

MAKING A POSITIVE CONTRIBUTION



This has been a remarkable year for Hays, where we have made a number of strides on the corporate responsibility front. I am delighted to report that we have increased our fundraising by 25% to £365,000 for good causes ranging from children's charities to flood victims in southern Brazil.

Many Hays employees have experienced natural disasters first hand in the last year, specifically the Japanese tsunami and nuclear incident, the Queensland floods in Australia and the New Zealand earthquakes centred in Christchurch. These events affected many of our employees both personally and professionally, as homes and offices became uninhabitable. I am very proud of the responses to these challenges shown by our people, which included some of them offering their homes for colleagues to work in so that our clients continued to receive a first-class service. Hays employees in other countries showed solidarity by raising funds for victims of these disasters. For me, all this says a lot about the spirit of our workforce. Later in this report we share some of the stories from these events.

For most UK-based multinationals, anti-bribery and corruption measures have been in sharp focus as the UK Bribery Act came into force on 1 July 2011. This far-reaching legislation holds UK multinationals to account for any act of bribery carried out on their behalf anywhere in the world. Nearly all UK multinationals will have undertaken extensive steps to make sure that their policies and procedures are compliant with the new Act and we are no exception. In December 2010 we carried out detailed corruption risk assessments of all our global operations. Reassuringly, we found that our risk levels are low and that our employees act ethically and responsibly. Nonetheless, the Hays plc

Board has taken the opportunity to overhaul our policy and procedures so that our shareholders, clients and employees can have full confidence in our worldwide operations.

We have continued to improve the quality of our industry-leading environmental reporting. While our carbon footprint is low compared with industrial companies of a similar size to Hays, we recognise that global warming is an unprecedented challenge for everyone, and we aim to reduce our relative impact year-on-year. Hays is a cyclical business with significant structural growth opportunities. This means that our operations expand quickly as economies grow and as we move into new markets. Within this context, our reported greenhouse gas emissions for the year ended 30 June 2011 fell by 7% against the prior year, due partly to lower emissions from energy consumption and partly to more accurate data as we extended the survey this year from 49% to 79% of our business. Our chosen measure of relative greenhouse gas emissions is CO₂e per employee, which removes much of the effect of cyclical and structural change in our business and so gives a better insight into our environmental impact year-on-year. Reported performance on this measure shows a reduction of 14% against the prior year to 1.67 tonnes CO₂e per employee. The reduction in this measure is split broadly equally between the reduction in reported emissions and the effect of our increasing headcount as we scaled up our operations.

The Hays plc Board oversees our corporate responsibility strategy and receives periodic reports on progress. During the year, the Board approved a revised three-year strategy that focuses on the most important areas for Hays in the medium term. Information on these areas can be found on page 4. One important focus of our corporate responsibility strategy remains our employees and I am pleased to report that Employee Engagement, which is one of our key performance indicators, increased this year from 77% in 2010 to 81%. This is a credit to the hard work of all our leaders around the world.

Alistair Cox
Chief Executive



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