

ACHIEVEMENTS AND OBJECTIVES

2011 ACHIEVEMENTS

STRATEGY

A revised CR strategy plan that focuses on the most important areas for Hays in the medium term was developed by the Corporate Responsibility Steering Group and was reviewed and approved by the Board.

The Corporate Responsibility Steering Group was expanded to broaden representation from our largest global businesses. This enhances effective planning, communication and progress in promoting Group CR priorities.

EMPLOYEES

We launched our Advanced Management Programme, which is designed to deliver a broad executive curriculum to the senior management populations in each region.

Employee engagement remained a top priority and we achieved an improvement in our engagement levels over the previous year from 77% to 81%.

In our second year of participating in the Global Corporate Challenge, 165 Hays teams from 16 countries were encouraged to exercise more and to adopt a healthier lifestyle.

Further progress was made in standardising fire safety plans and promoting duty of care awareness. A new management information system was launched (initially in the UK and Ireland) to enhance health and safety performance reporting and decision-making.

ENVIRONMENT

We increased the accuracy and breadth of our carbon emissions reporting and reduced our carbon footprint by 8% while increasing our average workforce by 8% during the year.

We were awarded the Green500 Gold Award in recognition of our advances in environmental management.

COMMUNITY

We increased the amount raised for good causes to £365,000 (2010: £293,000).

Each business across the Group continued to raise funds in aid of local charities and in the UK, the UK Charity Forum engaged with employees to choose the new UK charity partner. Regional fundraising initiatives took place to raise funds to help those affected by the floods in Australia, the earthquake in New Zealand, the Tsunami in Japan and the floods in Brazil.

ETHICS

Our new Group-wide anti-bribery and corruption policy was launched.

SUPPLY CHAIN

Our strategy for our supply chain engagement programme was developed, focussing on those suppliers on which we can have most impact.

STAKEHOLDER ENGAGEMENT

The strategy for our stakeholder engagement programme was developed.

2012 OBJECTIVES

The Corporate Responsibility Steering Group will work towards implementing the CR strategy plan on a Group-wide basis.

We will launch the third module of the Advanced Management programme, which is designed to take participant learning out of the classroom and see it applied in the 'real' world with our charity partners.

We will continue to pursue a broad range of initiatives to promote employee engagement.

Our participation in the Global Corporate Challenge will be extended into additional operating countries targeting over 200 participating teams.

Duty of care training will be added to our suite of e-learning modules on employee health and safety.

We will continue to roll-out our carbon reduction initiatives during the 2012 financial year, focussing particularly on behavioural change, PC energy management and energy efficiency measures during office fit-outs and refurbishments.

Our community involvement is very important to us. We want to continue developing our internal network, engaging employees and clients through improved communications and creative participation opportunities to benefit good causes.

Our charity partners will benefit from initiatives developed through our Advanced Management Programme.

We continue to roll out targeted training on priority issues to our employees, senior leaders and managers, including ethical, risk and governance matters.

We will continue to promote awareness of our whistle-blowing hotline which is available to all Group employees for the reporting of suspected improper behaviour, to Expolink, an independent external organisation.

The supply chain engagement programme will be launched in our largest countries of operation outside the UK.

The stakeholder engagement programme will be launched to improve our accountability for CR issues to stakeholders, including shareholders, employees and clients.