

OUR PERFORMANCE IN SUSTAINABILITY

GRI INDEX

2024

Sustainability Reporting

Our 2024 sustainability reporting covers a breadth of environmental, social and governance (ESG) issues, as detailed within the Annual Report and Accounts, corporate website and supplementary documents available for download. Our disclosures and reporting have been prepared with reference to the Global Reporting Initiative (GRI) universal standards.

The GRI Index detailed below gives reference to which GRI standard and disclosure we are reporting against and where information can be found in the public domain as per our corporate website. We have conducted a materiality assessment of the UN Sustainable Development Goals to help us prioritise our key areas of focus which we address through our Sustainability Framework. This includes transitioning for the environment, driving standards for marketplace excellence, sharing expertise to make a positive social impact and having a clear people agenda as a people business.

As Hays PLC, we are reporting information cited in this GRI content index for the period corresponding with our last financial year from 1st July 2023 to 30th June 2024 and with reference to the GRI Standards. We have utilised the standard reporting template 'GRI 1: Foundation 2021' to guide us.

GRI STANDARD DISCLOSURE

GRI Standard no.	GRI Standard Disclosure Title	Online location as disclosed on website: www.haysplc.com	Omissions and Additional Information
ORGANISATION AND REPORTING PRACTICES			
2 – 1	Organisational details	Annual Report & Accounts 2024: Strategic Report www.haysplc.com/about-us	
2 – 2	Entities included in the sustainability reporting	Annual Report & Accounts 2024: Financials Statements – Notes to Hays plc Company Financial Statements – Subsidiaries pg 192	
2 – 3	Reporting period, frequency and contact point	Annual Report & Accounts 2024: Shareholder Information pg 196	Our reporting period is from 1 st July 2023 to 30 th June 2024. We report on an annual basis.
2 – 4	Restatements of information	Annual Report and Accounts 2024: Strategic Report – Sustainability in the World of Work – GHG reporting pg 68	In FY23 we restated our 2020 base year for Greenhouse Gas (GHG) reporting after conducting our most comprehensive data gathering. There is no restatement to prior year figures in FY24. The FY23

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			restatement was driven by additional travel data, updated emissions factors, inclusion of heating and cooling emissions and a more conservative appraisal of renewable energy consumption. reducing emissions.
2 – 5	External assurance	Annual Report and Accounts 2024: Financial Statement – Independent Auditors Report pg 149	The current external assurance is focused on the financial statements as disclosures in the annual report and accounts. In FY24, we conducted a readiness review of our GHG reporting as we plan to move to external assurance for our scope 1, 2 and scope 3 emissions.
ACTIVITIES AND WORKERS			
2 – 6	Activities, value chain and other business relationships	Annual Report and Accounts 2024: Strategic Report Modern Slavery Statement 2024 www.haysplc.com/about-us	
2 – 7	Employees	Annual Report and Accounts 2024: Strategic Report – Our People and Culture pg 21	Hays employees c. 11,1000
2 – 8	Workers who are not employees		The percentage of personnel on temporary / interim contracts is less than 1.5% we therefore do not disclose further information as per the GRI criteria.
GOVERNANCE			
2 – 9	Governance structure and composition	Annual Report and Accounts 2024: Governance Report pg 89	
2 – 10	Nomination and selection of the highest governance body	Annual Report and Accounts 2024: Governance Report – Nomination Committee Report pg 106	

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2 – 11	Chair of the highest governance body	Annual Report and Accounts 2024: Governance Report pg 90	
2 – 12	Role of the highest governance body in overseeing the management of impacts	Annual Report and Accounts 2024: Governance Report pg 90 - 100	
2 – 13	Delegation of responsibility for managing impacts	Annual Report and Accounts 2024: Governance Report pg 96, 97	
2 – 14	Role of the highest governance body in sustainability reporting	Annual Report and Accounts 2024: Governance Report pg 96 – 99, 112 - 119	
2 – 15	Conflicts of interest	Annual Report and Accounts 2024: Governance Report – Conflicts of interest pg 100	
2 – 16	Communication of critical concerns	Annual Report and Accounts 2024: Strategic Report – Sustainability in the World of Work – Business Ethics pg 64 Annual Report and Accounts 2024: Governance Report – Risk Management and Internal Control pg 116 Annual Report and Accounts 2024: Strategic Report – Principal Risks pg 79	
2 – 17	Collective knowledge of the highest governance body	Annual Report and Accounts 2024: Governance Report – Chair of Board’s Introduction to Governance pg 90 Board and Stakeholder Engagement pg 102 Board induction and development pg 110 Directors’ key skills and experience pg 107	

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2 – 18	Evaluation of the performance of the highest governance body	Annual Report and Accounts 2024: Governance Report – Board evaluation pg 104	
2 – 19	Remuneration policies	Annual Report and Accounts 2024: Governance Report – Remuneration report pg 126	
2 – 20	Process to determine remuneration	Annual Report and Accounts 2024: Governance Report – Remuneration at a Glance pg 124, Remuneration Report pg 126	
2 – 21	Annual total compensation ratio	Annual Report and Accounts 2024: Governance Report – Remuneration report – CEO vs Employee Pay Ratio pg 140	
STRATEGY, POLICY AND PRACTICES			
2 – 22	Statement on sustainable development strategy	Annual Report and Accounts 2024: Strategic Report – CEO review – Q4 How would you evolve Hays' culture and ESG strategy pg 9 Annual Report and Accounts 2024: Strategic Report – Sustainability in the world of work pg 48 Annual Report and Accounts 2024: Governance Report – Key activities of the Board – ESG pg 99, ESG Committee pg 118	
2 – 23	Policy commitments	www.haysplc.com/sustainability Modern Slavery Statement Supplier Code of Conduct Environment Policy www.haysplc.com/sustainability/our-principles	
2 – 24	Embedding policy commitments	Annual Report and Accounts 2024: Strategic report – Sustainability in the World of Work – Business Ethics pg 64	

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2 – 25	Processes to remediate negative impacts	Annual Report and Accounts 2024: Strategic report – Sustainability in the World of Work – Business Ethics pg 64 Annual Report and Accounts 2024: Governance – Audit Committee Report pg 112	
2 – 26	Mechanisms for seeking advice and raising concerns	Annual Report and Accounts 2024: Strategic report – Sustainability in the World of Work – Business Ethics pg 64 Annual Report and Accounts 2024: Governance – Audit Committee Report pg 112	
2 – 27	Compliance with laws and regulations	Annual Report and Accounts – Strategic Report – Principal Risks – Regulatory Compliance 83 Annual Report and Accounts 2024: Governance – Audit and Risk pg 112 - 117	Any material litigation would be reported in the Annual Report and Accounts.
2 – 28	Membership associations		Whilst corporate memberships exist in regions and countries, these are not identified as ‘significant’ as per the GRI guidance, nor do we provide substantive funding beyond routine membership dues.
STAKEHOLDER ENGAGEMENT			
2 – 29	Approach to stakeholder engagement	Annual Report and Accounts 2024: Strategic Report – Stakeholder engagement pg 18 - 19	
2 – 30	Collective bargaining agreements	Annual Report and Accounts 2024: Remuneration Report – Remuneration for employees below Board pg 137 Annual Report and Accounts 2024: Strategic Report – Our People and culture pg 21, Driving employee engagement pg 25	Due to the nature of our professional services business our people do not enter into collective bargaining agreements, nor are we legally obliged to engage or facilitate collective bargaining agreements. We do however respect and value freedom of association and recognise the

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		<p>Annual Report and Accounts 2024: Strategic Report – Principal Risks: Talent pg 82</p> <p>Annual Report and Accounts 2024: Governance Report – How the Board Monitors culture pg 103</p>	<p>importance of being competitive as an employer. We benchmark ourselves against leading organisations including those which are engaged with collective bargaining agreements, to remain attractive as an employer to our employees and to prospective talent.</p>
MATERIAL TOPICS			
3 – 1	Process to determine material topics	<p>Annual Report and Accounts 2024: Strategic Report – Sustainability in the world of work – Materiality assessment pg 51 - 53</p> <p>Annual Report and Accounts 2024: Strategic Report – Stakeholder engagement pg 18</p>	
3 – 2	List of material topics	Annual Report and Accounts 2024: Strategic Report – Sustainability in the world of work – Materiality assessment pg 53	
3 – 3	Management of material topics	<p>Annual Report and Accounts 2024: Strategic Report – Sustainability in the world of work pg 56 - 79</p> <p>Annual Report and Accounts 2024: Strategic Report – Stakeholder engagement pg 18</p> <p>ESG Report 2024</p> <p>www.haysplc.com/sustainability</p>	
ECONOMIC PERFORMANCE			
201 – 1	Direct economic value generated and distributed	<p>Annual Report and Accounts 2024: Strategic Report – Chief Finance Officer’s Review pg 44</p> <p>Annual Report and Accounts 2024: Financial Statements pg 155</p>	

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		Annual Report and Accounts 2024: Strategic Report – Value for our stakeholders pg 16	
201 – 2	Financial implications and other risks and opportunities due to climate change	Annual Report and Accounts 2024: Sustainability in the World of work – Taskforce on Climate-Related Financial Disclosures (TCFD) report pg 71	
201 – 3	Defined benefit plan obligations and other retirement plans	Annual Report and Accounts 2024 – Strategic Report – Retirement benefits pg 47	
201 - 4	Financial assistance received from government		We do not receive financial assistance from government at any material level as described in the disclosure requirements.
MARKET PRESENCE			
202 – 1	Ratios of standard entry level wage by gender compared to local minimum wage		We do not collect this data centrally to report. We seek to have competitive and attractive remuneration packages in pursuit of attracting and retaining talent and we comply to any local wage regulations. Gender balance is a key strand of our DE&I strategy and we produce an annual UK Gender Pay Gap report which is available on our website. www.haysplc.com/sustainability
202 – 2	Proportion of senior management hired from the local community		We do not collect this data centrally to report.
INDIRECT ECONOMIC IMPACTS			
203 – 1	Infrastructure investments and services supported	Annual Report and Accounts 2024: Strategic Report – How we create value pg 16, Technology and Digitisation pg 28 – 31, Customer Partnerships powered by our People and Technology pg 32	As a talent and HR Services business we contribute to the wider growth and success of the economies and communities in which we operate, helping tax revenues and skills development.

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203 – 2	Significant indirect economic impacts	Annual Report and Accounts 2024: Strategic Report – Sustainability in the world of work – Hays ‘Helping for your tomorrow’. Pg 60, ESG at a glance pg 54	
PROCUREMENT PRACTICE			
204 – 1	Proportion of spending on local suppliers		We do not collate this data centrally.
ANTI-CORRUPTION			
205 – 1	Operations assessed for risks related to corruption	Annual Report and Accounts 2024: Governance Report – Risk management and internal control pg 116 Annual Report and Accounts 2024: Governance Report – Internal audit pg 117	We do not disclose number and percentage of operations. We recognise there is a corruption risk across all of our operations and have policies and procedures in place to address. Risk assessment informs the Internal Audit schedule.
205 – 2	Communication and training about anti-corruption policies and procedures	Annual Report and Accounts 2024: Strategic Report – Sustainability in the world of work – Business ethics pg 64	
205 – 3	Confirmed incidents of corruption and actions taken		The Board monitors alleged incidents of corruption and fraud. There have been no confirmed incidents of fraud or corruption of material significance.
ANTI-COMPETITIVE BEHAVIOUR			
206 – 1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices		There have been no allegations or instances of anti-competitive behaviour, anti-trust or monopoly practices, nor legal action taken.
TAX			
207 – 1	Approach to tax	Annual Report and Accounts 2024: Strategic Report – Our approach to Tax pg 65	

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207 – 2	Tax governance, control, and risk management	Annual Report and Accounts 2024: Strategic Report – Our approach to Tax pg 65 Annual Report and Accounts 2024: Governance Report – Audit and Risk pg 112	
207 – 3	Stakeholder engagement and management of concerns related to tax	Annual Report and Accounts 2024: Strategic Report – Our approach to Tax pg 65 Annual Report and Accounts 2024: Strategic Report – Stakeholder Engagement pg 18	
207 – 4	Country-by-country reporting		We report tax at a Group level only, not at a country level, in our Annual Report and Accounts.
MATERIALS			
301 – 1	Materials used by weight or volume		We are an office-based service business. We do not utilise raw materials therefore this indicator is not relevant.
302 – 1	Recycled input materials used		As above.
301 – 3	Reclaimed products and their packaging materials		As above.
WATER & EFFLUENTS			
303 – 1	Interactions with water as a shared resource		Due to the nature of our business water has not been identified as a material environmental issue. Our offices across the world are predominately rented from a landlord and multi-tenanted. This impedes the collation of meaningful primary water data
303 – 2	Management of water discharge-related impacts		As above.

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303 – 3	Water withdrawal		As above.
303 – 4	Water discharge		As above.
303 – 5	Water consumption		As above.
BIODIVERSITY			
304 – 1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		We are an office-based business whereby our offices across the world are predominately rented from a landlord, multi-tenanted and in urban locations. We therefore do not report against this indicator.
304 – 2	Significant impacts of activities, products and services on biodiversity		Given the nature of business this has not been identified as a material issue.
304 – 3	Habitats protected or restored	Annual Report and Accounts 2024: Strategic Report – Environment – Minimising impacts pg 69 – Beyond value chain mitigation, Earth Day 2024	We participate in environmentally related projects as part of our 'Helping for your tomorrow' community programme and have invested in a high quality carbon credits whereby the associated project is supporting biodiversity gain.
304 – 4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Given the nature of business this has not been identified as a material issue. Our operations are not affecting the red list species.
EMISSIONS			
305 – 1	Direct (Scope 1) GHG emissions	Annual Report and Accounts: Strategic Report – Hays Scope 1,2 and 3 emissions (1 April – 31 March reporting year) pg 68	
305 – 2	Energy indirect (Scope 2) GHG emissions	Annual Report and Accounts: Strategic Report – Hays Scope 1,2 and 3 emissions (1 April – 31 March reporting year) pg 68	

GRI Standard no.	GRI Standard Disclosure Title	Online location as disclosed on website: www.haysplc.com	Omissions and Additional Information
305 – 3	Other indirect (Scope 3) GHG emissions	Annual Report and Accounts: Strategic Report – Hays Scope 1,2 and 3 emissions (1 April – 31 March reporting year) pg 68	
305 – 4	GHG emissions intensity	Annual Report and Accounts: Strategic Report – Hays Scope 1,2 and 3 emissions (1 April – 31 March reporting year) pg 68	
305 – 5	Reduction of GHG emissions	Annual Report and Accounts: Strategic Report – Climate Action pg 66 - 70 Annual Report and Accounts: Strategic Report – Task Force on Climate-Related Financial Disclosures pg 71	
305 – 6	Emissions of ozone-depleting substances (ODS)		Given the nature of our business this is not part of our reporting.
305 - 7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Given the nature of our business this is not part of our reporting.
WASTE			
306 – 1	Waste generation and significant waste-related impacts		As an office-based professional service business our waste includes that related to paper, print cartridges, tech equipment, office furniture, food, other office consumables, sanitary waste as well branded and promotional items.
306 – 2	Management of significant waste-related impacts		Waste management is primarily part of the contractual relationships that we have with the landlords associated with our global office footprint. We favour recycling in our offices and our Green Employee Resource Groups to focus on reduced consumption and improved recycling.

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306 – 3	Waste generated		Due to the nature of our office footprint and holding office space in multi-tenanted buildings we are currently unable to report at a Group-level absolute figures for waste. We seek to engage landlords for such data and rely on footprint estimates where primary waste data is unavailable for our GHG climate emission calculations.
306 – 4	Waste diverted from disposal		As above.
306 – 5	Waste directed to disposal		As above.
SUPPLIER ENVIRONMENTAL ASSESSMENT			
308 – 1	New suppliers that were screened using environmental criteria		Procurement is managed and undertaken at a local level. We do not collate this information centrally.
308 – 2	Negative environmental impacts in the supply chain and actions taken		Through our supplier standards we seek to mitigate negative environmental impacts such as encouraging action towards Net Zero and favouring sustainable supplies ideally to relevant certified standards such as Fairtrade and FSC.
EMPLOYMENT			
401 – 1	New employee hires and employee turnover		We do not report this information at such a granular level from a Group perspective as defined in the GRI criteria.
401 – 2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		Whether employees are full-time, temporary or part-time we aim to offer attractive benefits that where possible are open to all. Benefits vary country to country in relation to local norms and legislation. We therefore do not collate this information centrally. Our

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			primary focus is on engagement scores which are collated globally and discussed at plc Board level.
401 – 3	Parental leave		Family friendly policies is a key strategic priority with our Diversity, Equity, and Inclusion agenda. We are currently unable to collate the data centrally as defined in the GRI criteria, however we are working on establishing this capability for the future.
LABOUR / MANAGEMENT RELATIONS			
402 - 1	Minimum notice periods regarding operational changes		We do not report on this GRI criteria as labour management relations are governed by local legislation and employment contracts. We do not collate such information centrally.
OCCUPATIONAL HEALTH & SAFETY			
403 – 1	Occupational health and safety management system		Occupational health and safety is managed at a local level as governed by local legislation. We have a focus on wellbeing as part of our approach to People and Culture. Wellbeing is supported by the benefits that we offer and linked to our DE&I agenda.
403 – 2	Hazard identification, risk assessment, and incident investigation		Occupational health and safety is managed at a local level as governed by local legislation. In addition to local reporting and concern raising mechanisms employees can report through our global approach to speaking up including access to an independent confidential reporting line.

GRI Standard no.	GRI Standard Disclosure Title	Online location as disclosed on website: www.haysplc.com	Omissions and Additional Information
403 – 3	Occupational health services		Occupational health and safety is managed at a local level as governed by local legislation.
403 – 4	Worker participation, consultation, and communication on occupational health and safety		Occupational health and safety is managed at a local level as governed by local legislation.
403 – 5	Worker training on occupational health and safety		Occupational health and safety is managed at a local level as governed by local legislation.
403 – 6	Promotion of worker health	Annual Report and Accounts 2024: Strategic Report – Wellbeing and Engagement pg 57	Occupational health and safety is managed at a local level as governed by local legislation. We have a focus on wellbeing as part of our approach to People and Culture. Wellbeing is supported by the benefits that we offer and linked to our DE&I agenda.
403 – 7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Occupational health and safety is managed at a local level as governed by local legislation.
403 – 8	Workers covered by an occupational health and safety management system		We do not collate this information centrally.
403 – 9	Work-related injuries		Whilst reporting is managed at a local level certain information is shared with the Group Insurance Manager. Anything of relevance significance such as a fatality is required to be reported to the PLC Board.
403 - 10	Work-related ill health		As above.
TRAINING AND EDUCATION			
404 -1	Average hours of training per year per employee	Annual Report and Accounts 2024: Strategic report – Our People and Culture – Promoting Growth and	Whilst we report on learning and development we do not disclose as per the specific

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		development through training pg 21 – 22, Talent development pg 57	GRI criteria in terms of the number of training hours.
404 – 2	Programs for upgrading employee skills and transition assistance programs	Annual Report and Accounts 2024: Strategic report – Our People and Culture – Promoting Growth and development through training pg 21 – 22, Talent development pg 57	
404 - 3	Percentage of employees receiving regular performance and career development reviews		We understand development and career satisfaction are strongly linked to engagement. We therefore focus on a group-wide engagement approach and engagement score. Business and performance objectives are set annually and cascaded. We expect 100% of our people to have at least one formal performance and career development review per year as well as those more frequent conversations and feedback.
DIVERSITY AND EQUAL OPPORTUNITY			
405 – 1	Diversity of governance bodies and employees	Annual Report and Accounts 2024: Governance Report – Our Board of Directors pg 92, Board diversity pg 109 Annual Report and Accounts 2024: Strategic Report – Our Board of Directors pg 22 - 24, Diversity, equity and inclusion pg 59	
405 – 2	Ratio of basic salary and remuneration of women to men	www.haysplc.com/sustainability UK Gender Pay Gap Report	The pay gap report in line with UK legislation is for Hays operating entities in the UK. We are committed to increasing the number of senior female leaders, not just in the UK, but across our global business. In FY21, we set a Group target to reach a level of 50% senior female leaders by 2030.
NON-DISCRIMINATION			

GRI Standard no.	GRI Standard Disclosure Title	Online location as disclosed on website: www.haysplc.com	Omissions and Additional Information
406 – 1	Incidents of discrimination and corrective actions taken	Annual Report and Accounts: Governance Report – How the Board Monitors Culture pg 103 www.haysplc.com/sustainability Human Rights Statement	We do not tolerate discrimination and have strategic and localised approaches to DE&I. We actively encouraging speaking up and concern reporting. We do not report against the specific requirements of this GRI criteria. We focus on engagement and driving positive engagement scores.
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
407 - 1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk.	www.haysplc.com/sustainability Modern Slavery Statement 2024 Human Rights Statement	In furthering our risk understanding are members of the Slave-Free Alliance and make reference to resources such as the International Trade Union Confederation Global Rights Index and the International Labour Organization.
CHILD LABOUR			
408 - 1	Operations and suppliers at significant risk for incidents of child labour	www.haysplc.com/sustainability Modern Slavery Statement 2024 Human Rights Statement	In furthering our risk understanding are members of the Slave-Free Alliance and make reference to resources such as the International Trade Union Confederation Global Rights Index and the International Labour Organization.
FORCED OR COMPULSORY LABOUR			
409 - 1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	www.haysplc.com/sustainability Modern Slavery Statement 2024 Human Rights Statement	In furthering our risk understanding are members of the Slave-Free Alliance and make reference to resources such as the International Trade Union Confederation Global Rights Index and the International Labour Organization.
SECURITY PRACTICES			

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410 - 1	Security personnel trained in human rights policies or procedures		We do not report as we do not employ security personnel. Security is part of the services we receive noting office security requirements. We address our expectations for the respect of human rights within our supplier code of conduct.
RIGHTS OF INDIGENIOUS PEOPLES			
411 - 1	Incidents of violations involving rights of indigenous peoples		This has not been identified as material given the nature and context of our business. We have however supported through our charitable programme 'Helping for Tomorrow' an Australian charity The Smith Family, assisting disadvantaged young people with educational inequalities.
LOCAL COMMUNITIES			
413 - 1	Operations with local community engagement, impact assessments, and development programs	Annual Report and Accounts 2024: Strategic Report – Hays Helping for Your Tomorrow pg 60 - 61	We have at least one charitable partnership in every country where we operate. Our community engagement programme 'Helping for Your Tomorrow' is focused on using our core expertise to support inclusive employment with disadvantaged groups.
413 - 2	Operations with significant actual and potential negative impacts on local communities		Given the nature of our business this is not relevant.
SUPPLIER SOCIAL ASSESSMENT			
414 - 1	New suppliers that were screened using social criteria		Procurement is managed and undertaken at a local level as of yet we do not collate this information centrally.

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414 – 2	Negative social impacts in the supply chain and actions taken		Through our supplier standards we seek to mitigate social impacts and promote the respect of human rights.
PUBLIC POLICY			
415 - 1	Political contributions	Annual Report and Accounts 2024: Governance Report – Directors’ Report – Political donations pg 146	We do not make political contributions.
CUSTOMER HEALTH AND SAFETY			
416 – 1	Assessment of the health and safety impacts of product and service categories		This is not considered relevant in our business context hence we do not report.
416 – 2	Incidents of non-compliance concerning the health and safety impacts of products and services		This is not considered relevant in our business context hence we do not report.
MARKETING AND LABELLING			
417 – 1	Requirements for product and service information and labelling		This is not considered relevant in our business context hence we do not report.
417 – 2	Incidents of non-compliance concerning product and service information and labelling		This is not considered relevant in our business context hence we do not report.
417 – 3	Incidents of non-compliance concerning marketing communications		This is not considered relevant in our business context hence we do not report.
CUSTOMER PRIVACY			
418 - 1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>Cookies and Privacy Policy: www.haysplc.com/site-services/cookies-and-privacy-policy</p> <p>Annual Report and Accounts 2024: Strategic Report – Principal Risks - Reliance on technology / cyber security pg 83 & Data protection / privacy pg 84.</p>	

