Michael Page

Diversity, Equity & Inclusion policy

1. Introduction

At Michael Page, our purpose is to change lives. Diversity, Equity, and inclusion (DE&I) are inextricably linked to our Vision and Strategy. We are committed to promoting fair opportunities for everyone in all aspects of our business and maintaining an environment where all employees, clients, and service providers know they are valued regardless of race, ethnicity, language, national origin, religion, disability, gender, gender identity, sexual orientation, age, or socio-economic status.

2. Why this policy is important

Inclusion is at the heart of everything we do, and we are committed to accelerating equity for all. Our culture prioritises our people, ensuring each individual feels they belong and are valued and respected regardless of their background or underrepresented characteristics.

We recognise the unique position of influence we hold. We are unwaveringly devoted to the principles of DE&I, actively leveraging our privilege to champion these ideals. In doing so, we extend our commitment to fostering diversity, encouraging equity, and raising awareness about ethical practices within our team and among our clients and society.

Our dedication extends to society and the environment, giving back to the communities where we operate. Over time, we have cultivated an inclusive culture characterised by trust and empathy. We have strived to establish a work environment where everyone in our team feels genuinely valued, empowered to voice their perspectives, embraced as a crucial part of our community, and comfortable expressing their authentic selves. Our ultimate goal is to create an atmosphere where everyone can thrive.

Outlined below are the three fundamental pillars that underpin our DE&I strategy:

- Setting an example (How we want to be
- Pushing boundaries (Helping our customers)
- Shaping the future (Aiming to be at the forefront of our industry)

3. Who is responsible for what?

As a business imperative, every person at Michael Page is responsible for contributing towards and sustaining an inclusive environment for all. Michael Page colleagues should apply this policy in line with consideration for other relevant policies.

It is also the responsibility of the People and Culture team to ensure that this policy is consistently applied across the organisation, updated as required, and to advise managers on any formal/disciplinary process to be followed.

External consultants must be aware of our policy and act according to it.

4. Policy

This policy details our commitment to DE&I at all levels at Michael Page plc (the "Company"). It should be considered in conjunction with the policies and practices adopted that apply to its wider workforce.

By the Equality Act 2010, Michael Page will not discriminate against or unfairly treat any individual based on their protected characteristics, including, but not limited to, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, language, nationality, and ethnic or national origin), religion or belief, or sex and sexual orientation.

Michael Page opposes and disciplines all forms of discrimination that occur within the workplace, concerning topics such as but not limited to pay, dismissal, selection for promotion, parental leave, etc.

Michael Page also emphasises the importance of inclusivity, in which we ensure all diverse members of the Company are included and considered in decision-making and the general work environment. Examples include the Shadow Board, with whom board members share their decision-making powers.

Employee responsibilities

DE&I is an integral part of who we are at Michael Page, and all employees at the Company must adopt the practices that develop the culture at the Company to ensure a balanced and healthy workplace whilst fostering a supportive and encouraging culture. DE&I practices include, but not limited to:

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.

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.

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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.