

ENGAGED & DIVERSE



“At Hays we view our corporate social responsibility as an integral part of the way we do business.”

WORLDWIDE IN 2015 WE FILLED OVER

1,000

JOBS EVERY WORKING DAY

The very nature of our business is based on one of the most fundamental and core needs in society, the importance of an individual's career and their work. It gives people the means to earn a financial income, allows them to be self-sufficient, gain self-respect and dignity, support their loved ones and, in turn, to make their own contribution to society. Equally, helping businesses around the world to source the talented people they need is essential to help economies and businesses grow and succeed.

In the last 12 months alone, Hays has helped 63,000 people around the world to find their next permanent job and 200,000 people to find their next contract or temporary role. Finding the right role for our candidates and the right person for our clients can transform an individual's life and enhance a business.

In addition, having a global footprint and a profound understanding of many industries

and economies means that we can also help candidates and businesses to prepare for the future world of work and sustain future generations. In this way, we contribute to the wider growth and success of the economies and communities in which we operate. We call it Powering the world of work and it's why we exist as a business.

Looking forward, we need a business-friendly legal framework that encourages the development of a highly skilled and flexible labour force, helping companies to provide incentives and appropriate training to boost skills among all employees. Vocational education, skilled migration and training are all central to the future of the global economy.

ALISTAIR COX
CHIEF EXECUTIVE

27 August 2015

HELPING TO FIND JOBS FOR THE WORKFORCE OF TODAY

PREPARING THE WORKFORCE FOR THE JOBS OF TOMORROW

Operating across 33 countries and employing a diverse workforce of over 9,000 employees, Hays is uniquely positioned to understand the world of work: both the current recruiting challenges faced by clients within a wide spectrum of specialised industries and economies, and the importance to candidates of securing a role that suits their skills and offers them the opportunity to reach their potential.

However, not only do we share the depth and breadth of our expertise in order to place the right person in the right position today, but we also aim to help influence the future shape of work and prepare both candidates and clients for the challenges ahead. In this way, we can play an important role in society both now and in the future and ensure that we have a sustainable business model that can survive changing economies, technologies, demographics and business cycles.

THE UK

Hays has voiced a 'blueprint for jobs growth' in the UK that includes:

- Encouraging greater collaboration between education and business to identify future skills needs and create appropriate courses;
- Working with employers to retrain older workers in order to plug gaps in skills-short areas;
- Providing employers with fiscal incentives to take on apprentices; and
- Identifying skilled roles that cannot be filled by local workers and fast-track visa applications for these positions.

JAPAN

Our seminars help to make the future workforce more employable.

In partnership with local universities, Hays is running Gaishikei job hunting seminars to advise students who want to work for a foreign affiliated company ('gaishikei') and help them understand how foreign companies are different from domestic ('nikkei') companies.



THE NETHERLANDS

Hays has signed up to support the government-initiated project called 'Werkakkoord' which aims to help tackle youth unemployment.

Hays helps young people to prepare for work offering interview techniques and CV writing.



CANADA

Networking is key when people move location.

Linking with the Newcomer Centre of Peel, Hays ran a networking event to advise newcomers to Canada on how to join the job market including advice on application processes and job search.



CORPORATE RESPONSIBILITY REPORT CONTINUED

TURNING THE CHALLENGES OF TODAY INTO OPPORTUNITIES FOR TOMORROW

The world of work is changing and is being influenced by a number of trends – in particular the state of the global economy, changing demographics, the focus on diversity, key skills shortages, global migration and the impact of evolving technologies.

OUR PRINCIPLES BEGIN AT HOME

How we demonstrate our values with Hays' own employees

Hays believes in taking positive action to tackle these issues in a practical way to help the communities in which we operate. In addition, Hays strongly believes that we should also demonstrate our values and beliefs within our own Company and amongst our own employees. It is key to our success that Hays is a company that people want to work for as well as do business with.

In fulfilling our aim to be the world leader in specialist recruitment, highly responsive to the evolving needs of our clients, we need to recruit the best people in the sector and ensure we are both efficient and operationally effective. Our global presence and in-depth knowledge of diverse industries allows us to have global thought-leadership on the world of work across the geographical areas in which we operate.

We have high employee engagement

Each year we conduct TALKback, our global employee engagement survey. For 2015, we had an 80% participation rate and an employee engagement level of 84%. The key drivers of employee engagement in Hays during 2015 were leadership and direction, along with learning and development.

Year	2015	2014	2013	2012
% employee engagement	84%	85%	84%	83%

Learning and development

Employees at all levels of our business are supported by structured, tailored learning and development programmes. This starts with a comprehensive induction programme and then at each level as our employees progress through the organisation.

Strong leadership and management are essential to our business. Executives are supported in their career at Hays through our Fast Forward and Advanced Management Programmes which deliver a broad executive curriculum.

Global mobility

Our employees are actively encouraged to develop their careers by moving internationally. We specifically advertise many key roles outside their country of location and support the movement of our employees to share skills and expertise globally. During 2015, over 70 employees relocated to a Hays office overseas.

Employee welfare

We strive to safeguard the health and safety of our employees and visiting clients and candidates. A health and safety programme covers the full range of workplace issues from accident reporting to home working.

Our people are key to our success and their welfare is important to us. All employees have access to a free and confidential employee assistance programme.

Hays recognises changing demographics and diversity

Hays believes that corporate social responsibility is an integral and natural way of doing responsible and ethical business.

As the ultimate people business, it is vital that we make a positive impact on our candidates, our clients, our shareholders, our employees and the communities in which we operate, both now and in the future. Our responsibility embraces the concepts of human rights, diversity, ethical conduct, good corporate governance, giving back to society and minimising environmental impact.

HUMAN RIGHTS

At Hays we are committed to our Code of Conduct and Ethics Policy which reflects the way we operate including in relation to human rights. All staff within Hays are expected to act with integrity and honesty and behave in a way that is above reproach, as well as treat people fairly, with courtesy and respect, be responsible, respect diversity and communicate openly.

Included in our Code of Conduct is an **Equal Opportunity Policy**. We make every effort to ensure that no discrimination arises during the recruitment, employment and period after employment of any employee for reasons of gender, sexual orientation, marital status, creed, colour, race, nationality, ethnic or national origin, religious or other belief, political opinion, spent convictions, disability or age, and all employees are expected to deal with all persons with the same attention, courtesy and consideration. This support of equal opportunities applies not only as a direct employer but also in our introduction of candidates to clients.

SUPPLIER CODE OF CONDUCT

We expect our suppliers to operate in an ethical, legally compliant and professional manner.

The standards we expect are detailed in our Supplier Code of Conduct, a copy of which can be found on our website, haysplc.com.

We were named as one of the Best Places to Work in the UK

In the 2015 Glassdoor Employees' Choice Award we were named as one of the top 25 Best Places to Work, the only recruiter listed to receive this award. The Employees' Choice Awards programme relies solely on the input of employees, who provide feedback on their jobs, work environments and companies via Glassdoor's anonymous online company reviews survey.



Gender diversity within Hays

Role	2015	2014
Female plc Board directors	2 out of 9 (22%)	2 out of 9 (22%)
Female senior leadership and management	10 out of 51 (20%)	12 out of 59 (20%)
Female employees	5,589 out of 9,023 (62%)	5,025 out of 8,237 (61%)

CORPORATE RESPONSIBILITY REPORT CONTINUED

OUR DEMOGRAPHICS ARE CHANGING

People will be expected to work for longer and may need to learn new skills as they get older.

The focus on diversity in the workforce is therefore key – this is not only about gender diversity and advancing the careers of women but recognising the value of a truly diverse working population.

Hays actively supports young people by helping them prepare for working life and champions diversity issues in our global locations.



BELGIUM

Young employees of the future are likely to change jobs several times during their working lifetime or have a portfolio career. Hays can help identify transferable skills.

Every Hays office in Belgium has a local partnership with a university. Hays offers students support in how to apply for jobs, CV writing and enhancing their social media profiles, for example on LinkedIn.



THE UK

There is an under-representation of women in science and engineering, making up just 13% of the UK workforce.

With 2.74 million job opportunities predicted in engineering companies by 2020, there are many opportunities for careers in this sector. Hays linked with the Institution of Civil Engineers to help 50 female schoolchildren from year nine to build a giant tetrahedron and learn about life as an engineer.

**JOB OPPORTUNITIES PREDICTED
IN ENGINEERING COMPANIES BY 2020**

2.74m

SPAIN

Hays believes in helping young people to reach their potential.

Hays worked with the Fundacion Tomillo which aims to increase the employability of children from disadvantaged backgrounds. This included giving English lessons to a group of students, two of whom are now going to have a two-month internship in the UK. Having never travelled outside of Spain before, this support included advising on the working environment and cultural differences.



COLOMBIA

Hays feels that education should be available to everyone and is key to ensuring future employment.

Together with a foundation called Vision Mundial, Hays has sponsored the education of a local girl, including tuition fees and study books.



POLAND

Hays Poland took part in the New Energy Forum Conference, organised by the Foundation Leslaw Paga.

The conference was aimed at young people who wished to develop a career in the energy industry. In addition, Hays has participated in lectures at the University of Gdansk discussing labour market requirements in the life-sciences field.



THE ENVIRONMENT IN WHICH WE WORK

Hays employs over 9,000 people and operates in 33 countries and therefore we are very aware of our local communities and responsibilities to our employees, our neighbours and the environment.

WE TRY TO MINIMISE IMPACT ON THE GEOGRAPHIES IN WHICH WE WORK

Hays is a services-based business and therefore our impact on the environment is relatively low. However, our strategy is to do more each year to use fewer natural resources and limit any impact on the geographical areas in which we operate. We want to:

- Reduce carbon dioxide emissions;
- Reduce waste;
- Reduce paper consumption; and
- Reduce energy usage.

We recycle paper, have a 'Switch-it-Off' campaign around the Group with particular focus on turning off office lighting, air conditioning and IT equipment when not in use, and encourage teleconferencing to reduce travel-related emissions.

Hays in the UK has ISO 14001 environmental management certification, which demonstrates our commitment to environmental management.

WE HAVE RIGOROUS PROCEDURES TO REVIEW OUR CARBON EMISSIONS

In order to assess our carbon footprint, Hays gathers data from every office around the world, including information on operational and vehicle use, electricity consumption, refrigerant, other Transport and Distribution (T&D) loss calculations and business travel in order to calculate our greenhouse gas (GHG) emissions.

Our data is independently verified by Carbon Smart who conduct the verification engagement in accordance with ISO 14064-3:2006(E) – specification with guidance for the validation and verification of greenhouse gas assertions. The Hays global carbon footprint, including the process for arriving at this carbon footprint, was prepared in accordance with the (WRI) Greenhouse Gas Protocol.

WE MEASURE HOW WELL WE ARE DOING

We measure our annual emissions in relation to employees (our 'intensity ratio'). As a people-based business, number of employees is a quantifiable factor associated

with our activities. Our reporting year for GHG emissions is 1 April to 31 March and this year our employee intensity per tonne CO₂e was 1.98 (against 2.22 last year).

COMMUNITY SUPPORT

Our passion for people goes beyond recruitment to help support various local charities and causes that are important to our communities and to our employees. We encourage our employees to take part in volunteering, fundraising activities and to donate funds to charities nominated at country and local levels.

During 2015, among many activities, employees have supported the 'Movember' campaign to raise awareness of men's health issues, abseiled buildings to support young people in crisis regain their health, raised money for cerebral palsy, run for breast cancer, organised Christmas toy giving events, funded a kindergarten in Nepal and raised money for the Brain Tumour Charity.

Impact	Scope	Resource	2015		2014	
			Total GHGs (tonnes CO ₂ e) ⁽¹⁾	% contribution to total	Total GHGs (tonnes CO ₂ e) ⁽¹⁾	% contribution to total
Direct	Scope 1	Operational fuel	199	1	136	1
		Vehicle fuel	4,201	24	4,962	28
		Refrigerant	264	2	59	0
Indirect	Scope 2	Electricity ⁽²⁾	6,546	37	5,937	33
		District heating	370	2	263	1
	Scope 3	Air travel	4,569	26	5,341	30
		Rail travel	611	3	687	4
		Electricity T&D losses	602	3	481	3
		Private cars (business use)	377	2	0	0
Total direct and indirect		17,739	100	17,866	100	

(1) Greenhouse gas emissions are stated in tonnes of CO₂e (carbon dioxide equivalent, comprising carbon dioxide, methane and nitrous oxide) for the 12-month period ended 31 March 2015. Out of scope Indirect emissions, which were the biogenic part of vehicle fuels, totalled 106 tonnes of CO₂e (38 tonnes in FY14).

(2) All international electricity-related emissions were calculated based on a CO₂ conversion factor. CO₂e conversion factors are not currently available for international electricity.

By order of the Board

DOUG EVANS
COMPANY SECRETARY

27 August 2015