Hays Group Carbon Reduction Plan (CRP)

FY2027

Publication date: 22 September 2026

Supplier name: Hays plc

Commitment towards a net zero future

Hays plc has public climate-related commitments, including near-term science-based targets, and is developing refreshed climate targets and an associated transition plan to support its long-term pathway to net zero.

Baseline emissions footprint

Baseline emissions are a record of the greenhouse gases emitted by Hays plc during the complete financial year before any emissions reduction strategies were implemented. Baseline emissions provide the reference point against which future emissions reductions can be measured.

Baseline year: 2020 (the 12 months ended 30 June 2020)
Additional details relating to the baseline emissions calculations
For the historical baseline and prior-year calculations, Hays worked with ClimatePartner. In FY26, Hays transitioned to Greenly as its carbon management provider, enhancing greenhouse gas data collection, calculation and reporting capabilities. No further restatement of the FY20 base year or FY25 data has been made in FY26; therefore, comparisons with prior-year emissions data should be interpreted in this context. Our GHG emissions methodology and calculations are aligned with the GHG Protocol Corporate Accounting and Reporting Standard, using an operational control approach. The FY20 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, in line with the Technical Standard guidance: business travel, including air travel, ground transportation and hotel stays; employee commuting and homeworking; and waste generated in operations. We have also included additional Scope 3 categories identified as relevant to our reporting, including purchased goods and services, capital goods and fuel- and energy-related activities. Upstream and downstream transportation and distribution are assessed as not applicable or not material to Hays' business model, given the nature of our business and are therefore not reported. Upstream leased assets were included in the FY26 inventory for the

first time and were not included in the FY20 baseline or FY25 figures due to data limitations and the previous methodological approach. As a result, this category is not directly comparable with prior years. More information is available on pages 52-57 of the 2026 Annual Report.

Baseline year emissions: 1 July 2019 – 30 June 2020 (FY20) – for Scope 1, Scope 2 and relevant Scope 3 emissions

EMISSIONS	TOTAL (tCO_2e)
Scope 1	5,610
Scope 2	8,504 (market-based)
Scope 3 (included sources)	Business travel – 6,829 Fuel and energy-related activities – 3,606 Employee commuting & homeworking – 11,691 Waste generated in operations – 399 Purchased goods and services – 13,271 Capital goods – 1,594
Total emissions	51,503

Current emissions reporting

Reporting year: 1 July 2025 – 30 June 2026 (FY26)

Additional details relating to the FY26 calculations

For FY26, ERM Certification and Verification Services Limited (ERM CVS) provided limited assurance against the International Standard for Assurance Engagements ISAE 3000 (Revised). ERM CVS has provided an Assurance Report setting out the assurance activities undertaken and the resulting conclusion.

Our Basis of Reporting document explains how we prepare the data we report. We report across Scope 1, Scope 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_2e)
Scope 1	3,804

Scope 2	2,703 (market-based)
Scope 3 (included sources)	Purchased goods and services – 7,764 Capital goods – 1,792 Fuel and energy-related activities – 1,484 Waste – 1,045 Business travel – 2,494 Employee commuting & homeworking – 2,472 Upstream leased assets – 4,366
Total emissions	27,922

Emission reduction targets

To continue progress towards our net zero ambition, we set science-based targets (SBTs) 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 2 GHG emissions by 50% by FY2026 from a FY2020 base year.
- Reduce absolute Scope 3 GHG emissions from purchased goods and services and capital goods by 50% by FY2030 from a FY2020 base year.
- Reduce absolute Scope 3 GHG emissions from business travel by 40% by FY2026 from a FY2020 base year.

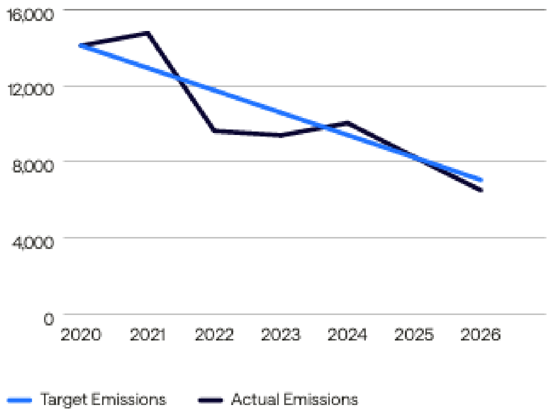
As FY26 marks the end of the target period for our Scope 1 and 2 and business travel targets, we have reviewed our performance, the lessons learned and the practical actions required to inform the next phase of our climate strategy. We are also progressing work to develop future climate targets and an associated transition plan, with further work to be completed in FY27.

Please note that year on year movements in greenhouse gas (GHG) emissions between FY25 and FY26, as well as FY26 and our FY20 base year, reflect a combination of operational changes and updates to calculation methodologies (attributable to the transition from ClimatePartner to Greenly for emissions calculations). As a result, comparisons with prior year emissions data should be interpreted in this context.

Progress against base year

At the end of FY26, we reached the end of our first set of SBTi targets for Scope 1 and Scope 2 emissions and Scope 3 business travel emissions, and our progress can be seen in the graphs below. Our total emissions have reduced by 46% against the base year and our total intensity ratio per FTE has decreased by 20%.

Combined Scope 1 & 2 GHG emissions (market-based) (tCO_2e)

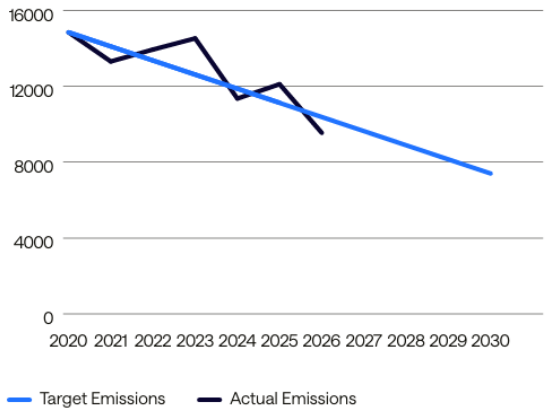


ACHIEVED

Our Scope 1 and 2 market-based emissions reduced by 54% against our 2020 baseline, exceeding our target of a 50% reduction by 2026.

This outcome is associated with a range of factors, including operational improvements such as energy efficiency measures, increased use of renewable electricity where substantiated and available, and progress in transitioning parts of our vehicle fleet, as well as methodology changes associated with the transition from ClimatePartner to Greenly.

Combined Scope 3 GHG emissions from Purchased Goods and Services & Capital Goods (tCO_2e)

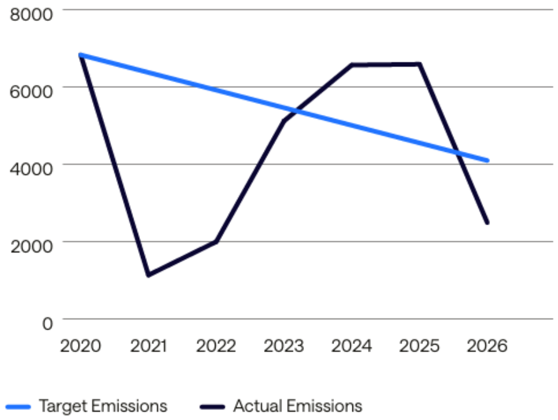


ON TRACK

Our Scope 3 emissions from purchased goods and services and capital goods reduced by 36% against our 2020 baseline. This target runs to 2030 and remains a key focus area.

In FY26, we initiated supplier engagement activities, including direct engagement with strategic suppliers and use of the EcoVadis Carbon Module to support improved visibility of supplier climate data and reduction plans.

Scope 3 GHG emissions from business travel (tCO_2e)



ACHIEVED

Our Scope 3 business travel emissions reduced by 63% against our 2020 baseline. This is above our target of a 40% reduction by 2026.

Business travel remains important to client relationships, leadership engagement and the operation of a global business. Significant efforts have been undertaken to reduce business travel, including a profit-led ban on non-essential travel Group-wide, which is associated with lower business travel emissions.

Renewable electricity accounted for 40% of office energy supplies. We have not yet been able to increase this percentage significantly because we are unable to substantiate renewable electricity use in some significant markets, including Australia. We are also yet to secure renewable energy supply in several target countries that 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 applicable Scope 3 categories by 25% compared with FY25, with total Group emissions reducing from 37,071 tCO_2e to 27,922 tCO_2e. These year-on-year movements in FY26 reflect a combination of operational changes and updates to calculation methodologies, attributable to the transition from ClimatePartner to Greenly for emissions calculations.

- Scope 1 emissions decreased, mainly due to lower fuel use as we continued transitioning our vehicle fleet to electric vehicles.
- Renewable energy adoption increased from 37% to 40% of office energy supplies year-on-year.
- Capital goods emissions increased due to the inclusion of additional expenditure categories in FY26. The increase in waste emissions reflects a change in estimation methodology from a building area-based approach to an employee-based model.
- Business travel emissions fell by 62%, largely driven by reduced air travel following the introduction of a profit-led travel ban. Lower commuting and homeworking emissions primarily reflect methodology changes and a lower average FTE in FY26.

- Purchased goods and services and fuel- and energy-related emissions were influenced by a 17.6% reduction in average FTE and changes in our methodology, including different emission factors and expenditure categories.
- Upstream leased assets were included in the FY26 inventory for the first time, expanding the reporting boundary and improving the completeness of the GHG inventory.
- Year-on-year, our total intensity ratio per FTE decreased by 9%. This movement is associated with lower total reported emissions, a reduction in average FTE, operational changes and methodology updates following the transition from ClimatePartner to Greenly.

Carbon reduction projects

Completed carbon reduction initiatives

The following environmental management measures and projects have been implemented since the FY20 baseline. The emissions reductions achieved through these measures are calculated annually against the FY20 baseline to derive the reduction value. These measures will apply when performing our business contracts. We have made progress since we first started work on setting science-based targets as part of our ambition to work towards a net zero future. We have:

1. Been recertified to ISO 14001 and ISO 50001 and established a dedicated Energy Management Policy in the UK&I.
2. 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).
3. Switched to at least 40% renewable energy sources across our office footprint.
4. Progressed the transition of our company fleet from fossil fuel to electric vehicles.
5. Engaged office landlords to support our climate commitments, particularly in relation to heating and cooling emissions.
6. Invested in video and virtual meetings and enabled remote working to reduce business travel and employee commuting.
7. Enhanced the employee benefit offering to support sustainable travel, including through the Cycle to Work scheme.
8. Replaced desktop PCs with lower-energy laptops and continued to support hybrid working.
9. Strengthened central governance and ESG capability to improve data quality, supplier engagement and delivery of carbon reduction actions.
10. Continued to focus on reducing business travel, supported by new Sustainable Travel Principles prepared as part of revisions to our Group Environmental Policy.

HAYS

Future carbon reduction initiatives

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

1. Hays plc confirms its ambition to achieving Net Zero greenhouse gas emissions by 2050 at the latest.
2. Enhancing supplier engagement and monitoring in relation to purchased goods and services.
3. Targeting deeper landlord engagement.
4. Increasing the adoption of, and support for, renewable energy sources.
5. Optimising our office footprint while favouring and adopting energy-efficient equipment and buildings.
6. Continuing the transition of our car fleet to electric vehicles.
7. Continuing to help clients find talent and skills to support the transition to a low-carbon economy.
8. Targeting carbon literacy and engagement across the leadership population.

Declaration and sign-off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and, where applicable, PPN 006, together with associated guidance and reporting standards 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, using 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 (where required), 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 a Director of Hays Plc.

Signed on behalf of the Supplier:

J. Hilton

James Hilton, Chief Financial Officer

Date: 14/09/2026