b>
<b>Energy consumption</b>							
Scope 1 energy consumption (MWh) <sup>13,14</sup>	1,243	3,852	5,094	701	3,247	3,948	-22%
Scope 2 energy consumption (MWh) <sup>15</sup>	2,472	12,171	14,643	2,266	8,690	10,957	-25%
Scope 3 energy consumption (MWh) <sup>16</sup>	2,606	8,252	10,858	3,576	11,831	15,407	42%
<b>Total energy consumption (MWh)</b>	<b>6,320</b>	<b>24,276</b>	<b>30,596</b>	<b>6,543</b>	<b>23,768</b>	<b>30,311</b>	<b>-1%</b>

<sup>1</sup> 2021 figures for Scope 1 & 2 are restated (following increased visibility of natural gas, electricity and company car data and the expansion of reporting to include emissions from company owned electric vehicles).

<sup>2</sup> 2021 figures for natural gas were overestimated due to high level assumptions used in 2021, leading to a reduction in 2022.

<sup>3</sup> Emissions relating to company cars assume that 75% of company car mileage is due to personal use and is not included.

<sup>4</sup> In 2022, gaps in electricity data have been estimated based on historic consumption data, rather than based on floorspace. This has partly led to the reduction in emissions compared to 2021.

<sup>5</sup> Purchased goods and services has been included in 2022 for the first time. 2021 emissions figures were retrospectively calculated.

<sup>6</sup> Purchased goods and services emissions are calculated using global aggregated figures for procurement spend. Figures for the UK have been estimated by apportioning global emissions to the UK, based on UK FTE as a percentage of global FTE.

<sup>7</sup> Emissions associated with landfilled waste and water have been estimated using average intensity metrics per FTE, with working from home figures applied.

<sup>8</sup> 2021 figures for business travel have been restated due to improved data visibility.

<sup>9</sup> PageGroup reported global emissions associated with air travel, rail, taxi, bus, accommodation, car rentals and expensed fuel for business travel.

<sup>10</sup> Homeworker emissions have been calculated based on Ecometrica's homeworking model as per above.

<sup>11</sup> 2021 figures for commuting and homeworking are restated as commuting emissions has been included in 2022 for the first time. 2021 commuting figures were retrospectively calculated.

<sup>12</sup> 2021 FTE is the total headcount for PageGroup as per September 2021, 2022 FTE is the total headcount for PageGroup as per September 2022.

<sup>13</sup> Energy 1 MWh = 1,000 kWh.

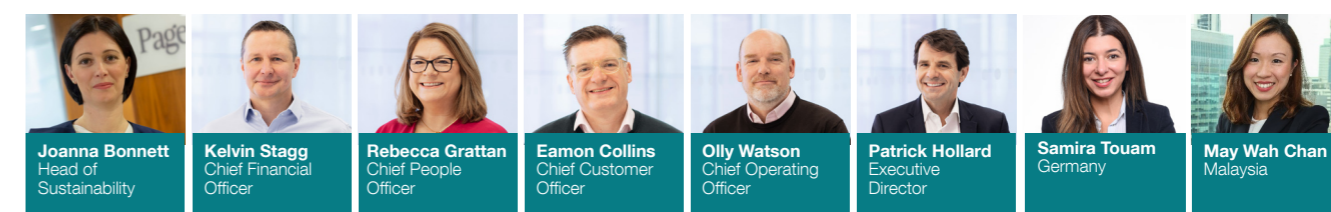
<sup>14</sup> Energy consumption from Scope 1 relates to energy from fuel for company vehicles and natural gas use in offices.

<sup>15</sup> Energy consumption from Scope 2 relates to electricity use in offices.

<sup>16</sup> Energy consumption from Scope 3 relates to energy from fuel associated with business travel (cars and taxis) and fuel associated with commuting (employee-owned vehicles).

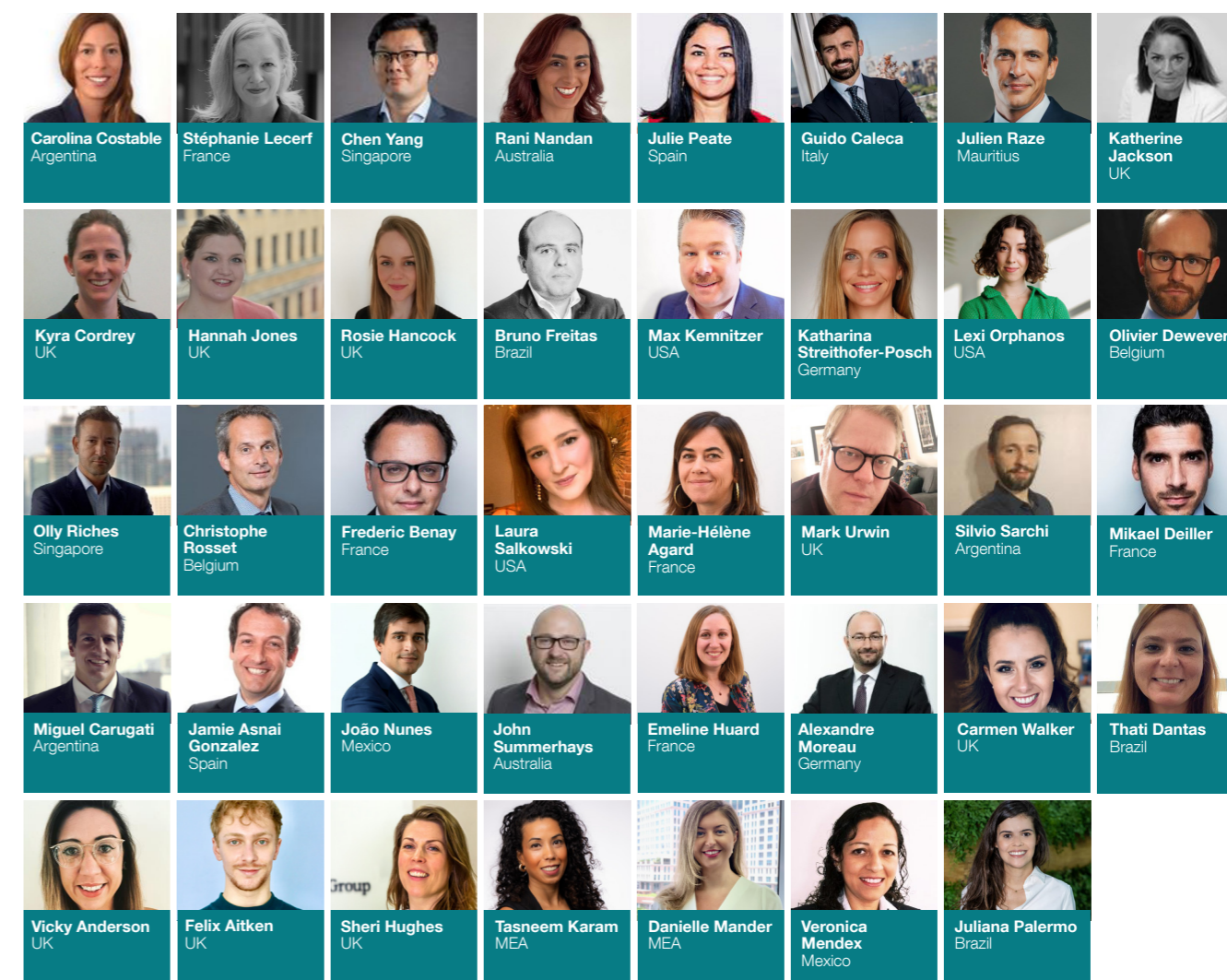
You can view our 2022 GHG Emissions Assurance Statement [here](#).

## Global Sustainability Committee



## Our ESG Advocates

We attribute much of the progress in this report to the hard work of our sustainability advocates and their respective teams. We will continue to work closely with global counterparts to drive success in sustainability across the business. We also acknowledge that many employees across the business are driving important sustainability work at a local level, and we also celebrate their hard work and successes with them.





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