

HAYS

Annual General Meeting 2026 Attendance card

Shareholder Reference Number

Notice of availability –
Important, please read carefully.

You can now access the Annual Report & Accounts for the financial year ended 30 June 2026 and Notice of 2026 Annual General Meeting at haysplc.com/investors.

You can submit your Proxy Form online at www.shareview.co.uk

Hays plc (the Company) invites you to attend the Company’s Annual General Meeting (AGM) to be held at the offices of Hays plc, 4th Floor 107 Cheapside, London EC2V 6DN at 12 noon on Wednesday, 18 November 2026. If you wish to attend the AGM please bring this card with you and present it at the registration desk.

If you do not wish to attend the AGM but would like to register your vote, please complete, detach and return the prepaid Proxy Form below. Alternatively you can submit your Proxy Form electronically by (i) going to www.shareview.co.uk and following the instructions provided on the website or (ii) if you are a user of the CREST system (including CREST Personal Members), by having an appropriate CREST message transmitted (iii) institutional investors maybe able to lodge a proxy instruction via the Proxymity platform. Please note that your instructions must be received **by no later than 12 noon on Monday 16 November 2026** (i.e. not less than 48 hours (excluding any part of a day which is not a working day) before the time of the AGM).

If you plan to attend the Annual General Meeting, please bring this card with you and hand it in at the registration desk when you arrive.

Proxy form – Hays plc 2026 Annual General Meeting (AGM)



Shareholder Reference Number

I/We, the undersigned, being (a) member(s) of Hays plc (the Company) HEREBY APPOINT the Chair of the AGM/ (see Note 1) to act as my/our proxy to vote for me/us on my/our behalf on any matter which may properly come before the AGM of the Company to be held at 12 noon on Wednesday, 18 November 2026 and/or any adjournment(s) thereof.

Please indicate your instructions to your proxy by marking an ‘X’ in the appropriate boxes in black ink like this ☒ next to each resolution. Details of the resolutions are contained in the Notice of Meeting and the explanatory Notes. It should be noted that a Vote Withheld is not a vote in law and will not be counted as a vote For or Against a resolution. If you sign this Proxy Form and return it without any specific directions in respect of any resolution your proxy will vote or abstain on that resolution, at his or her discretion. Your proxy will also have discretion to vote as he or she thinks fit on any other business which may properly come before the meeting, including amendments to resolutions, and at any adjournment of the meeting.

	For	Against	Withheld		For	Against	Withheld
1. Receive the Annual Report & Accounts	☐	☐	☐	13. Reappoint PricewaterhouseCoopers LLP as Auditor	☐	☐	☐
2. Approve the Directors’ Remuneration report	☐	☐	☐	14. Authorise the Audit & Risk Committee to determine the Auditor’s remuneration	☐	☐	☐
3. Approve the Directors’ Remuneration Policy	☐	☐	☐	15. Authority to make political donations	☐	☐	☐
4. Approve the final dividend (0.29 pence per ordinary share)	☐	☐	☐	16. Authority to allot shares	☐	☐	☐
5. Elect Mark Dearnley as a director	☐	☐	☐	17. Approve amendments to the Hays Performance Share Plan	☐	☐	☐
6. Re-elect Helen Cunningham as a director	☐	☐	☐	18. Approve amendments to the Hays Deferred Annual Bonus Plan	☐	☐	☐
7. Re-elect Michael Findlay as a director	☐	☐	☐	19. Renewal of the Hays US Employee Stock Purchase Plan	☐	☐	☐
8. Re-elect James Hilton as a director	☐	☐	☐	20. Authority to disapply pre-emption rights*	☐	☐	☐
9. Re-elect Joe Hurd as a director	☐	☐	☐	21. Authority to purchase own shares*	☐	☐	☐
10. Re-elect Anthony Kirby as a director	☐	☐	☐	22. Authority to call a general meeting with 14 clear days’ notice*	☐	☐	☐
11. Re-elect Cheryl Millington as a director	☐	☐	☐	*Special resolution			
12. Re-elect Zarin Patel as a director	☐	☐	☐				

Notes to help you complete this form can be found overleaf.

Please mark this box if signing on behalf of the shareholder as attorney.

☐

Please mark this box if this proxy appointment is one of multiple appointments being made (see Note 2).

☐

Signature
(See Note 4)
Date

Important:

The following notes relate to the Proxy Form for the AGM to be held on 18 November 2026

Note 1:

You may appoint one or more proxies of your choice to exercise all or any of your rights to attend, speak and vote at the AGM provided that each proxy is appointed to exercise rights attached to a different share or shares held by you. The proxy must vote in accordance with your instructions. The Chair of the AGM is willing to act as your proxy. If you wish to appoint a person other than the Chair of the meeting as your proxy, please delete the words “the Chair of the AGM” and add the name of the proxy you wish to appoint in the space provided. The proxy need not be a member of the Company (but must attend the meeting in person to represent you) and is entitled to vote on any other business which may properly come before the meeting. If the proxy is being appointed in relation to less than your full voting entitlement, please enter in the box next to the name of the proxy, the number of shares in relation to which he or she is authorised to act as your proxy. If left blank your proxy will be deemed to be authorised in respect of your full voting entitlement.

Note 2:

To appoint more than one proxy, please use a separate Proxy Form for each appointment. Additional Proxy Forms can be obtained by contacting the Registrar, Equiniti, on +44 (0) 371 384 2843 UK calls or if calling from outside the UK, please ensure the country code is used. The helpline is open Monday to Friday 8.30am to 5.30pm (excluding public holidays in England and Wales). Alternatively you can photocopy the enclosed Proxy Form the required number of times before completing it. When appointing more than one proxy you must indicate the number of shares in respect of which the proxy is appointed. Please also indicate by marking the box provided if the proxy is one of multiple appointments being made.

Note 3:

To direct your proxy how to vote on the resolutions, please mark the appropriate box with an “X”. To abstain from voting on a resolution, select the relevant “vote withheld” box. If no voting indication is given, your proxy will vote or abstain from voting at his or her discretion.

Note 4:

To be valid, the Proxy Form must be signed.

If necessary, someone else may sign the form on your behalf as your attorney. In the case of joint holders (i) only one need sign, and (ii) the vote of the senior holder who tenders a vote, whether in person or by proxy or (in the case of a corporation) by an authorised representative, will alone be counted.

For this purpose seniority will be determined by the order in which the names appear in the Register of Members in respect of the joint holding. In the case of a corporation, the Proxy Form should be executed by a duly authorised officer or person or under its common seal or in any other manner authorised by its constitution.

Note 5:

Shareholders who wish to appoint a proxy or proxies electronically may do so through www.shareview.co.uk where full instructions are provided. Shareholders will need their Shareholder Reference Number as printed on their proxy form to register if they have not already done so. Alternatively, if already registered with Equiniti’s online portfolio service, Shareview, shareholders can appoint their proxy electronically by logging on to their portfolio at www.shareview.co.uk using their ID and password. Once logged in, click ‘View’ on the ‘My Investments’ page, click on the link to vote then follow the on-screen instructions.

Note 6:

CREST members who wish to appoint a proxy or proxies through the CREST electronic proxy appointment service may do so by using the procedures described in the CREST Manual. To be valid, the appropriate CREST message, regardless of whether it constitutes the appointment of a proxy or an amendment to the instructions given to a previously appointed proxy, must be transmitted so as to be received by our agent (ID RA19) by no later than 12 noon on Monday 16 November 2026. See the notes to the Notice of Meeting for further information on proxy appointment through CREST. If you are an institutional investor, you may be able to appoint a proxy electronically via the Proximity platform. Please see the Notice of Meeting for further information on proxy appointment through Proximity.

Note 7:

The completion and return/submission of the Proxy Form will not preclude a registered member from attending, speaking and voting in person at the meeting. If you submit more than one valid proxy appointment, the appointment received last before the latest time for the receipt of proxies will take precedence.

Business Reply Plus
Licence Number
RUJE-HZRG-CLHS



Equiniti
Highdown House
Yeoman Way
Worthing
BN99 4EU

Shareholder Reference Number

Shareholder communication

The purpose of this form is to ask you to consider how you would like to receive shareholder communications in the future. If you currently receive shareholder communications by post, you can choose to increase the speed with which you access shareholder documents and also help reduce the impact on the environment by not only reading our Annual Report and Accounts online, but also by choosing to receive your form of proxy voting instructions via email and voting electronically. Please choose one of the following options below:

- Option 1 (written notification)**

To receive written notifications by post when shareholder documents are available on our website at www.haysplc.com.

☒ No action required.
- Option 2 (email notification)**

To receive email notifications when shareholder documents are available on our website at www.haysplc.com.

☒ Register at www.shareview.co.uk.
- Option 3 (paper)**

To continue to receive paper shareholder documents through the post, tick the box and return this form to our registrars, Equiniti. In an envelope addressed to FREEPOST RUJC-JSBU-LXXX, Equiniti, Highdown House, Yeoman Way, Worthing, BN99 4BQ.

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If we do not hear from you by 12 noon on Monday 16 November 2026, you will be deemed to have agreed to Option 1.