Sustainability

Sustainable business *in the world of work*

Our Momentum strategy and commitment to sustainable business

At Hays, we aim to create societal value through lifelong partnerships that help people and organisations succeed. Our *Momentum* strategy is designed to strengthen our leadership in specialist recruitment and workforce solutions through a more focused, technology-enabled and insight-led approach. Sustainability is an important enabler of that strategy, helping us build trust, reinforce client confidence and create long-term value. To provide greater transparency and connectivity between sustainability and business performance, our sustainability disclosures are now included within this Annual Report, providing a consolidated view of our progress and commitments.

Delivering *Momentum* depends on a strong culture and a consistent way of working across Hays. Through the *Hays Way* and our Valued Behaviours, we set clear expectations for how we act, lead and make decisions, underpinned by trust, integrity, accountability, collaboration, client focus and curiosity. We are committed to sustainability in its broadest sense, guided by the United Nations Sustainable Development Goals (UN SDGs) and our participation in the United Nations Global Compact.

Our approach

In FY26, we commenced a review and refresh of our sustainability strategy to ensure that our activities are fully aligned with *Momentum* and continue to reflect our legal and regulatory duties, and the expectations of the clients, candidates, suppliers, colleagues, society and shareholders we serve. This work is being informed by our double materiality assessment (DMA) refresh, which is expected to be finalised in FY27 and is helping us assess our material impacts, risks and opportunities and determine where Hays can make the most meaningful contribution. While this work is finalised, we remain focused on delivering against our established commitments and strengthening the foundations for our refreshed sustainability strategy, including:

- Effective delivery across our established environmental, social and governance commitments
- Enhancing the quality and assurance readiness of our non-financial data
- Ensuring that delivery of our programme is supported by clear ownership, reporting and assurance processes
- Embedding our Valued Behaviours
- Further developing our corporate compliance and data protection frameworks

We use the UN SDGs to help frame our contribution to a more sustainable and equitable future, alongside our participation in the United Nations Global Compact. As part of our sustainability strategy refresh and updated double materiality assessment, we are reviewing how our activities, impacts and priorities connect to the SDGs and where Hays can make the most meaningful contribution. More information on the integration of the SDGs and our materiality assessment is provided in the Sustainability section of our website.

We report on our established objectives, targets and key performance indicators in this Annual Report and Accounts, and further information may be found on our website, www.haysplc.com/sustainability.

Materiality assessment

As part of our sustainability strategy refresh, during FY26 we continued to develop our DMA refresh to establish the environmental, social and governance impacts, risks and opportunities (IROs) most relevant to Hays, our stakeholders and our future reporting obligations.

The refresh has been informed by internal stakeholders and external advisers. Further work is underway, with the DMA refresh expected to be finalised in FY27. Its outputs will help refine our IROs and inform our refreshed strategy, governance, data and reporting roadmap.

We also continue to monitor relevant reporting developments, including ISSB S1 and S2, the incoming UK Sustainability Reporting Standards, the Australian Sustainability Reporting Standards and the evolving EU Corporate Sustainability Reporting Directive landscape, so that our approach remains proportionate, decision-useful and publication-ready.

External performance assessments

Benchmarks, ESG indices and ratings are helpful to understand our performance and inform improvement. In FY26, we continued to use external assessments and client expectations to prioritise the credentials that matter most for trust, market access and commercial credibility. These assessments also help us to benchmark our progress and continuously improve our sustainability performance.

Further sustainability information

Sustainability *continued*

Our key sustainability topics

Our Double Materiality Assessment (DMA) refresh is ongoing and will be finalised in FY27. Our previous DMA (completed in FY25), which was informed by feedback from key internal stakeholders on ESG-related topics, did not identify climate-related matters as one of Hays' most material topics. Hays continues to monitor and report its GHG emissions, emissions reductions, and climate transition and adaptation activities to meet regulatory requirements, support broader sustainability commitments, and respond to stakeholder expectations. Environmental sustainability remains an important consideration within our broader sustainability approach.

Reporting area	Description	Current Position
Data Security	Approach to identifying and addressing cybersecurity and data security risks	Hays identifies and manages cybersecurity and data security risks through established governance, risk management and operational processes. Continuous monitoring, risk assessments, and internal and external audits provide ongoing insight into the effectiveness of controls and support continuous improvement of our security posture.
Data Security	Policies and practices relating to the collection, use, retention and protection of client information	We maintain policies, standards and controls designed to safeguard information throughout its lifecycle and support compliance with applicable legal, regulatory and contractual requirements. Appropriate governance, awareness and security measures help maintain stakeholder confidence and trust.
Data Security	Number of data breaches, percentage involving client data, and number of clients affected	No material data breaches.
Workforce Diversity and Engagement	Voluntary and involuntary colleague turnover rate	Voluntary turnover rate for FY26 – 23%[1] Involuntary turnover rate for FY26 – 11%[1]
Workforce Diversity and Engagement	Colleague engagement score or equivalent engagement measure	Our overall colleague engagement score is 67% as of March 2026. For additional information, see the Colleague Engagement section of this report, page 86
Professional Integrity	Approach to ensuring professional integrity, ethical conduct and compliance	Our approach to ensuring professional integrity is comprised of several core policies, including: • Group Code of Ethics and Conduct • Supplier Code of Conduct • Raising Concerns at Work Policy • Anti-bribery and Corruption Policy • Competition Compliance Policy • Fraud Policy • Prevention of Facilitation of Tax Evasion Policy • Internal Data Protection Policy • Data Retention Policy • Responsible Use of AI in the Workplace Policy • AI Prohibited Use Cases • AI Ethics Statement • Securities Dealing Code • Health, Safety and Wellbeing Standard • Treating Each Other With Respect Standard https://www.haysplc.com/sustainability/governance/policies Our Group Code of Ethics and Conduct and associated policies are strengthened by our Ethics and Integrity training programme and global intranet guidance materials.
Professional Integrity	Monetary losses associated with legal proceedings or regulatory matters relating to professional integrity	Refer to our Financial Statements. In FY26, no material monetary losses were incurred relating to professional integrity.
Professional Integrity	Percentage of colleagues trained on ethics & integrity	In FY26, 75% of Hays colleagues[2] completed ethics & integrity training.

1. Please note that the turnover figures are not representative of the entire group and includes only the average across the following regions: Australia, Germany, UK, USA, Italy, Spain, France, Poland, Japan, Austria, Switzerland.
2. Of Hays colleagues required to complete training.

Core policies

Accreditations and Ratings

- certified to ISO 14001:2015 in UK&I
- certified to ISO 50001:2018 in UK&I
- certified to ISO 37301:2021 in Germany & Austria
- certified to ISO 9001:2015 in Australia
- certified to ISO 45001:2018 in Australia
- Hays earned a Bronze rating from EcoVadis https://recognition.ecovadis.com/2ZZU-fLQNkSWlllvOVe-bQ

Governance, leadership and oversight

Our Board of Directors plays a crucial role in overseeing and assessing our approach to sustainability, corporate ethics and compliance, and in ensuring that our policies, procedures and controls are fit for purpose and aligned with our purpose, strategy and Valued Behaviours. During FY26, we reviewed our sustainability governance arrangements to strengthen executive ownership, simplify accountability and better connect delivery to strategy, risk management and reporting integrity.

As our sustainability governance matures, we are moving towards a model where sustainability is overseen through the Board and its Committees as part of the ordinary governance framework. Under the revised framework, the Sustainability Committee will be moved from Board to ELT level, with the Board retaining overall responsibility for sustainability strategy and its alignment with the Group's purpose, Valued Behaviours, culture and long-term strategy. The Audit & Risk Committee will oversee sustainability and ESG reporting, related assurance activities and the controls and processes that support ESG data and disclosures. Other Board Committees will consider sustainability-related matters where relevant to their respective remits.

This approach is intended to maintain clear Board-level accountability while embedding day to day responsibility for delivery, coordination and monitoring at executive level. Further information on Board Committees can be found in the Governance Report, on page 76.

Global Compliance & ESG function

In FY26, the Group Sustainability and Group Ethics & Integrity teams came together to form the Global Compliance & ESG function, creating a more aligned, strategic and efficient structure. By combining expertise across sustainability, ethics, compliance, ESG reporting, and human rights, the function is better positioned to support *Momentum* and deliver practical, impactful, and consistent guidance to colleagues and regions.

The team

The Global Compliance & ESG function is led by our Director of Compliance & ESG, who reports directly into the Executive Leadership Team, with a dual reporting line to the Chair of the Audit & Risk Committee. The Director of Compliance & ESG is supported by regional compliance & ESG teams across UK&I, Americas, APAC and Europe, and a global network of Integrity Champions. This model supports consistent implementation while enabling local ownership, feedback and practical adoption.

The function also works closely with other Group functions, including People & Culture, Risk, Group Internal Controls, Internal Audit, Company Secretarial, Data Protection, Finance, Legal, Candidate Compliance, Technology, Procurement, Investor Relations and Marketing, helping to connect ESG, compliance and business delivery across the Group.

Ethics and compliance

Ethics and compliance is central to how we deliver *Momentum*. It helps Hays protect trust, make better decisions, manage risk and create long-term value for clients, candidates, suppliers, colleagues, shareholders and the wider communities we serve.

We are proud of the progress we have made in strengthening this foundation. During FY26, we continued to strengthen our governance framework, established the Global Compliance & ESG function and launched our Valued Behaviours across the Group. The *Hays Way* and our Valued Behaviours set clear expectations for how we work, lead and deliver success for our clients and candidates: Be Better Together, Be Bold and Curious, Own the Outcomes and Champion the Customer.

Our commitment to ethics and integrity extends beyond our own operations and informs how we contribute to broader sustainability goals. As a signatory to the UN Global Compact, we support its Ten Principles on human rights, labour, the environment and anti-corruption. We are committed to embedding those principles into our strategy, culture and day-to-day operations, and to supporting broader sustainable development goals, including the SDGs.

Compliance Management System

This is designed to support the continuous improvement of our programme, so that risks can be identified, assessed and addressed in a more consistent way over time. In FY26, we launched a new compliance risk assessment procedure to our regions, building on our previous risk assessment activities. The new risk assessment process covers risks including fraud, bribery and corruption, sanctions and trade controls, competition law, tax evasion, and modern slavery and supports a more consistent assessment of activities and controls across our regions.

We monitor and review the effectiveness of our compliance programme through policy governance, training activity, Speak Up themes, regional feedback, internal controls and assurance activity. Findings and feedback are used to strengthen guidance, controls, communications and future programme priorities.

Sustainability *continued*

Policies, procedures, controls and guidance

Through our Group policies, procedures, controls and guidance, we seek to establish consistent ethical business behaviours, standards and practices across our organisation. Our Group policies, procedures and guidance are made available on the Group and local intranets. All Hays colleagues are expected to comply with our Group Code of Ethics and Conduct and associated policies, as well as applicable laws and regulations, regardless of location. Failure to observe these requirements may result in disciplinary action, up to and including dismissal.

Compliance risk management framework

Our framework has been designed to facilitate the continuous assessment and feedback of our programme, to ensure that risks are identified and addressed on an ongoing basis. We adopt a risk-based approach to the design and implementation of the programme, aligning with applicable laws and regulations, and key guidance from relevant authorities and international bodies.

Our compliance risk management framework

Training and awareness

Training and awareness is key to embedding our policies and helping colleagues apply them in practice. In FY26, we:

- launched reimagined ethics and integrity training globally to support colleagues in understanding our Code of Ethics and Conduct, how to raise concerns, and key topics including bribery and corruption, fraud, and conflicts of interest.
- launched modern slavery training globally to help colleagues identify risks, understand escalation routes and support responsible recruitment and supply chain practices.
- developed guidance, communications and practical resources on key compliance topics including contact with competitors and dawn raids, fake workers, confidentiality, modern slavery, bribery and corruption, gifts and entertainment, and conflicts of interest.

These programmes sit alongside training on data protection and the facilitation of tax evasion.

Hays' policy framework includes a suite of compliance policies and associated procedures

The Hays Way – our foundation is built on trust and integrity

Our Valued Behaviours

Code of Ethics & Conduct and Supplier Code of Conduct

Our supporting policies and standards

- Anti-Bribery and Corruption Policy
- Fraud Policy
- Competition Compliance Policy
- Prevention of Tax Evasion Policy
- Internal Data Protection Policy & Data Retention Policy
- Securities Dealing Code
- Responsible Use of AI in the Workplace Policy, AI Prohibited Use Cases, and AI Ethics Statement
- Health, Safety and Wellbeing Standard
- Treating Each Other With Respect Standard

Underpinned by our Raising Concerns at Work Policy

Our Speak Up programme

We are committed to building a culture where colleagues and third parties feel safe and supported to speak up. Our Speak Up programme is a key part of our compliance framework, helping Hays to identify issues, learn from concerns and strengthen the way we operate.

We provide colleagues and third parties with access to a confidential reporting channel, managed by an independent third party (Safecall) and available by telephone or online, 24 hours a day, 365 days a year. Speak Up reports may be made anonymously in more than 100 languages, where permitted by local law. Speak Up reports can be raised to Safecall via the following link: https://www.safecall.co.uk/file-a-report/.

Speak Up reports are reviewed and managed in line with established procedures, with appropriate investigation, remediation and escalation where required. Significant Speak Up reports and emerging themes are reported to senior management and, where appropriate, to the Board to support effective oversight. Themes, trends, and outcomes are used to inform improvements to our controls, guidance, training and culture. The Group does not tolerate retaliation against anyone who decides to speak up in good faith.

Speak Up reporting line

Our business partners and responsible sourcing

We expect our suppliers to maintain high ethical standards and to operate in a legally compliant and professional manner, as set out in our Supplier Code of Conduct. We expect our suppliers to promote similar standards in their own supply chain.

Third-party risk management is currently supported by a range of local and functional procedures across the Group. In FY26 we developed a new global third-party risk procedure to support greater consistency in how relevant risks are identified, assessed, managed and monitored across Hays. This will be implemented in FY27.

Our Supplier Code of Conduct is available here: https://www.haysplc.com/sustainability/governance/suppliers.

Data protection

Secure systems, responsible use of data and robust working practices are central to client, candidate and colleague trust, and to our ability to use data, technology and AI responsibly.

During FY26, we completed a Group-wide data protection maturity assessment and agreed a multi-year roadmap to strengthen our data protection capability. This work will deliver improved risk mitigation, greater consistency and a stronger foundation for data protection across Hays.

Effective data protection and responsible use of AI are closely linked, particularly within the recruitment industry. To support this, we have expanded the remit of our Group-wide data protection team to also be responsible for AI governance, thereby bringing a consistent risk management strategy across these two core pillars of strategic enablement.

Human Rights

Our Human Rights Statement sets out our commitment to respecting internationally recognised human rights and is available on our website, www.haysplc.com/sustainability.

In FY26, we strengthened our human rights framework by developing refreshed policies covering human rights, modern slavery and third-party risk, supported by new guidance and escalation procedures for identifying, preventing, mitigating and responding to modern slavery and other human rights risks. These policies, together with our Supplier Code of Conduct, are designed to provide clear expectations for colleagues, suppliers and business partners and to support more consistent due diligence, risk management and escalation across our operations and supply chain. They will be published in FY27 following formal approval.

In FY26, we also reviewed and refreshed the membership of our Modern Slavery Working Group to make it more global in scope, enhancing cross-regional ownership. Our partner, the Slave-Free Alliance, participates in these sessions as a standing member, providing external insight and presenting to the group on key modern slavery topics and approaches.

This work has been complemented by continued activity across our modern slavery programme. Further details and progress on our modern slavery and human trafficking prevention programme can be found in our Modern Slavery Statement, available on our website, www.haysplc.com/sustainability.

Modern Slavery Statement

Tax approach

As a global business, Hays understands that tax is an important contribution to the societies and economies in which we operate. Our total tax contribution extends beyond the tax we pay on our profits and includes the wider taxes we bear and collect through our business activities, including employment taxes, social security contributions, indirect taxes and other statutory payments. This broader contribution supports public finances and reflects the scale of our role as an employer, service provider and responsible corporate citizen.

Our approach to tax is grounded in responsible business conduct, good governance and transparency. We are committed to complying with applicable tax laws, managing tax risks appropriately and maintaining open and cooperative relationships with tax authorities. We do not condone any criminal evasion of tax. Tax decisions are made in support of genuine commercial activity and are subject to appropriate oversight and control. This approach reflects our commitment to operating sustainably and responsibly for the benefit of our stakeholders.

For more information, please refer to our Tax Strategy which is available at www.haysplc.com/governance.

Sustainability *continued*

Sustainable business *highlights FY26*

As a people business, our greatest impact is through the world of work: helping people access opportunity, supporting clients with the talent and skills they need, building inclusive and engaging workplaces, and strengthening trust, fairness and responsible business practices across our operations and supply chain. We also recognise our responsibility to reduce our environmental impact and support the transition to a lower-carbon economy through stronger climate data, supplier engagement and practical action across our business.

Social

In FY26, our social priorities focused on embedding our Valued Behaviours and bringing the *Hays Way* to life through our people: strengthening colleague listening, launching our leadership framework and *Leading Better Together* series, and building inclusion, wellbeing and belonging into how we work.

Volunteering hours	Volunteering participation	Women in leadership	Engagement score	Our colleagues
8,877	**22%**	**43.8%**	**67%**	**c.8.1k**
FY25: 13,602	FY25: 27%	FY25: 44.9%	FY25: 70%	FY25: c.9.5k

FY26 objective	Progress and delivery
Deliver FY26 priorities within the Hays global People & Culture strategy to accelerate talent attraction, retention and engagement. **Status: Delivered**	• Implemented key FY26 People & Culture priorities, including a strengthened global listening strategy comprising of our annual Your Voice, mid-year Pulse and monthly Heartbeat engagement surveys, providing more continuous insight into our colleague experience. • We launched our global People Standards, Treating Each Other with Respect, and Health, Safety and Wellbeing, establishing consistent expectations for inclusion, wellbeing and psychological safety across Hays. • We also continue to invest in skills and career development, helping to create a more consistent colleague experience globally and supporting our talent attraction, retention and engagement.
Launch and embed our new Valued Behaviours and leadership framework, to improve the engagement and performance of our colleagues. **Status: Delivered**	• Successfully launched our four global Valued Behaviours and new leadership framework, creating a clear and consistent approach to how we work, lead and deliver success across our business. • We launched *Leading Better Together*, a global leadership and culture program for more than 700 of our senior leaders, equipping them to role model our Valued Behaviours, foster inclusive and psychologically safe environments, and drive high performance across their teams and markets.
Revisit and refresh our Global Inclusion strategy so this is aligned to our priority of building inclusion into everything we do, and ensuring colleagues have a sense of belonging, regardless of their background or characteristics. **Status: In progress**	• Refreshed our Global Inclusion strategy and established clear priorities and foundations for action, which is set to be released in FY27. • Inclusion, accessibility, mental health and wellbeing have been further embedded into our People Standards, leadership expectations and business transformation programmes, supported by increased engagement with underrepresented groups through listening and a new partnership with the Business Disability Forum to strengthen accessibility across our systems, processes and behaviours. • We have risen to 25th place in the FTSE 250 Women Leaders Review ranking, up from 43rd last year, while continuing to exceed the review's target of 40 percent women representation on our Board and in senior leadership • Achieved 97th place in the FT-Statista 2026 Diversity Leaders ranking, remaining among the top 100 organisations recognised for advancing diversity, equity and inclusion across Europe • Achieved a score of 78% (Upper Tier 2) in the 2026 CCLA Corporate Mental Health Benchmark and continued to strengthen mental health and wellbeing support across our business, including investment in Mental Health First Aider networks in multiple regions, with approximately one MHFA for every 23 colleagues in our UK&I business, alongside the launch of a Mental Health Policy and Suicide Prevention Toolkit

FY26 objective	Progress and delivery
Inspire and enable our colleagues to give back, delivering at least 15,000 volunteering hours and attaining a 25%+ participation rate. **Status: Not delivered**	• During the reporting period, Hays recorded 8,877 volunteering hours, equating to an average of 4.8 volunteering hours per participating colleague, with our colleagues achieving a 22% participation rate. • While the targets of 15,000 volunteering hours and a participation rate of over 25% were not met, colleague engagement in volunteering and community initiatives remained strong. • Performance was delivered against a backdrop of challenging global market conditions, with organisational priorities focused on net fee and profit protection, while colleagues were also focused on maintaining individual performance and variable pay opportunities. • Despite these pressures, Hays sustained a high level of commitment to volunteering, demonstrating the continued dedication of its colleagues to supporting communities and creating positive social impact.
Further community impact with 'Helping for your tomorrow' reaching more than 25,000 individuals and exceeding 150,000 community hours. **Status: Not delivered**	• The Helping for Your Tomorrow programme reached over 15,000 individuals and generated 72,034 community hours during the reporting period. • Although the revised targets of 25,000 individuals reached and 150,000 community hours were not met, the programme continued to make a positive contribution to communities through a range of social impact initiatives

Future target outcomes

As our Compliance and ESG programme continues to mature, and in line with our *Momentum* strategy, we are evolving from annual commitments towards a smaller number of long-term strategic outcomes. We recognise that many of the environmental, social and governance issues that matter most to our stakeholders require sustained focus and delivery over several years.

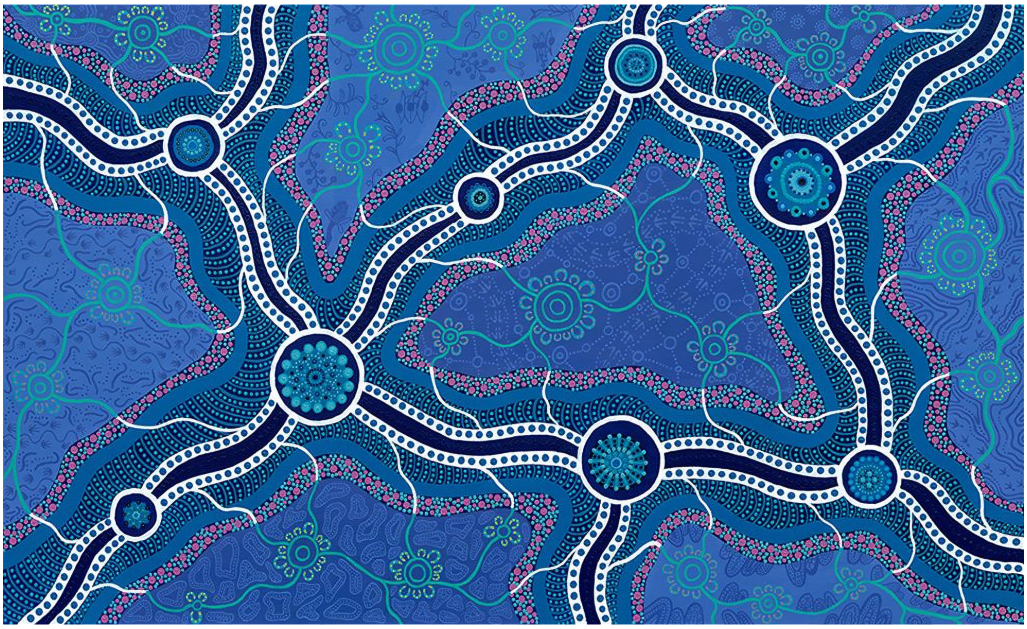
Our FY30 outcomes, on page 54 are designed to focus on the areas where Hays can create the greatest long-term value for clients, candidates, colleagues, shareholders and wider society. Progress will be supported by measurable annual KPIs and reported transparently each year as our capabilities and reporting maturity continue to develop. This approach reflects our commitment to providing reliable, decision-useful information while remaining focused on practical delivery and meaningful outcomes.

Our Priority SDGs

3 GOOD HEALTH AND WELL-BEING
5 GENDER EQUALITY
4 QUALITY EDUCATION
10 REDUCED INEQUALITIES

Commitment to the UN Global Compact

Principle 5 – the elimination of discrimination



Case study: Creating opportunities with Down Syndrome Ireland

Case study: Award-winning efforts across the globe

Image:
Better Together: Connecting Futures

Artist: Kaide Wheelock (Yamatji, Wajarri and Badimaya)

Sustainability *continued*

Governance

In FY26, we continued to build on our foundations of trust and integrity, strengthening the governance, controls and responsible business practices that support how we operate. This included progressing our ethics and compliance programme, advancing data protection & AI governance, and further developing our approach to human rights and modern slavery.

No. of speak-ups received by safecall or integrity team	No. of colleagues completed modern slavery training	No. of colleagues trained on ethics and integrity topics
25	**6,126**	**3,340**
FY25: 17		

FY25 objective	Progress and delivery
Formulate action plan to implement improvements as per the Slave-Free Alliance (SFA) recommendations and progress in priority areas. **Status: In progress**	• Modern Slavery Working Group strengthened, with wider global representation, supported by SFA attendance, insights and guidance. • Modern slavery training rolled out globally, with 90% completion, based on those required to complete the training, in FY26. • Group wide engagement to support global Anti-Slavery Day. • Design of new or updated policies, procedures and guidance on human rights and modern slavery. • Further information on our progress and ongoing commitment to modern slavery can be found in our FY26 Modern Slavery statement on our website. • Ongoing works are taking place to formalise an action plan for our modern slavery programme, which will be developed in FY27.

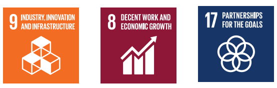
FY26 objective	Progress and delivery
Further design, communicate and drive a programme of digitisation focused on differentiated client and candidate experiences, efficient and effective operations and stronger ESG credentials, using data, technology and AI **Status: In progress**	• Progressed development of our next generation *Hays Digital platform*. We have rolled out AI agents to provide our consultants with best-in-class tools and provide powerful and personalised insights to our clients. • Hays are progressing their Information Management System in line with ISO 27001:2022, with internal assessments and evidence development underway, and remain on track to achieve full certification in December 2026. • Hays continue to maintain alignment with Cyber Essentials requirements and updates that support future certification readiness.
Align the identified impacts, risks and opportunities (IROs) within the delivery of the Hays global strategy, preparing to meet the incoming reporting requirements of the EU CSRD and adoption of ISSB standards **Status: In progress**	• Commenced refresh of our double materiality assessment, identifying the impacts, risks and opportunities most relevant to Hays, our stakeholders and future reporting obligations. This is due to be finalised in FY27. The outputs from this work are being integrated into our refreshed sustainability strategy and used to inform governance, data, reporting and assurance priorities, helping us focus on the areas where Hays can make the most meaningful contribution.
Complete the Group-wide data protection maturity assessment, with a view to roadmap the required activities to position Hays as a leader in data protection **Status: Delivered**	• Maturity assessment has been completed. We have agreed a roadmap to further focus our Data Protection capability and maturity. • We are already achieving benefits from our enhanced approach through successful risk mitigation strategies, and delivery of improvements in Data Protection compliance.

FY26 objective	Progress and delivery
Develop an updated ethics and compliance programme roadmap, to ensure it reflects Hays' global strategy, purpose and valued behaviours, and supports continuous improvement and the efficient and timely implementation of recommendations. **Status: Delivered**	• We developed and launched our refreshed Ethics & Compliance programme roadmap, aligned to Hays' global strategy, purpose and valued behaviours. Implementation commenced during FY26, supported by strengthened governance and progress across key programme priorities.
Establish a new Sustainable Procurement Working Group and formulate an action plan to promote stronger commercial, ethical and compliance awareness and opportunities, within our supplier base **Status: In progress**	• Established the Sustainable Procurement Working Group, providing a cross-functional platform to strengthen oversight of supplier-related commercial, ethical, compliance and sustainability risks. • Used the Working Group to commence supply chain mapping in EcoVadis and to build greater visibility of supplier risk and opportunity across the Group. • Commenced the review and enhancement of our third-party risk procedures to support a more consistent approach to identifying, assessing, managing and monitoring supplier and business partner risks. • Reviewed and prepared updates to our Supplier Code of Conduct and Human Rights Statement, to provide clearer expectations for suppliers and business partners. • These activities will be further progressed in FY27 under our revised governance structure, with responsible procurement forming a greater focus as the global procurement function matures.
Launch and commence global roll-out of new modern slavery training in line with the action plan developed by the Modern Slavery Working Group, in conjunction with continued progress with the Slave-Free Alliance across our six improvement areas **Status: Delivered**	• Launched modern slavery training globally, achieving a 90% completion rate of those required to complete the training, in FY26 • Continued delivery of the modern slavery action plan through the Modern Slavery Working Group and our ongoing partnership with the Slave-Free Alliance.
Complete the refresh of our policies relating to modern slavery, to ensure alignment. **Status: Delivered**	• Developed refreshed policies covering human rights, modern slavery and third-party risk, supported by new guidance and escalation procedures to strengthen governance and promote a more consistent approach across the Group.

Future target outcomes

As outlined in the Social section (see page 48), we are evolving from annual commitments towards longer-term strategic outcomes. The FY30 outcomes can be seen on page 54.

Our Priority SDGs



Commitment to the UN Global Compact

Principle 1 – protection of internationally proclaimed human rights

Principle 2 – not be complicit in human rights abuses

Principle 3 – uphold freedom of association and right to collective bargaining

Principle 4 – elimination of all forms of forced and compulsory labour

Principle 5 – effective abolition of child labour

Principle 10 – work against all forms of corruption, extortion and bribery

Case study:
Raising awareness of modern slavery across Europe

Case study:
Strengthening data protection awareness in recruitment across Europe

Environment

We recognise that people, planet and economy are interconnected. In FY26, we commenced a review of our sustainability strategy to ensure our environmental priorities remain aligned with *Momentum*, our stakeholder expectations and the evolving reporting landscape. This review is helping us focus on the areas where Hays can make the most meaningful contribution, including climate data quality, supplier engagement, transition planning and clear governance over delivery.

CDP climate score	Scope 1 & 2 GHG emissions	Total GHG emissions	Scope 3 GHG emissions Purchased Goods and Services & Capital Goods
B	**-54%**	**27,922**	**-36%**
FY25: B Management Level	against FY20	FY25: 37,071	against FY20

FY26 objective	Progress and delivery
Develop an SBTi-approved Net Zero target and associated transition plan. **Status: In progress**	• Carbon reduction planning and analysis to inform target setting commenced with external provider Greenly. Proposal developed for formulating transition plan. Work to be carried over and finalised in FY27.
Target carbon literacy and engagement across leadership population. **Status: In progress**	• Initial training proposal considered for the Top 700 leaders but looking to refocus approach with deployment in FY27 to allow for more appropriate timing given context and business changes.
Direct supplier engagement on climate with our strategic business partners and within the top 25 suppliers relevant to our Scope 3 emission reduction target for purchase of goods and services and capital goods. **Status: In progress**	• Supplier engagement programme initiated through direct engagement by the Compliance and ESG team and utilisation of the Carbon Module within the EcoVadis platform used for supplier ESG assessments, with full delivery across strategic business partners and the top 25 suppliers relevant to our Scope 3 emissions reduction target planned for FY27.
Revisit with relevant data sets and forecasts our consideration of our climate risks and opportunities including the pricing of externalities. **Status: In progress**	• Climate risk and opportunity work initiated centrally, including identification of relevant datasets and development of a cross-functional data collection plan covering technology and IT infrastructure, clients and markets, financials, and economic context. A comprehensive review of climate-related risks and opportunities within the Task Force on Climate-related Financial Disclosures (TCFD) section of our report, including the pricing of externalities, is planned for completion by FY27.
Recalibrate the time and resource investment, with the opportunities relevant to key growth sectors and markets, that are fundamental to the Green Economy transition. **Status: Delivered**	• Decision in FY26 to no longer approach as a separate globally driven specialism with structural business changes and regional integration of Enterprise Client Management. Support of the Green Economy and opportunities realised through an integrated approach noting Hays alignment with leading transition sectors including Technology, Construction & Property, Engineering and Finance. Specific sustainability focus pursued where most relevant including in the UK and Germany.

FY26 objective	Progress and delivery
Achieve a 50% reduction in Scope 1 & 2 emissions by 2026 versus 2020 baseline, as approved by the SBTi (1.5°C trajectory). **Status: Delivered**	• By FY26, Scope 1 and 2 emissions had reduced by 54% on a market-based basis and 46% on a location-based basis compared with the 2020 baseline. This outcome is associated with a range of factors, including ongoing efforts to improve energy efficiency, changes in energy procurement and the decarbonisation of electricity supplies in certain markets. Comparisons between FY20 and FY26 are also affected by the methodology update associated with the transition from ClimatePartner to Greenly for emissions calculations.
Achieve a 50% reduction in Scope 3 emissions from Purchased Goods and Services & Capital Goods by 2030 versus 2020 baseline, as approved by the SBTi (1.5°C trajectory). **Status: In progress**	• By FY26, emissions from purchased goods and services and capital goods decreased by 36% compared with the 2020 baseline. This outcome is associated with a range of factors, including procurement-related activities, changes in supplier emissions and broader market developments. Comparisons between FY20 and FY26 are also affected by the methodology update associated with the transition from ClimatePartner to Greenly for emissions calculations.
40% reduction in absolute Scope 3 emissions from business travel by 2026 against a 2020 baseline, as approved by the SBTi in line with a 1.5°C trajectory. **Status: Delivered**	• By FY26, business travel emissions were 63% lower compared with the 2020 baseline, compared with Hays' science-based target of a 40% reduction by 2026. This outcome is associated with a range of factors, including changes in travel activity, evolving ways of working and broader business developments over the period. Comparisons between FY20 and FY26 are also affected by the methodology update associated with the transition from ClimatePartner to Greenly for emissions calculations.
Invest in beyond-value-chain mitigation projects in relation to emissions that equate to our Scope 1 & 2, Scope 3 business travel and Scope 3 transition and distribution losses, until at least 2026. **Status: Not delivered**	• Hays did not invest in beyond-value-chain mitigation projects that equated to our Scope 1 & 2, Scope 3 business travel and Scope 3 transition and distribution losses during FY26. During the year, the Group transitioned to Greenly as its carbon management provider and undertook a review of its approach to carbon management and climate reporting. Hays remains focused on reducing emissions across its operations and value chain and will continue to assess its future approach to beyond-value-chain mitigation activities.

Future target outcomes

As outlined in the Social section (see page 48), we are evolving from annual commitments towards longer-term strategic outcomes. The FY30 outcomes can be seen on page 54.

Our Priority SDGs

13 CLIMATE ACTION

11 SUSTAINABLE CITIES AND COMMUNITIES

Commitment to the UN Global Compact

Principle 7 – support a precautionary approach to environmental challenges

Principle 8 – promote greater environmental responsibility

Principle 9 – encourage environmentally friendly technologies

Case-study:
Encouraging sustainable behaviours in France

Our FY30 Target Outcomes

What we are committing to	KPIs	How this creates long term value
Climate Transition Establish refreshed science-based climate targets and deliver a credible transition plan that supports Hays' long-term pathway to net zero.	• Approval of refreshed science-based targets • Development and implementation of a climate transition plan • Annual progress against emissions reduction targets • Delivery of key climate-related milestones	Climate change continues to present both risks and opportunities for businesses. Clear targets, credible transition planning and transparent reporting help strengthen resilience, support stakeholder confidence and demonstrate preparedness for a lower-carbon economy.
Workforce & Economic Transition Create measurable social and economic value by improving access to employment, developing skills and connecting organisations with the talent needed for workforce, technological and sustainability transitions.	• Workforce transition placements • Sustainability-related and future-skills placements • Social value outcomes delivered through client and community programmes • Employability and skills-development initiatives • Implement the Global Inclusion strategy across operations and supply chains	Hays plays a unique role in connecting people, skills and opportunity. Supporting workforce transition and addressing critical skills shortages strengthens our relevance to clients, contributes to economic growth and creates measurable social value through the world of work.
Trusted Governance & Reporting Build a globally consistent compliance, governance and reporting framework that provides reliable, decision-useful information for stakeholders and supports responsible growth.	• Compliance Management System implementation and maturity • Reporting and assurance capability development • ESG data quality and assurance coverage • Progress against selected external assessments and benchmarks • Uplift in AI Governance integration across the *Hays Digital Platform* programme	Strong governance, effective controls and reliable information help protect our licence to operate, support client and investor confidence, and enable informed decision-making across the business.

Measuring progress

The KPIs reported against each outcome may evolve over time as our data, systems and reporting capabilities mature. Where methodologies, coverage or assumptions are developing, we will report transparently on progress, limitations and actions underway. Our objective is to provide stakeholders with a transparent and decision-useful assessment of performance.

Climate commitment and reporting

We recognise the importance of driving meaningful climate action, minimising our environmental impact and supporting the transition to a lower-carbon economy. Our climate approach focuses on improving the quality of our greenhouse gas (GHG) data, reducing emissions across our operations and value chain, engaging suppliers and landlords, and strengthening governance over climate-related risks, opportunities and reporting.

Our existing science-based targets were approved by the Science Based Targets initiative (SBTi) and are aligned with a 1.5°C pathway. 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.

Climate-related risks, opportunities and reporting matters are managed through our revised sustainability governance framework, as described in the Governance, leadership and oversight section on page 45.

We continue to report in line with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard and UK Streamlined Energy and Carbon Reporting requirements. We apply an operational control approach and report Scope 1, Scope 2 and relevant Scope 3 categories. During FY26, we transitioned our carbon accounting and climate data management process to an external service provider, Greenly, to support more consistent data collection, calculation, review and reporting across markets, and to provide a stronger basis for future target setting, supplier engagement and transition planning.

Selected FY26 GHG emissions metrics have been subject to limited assurance by ERM Certification and Verification Services Limited ('ERM CVS'). Further detail on methodology, scope, assumptions, restatements and assured metrics is provided in the methodology notes accompanying the FY26 GHG emissions table and in the FY26 Assurance Report.

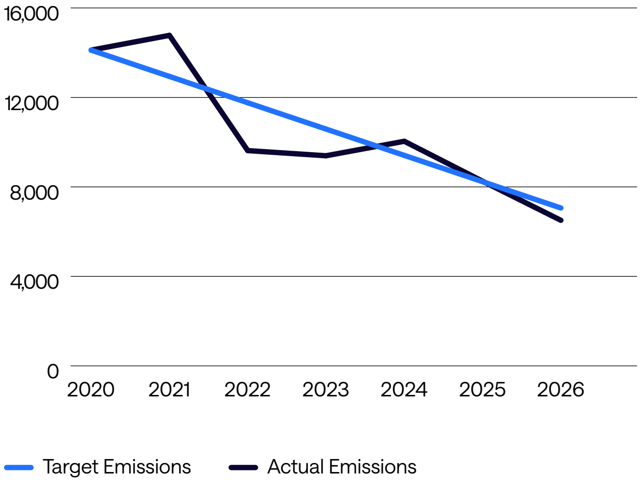
In the CDP Climate Change assessment, Hays maintained a score of B. In FY26, we also achieved an EcoVadis Bronze rating with 65 points, reflecting continued external recognition of our wider sustainability management approach.

The three graphs show our progress against our SBTi targets with actual GHG emissions plotted against the target trajectory.

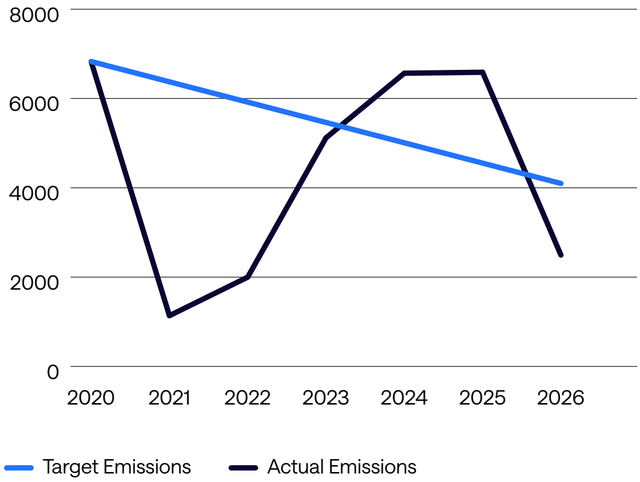
Our climate targets and commitments:

- 50% reduction in Scope 3 emissions from purchased goods, services & capital goods by 2030 versus 2020 baseline, as approved by the SBTi (1.5°C trajectory)
- transition to 100% renewable energy where there is a viable market solution for electricity supply

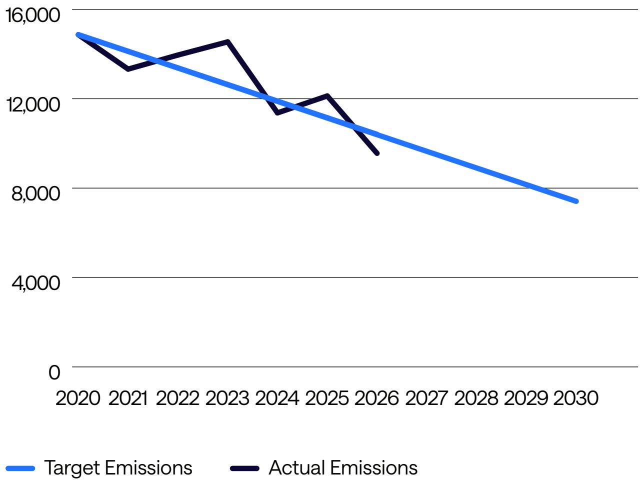
Combined Scope 1 & 2 GHG emissions (market-based) (tCO_2e)



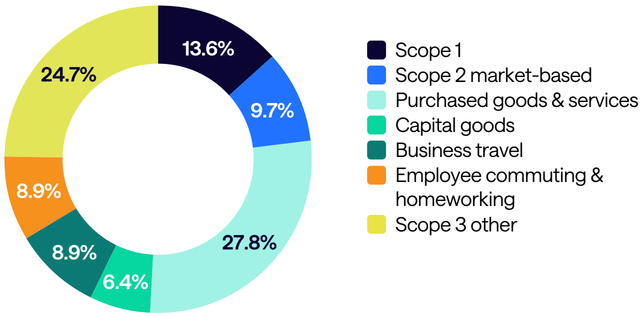
Scope 3 GHG emissions from business travel (tCO_2e)



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



Carbon emissions hotspots



We focus our climate activity on the emission sources that contribute most materially to our total Group emissions. Our key emissions hotspots continue to include:

- Purchased goods and services
- Capital goods
- Business travel
- Employee commuting and homeworking
- Office energy consumption
- Fleet-related emissions

Our reduction levers include improving data quality, engaging suppliers, working with landlords on energy data and renewable electricity options, improving office energy efficiency, transitioning fleet vehicles where feasible, applying sustainable travel principles, and improving colleague and leadership awareness of climate impacts and choices.

During FY26, we strengthened the foundations for supplier engagement through the Sustainable Procurement Working Group, direct engagement by the Compliance & ESG team and use of supplier-related ESG assessment tools. This activity supports our longer-term Scope 3 reduction target and will continue to be developed in FY27.

Our adoption of renewable electricity supplies for our offices was 40% in FY26, compared with 37% in FY25. We continue to pursue renewable electricity where there is a viable market solution and where the use of renewable electricity can be appropriately substantiated.

Carbon Reduction Plan

Progress against our targets

Our progress against our climate targets has been mixed. We have made progress in reducing emissions in some areas, supported by energy efficiency measures, increased use of renewable electricity where available, changes in our office footprint, and the gradual transition of parts of our car fleet. Reported emissions reductions reflect both these operational improvements and updates to calculation methodologies following the transition from ClimatePartner to Greenly. Comparisons with prior years should therefore be interpreted in this context.

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.

Sustainability *continued*

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.

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.

Overall, our total Scope 1, 2 and relevant Scope 3 emissions were 27,922 tCO_2e in FY26, compared with 37,071 tCO_2e in FY25 and 51,503 tCO_2e in the 2020 baseline year. Our total emissions intensity per FTE was 3.28, compared with 3.59 in FY25.

Our adoption of renewable energy supplies for our offices is reported at 40%. While renewable electricity is sourced across a number of key markets, a significant proportion of the Group's electricity consumption remains without substantiated renewable energy coverage. We continue to explore opportunities to increase renewable electricity procurement and renewable energy certificate coverage across our operations in order to further increase the share of renewable energy in future reporting periods.

Hays' Group Environmental Policy, incorporating our Sustainable Travel Principles, continues to support the management of environmental impacts across the business. The policy is available on our website, www.haysplc.com/sustainability.

Group Environmental Policy

Our supplier spend Scope 3 emissions have reduced by 36% against the base year. This includes the emissions calculated in relation to Scope 3 purchased goods and services and Scope 3 capital goods. This outcome is associated with operational factors, including changes in supplier spend and supplier engagement on climate-related matters, as well as methodology updates following the transition from ClimatePartner to Greenly. 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.

Our total emissions have reduced by 46% against the base year and our total intensity ratio per FTE has decreased by 20%.

Year on year movements

The year on year movements in greenhouse gas (GHG) emissions between FY25 and FY26 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.

- The reduction in Scope 1 emissions was primarily driven by lower fuel-related emissions, reflecting the continued transition of the vehicle fleet to electric vehicles. In Germany, fuel-related emissions decreased from approximately 2,675 tCO_2e in FY25 to approximately 2,064 tCO_2e in FY26, alongside a reduction in overall fleet size. Year on year movements at country level were also influenced by changes in refrigerant leakage emissions and the treatment of heating-related emissions. Under the FY26 methodology, natural gas consumption is reported under Scope 1, whereas comparable heating-related emissions were partially reported as purchased heat (Scope 2) in FY25.
- Scope 2 emissions were affected by the reclassification of heating-related emissions in several countries, resulting in lower reported purchased heat emissions and corresponding increases in Scope 1 natural gas emissions. In addition, differences in electricity emission factors and Greenly's estimation approaches for certain sites contributed to year-on-year movements in both location-based and market-based Scope 2 emissions.
- Within Scope 3, emissions from purchased goods and services and fuel- and energy-related activities were influenced by a reduction in average FTE from 10,338 to 8,519 (17.6%) and differences between the Greenly and ClimatePartner methodologies, including the application of different emission factors and expenditure categories.
- The increase in capital goods emissions reflects the inclusion of additional expenditure categories in FY26, while the increase in waste generated in operations primarily reflects a change in estimation methodology from a building surface area-based approach to an employee-based model.
- Business travel emissions fell by 62%, mainly because lower flight-related emissions followed the introduction of a profit-led travel ban, which reduced travel activity, while reductions in employee commuting and homeworking emissions primarily reflect changes in estimation methodology and a lower average FTE during FY26.
- 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.

Transition planning and next steps

In FY26, we continued to build on our established approach of using external expertise to support our climate reporting and carbon management activities. During the year, we transitioned to Greenly as our carbon management provider, enhancing our greenhouse gas data collection, calculation and reporting capabilities. We also commenced work on carbon reduction planning and analysis to support future target setting. This work will continue in FY27 and will inform the next phase of our climate strategy, future targets and practical reduction roadmap.

Our priorities for FY27 include:

- Finalising the development of future emissions targets and a transition plan;
- Strengthening supplier engagement, particularly with strategic suppliers and suppliers material to our Scope 3 purchased goods and services and capital goods target;
- Embedding sustainable travel principles more consistently across the Group;
- Improving climate data quality, controls and assurance readiness;
- Reviewing climate-related risks and opportunities using relevant business, market and financial data;
- Improving leadership engagement and climate literacy at the right point in the business transformation cycle; and
- Continuing to align our climate approach with *Momentum*, our sustainability strategy refresh and evolving reporting requirements.

We recognise that climate action requires sustained focus, clear governance responsibilities and integration into business decision-making. FY26 has provided important lessons on data quality, delivery ownership, target setting and the importance of aligning climate ambition with credible implementation plans. We will use these lessons to strengthen our future climate approach, support long-term value creation for Hays and its stakeholders, and contribute to *Momentum* by improving operational resilience, decision-making and disciplined sustainability performance. Our refreshed sustainability approach is intended to position ESG as a practical enabler of business performance, risk management and stakeholder trust, rather than as a standalone reporting requirement.

Hays' Scope 1, 2 and 3 emissions (1 July to 30 June reporting year) tCO_2e

	2026[1]			2025				2020[11]			
Emissions Sources	UK and offshore	Global (excluding UK and offshore)	Global (including UK and offshore)	UK and offshore	Global (excluding UK and offshore)	Global (including UK and offshore)	% change in total emissions (vs 2025)[7]	UK and offshore	Global (excluding UK and offshore)	Global (including UK and offshore)	% change in total emissions (vs 2020 base year)
Scope 1[2]	**299**	**3,505**	**3,804**	**286**	**4,250**	**4,535**	**-16%**	**786**	**4,824**	**5,610**	**-32%**
Operational fuel	62	443	505	125	423	548	-8%	12	734	746	-32%
Vehicle fuel	236	3,062	3,298	161	3,827	3,988	-17%	774	4,090	4,864	-32%
Scope 2 market-based[2]	**292**	**2,411**	**2,703**	**317**	**3,402**	**3,719**	**-27%**	**1,805**	**6,699**	**8,504**	**-68%**
Purchased electricity and district heating	292	2,411	2,703	289	3,384	3,673	-26%	1,805	6,686	8,491	-68%
Electric vehicles	0	0	0	28	18	46	–	0	12	12	–
Scope 2 location-based[2]	385	2,829	3,214	532	4,001	4,533	-29%	1,259	6,251	7,510	-57%
Scope 3[2]	**1,226**	**20,190**	**21,416**	**2,152**	**26,665**	**28,817**	**-26%**	**5,018**	**32,370**	**37,389**	**-43%**
Purchased goods and services[3][9]	–	–	7,764	7	10,950	10,956	-29%	9	13,262	13,271	-41%
Capital goods[3][9]	–	–	1,792	0	1,168	1,168	53%	0	1,594	1,594	12%
Upstream transportation and distribution[6]	–	–	–	–	–	–	–	–	–	–	–
Fuel and energy-related activities	128	1,355	1,484	183	2,149	2,332	-36%	496	3,110	3,606	-59%
Waste[4]	190	855	1,045	42	136	178	487%	78	321	399	162%
Business travel	223	2,271	2,494	216	6,372	6,588	-62%	682	6,146	6,829	-63%
Employee commuting and homeworking[5]	684	1,788	2,472	1,705	5,891	7,595	-67%	3,753	7,937	11,691	-79%
Upstream leased assets[10]	–	4,366	4,366	–	–	–	–	–	–	–	–
Downstream transportation and distribution[6]	–	–	–	–	–	–	–	–	–	–	–
Processing of sold products[6]	–	–	–	–	–	–	–	–	–	–	–
Use of sold products[6]	–	–	–	–	–	–	–	–	–	–	–
End-of-life treatment of sold products[6]	–	–	–	–	–	–	–	–	–	–	–
Downstream leased assets[6]	–	–	–	–	–	–	–	–	–	–	–
Franchises[6]	–	–	–	–	–	–	–	–	–	–	–
Investments[6]	–	–	–	–	–	–	–	–	–	–	–
Total tCO_2e	**1,816**	**26,106**	**27,922**	**2,754**	**34,317**	**37,071**	**-25%**	**7,609**	**43,893**	**51,503**	**-46%**
Emissions informing carbon-related investments (Scope 1, Scope 2 and select Scope 3)[8]	941	9,542	10,484	1,001	16,173	17,174	-39%	3,769	20,780	24,549	-57%
Scope 1, 2 and relevant Scope 3 intensity ratio per FTE	**0.45**	**1.48**	**1.23**	**0.48**	**1.96**	**1.66**	**-26%**	**1.19**	**2.19**	**1.94**	**-37%**
Total intensity ratio per FTE	**0.87**	**4.05**	**3.28**	**1.33**	**4.15**	**3.59**	**-9%**	**2.41**	**4.63**	**4.07**	**-20%**
Overall Group energy consumption (MWh)[5]	2,305	24,635	26,940	3,301	30,350	33,650	-20%	8,763	33,411	42,174	-36%
FTE (average)	**2,080**	**6,440**	**8,519**	**2,073**	**8,266**	**10,338**	**-18%**	**3,162**	**9,483**	**12,645**	**-33%**

1. Reporting period and methodology: FY26 GHG emissions cover the period from 1 July 2025 to 30 June 2026. Emissions are calculated in line with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. Hays applies an operational control approach.
2. Assurance: Selected FY26 GHG emissions metrics have been subject to limited assurance by ERM Certification and Verification Services Limited ('ERM CVS'). Further details of the assurance scope and the Assurance Opinion are available in the FY26 Assurance Report.
3. Supplier emissions: Supplier spend data was collected for Hays' four largest operating regions (UK & Ireland, USA, ANZ and Germany), representing approximately 92% of total supplier spend. Emissions were extrapolated to represent 100% of supplier spend with extrapolation performed at Group level.
4. Waste: Where primary waste data was unavailable, waste emissions were estimated using available site-level information and appropriate assumptions within the FY26 Greenly methodology.
5. Energy consumption: Total energy consumption includes energy consumed for heating (natural gas, district heating), power (electricity) and transport (Company leased vehicles, expensed mileage claims) across Scopes 1 and 2.
6. As part of the FY26 methodology update, Hays assessed that these Scope 3 categories and concluded that they are not relevant to its business activities.
7. FY25 to FY26 year-on-year differences are largely due to the methodology update as a result of transitioning from ClimatePartner to Greenly for emissions calculations. Any additional variance explanations have been listed on page 58.
8. Relevant Scope 3 emissions comprise Scope 3 Category 3 (fuel- and energy-related activities) and Scope 3 Category 6 (business travel).
9. Emissions for Scope 3 Categories 1 and 2 are presented on a Global basis, including UK & offshore operations, as the available source data does not permit a robust allocation between these reporting segments.
10. Previous reporting periods, including the FY20 base year and FY25, did not include emissions associated with leased vehicles due to data limitations and a different methodological approach. The FY26 disclosure reflects enhanced data collection and expanded boundary coverage and is therefore not directly comparable with prior years.
11. The FY20 base-year figures were restated in the FY25 Annual Report to reflect updated methodologies and data improvements. No further restatement has been made in FY26 in respect of the current-year methodological updates. Refer to the FY25 Annual Report for details of the previous restatement.

Task Force on Climate-related *Financial Disclosures*

This statement contains the Group's TCFD disclosure in accordance with Financial Conduct Authority (FCA) requirements for equity-listed UK corporates. The company has provided responses across the four TCFD pillars, and 11 recommended disclosures, achieving consistency with the Listing Rules, and aims to advance the maturity of its climate-related actions and disclosures on an annual basis. We have considered the TCFD Annex and applied it where relevant. This statement is also provided in respect of the Companies Act 2006 and the requirements of section 414CB (as amended by the Companies Climate-related Financial Disclosures Regulations 2022).

Pillar 1: Governance

Recommendation 1: Oversight

The Board is responsible for oversight of climate-related risks and opportunities as part of its broader responsibility for the Group's long-term success, strategy and risk management framework. During FY26, Board oversight of climate-related matters was supported by the Sustainability Committee and the Audit & Risk Committee. The Sustainability Committee considered climate-related reporting, performance and risks and opportunities, while the Audit & Risk Committee supported the Board through its oversight of climate-related reporting, assurance, risk management and internal controls.

Day-to-day responsibility for climate-related matters is delegated to the Executive Leadership Team (ELT). The CEO has overall executive accountability for climate-related matters.

Recommendation 2: Assessment and management

The ELT is responsible for overseeing climate-related matters and supporting the Board's oversight of climate-related risks and opportunities. Climate-related considerations are integrated, where relevant, into the Group's risk management and business planning processes. The Compliance and ESG function, led by the Director of Compliance and ESG, is responsible for the identification of climate related risks, as well as developing and coordinating the Group's carbon reduction and risk mitigation initiatives. Sustainability Committee discussed a range of sustainability matters, including climate-related risks and opportunities and the associated climate-related goals and targets.

Recommendation 3: Risks and opportunities

The key climate-related risks and opportunities (R&Os) identified were those considered to be significant to the development, financial performance, and financial position and/or prospects of Hays.

For short-term risks (0-5 years) we focused on energy supply costs, as this would have the most immediate impact on operations. Future carbon pricing and investment in renewable energy sources could lead to higher utility bills, travel costs and rental prices.

Medium-term risks (5-10 years) include those arising from a transition to a low-carbon economy. Specifically, we looked at the risk of unrealised fees from missed opportunities in new and emerging markets, loss of potential candidates and clients (who prefer to work with recruiters focused on the Green Economy and which have strong sustainability credentials), and reductions in market supply for sectors and geographies with high levels of transition risk, including the fossil fuel sector (<1% of Group fees; see scenario comparison page 59).

In the medium term, we also considered physical risks to our key assets. Specifically, we looked at those resulting from an increase in frequency and intensity of extreme weather events such as cyclones and floods. We focused on risks to our data centres, as they are a vital asset with significant impact to business continuity.

No long-term risks (10+ years) were considered to be material to our current business strategy and operations. There is significant uncertainty in assessing the risk impacts in this timeframe, though management will continue to monitor country or regional economic disruption brought on by climate events and respond accordingly.

In addition to risks, we identified several key business opportunities. In the short term, we can develop and scale our service offerings in low-carbon markets, including jobs in construction retrofit and infrastructure. We can recruit talent to meet job growth in ESG and sustainability professions. We also identified short-term opportunities to reduce energy-related operating costs by focusing on strategies to reduce office energy use and business travel.

In the short and medium term, we identified an opportunity to attract and retain talent (and to mitigate future carbon pricing) by committing to SBTi GHG reduction targets, and setting an ultimate ambition to achieve Net Zero.

We stress tested the resilience of our R&Os strategy under two different climate scenarios: a '1.5°C scenario with a disorderly transition' and a '3+°C scenario with a failure to transition'. Our scenario analysis was based on the Network for Greening the Financial System's (NGFS) climate framework.

We used the NGFS climate scenarios to stress test key climate-related risks and opportunities. These are developed to show a range of higher and low-risk outcomes, using integrated assessment modelling, and exploring the interrelationships between physical and transition risks.

We chose a 1.5°C climate scenario (Divergent Net Zero) to stress test our transition R&Os. Indications are that key drivers such as high carbon pricing and strong policy reaction (towards a low-carbon economy) will most likely result in strong job growth in low-carbon and ESG and sustainability professions.

For physical risks, we selected a 3+°C climate scenario (Current Policies). The projected financial impact from increased cyclonic weather events is low (4.5% average for all locations). In addition, the impact on Hays' infrastructure of an increased risk from inland flooding is low.

Recommendation 4: Impact of climate-related risks on our business and strategy

Our governance structure as detailed in Pillar 1 ensures that climate-related risks are considered in our business planning, forecasts and risk reviews, along with the associated financial implications.

In preparing the Consolidated Financial Statements, the Directors have considered the impact of climate change on the Group and have concluded that there is currently no material impact on financial reporting judgements and estimates (as discussed in note 3 to the Consolidated Financial Statements). With the current assessments, climate-related risks are not expected to have a material impact on the long-term viability of the Group. The Directors do not consider there to be a material impact on the carrying value of goodwill or other intangibles or on property, plant and equipment.

Materiality is defined in relation to the realised or anticipated financial impact, in both percentage terms and actual threshold values, as per our risk management practices.

Within our risk management process, climate risk has been considered and monitored. It has not been deemed material and is therefore not considered to be a principal risk.

The major strategic implications for our business can be summarised by reference to the major scenarios described as follows:

Current Policies (3+°C)

Highest physical risks, low transition risks

Under the Current Policies scenario, only policies that are already in force are assumed to remain in place. As a result, this scenario presents the highest level of physical climate risk across all NGFS scenarios. Global emissions continue to rise until around 2080, leading to about 3°C of warming and increasing the frequency and severity of climate and weather-related impacts. These include permanent changes such as rising sea levels.

Key considerations include:

- The need to prepare for increasingly severe weather events, such as cyclones and flooding, which could disrupt data centres and affect business operations, including revenue generation.
- Potential global and regional economic disruption caused by impacts on industries whose supply chains are concentrated in areas exposed to significant climate risk.

Both scenarios

General risks and opportunities

These risks and opportunities are not tied to any specific climate scenario and may arise regardless of the pace or direction of the transition. They include factors such as energy costs, technological developments, environmental regulation, and broader market changes. In addition, voluntary climate action by businesses and the continuing effects of global warming can create both transition and physical climate-related risks, irrespective of policy ambition.

Key considerations include:

- Rising extraction and production costs for non-renewable energy sources may increase operating expenses, including utility and property-related costs.
- Increased extraction and production costs for non-renewable energy sources results in less job growth in the fossil fuel sector, leading to portfolio revenue exposures in these industries.
- The need to adapt core services to capitalise on opportunities in low-carbon and sustainability-focused markets, driven by factors such as technological innovation, environmental regulation, resource constraints, and changing client preferences.
- Opportunities to develop and scale new services that help clients respond to evolving sustainability and market requirements.
- Ability to attract and retain talent.

Divergent Net Zero (1.5°C)

Highest transition risks, lowest physical risks

Divergent Net Zero reaches Net Zero by 2050, but with high transition risks due to divergent policies introduced across sectors and a quicker phase-out of fossil fuels. Emissions are in line with a climate goal giving at least a 50% chance of limiting global warming to below 1.5°C by the end of the century.

Key considerations include:

- Disruption in sectors and geographies with high levels of transition risk (e.g. fossil fuels),leading to higher portfolio revenue exposure and job losses.
- Increased competition for market share in emerging low-carbon and sustainability-focused markets, which may affect client demand and increase the costs associated with bidding for and securing new business opportunities.
- Increased costs associated with carbon pricing and emissions management, including the purchase of certified carbon offsets.

Task Force on Climate related Financial Disclosures *continued*

Risk and Opportunity (R&O) scenario summary

Risk (Timeframe)	Current Policies (3+°C)	Divergent Net Zero (1.5°C)
R1. Energy supply costs (0-5 years)		
Increase in utility costs and rental prices as a result of higher energy prices.	**Minimal impact** Carbon pricing remains low and investment costs for renewable energy are limited, resulting in only modest increases in energy costs. Utility costs may still rise due to non-climate-related factors, such as higher energy production costs.	**Low impact** (£1.0 million annual profit) Energy prices increase due to carbon pricing and higher investment associated with renewable energy, but are partially mitigated by energy and GHG reduction targets and strategies.
R2. Changes in market supply (5-10 years)		
Portfolio revenue exposure and job losses to sectors and geographies with high levels of transition risk (e.g. fossil fuel sector).	**Minimal impact** Policy reaction remains low, resulting in minimal negative impact to jobs associated with fossil fuels or other high-carbon industries. Non-climate-related drivers (resource scarcity, technology advancements, etc.) may still drive change in market supply.	**Low impact** (<1% of annual net fees) High policy reaction results in a shift in market supply away from jobs supporting carbon-intensive industries such as those related to fossil fuel extraction and production, or other high-carbon industries.
R3. Changes in market demand (5-10 years)		
Loss of market share of new, emerging low-carbon and sustainability markets results in a reduction in client numbers and/or increased costs associated with bidding.	**Minimal impact** Limited policy intervention results in slower growth of low-carbon and sustainability-focused markets, reducing the impact on client demand and bidding activity. Non-climate-related factors, including technological innovation, resource scarcity and changing stakeholder expectations, may still influence market demand.	**Medium impact** (1% of annual net fees) Increased policy intervention drives a shift in market demand towards low-carbon and sustainability-focused sectors. Capturing these opportunities may require investment in new capabilities and service offerings to remain competitive.
R4. Changes in behaviour (5-10 years)		
Loss of market share/earnings and ability to attract and retain employees (talent).	**Minimal impact** Limited policy intervention results in a gradual shift in client and workforce preferences towards organisations with stronger sustainability credentials.	**Low impact** (0.5% of annual net fees) Client and employee preferences increasingly favour organisations with stronger sustainability credentials, resulting in modest impacts on market share and talent attraction.
R5. Corporate GHG emissions (5-10 years)		
Carbon fees for GHG inventory, including costs for additional purchasing of certified carbon offsets.	**Minimal impact** Limited policy intervention results in low carbon pricing and minimal additional emissions-related regulation. Costs associated with carbon offsets remain relatively low, while GHG reduction measures continue to provide cost savings.	**Low impact** (<£2.5 million annual profit) Stronger policy intervention results in higher carbon pricing and emissions-related regulation, increasing the cost of managing GHG emissions and purchasing certified carbon offsets.
R6. Extreme weather events (5-10 years)		
Extreme weather events (cyclones and flooding) disrupt data centres, impacting business operations, including fee generation.	**Low impact** Increased exposure to flooding and severe weather events may result in occasional disruption to infrastructure and operations. However, impacts within the 5 to 10-year timeframe are expected to remain limited and manageable.	**Minimal impact** Exposure to flooding and severe weather events may still result in occasional disruption to infrastructure and operations. However, due to lower physical climate risks, impacts within the 5 to 10-year timeframe are expected to remain minimal and manageable.

Key

Agreed impact ranges

Minimal: no significant financial impact

Low: <1% annual net fees (<£10 million) | <£2.5 million annual profit

Med: 1%-4% annual net fees (£10-20 million) | £2.5-10 million annual profit

High: +4% annual net fees (+£40 million) | >£10 million annual profit

Opportunity (Timeframe)	Current Policies (3+°C)	Divergent Net Zero (1.5°C)
O1. Develop and scale services into low-carbon markets (0-5 years)		
Secure talent to deliver projects via the growth of sustainability-related roles and focus, e.g. sustainability, expansion into new and emerging sectors, clean-tech, green finance, etc.	**Minimal impact** Limited policy intervention results in slower growth of sustainability-related roles and low-carbon markets. However, opportunities may still emerge through technological innovation and broader market developments.	**High impact** (>4% of annual net fees) Accelerated decarbonisation drives strong growth in low-carbon markets, creating significant opportunities to secure specialist talent and support clients in emerging sectors.
O2. Commitment to GHG reduction targets and a Net Zero ambition (5-10 years)		
1. Improved competitive position to attract and retain a motivated workforce. 2. Reduced risk of energy and carbon pricing and future reporting mandates.	**Minimal impact** Policy intervention remains limited, resulting in lower carbon pricing and fewer additional reporting requirements. While sustainability credentials may provide some benefit in attracting and retaining talent and managing energy-related costs, the associated opportunities are expected to remain modest.	**Medium impact** (1-2% of annual net fees) Strong policy intervention and fast growth in the clean-tech sector increase demand for talent supporting the low-carbon transition. GHG reduction targets and Net Zero commitments strengthen the ability to attract and retain colleagues while reducing exposure to future carbon and reporting costs.
O3. Reduce business travel (0-5 years)		
Reduce GHG emissions and operating costs associated with Hays' business travel.	**Minimal impact** Policy intervention remains limited, reducing the impact of carbon pricing on business travel. However, reduced travel continues to deliver cost savings while supporting GHG emissions reduction objectives.	**Low impact** (<2.5% million profit) Increased carbon pricing and higher business travel costs enhance the benefits of reducing business travel. Lower travel activity helps to reduce operating costs, limit GHG emissions and mitigate exposure to future carbon pricing.
O4. Reduce energy use in office spaces (0-5 years)		
Reduce costs and emissions associated with office energy consumption.	**Minimal impact** Limited policy intervention results in relatively low carbon pricing and regulatory costs. Reducing office energy use helps mitigate energy cost increases driven by broader market factors while supporting emissions reduction goals.	**Low impact** (<2.5% million profit) Increased carbon pricing and stricter energy efficiency requirements strengthen the benefits of reducing office energy consumption. A smaller office footprint helps lower operating costs, reduce emissions and limit exposure to rising energy and carbon-related costs.

Recommendation 5: Resilience of our strategy

In response to the identified transition R&Os, the Group continues to consider and address recruitment practices focused on sustainability and ESG-type roles to support the talent needed for low-carbon and sustainability job growth.

We are committed to SBTs and carbon reduction measures to reduce our exposure to future carbon pricing and energy costs. As part of our reduction planning, we have three main areas of focus: (i) engagement of landlords and suppliers, (ii) business travel and fleet, and (iii) electricity and heating.

To help mitigate physical risks to our data centres, we have progressed transitioning to cloud-based hosting. This has increased geographical diversity of data storage and backup, reducing our reliance on any one specific data centre location (see R&O response summary).

The spread of our office footprint, the fact that our offices are rented, and the ability of our people to work remotely, provides resilience within our operations.

Pillar 3: Risk management

Recommendation 6: Process for identifying risks

In FY26, Hays commenced a DMA refresh to update our assessment of the environmental, social and governance impacts, risks and opportunities most relevant to the business, its stakeholders and long-term value creation. This is due to be finalised in FY27. The assessment considers both impact materiality and financial materiality and will provide an updated view of sustainability-related matters across the business. As the assessment was commenced during FY26, its outcomes have not materially changed the climate-related risks and opportunities reported this year, but will be used to support future enhancements to Hays' sustainability reporting, risk management and strategic planning processes.

Recommendation 7: Process for managing risks

Management recognises that climate change may give rise to financial, operational, regulatory and reputational risks over the short, medium and long term. Accordingly, climate-related risks continue to be monitored through the Group's risk management processes and are reviewed periodically as part of our broader sustainability and enterprise risk assessments.

Task Force on Climate related Financial Disclosures *continued*

Recommendation 8: Integrating climate-related risks

Top climate-related risks are reviewed by senior management to inform the risk management process.

Outputs from this risk assessment are shared with the ELT, Board and Audit & Risk Committee on an annual basis. The ELT, which is responsible for managing overall Group risks, then determines how the specific risks identified should be managed.

This process allows the Group to determine the relative significance of climate-related risks within the overall risk management process. Hays' risk governance and management processes are detailed within the Principal risks section of the Annual Report and Accounts.

Pillar 4: Metrics and targets.

Recommendation 9: Metrics to assess risks and opportunities

Our internal metrics and targets help us measure and manage financial risk associated with potential future carbon-related R&Os. We publish Scope 1, 2 and 3 emissions in the Sustainability section of our Annual Report and Accounts, including year-on-year and base year comparisons (more information on page 57).

Recommendation 10: Targets used to manage risks and opportunities

We have committed to:

- 50% reduction in absolute Scope 3 emissions from purchased goods and services and capital goods by 2030 against a 2020 baseline, as approved by the SBTi in line with a 1.5°C trajectory
- Transition to 100% renewable energy in all offices where there is a feasible market solution for electricity supply.

As our governance structure integrates climate into our business planning, forecasting, strategy and risk reviews, other internal objectives and targets exist, such as growing net fees in relation to our role in growing the Green Economy, and the reduction of our overall office footprint.

Recommendation 11: Disclosure of GHG emissions

We are committed to GHG reporting, and disclose our footprint across Scope 1, 2 and relevant Scope 3 emissions. We continue to pursue good practice and subject our reporting to Limited Assurance.

Our GHG reporting enables us to understand the impact of our reduction initiatives and informs us where we should focus most to have the biggest impact.

We keep pace with climate-related impacts, developments and external metrics which act as key drivers for climate-related R&Os. These include future possible carbon pricing mechanisms, changes in policy ambition for climate change mitigation, growth in sustainability-related jobs, and changes in the frequency and intensity of regional extreme weather events such as cyclonic storms and flooding.

Risk (Timeframe)	Response strategy and FY26 actions	Link to risks/ opportunities
R1. Energy supply costs (0-5 years)		
Increase in utility costs and rental prices as a result of higher energy prices.	Having set our public commitments, we continue to target emission reductions and working with our external consultants Greenly. We have a Carbon Reduction Plan which we update and publish annually on our corporate website. We have continued to address energy costs and GHG emissions through targeted efficiency programmes, including replacing conventional PCs with more energy-efficient laptops, engaging landlords and favouring energy-efficient buildings and equipment. Energy cost savings are also part of our focus on reducing office space and introducing new ways of working. We are also transitioning to renewable energy sources which helps to protect us from fossil fuel price volatilities and increases in relation to both climate and security issues.	O2. Commitment to GHG reduction targets and a Net Zero ambition O4. Reduce energy use in office spaces
R2. Changes in market supply (5-10 years)		
Portfolio revenue exposure and job losses to sectors and geographies with high levels of transition risk (e.g. fossil fuel sector).	Through the *Momentum* strategy, Hays is diversifying its sector and specialism mix by investing in areas of long-term growth, including technology, digital and sustainability-related markets. This helps reduce exposure to sectors facing higher transition risk and supports portfolio resilience as the economy transitions towards lower-carbon activities.	O1. Develop and scale services into low-carbon markets
R3. Changes in market demand (5-10 years)		
Loss of market share of new, emerging low-carbon and sustainability markets results in a reduction in client numbers and/or increased costs associated with bidding.	With clients seeing opportunities as well as having to respond to legislative requirements, we experience clients taking ever greater interest in our own climate strategy and performance. We are recognised as having a good practice approach to climate.	O1. Develop and scale services into low-carbon markets O2. Commitment to GHG reduction targets and a Net Zero ambition

Risk (Timeframe) continued	Response strategy and FY26 actions	Link to risks/ opportunities
R4. Changes in behaviour (5-10 years)		
Loss of market share/earnings and ability to attract and retain colleagues.	We continue to communicate our climate strategy and progress to both external and internal stakeholders. We publish progress in our Annual Report. We continue to participate in CDP Climate and again in FY26 achieved the 'B' ranking.	O1. Develop and scale services into low-carbon markets O2. Commitment to GHG reduction targets and a Net Zero ambition
R5. Corporate GHG emissions (5-10 years)		
Carbon fees for GHG inventory, including costs for additional purchasing of certified carbon offsets.	We continue to monitor progress against our science-based targets and focus on emissions reductions as the primary means of managing exposure to carbon fees and offset costs. Actions are focused on reducing emissions across Scope 1, Scope 2 and relevant Scope 3 categories, supported by enhanced climate data management and reporting processes.	O2. Commitment to GHG reduction targets and a Net Zero ambition
R6. Extreme weather events (5-10 years)		
Extreme weather events (cyclones and flooding) disrupt data centres, impacting business operations, including fee generation.	The risk to our operations is mitigated by the spread and rented nature of our office footprint and with the continuation of our people being able to work remotely. In relation to our data centres, we continue our transition to cloud-based hosting, which brings an increased geographical diversity of data storage and backup. Our Technology transformation programme, is driving greater unity of our operating systems and will help further mitigate localised risks.	R4. Changes in behaviour

Opportunity (Timeframe)	Response strategy and FY25 actions	Link to risks/ opportunities
O1. Develop and scale services into low-carbon markets (0-5 years)		
Secure talent to deliver projects via the growth of sustainability-related roles and focus, eg in sustainability, expansion into new and emerging sectors, clean-tech, green finance, etc.	Our specific focus on sustainability-related roles and ESG-related roles is primarily through our 'Green Labs' network, which continues to grow after being established in FY22. After an initial focus on sectors such as engineering and construction & property, we are seeing it expand in sectors such as finance and banking.	R2. Changes in market supply R3. Changes in market demand R4. Changes in behaviour
O2. Commitment to GHG reduction targets and a Net Zero ambition (5-10 years)		
1. Improve competitive position to attract and retain a motivated workforce. 2. Reduced risk of energy and carbon pricing and future reporting mandates.	Having set our public commitments and science-based targets, we continue to target emission reductions and working with our external consultants Greenly. We communicate progress to our people as part of our engagement activities with colleagues. This year we again ran internal and external communications in conjunction with COP and the April Earth Day.	R1. Energy supply costs R5. Corporate GHG emissions
O3. Reduce business travel (0-5 years)		
Reduce GHG emissions and operating costs associated with Hays' business travel.	This year, we also continued to enable remote and virtual working.	R5. Corporate GHG emissions R4. Changes in behaviour
O4. Reduce energy use in office spaces (0-5 years)		
Reduce costs and emissions associated with office energy consumption.	We have continued to address energy costs and GHG emissions through targeted efficiency programmes, including replacing conventional PCs with more energy-efficient laptops (with up to 65% energy savings), engaging landlords and favouring energy-efficient buildings and energy-efficient equipment for our offices. Energy cost savings are also part of our focus on reducing office space by moving to new ways of working.	R1. Energy supply costs R5. Corporate GHG emissions R4. Changes in behaviour