



Having completed Scrum Inc.'s
Registered Scrum@Scale Practitioner training,
and having passed the credentialing exam

Carol Hayes

is now officially a

Registered Scrum@Scale Practitioner™

endorsed by Scrum Inc. and
Dr. Jeff Sutherland, co-creator of Scrum.

July 29th, 2025

A handwritten signature in black ink, appearing to read "Jeff Sutherland".

Jeff Sutherland,
Co-Creator of Scrum
Creator of Scrum@Scale®

agileeducation.org



Valid Until July 29th, 2026

Practitioner Since July 29th, 2025

ID#RSASP-9239593