Michael Page

Diversity, Equity & Inclusion policy

Policy statement

At Michael Page our purpose is to change lives. Diversity, Equity and inclusion is therefore inextricably linked to our vision and strategy. As one of the world's leading recruitment companies we are passionately committed to promoting equal opportunities and diversity, equity and inclusion in the workplace. We aim to do this as an employer, a provider of services and with our suppliers.

Policy

This policy details our commitment to diversity, equity and inclusion at Board level (including Board committees) in Michael Page plc (the "Company"). It should be considered in conjunction with the policies and practices that apply to its wider workforce. The Board may delegate or be supported in its responsibilities under this policy by the Nomination Committee.

The Board views diversity in its broadest sense and seeks membership which is diverse in age, gender, ethnicity, sexual orientation, disability or educational and professional and socio-economic background and all the other qualities that make each of us unique.

The Board considers it important to ensure different perspectives and insight are brought to all areas of business, generating creativity, problem-solving capability and helping to secure the Company's sustainability for the long term.

The Board considers that by embracing diversity, equity and inclusion it:

- delivers better quality decisions and decision-making processes;
- reflects it broad base of customers and employees and represents their needs and views more accurately; and
- supports sound corporate governance principles.

Practices and objectives

Under the Terms of Reference for the Nomination Committee, the Committee is responsible for regularly reviewing the structure, size and composition of the Board and it will ensure that Board members are appointed on the basis of merit.

The Board will seek to ensure that the following objectives are met:

- at least one of the senior board positions (Chair, Chief Executive Officer, Senior Independent Director or Chief FinancialOfficer) is a woman;
- that at least 40% of Directors are women; and
- at least one Director is from an ethnic minority background.

Candidates for Board positions must be identified and selected against objective criteria while having due regard to the benefits of diversity, equity and inclusion and equal opportunity on the Board. Candidate lists for Non-Executive Director positions should include individuals drawn from a wide range of experiences and backgrounds and shortlists for Non-Executive positions should aim to include a minimum of 30% female candidates and, include ethnic minority representation.

The Board undertakes to engage only executive search firms that have committed to adhere to The Voluntary Code on diversity, as we ourselves have committed to, which seeks to ensure executive search firms assist in creating more diverse boards.

Through its annual evaluation process the Board will consider diversity and ensure its structures and membership contain the appropriate balance of skills and experience.

The Board as part of its responsibilities to oversee and monitor the Company's culture will review progress on diversity, equity and inclusion initiatives, including ensuring Managing Directors and above have diversity objectives and it will seek to monitor development of high potential talent for succession to Board and senior management level positions.

To assist in fostering a supportive environment which enables constructive challenge and collaborative decision making, any new director will be provided with suitable training to ensure a thorough understanding of the business. The Chair will be responsible for ongoing mentoring of new directors.

Reporting and review

The Company's Annual Report & Accounts will describe this policy on diversity, equity and inclusion as it applies to the Board and its committees; it objectives; how it has been implemented during the year and the results of the policy during the year. The Nomination Committee Report will describe the work of the Committee including in respect of progress on diversity, equity and inclusion matters.

The Nomination Committee will review this policy on an annual basis and recommend any revisions to the Board for approval.

People and culture team monitoring and review:

Respecting all employees, regardless of differences and encouraging DE&I in the workplace as they are good practice and make business sense.

Maintaining a balance and fairness in opportunities and support to employees through the awareness and rejection of personal biases so employees will be assisted and encouraged to reach their maximum potential and in turn allowing skills and resources to be utilised effectively, maximising Company efficiency.

Willfully working towards an inclusive workplace to ensure the comfort and authenticity of personalities.

Drawing from a broad pool of talent to inclusively reach talent, create diverse slates and, ultimately, a workforce that reflects the communities we serve.

Creating an inclusive and safe work environment that supports DE&I and behaviours that reinforce our Company values, including:

- Ensuring a work environment that is free from discrimination, harassment, and bullying and contacting the People and Culture team when becoming aware of an employee who may be subject to discrimination, harassment, or bullying.
- Encouraging employees to collaborate, make suggestions, and respect others whilst valuing all perspectives and listening to diverse points of view.
- Role-modelling inclusive and respectful behaviour in the work environment and all work-related activities

Fostering a culture of respect for all employees, customers, vendors, contractors, and others in the workplace.

Addressing any other behaviour that is inconsistent with this or other policies, or with applicable laws relating to equal opportunity, diversity, equity, or inclusion.

Reporting mechanisms

If an employee believes they or another individual has been subject to conduct prohibited by this Policy, we urge the employee to report this to the People and Culture Business Partnering team. We encourage you or your colleague(s) to speak up as early as you can, so they can give you the support you need.

If you feel like you can't talk to your manager, or you need additional support get in touch with the People and Culture team and they'll provide you with help and guidance.

Employees who do not comply with this Policy and/or are found to have engaged in discrimination, harassment, or bullying, will be subject to appropriate disciplinary action, up to and including termination of employment. We will not tolerate threats or acts of retaliation of any kind against any individuals because they report conduct reasonably believed to violate this Policy, or in good faith provide information in connection with a report or investigation of any such conduct.

If there are any special requirements, please do not hesitate to contact the People and Culture team.