

# **FY24 OUTLINE**

# Strategic Priorities

### Enhance

Drive productivity and efficiency to deliver cash-backed profit growth, fund reinvestment and enable substantial returns to shareholders

### Focus in FY24

- · Manage our capacity in challenging markets
- · Control overhead costs
- · Show greater resilience of non-Perm fees

### Link to relevant KPIs



### Develop networks

Nurture stronger relationships with candidates and clients, and partner with best-in-class third party technology providers

### Focus in FY24

- Provide outstanding service to customers
- · Detailed appraisal of our technology infrastructure

### Link to relevant KPIs



# Profitable Stol **Enable** Our strategy is

powered by our People, Culture, Technology

and Sustainability

Sevelo nemorks

### Profitable growth

Materially increase Group operating profit and drive conversion rate towards our medium-term target of 22-25%

### Focus in FY24

- · Increase market share with existing and new clients
- · Conduct detailed review of our operations on a business-line basis
- · Review and closure of underperforming business lines

### Link to relevant KPIs



#### Focus

Increase our focus on resilient, growing industries and markets

### Focus in FY24

- · Launched our focused strategy in Feb 2024
- · Enhanced operational rigour across Hays
- · Review and closure of under-performing business lines

### Link to relevant KPIs



# 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.



### Market position

are experts in attractive g-term growth markets, en by powerful megatrends



### Strategic focus

We exist to solve clients' talent problems, which are



#### Shareholder returns

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

#### **KEY PERFORMANCE INDICATORS** FY24 FY21 FY22 FY23 **FY22 FY23 FY21 FY24** 1. Like-for-like(1) net fee 6 5. Conversion rate (5) (%) 107 growth (%) 87 6. Employee 2. Basic earnings per 78 share<sup>(2)</sup> growth (%) Engagement (6) (%) (7)(53) (30)3. Like-for-like(1) net 7. Percentage of female 43.0 141.4 140.7 fees per consultant senior leaders (%) 41.6 (£000s) 8. Greenhouse gas 4. Conversion rate(3) (%) 18,246 7,721 emissions (CO<sub>2</sub> tonnes) 9.4 104

### 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

Operating profit £105.1m

£94.7m

Basic EPS 4.03p

FY23: 8.59p

Total dividend per share

3.00p

£56.8m FY23: £135.6m

Net cash

FY23: £192.1m

Profit before tax

FY23: 5.24p





### **GERMANY**

Net fees by contract type Permanent Temporary

82%

Public 15% 85%

Net fees by sector

Private

### Net fees by specialism

 Technology: 33% B Engineering: 27%

18%

- © Accountancy and Finance: 17% Life Sciences: 5%
- Sales and Marketing: 4%
- @ Other: 10%

© Construction and Property. 4%

### **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% 6 HR: 3%

Public Private 32%

68%



### **ANZ**

Net fees by contract type Permanent Temporary 35% 65%

Net fees by specialism

 Construction and Property: 20% ® Technology: 16% C Accountancy and Finance: 12% Office Support. 11% € HR:6%

D Sales and Marketing: 3%

Net fees by sector

Private

63%

Public

37%

### **REST OF WORLD**

Net fees by contract type Permanent Temporary 61%

Net fees by specialism

Accountancy and Finance: 11%

© Construction and Property: 9%

A Technology: 27%

Engineering: 7%

E Life sciences: 7%

Sales and Marketing: 6%

day

39% 98%

Net fees by sector

# Our global reach

21

Specialist areas

Global offices

236

33

Countries

c.11,100

Other: 32%

Employees

56

Years' experience

>1,100 Jobs filled every

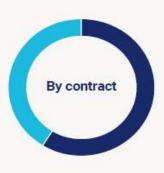
Net fees: £1,114m

(FY23: £1,295m)

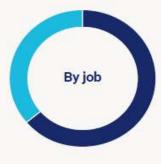




- Accountancy & Finance: 15%
- Engineering 11%
- Construction & Property: 10%
- Office Support: 5%
- Life Sciences: 5%
- Sales & Marketing: 4%
- Other: 25%



- Temporary: 59%
- Permanent 41%





Professional: 36%



- Private: 83%
- Public: 17%