

Our People



How we engage

- Group-wide annual and pulse employee surveys
- Quarterly regional business update videos and financial results via our Workplace from Meta platform
- Internal forums and conferences to discuss and consult on business priorities
- Regular performance and development reviews
- Employee training programmes and workshops
- Whistleblowing policy and hotline

How we respond

We listen to our people's views and value their feedback.

The focus in 2022 was on the mental health and wellbeing of our people, with increased flexibility in work approaches. Growing our people through learning and development opportunities was also a key priority for our business leaders.

Number of employees

4,356

% of employees who completed the global employee engagement survey

82%

Number of training, learning and development sessions

3.5k+

Our Clients



How we engage

- Key Director, Manager and Consultant relationships
- Client satisfaction surveys are carried out on a regular basis
- Client and industry events
- Market insights and market intelligence
- Ongoing conversations

How we respond

Through building long-term, personal relationships, our consultants are seen as trusted advisers focused on supporting clients and providing a high-quality service. With rapidly changing market conditions and talent shortages across all disciplines, we were able to deliver a high-quality professional service and provide support to our clients on how to thrive in a post-Covid market.

Number of organisations we helped to fulfil their unique potential

13k+

Number of whitepapers/e-guides

88

Our Candidates



How we engage

- Candidate satisfaction surveys are carried out on a regular basis
- Candidate events
- Ongoing conversations
- Salary surveys

How we respond

By building long-term relationships with candidates, we help them fulfil their career potential. Feedback is taken extremely seriously and where appropriate is brought to the attention of the Chief Executive during the year. Our new internally developed CRM allows our consultants to provide candidates with a better and more positive experience.

Number of people we helped to fulfil their unique potential

48.6k+

Candidate satisfaction rating

86%

Our Communities



How we engage

- Global Charity Day
- Global Angels
- Employee volunteering
- Tree planting initiative

How we respond

The Group has a long history of giving back to the communities in which we operate. It's part of our DNA and is evidenced by the passion of our people to give their time, energy and finances to champion local and global causes.

We continue to support and invest in charitable initiatives and partnerships that help individuals and communities to fulfil their own unique potential through economic empowerment and corporate advocacy, with our initiatives detailed in the Supporting our Communities section on pages 58 to 61.

Total Group donations

£421k

Number of charities supported

70

Number of countries who participate in Global Charity Day

100%

Our Investors



How we engage

- Annual General Meetings
- Annual and interim presentations to institutional investors
- Roadshows, telephone calls and other meetings
- Capital Markets Day
- Providing direct access to the Chair for regular meetings with shareholders, including an annual invitation to meet with the top 10 shareholders
- Communicating regularly throughout the year

How we respond

We continue to regularly engage with our investors, focusing on our financial performance, market dynamics, governance, remuneration and strategy. Regular meetings of the Board are used as the forum to ensure that Non-executive Directors are updated on the views of major shareholders that have been communicated to the Executive Directors.

PBT growth

11%

EPS growth

21%

Dividend growth

15%

Our Suppliers



How we engage

- Responsible procurement process
- Supplier assessments and evaluations
- Relationship meetings with key suppliers

How we respond

The Group maintains a zero-tolerance policy for bribery and modern slavery, and all suppliers are required to behave ethically, in accordance with all legislation including the Anti-Bribery and Modern Slavery Acts.

We value our suppliers and adopt the principles of prompt payment and the agreement of mutually sensible and beneficial contractual terms. The Board considers this ethical approach to be appropriate and our whistleblowing processes ensure confidential escalation can take place as required.

Number of key strategic global suppliers

25+

Fast Payer Awards Accredited

2022