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BRAZIL/CANADA/ **EXPERTS IN A COMPLEX WORLD** /CHILE/CHINA/CO
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EXPERTS IN A COMPLEX WORLD

We are leading global experts in qualified, professional and skilled recruitment. Every day we help clients simultaneously dealing with talent shortages in certain markets, while having to reshape workforces in others. The nature of employment is also changing fast, with technological advances driving evolutions in the way people work.

We understand these complexities and are uniquely positioned across our markets to solve them.

Last year our experts placed around 55,000 people into permanent jobs and around 182,000 people into temporary assignments. We opened new Hays businesses in Chile, Colombia and most recently Malaysia, our 33rd country of operation.



2012 HIGHLIGHTS

Alistair Cox writes about our CR progress in 2012.



LEADERSHIP DEVELOPMENT MEETS CR

Find out about how we combine training with CR.

SWITCH IT OFF

Did you know: mobile phone chargers, if left plugged in, still use power even if they're not connected to your phone?



SWITCH IT OFF CAMPAIGN

Learn how we are encouraging our employees to reduce energy consumption.



JAPAN

Save the Children fund for the tsunami/earthquake disaster.

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2012 HIGHLIGHTS



FTSE4Good



ALISTAIR COX CHIEF EXECUTIVE

DEAR SHAREHOLDER

2012 was a pivotal year for our corporate responsibility programme.

I am especially pleased that we have launched our Community Partner Challenge, where key senior managers on our Advanced Management Programme use their learning to resolve live strategic issues for charities in their region. This has already benefited organisations such as Action for Children and St Mungo's in the UK, the Sir David Martin Foundation in Australia and The Barka Foundation in Poland. Our work with the Sir David Martin Foundation is featured on page 6.

Community giving is central to our sense of citizenship. We raised almost £300,000 this year for a wide range of good causes around

the world, from cancer charities to earthquake victims. In several countries our employees volunteered their time to coach disadvantaged young people on topics that will greatly improve their job prospects.

Promoting corporate responsibility to our suppliers was a key objective for us in 2012. Earlier in the year we launched our supplier code of conduct, which sets out the standards of behaviour we expect of all of our suppliers worldwide. You can download the code of conduct from our website: hays.com. At the same time, we surveyed some of our most important suppliers. Many of them already take corporate responsibility seriously and have good programmes. Where this is less apparent and we think that we can have a positive influence on their corporate responsibility performance, we have begun a long-term engagement with them.

We welcome feedback from our stakeholders on our corporate responsibility performance, so we have decided to carry out online surveys each year. Our first survey was completed in March 2012. A number of shareholders, candidates and employees gave their views, which were supportive and constructive. We have listened carefully and taken all suggestions into consideration as we deliver our corporate responsibility programme. If you wish to participate in the 2013 survey, please visit the stakeholder engagement page at hays.com between January and March.

In January 2012, I challenged all our employees to reduce our energy consumption when I launched our 'Switch it Off' campaign. Hays is not an intensive energy user compared with a manufacturing company for example.

However, across our worldwide operations, we currently use enough power to supply 5,600 average UK homes for a year. In context, that is equivalent to running the largest nuclear reactor in Belgium for nearly a day. We want to make meaningful cuts to our consumption over the coming years, although we expect our programme to take time to feed through to real reductions. Since last year, we have expanded our business into new countries, opened a number of new offices in existing countries of operation and increased our global headcount. Commercially, this is all very good news. Environmentally, this extra activity has caused our total carbon footprint to increase compared with 2011, but our emissions remained largely flat on a like-for-like basis. We will continue to work to bring our consumption down.

The UK Bribery Act has now been in force for over a year and page 17 of this Report gives details of how our anti-bribery and corruption procedures have been working. This topic is important to our shareholders and clients, so we have explained our approach in some depth.

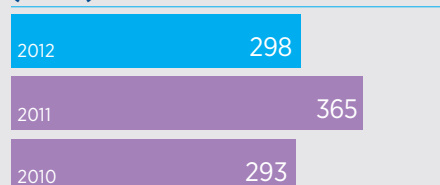
Following the steps we have taken over the last year, we believe that we have right breadth to our corporate responsibility programme and we will now work to improve our performance going forward. I hope you find this Report informative.

Alistair Cox
Chief Executive

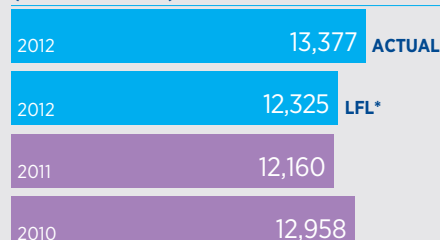
FURTHER INFORMATION

For more detail on our approach to corporate responsibility visit hays.com/corporateresponsibility

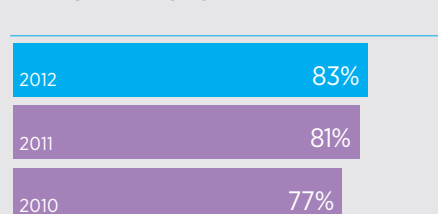
AMOUNTS RAISED FOR GOOD CAUSES (£'000)



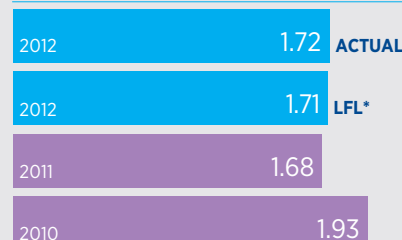
GREENHOUSE GAS EMISSIONS (TONNES CO₂e)



EMPLOYEE ENGAGEMENT



EMPLOYEE INTENSITY (TONNES CO₂e PER EMPLOYEE)



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

Greenhouse gas emissions are stated in tonnes of CO₂e (carbon dioxide equivalent, comprising carbon dioxide, methane and nitrous oxide) for each 12 month period ended 31 March. 2010 emissions were restated in 2011 as reported in the 2011 Corporate Responsibility Report. 2011 emissions have been restated due to accuracy improvements. 2011 reported emissions were 12,087 tCO₂e. Employee Intensity is based on the average number of Group employees over the related financial years as disclosed in the Company's Annual Report & Financial Statements (2012: 7,800; 2011: 7,245; 2010: 6,716).

*LFL (like-for-like) figures represent comparable operations across each reporting year based on surveyed floor space.

ACHIEVEMENTS AND OBJECTIVES

2012 ACHIEVEMENTS

EMPLOYEES

We launched the third module of our 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 globally.

Employee engagement remained a top priority and we achieved an improvement in our engagement levels over the previous year from 81% to 83%.

In our third year of participating in the Global Corporate Challenge, 192 Hays teams from 31 countries were encouraged to exercise more and to adopt a healthy lifestyle.

ENVIRONMENT

Six countries were added to the carbon footprint calculations, bringing the total number to 30 and covering 81% of the Group's total office space.

We launched the 'Switch it Off' campaign to promote energy reductions throughout the Group.

COMMUNITY

We raised £298,000 for good causes around the world.

Our employees volunteered their time and expertise to help disadvantaged people improve their job prospects.

ETHICS

Our new anti-corruption and bribery policy was implemented.

SUPPLY CHAIN

Our strategy for our supply chain engagement programme was launched, focussing on those suppliers on which we can have most impact. We also published a supplier code of conduct that applies to all of our suppliers worldwide.

Our brand merchandise procurement portal was introduced this year, which ethically sources branded merchandise for marketing purposes.

STAKEHOLDER ENGAGEMENT

The strategy for our stakeholder engagement programme was launched and we considered the feedback received from the first annual survey.

2013 OBJECTIVES

EMPLOYEES

We will continue to deliver our leadership development programmes globally.

We will launch the fourth module of Fast Forward and the fourth module of the Advanced Management Programme. These are designed to explore the digital world.

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

ENVIRONMENT

We will integrate emissions data collection into our management information system to enhance our analysis capability. Trucost will be retained to advise on environmental management and to independently verify our emissions data.

The next phase of our 'Switch it Off' campaign will be launched.

Further planning will be carried out to improve our waste and recycling arrangements and performance reporting.

COMMUNITY

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.

Some of our charity partners will continue to benefit from initiatives developed through our Advanced Management Programme.

ETHICS

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

SUPPLY CHAIN

We will continue to engage on CR issues with those suppliers we are best placed to assist, and we will encourage the consistent promotion of the supplier code of conduct to our supply chain throughout the Group.

STAKEHOLDER ENGAGEMENT

In 2013, we will develop the survey content and seek to broaden the diversity of respondents.

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 to foster 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 focused on a number of key themes. In particular, 2012 has again seen continued progress in the areas of leadership development, talent management, succession planning, employee attraction and employee engagement.

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. 2012 participation levels were no exception with just over 88% 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. This was a significant increase over 2011 and shows that the majority of employees want to share their views with us and see 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 direction, and culture and collaboration. Overall reported engagement levels increased over the prior year to 83% (2011: 81%), reflecting positive responses to the items that make up this dimension. When set against the economic backdrop and challenges we have faced globally, this reflects a very high level of employee commitment, of which we are justly proud.

TALENT ATTRACTION

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.

In 2012 we launched the Hays Challenge, an interactive recruitment game which is accessible via our careers website and via Facebook where players can share their score. The online game is designed to show people new to recruitment the breadth, complexity and entrepreneurial nature of a career with Hays. Within six months of launch the Hays Challenge had been played in 190 countries by more than 20,000 people. The Challenge was short-

listed as a finalist in the HR Excellence Awards for 2012 in the 'Most innovative use of technology' section.

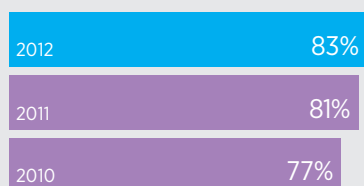
Additionally, we launched a new careers website and the Hays Career Navigator where candidates can explore how they might expect their career to develop. It is also a resource centre where information about training, development and international mobility can be explored.

TALENT IDENTIFICATION

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 through our businesses by country and region. Succession plans are maintained for key areas of the business and are reviewed annually by both management and the Board.

In order that our broader executive development activity remains closely tailored and aligned to the succession planning needs of the business, we have continued to run executive development centres globally. This ensures that our employees have individual development plans and that we have an objectively benchmarked understanding as to where our organisational strengths and development opportunities lie. We are able to highlight emerging talent and address any capability gaps that emerge with targeted responses in our operating geographies.

EMPLOYEE ENGAGEMENT



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 LEADING BY EXAMPLE

LEADERSHIP DEVELOPMENT MEETS CORPORATE RESPONSIBILITY

The calibre of our leadership and management cadre is critical to the success of our business. This year saw the continued development 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 people and leadership in the first two AMP modules, the curriculum now includes a third module, the Community Partner Challenge. Executives work with a charity in their region to resolve a live strategic issue for that organisation. As well as being a part of our corporate responsibility agenda, this is an ongoing opportunity for executives to embed their learning and use their expertise to great effect. This year we have partnered with Action for Children and St Mungo's in the UK, as well as the Sir David Martin Foundation in Australia and The Barka Foundation in Poland. All of these organisations support disadvantaged people and seek to help them into the world of work. The participants from Hays and these charities have really benefited from this module and many Hays participants are still engaged in some way with the charities after the module has completed.

THE SIR DAVID MARTIN FOUNDATION

Jannine Jackson is Chief Executive Officer of the Sir David Martin Foundation, a non-profit organisation in Australia that helps homeless and disadvantaged people. Last year, the foundation asked Hays to help solve one of its problems and aided the development of Hays' leaders along the way.



What was the challenge that the foundation faced?

The challenge we gave the Hays delegation concerned the expansion of our Triple Care Farm programme, which provides rehabilitation for young people who are homeless, have drug and alcohol problems or mental health issues. In 2010, we had 100 places available and received 6,000 applications. That's not good when you're dealing with people in crisis. We needed to expand the programme's reach and increase our revenue. Hays quickly gained an insight into our organisation, even though the delegation was faced with a set of challenges that were alien and entirely new. They swiftly burrowed down to strategic issues beyond simply asking people for more money.

What solution did Hays come up with?

Recommendations involved shifting our brand and addressing fundraising strategies. Hays proposed a brand workshop, as well as a cultural workshop to distil some of the magic that happens at the farm and replicate it elsewhere. The team suggested I needed more board-level support and made suggestions about board engagement and involvement. They advised that providing greater support for my role would make the organisation more effective.

Was the experience worthwhile?

It left me feeling inspired and motivated. I was forced to look at what I'm doing and how I'm doing it. It has given the whole team a sense of motivation. Hays found that the farm's staff were reluctant to change and didn't want to expand because they perceived they would have to do more with less. We weren't aware there was an issue, but everyone is now on the same page. There is no way that we could have reached this point without Hays' involvement.

HAYS LEADERSHIP PROGRAMME

The Sir David Martin Foundation was one of the community partners that Hays' consultants worked with when they were participating in the third module of Hays' Advanced Management Programme. This was facilitated by Bridge, a specialist leadership development consultancy.

According to Dr Richard Waters, Group Head of Learning and Development at Hays, participants take lessons from previous modules on strategy, finance and leading people and apply them to a real-life situation. "It's about leadership development in reality, rather than simulation; engaging the heart as well as deploying the intellect," Waters says. "Our leaders brought benefit to the Sir David Martin Foundation through our expertise and insights into their strategic challenge." While participants adhere to a strict methodology established by Bridge, they also have a lot of freedom. Collecting and interpreting data from stakeholders is a vital activity, as is identifying and validating insights from the information, then presenting recommendations for change to the community partner. "The participants are encouraged to make their own decisions," adds Waters. "They aren't told what to say or do, but are encouraged to be inquisitive and rigorous. They need to be truly authentic in their responses."



EMPLOYEES CONTINUED

TALENT DEVELOPMENT AND DEPLOYMENT

Employees are encouraged to take a proactive approach to 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 2012 we continued our work with the Chartered Management Institute through our 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. As part of our continuing drive to lead the professionalisation of the recruitment industry and provide career enhancing opportunities, 2012 saw the introduction of our accreditation programme. Working with the Institute of Consulting, we have developed the Certified Recruitment Consultant (CRC) qualification which is a parallel qualification to that of Certified Management Consultant.

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

We have continued to encourage international moves and internal mobility within Hays. In this financial year, 92 employees have taken a secondment or an overseas transfer within the business. All moves are facilitated by our global mobility and reward functions.

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 focused 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 2012 Annual Report and Financial Statements on pages 54 to 64 available on the Company's website, hays.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' citation for 2012. Hays was the first recruitment company to achieve this award and the only one to achieve it consecutively for ten years.

We continue to be very gender diverse, with female employees making up 61% of the total workforce, 24% of senior leadership and management roles and 22% of the plc Board. We also have a very diverse population in terms of ethnicity with 84 different nationalities represented in our workforce.

GLOBAL CORPORATE CHALLENGE

In its ninth 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 has attracted 500,000 participants from 1,500 companies in 83 counties.

Its aim is to help companies combat the growing health risks and 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.

In 2011, our third year of participating in the GCC, 192 Hays teams comprising 1,343 individuals from 31 countries were encouraged to exercise more and to adopt a healthier lifestyle. Participants achieved an average of 11,819 steps each day over 16 weeks. In total, the equivalent of one billion steps were walked by Hays employees, covering over 400,000 miles – the same as circling the world over 16 times. In calorie terms, that is equivalent to burning off

85,000 large beefburgers, 250,000 glasses of red wine or 160,000 slices of cake.

After the 2011 event, Hays employees reported the following benefits:

- 87% reported an increase in their overall health and wellbeing
- 67% reported an increase in their energy levels
- 43% reported an increase in quality of sleep
- 42% reported an increase in ability to handle stress
- 42% reported a loss in weight, averaging 4 kg each.

Our sponsorship also helped 1,343 participating school children to become more active and healthy, at no cost.

EMPLOYER OF CHOICE FOR WOMEN CITATION



We are delighted that Hays has been granted the prestigious 'Employer of Choice for Women' citation for 2012 by the Australian Equal Opportunity for Women in the Workplace Agency.

Hays is one of only 125 organisations in Australia to achieve the 2012 citation. This is a significant achievement for our business, as companies awarded this citation are required to meet stringent criteria demonstrating 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.

COMMUNITY SUPPORT ASIA PACIFIC



AUSTRALIA

Hays in Australia raised AUD 38,000 (£25,400) for Cure Cancer Australia Foundation, which was then matched by Hays, bringing the total amount raised to AUD 76,000 (£50,700).

The Cure Cancer Australia Foundation funds young and innovative Australian researchers seeking a cure for all cancers. Hays employees from around Australia participated in many different fundraising events with everything from a charity golf day in the Australian Capital Territory to a “decorate your pod” competition in South Australia. Among the other initiatives was a quiz night in New South Wales, a silent auction in Queensland and a poker night in Victoria. A National Marketing Day was also held in May as a last push to raise the much-needed money for the Cure Cancer Australia Foundation, which was set up in 1967 and needs \$100,000 to fund one year of vital cancer research. Not only has the foundation conducted some crucial research, but it also helped launch the careers of some of Australia’s most prominent cancer scientists.

£50,700

**RAISED FOR
CURE FOR CANCER
AUSTRALIA
FOUNDATION**



NEW ZEALAND

United Way New Zealand has received a total of NZD 20,000 (£10,300) in funding thanks to the efforts of Hays employees in New Zealand who raised NZD 10,000 (£5,100) which was then matched by Hays.

The United Way system is a very simple process designed to unite individual donations so that maximum value is achieved, multiple charities are supported and many communities are strengthened.

The money was raised by running auctions across Auckland and Wellington where clients donated items to be sold.

£10,300

**RAISED FOR
UNITED WAY
NEW ZEALAND**

COMMUNITY SUPPORT CONTINUED ASIA PACIFIC

JAPAN

Save the Children fund for the earthquake/tsunami disaster

Hays Japan raised more than JPY 429,000 (£3,500) for the earthquake and tsunami disaster, with funds mainly going to help orphans in the Tohoku area.

Some clothes were also donated and individual Hays employees contributed JPY 180,000 (£1,500) to the Earthquake and Tsunami Relief. Part of the money was also raised from the Hays Japan 10 year anniversary event, which took place in September 2011. Hays donated JPY 500 (£4) per guest with JPY 62,000 (£500) being raised in total.

Hays Japan also participates in the EcoCap Recycling Program to raise funds for vital child vaccinations. They collected 3,274 beverage/juice caps in 2011. About 800 caps earn JPY 20, which covers the polio vaccination for one child.

£3,500

**AMOUNT RAISED BY
JAPAN FOR THE SAVE
THE CHILDREN
FUND FOR THE
TSUNAMI APPEAL**



SINGAPORE

Hays in Singapore raised SGD 15,000 (£7,700) for charity.

£7,700

**AMOUNT RAISED
BY HAYS SINGAPORE
THIS YEAR**

Kuma Cambodia, a charity which helps to raise money and awareness for disadvantaged children in Cambodia who are orphaned and under the age of 12, received SGD 10,000 (£5,100).

Singapore Cancer Society, which has for the past 47 years helped countless patients and promoted the cancer cause in Singapore through its many programmes and services, was presented with SGD 2,000 (£1,000). Meanwhile, MINDS, which works with children with intellectual and mental disabilities, received SGD 3,000 (£1,500) in funding.

HONG KONG

Hays Hong Kong donated HKD 4,500 (£400) to Mother's Choice.

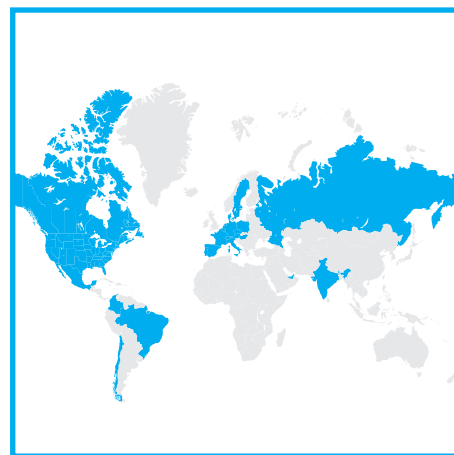
This is an independent, non-profit community organisation founded in Hong Kong in 1987, to provide support to young children and women in need of care, counseling, or shelter as a result of unintentional pregnancies or domestic conflicts. They also provide foster care for young children and teenagers, as well as local and overseas adoption services for children with special needs.



CHINA

Hays China has a partnership with the One Foundation, which contributes to the community via different activities, including helping fund disaster relief programmes, and has donated CNY 1,010 (£100) for every employee who answered the TALKback survey. China aims to be involved in more initiatives in the years to come.

COMMUNITY SUPPORT CONTINENTAL EUROPE & REST OF WORLD



HUNGARY

Preparing future business leaders

Hays Hungary began a partnership with CEMS, an alliance of academic and corporate organisations dedicated to preparing future generations of international business leaders in the Central and Eastern Europe region.

CEMS comprises academic and corporate members that work collectively to develop essential education for future business leaders for a multilingual, multicultural and interconnected business world. During the year, Hays consultants led an employment workshop at a CEMS conference held at Budapest's Corvinus University. Covering current labour market trends and employment tips, the workshop included a mock employability assessment and personal development advice for students from Czech Republic, Hungary, Poland and Slovakia.

BRAZIL

Young Apprentice Programme

Hays Brazil participates in a national Young Apprentice Programme which aims to provide opportunities for students between the ages of 14 and 18 from less privileged backgrounds, to join the world of work.

The programme gave five young apprentices the opportunity to gain valuable work experience, with three working in Hays' São Paulo office, one in our Campinas office and one in our Rio de Janeiro office.

Hays employs the teenagers to work in the office for four days a week, with the apprentices participating in classes at a governmental educational consultancy for the remaining day. Whilst working at Hays they learn about the world of work.

Gessica Souza explained, 'Today I see the world from a different level and I know I am capable to do whatever I would like to do in my professional life. Through the Young Apprentice Programme at Hays I learned how to express myself in a clear, consistent and confident way.'

GERMANY

Sponsoring paediatric care

Our German business continued its social commitment to children with cancer for the fourth year by sponsoring eight paediatric doctors at the oncology unit of Heidelberg, donating a total of €106,000 (£83,300).

This year, Hays Germany financed an additional doctor in the centre for child and youth medicine in Heidelberg. The extra doctor provides relief for the outpatient and day clinic, being both of benefit to the young patients and their families and easing the heavy workload for the treating doctors. Professor Dr. Andreas Kulozik, medical manager of the department for oncology explained, "we have more time for patients and the waiting periods are shorter."

Support of German Universities

Hays Germany continued its support of German universities, donating €40,000 (£31,700) over the past year.

It is very important to Hays to commit to its social responsibility and support young academics. Accordingly, we give annual scholarships to students from different universities, support student councils and initiatives, sponsor cultural events such as concerts at universities and invest in improving learning conditions for students, for example by furnishing a seating area, called the "Hays Lounge", at the University of Mannheim.

£83,300

**AMOUNT RAISED
BY HAYS GERMANY
FOR CHILDREN
WITH CANCER**



COMMUNITY SUPPORT CONTINUED CONTINENTAL EUROPE & REST OF WORLD

HUNGARY

Local charity partnership

Hays Hungary began a partnership with a Hungarian charity, the Bátor Tábor Foundation, at the beginning of the year.

The Bátor Tábor Foundation offers sophisticated therapeutic recreation programmes through free camps for children with chronic diseases and their families. Conditions supported by the Foundation include cancer, diabetes, juvenile rheumatoid arthritis and haemophilia.

Hays employees will regularly volunteer their time by helping the Foundation to maintain the camp facilities and to prepare the facilities for the children's camps. In May 2012, a team from Hays Accountancy and Finance were the first to get involved by supporting a children's camp in Hatvan, Northern Hungary. In addition, a soccer table, toys and other games were collected by Hays Hungary employees and donated to the Hatvan camp. The volunteer work will continue in the Autumn of 2012, when another specialism team from

Hays Hungary will support the next children's camp.

As well as actively volunteering time, employees hold various fundraising activities in the Hays office. After just six months supporting the Bátor Tábor Foundation, Hays Hungary had raised HUF 93,000 (£300), almost reaching their full-year target of HUF 100,000.



BELGIUM

The Comrads Beach Run

Established in 2005 in Belgium, The Comrads, is an international, non-political, not-for-profit organisation which has for a number of years supported the battle against HIV in Kenya. In September, The Comrads organised a Beach Run at Knokke for which Hays Belgium was the main sponsor. Hays sponsored every participating colleague for an amount of €50 (£39) and added an extra amount to reach a total of €3000 (£2,300). 22 Hays colleagues supported the charity event and ran 5, 10 or 25 kilometres for this good cause.

£2,300

**AMOUNT RAISED
BY HAYS BELGIUM
FOR THE BATTLE
AGAINST HIV
IN KENYA**

CANADA

CIBC Run for the Cure

In October 2011 Hays Canada took part in CIBC Run for the Cure.

The Run for the Cure is a one or five kilometre run or walk in support of breast cancer research. It is a nation-wide event, and Hays entered over 60 employees across Canada in Vancouver, Calgary, Ottawa, Mississauga and Toronto. Hays raised a total of CAD 8,000 (£5,000) towards the cause. Hays Canada are again participating this year with an aim to exceed last year's donation and raise over CAD 10,000 (£6,400).

£5,000

**AMOUNT RAISED
BY HAYS CANADA
FOR CIBC RUN FOR
THE CURE**

FRANCE

Restos du Coeur

For the fourth Christmas, Hays employees in France and Luxembourg donated lunch vouchers to Les Restos du Coeur, which is an association that helps people in need by providing them with food or shelter. 150 employees took part, with 50% of each ticket being paid for by Hays and 50% by the individual concerned. This year €1,400 (£1,100) was raised for the cause.

£1,100

**AMOUNT RAISED
BY HAYS FRANCE
FOR LES RESTOS
DU COEUR**

La Parisienne

In September, Hays France competed, for the fifth year running, in a 6km race called La Parisienne for Breast Cancer. Hays France paid the entry fee for 20 women to take part in this race, with the entry fees going to Breast Cancer.

Stubru and The Red Cross – Music For Life 2011

Studio Brussels, a Belgian radio station, and the Red Cross joined forces and organised for the sixth year the Music For Life campaign. During the previous years, the campaign focused on subjects such as orphans, malaria, refugees, drinking water and landmines. The 2011 campaign focused on diarrhoea, the biggest cause of death for millions of children. During this radio and television campaign, three radio presenters stayed for a whole week at a glass house, which was moved to the cities of Leuven, Ghent and Antwerp. During this week, the presenters only played songs that had been requested by the public for €1 per song. The colleagues from Hays Belgium raised a total of €830 (£700), which has been tripled by Hays Belgium to a total of €2,488 (£2,000).

£2,000

**AMOUNT RAISED
BY HAYS BELGIUM
FOR CHILDREN'S
HEALTH**

COMMUNITY SUPPORT UK & IRELAND



GROW ENTERPRISE WALES

Grow Enterprise Wales is a training organisation that aims to move people closer to the workplace by providing real work experience in real jobs.

Hays in Cardiff spent a day at Grow Enterprise Wales providing careers, job seeking, CV writing and interview advice to the voluntary workers and wider community members, many of whom are unemployed or from underprivileged and poverty stricken backgrounds in the South Wales valleys.

Samantha Shannon, Senior Consultant in Hays Finance, said "For many of those attending our Candidate Open Day it was their first encounter with a recruitment agency. Initially nervous and unsure of what to expect, we saw the voluntary workers and young people grow in confidence as we explained how the voluntary work and skills training they were undertaking would give them more opportunities in the job market, and increase their potential earning power. Many of the attendees registered with Hays on the day and others took the opportunity to talk one-on-one with consultants about preparing a CV and the jobs market. The day was fun and informative for all concerned, with the experience being a real inspiration seeing the amazing work that Grow Enterprise Wales are doing to support people from such varied and challenging backgrounds back into the world of work."

THE HAYS OLYMPICS GO FOR GOLD

In June, Hays organised our first National Business Development Day with the idea to register as many new permanent, contract and temporary vacancies as possible while having fun and raising money for charity. Hays donated £1 to the Alzheimer's Society for every new job registered on the day, registering in total over 1,900 new jobs and therefore ensuring almost £2,000 was donated to charity.

£2,000

**RAISED FOR THE
ALZHEIMER'S
SOCIETY**

SUPERHERO FRIDAY

In March we ran a themed dress down day and Hays staff across the UK transformed into superheroes for the day, raising £1,000 for the Alzheimer's Society. We ran a competition for the best photograph where our CEO, Alistair Cox, selected the winners, runners up and a special team award was made to our Bristol office for their tremendous effort on the day.



ALZHEIMER'S SOCIETY

As of 1 July 2011 the staff of Hays UK & Ireland voted for the Alzheimer's Society as our charity of the year. Our partnerships carry a maximum term of two years and we have reached the end of our first year with the Alzheimer's Society, during which an amazing amount of fundraising and volunteering has taken place.

We set a target this year of £40,000, with Hays matching the amount raised pound for pound up to £40,000. The target has been exceeded with Hays staff raising £58,300 and, as promised, Hays contributed a further £40,000, giving the total raised for the Alzheimer's Society of £98,300. Here is a snapshot of just some of the fundraising activities for Alzheimer's Society.

£98,300

**RAISED FOR THE
ALZHEIMER'S
SOCIETY**

COMMUNITY SUPPORT CONTINUED UK & IRELAND

CARDIFF MEMORY WALK



On Sunday 18 September 2011, about 20 people from the Hays Cardiff office took part in the eight mile walk through the parks of Cardiff to raise over £1,000 for the Alzheimer's Society.

GORGE TO GORGE

27 Hays employees completed the action packed Gorge to Gorge challenge in May, raising £21,000 for the Alzheimer's Society.

The challenge saw two teams take on a day full of tough challenges including trekking, caving, abseiling and cycling in and around the Cheddar Gorge and the Mendips. The money raised will support the Hays Carers Fund, which will provide vital information and critical support to thousands of family carers who have been affected by dementia.

Claire Fowler, Head of PR and Communications for Hays UK, said: "It was an incredibly tough day but nice to meet colleagues from across the country and I was impressed by how quickly we pulled together as a team to get through the various challenges. Everyone put a lot of effort into fundraising and we are all really thankful for the amazing levels of support from our colleagues. Here's to the next Hays challenge!"



ALZHEIMER'S SOCIETY

A quiz night organised by Hays in Birmingham raised over £1,500 for the Alzheimer's Society. Held at the ICC Birmingham, over 120 people turned out for the event. Seven local businesses put forward teams to take part in the quiz and showcase their general knowledge skills.



As well as the quiz, Hays organised a charity raffle, which included prizes such as wine tasting classes, beauty treatments and sports memorabilia, donated by local businesses.

Emily Weighill, Community Fundraiser at the Alzheimer's Society, said: "We are extremely grateful to Hays and all the time and energy they have put into organising this charity dinner and quiz for the Alzheimer's Society."

It was a wonderful evening which everyone enjoyed and vital funds were raised to help continue to support people living with dementia in the local community. As a charity, we rely on the generosity of businesses like Hays to help us support people to live well with dementia today and fund research to find a cure for tomorrow."

Two more further quiz nights in the Home Counties have raised over £2,700 for the Alzheimer's Society. The Reading office raised over £2,100 at a quiz night attended by over 250 clients, with the team from the facilities management firm, Sodexo, named

the winners. The Crawley office raised a further £700 at their quiz night at Gatwick Manor, which was attended by 80 clients who also donated prizes to the raffle. The team from Gatwick Airport took home first prize.

“

It was very well organised and supported by a great deal more people than I have ever experienced for similar events in the past. I truly look forward to the next event organised by the Hays team and look forward to helping support a very worthwhile charity.

”

Emily Weighill, Community Fundraiser, Alzheimer's Society

MANAGING THE ENVIRONMENTAL IMPACT OF HAYS

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 further extended the accuracy and breadth of our environmental reporting through improved data collection by adding a further six countries.
- We launched the 'Switch-it-Off' 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.
- Our Group Head of Environmental, Health and Safety Risk was appointed to the London Development Agency's Green 500 Board, which aims to cut carbon emissions in London from the top 500 companies.

GREENHOUSE GAS EMISSIONS

Our annual greenhouse gas (GHG) emissions survey, covering the period 1 April 2011 to 31 March 2012 was carried out and validated by Trucost, a leading specialist on corporate environmental impacts.

Data was collected from offices in 30 (2011: 24) countries around the Group. These sites covered 101,417 (2011: 84,416) square metres of floor space, or 81% of the total floor space (125,525 square metres) of all Hays' sites globally. This represents a 17.6% increase in floor space covered by the 2012 survey.

Actual greenhouse gas emissions increased in the year to 13,377 tonnes of CO₂e (tCO₂e) (2011: 12,160 tCO₂e). On a LFL* basis, 2012 emissions were 12,325 tCO₂e, which represents an increase of 1.4% compared with 2011 and a decrease of 4.9% compared with 2010. Per employee, emissions increased by 2.4% compared with 2011 to 1.72 tCO₂e and 1.8% to 1.71 tCO₂e on a LFL* basis. Actual office consumption intensity increased by 6.8% to 0.0650 tCO₂e per square metre of floor space in the year, but reduced by 4.8% to 0.0580 tCO₂e/m² on a LFL* basis, which demonstrates an improvement in the energy efficiency of our underlying office portfolio.

We started new operations in Colombia, Mexico and Malaysia during the year, we opened a number of offices in existing countries as we expanded our reach into new cities and markets, and we consolidated several smaller offices into fewer larger offices. Together, these accounted for the 17.6% increase in office space covered by the 2012 survey and the 6.8% increase in office consumption intensity. Our average headcount also increased in the year by 7.7% to 7,800 employees as we grew our business. Our facilities management approach is to take high-quality office space, with plenty of room for our operations to expand in markets with good growth opportunities. Therefore, new offices may remain under-utilised in the short to medium term until the operations based there are able to

GREENHOUSE GAS EMISSIONS (TONNES CO₂e)

2012	13,377	ACTUAL
2012	12,325	LFL*
2011	12,160	
2010	12,958	

EMPLOYEE INTENSITY (TONNES CO₂e PER EMPLOYEE)

2012	1.72	ACTUAL
2012	1.71	LFL*
2011	1.68	
2010	1.93	

OFFICE CONSUMPTION INTENSITY** (TONNES CO₂e PER M² OF FLOOR SPACE)

2012	0.0650	ACTUAL
2012	0.0580	LFL*
2011	0.0609	
2010	0.0663	

Greenhouse gas emissions are stated in tonnes of CO₂e (carbon dioxide equivalent, comprising carbon dioxide, methane and nitrous oxide) for each 12 month period ended 31 March. 2010 emissions were restated in 2011 as reported in the 2011 Corporate Responsibility Report. 2011 emissions have been restated due to accuracy improvements. 2011 reported emissions were 12,087 tCO₂e. Employee Intensity is based on the average number of Group employees over the related financial years as disclosed in the Company's Annual Report & Financial Statements (2012: 7,800; 2011: 7,245; 2010: 6,716).

*LFL (like-for-like) figures represent comparable operations across each reporting year based on surveyed floor space.

**Office consumption intensity is an ad hoc reporting measure to explain the efficiency of our underlying office portfolio between 2010 and 2012. It includes all static sources of office consumption comprising operational fuel, electricity and district heating.

MANAGING THE ENVIRONMENTAL IMPACT OF HAYS CONTINUED

develop and make full use of the available space. In the UK, we have been consolidating our fragmented and aging office portfolio into modern, flagship buildings, to provide us with space that is better suited to our business and the needs of our clients and candidates, whilst incorporating energy-efficient lighting and heating installations. Office moves produce spikes in emissions figures, as power is needed to run offices concurrently during the fit-out and transfer stages, which can take between four and six weeks to complete. Business expansion and changes to our office portfolio therefore have a detrimental effect on our emissions measures in the short to medium term. Although we are continuing to consolidate our offices in the UK, we expect our emissions measures to improve as better energy efficiency and office utilisation feed through in the long term.

GREENHOUSE GAS PROTOCOL

		2011	2012	
GHG Protocol Scope	Resource	Total GHGs (tonnes CO ₂ e)	Total GHGs (tonnes CO ₂ e)	Percentage Change (%)
Scope 1	Heating fuel	354	217	-38.7
	Vehicle fuel	3,428	2,962	-13.6
Scope 2	Electricity	5,982	7,655	28.0
	District Heating	239	289	20.9
Scope 3	Air Travel	1,751	1,743	-0.5
	Rail Travel	408	511	25.2
Totals		12,160	13,377	10.0
Totals per employee		1.68	1.72	2.4
Totals LFL*		12,160	12,325	1.4
Totals LFL* per employee		1.68	1.71	1.8

Please refer to the notes on page 14. Office consumption intensity is excluded from this table as it is an ad hoc reporting measure.

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

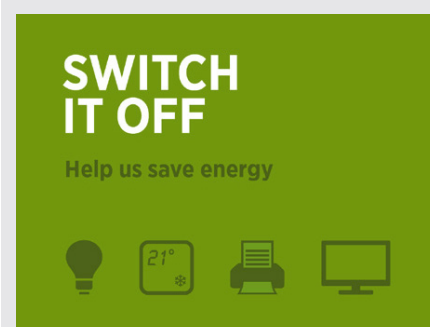
- Scope 1 includes direct emissions from sources which a company owns or controls. This includes direct emissions from fuel consumption from vehicle use and office heating systems.
- Scope 2 covers indirect emissions relating solely to the generation of purchased electricity and district heating that is consumed by the operations of the Company.
- Scope 3 (an optional reporting scope) covers other indirect emissions including third-party provided business travel.

In 2012, there was a reduction in vehicle usage and an increase in the use of public transport. Air travel remained largely unchanged, representing a relative reduction of 7.5% per employee versus 2011. Reported emissions from electricity use and district heating increased 28.0% and 20.9% respectively compared with 2011. These changes were due largely to a combination of increases of 17.6% and 6.8% respectively in surveyed office space and office consumption intensity.

In January, we launched our global 'Switch it Off' campaign. Over the next year, we will take steps to integrate our emissions data collection into our management information system to enhance our analysis capability. Trucost will be retained to advise on environmental management and to independently verify our emissions data. Further planning will be carried out to improve our waste and recycling arrangements and to develop associated performance reporting.

SWITCH IT OFF CAMPAIGN

Hays is committed to reducing energy consumption and we recognise that we need the help of all our employees to reach our goals.



In order to educate and engage our global workforce on the importance of energy reduction, we developed a bespoke campaign – 'Switch it Off' – to underline Hays' standpoint on emissions generally and to promote awareness that small actions by each employee will make a difference. The campaign sits within a longer-term change programme to reduce our energy consumption.

We adopted a multi-channel communications approach which included:

- messages from our Chief Executive and managing directors
- a campaign pack for our marketing departments to promote local communications
- intranet news stories and resource pages
- carbon emissions performance data
- various screensaver messages for use in different phases of the campaign
- various campaign posters with brand-led messages



The Switch It Off campaign has encouraged everyone in our office to take personal responsibility for reducing our energy consumption.



Emma Whitaker,
Creative Service Manager, Hays UK

POLICIES THAT SUPPORT OUR BUSINESS AIMS

ENGAGING WITH OUR SUPPLIERS

In 2012, we launched a wider supplier engagement strategy, which has added two further elements complementing our existing formal tender arrangements. The first was the publication of our supplier code of conduct setting out the standards of behaviour we expect of all our suppliers worldwide. The code is available for download from our website: hays.com. The second element was direct engagement with some of our most important suppliers around the world.

The majority of our suppliers are relatively small businesses. Covering seven corporate responsibility topics from business standards to human rights and the environment, our supplier code of conduct applies to all our suppliers worldwide. It provides selection guidelines where formal tenders are not used, which incorporate structured corporate responsibility scoring and are suitable only for our largest procurement projects. The code of conduct has been made available throughout the Group and, during 2013, we will encourage its consistent promotion, particularly when considering the selection of smaller new suppliers.

As a business, Hays recognises that it carries influence on a wide range of issues. Our philosophy is to use that influence positively where appropriate and in accordance with our published business and public policy principles. Our supply chain is widely located in 33 countries and extends from public utilities and multinationals to small businesses.

During the year, we conducted surveys of our most important suppliers in our largest operating countries to help us understand the extent of their current corporate responsibility programmes and performance, and to identify any potential for influencing that performance. The survey indicated that many of our important suppliers already take corporate responsibility seriously and have good programmes. Where we think that we can and should have a positive influence on their corporate responsibility performance, we have begun a long-term engagement with our suppliers in the form of periodic assessments and constructive feedback.

Our online merchandise procurement portal was introduced this year, which ethically sources branded merchandise for Hays' marketing needs globally.

ENGAGING WITH OUR STAKEHOLDERS

We welcome feedback from our stakeholders on our corporate responsibility performance, so we have decided to carry out online surveys each year. Our stakeholders include shareholders, clients, employees and candidates. In our first survey, which was based on the 2011 Corporate Responsibility Report and ran between January and March 2012, 48 stakeholders gave supportive and constructive feedback.

Stakeholders recognised the contribution to society that Hays' expertise in recruitment brings, by matching great employers with the best candidates. The value of our work for charities and local good causes was also acknowledged. Hays scored positively in all employee-related statements, which encompassed equal opportunities, diversity, training, engagement and employee health, safety and wellbeing. Many respondents supported the

SUPPLIER CODE OF CONDUCT WORKING WITH US



Our code of conduct is available for download from our website hays.com



As a business, Hays recognises that it carries influence on a wide range of issues. Our philosophy is to use that influence positively.



POLICIES THAT SUPPORT OUR BUSINESS AIMS CONTINUED

further development of our environmental efforts. Broadly, Hays scored positively in areas of commitment to compliance, ethical relations with governments, its dealings with other businesses and demonstrating respect for human rights.

The majority of respondents rated the quality of each element of Hays' Corporate Responsibility Report as excellent or good, with the exception of sustainable procurement, which the majority rated as average. These responses reflect the level of progress made in each aspect our corporate responsibility programme.

In 2013, we will develop the survey content and seek to broaden the diversity of respondents.

FURTHER INFORMATION



If you wish to participate in the next survey, please visit the stakeholder engagement page at hays.com between January and March 2013.

POLICIES THAT SUPPORT OUR BUSINESS AIMS

Our good conduct is the foundation for the trust our clients place in us. We are a commercial organisation and we aim to provide the best possible service to our clients and 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. Our Business Principles and Public Policy Principles can be found on our website at hays.com.

We are committed to high standards of corporate governance. Throughout the 2012 financial year, our business operated in accordance with the UK Corporate Governance Code issued by the Financial Reporting Council. Details of our governance framework and activities are described in the 2012 Annual Report & Financial Statements, which is available at hays.com.

The UK Bribery Act has now been in force for over a year. Our Anti-Bribery and Corruption Policy focuses on maintaining a strong tone from Hays' senior leadership to set a zero-tolerance culture throughout the Group against all forms of bribery and corruption. All our employees complete annual anti-bribery training and key individuals receive additional and targeted risk training.

Recognising and responding to risks are integral to our approach. We carry out risk assessments and implement measures to control those risks as needed in order to meet the requirements of UK and local legislation, and the high standards expected of an organisation of Hays' standing. We also take appropriate measures in relation to the work that relevant suppliers do on our behalf.

The Board of Hays plc has reviewed and is satisfied with the adequacy of the Anti-Bribery and Corruption Policy for the year ended 30 June 2012 and the effectiveness of its operating procedures.



We aim to provide the best possible service to our clients and pursue the best possible economic return for our shareholders.



ACCOUNTANCY & FINANCE/CONSTRUCTION & PROPERTY/INFORMATION TECHNOLOGY/LIFE SCIENCES/SALES & MARKETING/BANKING & CAPITAL MARKETS/CONTACT CENTRES/EDUCATION/ENGINEERING & MANUFACTURING/EXECUTIVE/FINANCIAL SERVICES/HEALTH & SOCIAL CARE/HUMAN RESOURCES/LEGAL/OFFICE PROFESSIONALS/ENERGY, OIL & GAS/PURCHASING/RETAIL/RESOURCES & MINING/TELECOMS/ACCOUNTANCY & FINANCE/**HAYS.COM**/CONSTRUCTION & PROPERTY/INFORMATION TECHNOLOGY/LIFE SCIENCES/SALES & MARKETING/BANKING & CAPITAL MARKETS/CONTACT CENTRES/EDUCATION/ENGINEERING & MANUFACTURING/EXECUTIVE/FINANCIAL SERVICES/HEALTH & SOCIAL CARE/HUMAN RESOURCES/LEGAL/OFFICE PROFESSIONALS/ENERGY, OIL & GAS/PURCHASING/RETAIL/RESOURCES & MINING/TELECOMS/ACCOUNTANCY & FINANCE/CONSTRUCTION & PROPERTY