



CORPORATE  
RESPONSIBILITY  
REPORT 2013  
**PageGroup**



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## CEO WELCOME

Each year, when we issue our Corporate Responsibility report, it gives me a sense of pride to see what our people and our company have achieved.

Corporate Responsibility (CR) for PageGroup is fundamental and long term. As well as continuing our strong heritage of CR activity, we are increasing our own awareness of our commitments and responsibilities to all members of society. Most recently OpenPage put diversity and inclusion within PageGroup, as well as gender awareness in the workplace, in the spotlight. Women@Page is blossoming in all our offices around the world. For OpenPage, we now have regional leads committed to driving this agenda forward in their parts of the Group.

PageGroup actively supports the local communities in the countries in which we operate and I would like to thank all my colleagues who, in 2013, participated in so many charitable activities and skill-sharing events with community-focused organisations. Their generosity is truly inspirational.

CR is also about creating and maintaining a great working environment where everyone can reach their full potential and get the most from being part of PageGroup. Last year we commissioned a global employee survey to ask people how they see their roles. 90% of people said they were totally committed to their team and knew they were trusted to do their job well; 80% said they had a real passion for their job and were proud to work for PageGroup; 94% said they knew exactly what was expected of them at work. There is, of course, always room for improvement and the senior leadership team is committed to listening to all their colleagues and working together to continuously improve our workplace.

This CR report highlights many of our achievements and activities from 2013. I am sure you will find it a fascinating and informative snapshot of PageGroup's commitment and positive impact on the people we work with and the communities we work in. I am very proud of all that we achieved in 2013.



Steve Ingham  
Chief Executive Officer  
PageGroup



## GLOBAL HIGHLIGHTS

**5,130**

employee headcount,  
December 2013

**13,725**

training courses  
completed



FTSE4Good

nine years of recognition

**£123,000**

amount raised for  
charity by our people

**£134,000**

donated to charities

**181**

new graduates



nine consecutive years



PageGroup is a business centred on people. PageGroup finds great people for their clients. They do that by building lasting relationships and understanding and respecting everyone they work with on every level – which means recognising and appreciating each individual's needs, abilities, differences, strengths and potential for greatness.

I know these are essential qualities for a PageGroup team member. And removing barriers to retain great team members is the mark of a great employer. Women@Page is already helping mothers balance work and family life by offering flexible working and new opportunities. I am proud of my involvement in Women@Page and delighted with OpenPage, which will break down more barriers.

I am a committed advocate of diversity and equality. Being part of PageGroup, as well as organisations like the Women's Business Council and the Confederation of British Industry, allows me to make a difference to peoples' lives. I look forward to further increasing PageGroup's appreciation of diversity in the workplace to the benefit of every employee and everyone they have contact with.

A handwritten signature in black ink, reading 'Ruby McGregor-Smith'.

Ruby McGregor-Smith CBE  
Senior Independent Director, PageGroup  
CEO, Mitie Group plc  
Chair, Race for Opportunity, Business in the Community  
Chair, Women's Business Council

# OUR CORPORATE RESPONSIBILITY VISION



“”

We want to engage, encourage and equip all our people to make a positive impact on the clients, candidates and communities we work with.



Our vision is a commitment to the causes and practices we firmly believe in. As a company, we pride ourselves on our integrity and we take corporate responsibility (CR) very seriously. We work closely with our candidates and clients to understand their needs. Good CR practices don't just make us feel good about ourselves as a company and as individuals – they also make sound business sense. This report outlines how we continue to be whole-heartedly committed to our corporate responsibilities.





# OUR STAKEHOLDERS

## OUR PEOPLE



We never forget that we work in a people business, and the 5,130 people who work at PageGroup will always be our most valued assets. It is these individuals who drive the company forward and take it in the right direction as we organically grow our business. We therefore value their ideas and contribution, encourage them to maximise their potential, and invest heavily in their learning and development. It means everyone has a fair opportunity to excel and develop a full and rewarding career. We hire individuals to become our future directors and senior leaders.

## OUR CLIENTS



We've always treated our clients as our partners and therefore have a responsibility to represent them in the best possible way. We ensure diversity in our candidate shortlists by conducting searches which reach minority groups so that we can present the widest possible pool of talent.

## OUR CANDIDATES



We're ever conscious of our diversity responsibility when registering candidates and sourcing them for our clients. Candidates can be assured that they will always be assessed purely on their skills and presented to clients without bias, to ensure competition for jobs is on a level playing field.

## OUR INVESTORS



We're aware that investors insist on good CR credentials so we communicate regularly, keeping them well informed of our activities. Feedback from investors has helped shape our clear business strategy and encouraged further CR activities. Listening carefully to investors helps determine our CR approach for the benefit of the business.

## OUR COMMUNITY



Across the globe we seek to work closely with local communities, looking to give something back to the societies we operate in. To achieve this, we encourage our employees to be proactive in seeking projects with their own community and to make a telling contribution. Around the world, this includes consultants going into schools and giving CV and interview advice, and helping with community or environmental projects in hospitals, care homes, social centres and wildlife sanctuaries.

# OUR CULTURE

## CULTURE AND CORPORATE RESPONSIBILITY WORKING AS ONE

We take great pride in having established a culture and an approach to corporate responsibility that is built upon a unified set of values. Our working ethos is passionate and highly focused. Everyone shares in the success of our organisation, whether they have operational or supporting roles.



# OUR CORE VALUES

Our five values are key to our success. More than mere words, we believe our values are the essence of our brand and instrumental to the way we work and operate day in, day out.

### BE PASSIONATE

Our passion to provide the best service for our clients and candidates drives us to triumph over our competition.

### NEVER GIVE UP

We welcome a challenge; we show strength of character and resilience in our approach. We see difficulty as an opportunity to demonstrate ability.

### TAKE PRIDE

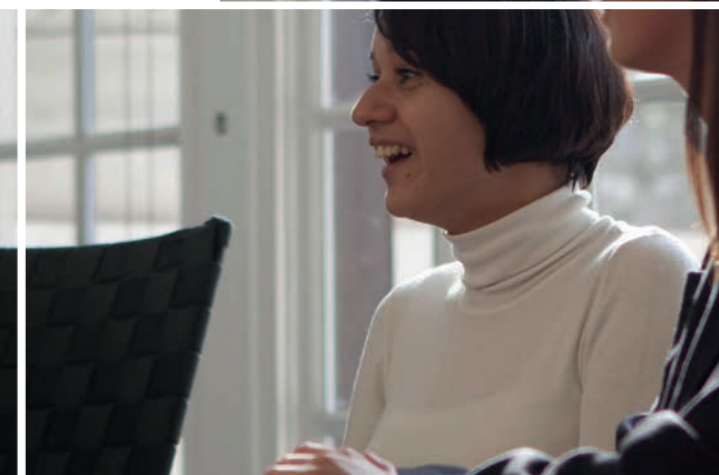
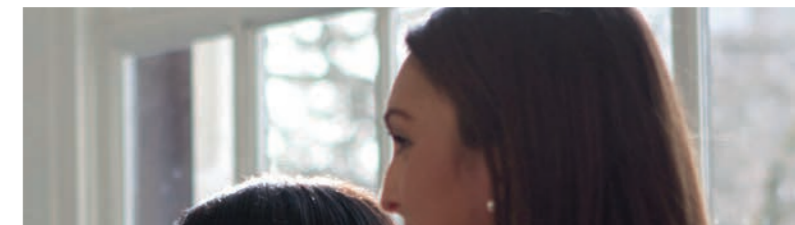
We take pride in what we do, in who we are and what we stand for. We are proud of our brand, our colleagues and our achievements.

### WORK AS A TEAM

Working as one team makes us stronger, more efficient and adds value to the business and our brand.

### MAKE IT FUN

We recognise that fun is a key factor within our working environment; we're sociable and enjoy celebrating our successes.



# OpenPage



## Diversity and Inclusion

At PageGroup, we are committed to promoting diversity and inclusion in the workplace and to continually improving our own working environment. We call this OpenPage. We appreciate that every individual is different and we want to ensure that everyone, whether a candidate seeking work through us, or one of our own employees, is valued and respected and that their selection for recruitment, training or promotion is always based on merit.

### As an employer

It is essential to the success of our business globally that the people we employ feel valued. PageGroup recruits and promotes its own people on the basis of merit alone. Our systematic and well documented approach ensures we remove the scope for subjective decision-making, based on the 'type' of person an individual is, and identifies individuals by focusing on their key competencies i.e. their skills, qualifications and expertise. By selecting our own people in this way and by providing them with robust recruitment training we help our clients achieve their own recruitment goals by delivering an unbiased and inclusive recruitment service to both them and to candidates seeking employment.

We recently carried out a global engagement and diversity survey and used our colleagues' input and views to help us understand employees' opinions, engagement, diversity and inclusion across PageGroup. In turn this will help us to create an even better working environment. We recognise that the best companies are those that are truly diverse and we value the individuality that every employee brings to our company.

### As a recruiter

We're determined to lead the way on inclusion in the recruitment industry and work closely with our clients to source talent from a truly diverse pool. Making judgements based on candidates' individual merits is at the heart of our approach. That's why we have introduced more competency-based procedures into our selection processes to ensure decisions are objective. We strive to ensure that we offer our clients the most qualified candidates on the basis of their relevant aptitudes, skills and abilities and that those candidates are drawn from diverse backgrounds. We use a variety of methods to monitor and analyse our results to ensure we are truly inclusive in our activities.

“”

I am treated with respect and dignity at work. **84%** agree or strongly agree

“”

My manager cares about me as a person. **78%** agree or strongly agree

“”

I am totally committed to my team. **90%** agree or strongly agree

“”

I can be myself at work. **85%** agree or strongly agree

“”

I am trusted to do my job. **90%** agree or strongly agree

“”

I am encouraged to improve my skills and knowledge to reach my full potential. **75%** agree or strongly agree

Source: PageGroup global engagement and diversity survey, 2013.

## GENDER DIVERSITY

At 31 December 2013

	Male	%	Female	%	Total
Number of people on Board of Directors	5	71%	2	29%	7
Number of senior managers excluding Directors	276	77%	83	23%	359
Total number of employees in PageGroup	2,520	49%	2,610	51%	5,130

At 31 December 2012

	Male	%	Female	%	Total
Number of people on Board of Directors	6	86%	1	14%	7
Number of senior managers excluding Directors	273	82%	58	18%	331
Total number of employees in PageGroup	2,548	50%	2,551	50%	5,099

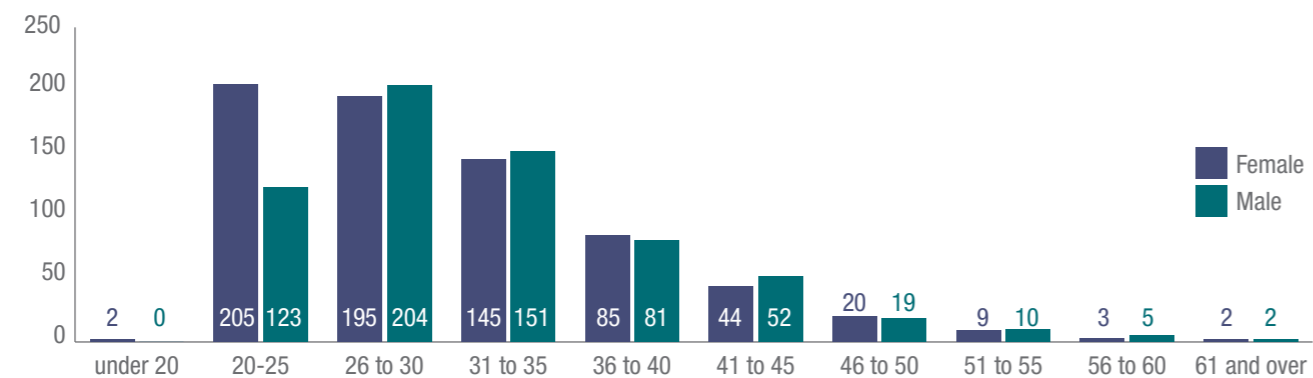


## INCLUSION: SPOTLIGHT ON THE UK

We monitor the diversity of our own workforce to help us represent the markets we serve. The results below are from our diversity monitoring programme.

Other people rate PageGroup as a good employer. They include: Opportunity Now (Silver Benchmark, 2013); Race for Opportunity (Bronze benchmark, 2013); Recruitment International (Best Recruitment Company to Work For 2013, £100 million plus category); Sunday Times 100 Best Companies to Work for (58th in 2013: the ninth consecutive year we have been listed in the Top 100).

### AGE



### RELIGION%

Religion	PageGroup %
Buddhism	0.1
Christianity	44.0
Hinduism	2.3
Islam	1.8
Judaism	1.1
Sikhism	3.0
Other Religion	1.8
No Religion	42.9
Declined to answer	3.0
	<b>100.0</b>

### DISABILITY%

Disability	PageGroup %
No disability	99
Disability	1



### ETHNICITY%

Ethnicity	PageGroup %
Asian Bangladeshi	0.6
Asian Indian	5.5
Asian Pakistani	0.9
Asian Other	0.4
Black African	1.2
Black Caribbean	0.6
Any other Black background	0.2
Any Chinese background	0.3
Other Ethnic	0.9
White and Asian	1.2
White and Black African	0.3
White & Black Caribbean	0.7
Mixed Other	0.9
White Other	85.9
Decline to answer	0.4
	<b>100.0</b>



# Open Page



## Women@Page

At PageGroup we know that the best companies to work for are truly diverse and, as such, we are determined to lead the way on diversity and inclusion within the recruitment industry. In 2012 we launched Women@Page to help us achieve better gender diversity across all levels of our global business. The aim is to create an inclusive working environment by developing the pipeline of female talent and retaining that talent.

Since we launched Women@Page, we have made great progress and seen many successes that we can be extremely proud of. The benefits are far-reaching worldwide.

The launch of the Global Mentoring Programme and other local initiatives have made a big difference to many women at PageGroup, as well as raising awareness of the importance of gender diversity throughout our company.

We were one of the first recruitment businesses to initiate a programme to look at gender imbalance and we are frequently told that in the UK we are amongst the first in our sector to roll out coaching programmes, raise awareness of unconscious bias, and establish corporate memberships with organisations looking at improving the gender balance at senior level.

## GLOBAL MENTORING PROGRAMME

Our Global Mentoring Programme, which was initially launched in France and the UK in 2012, has now been rolled out across 10 countries. The programme supports and brings through talented women at management level and is already showing some great results – at the end of 2013, the number of female managers had increased by 2% to 40%.

## SPOTLIGHT ON AUSTRALIA

As with many industries, the demands of working in recruitment make it challenging for many women to find a balance between career and family life. In PageGroup Australia, there is an even gender split at consultant level, but, this is not the case at management or director level. At management level 35% are women and at director level 14% are women.

PageGroup Australia has embraced Women@Page. Examples of initiatives we have implemented:

- Maternity Guidelines – we updated the formal guidelines to support female PageGroup employees during all stages of the maternity journey, including optional paid Keep In Touch (KIT) days
- Maternity Policy review – we made useful adjustments and improvements as a result of the review
- Mentoring Programme – across Australia and New Zealand, mentors and mentees have been paired up and we have provided a scheduled feedback process and guidance
- Workplace flexibility and remote access – this benefits a wide group of employees and gives them access to flexible working arrangements including the ability to work from home with remote access

“”

I have found the Global Mentoring Programme to be extremely valuable – it has enabled me to receive support and advice from a senior leader within the business with a lot of experience. Sometimes it can be difficult to discuss all the challenges at work with my manager or team, so having the option of discussing issues with a mentor outside of my discipline is a great benefit.

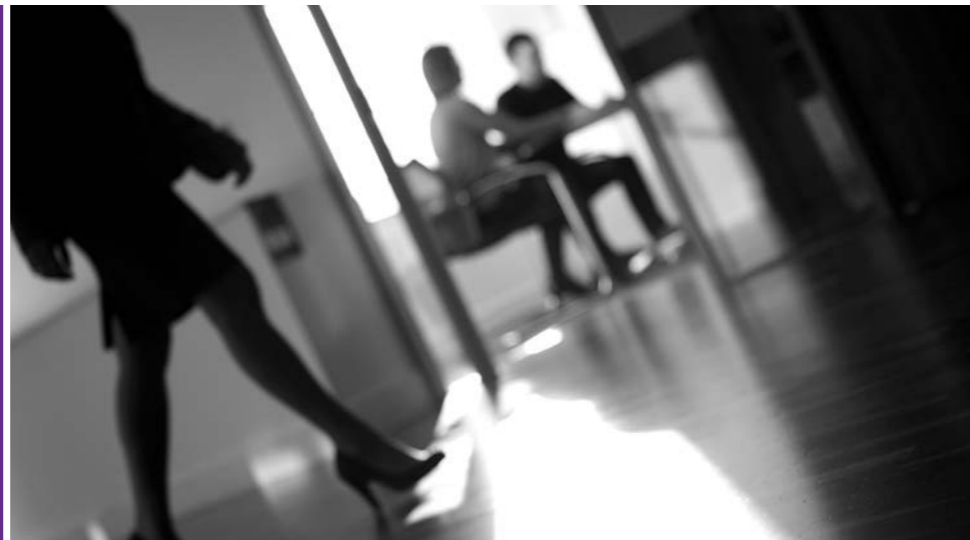
The mentorship experience has also benefitted me personally. My mentor and I are both mothers, so her advice on how to balance work and family life has been invaluable.

**MENTEE, YUKI CHEN, MANAGER, MICHAEL PAGE HUMAN RESOURCES, CHINA**

“”

The Global Mentoring Programme is hugely beneficial in that it enables us to work with and develop the next generation of leaders in our company. It allows expertise to flow between businesses and challenges people to think differently.

**MENTOR, PETER LAUFER, DIRECTOR, MICHAEL PAGE FINANCE & ACCOUNTING, NORTH AMERICA**



“”

The Women@Page programme has benefitted me by increasing awareness at director level on the benefits of workplace flexibility. As a result, I now work one day per week from home, which allows me to better balance my career with my busy home life. It means a lot that PageGroup is serious about retaining and developing their female staff through all stages of our lives.

**CHRISTY MOSES, SENIOR MANAGING CONSULTANT, AUSTRALIA**

# Open Page

## Women@Page

### NEWS FEEDS

“”

We have begun to see figures moving in the right direction, which is encouraging. We have some exciting plans in the pipeline for 2014. On behalf of the Executive Board, I would like to take this opportunity to congratulate and thank everyone who has been involved with the Women@Page journey so far. I look forward to sharing even more achievements and successes in the near future.

**FABRICE LACOMBE,**  
EXECUTIVE BOARD DIRECTOR,  
FRANCE, CENTRAL & EASTERN EUROPE



### GERMANY

- Launched a maternity/paternity kit including maternity guidelines for managers, and pre and post maternity leave advice

### UK

- Launched pre and post maternity coaching workshop programme
- Ran our first Professional Development Day with Smart Works who provide training, advice and quality interview clothes for out of work women on low incomes

### JAPAN

- Launched a 'mums in business' networking group

### BELGIUM

- Produced a guide for new parents on the maternity policy, including maternity and paternity rights and benefits

### NORTH AMERICA

- Launched Women@Page through a networking event

## WORKING WITH...

In order to give us even greater insight into inclusion issues, we are working with the following organisations:

### UK

- Business Disability Forum
- Clearkit
- Opportunity Now
- Employers Network for Equality & Inclusion
- Race for Opportunity
- REC Diversity Pledge
- Stonewall

### US

- National Black MBA Association
- National Society of Hispanic MBAs
- Women on Wall Street
- National Black Public Relations Society
- National Association of Black Journalists
- Hundred Women in Hedge Funds
- Foundation of Women Executives in Public Relation

### FRANCE

- A Compétence Egale
- L'Autre Cercle

### POLAND

- Foundation for Corporate Social Responsibility



# TALENT DEVELOPMENT

## HIRING THE MOST TALENTED PEOPLE

At PageGroup we are committed to finding the highest calibre of people from a wide range of backgrounds and when we find them, we do our very best to ensure we retain them. People who join us know that one day they can be our managers, directors and managing directors.

We are one of very few organisations that can say that more than 85% per cent of our directors have been promoted from within.

In the recruitment industry we recognise that it's our people who are at the heart of everything we do. So investing in them to ensure they are knowledgeable, proactive, friendly and able to meet clients' needs is one of our highest priorities.



## PASSIONATE ABOUT PEOPLE

Through a diverse range of education, experience and exposure opportunities we support our employees to develop in their roles and build a solid foundation for their careers with us. From the day that they start, through to becoming leaders, our people develop through people management training, leadership coaching and six-monthly appraisals.

In order for our people to be the best at what they do, we have established dedicated talent development teams across the globe to offer the right training for different cultures and working environments. Our new global Talent Development team was created to co-ordinate our activities and share best practice worldwide.



## REAL-WORLD GRADUATE & INTERNSHIP PROGRAMMES

At PageGroup we want to ensure that young people have the best possible start. To do this, we have implemented a number of internships and graduate programmes that give an experience which is rich, fun, rewarding and designed to put people ahead in their career.

### UK GRADUATE DEVELOPMENT PROGRAMME AND INTERNSHIP PROGRAMME

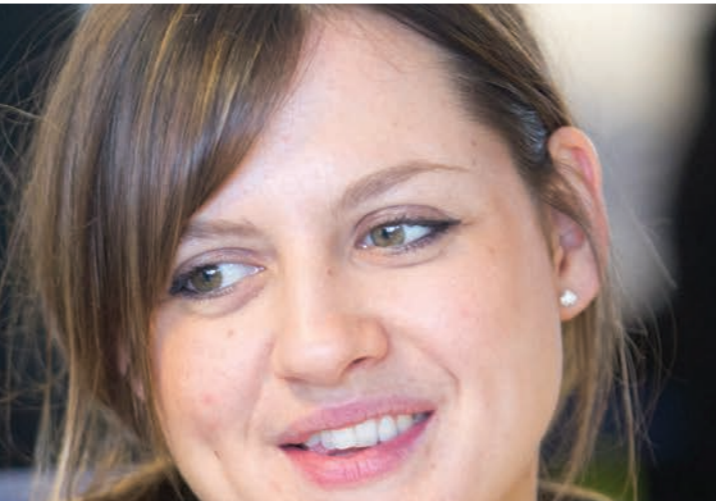
In the UK, we have two internship programmes for students studying at university: an eight week Summer Internship Programme and the Work and Learn Programme, which allows students to intern during their university term in a chosen PageGroup office. Both programmes include on-the-job training and development, and exposure to real projects that give our interns the opportunity to work with great people while earning a competitive salary.

# TALENT DEVELOPMENT

## REAL-WORLD GRADUATE & INTERNSHIP PROGRAMMES

### Michael Page South Africa Learnership Programme

To show our commitment to skills development and female empowerment in South Africa, we launched an inaugural learning scheme for women in 2012 – the Michael Page South Africa Learnership Programme. One in four people in the country is unemployed and, for black women without formal qualifications, entering the workforce can be extremely challenging. Since the launch of our programme, we have taken on three full-time associate consultants. We also accepted five women on our year-long Business Practice course, which will give them the skills and foundation to become administrators. We hope to offer the learners full-time positions at the end of their training.



### Middle East Graduate Internship Programme

In the Middle East we launched a three-month Graduate Internship Programme in 2012, offering between four and six positions each quarter to recent university graduates. The programme provides the interns with insight into the professional services sector through a structured learning programme including theoretical workshops and on-the-job training. With their local knowledge and our expertise in training and developing consultants, we aim to develop this talent pool in a way that continues to deliver excellent results for the company and our interns. A year on from joining the Programme, Reena has been promoted twice and is now a consultant specialising in the recruitment of procurement and supply chain professionals.

“”

I joined initially to gain exposure and insight into recruitment. I'd heard about the training that PageGroup provided and knew it would help me sharpen the skills and traits that I needed to improve such as self-confidence, business development, running meetings and commercial acumen. I believe I have achieved my goal from the internship: to successfully complete it and get promoted. My goal going forward is not only to get promoted to senior consultant but eventually become part of the management team.

**REENA SACHEDINA, SENIOR CONSULTANT,  
MICHAEL PAGE MIDDLE EAST**

## CAPABILITY COUNTS

PageGroup values everyone regardless of their career stage. We look for people who can add to our existing pool of talent, whether they're seasoned recruiters or experts from other professions and sectors. This brings fresh ideas and adds new capabilities to our team. PageGroup experienced hires have backgrounds as diverse as retail, military, media, and sporting sectors.

We have hosted successful workshops and advised ex-armed forces personnel on making the transition into the workplace. As a result PageGroup has taken on ex-armed forces members as interns and as permanent employees.

Each individual, whether they join us at the beginning of their working life or at a more mature and experienced stage, has the power to develop their career. We recognise and reward great performance at individual and team levels including the opportunity to become a PageGroup director.

### Sporting Stars

PageGroup has worked with sports men and women making the change from competitive life. Simon Elkinson was head of strength and conditioning at London Scottish Rugby Football Club. He joined Michael Page as a consultant in 2013. He believes he brings drive and determination, goal-setting, time management and good networking skills to the recruitment world: "It's a hard environment and it's not for the faint-hearted but, like sport, you get out what you put in. You're rewarded not just as an individual but as part of a team", said Simon.



### Soldier to Consultant

Craig Lewis had a distinguished career in the British Army, including seeing active service, before forging a new civilian life. He is now a successful recruitment consultant in the Michael Page Engineering and Manufacturing division, based in Birmingham, England. Craig says: "The support network in PageGroup is extremely strong in the sense that it allows you to use previously-gained experience and skills, and makes them easily transferable within a professional environment."



# TALENT DEVELOPMENT



## GLOBAL TALENT DEVELOPMENT ROADMAP

Our Talent Development Roadmap is delivered in similar formats around the world, tailored to each region's development priorities.

### Talent Acquisition

All consultants joining a business in any region will undertake a robust assessment including interviews with their manager and the managing director of their business, a competency based interview, role plays and presentations, live calling and a competency or personality questionnaire.

### SALES ACADEMY

A structured programme complemented with workshops and online learning.

**Sales Academy 1:** an intensive, practical workshop to develop sales capability.

**Sales Academy 2:** builds on sales Academy 1, delving deeper into the psychology of sales and adding to the sales toolkit.

**Sales Academy 3:** long-term support and mentoring to make our recruitment consultants even more successful.

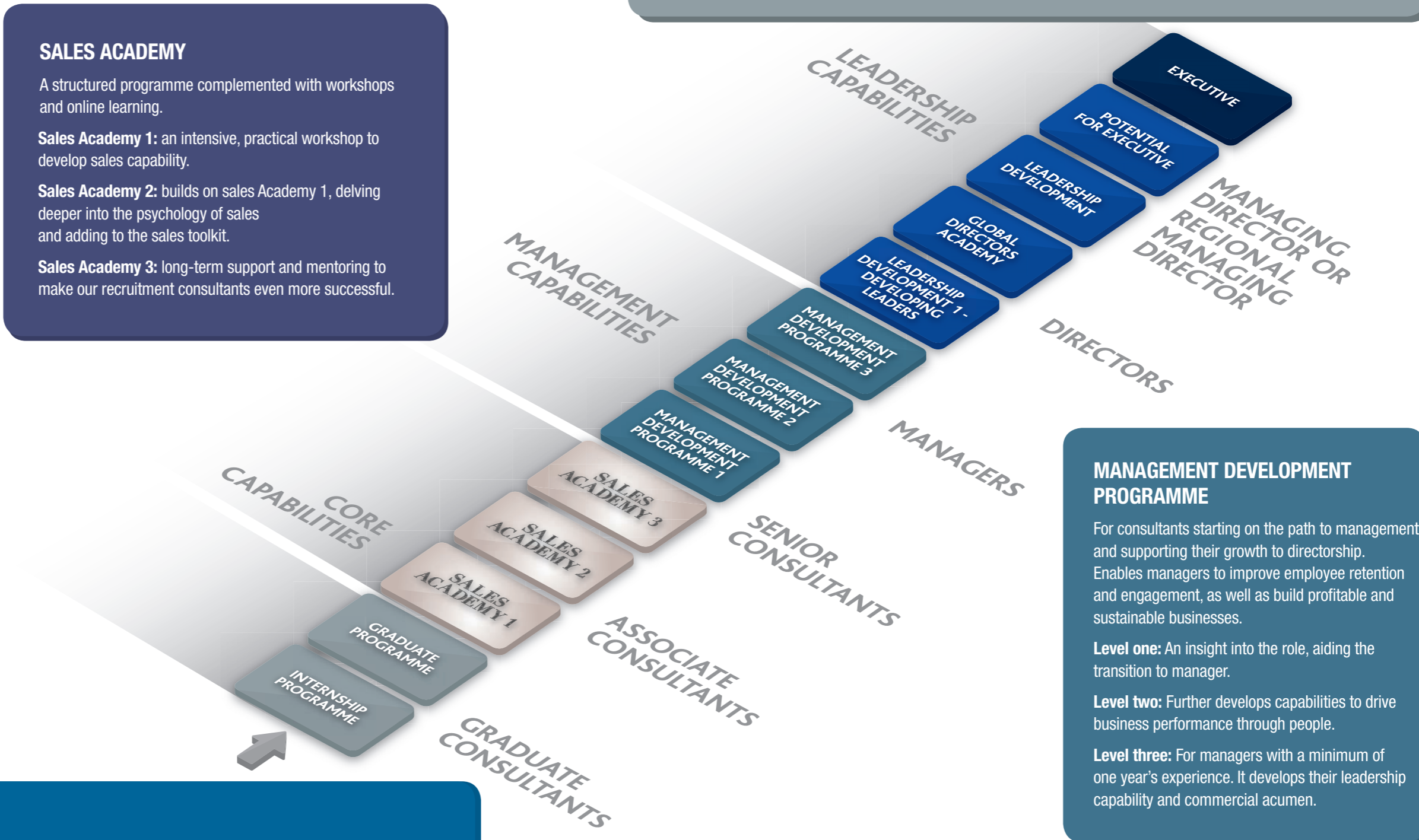
### LEADERSHIP DEVELOPMENT PROGRAMME

For directors at all levels to strengthen their leadership skills. Focuses on communication, building trust, motivation and effective relationships, as well as developing commercial and strategic business skills.

**Level one:** develop practical leadership skills in new directors.

**Level two:** Global Directors Academy brings senior directors, on the path to becoming managing directors, together from around the world to develop their business leadership capabilities.

**Level three:** further develops strategic and commercial business leadership for senior and managing directors.



### GRADUATE CONSULTANT

**Internship:** Internship programmes allow undergraduates to experience the recruitment consultant's role. Includes on-the-job coaching.

**Graduate Development Programme:** Support graduates on the first step of their career ladder. Graduates will benefit from Sales Academy and technical training.

### MANAGEMENT DEVELOPMENT PROGRAMME

For consultants starting on the path to management and supporting their growth to directorship. Enables managers to improve employee retention and engagement, as well as build profitable and sustainable businesses.

**Level one:** An insight into the role, aiding the transition to manager.

**Level two:** Further develops capabilities to drive business performance through people.

**Level three:** For managers with a minimum of one year's experience. It develops their leadership capability and commercial acumen.

# TALENT DEVELOPMENT

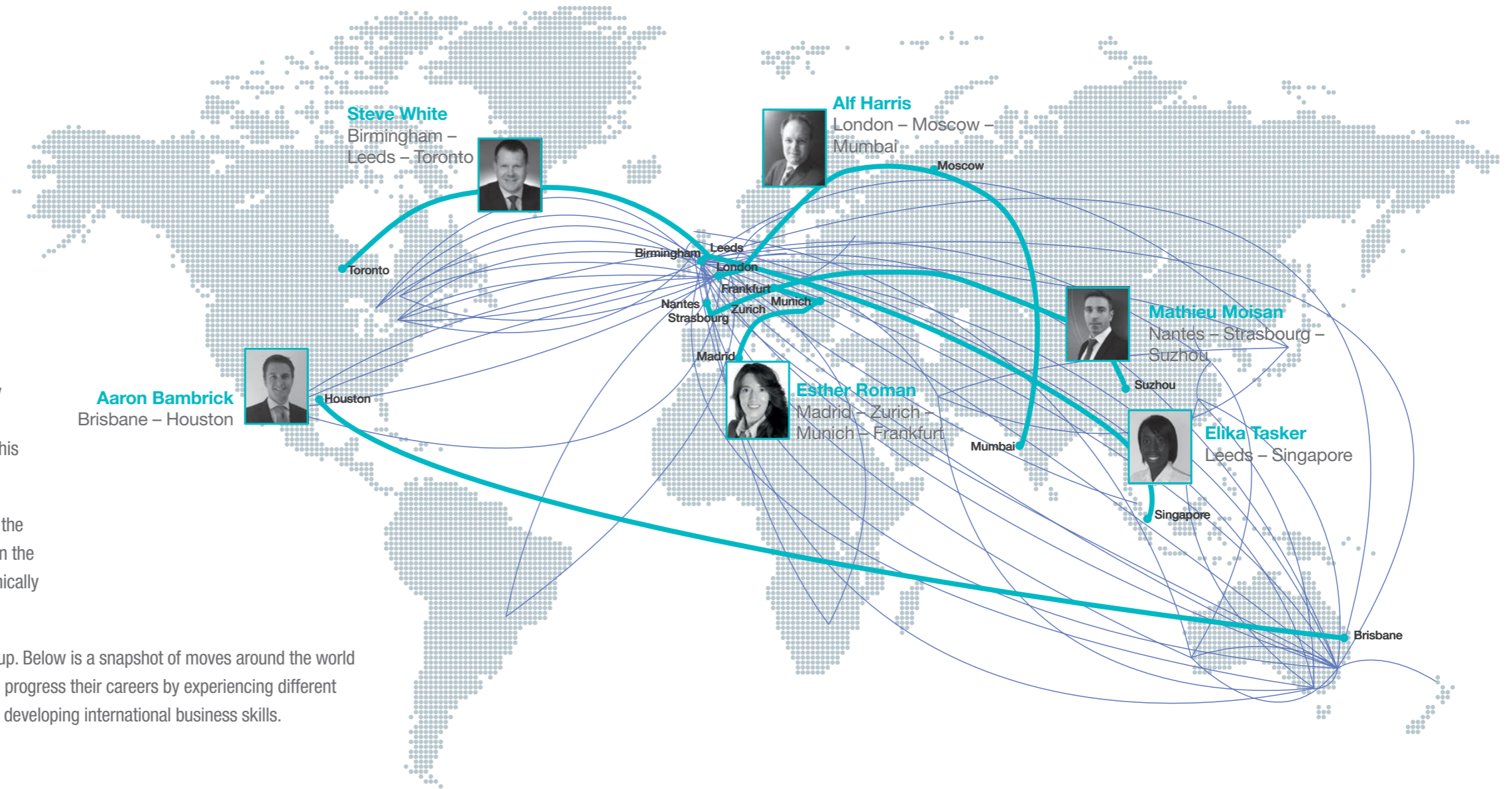
## CAREER PATHS

### RETAINING THE MOST TALENTED PEOPLE

At PageGroup we believe in building on success, continuously looking for opportunities to grow, to be better, to be stronger, and we place great emphasis on ensuring our people follow this ethos too.

As our reach continues to expand across the globe, so too do the careers of our most talented individuals. In fact, by investing in the progression of our people, we have grown our business organically over the past 38 years to span 34 countries.

In 2013, 80 people transferred internationally within PageGroup. Below is a snapshot of moves around the world that just a few of our bold thinkers have made to develop and progress their careers by experiencing different markets and different cultures, taking on new challenges and developing international business skills.



#### Aaron Bambrick - Manager, United States Brisbane - Houston

Aaron Bambrick joined Page Personnel as a graduate covering Brisbane's South West market. He was promoted to consultant, then moved over to the Michael Page Finance team in 2009, where he managed the junior recruitment market for 12 months. A maternity leave vacancy then gave Aaron the opportunity to manage the Brisbane CBD temporary market for Michael Page Finance. Aaron demonstrated his capabilities as a successful recruitment consultant, becoming the second highest and then the highest biller for the Queensland business. In 2012, he was approached to launch the Mining & Resources team in Brisbane, the Michael Page Oil & Gas business in 2013, followed by Engineering & Manufacturing later that year. In 2014 Aaron relocated to the United States to join PageGroup's Oil & Gas business in Houston.

#### Alf Harris - Regional Director, India London - Russia - Mumbai

In 2006 Alf Harris joined the Michael Page Public Sector team in London where he ran a temp business for the NHS and other government clients. In 2011 he relocated to Russia to work as an operating director for Michael Page. In 2013 he moved to Mumbai to take up the role of regional director, where he currently oversees the whole office.

#### Erika Tasker - Manager, Singapore Leeds - Singapore

Erika Tasker started as a consultant in 2010 in the Leeds, UK office. She was promoted to manager at Page Personnel Finance in 2012 having successfully led part of the Leeds permanent team. In November 2012 she transferred to the Singapore office where she went on to manage the Page Personnel Finance Central and East team, recruiting and training through a transition period and becoming the highest fee earner on the team in her first year. In 2014, she took over the whole team covering Finance for Singapore. Having made a smooth transition into the Asia market she was also the first woman from PageGroup to complete the Beijing Run and also helped to create Singapore's first 'OnePage' running club for staff.

#### Esther Roman - Regional HR Director, Continental Europe & Africa Madrid - Zurich - Munich - Frankfurt

Esther started her career as a consultant with Michael Page in Spain in 2000. She later became an executive manager for Page Personnel Madrid, and was key in launching the office in Pozuelo de Alarcon. Esther first relocated to Switzerland in 2006 to help launch Page Personnel in Zurich; six months later she was promoted to director. In 2009 she decided to further her career by moving to Germany to launch a new office in Munich. Two years later, Esther moved again, this time to Frankfurt when she was promoted to director of training & development, Germany and Austria. In 2012, she was appointed PageGroup's regional director training & development for Continental Europe & Africa. She was promoted again a year later and is now Regional Human Resources Director for Continental Europe & Africa.

#### Mathieu Moisan - Director, China Nantes - Strasbourg - Suzhou

Mathieu joined the Nantes office in 2004 to launch the Property & Construction division for Western France. He also took charge of Engineering & Manufacturing two years later, then, in early 2010 was given responsibility for the Strasbourg office, looking after Eastern France. After three years he joined PageGroup China where he is currently in charge of developing the Suzhou office (in the Shanghai area) and its following divisions: Finance, Human Resource, Sales, Engineering & Manufacturing, and Procurement & Supply Chain.

#### Steve White - Managing Director, Canada Birmingham - Leeds - Toronto

Steve joined Michael Page, UK, in 1998 as a consultant, recruiting marketing professionals into the financial services sector. After becoming a manager at Michael Page Marketing, he changed disciplines to Michael Page Sales in Birmingham. Two years later Steve relocated to Leeds, shortly after becoming the operating director for Sales & Marketing in Leeds. The business split into two disciplines and Steve then became regional director for Michael Page Sales across the Midlands and North, UK, in 2009. Steve was appointed managing director of Sales in 2010. In 2013 Steve took up his current role as managing director of PageGroup in Canada.



## GIVING BACK

Giving back is part of our culture. We're actively involved with charities, communities and environmental causes across the globe – and we take pride in our achievements. Our approach and commitment to giving back enhances our working lives by keeping us engaged with the world around us and providing opportunities to contribute towards it. We believe that, together, we make a difference.

Around the world we have programmes and schemes in place to ensure that our people share in giving back to local communities and supporting not-for-profit organisations.



### AUSTRALIA

PageGroup people have built strong relationships with several local charities and contribute time and money through the year. On Jelly Baby Day, we sold merchandise and collected donations for the Juvenile Diabetes Foundation to fund medical research into Type 1 diabetes. The Brisbane and Melbourne teams raised AU\$19,817 (£10,953).

Michael Page and Page Personnel teams across Australia sold Cancer Council merchandise on Daffodil Day. Our teams also raised money for Breast Cancer Foundation Australia.

The Sydney Page Personnel and Sydney Group Services teams held tea mornings to fund-raise for cancer research and for Mission Australia. Our Sydney team also packed food crates for the Salvation Army to give to families in need at Christmas.



### BELGIUM

PageGroup people took part in charity runs to support Handicap International, a non-governmental organisation helping disabled people and victims of anti-personnel mines and cluster munitions worldwide.

### BRAZIL

In partnership with Sao Paulo's regional government, PageGroup employees donated clothes to keep people warm through the winter.

We donated Christmas gifts for underprivileged children in the Pirapora do Bom Jesus community, in partnership with Fundacao Cafu and Instituto Mission, in Sao Paulo.



### CHINA

PageGroup team members in Puxi shaved their heads for the annual Shave for Charity event. The money raised went to Operation Smile, which funds surgery for children with facial deformities. PageGroup is a long term supporter of the charity and has already raised several hundred thousand dollars.

The Great Wall Marathon in Beijing is a regular event for PageGroup employees. In 2013 130 of us entered, with staff from all over the Pacific region, including from Perth and Sydney, raising money for Operation Smile.

# GIVING BACK



## FRANCE

Working with A Compétence Egale, six PageGroup consultants took part in a job forum for older workers to help them return to the job market. A Compétence Egale also organised a Week of Diversity across five cities where our consultants hosted coaching sessions for job seekers and led CV and interview workshops.

We donated gifts and money to CeKeDuBonheur, a charity working to improve the quality of life of hospitalised children and teenagers, to make Christmas more special.

## GERMANY

Page Group supported JOBLINGE, which works with people from challenging backgrounds to get them internships and access to the job market. We made donations, gave time mentoring, helped with CV-writing tips and did interview training with women struggling to find employment.

In partnership with the Diakonie Deutschland we initiated 'Die Kleidung zum Job' (dress for the job). We donated clothes to help people who cannot afford new job interview clothes. 1,350 pieces of clothing were donated by employees, their families and friends. It was the largest donation received by the charity in 2013 and was reported by RTL, Germany's biggest TV channel.

We also partnered with Aktion Mensch, a not-for-profit organisation which promotes equality and supports people with disabilities by donating money for every PageGroup customer satisfaction survey completed.

And more than 130 PageGroup employees took part in various running events across the country, raising money for the Susan G. Komen organisation to help fight breast cancer.

## HONG KONG

PageGroup people from Hong Kong and Southern China participated in the St. Baldrick's Shave for a Cure annual event. Our long term commitment to St Baldrick's has raised more than US\$100,000 (£60,500) for research into childhood cancer.

A crew of PageGroup employees ran a Sedan Chair Race in association with the Matilda International Hospital. Money was raised for local charities including The Child Development Centre, Hong Kong Guide Dogs Association and Watchdog Early Education Centre.

We also entered a team into the Goodman Interlink Magic Mile: a one-mile charity run up a 15-storey cargo ramp in Tsing Yi. Donations went to Benji's Centre which provides speech therapy to children and teenagers from low-income families.

“”

During the job forum, I met five people with very different profiles. I was able to help them with advice on interviews, CV structure and general information about the job market.

**NICOLAS MARTHELI, EXECUTIVE MANAGER  
AT MICHAEL PAGE FACILITIES MANAGEMENT,  
PROPERTY & CONSTRUCTION, FRANCE**

“”

We met technical, management and supply chain candidates with a good strong focus. We were able to answer questions on employment discrimination and provide advice on how to conduct a job interview; the best practices for writing a CV; the job market in Lyon; employability and professional projects.

**JULIEN FRUTOSO, SENIOR DIRECTOR  
AT PAGE PERSONNEL, FRANCE**





# GIVING BACK



## ITALY

PageGroup people supported Opera San Francesco and Banco Alimentare. Opera San Francesco supports people needing food, clothing, personal hygiene and medical care. Banco Alimentare redistributes food from manufacturers, department stores and canteens to poor and marginalised people across Italy.

We also took part in the 2013 National Food Collecting Day by donating food and collecting and packaging food parcels, as well as working at Banco Alimentare's food aid storage sites.

## JAPAN

We held a number of fundraisers including a bake sale, dress-down Fridays and 'Men with big hearts': male colleagues performed dares and other activities. The team raised JPY 700,000 (£4,142) for Hands on Tokyo, a bilingual volunteer portal connecting individuals and groups to meaningful volunteer service opportunities in Tokyo and the Tohoku region.

## MEXICO

Proempleo is a not-for-profit organisation helping people with limited means to improve their lifestyle. We delivered a series of talks on best practices for job seekers.

Our consultants developed and delivered a year-long training programme on CV-writing, finding the right job and how to give a good interview for Vistete para Triunfar, a not-for-profit organisation supporting career development for low-income women.

Christmas gifts were donated to the ANAR Orphan House and money donated to victims of natural disasters.

## NETHERLANDS

We collected clothes and donations for Dress for Success shops in 12 cities. They help disadvantaged job seekers make a good first impression with potential employers.

## NEW ZEALAND

Nine Michael Page employees competed in the Auckland Marathon, coming second in the corporate challenge and fund-raising for Look Good, Feel Better; an organisation giving women the tools to cope with the cosmetic effects of cancer treatment. PageGroup people also ran the Round the Bays Fun Run along Auckland's waterfront.

## POLAND

PageGroup employees participated in activities including 'Motomikolajki' – a parade of Santa Clauses riding motorcycles through Warsaw, organised by the Polish Motorbike Association, to help orphans in the Matzovia region. We also donated a TV to a children's home at Nienadowa.

For every customer satisfaction survey completed, we made a donation to the Foundation for Corporate Social Responsibility, which provides hot meals for children from dysfunctional families.

## PORTUGAL

PageGroup partnered EPI, which supports epilepsy sufferers. We hosted workshops to help people with epilepsy improve their CVs and interview skills to improve their employability.



## SINGAPORE

A trio of talented Michael Page employees won Best Team award at the third annual Chilli Cook-off. Organised by the Brown Foundation, it supported Sala Bai, a free hotel and restaurant school in Siem Reap, providing young disadvantaged Cambodians with career skills.

We raised money and packed food for Food from the Heart, a non-profit organisation that distributes food to those in need. The Singapore office also took part in Giving Tuesdays, which raised money for the Red Cross Society's Typhoon Haiyan relief work.





# GIVING BACK

## SOUTH AFRICA

We supported Children of the Dawn, an organisation for HIV/Aids orphans. Our donations allow the children to live in their communities and provide them with food, housing and schooling.

## SPAIN

PageGroup collaborated with Red Cross International. Our consultants ran training sessions about best recruitment practices to help the charity recruit good quality volunteers.

## SWITZERLAND

We raised money for organisations including the Red Cross and UNICEF through charity running events. Employees also took part in the Pink Ribbon race to raise money to help fight breast cancer.

## TURKEY

PageGroup people raised funds for ACEV, an NGO working to reduce illiteracy among Turkish women, by running the Istanbul (Eurasian) Marathon.

## UK

Six consultants used their Corporate Responsibility Day at a pilot project at University College London's Macmillan Cancer Centre, helping patients learn to speak with confidence to potential employers about their experiences with cancer. Two of the participants are now successfully employed.

Michael Page Legal ran skills sessions and interview tips workshops for the Career Development Group, which helps long-term unemployed people in London return to work.

Alzheimer's Research UK was selected as PageGroup's charity partner for the next two years.

PageGroup Scotland raised £10,000 for Alzheimer's Research UK. Colleague Mark Beacom raised £650 by cycling 200 miles in memory of his mother and grandmother who both died from Alzheimer's disease.

We organised our own Yorkshire Three Peaks race, 83 PageGroup people entered, raising more than £36,000 for Alzheimer's Research UK.

## USA AND CANADA

Meals on Wheels delivers hot food to senior citizens. Employees gave their time preparing and delivering meals and providing companionship, while informing seniors about health and nutrition.

In New York City, our people donated toys and cash to Toys for Tots, an organisation supporting underprivileged children.

Employees took part in Movember, an annual moustache-growing event through November, to raise awareness of men's health issues like prostate and testicular cancer, and mental illness.

We also supported Party With Purpose, a not-for-profit organisation that runs fundraising events for a range of charities.



“”

In London we are proudly supporting the charity Smart Works by donating high quality interview clothes, advice and interview training to out-of-work women on low incomes. We are helping Smart Works change the course of a woman's life.

**SARAH KIRK, GLOBAL DIVERSITY & INCLUSION DIRECTOR UK**

# HEALTH AND WELFARE

PageGroup is committed to the health, safety and welfare at work of all our employees, contractors, colleagues and visitors. We have dedicated facilities management professionals across the globe who lead on local policy and legislation and ensure that rigorous risk assessments are conducted regularly.

PageGroup **Belgium** has initiated several measures to make work even more enjoyable for all employees. These include sourcing more ergonomic chairs and improved lighting; organic fruit is delivered twice a week; and local gym rates are negotiated for all our employees so that they can stay fit.

In **Germany** for the second year health days were organised where staff were offered confidential medical checks for general health including BMI, cholesterol level, blood sugar level, stress index, as well as blood pressure. In addition, the flu vaccine was offered free of charge. Germany also provides seasonal fresh fruit baskets for all its offices weekly and has a partnership with Fitness First gyms with special rates.



**Poland's** FitProfit programme for employees allows staff to access sports facilities including pools, fitness studios for free or discounted prices, as well as nutritional tips and food recommendations.

**Portugal** works with Trasesa, a corporate healthcare company, to perform medical check-ups for employees as well as health and safety audits in the office.

In **Spain**, there are special discounts for PageGroup at various Go! Fitness gyms and a special 'stop smoking' programme for PageGroup staff.

The **Latin American** offices offer a range of services to support the wellbeing of its staff from yoga classes to gym memberships to nutritional advice. São Paulo offers running and exercise classes every week with a personal trainer paid for by Michael Page. Annual checkups are also available to executives. Mexico has discounted gym memberships with Sports World, as well as offering Friday massages and a nutritionist who visits the office.

**Australia** and **New Zealand** have introduced the Work Health & Safety (WHS) website which is accessible to contractors and permanent employees and features a range of WHS related information. Managed by the internal HR team, employees can also report incidents and share information through this website.

In the **UK** we have partnered with Bupa, a leading healthcare provider, to offer healthcare services as well as online health assessments and discounts on services and products to full-time staff. We also provide an employee assistance programme for all employees which offers a wide range of support and information. We have also partnered with St. John Ambulance to run first aid training, Chubb Fire and Security to develop our fire safety strategy and are a member of British Safety Council.



➤ We have a responsibility as an international company to take proper care of the environment on behalf of our stakeholders.

## OUR ENVIRONMENTAL COMMITMENT IS TO:

- Minimise the extent of the environmental impacts within the company's sphere of influence
- Conserve energy through minimising consumption and maximising efficiency
- Promote efficient procurement which will both minimise waste and allow materials to be recycled where appropriate
- Employ sound waste management practices and encourage re-use and recycling
- Put in place procedures and support information that enables compliance with the law, regulations and code of practice relating to environmental issues

## ENVIRONMENT

### THE ENVIRONMENT IS A RESPONSIBILITY WE TAKE SERIOUSLY

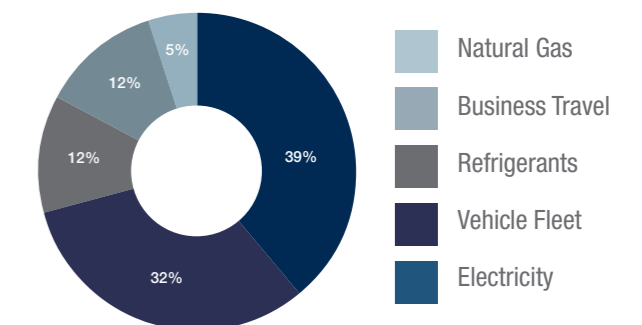
The nature of our recruitment business means that PageGroup is unlikely to be a major polluter. We do recognise, though, that the business has an impact on the environment. We have a responsibility as an international company to take proper care of the environment on behalf of our shareholders, clients, employees and the communities in which we operate. As a part of this we aim, through our Environmental Policy, to reduce our collective impact on air, water, noise and land pollution.

### GREENHOUSE GAS EMISSIONS

We commissioned Trucost, a specialist company working in the area of environmental risk, to analyse energy use and business travel data collected by PageGroup in order to provide an overview of the carbon performance and efficiency of our global operations.

The overall global greenhouse gas (GHG) footprint of PageGroup's operations in 2013 was calculated to be 12,472 tonnes of carbon dioxide equivalent (CO2e). 39% of emissions resulted from electricity use, 32% from our vehicle fleet, 12% from the use of refrigerants, 12% from business travel by rail and air and 5% from the use of natural gas.

Total Emissions CO2e in 2013 from global operations



Greenhouse Gas Protocol	2013	Tonnes CO2e	% of measured emissions
Scope 1 direct emissions from sources which a company owns	Fuel use for operations	626	5%
	Vehicle Fleet	3,939	32%
	<b>Total scope 1 direct emissions</b>	<b>4,565</b>	<b>37%</b>
Other direct emissions not included in scope 1 by the Kyoto Protocol	<b>Refrigerants</b>	<b>1,559</b>	<b>12%</b>
Scope 2 indirect emissions re-generation of purchased electricity	Electricity	4,842	
	District heating	1	
	<b>Total scope 2 indirect emissions</b>	<b>4,843</b>	<b>39%</b>
Scope 3 other indirect emissions including business travel	Rail Travel	181	
	Air travel	324	
	<b>Total scope 3 other indirect emissions</b>	<b>1,505</b>	<b>12%</b>
<b>Total GHG emissions</b>		<b>12,472</b>	<b>100%</b>
<b>Total tonnes CO2e per employee (5,130 employees)</b>		<b>2.43</b>	



## FEEDBACK



“”

Their people have an open, honest and pragmatic approach which means we consistently have a number of good options for any role we have engaged them on. They have very good reach into the market and present only candidates who are well suited to the role, and this sets them apart.

**SENIOR LEADER – CONSUMER GOODS INDUSTRY, ASIA**



“”

Michael Page has brought good quality services in a professional manner. Their consultants are able to give us up-to-date market intelligence in the most efficient way. They have a very good understanding of clients' needs and aim to provide good solutions on talent acquisition.

**REGIONAL HR & ADMIN MANAGER, GLOBAL LIFESTYLE BRAND, ASIA**



“”

Over the last few years I have been working with Michael Page in several countries across Europe, plus Australia and China. The cooperation with the office of Michael Page in Rome is without a doubt outstanding. What I personally appreciate most is the personal touch and their flexibility and willingness to resolve issues on the spot.

**BARTHO ANDERSON, SENIOR DIRECTOR BUSINESS DEVELOPMENT & HR – THETFORD B.V, ITALY**

## FEEDBACK HELPS US PROVIDE THE BEST POSSIBLE SERVICE

Customer feedback is an essential part of our education and training programmes. It helps us improve business performance while also promoting the professional and personal growth of our people. We're always looking for ways to improve our service and how we operate, so we actively encourage your thoughts. We hope you have found PageGroup's approach to corporate responsibility interesting and insightful. Here is what some of our clients and candidates have said about us in the last 12 months.

“”

We sought the services of Page Personnel to assist us with a project to relocate our Swarovski Head Office. Page successfully sourced eight new starters for our Finance Department and helped to make the transition a seamless process. We had a dedicated account manager for our project who acted as a single point of contact and Page's consultants worked closely with our hiring managers to fully understand the requirements of each job role. I would wholeheartedly recommend Page Personnel as an ideal business partner when embarking on a recruitment campaign.

**GRAHAM TAYLOR, FINANCE & ADMINISTRATION DIRECTOR – SWAROVSKI, UK**

“”

We chose Michael Page for our start-up phase in Turkey as we had had a long and fruitful collaboration in many other countries before. So naturally, we wished to meet Michael Page Turkey and once more we met a very dedicated team who responded promptly to our business needs with efficiency, professionalism and a strong sense of ethics. We recruited our management team in a very short period of time thanks to their knowledge of the local market and their efficient work process. Many thanks indeed!

**PATRICE MIGEON, INTERNATIONAL HR DIRECTOR – H&M, TURKEY**

“”

I have used Michael Page for the past four years to source trading and risk professionals in the commodities sector. Their extensive network, knowledge of the industry and of our requirements helped us fulfill our expansion plans and hence they will continue to be our partner of choice when selecting executive search firms in the commodities space.

**GLOBAL COMMODITY BUSINESS MANAGER – ROYAL BANK OF CANADA, NORTH AMERICA**

# AWARDS



## LATIN AMERICA

- Michael Page Brazil nominated in Estadão de São Paulo newspaper's 'Top of Mind 2013' as one of the top 10 HR consultancies in Brazil
- Recognised by Gestão & RH Magazine as one of Top 10 HR providers and in the Top 10 Best HR Suppliers of Brazil
- Michael Page Argentina ranked 11th in Apertura Magazine's Best Employers Ranking
- Michael Page Mexico certified as a Great Place To Work

## UK

- Appointed Recruitment International's Best Recruitment Company to Work For in the £100 million + category
- Recognised nine times in The Sunday Times 100 Best Companies to Work For. In 2013, we ranked 58th
- Received a Silver Award from Opportunity Now
- Received a Bronze Award from Race Opportunity
- Named as one of the Top Graduate Employers of 2014-15 by Rate My Placement
- Michael Page Finance was nominated in the Association of International Accountants Awards as an Accountancy Recruitment Agency of the Year
- Received the Platinum Quality Mark for Payroll Giving

## US

- Recognised in Crain's listing of Best Places to Work for in New York City

## SOUTH AFRICA

- Level One B-BBEE Contributor recognised for accelerating broad-based black economic empowerment (B-BBEE) to redress the inequalities of Apartheid
- Rated AAA Certified Empowerment Contributor by Empowerdex

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