

Our performance in sustainability

GRI Index 2026



Sustainability Reporting

Our 2025 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 1 July 2025 to 30 June 2026 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			
General disclosures			
2-1	Organisational details	Annual Report & Accounts 2026: www.haysplc.com/about-us	
2-2	Entities included in the organisation's sustainability reporting	Annual Report & Accounts 2026: Financials Statements – Notes to Hays plc Company Financial Statements – Subsidiaries pages 182 - 184	
2-3	Reporting period, frequency and contact point	Annual Report & Accounts 2026: Shareholder Information page 185	Our reporting period is from 1 July 2025 to 30 June 2026. We report on an annual basis
2-4	Restatements of information		The FY20 base-year figures were restated in the FY25 Annual Report to reflect

			updated methodologies and improvements in underlying data quality. No further restatements were made in FY26 in relation to current-year methodological updates. Refer to the FY25 Annual Report for details of the previous restatement.
2-5	External assurance	Annual Report and Accounts 2026: Independent Auditors Report page 138	Our external assurance for the financial statements as disclosures in the annual report and accounts are in our independent auditors report. 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. Our Basis of Reporting document and ERM CVS' Assurance Report are available on our website, www.haysplc.com/sustainability

Activities and workers			
2-6	Activities, value chain and other business relationships	Annual Report and Accounts 2026: Strategic Report Modern Slavery Statement 2026 www.haysplc.com/about-us	
2-7	Employees	Annual Report and Accounts 2026: Social page 48	Hays employees c. 8,100
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 2026: Governance pages 77-80	
2-10	Nomination and selection of the highest governance body	Annual Report and Accounts 2026: Governance page 89	
2-11	Chair of the highest governance body	Annual Report and Accounts 2026: Governance page 76	
2-12	Role of the highest governance body in overseeing the management of impacts	Annual Report and Accounts 2026: Governance pages 76-80	
2-13	Delegation of responsibility for managing impacts	Annual Report and Accounts 2026: Governance pages 82-83	
2-14	Role of the highest governance body in sustainability reporting	Annual Report and Accounts 2026: Governance pages 76-80 Annual Report and Accounts 2026: Governance page 102	
2-15	Conflicts of interest	Annual Report and Accounts 2026: Governance page 135	
2-16	Communication of critical concerns	Annual Report and Accounts 2026: Ethics and compliance page 45 Annual Report and Accounts 2026: Risk Management and Internal Control page 98 Annual Report and Accounts 2026: Principal Risks page 64	
2-17	Collective knowledge of the highest governance body	Annual Report and Accounts 2026: Chair of Board's Introduction to Governance page 76 Annual Report and Accounts 2026: Stakeholder Engagement page 86 Annual Report and Accounts 2026: Board induction, training and development page 93 Annual Report and Accounts 2026: Directors' key skills and experience pages 78 - 80	
2-18	Evaluation of the performance of the	Annual Report and Accounts 2026: Board effectiveness review page 88	

	highest governance body		
2-19	Remuneration policies	Annual Report and Accounts 2026: Remuneration Committee page 103	
2-20	Process to determine remuneration	Annual Report and Accounts 2026: Remuneration at a Glance page 106 Annual Report and Accounts 2026: Remuneration Committee Report page 117	
2-21	Annual total compensation ratio	Annual Report and Accounts 2026: CEO vs Employee Pay Ratio page 128	
Strategy, policy and practices			
2-22	Statement on sustainable development strategy	Annual Report and Accounts 2026: Sustainability in the world of work page 43 Annual Report and Accounts 2026: Key activities of the Board page 84 Annual Report and Accounts 2026: Sustainability Committee page 102	
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 2026: Business Ethics page 45	
2-25	Processes to remediate negative impacts	Annual Report and Accounts 2026: Policies, procedures, controls and guidance page 46 Annual Report and Accounts 2026: Audit & Risk Committee page 94	
2-26	Mechanisms for seeking advice and raising concerns	Annual Report and Accounts 2026: Business Ethics page 45 Annual Report and Accounts 2026: Audit and Risk Committee Report page 94	
2-27	Compliance with laws and regulations	Annual Report and Accounts – Principal Risks – Regulatory Compliance page 68	Any material litigation would be reported in the Annual Report and Accounts.

		Annual Report and Accounts 2026: Audit and Risk Committee Report page 94	
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 2026: Creating value for our stakeholders page 34 Annual Report and Accounts 2026: Stakeholder engagement page 86	
2-30	Collective bargaining agreements	Annual Report and Accounts 2026: Remuneration Report – Remuneration for employees below Board page 126 Annual Report and Accounts 2026: Principal Risks: Talent page 67 Annual Report and Accounts 2026: How the Board Monitors and assesses culture page 87	Due to the nature of our professional services business generally our people do not enter into collective bargaining agreements. Where we are required to do so by local legislation, we comply. We respect and value freedom of association and recognise the importance of being competitive as an employer. In respect of remuneration, 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.
Material topics			
3-1	Process to determine material topics	Annual Report and Accounts 2026: Materiality assessment pages 43-44 Annual Report and Accounts 2026: Creating value for our stakeholders page 34	
3-2	List of material topics	Annual Report and Accounts 2026: Materiality assessment pages 43-44	

Biodiversity			
101-1	Policies to halt and reverse biodiversity loss		We do not collect this data centrally to report.
101-2	Management of biodiversity impacts		We do not collect this data centrally to report.
101-3	Access and benefit-sharing		We do not collect this data centrally to report.
101-4	Identification of biodiversity impacts		We do not collect this data centrally to report.
101-5	Locations with biodiversity impacts		We do not collect this data centrally to report.
101-6	Direct drivers of biodiversity loss		We do not collect this data centrally to report.
101-7	Changes to the state of biodiversity		We do not collect this data centrally to report.
101-8	Ecosystem services		We do not collect this data centrally to report.
Climate			
102-1	Transition plan for climate change mitigation	Annual Report and Accounts 2026: Task Force on Climate-related Financial Disclosures pages 58-63	
102-2	Climate change adaptation plan	Annual Report and Accounts 2026: Task Force on Climate-related Financial Disclosures pages 58-63	
102-3	Just transition		Information not currently collected / unavailable
102-4	GHG emissions reduction targets and progress	Annual Report and Accounts 2026: Environment pages 53 - 56	
102-5	Scope 1 GHG emissions	Annual Report and Accounts 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	
102-6	Scope 2 GHG emissions	Annual Report and Accounts 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	
102-7	Scope 3 GHG emissions	Annual Report and Accounts 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	
102-8	GHG emissions intensity	Annual Report and Accounts 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	
102-9	GHG removals in the value chain		Information not currently collected / unavailable
102-10	Carbon credits		Information not currently collected / unavailable

Energy			
103-1	Energy policies and commitments	Annual Report and Accounts 2026: Environment pages 55 - 56	
103-2	Energy consumption and self-generation within the organisation	Annual Report and Accounts 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	
103-3	Upstream and downstream energy consumption		Information not currently collected / unavailable
103-4	Energy intensity		Information not currently collected / unavailable
103-5	Reduction in energy consumption	Annual Report and Accounts 2026: Environment page 56	
Economic performance			
201-1	Direct economic value generated and distributed	Annual Report and Accounts 2026: Chief Financial Officer's Review page 22 Annual Report and Accounts 2026: Financial Statements page 138	
201-2	Financial implications and other risks and opportunities due to climate change	Annual Report and Accounts 2026: Taskforce on Climate-Related Financial Disclosures (TCFD) report page 58	
201-3	Defined benefit plan obligations and other retirement plans	Annual Report and Accounts 2026: Financial Statements pages 168 - 170	
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. We continue to review our global people data and reporting capabilities as part of our broader commitment to transparency and responsible employment practices. 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		As a talent and HR Services business we contribute to the growth and success of the economies and communities in which we operate, helping tax revenues and skills development.
203-2	Significant indirect economic impacts	Annual Report and Accounts 2026: Sustainable business in the world of work page 43	
Procurement practice			
204-1	Proportion of spending on local suppliers		We do not collect this data centrally.
Anti-corruption			
205-1	Operations assessed for risks related to corruption	Annual Report and Accounts 2026: Risk management and internal control effectiveness page 98 Annual Report and Accounts 2026: Internal Audit page 98	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 2026: Ethics and compliance pages 45-46	
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,		There have been no material allegations or instances of anti-competitive

	and monopoly practices		behaviour, anti-trust or monopoly practices, nor legal action taken.
Tax			
207-1	Approach to tax	Annual Report and Accounts 2026: Tax approach page 47	
207-2	Tax governance, control, and risk management	Annual Report and Accounts 2026: Tax approach page 47 Annual Report and Accounts 2026: Audit and Risk Committee Report page 94	
207-3	Stakeholder engagement and management of concerns related to tax	Annual Report and Accounts 2026: Tax approach page 47 Annual Report and Accounts 2026: Creating value for our stakeholders page 34	
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.
301-2	Recycled input materials used		As above.
301-3	Reclaimed products and their packaging materials		As above.
Energy			
302-1	Energy consumption within the organisation	Annual Report and Accounts 2026: Hays' scope 1,2 and 3 emissions page 57	
302-2	Energy consumption outside of the organisation		We do not collate this information centrally.
302-3	Energy intensity		We do not collate this information centrally.
302-4	Reduction of energy consumption		We do not collate this information centrally.
302-5	Reductions in energy requirements of products and services		We do not collate this information centrally.
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.
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		We participate in environmentally related projects as part of our 'Helping for your tomorrow' community programme.
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 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	
305-2	Energy indirect (Scope 2) GHG emissions	Annual Report and Accounts 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	

305-3	Other indirect (Scope 3) GHG emissions	Annual Report and Accounts 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	
305-4	GHG emissions intensity	Annual Report and Accounts 2026: Hays Scope 1,2 and 3 emissions (1 July– 30 June reporting year) page 57	
305-5	Reduction of GHG emissions	Annual Report and Accounts 2026: Climate Action pages 52 - 57 Annual Report and Accounts 2026: Task Force on Climate-Related Financial Disclosures page 58	
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.
Spills			
306-3	Significant spills		Given the nature of our business this is not relevant.
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.
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		We have been enhancing our supplier selection and management processes to more strongly account for ESG. We are not yet able to report on this but are working towards doing so.
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	Annual Report and Accounts 2026: Our material sustainability topics page 44	Voluntary turnover rate for FY26 - 23% Involuntary turnover rate for FY26 - 11%
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 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.
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		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		Whilst we report on learning and development we do not disclose as per the specific 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 2026: Social page 48	
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 groupwide 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 2026: Board of Directors pages 78 – 80 Annual Report and Accounts 2026: Board diversity page 92	
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			
406-1	Incidents of discrimination and corrective actions taken	Annual Report and Accounts 2026: How the Board monitors and assesses culture page 87 www.haysplc.com/sustainability Human Rights Statement	We do not tolerate discrimination and have strategic and localised approaches to DE&I. We actively encourage 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 2026 Human Rights Statement	In furthering our risk understanding we 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 2026 Human Rights Statement	In furthering our risk understanding we 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 2026 Human Rights Statement	In furthering our risk understanding we 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			
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 indigenous 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		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		Supplier ESG screening processes continued to mature during FY26. Hays commenced the transition to EcoVadis as part of its responsible procurement programme, with 33 of the top 40 suppliers by spend assessed by year-end. Disclosure of the number or percentage of new suppliers screened using social criteria is not currently available.
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		The Company made no political donations during the financial year ended 30 June 2026 (2025: nil) and the Board intends to maintain its policy of not making such payments.
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		This is not considered relevant in our business context hence we do not report.

	information and labelling		
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	Cookies and Privacy Policy: www.haysplc.com/site-services/cookies-and-privacy-policy Annual Report and Accounts 2026: Principal Risks Reliance on technology / cyber security page 69 & data protection / privacy page 70	