



Hays Group Carbon Reduction Plan (CRP)

FY2026

PUBLICATION DATE: 30.09.2025





Supplier Name: HAYS PLC

Commitment towards a Net Zero future

Hays plc has public climate-related commitments including near-term science-based targets as part of a wider ambition to be Net Zero by 2050

Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases emitted by Hays plc in the complete financial year before any strategies to reduce emissions were introduced. Baseline emissions are the reference point against which emissions reduction can be measured.

Baseline Year: 2020 (the 12 months ended 30 June 2020)

Additional Details relating to the Baseline Emissions calculations.

To calculate our GHG emissions we gather data in relation to every office globally and work with an external expert, ClimatePartner. Our GHG emissions methodology and calculations are in alignment with the GHG Protocol corporate accounting and reporting standard, where we follow an operational control approach. The methodology follows best practices, such as using internationally accepted emission factors and complies with the criteria of ClimatePartner's certification label. Our GHG emissions, methodology and calculations are in alignment with the GHG Protocol corporate reporting standard. In FY 25, we aligned our GHG reporting period with our financial year, rather than reporting 3-months in arrears, in preparation for new reporting requirements. With the change to the reporting period, we have restated our base year and data for 2024 to enable relevant comparisons and to track progress

The 2020 baseline footprint relates to the entire Hays plc Group, covering the total GHG footprint of our global activities. The scope 3 figures reported in this CRP include the following sources of emissions, as per the Technical Standard guidance: business travel (air travel and ground transportation, based on mileage); hotels based on stay duration), employee commuting and waste generated in operations. We have also included additional scope 3 categories which have been identified as relevant to our reporting. These include purchase of goods and services, capital goods and fuel-and-energy related activities. Upstream and downstream transportation and distribution is not material given the nature of our business and therefore not reported.

More information is available on pages 66-69 of the 2025 Annual Report [here](#).

Baseline year emissions: 30 June 2019 – 30 June 2020 (2020) – for Scope 1, 2 & 3	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	5,610
Scope 2	8,504 (market based)
Scope 3 (Included Sources)	Business Travel – 6,829 tCO ₂ e Fuel and Energy related activities – 3,606 tCO ₂ e Employee commuting & homeworking – 11,691 tCO ₂ e Waste generated in operations – 399 tCO ₂ e Purchased Goods and Services – 13,271 tCO ₂ e Capital Goods – 1,594 tCO ₂ e
Total Emissions	51,503 for scope 1, 2 and relevant scope 3 emissions (above)

Current Emissions Reporting

Reporting Year: 30 June 2024 – 30 June 2025 (2025)
Additional Details relating to the FY25 calculations.
In FY25, we aligned our GHG reporting period with our financial year, rather than reporting 3-months in arrears. Our total Scope 1, Scope 2 and Scope 3 GHG emissions have been subject to Limited Assurance by ERM Certification and Verification Services Limited ('ERM CVS'). ERM CVS has provided an Assurance Report with the assurance activities undertaken and the resulting conclusion. We have a basis of reporting document which details how we prepare the data we report on. We report across scopes 1, 2 and relevant categories of scope 3, and in accordance with obligations under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, under which we follow an operational control approach.

Our Basis of Reporting document and ERM CVS' Assurance Report are available on our website, www.haysplc.com/sustainability .	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	4,536
Scope 2	3,719 (market based)
Scope 3 (Included Sources)	Business Travel – 6,588 tCO ₂ e Fuel and Energy related activities – 2,332 tCO ₂ e Employee commuting & homeworking – 7,595 tCO ₂ e Waste generated in operations – 178 tCO ₂ e Purchased Goods and Services – 10,956 tCO ₂ e Capital Goods – 1,168 tCO ₂ e
Total Emissions	37,071 for scope 1, 2 and relevant scope 3 emissions (above)

Emissions reduction targets

To continue progress towards our Net Zero ambition, we set Science-Based Targets (SBTs)¹ to reduce Hays GHG emissions across all our global operations including Hays UK. Our targets were approved by the Science-Based Targets initiative (SBTi) in February 2022. Our SBTs were validated by the SBTi to reduce our GHG emissions in line with a 1.5-degree pathway, the most ambitious goal of the 2015 Paris Agreement. We committed to:

- reduce absolute scope 1 and scope 2 GHG emissions by 50% by 2026 from a 2020 base year
- reduce absolute scope 3 GHG emissions from purchased goods and services and capital goods by 50% by 2030 from a 2020 base year
- reduce absolute scope 3 GHG emissions from business travel by 40% by FY2026 from a FY2020 base year

¹ <https://sciencebasedtargets.org/companies-taking-action>

Progress against base year

This year we reached the end of our first set of SBTi targets for scope 1 & 2 and scope 3 business travel and our progress can be seen in the graphs below. Our total emissions have reduced by 28% against the base year and our total intensity ratio per FTE has decreased by 12%.

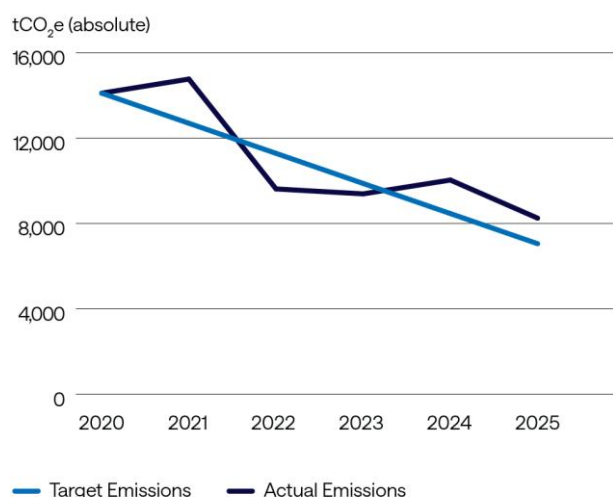
We are disappointed to have fallen short of our near-term targets and recognise that the progress we have made is mixed. We have learnings to take forward as we focus on the delivery of our remaining targets and begin to prepare our new targets.

We have learnt that it is important to have a robust reporting process, dedicated sustainability resource, engagement of our landlords, performance indicators aligned with our reduction levers and a pragmatic level of ambition.

In addition to the reduction initiatives (detailed later in this document), which are our priority, we have also chosen to invest in carbon sequestration as part of beyond value chain activities. Our investment is made in relation to our annual GHG emissions categorised as scope 1,2 and scope 3 business travel and scope 3 fuel and energy-related activities. We invest in atmospheric carbon removal as an additional thread of our climate action strategy. We will only invest in high-quality carbon-reduction projects which are certified to recognised standards. In 2025 we purchased certified carbon credits for projects in Malawi, Brazil and India. These beyond value chain mitigation projects have been enabled through ClimatePartner and have been subject to their due diligence processes. The projects are an additional way in which we support the United Nation Sustainable Development Goals particularly considering improved livelihoods and biodiversity gains.

Hays' performance against global carbon reduction targets can be seen in the following charts.

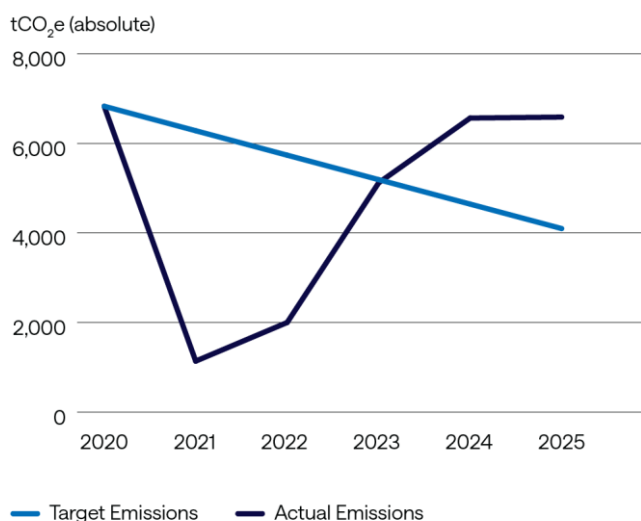
Combined scope 1 & 2 GHG emissions



Combined Scope 1 & 2 GHG emissions:

Our scope 1 & scope 2 market-based emissions have reduced 42% against the base year. Whilst this is below the 50% targeted reduction, we consider this a fair achievement. The reduction is attributed to energy efficiencies and technologies, the adoption of renewables, and switching where possible to electric vehicles within our car fleet.

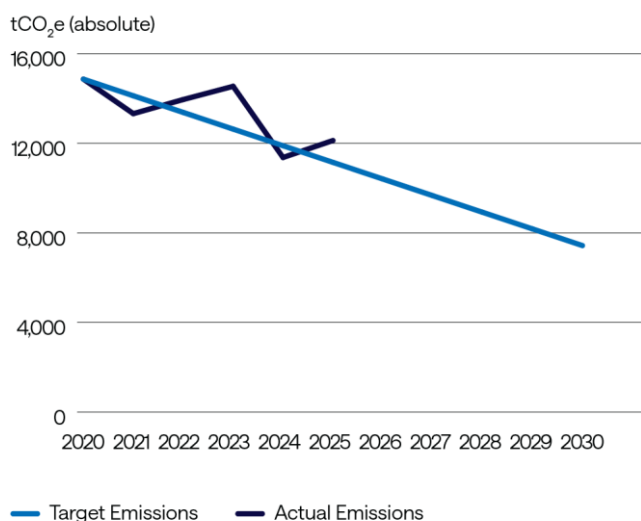
Scope 3 GHG emissions from business travel



Scope 3 GHG emissions from business travel:

We have only achieved a 4% reduction against the base year, which is substantially below our targeted 40% reduction. The demands of a global business, the importance of client relationships and an increasingly global strategy, have proved challenging for reducing our business travel emissions. We recognise that we need to embed our relatively new Sustainable Travel Principles and give practical consideration as to how business travel is addressed across emissions, business need and accountabilities.

Combined scope 3 GHG emissions from goods and services & capital goods purchased



Combined Scope 3 GHG emissions from goods and services & capital goods purchased:

Our supplier spend scope 3 emissions have reduced by 18% against our base year. This includes the emissions calculated in relation to scope 3 purchase of goods and services and scope 3 capital goods. We attribute this to changes in the amount of supplier spend and suppliers becoming increasingly engaged in the climate agenda. We now have an enhanced focus for engaging with key suppliers on climate as we track our progress against our 50% reduction target for 2030.

In relation to other commitments, our adoption of renewable energy supplies for our offices is reported at 37%. We have not yet been able to significantly increase our percentage as we are unable to substantiate and therefore claim adoption of renewables in significant countries such as Australia. We are also yet to secure renewable energy supply in several target countries which are significant to our overall Group emissions, such as the USA.

Progress year on year

Year on year we reduced our total Group emissions across scope 1, scope 2 and the majority of scope 3 categories, by 10% with total Group emissions reducing from 41,203 tCO₂e to 37,071 tCO₂e.

We increased emissions by 9% in relation to scope 3 purchase of goods and services, which is in proportion to a higher supplier spend year on year. Our business travel emissions remained fairly consistent, reflecting the business need and the fact that we are yet to fully embed our Sustainable Travel Principles in our new environmental policy, launched during the year.

Year on year our intensity ratio per FTE has increased by 9%. This is attributed to our office footprint having not reduced in line with the number of colleagues in our workforce.

Carbon reduction projects

Completed Carbon Reduction Initiatives

The following environmental management measures and projects have been implemented since the 2020 baseline. The carbon emission reduction achieved by these schemes is calculated annually against the 2020 baseline to derive the reduction value. The measures will be in effect when performing our business contracts.

We have made progress since we first started work on setting science-based targets as part of our commitment to work towards a Net Zero future. We have:

1. *Increased internal and external awareness of our environmental impact abatement strategy.*
2. *Established a Global Net Zero Working Group and appointed expert consultants.*
3. *Been recertified to ISO 14001 and ISO 50001 and established dedicated Energy Management Policy in the UK.*
4. *Monitored and reported progress against our Science-Based Targets (SBTs) for carbon emission reductions which have been approved by the Science-Based Targets initiative (SBTi).*
5. *Switched to at least 37% renewable energy sources across our office footprint.*
6. *Progressed transitioning our company fleet from fossil fuel to electric vehicles.*
7. *Written to office landlords asking for their support in our climate commitments particularly impacting our heating and cooling emissions.*
8. *Invested in video and virtual meetings and enabled remote working to reduce both business travel and employee commuting.*
9. *Enhanced the employee benefit offering to support sustainable travel such as with the 'Cycle to Work' scheme.*
10. *Replaced desktop PCs with lower energy laptops along with continued support and enablement of hybrid working.*
11. *Invested in a new Group Sustainability team to further support and engage the Group-wide business.*
12. *Adjusted heating and cooling in our offices by a few degrees centigrade to consume less power.*
13. *Established a new Group Environment Policy including Sustainable Travel Principles.*

Future Carbon Reduction Initiatives

In pursuit of our public commitments and in addition to the activities already completed and commenced which will continue, we will work towards:

1. *Developing new near term and Net Zero targets in FY26, that are SBTi-approved, and have an associated transition plan.*
2. *Enhancing supplier engagement and monitoring in relation to the purchase of goods and services.*
3. *Targeting deeper landlord engagement.*
4. *Further adoption of, and support for, renewable energy sources.*

5. *Optimisation of our office footprint with the favouring and adoption of energy efficient equipment and buildings.*
6. *Further engagement of our people, promoting a general approach of reduce, reuse and recycle.*
7. *Further transitioning of in-house data storage to more lower carbon cloud-based solutions.*
8. *Further transitioning of our car fleet and the transition to electric vehicles.*
9. *Continuing to help clients find talent and skills to support the transition to a low-carbon economy.*
10. *Deeper focus on travel including restricted travel approvals in Q1 of FY26.*
11. *Targeting carbon literacy and engagement across leadership population.*

Declaration and sign-off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans.

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Protocol corporate accounting and reporting standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Scope 1 and scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of scope 3 emissions has been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the Board of Directors (or equivalent management body).

Signed on behalf of the Supplier:



James Hilton, Chief Financial Officer

Date: 30.09.2025