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OFFICE SUPPORT  
LEGAL/OIL & GAS

## GROUP PROFILE



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**We are leading global experts in qualified, professional and skilled recruitment. Last year our experts placed around 60,000 candidates into permanent jobs and around 190,000 people into temporary assignments.**

**We employ 7,620 staff operating from 255 offices in 31 countries across 20 specialisms. We have market-leading positions in the UK, Asia Pacific, Continental Europe and Latin America.**

**It's all about understanding people, worldwide. It's about 'Powering the World of Work'.**

## INTRODUCTION

## MAKING A POSITIVE CONTRIBUTION

DEAR SHAREHOLDER

This has been a remarkable year for Hays, where we have made a number of strides on the corporate responsibility front. I am delighted to report that we have increased our fundraising by 25% to £365,000 for good causes ranging from children's charities to flood victims in southern Brazil.

Many Hays employees have experienced natural disasters first hand in the last year, specifically the Japanese tsunami and nuclear incident, the Queensland floods in Australia and the New Zealand earthquakes centred in Christchurch. These events affected many of our employees both personally and professionally, as homes and offices became uninhabitable. I am very proud of the responses to these challenges shown by our people, which included some of them offering their homes for colleagues to work in so that our clients continued to receive a first-class service. Hays employees in other countries showed solidarity by raising funds for victims of these disasters. For me, all this says a lot about the spirit of our workforce. Later in this report we share some of the stories from these events.

For most UK-based multinationals, anti-bribery and corruption measures have been in sharp focus as the UK Bribery Act came into force on 1 July 2011. This far-reaching legislation holds UK multinationals to account for any act of bribery carried out on their behalf anywhere in the world. Nearly all UK multinationals will have undertaken extensive steps to make sure that their policies and procedures are compliant with the new Act and we are no exception. In December 2010 we carried out detailed corruption risk assessments of all our global operations. Reassuringly, we found that our risk levels are low and that our employees act ethically and responsibly. Nonetheless, the Hays plc



Board has taken the opportunity to overhaul our policy and procedures so that our shareholders, clients and employees can have full confidence in our worldwide operations.

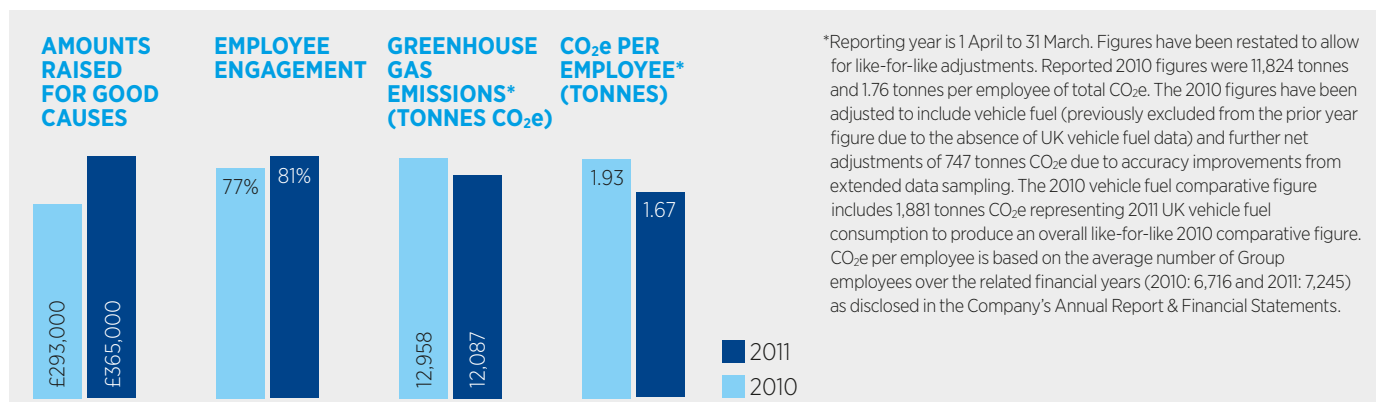
We have continued to improve the quality of our industry-leading environmental reporting. While our carbon footprint is low compared with industrial companies of a similar size to Hays, we recognise that global warming is an unprecedented challenge for everyone, and we aim to reduce our relative impact year-on-year. Hays is a cyclical business with significant structural growth opportunities. This means that our operations expand quickly as economies grow and as we move into new markets. Within this context, our reported greenhouse gas emissions for the year ended 30 June 2011 fell by 7% against the prior year, due partly to lower emissions from energy consumption and partly to more accurate data as we extended the survey this year from 49% to 79% of our business. Our chosen measure of relative greenhouse gas emissions is CO<sub>2</sub>e per employee, which removes much of the effect of cyclical and structural change in our business and so gives a better insight into our environmental impact year-on-year. Reported performance on this measure shows a reduction of 14% against the prior year to 1.67 tonnes CO<sub>2</sub>e per employee. The reduction in this measure is split broadly equally between the reduction in reported emissions and the effect of our increasing headcount as we scaled up our operations.

The Hays plc Board oversees our corporate responsibility strategy and receives periodic reports on progress. During the year, the Board approved a revised three-year strategy that focuses on the most important areas for Hays in the medium term. Information on these areas can be found on page 4. One important focus of our corporate responsibility strategy remains our employees and I am pleased to report that Employee Engagement, which is one of our key performance indicators, increased this year from 77% in 2010 to 81%. This is a credit to the hard work of all our leaders around the world.

**Alistair Cox**  
Chief Executive



FTSE4Good



## ACHIEVEMENTS AND OBJECTIVES

### 2011 ACHIEVEMENTS

#### STRATEGY

A revised CR strategy plan that focuses on the most important areas for Hays in the medium term was developed by the Corporate Responsibility Steering Group and was reviewed and approved by the Board.

The Corporate Responsibility Steering Group was expanded to broaden representation from our largest global businesses. This enhances effective planning, communication and progress in promoting Group CR priorities.

#### EMPLOYEES

We launched our Advanced Management Programme, which is designed to deliver a broad executive curriculum to the senior management populations in each region.

Employee engagement remained a top priority and we achieved an improvement in our engagement levels over the previous year from 77% to 81%.

In our second year of participating in the Global Corporate Challenge, 165 Hays teams from 16 countries were encouraged to exercise more and to adopt a healthier lifestyle.

Further progress was made in standardising fire safety plans and promoting duty of care awareness. A new management information system was launched (initially in the UK and Ireland) to enhance health and safety performance reporting and decision-making.

#### ENVIRONMENT

We increased the accuracy and breadth of our carbon emissions reporting and reduced our carbon footprint by 8% while increasing our average workforce by 8% during the year.

We were awarded the Green500 Gold Award in recognition of our advances in environmental management.

#### COMMUNITY

We increased the amount raised for good causes to £365,000 (2010: £293,000).

Each business across the Group continued to raise funds in aid of local charities and in the UK, the UK Charity Forum engaged with employees to choose the new UK charity partner. Regional fundraising initiatives took place to raise funds to help those affected by the floods in Australia, the earthquake in New Zealand, the Tsunami in Japan and the floods in Brazil.

#### ETHICS

Our new Group-wide anti-bribery and corruption policy was launched.

#### SUPPLY CHAIN

Our strategy for our supply chain engagement programme was developed, focussing on those suppliers on which we can have most impact.

#### STAKEHOLDER ENGAGEMENT

The strategy for our stakeholder engagement programme was developed.

### 2012 OBJECTIVES

The Corporate Responsibility Steering Group will work towards implementing the CR strategy plan on a Group-wide basis.

We will launch the third module of the Advanced Management programme, which is designed to take participant learning out of the classroom and see it applied in the 'real' world with our charity partners.

We will continue to pursue a broad range of initiatives to promote employee engagement.

Our participation in the Global Corporate Challenge will be extended into additional operating countries targeting over 200 participating teams.

Duty of care training will be added to our suite of e-learning modules on employee health and safety.

We will continue to roll-out our carbon reduction initiatives during the 2012 financial year, focussing particularly on behavioural change, PC energy management and energy efficiency measures during office fit-outs and refurbishments.

Our community involvement is very important to us. We want to continue developing our internal network, engaging employees and clients through improved communications and creative participation opportunities to benefit good causes.

Our charity partners will benefit from initiatives developed through our Advanced Management Programme.

We continue to roll out targeted training on priority issues to our employees, senior leaders and managers, including ethical, risk and governance matters.

We will continue to promote awareness of our whistle-blowing hotline which is available to all Group employees for the reporting of suspected improper behaviour, to Expolink, an independent external organisation.

The supply chain engagement programme will be launched in our largest countries of operation outside the UK.

The stakeholder engagement programme will be launched to improve our accountability for CR issues to stakeholders, including shareholders, employees and clients.

## EMPLOYEES

### OUR VALUES

We are the world's leading global experts in qualified, professional and skilled recruitment. By truly understanding our candidates and clients, locally and globally, we help people and companies achieve lasting impact. Our values aim to reflect this promise. Our values underpin our skills, behaviours and way of doing business. These values are:

#### AMBITIOUS

As a results-orientated company we are continually driven to succeed. Our energy and dynamism makes us ambitious for our people, clients and candidates, and for the positive impact we know recruiting can have in their lives.

#### PASSIONATE ABOUT PEOPLE

We are a people business so we're passionate about creating valuable relationships with everyone we work with. Our enthusiasm compels us to find the right person, believing this is fundamental to improving their life and work, allowing people to be all they can be.

#### EXPERT

As experts across many industry sectors and professions, our professional know-how and unique understanding of markets and people is shared with our clients, candidates and across our expanding global network.

#### INQUISITIVE

We're always curious, wanting to understand more about people and the world of work. That's how we build deeper knowledge into what makes people fit culturally and how companies and people can achieve their full potential.

For information on our business principles and policies, please visit [haysplc.com/hays/corporateresponsibility](http://haysplc.com/hays/corporateresponsibility).

#### EMPLOYEES

Our business is dependent upon our employees, not only those who deal with clients and candidates, but also those who support them. As a consequence, our people strategy continues to focus on ensuring that we have the necessary capabilities, resources and work environment appropriate for a high-performing organisation.

We want to attract, retain and develop the best people in the industry to work for Hays. In order to achieve this, we have focussed on a number of key themes. In particular, 2011 has again seen continued progress in the areas of employee engagement, succession planning, talent management and leadership development.

#### Employee engagement

Each year we receive a very good response to TALKback, our employee engagement survey, that runs across all the geographies in which Hays operates. 2011 participation levels were no exception, with just over 60% of employees expressing their views and opinions in all aspects of their workplace environment, our brand, our values, our leadership and development activity and the work that we do for clients. Although slightly fewer employees participated in the 2011 survey, it shows that the majority of employees want to share their views with us and see a value in doing so.

Gathering our employees' views enables us to understand and monitor levels of engagement and highlight any areas of concern that we need to address. Key drivers of employee engagement in Hays this year are learning and development, leadership and customer focus. Overall reported engagement levels increased over the prior year to 81%, (2010: 77%) reflecting positive responses to the items that make up this dimension. Given the amount of change that our employees have experienced during the year, with everything from natural disasters in Brisbane, Australia, and Christchurch, New Zealand, to restructuring and bedding in of new systems, as well as the difficulties of operating in some very challenging economic environments, this reflects a very high level of commitment of which we are justly proud.

#### EMPLOYEE ENGAGEMENT (%)

2011	81%
2010	77%

Employee engagement comprises a number of components that explore areas such as employees' sense of belonging, discretionary effort, personal motivation and job satisfaction.



## EMPLOYEES CONTINUED

**Talent attraction, identification and development**

Our attraction, recruitment and training and development programmes are designed to ensure that we have a pool of well-qualified, talented individuals, able to meet both the operational needs of our business and our clients, as well as the future strategic challenges facing the Company. We are committed to providing our employees with opportunities to develop and grow their skills, but we will also continue to bring in new capabilities to the business through targeted, external recruitment.

Employees are encouraged to take a proactive approach in developing their careers. Employee training and development takes many forms, from the more traditional classroom teaching through to 'lunch and learn' sessions, e-learning, on-the-job coaching, development projects and secondments. In 2011 we worked closely with the Chartered Management Institute and launched an online global e-learning and resource centre 'ManagementDirect', which is available to all employees. This allows employees to develop their skills in a broad range of areas, explore a range of different media and learn at their own pace.

Additionally, Hays aims for all employees to have regular discussions with their managers regarding their performance, potential and their individual development needs.

Hays conducts an annual succession planning process to assess the strengths and development opportunities of the Group at all levels globally. The picture of Group succession is built bottom up by specialism, country and region. Succession plans are maintained for key areas of the business and are reviewed annually by both management and the Board.

**Leadership development**

The calibre of our leadership and management cadre is critical to the success of our business. 2011 saw the continuation of 'Fast Forward', our flagship global executive development programme for our most senior leaders. This has been funded under the auspices of the Waxman Scholarship and combines formal classroom training at internationally renowned business schools with individual and team coaching, 'live' project-based work on global business issues and action learning.

We also completed the development and launch of our Advanced Management Programme, the 'Hays AMP', which is designed to deliver a broader executive curriculum to our key senior management populations in each region. As well as covering strategy, finance and leadership, the curriculum also includes a community partner challenge where executives work with a charity in their region to resolve a live strategic issue.

In order that our executive development activity remains closely tailored and aligned to the succession planning needs of the business, we have also continued to run global executive development centres. This ensures that we have an objectively benchmarked understanding as to where our strengths lie and that we address any capability gaps that emerge with targeted responses.

**Values and behaviour**

Hays believes that the way our employees work is just as important as what they do in the workplace. To supplement our leadership and management development activity, we have focussed on the behaviours and values that are important to the way that we run the business. The Hays Leadership and Management Competencies cover key areas of, and expectations around, behaviour and are being embedded into our key, people-related processes.

**Reward and recognition**

We seek to reward and recognise people's contributions to the business appropriately, both as individuals and as a team. Programmes to achieve this are cascaded through the organisation to ensure that there is a focus on short and, where appropriate, long-term performance. Senior executive remuneration is linked to the Group's annual and long-term plans, which is described in the 2011 Annual Report & Financial Statements on pages 48 to 53, available on the Company's website, [haysplc.com](http://haysplc.com).

**Diversity**

Hays believes that diversity is a key driver of the organisation's effectiveness, both now and in the future. We actively encourage different viewpoints, styles and approaches, and are committed to providing a workplace free from discrimination of any kind. A notable success in this area has come in Australia where, once again, we were awarded the 'Employer of Choice for Women' status for 2011. Hays was the first recruitment company to achieve this award and the only one to achieve it consecutively for nine years. This citation is awarded to non-government organisations that have demonstrated policies and practices that support women across the organisation and have had a positive outcome for both women and the business. This award strengthens our competitive edge and allows us to promote publicly our commitment to recruiting, developing and retaining women at Hays.

**Global Corporate Challenge**

In its eighth year, the Global Corporate Challenge (GCC) was founded in Melbourne, Australia, by former Olympic 1500m gold medallist Herb Elliott and advertising executive Glenn Riseley.

GCC describes itself as 'the world's leading corporate health initiative' and now attracts almost 300,000 participants from 1,200 leading companies in 83 countries. Its aim is to help companies combat the growing health risks associated with the increasingly sedentary nature of today's modern workforce.

This is achieved by challenging employees to walk over 10,000 steps per day – a recommended way of reducing employees' overall risk of chronic diseases including cardiovascular disease and type II diabetes.

2010 was our second year of participating in GCC. 165 Hays teams from 16 countries were encouraged to exercise more and to adopt a healthier lifestyle. Participants achieved an average of 12,193 steps each day over 16 weeks, equating to a distance of 4.8 miles each and almost 400,000 miles in total.

After the 2010 event, Hays employees reported the following benefits:

- 40% reported an increase in their overall health and wellbeing
- 44% reported an increase in their energy
- 38% reported an increase in ability to handle stress
- 41% reported an increase in quality of sleep
- 41% reported a loss in weight, averaging 4 kg each.

In 2011 we will build on this success by extending our participation in GCC to additional operating countries targeting over 200 participating teams.

## COMMUNITY SUPPORT

## UK &amp; IRELAND



## VOLUNTEERING IN THE COMMUNITY

## SANDWELL WOMEN'S AID

Sandwell Women's Aid run refuges for women and children forced to leave home at very short notice without many personal belongings.

PRESENTS DONATED  
TO WOMEN AND  
CHILDREN IN  
SANDWELL REFUGES

100

The Hays teams in Birmingham volunteer every year to organise a Christmas present collection for those women and children spending Christmas in the refuges and the 100 presents that were donated in 2010 made Christmas a little more enjoyable for them.



**Sandwell Women's Aid**  
*we listen, we support, we care*

## WORKING WITH SCHOOLS

Many Hays employees volunteer their expertise to help job seekers and new entrants to the job market gain the skills to be successful during the interview process and at work.

In 2011, we held enterprise days in schools, bringing team building exercises into the classroom. For example, the Victoria office in London invited pupils from William Ellis Secondary school to develop their interview skills and techniques by interviewing some of our consultants. We also hosted career workshops around the UK, providing essential CV writing advice and practical interview training for job seekers.

## BRUNEL FAMILY CENTRE

Volunteers from the UK Procurement team recently helped out at the Brunel Family Centre, a facility that provides support for the parents, carers and families of 'at risk' children.

Hays employees helped decorate several rooms at the facility, including rooms for parents with newborn babies and teenagers.

## ARTICULATION YOUTH ARTS WEEKEND

The ARTiculation Youth Arts Weekend, recently held in Nottingham and run by Action for Children, provided young people aged 16-21 with the opportunity to take part in performance workshops in dance, drama, singing, lyric and rap writing, drumming and visual arts.

A few Hays employees from Euston Road Head Office participated in the event, which was attended by young people from more than fifteen youth projects funded by Action for Children. These projects included groups supporting young carers, homeless young people and young people with a disability who are in the process of gaining greater independence.

Sue Pope (PA to the Chairman) "It was wonderful to see the young people, from a tentative start, become engaged in the wide variety of activities and offering support to one another. Staff from ARTiculation Youth Arts worked energetically and sensitively in encouraging each and every young person.

All Hays participants agreed that it had been a privilege to be invited to volunteer and gain a first-hand insight into the fantastic work Action for Children does. Not only did we find the experience great fun, but also rewarding, humbling and inspiring."

## COMMUNITY SUPPORT UK &amp; IRELAND

## SPONSORSHIP

Last year, Hays Construction sponsored over 60 academic awards for numerous universities across the UK. The awards focus on construction-related degrees ranging from civil engineering to building surveying, ensuring we cover a variety of industries.

This helps to promote, recognise and reward excellence across the field of construction. Highlighting the achievements of the successful students is a step towards assisting them with their next career move and providing them with a good start in a challenging world of work. We are now in the fourth consecutive year of running this sponsorship programme.

## CHARITABLE SUPPORT

## ACTION FOR CHILDREN

This year Hays has completed its two-year partnership with Action for Children, raising over £250,000 over two years. Here is a snapshot of just some of the fundraising activities for Action for Children last year:



## Kilimanjaro

At 5,895 metres above sea level, Mount Kilimanjaro in Tanzania is the highest mountain in Africa and the world's highest free-standing mountain. On 4 June, 13 Hays employees conquered the summit raising over £20,000 for Action for Children.



RAISED FOR ACTION  
FOR CHILDREN OVER  
TWO YEARS

£250,000

## Dancing for children

Fundraising activities included a barn dance in Reading. In Leeds a charity ball was held at the Queens Hotel, which raised over £4,000.

## Great North Run

Hays employees from the Guildford office have raised money for Action for Children by taking part in The Bupa Great North Run. The world's largest half-marathon is now in its 30th year and took place on 19 September 2010 between Newcastle and South Shields in the UK.

Nicola Norrington, senior business manager with Hays Accountancy & Finance, commented "It was a fantastic event and we're all very proud that we finished the race!"

Jeff Taylor, Regional Director at Hays, commented: "All the participants trained hard to make sure we were ready for this challenge. We have already raised more than £3,500 for Action for Children. We would like to thank friends, families, colleagues and the local community for all their support."

## Quiz nights

Hays' Accountancy & Finance and Office Support raised over £12,000 through a number of regional quiz nights across the UK. Over 2,000 people took part, including many clients.

Client feedback: "We had a really nice time thank you and would love to attend next year... Well done on the fundraising!"  
KilbyFox, Northampton client





## COMMUNITY SUPPORT UK &amp; IRELAND

While Hays UK&I officially supports a charity partner selected by employees, the Company also encourages employees to fundraise for other good causes. This page describes just three of the many achievements by employees in the last year.

## GREAT IRELAND RUN



In April this year, Hays Ireland joined in the Great Ireland Run in aid of children's charity, Barretstown.

Barretstown helps rebuild the lives of children affected by serious illness, and their families, through a therapeutic recreation in a safe, fun and supportive environment. Twelve employees from Hays' Dublin office took part along with over 11,000 other participants, on a hot spring day in Phoenix Park, Dublin. Hays raised €1,500 (£1,315) for the charity and had a great day.

Michelle Waters, the event organiser for Hays and chief fundraiser was pleased with the outcome: "We all survived the race despite the heat. Everyone had a ball, but the most important thing was raising the money for Barretstown."

Colin Patton (Community Fundraising, Barretstown) "The €1,500 raised by Hays will go to bring one more child to our four-day family camp at €350 per day."



RAISED FOR  
BARRETSTOWN  
BY HAYS IRELAND

£1,315

## RED NOSE DAY

Hays Education supported BBC Red Nose Day by having a dress-down day in support of Ugandan school children.

The Coventry office raised £1,300 through a day in fancy dress. Every £160 raised can provide two Ugandan children with everything they need to go to secondary school for a year and each £90 can equip 30 primary school children with exercise books for a year. Education in Uganda increases childrens' future earning potential by between 5% and 15%.



RAISED BY THE  
COVENTRY  
OFFICE  
THROUGH  
FANCY DRESS

£1,300

## BRAIN TUMOUR UK

Hays Education held a fundraising day in aid of Brain Tumour UK. Brain Tumour UK is a charity very close to Hays Education's heart following the loss of our much loved colleague Amy Key in November 2007. Across the UK, Hays Education organised raffles, competitions, fancy dress days, and an auction to raise £2,091 for this worthy cause.

RAISED FOR BRAIN  
TUMOUR UK BY HAYS  
EDUCATION

£2,091

## COMMUNITY SUPPORT

## ASIA PACIFIC

AUSTRALIA & NEW ZEALAND | JAPAN | CHINA  
SINGAPORE | HONG KONG



## QUEENSLAND FLOOD APPEAL

Six of the eight offices in Queensland had to be evacuated.

Across APAC Hays employees raised AUD 31,427 to support the Queensland Flood Appeal which was matched by Hays giving a grand total of AUD 62,854 (£39,883).

**Australia** kicked off the fundraising on Friday, 22 January by raising AUD 26,162 (£16,611) from offices across the country. Employees paid to leave early and to wear the maroon colour of Queensland at work, and there was a flurry of other activity all across the country, including raffles and auctions.

In **Hong Kong** employees came dressed in maroon or the traditional green and gold for Australia. There were two auctions. In one the expatriat 'Queenslander' donated one of his annual leave days, which was followed by an auction for early leave tickets. In total, Hays Hong Kong raised HKD 13,454 (£1,044), which equated to the highest amount raised per employee across the APAC region.



The **Beijing** office raised RMB 1,080 (£102) by holding an auction, whilst **Shanghai** held a white-elephant auction day, auctioning things people don't need or use at home, raising RMB 5,190 (£491).

**Singapore** raised SGD 768 (£386) by holding a bingo raffle and **Japan** raised JPY 69,648 (£551) by holding a bake sale along with other team fundraising events.

**New Zealand** raised NZD 1,523 (£768) through a number of different activities, including bake sales and sausage sizzles.

RAISED BY HAYS ACROSS  
APAC TO SUPPORT THE  
QUEENSLAND FLOOD APPEAL

£39,883



## COMMUNITY SUPPORT ASIA PACIFIC

## CAMP QUALITY

This year Hays Australia has come to the end of a very successful charity partnership with Camp Quality, by exceeding the pledged AUD 120,000 over three years, and reaching a total of over AUD 170,000 (£107,892).

The fourth Hays annual charity five-a-side soccer tournament was a tremendous success once again. 16 mixed teams from the Engineering, Architecture, Rail and Construction sectors got together for a great day of soccer, fun and competitiveness.

The tournament raised AUD 5,030 for Camp Quality, which was then matched by Hays to make a grand total of AUD 10,060 (£6,386).



AMOUNT  
RAISED OVER  
THREE YEARS  
FOR CAMP  
QUALITY

£107,892

## JAPAN TSUNAMI

Hays Japan undertook an urgent fundraiser in March after the tsunami with a variety of activities that raised almost JPY 400,000, with Hays matching the total and bringing it up to JPY 800,000 (£6,324).

This involved a bake sale, cash donations and a “silly hat day”. The focus was on buying basic products such as nappies, eye drops and other basic human essentials for the Civic Force to distribute to those who had been made homeless. The entire workforce in Japan were involved, as well many colleagues from the APAC region who made cash donations. This was an amazing effort by everyone in our Japan team given how badly affected many of them or their families were by the tragedy.



AMOUNT RAISED  
BY HAYS JAPAN  
FOR THE TSUNAMI  
APPEAL

£6,324

## SINGAPORE

In the Ta Khmau Province, there are villages where many children do not receive any education due to the extreme poverty.

These children and their families remain locked within the poverty cycle unless they are offered a chance for education and an opportunity to pursue a better life.

Hays Singapore has raised SGD 5,000 (£2,537) to help build the first school in Ta Khmau Province. They achieved this goal through events such as raffles and a golf tournament.

## CHRISTCHURCH EARTHQUAKE

The Hays businesses across New Zealand and Australia raised more than NZD 27,000 in the last year for the earthquake appeal of charity United Way New Zealand.

Our offices ran auctions, bake-sales, raffles and red and black dress-up days. Hays matched each dollar raised and as a result were able to raise more than NZD 54,000 (£27,230) for the Christchurch earthquake. This is the fourth year Hays New Zealand has supported United Way and its aims.

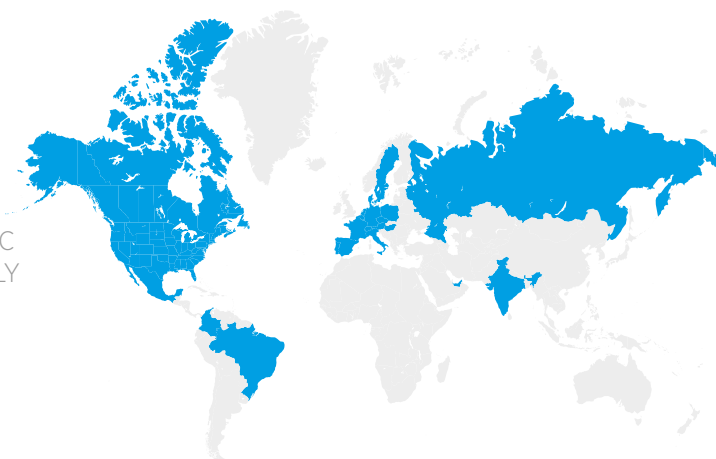
AMOUNT RAISED  
BY HAYS ACROSS  
NEW ZEALAND  
AND AUSTRALIA FOR  
THE CHRISTCHURCH  
EARTHQUAKE APPEAL

£27,230

## COMMUNITY SUPPORT

## CONTINENTAL EUROPE & REST OF WORLD

AUSTRIA | BELGIUM | BRAZIL | CANADA | CZECH REPUBLIC  
DENMARK | FRANCE | GERMANY | HUNGARY | INDIA | ITALY  
LUXEMBOURG | MEXICO | NETHERLANDS | POLAND  
PORTUGAL | RUSSIA | SPAIN | SWEDEN | SWITZERLAND  
UNITED ARAB EMIRATES | UNITED STATES



### BRAZIL

#### LALEC

Last Christmas, Hays employees from our São Paulo, Rio de Janeiro and Campinas offices helped children at a number of shelters for abandoned children suffering from social vulnerability by giving up their traditional 'Secret Santa' and participating in a 'Social Secret Santa'.

Hays employees bought approximately 100 presents for the children and spent the day with them, distributing the presents they had bought and donating some much needed items.

#### BRAZILIAN FLOODS REGIONAL FUNDRAISING

Employees from various countries in the CERoW region joined together to participate in a fundraising day to help the victims of the floods which devastated the south-east region of Brazil.

Fundraising events ranged from dress-down days to 'start an hour late' or 'leave an hour early'. The funds raised were used to help provide basic necessities such as water, food, clothing, blankets and mattresses to those who were made homeless by the floods.

#### YOUNG APPRENTICE PROGRAMME

Hays Brazil participates in a national Young Apprentice Programme which aims to provide opportunities for students from less privileged backgrounds to join the world of work.

The programme gave four young apprentices the opportunity to gain valuable work experience by working in either the São Paulo or Rio de Janeiro office. During the year, one of the apprentices was offered a permanent job at Hays while the other three are still completing their apprenticeships.



## COMMUNITY SUPPORT CONTINENTAL EUROPE &amp; REST OF WORLD

## GERMANY

## SPONSORING PAEDIATRIC CARE

Our German business continued its social commitment to children with cancer.

For the third successive year, the German business sponsored paediatric care at the oncology unit of the children's hospital in Heidelberg and also began a new sponsorship of a doctor at the Charite Hospital in Berlin to support their young cancer patients.

Anna-Marie Rupp, a doctor at Charité University Hospital said: "The Charité University Hospital is currently going through a difficult financial situation, with many clinics having to reduce their staff costs. The paediatric oncology and haematology department, where I began the first part of my internship, is a field where not only excellent medical knowledge is crucial, but also requires intensive care by nurses and doctors. A reduction in funding for these departments would potentially cause harm to the children suffering from cancer and other life threatening diseases. That is why the financial

assistance provided by Hays is extremely valuable to the hospital, the concerned children and their parents by helping to maintain a sufficient number of medical and paramedic staff."



## BELGIUM

## SAVE GILLIAN

Consultants from Hays Belgium sold and bought cookies to help save Gillian, a young and cheerful boy from Antwerp who suffers from a neurological disease.

A total of €500 (£442) was raised which will help fund Gillian's treatment in the United States. Gillian and his parents have benefited greatly from the fundraising and Hays Belgium has offered to raise further funds should additional financial support be required.

RAISED TO  
HELP FUND  
GILLIAN'S  
TREATMENT  
IN THE US

£442

## VILLA ROZEROOD

The classic tradition of giving New Year's Day gifts to clients was replaced by a more noble initiative to help Villa Rozerood, a national charity chosen by the consultants in Hays Belgium.



Villa Rozerood is a care and respite home for sick children. The children and their families are given the opportunity to leave behind their day-to-day worries knowing that the children are well cared for. Villa Rozerood relies on a medical and paramedical team, assisted by a team of enthusiastic volunteers.

The money normally spent on buying presents for clients was instead donated to Villa Rozerood which was supplemented by Hays Belgium to raise a total of €8,000 (£6,965). This allowed Villa Rozerood to purchase two cots beds and much needed laptops, which will be used to facilitate the work of the care coordinator and the team of volunteers.

## CANADA

## RED CROSS JAPANESE TSUNAMI RELIEF FUND

Employees in the Greater Toronto area took part in a charity auction to benefit the Red Cross Japanese Tsunami Relief Fund.

AMOUNT  
RAISED BY  
STAFF  
AUCTION

£896

A total of CAD 1,464 (£896) was raised by staff donating various items from cleaning services to a luxury condo stay and exclusive Maple Leaf hockey tickets, which were then auctioned to the employees.





## POLAND

## FOUNDATION OF CORPORATE SOCIAL RESPONSIBILITY

Hays Poland is a member of the Foundation of Corporate Social Responsibility, which is a network of 90 Chief Executives in Poland working together to implement positive social change through corporate philanthropy.



SEAL OF APPROVAL

The Managing Director of our Polish business sits on the advisory board and takes an active role in supporting fundraising activities, including trips to schools where food is distributed to the children, providing English classes and refurbishing classrooms. The employees of Hays Poland also got involved by raising funds which are then donated to the Foundation.

"Hays Poland in cooperation with the Foundation for Corporate Social Responsibility has provided over 4 million hot meals to some of

Poland's most needy children in Northwest Poland. During the past school year alone, more than 60,000 meals per month were provided to 3,000 poor children each school day in 15 Polish public schools."

William Chasey, President and CEO of the Foundation of Corporate Social Responsibility

NUMBER OF MEALS  
PROVIDED PER MONTH TO  
3,000 CHILDREN EACH DAY IN  
15 IMPOVERISHED SCHOOLS

# 60,000

## STUDENT TRAINING AND WORKSHOPS

Senior consultants and managers at Hays Poland gave 15 lectures to students and undergraduates on how to find a job and start their career, which were presented either at the university campus or at our offices in Poland.

A total of 15 voluntary days were donated by employees, allowing the Hays employees to contribute to the community through their specialist knowledge.

## CZECH REPUBLIC

## STUDENT TRAINING AND WORKSHOPS

Hays Czech Republic has partnered with the University of Northern Virginia in Prague and Prague College to provide voluntary workshops to students to help them find employment following completion of their studies.

The topics covered included how to search for a job, how to present yourself during an interview and how to deal with difficult interview questions. The workshops involved training sessions, presentations, practical exercises, role plays, question and answer sessions and individual CV consulting sessions.



## ENVIRONMENT

## MANAGING THE ENVIRONMENTAL IMPACT OF HAYS AND ITS SUPPLIERS

Whilst our business has a low environmental impact, we are committed to achieving continuous improvement in environmental performance and to preventing pollution. We seek to minimise our impact by reducing our use of energy, water and raw materials, increasing efficiency and re-using wherever possible.

Hays recognises that environmental initiatives do not work in isolation. So we are continuing to develop our environmentally-sensitive procurement arrangements that encourage suppliers and contractors to support our programmes and to minimise the impact of the goods and services that they provide to us. Before we select a large supplier in the UK, we establish by questionnaire the supplier's policy, practice and targets in the areas of corporate responsibility and environmental management.

### Actions taken under the Environmental Policy

Actions of particular note included:

- We have extended the accuracy and breadth of our environmental reporting through improved data collection and by including vehicle emissions within Scope 1 figures (see explanation opposite). 2010 comparatives have been restated accordingly. This year, we have also provided a breakdown of emissions sources within each Scope.
- We are in the process of developing a campaign to promote behavioural change around the Group with particular focus on turning off office lighting, air conditioning and IT equipment when not in use.
- We have identified suitable energy efficiency measures for implementation in office fit-outs and refurbishments.
- We were awarded the Green500 Gold Award in recognition of our environmental work undertaken since joining the scheme in 2008 and were given representation on the Advisory Board of Green500 when the scheme transferred to the Greater London Authority in July 2011.



**LONDON** | GREEN500  
LEADING TO A GREEN LONDON MEMBER

## ENVIRONMENT CONTINUED

**Greenhouse Gas Emissions**

Our annual greenhouse gas (GHG) emissions survey, covering the period 1 April 2010 to 31 March 2011 was carried out and validated by Trucost, a leading specialist on corporate environmental impacts.

Data was collected from offices in 24 countries around the Group. These sites covered 84,416 (2010: 66,578) square meters of floor space, or 79% (2010: 49%) of the total floor space of all Hays' sites globally. The relative GHG emissions were scaled up by Trucost so as to cover the total global floor space of the Group and to be representative of Hays' global activities.

The Greenhouse Gas Protocol differentiates between direct and indirect emissions using a classification system across three different scopes:

- Scope 1 includes direct emissions from sources that are owned or controlled by the company. This includes direct emissions from fuel combustion.
- Scope 2 covers indirect emissions relating solely to the generation of purchased electricity and district heating that is consumed by the owned or controlled equipment or operations of the company.
- Scope 3 (an optional reporting scope) covers other indirect emissions including third-party provided business travel.

Absolute Group GHG emissions totalled 12,087 tonnes CO<sub>2</sub>e, representing a reduction of 7% against the restated 2010 comparative figure, due partly to lower emissions from energy consumption and partly to more accurate survey data.

Emissions from reported electricity consumption fell by 1,905 tonnes CO<sub>2</sub>e. Consumption change by country was mixed, with some countries showing a material increase in consumption and others showing a decrease. Reported emissions were also affected by improved data accuracy as the survey sample was extended from 49% to 79% of Group total floor space. Vehicle use increased at a rate above the increase in Group average headcount (7.9%), reflecting an acceleration in sales activity. Air and rail travel also exceeded the increase in headcount due to the Group's international expansion and increased corporate activity.

Our GHG emissions vary with business activity through the full economic cycle and with geographic expansion as we continue to exploit our international growth opportunities. Our chosen measure of relative GHG emissions is CO<sub>2</sub>e per employee, which removes much of the effect of cyclical and structural change in our business and so gives a better insight into our environmental impact year-on-year. Internally, we use this measure in addition to absolute CO<sub>2</sub>e figures. As our business has a low environmental impact, we have not designated this measure as a KPI.

For the period 1 April 2010 to 31 March 2011, being the most recent period for which we were able to produce reliable figures, the average amount of Group CO<sub>2</sub>e emissions per employee was 1.67 tonnes (2010: 1.93 tonnes restated). This is equivalent to 4,900 miles\* travelled in an average family car by each employee over the course of a year, or one return flight from London to Vienna.

\*Calculated using DEFRA Passenger Transport Conversion Factors

**GREENHOUSE GAS EMISSIONS**

GHG Protocol Scope	Resource	2010 total GHGs (tonnes CO <sub>2</sub> e <sup>1</sup> restated <sup>2</sup> )	2011 total GHGs (tonnes CO <sub>2</sub> e <sup>1</sup> )	Percentage change (%)
Scope 1	Heating fuel	239	354	48
	Vehicle fuel	2,839	3,428	21
Scope 2	Electricity	7,813	5,908	-24
	District heating	122	239	95
Scope 3	Air travel	1,553	1,751	13
	Rail travel	391	408	4
Totals		12,958	12,087	-7
Totals per employee <sup>3</sup>		1.93	1.67	-14

1. CO<sub>2</sub>e is carbon dioxide equivalent comprising carbon dioxide, methane and nitrous oxide.
2. Figures have been restated to allow for like-for-like adjustments. Reported 2010 figures were 11,824 tonnes and 1.76 tonnes per employee of total CO<sub>2</sub>e. The 2010 figures have been adjusted to include vehicle fuel (previously excluded from the prior year figure due to the absence of UK vehicle fuel data) and further net adjustments of 747 tonnes CO<sub>2</sub>e due to accuracy improvements from extended data sampling. The 2010 vehicle fuel comparative figure includes 1,881 tonnes CO<sub>2</sub>e representing 2011 UK vehicle fuel consumption to produce an overall like-for-like 2010 comparative figure.
3. CO<sub>2</sub>e per employee is based on the average number of Group employees over the related financial years (2010: 6,716 and 2011: 7,245) as disclosed in the Company's Annual Report & Financial Statements.

## PROMOTING HEALTH AND SAFETY



Our business is dependent upon our employees. As a consequence our health and safety strategy continues to focus on ensuring that we have the necessary capabilities, resources and work environment appropriate for a high-performing organisation.

It is the policy of Hays that all reasonably practicable steps will be taken to ensure the health, safety, and welfare of its employees and the protection of others not in its employment. Hays recognises its statutory obligations to maintain standards of safety and its obligation to members of the public, contractors and visitors.

Managers work to provide and maintain safe and healthy working conditions, carry out suitable risk assessments of all premises and tasks carried out within them and monitor safety procedures. They involve employees, who are required to co-operate fully in the operation of the health and safety policy. The policy is reviewed annually and is revised appropriately in the light of legislative and organisational changes.

### Actions taken under the Health and Safety policy

Actions of particular note included:

- The introduction of a management information system, initially in the UK and Ireland, which gives the Company visibility of health and safety data across all divisions to allow for enhanced decision-making. This system enables us to capture, manage and control information, undertake audits and monitor risk and non-compliance centrally.
- Enhanced health and safety training has been provided on fire awareness, manual handling techniques, duty of care, display screen essentials and risk assessment in order to develop the competency of staff through engaging, competitive and participative courses. This training promotes continued improvement in health and safety awareness and performance.

## POLICIES THAT SUPPORT OUR BUSINESS AIMS

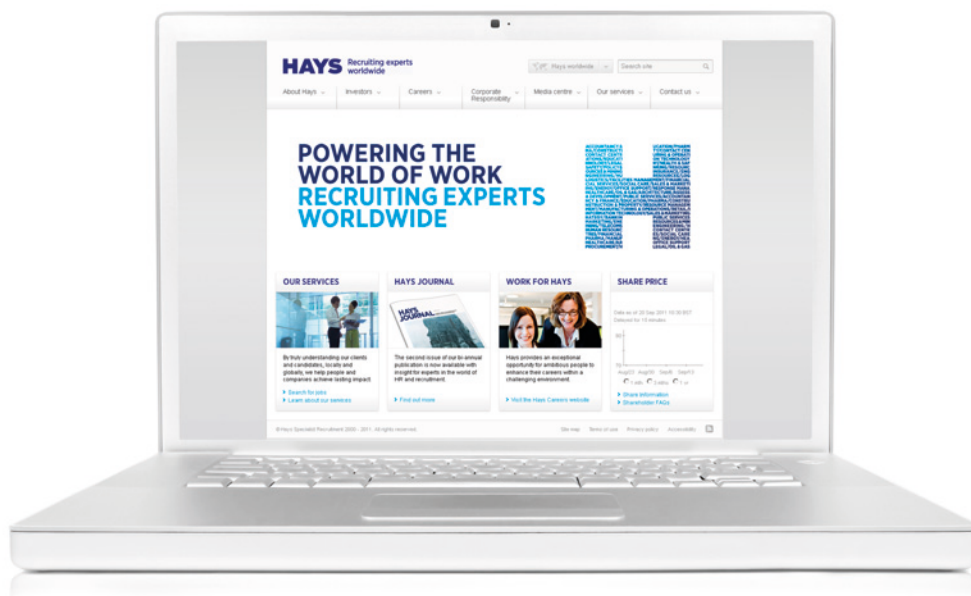
Our good conduct is a foundation for the trust our clients place in us. We are a commercial organisation and we will pursue the best possible economic return for our shareholders. However, in making economic decisions, we have regard to the impact of those decisions on other stakeholders, including society and the wider environment.

Throughout the 2011 financial year, our business operated in accordance with the UK Corporate Governance Code issued by the Financial Reporting Council. All Hays employees are aware of our Code of Conduct & Ethics Policy and Anti-Bribery and Corruption Policy, which aim to ensure that the Company's values and principles are upheld. Our Business Principles and Public Policy Principles can be found on our website at [haysplc.com](http://haysplc.com).

The Board of Hays plc launched the Group's new Anti-Bribery and Corruption Policy prior to the UK Bribery Act coming into force on 1 July 2011. In preparation for this, in December 2010 we carried out detailed corruption risk assessments of all our global operations. These assessments enabled us to develop detailed and proportionate policies and procedures to deal with risk identification, assessments of new and changed risks, due diligence and levels of legal and financial controls in respect of associated persons detailed arrangements covering gifts and entertainment, appropriate record keeping and audit and review arrangements. We are also implementing a Group-wide online training programme on the Policy for all employees.

### Continuous improvement

We will maintain our commitment to continuous improvement in the area of corporate responsibility and we will seek to develop the quality of our reporting year-on-year.



For more on Hays, visit our website at [www.haysplc.com](http://www.haysplc.com)