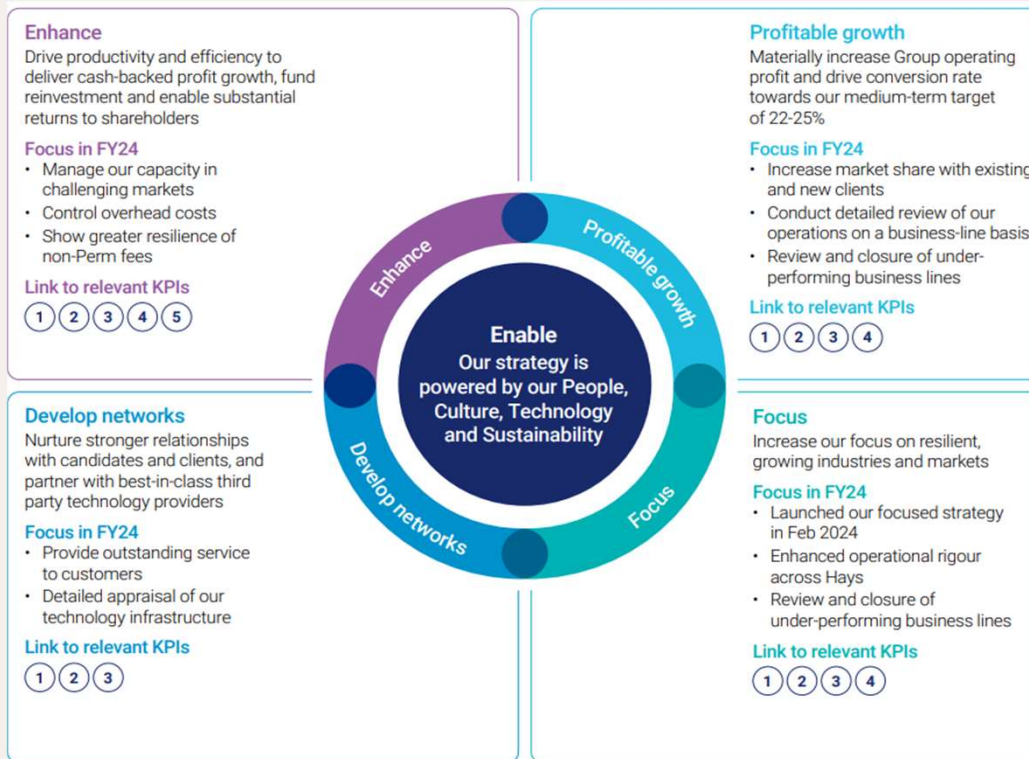


FY24 OUTLINE

Strategic Priorities

Investment Case



Our investment case

Driven by our key strategic priorities and the many long-term structural growth opportunities in our industry, we believe there are three compelling reasons to invest in Hays.

1

Market position

We are experts in attractive long-term growth markets, driven by powerful megatrends

We are market leaders in some of the most attractive recruitment markets worldwide.

2

Strategic focus

We exist to solve clients' talent problems, which are becoming ever more complex in a rapidly changing world

Our strategy and focus on operational rigour will drive substantial operating profit growth when our markets recover.

3

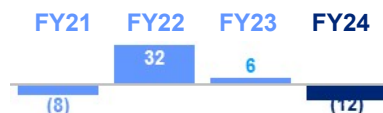
Shareholder returns

We are highly cash generative, and committed to delivering substantial shareholder returns over the long-term

Our financial strength supports organic growth and allows us to return cash to shareholders in the most appropriate form.

KEY PERFORMANCE INDICATORS

1. Like-for-like⁽¹⁾ net fee growth (%)



2. Basic earnings per share⁽²⁾ growth (%)



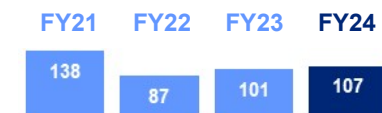
3. Like-for-like⁽¹⁾ net fees per consultant (£000s)



4. Conversion rate⁽³⁾ (%)



5. Conversion rate⁽⁵⁾ (%)



6. Employee Engagement⁽⁶⁾ (%)



7. Percentage of female senior leaders (%)



8. Greenhouse gas emissions (CO₂ tonnes)



Our 'Golden Rule' for all countries and each business line

Overall, we have implemented a 'Golden Rule' for all countries to execute our strategy. Operating profit growth **must be greater than** fee growth, which in turn **must be greater than** headcount growth through the cycle.



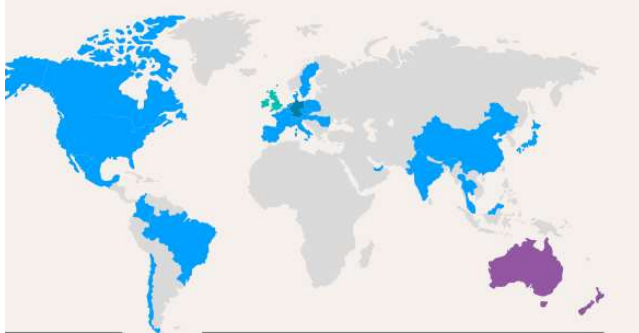
Profitable growth sits at the heart of our strategy. Each business line must have a credible plan to at least deliver our medium-term conversion rate target of 25% (before central costs).

FY24 OUTLINE

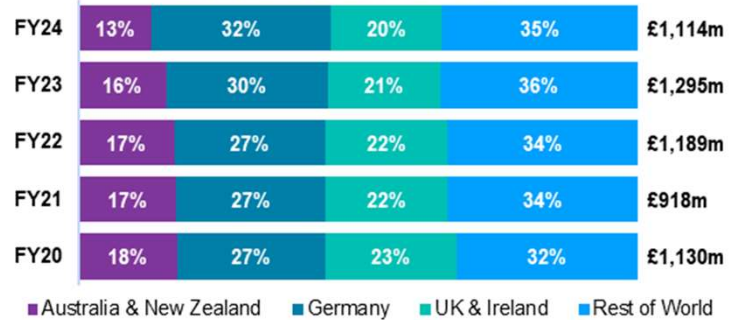
FY24 OVERVIEW

Net fees £1,113.6m FY23: £1294.6m	Operating profit £105.1m FY23: £197.0m	Profit before tax £94.7m FY23: £192.1m	Basic EPS 4.03p FY23: 8.59p	Total dividend per share 3.00p FY23: 5.24p	Net cash £56.8m FY23: £135.6m
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33 COUNTRIES



NET FEES BY DIVISION



GERMANY

Net fees by contract type	Permanent	Temporary
	18%	82%

Net fees by specialism

- Technology: 33%
- Engineering: 27%
- Accountancy and Finance: 17%
- Life Sciences: 5%
- Sales and Marketing: 4%
- Construction and Property: 4%
- Other: 10%



UK & IRELAND

Net fees by contract type	Permanent	Temporary
	43%	57%

Net fees by specialism

- Accountancy and Finance: 20%
- Construction and Property: 16%
- Technology: 15%
- Office Support: 9%
- Education: 9%
- HR: 3%
- Other: 28%

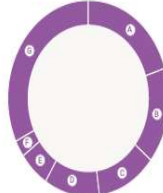


ANZ

Net fees by contract type	Permanent	Temporary
	35%	65%

Net fees by specialism

- Construction and Property: 20%
- Technology: 16%
- Accountancy and Finance: 12%
- Office Support: 11%
- HR: 6%
- Sales and Marketing: 3%
- Other: 32%



REST OF WORLD

Net fees by contract type	Permanent	Temporary
	61%	39%

Net fees by specialism

- Technology: 27%
- Accountancy and Finance: 11%
- Construction and Property: 9%
- Engineering: 7%
- Life sciences: 7%
- Sales and Marketing: 6%
- Other: 33%



Our global reach

21
Specialist areas

236
Global offices

33
Countries

c.11,100
Employees

56
Years' experience

>1,100
Jobs filled every day

Net fees: £1,114m

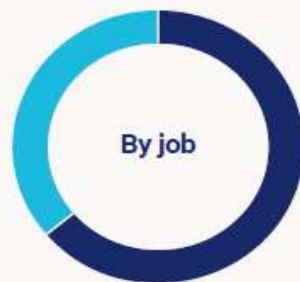
(FY23: £1,295m)



- Technology: 25%
- Accountancy & Finance: 15%
- Engineering: 11%
- Construction & Property: 10%
- Office Support: 5%
- Life Sciences: 5%
- Sales & Marketing: 4%
- Other: 25%



- Temporary: 59%
- Permanent: 41%



- Technical: 64%
- Professional: 36%



- Private: 83%
- Public: 17%