

SECTION 430(2B) COMPANIES ACT 2006 STATEMENT

As announced on 27 February 2026, Dirk Hahn stepped down from the Board of Directors of Hays plc (the "Board") and as Hays' CEO on that date. Mark Dearnley will join the Board as Interim CEO on the same date.

As required by section 430(2B) of the Companies Act 2006, details of the remuneration payments made or to be made to Dirk after ceasing to be a director are set out below. These arrangements comply with Hays' Directors' Remuneration Policy (the "Policy"), which was approved by shareholders at Hays' AGM on 15 November 2023. They will also be outlined in the FY26 Directors' Remuneration Report.

Under his contract, Dirk has a twelve months' notice period. He will remain employed until 26 August 2026, during which time he will be on garden leave but will remain available, as required, to allow for a full handover and orderly transition to Mark.

While employed, Dirk will receive normal salary, pension and benefits in line with his existing terms. For the remaining six-month of his notice period Dirk will receive a payment in lieu of base salary, pension and benefits, to be paid in instalments and subject to mitigation.

The Remuneration Committee has agreed Good Leaver status in principle (to be confirmed at the end of employment) for Dirk in relation to his FY26 Annual Bonus and outstanding share awards. Malus and clawback will continue to apply.

Subject to performance, Dirk will receive a pro-rated annual bonus for the period actively employed during FY26, with 50% of any bonus paid in cash and 50% deferred into shares for three years. Any outstanding deferred annual bonus awards will be released at their normal time. Outstanding PSP shares will vest subject to performance and time pro-rating. Shares will normally be released at the end of the relevant Holding Period. Dirk will not receive a PSP grant for FY27.

In line with his contractual terms, Dirk will receive assistance of up to £10,000 pa to complete his tax returns in Germany and the UK, in respect of the tax years during his employment. Hays will contribute up to £60,000 (plus VAT) for outplacement support and up to £16,000 (plus VAT) towards legal fees.

Dirk is subject to Hays' post-employment shareholding requirements as set out in the Remuneration Policy.

In accordance with section 430(2B) of the Companies Act 2006, the information contained in this document will be made available on Hays plc website until its next Directors' Remuneration Report is made available.