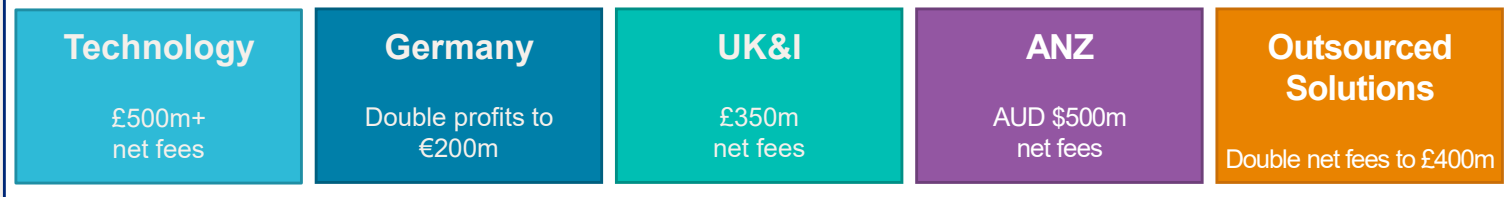
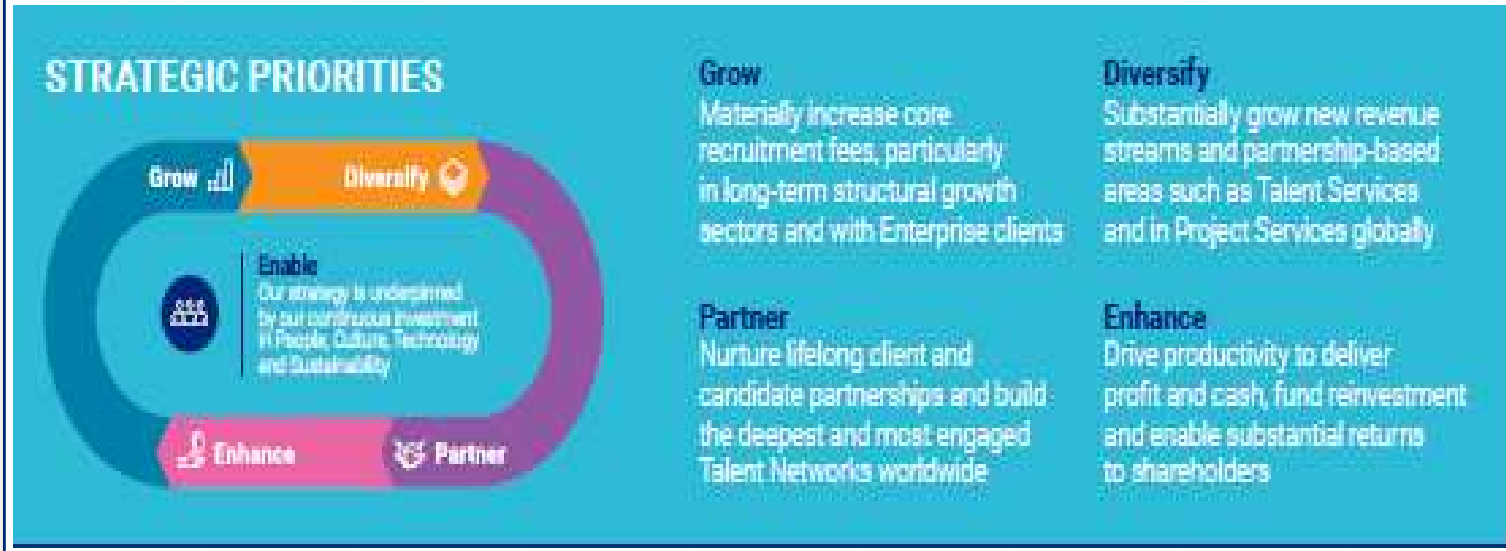


# FY23 OUTLINE

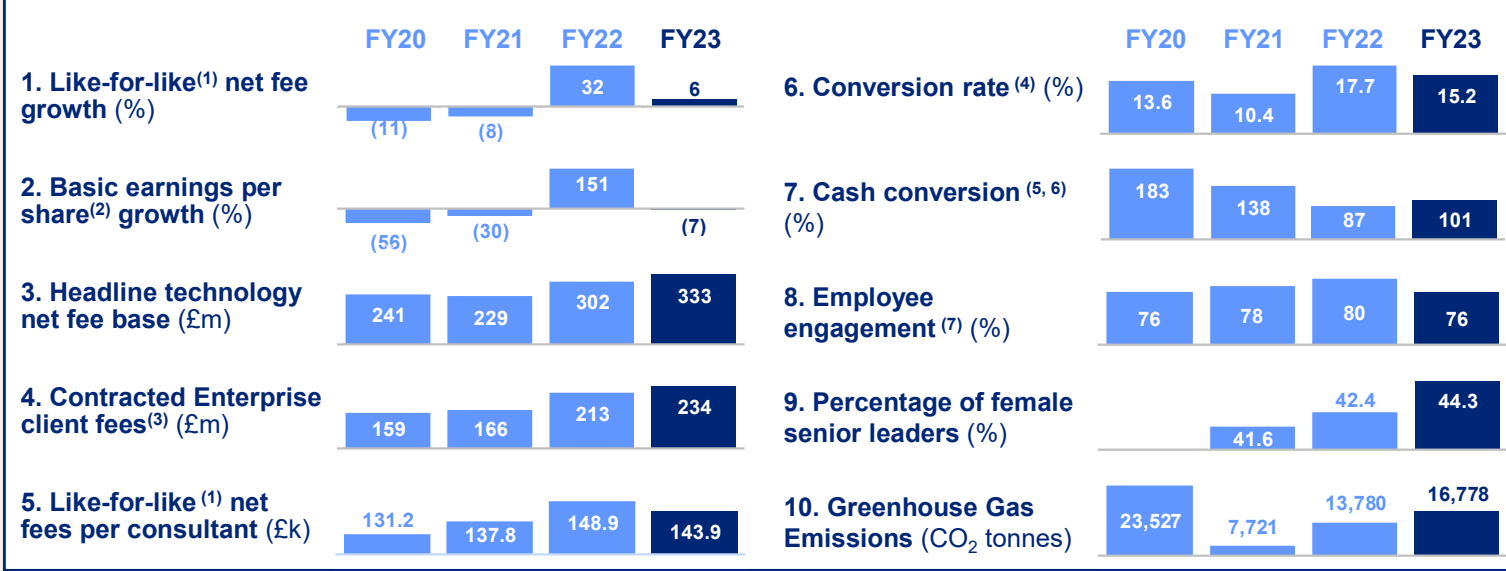
## FY27 ASPIRATIONS



## STRATEGIC PRIORITIES



## KEY PERFORMANCE INDICATORS



### 1 Growth

We are market leaders in some of the most attractive recruitment markets globally, which offer significant long-term growth potential. Our ability to solve our clients' talent problems globally and at scale is second to none and we have increasing opportunities to grow in related talent services.

### 2 Scale

We have unrivalled balance, scale and diversity. Our deep relationships with large, medium and small clients are based on partnerships and trust, built over many years. Our expertise, people and culture, brand, infrastructure and financial strength will help us build the leading global recruitment and talent services business.

### 3 Returns

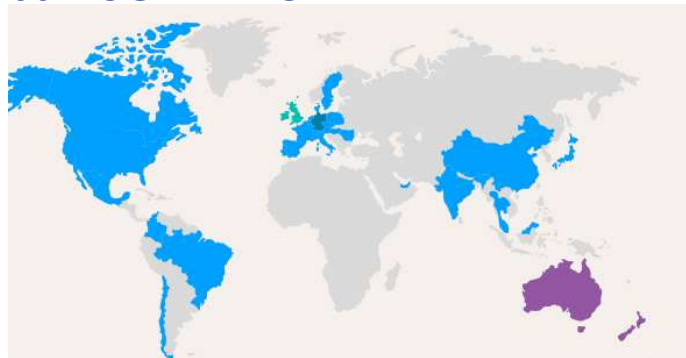
Our growth is increasingly derived from diverse, partnership-based revenue streams. We will return significant cash to shareholders in the most appropriate form of core and special dividends, and via share buybacks.

# FY23 OUTLINE

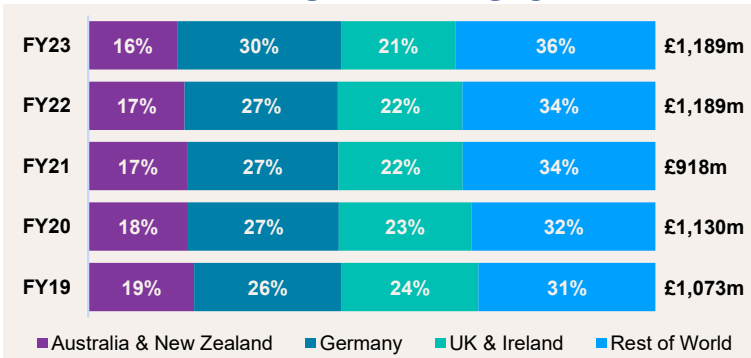
## FY23 OVERVIEW

Net fees <b>£1,294.6m</b> FY22: £1189.4m	Operating profit <sup>(2)</sup> <b>£197.0m</b> FY22: £210.1m	Profit before tax <b>£192.1m</b> FY22: £204.3m	Basic EPS <sup>(2)</sup> <b>8.59p</b> FY22: 9.22p	Total dividend per share <b>5.24p</b> FY22: 10.19p	Net cash <b>£135.6m</b> FY22: £296.2m
------------------------------------------------	--------------------------------------------------------------------	------------------------------------------------------	---------------------------------------------------------	----------------------------------------------------------	---------------------------------------------

## 33 COUNTRIES



## NET FEES BY DIVISION



### GERMANY

Record fees and strong underlying profit growth, including H2 conversion rate of 28.2%

Net fees **£382.0m**  
Operating profit **£100.2m**

Consultants **2,044**  
Offices **26**

Share of Group net fees



### UK & IRELAND

Markets slowed sharply, particularly in Perm, driving negative profit growth

Net fees **£266.1m**  
Operating profit **£28.7m**

Consultants **1,935**  
Offices **85**

Share of Group net fees



### AUSTRALIA & NEW ZEALAND

Tough market conditions, particularly in the Public sector and Banking

Net fees **£188.4m**  
Operating profit **£32.1m**

Consultants **1,071**  
Offices **39**

Share of Group net fees



### REST OF WORLD

Strong performance in EMEA. Tougher market conditions in China and the USA

Net fees **£458.1m**  
Operating profit **£36.0m**

Consultants **3,540**  
Offices **102**

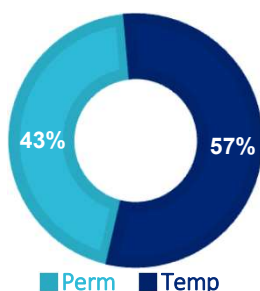
Share of Group net fees



## JOBS FILLED

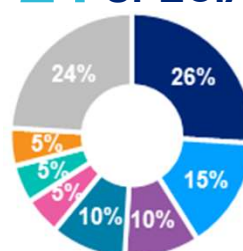
Perm candidates placed **76,800**  
Temp roles filled **245,000**

### TEMP/PERM SPLIT OF NET FEES



## 21 SPECIALISMS

### NET FEES BY SPECIALISM



- Technology
- Accountancy & Finance
- Construction & Property
- Engineering & Manufacturing
- Office Support
- Life Sciences
- Sales and Marketing
- Other

## ESG HIGHLIGHTS

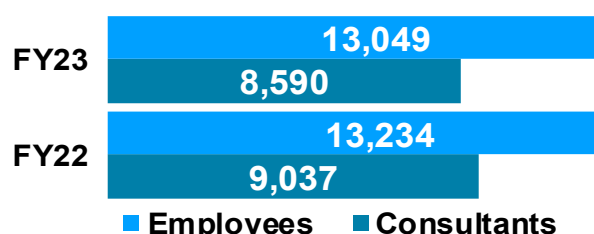
GHG Emissions: 16,778 CO<sub>2</sub> tonnes (FY22: 13,780 CO<sub>2</sub> tonnes)

Women in Senior Leadership: 44.3% (FY22: 42.4%)

Hays UN SDG endorsements



## OUR WORKFORCE



Gender split of employees **61% Female; 39% Male**

(1) Like-for-like growth represents organic growth at constant currency.  
 (2) FY20 and FY19 operating profit and basic earnings per share are stated before exceptional charges. There were no exceptional charges in FY21, 22 and 23.  
 (3) This excludes any fees which originate from preferred supplier arrangements, which represented a further c.30% of Group fees (more information on page 33).  
 (4) Conversion rate is the proportion of net fees converted into pre-exceptional operating profit(2).  
 (5) Cash generated by operations is stated after IFRS 16 lease payments, as we view leases (mainly on property) as an operating cost. FY21 cash generated by operations of £130.8 million is also adjusted for £118.3 million of FY20 payroll tax and VAT deferred which was paid in FY21.  
 (6) Cash conversion represents the conversion of pre-exceptional operating profit(2) to cash generated from operations(5).  
 (7) The significant disruption of the pandemic meant we postponed the FY20 survey until November 2020, i.e. in FY21. Given employee engagement is so important, we ran two surveys in FY21, with one in May 2021.