A year of *transformation*

Against a challenging backdrop, which significantly impacted many of our markets, we took decisive action to better align our business to long-term growth markets and reduce costs.

Dirk Hahn
CEO

Market backdrop and trading review

FY25 was a year of significant strategic and operational transformation against a backdrop of economic and political uncertainty which weighed on client and candidate confidence, driving a material lengthening of 'time-to-hire', and lower placement volumes. Although there was continued evidence of strategic delivery during the year, our financial performance was significantly impacted by these headwinds, with like-for-like net fees down 11% and pre-exceptional operating profit down 56%.

Temporary & Contracting and Permanent recruitment net fees decreased by 7% and 17% respectively. Although Temporary & Contracting net fees were relatively resilient through the year, Permanent recruitment was subdued because weak client and candidate confidence continues to drive below-normal conversion of activity to placement. This 'Great Hesitation' more than offset improvements to our mix and pricing.

Against this backdrop we have focused on applying our Five Levers and improved operational rigour through business line prioritisation, resource allocation, and efficiency initiatives. Despite challenging and volatile markets, we have been highly disciplined and made good progress during the year. Consultant net fee productivity increased by a sector-leading 5% year-on-year, net fees within Enterprise Solutions grew by 8%, and Temporary & Contracting net fees grew strongly in several of our Focus countries. Our consultant headcount declined by 14% through a mix of natural attrition and performance management.

Our structural cost savings initiatives progressed well as we took significant actions to better position Hays. We exited business lines, removed duplicated costs, delayered management, outsourced selective opportunities, further standardised and globalised processes, and expanded our shared service centres. The combined costs related to this were £30.7 million and are considered exceptional given their size and impact on business operations. On a post-exceptional basis, our loss per share increased by 58% YoY to 0.49 pence.

You can read about each division's performance on pages 48 to 53, and see our detailed financial performance on pages 10 - 13.

Building the global leader

Our vision is to become the global leader in recruitment and workforce solutions, recognised for powering progress through people and market-leading technology. Our expertise combines large Enterprise clients, the Public sector, SMEs and start-ups. We have core expertise in Contracting, Temporary and Permanent recruitment and evolving capabilities in workforce solutions.

> "We have focused on applying our Five Levers and improved operational rigour through business line prioritisation, resource allocation, and efficiency initiatives."

Focused strategy and progress

Our strategy is built upon Five Levers and is designed to build a structurally more resilient, profitable and growing business underpinned by our culture and talented colleagues worldwide. We will increase our exposure to the most in-demand future job categories, growing industries and end-markets, higher skilled and higher paid roles, Temporary & Contracting and large Enterprise clients. Our strategy is not 'one-size-fits-all' and we will tailor each region and country to its market and customer needs. We will build scale in high-performing and high-potential markets and will scale back where forces are less supportive.

Our medium-term goal is to drive material profit contributions from more Hays countries. Our Key countries (Germany, Australia and the UK) each have all of the Five Levers, but we have work to do to increase operational performance and profitability. Our Focus countries (Austria, France, Italy, Japan, Poland, Spain, Switzerland and the USA) have most of the Five Levers, and we are actively allocating resource and selectively investing to achieve all five. Our Emerging countries represent the rest of our global network, and we are focused on increasing profitability in each country, in line with our conversion rate targets.

Business line prioritisation, optimised resource allocation, and scaling our eight Focus countries will establish a broader base and enable the Group to achieve its long-term objective of returning to, and then exceeding, our previous peak operating profit of c.£250 million.

Operational rigour in action

We are very focused on our strategic execution despite challenging markets. Firstly, we will continue to invest in and align our business with high-potential and high-performing business lines. We will scale back or exit business lines with low performance and potential and, as part of this, we are further reviewing our country portfolio. Reshaping and improving our business mix in line with our strategy will over time be a material driver of sustained consultant productivity growth.

Secondly, we will continue to invest in our technology estate to harness the power of data and AI, which will improve net fee productivity as we provide our consultants with best-in-class tools and reduce administrative burden, we will improve automation and efficiency in our back-office functional areas, and provide more powerful and personalised data and insights to our customers, enhancing our exceptional service to clients and candidates.

Thirdly, our programme to secure c.£30 million per annum structural efficiency cost savings by the end of FY27 has progressed well and we exited the year with c.£35 million per annum against this target resulting from our back office and operational efficiency programmes. Consequently, we have set ourselves the ambition of delivering a further c.£45 million per annum of structural cost savings by FY29, bringing total savings to c.£80 million per annum. This will be delivered through the completion of our global Finance and Technology transformation programmes, delivering efficiencies in other global support functions, and driving operational efficiencies through our sales organisation. These savings will be partially reinvested in our Technology programmes to deliver further data and AI capabilities.

Our Five Levers

Our Five Levers are aligned to exploit the long-term opportunities in our markets

1. Grow our leading positions in the most in-demand future job categories
2. Increase our focus on higher skilled, higher paid roles
3. Greater focus on resilient and growing industries and markets
4. Build stronger relationships with our clients and candidates
5. Drive an increased proportion of Temporary & Contracting net fees across our businesses

Underpinned by our Golden Rule:

Profit growth > Net fee growth > Headcount growth

Read more in 'Strategy in action'

In conversation with *Dirk Hahn*

Q: How did Hays perform in FY25?

Whilst we are disappointed with the Group's overall financial performance in FY25 we were pleased with our agility and speed of execution. Net fees decreased by 11% and operational profit reduced to £45.6 million. However, our strategy was validated in several ways during the year, including a sector-leading 5% increase in consultant net fee productivity, 8% net fee growth in Enterprise Solutions, and greater resilience in our Temporary & Contracting activities. In addition, we made good progress securing structural cost savings (read more on page 11).

The swift pace at which the UK&I moved from operating loss in the first half of the year to modest profit in the second highlights our ability to respond quickly and with agility when executing our strategy. Following these promising initial steps, we intend to scale the UK&I business lines with the most attractive levels of productivity and profitability, particularly in Temporary & Contracting, more effectively in the future.

Q: You launched Hays' new strategy in February 2024. Is it fully developed and embedded?

Following in-depth analysis of our business mix and growth opportunities, each division has developed a medium-term pathway to apply our Five Levers. These levers enhance Hays' focus on our core capabilities and prioritise areas where there is greater potential for growth. Our goal is not just to return to our previous peak operating profit of c.£250 million, but to surpass it. I'm confident that under normal market conditions all business lines will be able to deliver a conversion rate of at least 25% (pre-central costs). We have set clear expectations for each country to contribute a minimum level of absolute operating profit.

To reinforce this behaviour, we apply a forensic analysis of our business lines to focus on those with most attractive productivity and conversion rates. We have consistently reallocated consultants into these business lines during FY25, which contributed to our sector-leading net fee productivity increase and it's a clear sign that the strategy is working.

Q: How have you promoted and incentivised cultural change?

During the year, we further developed a new Executive Leadership Team (ELT) combining deep Hays experience and institutional knowledge with fresh external perspectives. Our Chief People Officer, Deborah Dorman, introduced a new global way of working read more on pages 36 - 38, and enhanced our internal communications, to more effectively engage colleagues and ensure they have the necessary tools as we progress on our transformational journey. We have instigated a cultural shift in our mindset to focus as much on delivering profit growth as net fees, and to operate on a business line basis with particular focus on consultant net fee productivity.

Operating profit contributions from the UK&I and France disappointed during the year and we took decisive action to reposition these businesses under new leadership and with greater alignment to our Five Lever strategy. I expect improved performance in FY26 from both businesses.

The culture we have fostered, centred around a clear ambition to build a more profitable, resilient and growing business, will continue to be the key driver of our success over the long term. We recognise the importance of progressing at an appropriate pace – striking a balance between preserving the proven attributes that underpin our success and radically breaking the box.

Q: What are the Group's priorities for cash and why did you cut the dividend?

Faced with a second consecutive year where our core dividend cover would be below our 2-3x target range, together with an uncertain trading outlook, the Board has proposed a reduction in the final dividend payment that more appropriately aligns to the Group's current level of profitability and affordability. Our business model remains highly cash-generative and the Board's views on priorities for use of cash flow are clear. Going forward, we will apply the following principles in our capital allocation framework. Firstly, to fund the Group's investment and development requirements. Secondly, to maintain a strong balance sheet position. Thirdly, maintain a dividend that is affordable and appropriate within a target cover range of 2-3x pre-exceptional earnings. Fourthly, to return surplus cash to shareholders through an appropriate combination of special dividends and share buybacks. We have, however, removed our £100 million cash buffer to provide greater flexibility through the cycle as our cash position rebuilds over the longer term.

Q: What are your key priorities for FY26 and beyond?

We will strive for continuous improvement over the next few years and remain mindful that People & Culture are key to driving change and achieving our medium-term aspirations. We will continue to proactively manage our country portfolio, particularly in Emerging countries.

When economic recovery eventually comes we must adhere to our Golden Rule and maintain a disciplined approach to headcount investment, retain structural cost savings, and support our Focus countries to deliver rapid growth in net fees and profitability so we progressively reduce our dependence on a few Key countries.

In FY26, we have ambitious plans to invest in our technology and people, leverage our recently refreshed brand and values, and improve our service offering to customers.

CFO's *review*

"Given challenging markets, we focused on improving consultant productivity and carefully managing costs. In FY25, our consultant productivity grew by 5% and we delivered c.£75m in annualised savings, c.£35m of which are structural. Looking ahead, our ongoing efficiency programmes are expected to deliver a further c.£45m in structural savings by FY29."

Group net fees(2)
£972.4m
FY24: £1,113.6m

Cash from operations(4)
£128.3m
FY24: £112.3m

Group operating profit(5)
£45.6m
FY24: £105.1m

Dividend per share
1.24p
FY24: 3.00p

Earnings per share(5)
1.31p
FY24: 4.03p

Cash conversion(8)
281%
FY24: 107%

Year-end net cash
£37.0m
FY24: £56.8m

Operating performance

Year ended 30 June (£m)	2025	2024	Actual growth	LFL growth
Turnover(1)	**6,607.0**	6,949.1	(5)%	(4)%
Net fees(2)	**972.4**	1,113.6	(13)%	(11)%
Pre-exceptional operating profit(5)	**45.6**	105.1	(57)%	(56)%
Post-exceptional operating profit	**14.9**	25.1	(41)%	
Profit before tax	**1.5**	14.7	(90)%	
Pre-exceptional basic earnings per share(5)	**1.31p**	4.03p	(67)%	
Post-exceptional basic earnings per share	**(0.49)p**	(0.31)p	(58)%	
Cash generated by operations(4)	**128.3**	112.3	14%	
Core dividend per share	**1.24p**	3.00p	–	

Note: unless otherwise stated all growth rates discussed in the CFO's review are like-for-like (LFL) YoY net fees and profits, representing organic growth of operations at constant currency.

1. Net fees of £972.4 million (FY24: £1,113.6 million) are reconciled to statutory turnover of £6,607.0 million (FY24: £6,949.1 million) in note 4 to the Consolidated Financial Statements.
2. Net fees comprise turnover less remuneration of temporary workers and other recruitment agencies. Like-for-like (LFL) net fees and profits represent organic growth of continuing operations at constant currency.
3. Conversion rate is the proportion of net fees converted into pre-exceptional operating profit(5).
4. Cash generated by operations is stated after IFRS 16 lease payments, which we view as an operating cost.
5. Exceptional items for the year ended 30 June 2025 of £30.7 million, £17.7 million relates to restructuring charges across the Group and £13.0 million in relation to the Technology transformation and Finance transformation programmes; the prior year charge of £80.0 million consists of goodwill and intangible impairment of £37.8 million and a restructuring charge of £42.2 million. There were no exceptional charges in FY21, FY22 or FY23.
6. The underlying Temporary margin is calculated as Temporary net fees divided by Temporary gross revenue and relates solely to Temporary placements in which Hays generates net fees, and specifically excludes transactions in which Hays acts as an agent on behalf of workers supplied by third-party agencies, and arrangements where the Group provides major payrolling services.
7. FY20 net cash excludes £118.3 million of deferred tax payments.
8. Operating cash conversion represents the conversion of pre-exceptional operating profit(5) to cash generated from operations(4).

Fees and turnover

Turnover for the year ended 30 June 2025 decreased by 4% (5% on a reported basis). Net fees for the year ended 30 June 2025 decreased by 11% on a like-for-like basis, and by 13% on a reported basis, to £972.4 million. This represented a like-for-like fee decline of £118.1 million versus the prior year. The higher net fee decline compared to turnover was due to the relatively resilient performance in Temporary & Contracting versus Permanent recruitment and a strong performance in our Enterprise Solutions business.

Temporary & Contracting net fees (62% of Group) decreased by 7%. Volumes declined by 6% YoY, with a further 2% or c.£14 million net fee impact from lower average hours worked per contractor in Germany. There was a 1% increase from improved specialism and geographical mix, despite a 20bps YoY decrease in our underlying Temp margin(6) to 15.3%.

Permanent net fees (38% of Group) decreased by 17%. Permanent volumes were down by 20% with weak client and candidate confidence driving below-normal conversion of activity to placement. As with prior years, this was partially offset by our average Permanent fee which grew by 3%. Net fees in the Private sector (84% of Group), decreased by 9% but the Public sector was more challenging, down 18%.

Operating profit and conversion rate

FY25 pre-exceptional(5) Group operating profit of £45.6 million represented a like-for-like decrease of 56% (down 57% reported) with a higher drop-through of lower net fees to profitability in the final quarter from broad-based weakness in Permanent markets globally. The Group conversion rate(3) decreased by 470 bps year-on-year to 4.7%.

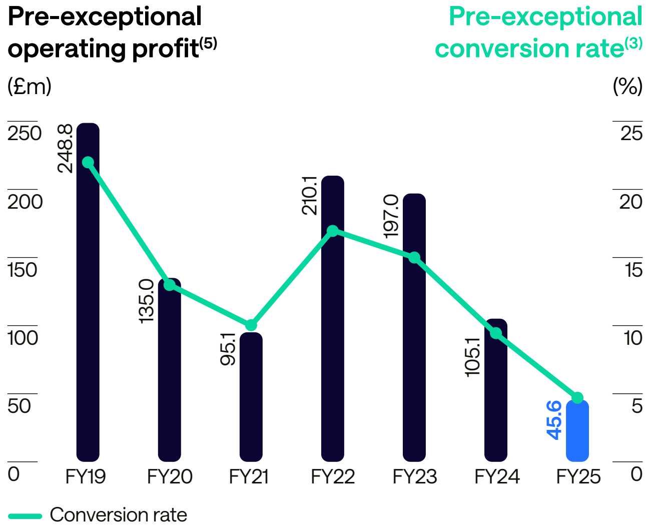
Like-for-like operating costs decreased by 6% YoY or £61.0 million (£81.8 million on reported basis, down 8%). This was driven by a 14% lower average Group headcount, lower commissions and bonuses, and our structural cost saving initiatives partially offset by our own salary increases and underlying cost inflation. Our periodic cost base was reduced from c.£81 million in Q4 24 to c.£75 million in Q4 25, on a constant currency basis.

Foreign exchange

Exchange rate movements decreased net fees and operating profit by £23.1 million and £2.4 million, respectively. This resulted from the strengthening in the average rate of exchange of sterling versus our main trading currencies, notably the euro. Currency fluctuations remain a significant Group sensitivity.

Exceptional restructuring charge

During the year, the Group incurred an exceptional restructuring charge of £30.7 million (FY24: £80.0 million), as we undertook the restructure of several country business and back-office operations. In Germany, the United Kingdom & Ireland and in France we restructured our back-office functions, closed several business lines, and delayered management levels. We also closed 16 offices in the United Kingdom & Ireland and four offices in France. We restructured the operations of the Statement of Works business in Germany and closed the Statement of Works business in the United Kingdom & Ireland. In the Americas we closed our operations in Chile and Colombia and our offices in Rio de Janeiro and Campinas, to focus on two high potential markets by creating flagship offices in Sao Paulo and Mexico City. We also restructured our Czech business, to only service Enterprise clients in Temporary & Contracting roles, with no Permanent or SME activities continuing, resulting in the closure of one office and all back-office



functions. These restructuring exercises led to the redundancy of a number of employees, including senior management and back-office positions, together with other closure costs, at a combined cost of £17.7 million.

The Group also incurred a £13.0 million exceptional charge in relation to the multi-year Technology transformation and Finance transformation programmes, comprising both staff costs and third-party costs. This comprised the outsourcing of our Technology helpdesk, application development and support, infrastructure and maintenance activities to our technology partner Cognizant. In addition, we completed our Americas Finance transformation programme and made substantial progress with our regional Germany and EMEA Finance transformation programmes. Despite being multi-year, the transformation projects are considered to one-off in nature because the changes being implemented are of a much greater scale and breadth than at any point over the last 20 years, fundamentally changing how our support functions operate across the Group, strategically reshaping the business in line with our Five Levers, and making a significant contribution towards our long-term structural cost saving ambition.

The cash impact of the exceptional charge in the year was £17.5 million, with an additional £12.4 million of cash payments in respect of the prior year exceptional charge.

During the prior year, the Group incurred an exceptional charge of £80.0 million. Of this, £42.2 million related to a restructuring charge and the remaining £37.8 million was non-cash, related to the partial impairment of goodwill in the US business and the impairment of intangible assets.

Net finance charge

The net finance charge for FY25 was £13.4 million (FY24: £10.4 million). The increase YoY was primarily due to a £3.3 million increase in net bank interest payable (including amortisation of arrangement fees) to £7.3 million (FY24: £4.0 million) due to higher average drawings on the Group's revolving credit facility. The £1.5 million charge on defined benefit pension scheme obligations (FY24: £1.3 million) is non-cash. The non-cash interest charge on lease liabilities under IFRS 16 was £4.6 million (FY24: £5.0 million) and The Pension Protection Fund levy was £nil (FY24: £0.1 million).

We expect the net finance charge for FY26 to be c.£12 million, slightly below FY25 due to the impact of the defined benefit pension buy-in and lower utilisation of our revolving credit facility driven by improving working capital.

Taxation

The tax charge for the year ended 30 June 2025 of £11.3 million (FY24: £30.7 million) represented a pre-exceptional effective tax rate ("ETR") of 35.1% (FY24: 32.4%). The higher ETR was driven by the geographic mix of profit together with the impact of tax losses in some country operations in H2 and the associated impact on deferred tax asset recognition. On a post exceptional basis, the effective tax rate was 620%, in which a £4.1 million tax credit in respect of exceptional items was partially offset by a £2.1 million tax charge arising from the derecognition of a deferred tax asset, following the pension buy-in.

We expect the Group's ETR in FY26 to be c.38%, consistent with H2 FY25, assuming no material change in geographic mix of profits, and to reduce as profits rebuild over time.

Earnings per share

The Group's pre-exceptional basic earnings per share (EPS) of 1.31p was 67% lower than the prior year. The reduction was primarily driven by 56% lower pre-exceptional operating profit together with the higher net finance charge and ETR noted above. On a post-exceptional basis, EPS of (0.49)p was down 58% YoY.

Strong balance sheet and cash generation

Our net cash position at 30 June 2025 was £37.0 million. We had a strong cash performance across the Group and converted 281% of operating profit[2] into operating cash flow, up YoY (FY24: 107%) due to a working capital inflow of £58.1 million in FY25 (FY24: £16.5 million outflow) as Temporary & Contracting fees and placements reduced and cash collection remained strong. Debtor days increased slightly to 37 days (FY24: 36 days), largely due to growth in our Enterprise Solutions business which has longer payment terms than the Group average. Debtor days remain below pre-pandemic levels and our aged debt profile remains strong. Group bad debt write-offs remain in line with FY24 and are at historically low levels. Our strong cash performance drove FY25 cash from operations of £128.3 million, up 14% YoY.

Cash tax paid in the year was £12.9 million (FY24: £26.4 million). Net capital expenditure was £22.7 million (FY24: £23.4 million), with continued investments in infrastructure and cyber security. We expect capital expenditure will be higher at c.£35 million in FY26 driven by our Hays Data and AI programme together with ongoing technology infrastructure investment.

Company pension contributions were £23.1 million (FY24: £18.2 million) which comprised £8.4 million in respect of pension deficit contributions, an additional one-off £12.6 million related to the full pension buy-in completed in December 2024, and a further £2.1 million of expenses and true-up costs. There were no further deficit contributions following the scheme's full buy-in in December 2024, which provides a material cash flow benefit from FY26.

Net interest paid was £7.3 million (FY24: £4.0 million). The cash impact of the exceptional restructuring charge in FY25 was £29.9 million.

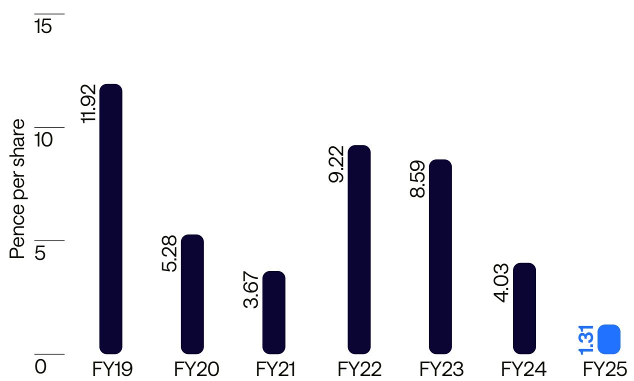
During the year we paid a £32.6 million final core dividend for FY24 and a £15.2 million FY25 interim dividend.

Retirement benefits

On 9 December 2024, Hays Pension Trustee Limited in agreement with Hays plc entered into a £370 million bulk purchase annuity policy (buy-in) contract with Pension Insurance Corporation plc ("PIC"). Building on the purchase of a bulk annuity policy with Canada Life for a premium of £270.6 million on 6 August 2018, the new PIC policy fully insures the Scheme's remaining benefit obligations. The impact of this transaction is reflected in the IAS 19 valuation as at 30 June 2025.

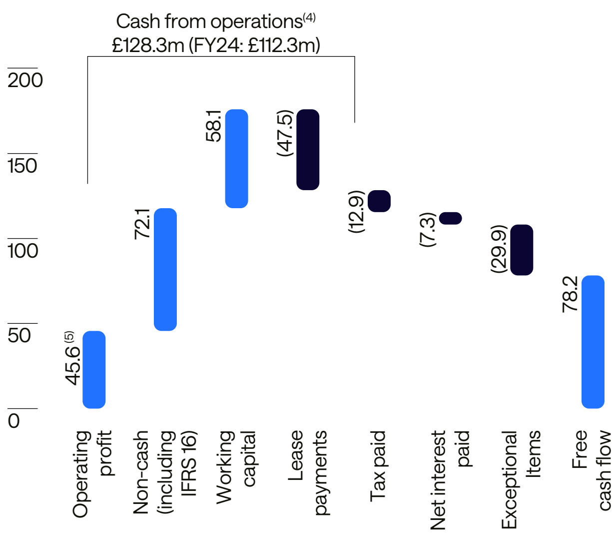
Earnings per share[5]

(p)



Operating profit[5] to free cash flow

(£m)



The Group's pension position under IAS 19 at 30 June 2025 has resulted in a surplus of £nil (30 June 2024: surplus of £19.4 million, 31 December 2024: surplus of £nil). The reduction in the surplus since 30 June 2024 is due to the impact of the full pension buy-in, as noted above. The transfer to provisions of £4.9 million comprises the unfunded pension scheme (£5.2 million), which was not part of the buy-in due to the members' benefits being outside of the Registered Pension Regime, and the net impact of anticipated post buy-in adjustments on the scheme (£0.3 million positive).

Final dividend and free cash flow priorities

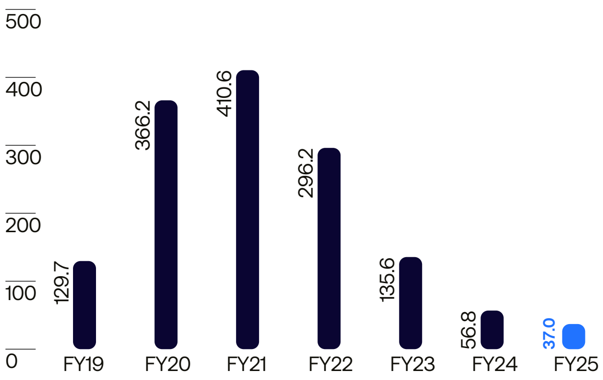
Faced with a second consecutive year where our core dividend cover would be below our 2-3x target range, together with an uncertain trading outlook, the Board has proposed a reduction in the final dividend payment that more appropriately aligns to the Group's current level of profitability and affordability.

The final dividend proposed of 0.29 pence per share is calculated on 3x FY25 pre-exceptional earnings cover, and applying our historic one-third/two-thirds interim/final split. This brings the full year dividend to 1.24 pence per share.

Our business model remains highly cash generative and the Board's views on priorities for use of cash flow are clear. Going forward, the Board will apply the following principles in its capital allocation framework. Firstly, to fund the Group's investment and development requirements. Secondly, to maintain a strong balance sheet position. Thirdly, maintain a dividend that is affordable and appropriate within a target cover range of 2-3x pre-exceptional earnings. Fourthly, to return surplus cash to shareholders through an appropriate combination of special dividends and share buybacks. We have, however, removed our £100 million cash buffer to provide greater flexibility through the cycle as our cash position rebuilds over the longer term.

Closing net cash(7)

(£m)



Treasury management

The Group successfully completed a new revolving credit facility in October 2024 at the increased value of £240 million from £210 million. The new facility will expire in October 2029 with options to extend by a further two years by agreement. The financial covenants within the facility remain unchanged and require the interest cover ratio (EBITDA to interest) to be at least 4:1 and leverage ratio (net debt to EBITDA) to be no greater than 2.5:1. The interest rate of the facility is based on a ratchet mechanism with a margin payable over risk-free rate plus credit adjustment spread of between 0.7% to 1.5%.

As at 30 June 2025, £145 million of the committed facility was undrawn (30 June 2024: £145 million of the committed facility was undrawn).

The Group's UK-based Treasury function manages the Group's currency and interest rate risks in accordance with policies and procedures set by the Board and is responsible for day-to-day cash management; the arrangement of external borrowing facilities; and the investment of surplus funds. The Treasury function does not operate as a profit centre or use derivative financial instruments for speculative purposes.

James Hilton
Chief Financial Officer

20 August 2025

Market review

The global *recruitment market*

Hays is a leading global professional recruitment agency specialising in Temporary, Contracting and Permanent recruitment including to large clients under more complex and structured agreements, such as Managed Service Provision (MSP) and Recruitment Process Outsourcing (RPO).

According to data from Staffing Industry Analysts, on a net fee income basis, the global market size was $220 billion in the 12 months to December 2024. These figures do not include candidates recruited directly by in-house human resources departments which may present a future source of growth in the long term.

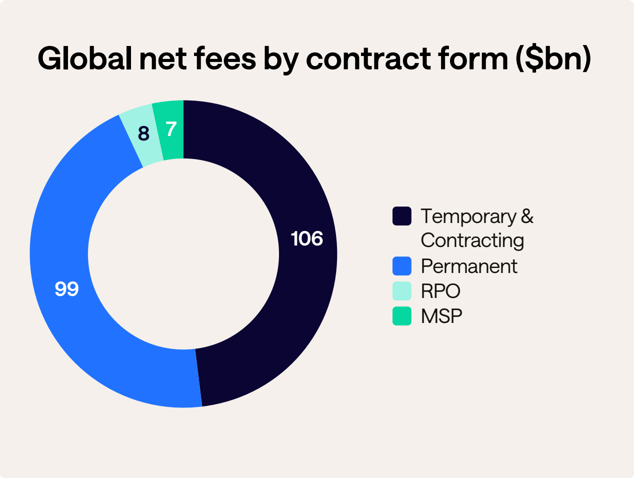
The global recruitment market is expected to grow by 8% annually over the next five years to $320 billion and at a mid-teen rate with complex global enterprises through MSP and RPO agreements. Hays currently has a mere 0.5% market share of the global market and a strong competitive position with large clients though our Enterprise Solutions offering.

Global recruitment markets generated $220 billion net fees in 2024

Professional recruitment accounts for c.60% of global recruitment net fees

21 countries account for

95% of the global professional recruitment market



Hays specialises in the most skill-short white-collar employment areas including Technology, Accountancy & Finance, Engineering, Life Sciences and Construction & Property. The vast majority of the candidates we place earn between £35,000 and £200,000 per annum.

Individual labour markets have their own nuances but we estimate that in aggregate these professional positions account for approximately 60% of net fees generated by the global recruitment industry. The remainder includes suppliers of lower salary blue-collar and clerical positions, and executive search.

The top 21 countries account for 95% of the global professional recruitment market. Hays has a physical presence in 20 of the top 21 of which three are Key countries, eight are Focus countries, and nine are Emerging countries.

Temporary Recruitment: Employees hired on a non-Permanent basis to meet short-term needs or demands

Contracting: Support of a specific project for a predetermined period, which can be extended if required

Permanent Recruitment: A company directly employs an individual with no predetermined end date to the role. This is sometimes also referred to as 'direct hire' in the industry

Managed Service Provider: The transfer of all or part of the management of a client's Temporary and Contracting staffing hiring activities on an ongoing basis to a recruitment agency

Recruitment Process Outsourcing: The transfer of all or part of a client's Permanent recruitment processes on an ongoing basis to a recruitment agency

Professional recruitment is the largest element of the global recruitment market

£35–200k

Salary range for the majority of candidates we place

Market review *continued*

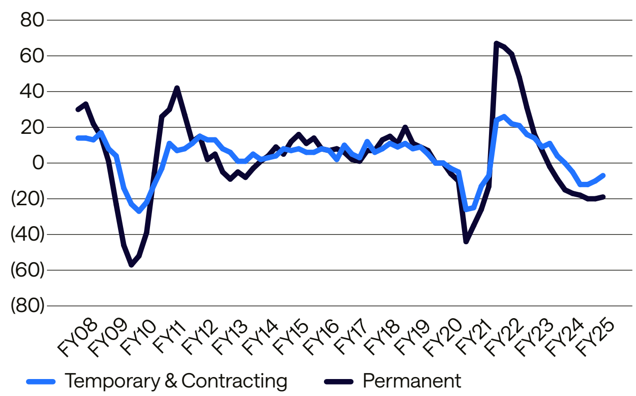
Focusing on more resilient parts of the recruitment market

Recruitment industry net fees are influenced by several variables including real GDP growth, wage inflation, client and candidate confidence, employee quit rates, and fee levels. Volume activity is determined by the total number of vacancies and the time taken to fill a position with a candidate.

In Permanent recruitment, 80-90% of Hays' activity is driven by job churn within labour markets rather than the overall level of employment. The Temporary & Contracting recruitment market benefits from more structural, long-term growth drivers, underpinned by powerful industry megatrends.

We also believe that our Temporary & Contracting net fees are less cyclical than Permanent recruitment. Over the last 15 years, the year-on-year growth rate in net fees generated from Temporary & Contracting recruitment at Hays has demonstrated lower volatility during economic peaks and troughs than Permanent recruitment.

Hays YoY net fees growth (%)



We provide access to deep pools of talent liquidity

Hays provides our clients with access to a broader and more diverse pool of candidates. While job advertisements attract professionals who are actively seeking new opportunities, the ideal candidate may not be actively looking.

They could be working for a competitor, in an adjacent industry, or situated in a different part of the country and as a result they won't apply for the role because they simply aren't looking. Hays provides access to these passive candidates and can advocate on behalf of businesses with a limited employer brand, such as small start-ups, helping them to attract candidates who would otherwise overlook the opportunity.

At Hays, we can place candidates more effectively, faster and more efficiently than in-house HR teams. This is driven by our early-stage and long-term engagement with candidates and clients, the application of data science techniques to proprietary databases built up over time, and streamlined workflows that overall enhance the recruitment process.

Our 'data funnel' automatically processes tens of millions of data points daily, turning them into meaningful signals and actionable insights for our clients, candidates and consultants, at scale and in depth. Our Talent Networks are the community ecosystems we have built on top of this vast data lake. They optimise our digital candidate sourcing strategies, largely operating in real-time, and considerably accelerate identification of the best candidates with the most appropriate skills.

Our clients benefit from faster 'time to fill' for vacancies, at a variable cost, with the reassurance that Hays has fully complied with all appropriate labour market regulations in each jurisdiction.

Our engagement strategy has developed over many years and underpins our Talent Networks

Engagement Activity	Data & Insight Platform	Hiring Workflow
Maximise early-stage and long-term engagement with candidates & clients	Deep, unified and **proprietary data assets,** built up from engagement data over time	Deliver outstanding customer experience and hiring outcomes
Focus on **automation** & **programmatic advertising** to **maximise scale** and **optimise consultant workload**	**Data science techniques** including **machine learning to power insights**	Focus on **enhancing the productivity** & **performance of our consultants**

Approachability
Personalisation
Personal Insights
Leads & Shortlists

Placing candidates better, faster and more efficiently than in-house HR teams or competitors

Our strategy is designed to capitalise on powerful workplace megatrends

Organisation challenges

- Growing complexity in managing workforces
- Greater digitalisation
- Adoption & integration of AI
- Hiring & retention of talent
- Changing stakeholder needs
- Many sectors facing significant transformation

Skill shortages

- STEM sectors particularly impacted by skill shortages
- Driving wage inflation
- Desire/need for upskilling
- Partially solved by greater use of flexible, high-skilled contractors

Employee demands

- Higher salaries
- Desire for flexible/ remote working
- Increasing desire to work for a purpose-led organisation
- Continual upskilling

Demographic challenges

- Smaller working populations
- Broader demographics and lifestyle choices
- Greater propensity for Contracting and Freelance

Societal demands

- Responsible business practice
- Importance of sustainability and response to climate change
- DE&I
- Social purpose
- Social mobility
- Regulation

Organisations increasingly need expert help to find the talent they need

To help secure talent, organisations increasingly need partners such as Hays, who can bring a far broader and deeper pool of talent to them, from a far wider geographic area, much faster.

This applies to larger outsourcing deals with Enterprise clients and transactional 'spot' recruitment for SMEs. Importantly, all client groups have increased demands for related workforce solutions.

Jobs are changing and skills are short

Digitalisation and Artificial Intelligence are changing almost every industry. Many employers are struggling to find the talent they need, particularly in higher skill, higher salary areas. Our strategy is focused on building the strongest relationships with candidates in the most skill-short markets, such as Technology, Engineering, Life Sciences or the Green Economy.

Growth in flexible, high-skill, non-Permanent careers

Skilled workers are increasingly seeking interesting, and often highly paid, non-Permanent roles as they build 'portfolio' freelance careers. This trend is also strongly supported by remote and hybrid working.

We believe higher skill, higher salary Temporary and Contracting represent long-term growth markets, particularly in STEM careers. We use our expert consultants, global network, data and technology to build deep and broad Talent Networks.

Demographic changes and increased employee demands

Rising costs of living globally create greater incentive for skilled employees to change job and increase their earnings. Also, we live in an era of unprecedented access to training, upskilling and development, meaning that the routes for candidates' career progression are more open than ever. Attitudes towards remote and hybrid careers have materially changed, which can act as a further driver of job churn particularly once economic confidence grows.

Societal demands are changing

For all employers, there is an increasing awareness of the importance of business sustainability, which can be enhanced by addressing ESG in operations and culture. Many employees want to work for a purpose-led organisation which matches their own values, and new job categories are being created or expanded.

Our ability to create equitable and diverse Talent Networks will increasingly be a key competitive advantage, as is our ability to help clients with related talent services such as DE&I consultancy and workforce planning.

Our business *model*

At the heart of Hays, we create economic and social value by placing skilled workers in roles that meet and solve our clients' talent needs. We help clients to maximise their employer brand, allowing them to attract and engage with the best talent.

We aim to curate the broadest and deepest Talent Networks, powered by expert consultants and leading technology, giving real-time access to candidates at the local level. We provide detailed compliance, background and on-boarding services, and total talent management.

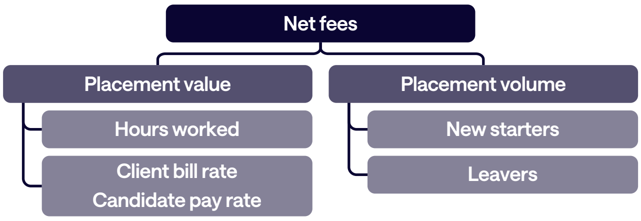
How we generate fees

We have core expertise across Temporary, Contracting and Permanent recruitment contract forms. In FY25, 62% of our net fees were generated from Temporary & Contracting assignments and 38% from Permanent placements.

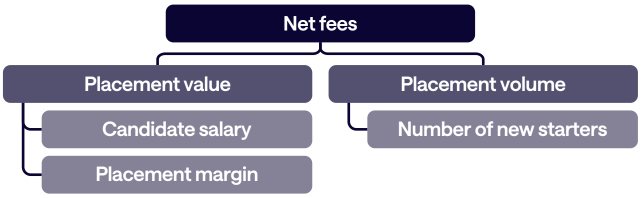
Our net fees are driven by two broad variables:

1. **Volume** – The number of Temporary & Contracting workers paid in a given period, and the number of Permanent placements made.
2. **Placement value** – For Temporary & Contracting, we charge clients the candidate pay rate plus a percentage mark up, for the number of hours worked. In Permanent, on successful placement of a candidate, we typically charge an agreed percentage of the candidate's salary.

Temporary & Contracting



Permanent recruitment



How we manage the business

We manage Hays by business line which differentiates by country, specialism and contract form and acknowledges the differences between, for example, Permanent Technology recruitment in the United States versus Contract Engineering in Germany.

We closely monitor a range of key performance indicators including:

1. **Monthly net fees per consultant** (also referred to as consultant net fee productivity)
2. **Conversion rate,** which we define as pre-exceptional operating profit divided by net fees
3. **Forward indicators** including new job interviews in Permanent recruitment and starter volumes in Temporary & Contracting

Our competitive advantages

1. **Superior job matching capability through scale.** We are market leaders in Germany, Australia, the UK & Ireland, and many other countries. Our broad network of client and candidate relationships provides superior insight and job matching capability in higher skilled labour markets. We have strong and growing positions in many other markets where the outsourced use of recruitment agencies is relatively immature and considerable opportunity exists to take share from in-house HR teams.
2. **Global capabilities with local delivery.** We provide global reach across 31 countries combined with local knowledge and insights at a client and candidate level and the highest level of compliance with local labour market and tax regulations. We can drive significant synergies across our global network which supported strong net fee growth with large Enterprise clients in FY25.
3. **Brand and longevity.** Hays Recruitment was founded in 1968 and we seek to operate with one brand globally. We are recognised as professional recruitment experts by clients and candidates with more than 8.5 million followers on LinkedIn.
4. **Technology and data.** Hays' consultants have more than 20,000 daily interactions with clients and candidates which provides unrivalled insight into local labour markets. We aim to be the tech-enabled leader in our industry (as detailed on pages 40-41).
5. **Investment in people.** We recruit and retain the best talent in the industry by offering a high energy culture, an inclusive environment, exciting careers, world-class training and development, and opportunities to contribute to the communities in which we operate. Most new recruits join us from university on our graduate scheme, or from a vocational career. We train them in the art of recruitment and a typical first year joiner will spend on average 46 days in training, helping them to climb the productivity curve while simultaneously embedding the Hays culture. We also use forensic analysis to actively reallocate experienced consultants from roles with low net fee productivity to business lines where they can generate higher productivity and personal performance.
6. **Lifelong partnerships.** Millions of relationships are formed and nurtured by our consultants and, by becoming trusted advisers to talented people, helping to navigate their careers and fulfil their potential, we unlock significant opportunities. Clients can count on our high quality of service and market insights to provide unrivalled access to top talent and help them scale and flex their evolving workforces. We add additional stakeholder value through our commitment to being sustainable and operating responsibly.

> We are not static - we target areas of the labour market with the most attractive long-term prospects"

Our key resources and relationships

Market-leading experts in each geography, sector, technology and service

Market-leading positions in some of the most attractive recruitment markets

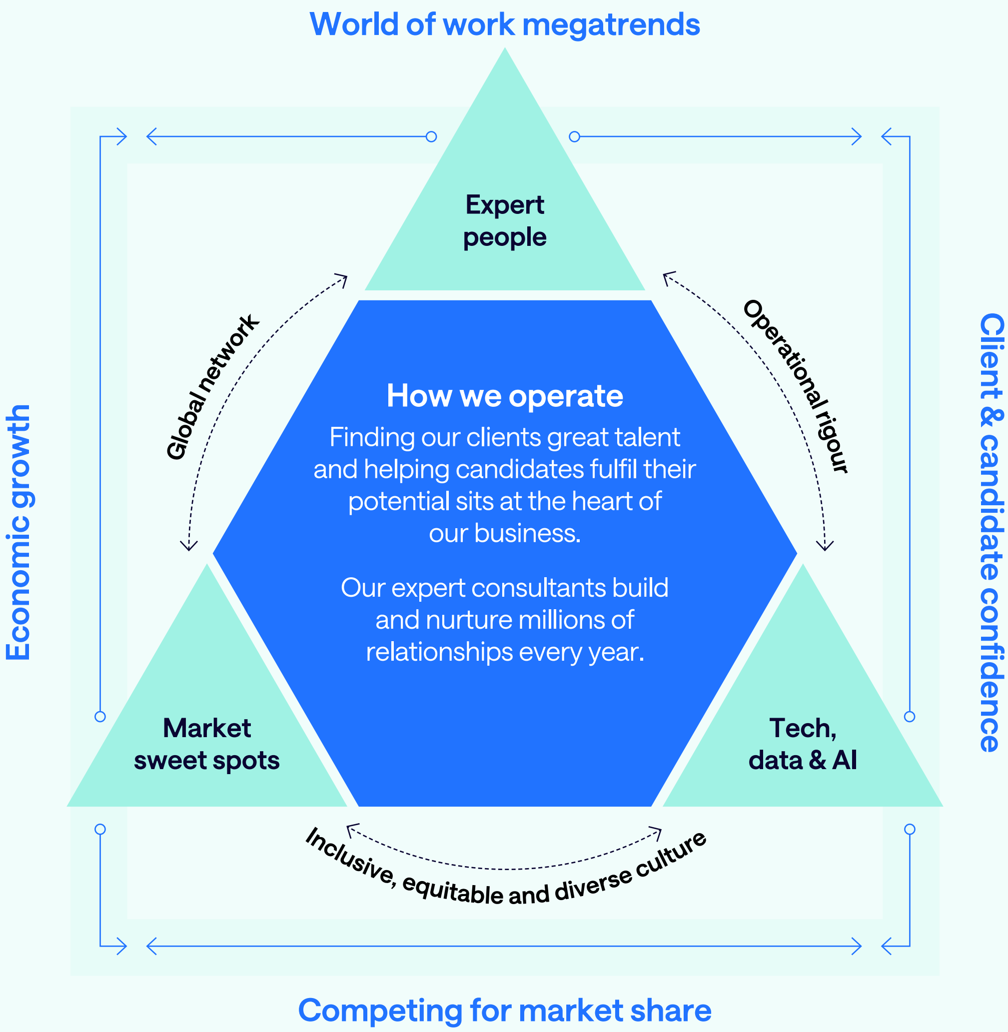
Insightful **digital data** providing valuable **market information**

Inclusive, equitable & **diverse culture** is a key strategy enabler

Powerful **global brand** and our reputation as **trusted partner** and adviser

Diversified client base by region, client size and sectors

Strong L&D platform building candidate skills and engagement



What sets us apart

Global capabilities, locally delivered
Global reach across 31 countries combined with local knowledge and insights at a client and candidate level.

Integration driving synergies
A single culture, brand and technology platform drives significant network synergies.

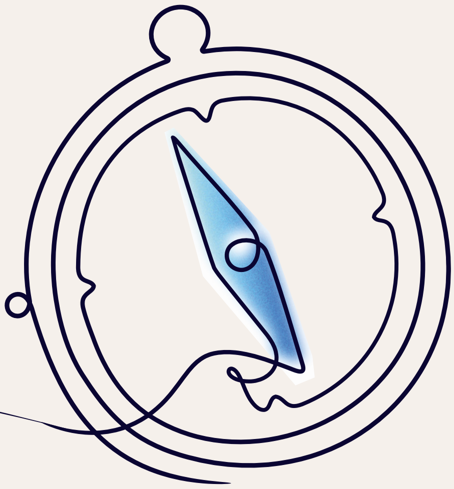
Lifelong partnerships
We can unlock significant new business opportunities by being trusted advisers to talented people, helping them fulfil their potential.

Commitment to sustainability & social impact
We add stakeholder value as a business committed to being sustainable and operating responsibly.

Our strategy

Our strategic blueprint: *Building the global leader in recruitment and workforce solutions*

We are building a structurally more profitable, resilient and growing business, built around the best people enabled by highly efficient technology, with sustainability embedded at the core of our strategy.



Building the global leader
in recruitment and workforce solutions,
recognised for powering progress through people,
and market-leading technology

Creating value for stakeholders

Our customers	Our people	For society	Our shareholders

Our sustainability framework

Environmental stakeholder partnerships	Social stakeholder partnerships	Governance stakeholder partnerships

Delivered by

The best place for the best people	Five Levers strategy	Innovate, digitalise and enable
	Golden Rule: Profit growth > Fee growth > Headcount growth	

Measures of success

Customer satisfaction	Engagement	Operating profit	Number of people placed

Read more on page 45

Creating value for stakeholders

We seek to benefit society by investing in lifelong partnerships that empower people and organisations to succeed. Our business has scale, breadth and diversity of exposure, and is highly cash generative.

- Our customers. Being the trusted, expert partner to our clients and candidates. Finding the right person for the right opportunity
- Our people. Being the employer of choice where people love to work and grow rewarding careers
- For society. Sharing our expertise to make a positive impact on society
- Our shareholders. Delivering long-term growth and returns through the cycle

Read more on page 57

Our sustainability framework

We recognise our responsibility and the opportunity to positively contribute as a global organisation and through our role in the world of work. In helping organisations find the talent they need, by placing candidates and workers, our activities positively contribute to the economy, employment, skills and livelihoods.

How we deliver our strategy

We believe that the best people, focused on the most attractive parts of the market, and enabled by highly efficient technology, will deliver outstanding services for clients and candidates.

The best place for the best people

Our aim is to create a workplace where people can learn and grow, be their authentic selves, feel their work is meaningful, have a voice and want to work. We provide the best tools and recognise performance through fair and transparent reward.

We aim to build a highly focused core business through our Five Levers strategy

By prioritising the sweet spots of the recruitment market, our strategic levers will drive long-term growth, increase profitability and enhance resilience. Our Five Levers are: growing our leading positions in the most in-demand future job categories; increasing our focus on higher skilled, higher paid roles; greater focus on resilient and growing industries and markets; building stronger relationships with our clients and candidates; and driving an increased proportion of non-Permanent fees across the business.

Innovate, digitalise and enable

Our aim is to become a tech-enabled leader in the industry, power our people and core business, and drive a superior client and candidate experience. We leverage our global data to provide insight and value, and will further develop innovative AI-driven systems.

Read more on page 22

Read more on page 42

How we measure and monitor our progress

We use a combination of four strategic, five financial, and two non-financial alternative performance measures to measure and monitor our performance, in line with our strategic priorities.

Our strategy *continued*

Building a highly-focused *core business*

Link to strategy

We are market leaders in some of the most attractive, long-term growth recruitment markets globally and our focused strategy is designed to better position Hays to benefit from recovery and capitalise on our many long-term growth opportunities. We intend to build a structurally more profitable, resilient and growing business underpinned by our culture and digital innovation.

Our Five Levers are aligned to exploit the long-term opportunities in our markets

1 Grow our leading positions in the most in-demand future job categories	– Future job category growth inc. STEM – Given existing skill shortages, there is potential for higher margins over time
2 Increase our focus on higher skilled, higher paid roles	– The most skill-short areas need long-term talent partners – Increase our ability to grow fees via higher salaries
3 Greater focus on resilient and growing industries and markets	– Focusing on long-term growth industries will reduce reliance on the economic cycle – By prioritising the sweet spots, we will drive long-term growth, increase profitability and enhance resilience
4 Build stronger relationships with our clients and candidates	– Increase market share and repeatability of fees by becoming long-term partners – The best people, enabled by highly efficient technology, support functions and back offices, will deliver outstanding services for clients and candidates
5 Drive an increased proportion of Temporary & Contracting fees across our businesses	– As market leaders in Temporary & Contracting, we are ideally placed to capitalise on the megatrend towards increased flexible working – Temporary & Contracting is highly complementary to many of our future job categories and targeted resilient industries

Underpinned by our Golden Rule: Profit growth > Net fee growth > Headcount growth

For strategic levers 1, 2 and 3 we are continuing to make better use of data to track growth in job categories and evaluate each business line's performance and investment plans against local market opportunities. We are closely tracking our progress in areas like STEM recruitment, and the development of our pricing and average candidate salary.

For lever 4, we will assess the delivery models and drive productivity in our delivery teams. In Enterprise, we are gaining a better understanding of clients' needs and structure, and have increased our network effect within them to win market share.

Temporary & Contracting is highly complementary to many of our future job categories and targeted resilient industries. For lever 5, we will closely manage our resources in-country, and better automate our end-to-end Temporary workflow, reducing compliance and administrative time, and cost.

> "Our strategy is not 'one-size-fits-all' and we will tailor each region and country to its market and customer needs."

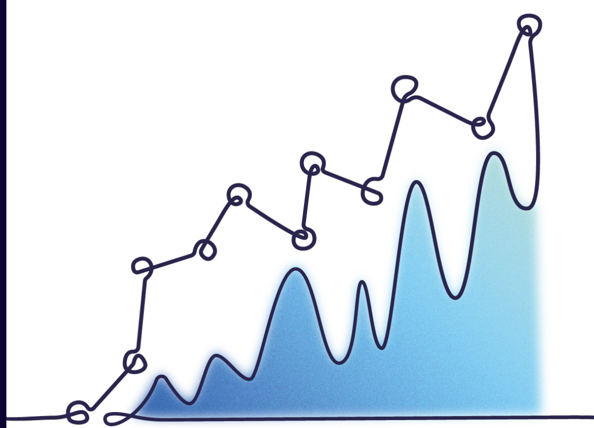
Golden Rule

We intend to maintain operational rigour, retain structural cost savings, and deliver a healthy drop-through of net fee growth to operating profit during an upturn, consistent with our Golden Rule.

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).



Key, Focus and Emerging countries

Recognising that each Hays country faces a different starting point, opportunities and challenges, we have defined three categories based on current market position, expertise, management capability and the strength and depth of our strategic levers.

Key countries

Germany, Australia and the UK are our key countries, where we have the management expertise, scale, structure and track record to both increase our conversion rates and materially grow each business.

Focus countries

Austria, France, Italy, Japan, Poland, Spain, Switzerland and the USA are future key drivers of long-term growth and will deliver greater profit diversity. Each has the potential to contribute £10-20 million operating profit before central costs in the long-term.

Emerging countries

These represent the 20 remaining countries in our global network. Each has the potential to be an attractive growth market and is also important from a network perspective to service our large Enterprise clients.

Building a structurally more profitable Hays

Business line prioritisation, optimised resource allocation, and scaling our eight Focus countries will establish a broader base and enable the Group to achieve its long-term objective of returning to, and then exceeding, our previous peak operating profit of £250 million.

We expect all business lines to be able to deliver a conversion rate of at least 25% (pre-central costs) in normal market conditions, with an overall Group conversion rate of 22-25%.

In our view, delivering our strategy will eventually result in a structurally more profitable, resilient and growing business.

- **Two of our Five Levers,** a greater focus on higher skilled/higher paid roles and the most in-demand future job categories, have positive implications for consultant net fee productivity. In addition, we have reallocated consultants from low to high potential productivity areas and, under our Golden Rule, we will maintain a disciplined approach to headcount investment. These factors would increase net fees with a potentially high drop-through to operating profit.
- **Operational and back-office restructuring** undertaken across the business has **better aligned us to market opportunities,** improved efficiencies and secured c.£65 million structural cost savings to date.
- It is taking longer on average to secure a placement, although in terms of input activity, our teams are as busy as ever. This creates a material drag on the average number of placements per consultant, and our profitability. We don't control the economic cycle but eventually client and candidate confidence will improve and activity will recover. When it does, we will benefit materially and will be firmly focused on delivering a high drop-through of net fee growth to profits.

From the Great Resignation to the Great Hesitation

The 'Great Resignation' spanned mid-2021 to mid-2022 and was characterised by elevated quit rates, labour market churn, and wage inflation which supported rapid growth in net fees and operating profit across the recruitment industry.

Since then, there has been a prolonged period of subdued activity driven by several factors:

1. Some corporates are still cautious following the challenges they experienced when recruiting talent during the Great Resignation, leading to them retaining talent for longer and in effect hoarding labour. In contrast to the 2008 global financial crisis, no liquidity squeeze has emerged which would usually result in a more aggressive management of costs including mass redundancies.
2. During the Great Resignation, some candidates secured employment packages containing a substantially higher salary, greater benefit packages, and the ability to work remotely. However, salary inflation is now more modest and a new employment contract may require increased office attendance. For some candidates, financial and lifestyle considerations have created a hesitancy to switch jobs.
3. Corporates often need a clear time horizon to confidently invest in people and projects but several uncertainties have arisen over the last few years including the economic impacts of geopolitical developments and general elections in many countries – making long-term planning more challenging.

From a Hays perspective, our new job inflow has not declined materially compared with 2019 but time-to-hire has lengthened. This is driven by client indecision, higher bid back rates, and a general increase in candidate hesitancy. In time, we expect to see an increase in professionals moving jobs as candidates once again look for career progression whether through greater responsibility, promotions, and career changes, or life milestones such as purchasing a home or starting a family. Additionally, mandated office attendance is now rising in many industries for all employees.

All this has occurred during a period of sustained low unemployment in many developed economies, concurrent with an increase in the number of economically inactive and underemployed. In some countries, governments have announced proposals which may influence the relative economic incentives between working and not working.

Delivering on *our strategy*

1 Optimising our consultant net fee productivity

A key long-term focus for management is growing consultant net fee productivity above inflation to support greater profitability through the cycle. This increased by 5% year-on-year in FY25 including by 6% in H2 and, on a seasonally adjusted basis, productivity has increased now for seven consecutive quarters.

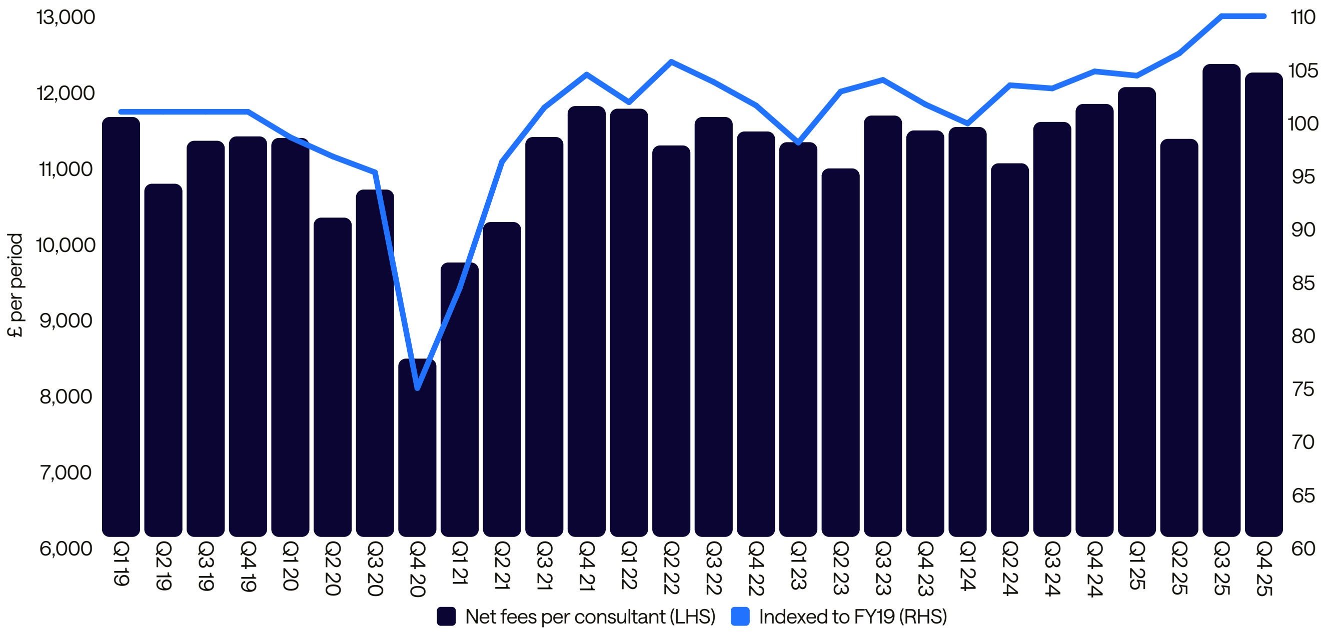
The most potent driver of our sector-leading momentum over this period was a more forensic analysis of our business lines to reallocate consultants to those with most attractive productivity.

In addition, we have optimised our delivery models where appropriate by reducing mixed Permanent/Temporary desks, so consultants focus solely on Temporary & Contracting or Permanent recruitment and local management can drive our greater strategic focus on non-Permanent, and 180 degree consultants so they have responsibility for sourcing both vacancies and candidates. We have also placed greater focus on dynamic pricing, technology tools and data.

During the year, we more rigorously managed our country portfolio. We closed our operations in Chile, Colombia, Rio de Janeiro, and Campinas and focused on two high potential markets by creating flagship offices in Sao Paulo and Mexico City.

> “We made strategic progress during the year and controlled the controllables to structurally improve Hays.”
>
> **Dirk Hahn**
> CEO

Our net fee productivity growth was industry leading in FY25



UK case study

We were not satisfied with our first half performance in the UK & Ireland and took decisive action to improve productivity and operational efficiency. Encouragingly, consultant net fee productivity increased by 9% YoY in H2 and, as anticipated, the division returned to profitability in the half.

US case study

In the US, productivity increased by 38% year-on-year in FY25 and the country has moved back to profitability from losses in the prior year. After an extensive review, our management team closed business units and offices where we lacked critical mass and now has a highly focused core operation. With the correct operational rigour now in place, we intend to seize growth opportunities and scale up, while maintaining our disciplined approach to headcount investment and our Golden Rule.

Attractive higher skilled, higher salary roles

We benefit from three tailwinds in professional recruitment markets. Firstly, candidate scarcity and selection risk are greater in these higher skilled, specialist roles so they are challenging for in-house HR teams to fill. This enhances the opportunity for external assistance and therefore a higher recruitment agency 'penetration rate'. Secondly, highly-skilled candidate salaries are more generous. Thirdly, due to the more challenging matching process, the fee rate percentage also tends to be higher.

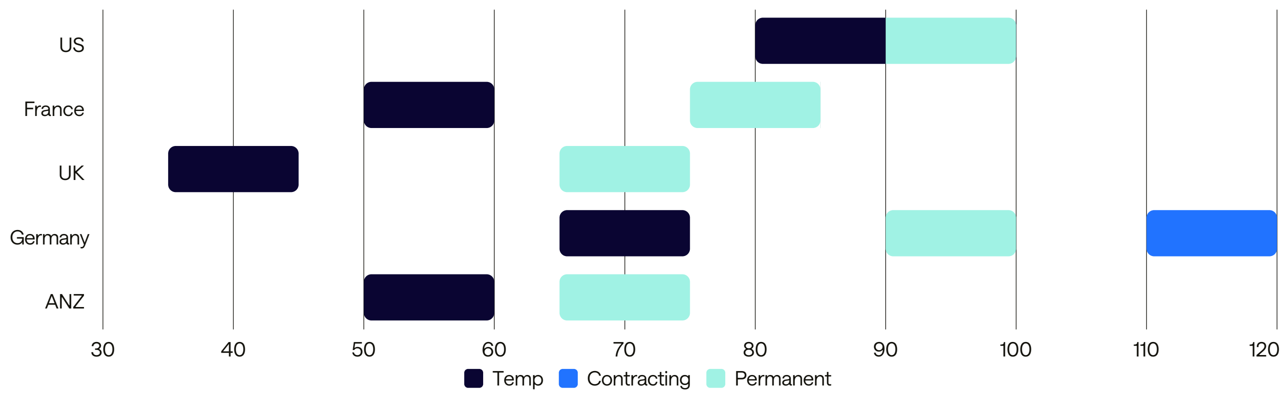
Consequently, our Germany division has sustained a robust level of profitability despite recent economic headwinds due to greater exposure to Temporary & Contracting but also because the candidates we place often earn annual salaries in excess of £100,000.

We are not static - we target areas of the labour market with the most attractive long-term prospects

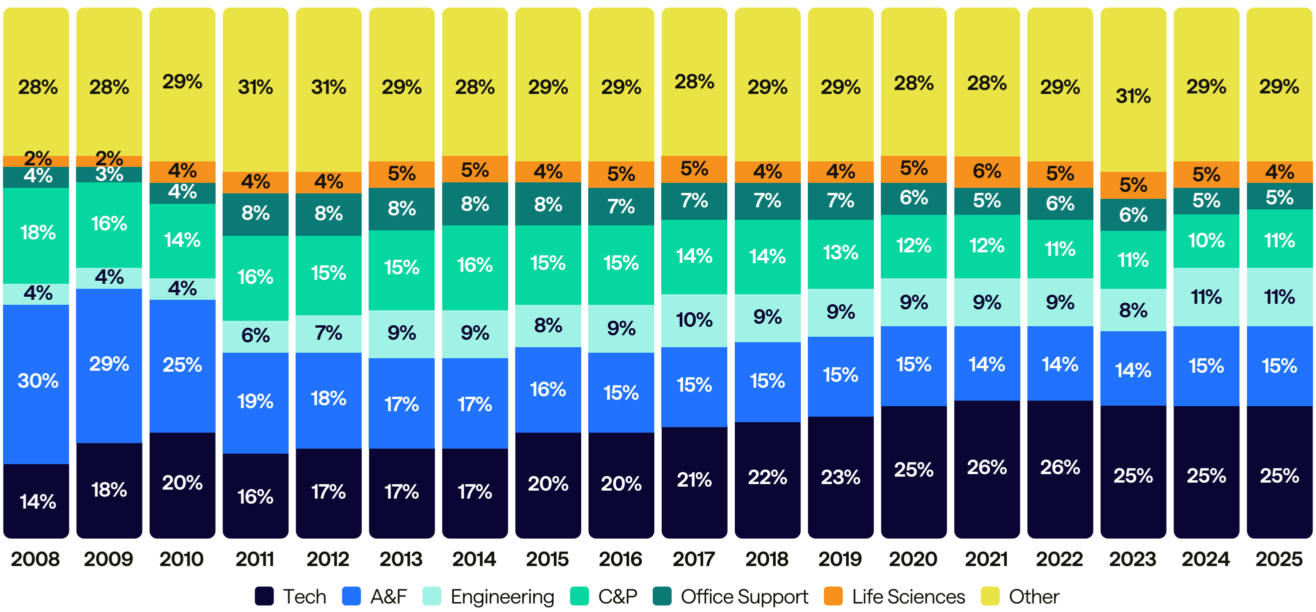
Although six specialisms contributed 71% of Group net fees in FY25, we are not static and instead allocate resources to enhance our position in the most in-demand job categories. We will remain vigilant as AI amplifies change in global labour markets.

For example, Accountancy & Finance contributed 30% of Group net fees and was our largest specialism in FY08 but this declined substantially over the following decade as junior roles were automated or offshored by clients to lower cost countries. Despite this headwind, Group net fees increased by 44% between FY08 and FY19 as we pivoted to faster-growing specialisms such as Technology, Life Sciences, and Engineering.

Average candidate salary (£k)



Significant mix shift towards more resilient, structural growth specialisms over last 18 years



Note: FY08 - FY10 Engineering net fees are estimated and were originally reported within C&P

2 Strong net fee growth in Enterprise Solutions

Through our strategy, we are building stronger relationships with clients. Our Enterprise Solutions business works with some of the largest companies in the world, often in multiple countries and specialisms. We manage contingent labour forces under MSP arrangements, our largest area at c.75% of Enterprise net fees, but also provide RPO, on-boarding, compliance, assessment, and workforce planning.

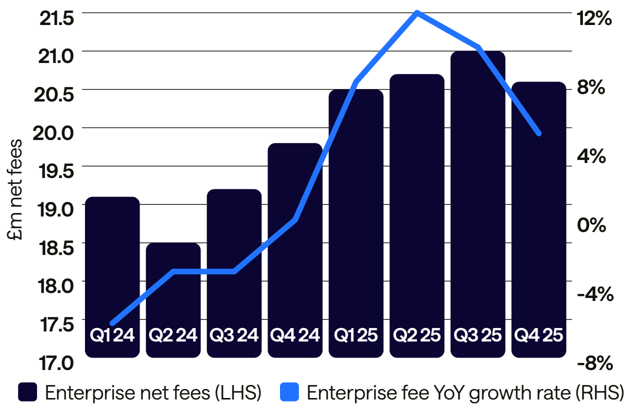
Organisations across the globe are facing disruptive world of work megatrends, including acute skills shortages, changing demographics, growing demand for flexible working models, regional differences in talent costs, the need for robust DE&I strategies, and the rapid evolution of Generative AI. We help our clients around the world to navigate these megatrends by providing a unified, consistent experience through a single, cohesive engagement strategy. Enterprise Solutions helps drive the appropriate talent acquisition strategy for each client, delivering skilled people at scale – exactly when, where, and how required.

We aim to be the leading provider of talent solutions to these complex global enterprises by becoming their partner-of-choice and leveraging tailored solutions to solve intricate talent and workforce challenges. Successfully providing a consistent global approach to how we engage with clients, how we contract with them, and how we deliver services, provides opportunities to capture more share of client spend by growing geographically and by cross selling our suite of services.

Enterprise Solutions delivered strong 8% net fee growth in FY25 supported by several drivers:

- We grew within existing clients driven by headcount investment, higher fill rates, and geographic expansion.
- We secured new clients including first generation outsourcing opportunities and strategic wins from competitors. Our win rate has significantly improved over the last two years driven by a growing reputation for excellent client service and enhancements to our deal qualification discipline under a new global sales process.
- Underpinned by our high service quality, we retained key contracts including Mitie, Kier, and a three-year renewal with AstraZeneca which will extend our relationship to 25 continuous years.
- Modest churn although loss of a MOJ contract impeded UK&I net fee growth by 2% in Q4.

Enterprise net fees were up 8% in FY25



"The Enterprise Evolve programme demonstrated clear progress in FY25, resulting in strong YoY net fee growth, and we exceeded our global sales target supported by our ambition to 'bid fewer, bid better, win more'.

Two years ago, a new global sales process introduced a more diligent approach to deal qualification, speed, and consistency. As a result, our bid pipeline has become more focused and relevant, containing fewer but larger opportunities with average deal value doubling over the last year, and our win-rate percentage has improved from one in five in FY24 to one in three in FY25. In addition, the establishment of our global contracts board will make it easier for large deals to be contracted faster, leading to swifter revenues.

Our C-suite engagement is rising as we become a more strategic partner to our clients. We enter the new year with encouraging momentum and a substantial bid pipeline."

Nigel Kirkham
CEO Enterprise Solutions

Enterprise growth opportunity for Hays

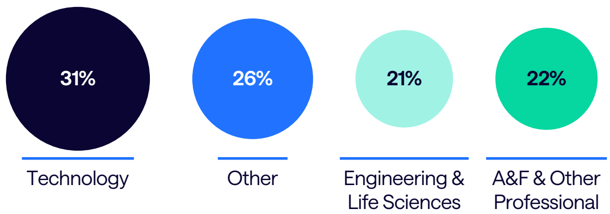
Client type	Spot/one-off transaction	Multiple placements per year	Preferred Supplier List (PSL)	Full outsourced
Higher fill rate with existing clients			20-30% achievable	Up to 60% achievable
Growth with existing clients		Additional specialisms and geographies	Additional specialisms and geographies	Additional geographies
New client wins	✓	✓	✓	1 in 3 win rate in FY25
Upselling opportunity	To multiple placements	To Preferred Supplier List	To fully outsourced	

The global Enterprise market is vast with significant trend growth potential

Contingent recruitment spend managed through a VMS

Outsourced contingent spend distribution

'74% in our strategic markets'



The outsourced staffing market (MSP, RPO, and Statement of Work) is growing at twice the rate of the wider staffing market

- Enterprise is the provision of structured recruitment and other HR services to blue chips, government and other large organisations
- Clients desire solutions to their talent supply issues and advisory services, for example to address their ESG initiatives
- Enterprise has faster trend growth because outsourcing penetration is rising, especially in Europe and APAC
- MSP & RPO models have greatest adoption and scale in the Americas

2a Our customers *in focus*

Lifelong partnerships, powered by our people and technology

'Working for your tomorrow' is our promise to customers, by which we mean both our clients and candidates, and that their continued success is at the heart of what we do.

We achieve this by combining our knowledge through scale, meaningful innovation and deep understanding. We have the depth and breadth of a global network, c.6,000 consultants with deep expertise, and data spanning many sectors. We continually challenge ourselves to provide customers with greater insights on what is happening in the world of work, both now and in the future.

We understand that professionals need different forms of support throughout their careers. Our commitment to building trust and lifelong partnerships is a key priority, and we offer continuous support to our community of Contracting, Temporary and Permanent recruitment candidates, helping them to achieve their career ambitions.

By offering our customers an unrivalled service, we set Hays apart from our competition and create long-term economic and social value by delivering the recruiting experience of tomorrow.

Awards

Over the past 15 years Hays has grown a relationship with 3M and Capgemini.

In 2025, Hays' MSP programme at 3M was honoured with the prestigious 3M Supplier of the Year Award - a recognition reserved for elite suppliers who significantly contribute to 3M's success. The award celebrates excellence in quality, delivery, responsiveness, cost, technology, contract compliance and strategic spend.

Our approach to collaboration was recognised in 2025 when we were awarded Supplier of the Year, category Collaboration Excellence, by one of our key clients Capgemini.

Word cloud of client/candidate Hays perception responses

2b Client *case studies*

3M

Since the award of our first MSP contract in 2014, our partnership with 3M has evolved into a strategic alliance marked by innovation, resilience, and measurable value. Renewed three times over the past decade, the programme has consistently delivered significant cost savings while maintaining a high standard of service excellence.

In 2025, Hays was recognised for its contributions with 3M's prestigious global Supplier of the Year award for indirect procurement, underscoring the strength of our collaboration. The partnership has expanded beyond the US into Canada and additional regions, with a broadened scope that now includes Statement of Work (SoW) management and comprehensive procurement services for non-employees.

Our role has matured from operational support to strategic partner, encompassing robust supplier and SLA management, technology implementation, and critical support during the COVID-19 pandemic. We also played a key role in the successful divestiture of one of their larger business units.

This enduring relationship exemplifies the power of our partnership, driven by trust, innovation, and a shared commitment to continuous improvement.

"Hays' expertise and strategic guidance were instrumental in successfully navigating the complexities of 3M MSP deployment. Their proactive approach, attention to detail and commitment to excellence helped us exceed our cost, capacity, and capability expectations. Throughout the process Hays maintained open and transparent communication, proactively addressing issues or concerns. They offered competitive pricing and implemented innovative strategies to reduce time to hire and improve process efficiencies. Their dedicated account management and responsive support exceeded our expectations and helped ensure 3M's satisfaction."

Paul Kranz
VP of Indirect Recruitment, 3M

Cognizant

Awarded in 2022, our global MSP partnership with NASDAW-100 tech consultancy Congizant has rapidly expanded across North America, Europe, and ANZ, demonstrating our capability to manage complex, large-scale programmes across diverse geographies and business lines. With a multi-lingual dedicated Hays team supporting the account, we have processed tens of thousands of requisitions, covering a wide range of technical, professional, and revenue-generating roles.

Our value lies in rigorous supplier performance management, on-boarding and rationalisation, compliance enforcement, and financial controls delivering efficiencies and cost savings in the millions. The programme has proven our ability to run a global MSP at scale, adapt to the evolving needs of the client's business, and respond with agility to change.

This partnership has not only cemented our position as a leader in MSP for the sector but also opened new opportunities across other industry verticals. With potential expansion into additional countries underway, we continue to demonstrate our commitment to excellence, innovation, and strategic partnership.

"Hays is our key strategic partner for talent across the globe. In the last year, they have helped support our sustained growth, providing critical skillsets across North America, EMEA, Australia and New Zealand, while reducing time-to-hire, a critical need to meet our own client demands. Their engagement model helps put us, as the client, at the centre of everything they do, delivering speed of service while providing excellent outcomes and compliance with all appropriate regulations."

Ravi Kumar S
CEO Cognizant

3 Building a scalable platform in Temporary & Contracting

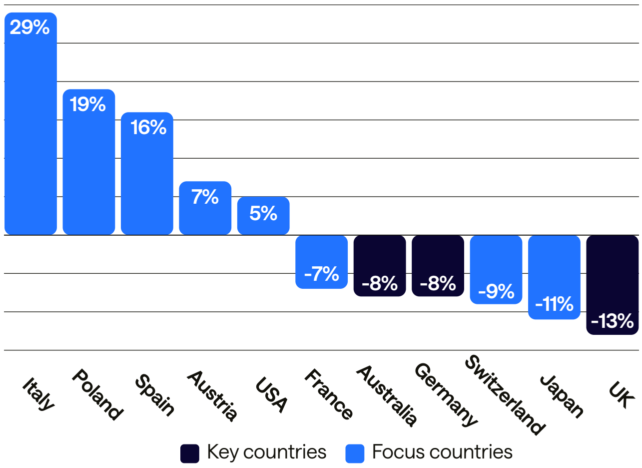
Through our strategy, we expect to increase the proportion of Temporary & Contracting net fees in our businesses. Temporary & Contracting net fees were relatively resilient through the year, and the contribution to Group net fees increased to 62% from 59% in FY24, whereas Permanent markets became increasingly challenging in most of our major countries.

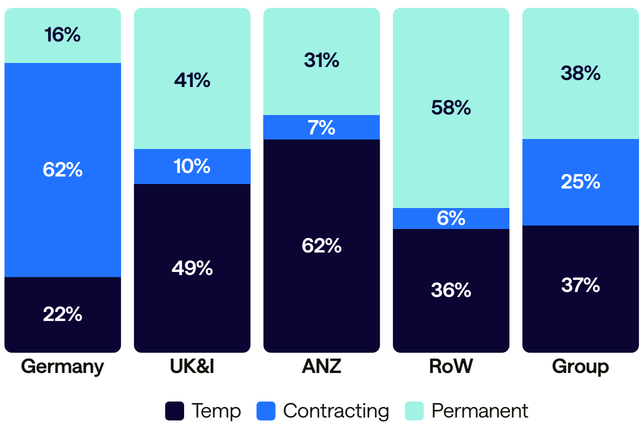
The YoY decline in Temporary & Contracting net fees was 7% in FY25 but growth was positive in five of our eight Focus countries, including notably strong performances in Italy, Poland and Spain.

- Italy (FY25 Temporary & Contracting net fees +29%), as our business line prioritisation and optimised resource allocation initiatives generated attractive returns
- Poland (+19%), despite client and candidate nervousness regarding high inflation, political uncertainty, and challenges in neighbouring Germany and Ukraine, due to strong handling of large contracting accounts and an agile MSP offering
- Spain (+16%), driven by a large new client win, changes to the operating model and increased operational rigour
- Austria (+7%), driven by focus on key industries such as Life Sciences, Energy, Manufacturing/Engineering, and IT Services
- USA (+5%), following earlier initiatives to focus on a narrower range of business lines and Enterprise client successes

In our Key countries, Temporary & Contracting net fees declined YoY in Germany due to more challenging markets in Temporary where we have greater exposure to the Automotive sector, and in ANZ and the UK&I where we experienced relative resilience in the private sector but tougher market conditions in the public sector.

FY25 YoY Temporary & Contracting net fee growth

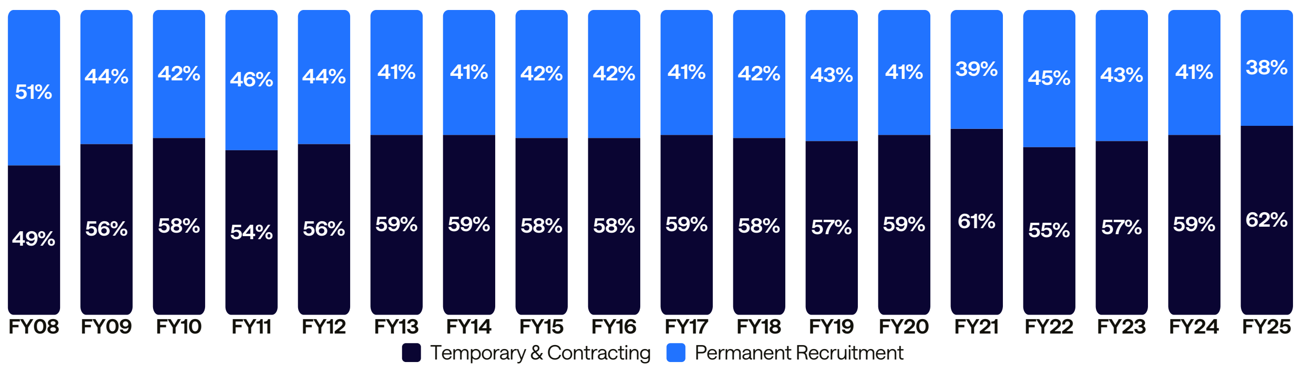




Austria case study

Our team in Austria rigorously applied our Five Levers over the last year and have developed a portfolio which is highly focused on Temporary & Contracting (83% of FY25 net fees) and STEM (80% of FY25 net fees). As a result, Austria has among the highest consultant net fee productivity in the Group, driven mainly by Temporary & Contracting, and an attractive 20% conversion rate before central overhead allocation. In the future, we intend to scale this highly profitable and robust base and aim to double the number of strategic accounts.

Our net fee split, FY08 - FY25



4 Structural cost savings realised ahead of target

Last year, we set ourselves a target of delivering c.£30 million per annum in structural cost savings by FY27 through our transformation programmes. We made excellent progress toward this target and exited the year with c.£35 million annual savings in addition to the c.£30 million savings delivered in FY24. Overall, we have structurally lowered our costs by c.£65 million per annum since the start of the last fiscal year. On a periodic and constant currency basis, our cost base declined from a c.£81 million exit rate in Q4 24 to a c.£75 million exit rate in Q4 25.

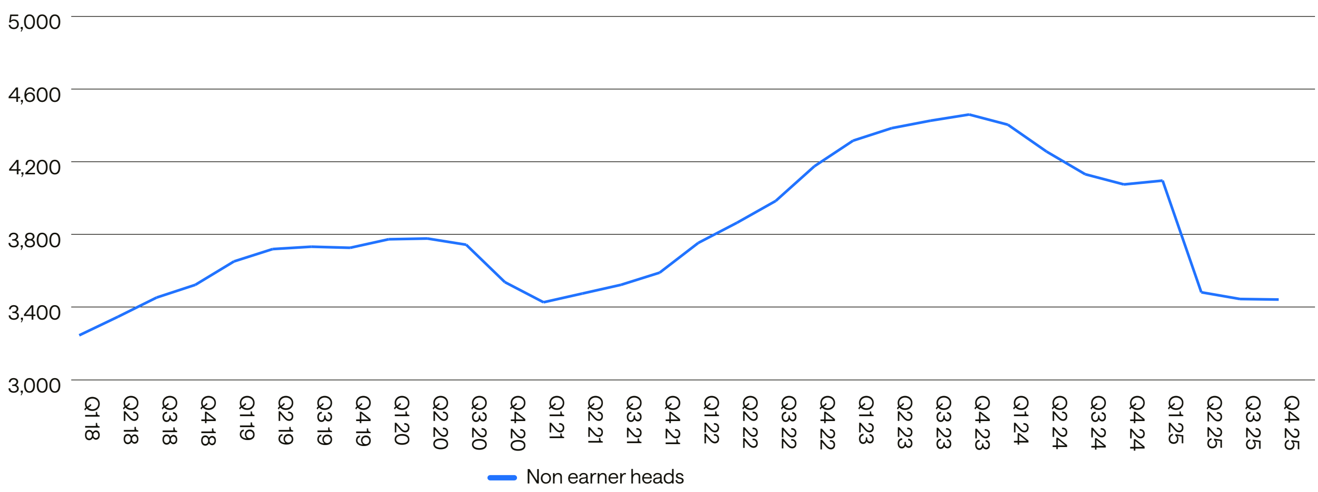
Our cost initiatives fell into three broad categories.

1. We completed our Americas Finance and global Technology transformation programmes, and made significant progress with our Germany and EMEA regional Finance programmes. Altogether, these generated c.£16 million annualised savings.
2. We generated c.£19 million annual savings from delivering structural operational efficiencies including restructuring operations in Germany, UK&I, France, Czech Republic and Latam. We closed our operations in Chile and Colombia on 30 June 2025. We have removed duplicated costs, delayered management, outsourced selective opportunities, further standardised and globalised processes, and expanded our shared service centres. Through our activities, we closed or merged 29 offices, ending the year with 207 offices. Our non-consultant headcount was reduced by 15% during the year, improving the ratio of non-fee earner to consultant headcount to its best level since FY21 and we have further optimisation to deliver.
3. Using a more forensic analysis of our business lines we more closely aligned consultant headcount with market activity. Group average consultant headcount declined by 15% year-on-year but we also invested in areas delivering positive net fee growth.

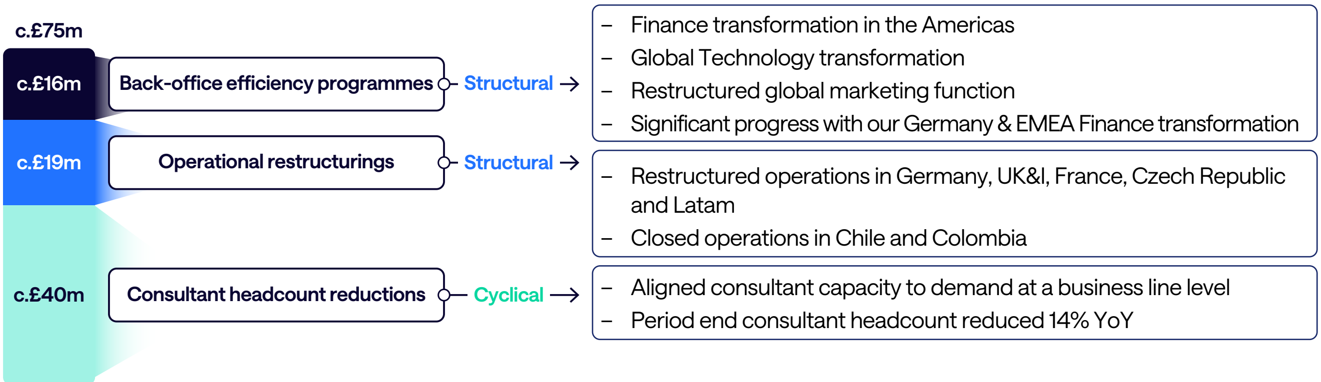
We have set ourselves the ambition of delivering a further c.£45 million per annum of structural cost savings by FY29, bringing total savings to c£80 million per annum. This will be delivered through the completion of our global Finance and Technology transformation programmes, delivering efficiencies in other global support functions, and driving operational efficiencies through our sales organisation. These savings will be partially reinvested in our technology programmes to deliver enhanced data and AI capabilities.

In the medium term, we intend to better leverage our functional areas and infrastructure investment, secure further structural savings, and build a leaner and more scalable back-office platform to support our medium-term growth aspirations.

Total non-fee earner headcount



Annualised cost reductions delivered in FY25 (£m)



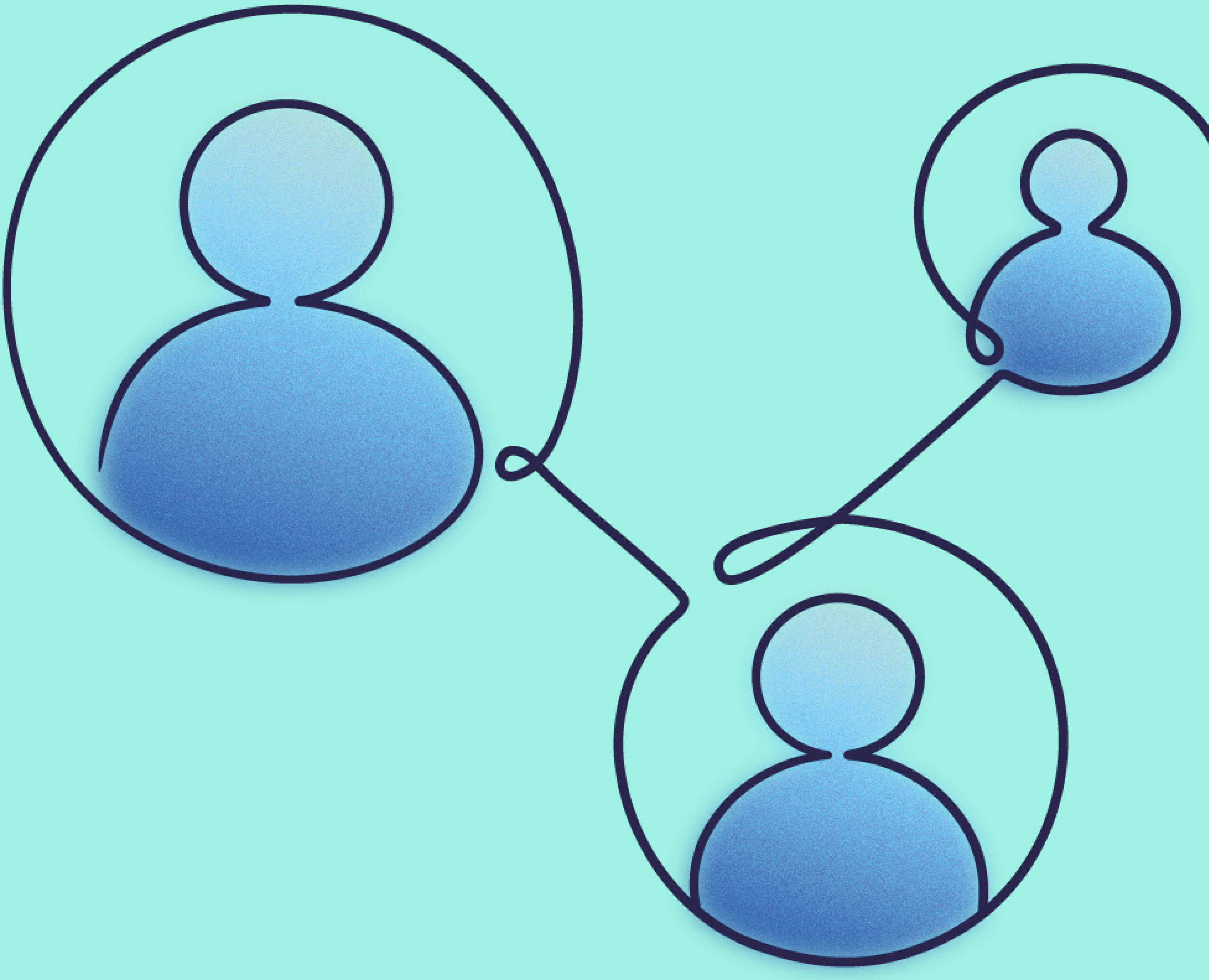
People, culture and incentives

Our People & Culture *transformation*

Link to strategy

We are building a culture that is the best place for the best people to work

Please click for ELT member biographies



Dirk Hahn *on why culture is integral to Hays*

Q: Why have you chosen to take deliberate action to evolve the culture in Hays?

A strong culture has always been important to Hays. It is part of what makes Hays an organisation that people want to join, stay and grow in. We chose to undertake a culture audit so we could be confident that we have the right culture in place to set us up for long-term success. A strong and aligned culture acts as a powerful engine for driving engagement, influencing behaviours, and creating a solid foundation for trust and collaboration, and ultimately executing our strategy successfully. By proactively shaping our culture, we will help create a more resilient, forward-looking organisation, ready to seize opportunities and navigate the future with confidence.

Q: What do the new senior leadership team provide?

Our reshaped Executive Leadership Team now includes key Chief Digital and Technology Officer and Chief People Officer roles, clearly demonstrating our commitment to innovation and people. Additionally, as announced at our half-year results, we appointed Tom Way, an external candidate, to lead our UK&I division, strengthening our regional leadership. These additions add external experience and fresh thinking, which complements the deep operational knowledge provided by me, our CFO James Hilton, and the divisional CEOs.

The right team blending Hays experience with fresh external perspectives

Our senior leadership team is focused on navigating short-term market challenges, while positioning Hays for long-term growth. They are energised and highly committed to delivering our strategy. We are doing this by ensuring we have the right operating models for each business line, by embracing the huge potential presented by technology, and via our commitment to enhanced operational rigour.

Dirk Hahn
Chief Executive Officer
25+ years

- **James Hilton** **CFO** 15+ years
- **Rachel Ford** **General Counsel & Company Secretary** 1 year
- **Alex Heise** **CEO CEMEA** 20+ years
- **Julia Cames** **Interim CMO** 2 years
- **Matt Dickason** **CEO APAC** 20+ years
- **Deborah Dorman** **CPO** 1 year
- **Tom Way** **CEO UK&I** June 2025
- **Mark Dearnley** **CDTO** August 2025
- **David Brown** **CEO Americas** 20+ years
- **Felix Rippel** **Head of Strategy** 3 years
- **Christoph Niewerth** **MD EMEA** 20+ years
- **Nigel Kirkham** **CEO Enterprise Solutions** 2 years

Read more about our ELT on pages 97-98.

Attracting and retaining the best talent is central to delivering the best outcomes for our customers and driving Hays' medium-term growth. Our ambition is for Hays to be recognised as the most inclusive and welcoming employer in our industry.

One of our core priorities is ensuring that our people understand our values and behave in a way that supports the delivery of our strategy.

A strong employer brand helps to differentiate Hays. We are able to recruit and retain the best talent in the industry by offering a high energy culture, an inclusive environment, exciting careers, world-class training and development, and opportunities to contribute to the communities in which we operate.

Leading our People & Culture transformation

Deborah Dorman joined Hays in June 2024, bringing a wealth of experience in leading large-scale, people-centred transformations, including cultural change and organisational effectiveness.

Our People Vision – to be the best place for the best people

Our People Vision is built around achieving three key strategic outcomes.

- Increase individual productivity and performance, delivering excellence to our customers consistently
- Be a destination for talent
- Improve the effectiveness and efficiency of the organisation and maximise the collective potential

"We want to be the best place to work for the best people, where we empower our colleagues with the right leadership and skills for the future."

Deborah Dorman

Our priority areas

Evolving our culture to deliver strategy → Talent & capabilities for the future → Compelling colleague deal → Amplifying colleague voice & engagement

We want to increase individual productivity and performance, deliver excellence to our customers on a consistent basis, be a top destination for talent, improve the effectiveness and efficiency of the organisation, and maximise our collective potential. Our aim is to create a workplace where:

- **People can learn and grow.** We equip people to succeed through first-class training, ongoing development, and career support so they can build long-lasting, rewarding careers with us.
- **People can be their authentic selves.** We are a diverse organisation that welcomes difference, fosters equity, and enables everyone to fulfil their potential.
- **People's performance is recognised.** We are performance focused and clear on expectations. We support people to succeed and recognise this through fair and transparent reward.
- **People feel their work is meaningful.** We add value every day as trusted partners to candidates, clients, and the communities we are in, making a positive contribution to wider society.
- **People have a voice.** We actively seek ways to have regular, honest and transparent two-way dialogue with our colleagues so they can help to shape what we do for them and our customers.
- **People want to work**. We have a positive, fun, people-centred culture with a clear focus on first-class leadership and engagement which enables happy, high-performing teams.
- **People have the best tools.** We provide industry-leading tools, technology, and insight to enable colleagues to focus on value-adding activity.

Our culture: Empowering, diverse and inclusive

Our culture is the reason why so many of our people choose to stay and grow their careers with Hays.

This year, to optimise our ability to deliver our Creating Tomorrow Together strategy, we undertook an audit of our culture to understand the Hays culture, where our strengths are, and where we need to change.

We embarked on this journey by actively involving our people in an open dialogue about our culture, with interviews and listening groups taking place in spring 2025 right across the Hays world. We also gave all colleagues in Hays the chance to share their views via two questions in February's Your Voice Pulse survey.

When we ask colleagues to describe our culture, they have used terms such as "friendly and supportive", "inclusive and fair", "meritocratic", and "a place to grow".

We also identified opportunities to positively evolve our culture to optimise delivery of our new strategy. As part of a wider cultural evolution plan, we have created a new set of Valued Behaviours and a modernised leadership framework. This will be launched to the organisation in Autumn 2025 with plans in place to embed behaviours and drive continued cultural evolution in the months that follow.

Key strengths from our cultural audit

"friendly and supportive"

"inclusive and fair"

"meritocratic"

"a place to grow"

Driving employee engagement

Having engaged colleagues is critical to our future success. A key method to understand the engagement of colleagues globally is through our Your Voice survey. In FY25 we rephrased our colleague voice surveys, with our Pulse survey taking place in February 2025. Going forward we will conduct two global employee surveys annually – a full survey in the autumn and a Pulse survey in the spring, which is a temperature check of colleague sentiment as well as an opportunity to explore any specific areas of focus. Your Voice is translated into 12 languages, and is completely confidential, which allows colleagues to share their honest views with anonymity. Feedback is reviewed closely by the Executive Board and senior managers to identify and inform actions. We also use other continual two-way communication channels to ensure colleagues are kept informed of key developments, including town halls, CEO Q&A sessions and divisional CEO email campaigns. These enable us to engage with a broad cross section of our people and provide important opportunities to listen directly to their challenges, opinions and ideas.

In our Pulse survey (February 2025), 70% of our colleagues told us they would recommend Hays as a great place to work. Whilst our engagement score is still in line with benchmark, we acknowledge the decline we have experienced and are committed to improving this back to above market levels.

Pulse global results - 2025 Pulse vs 2024 full survey

Questions	Pulse Feb 2025	Your Voice May 2024
1. I would recommend Hays as a great place to work	70% ↓	73%
2. I rarely think about looking for a job at another company	46% ↓	47%
3. I am clear about the strategic direction Hays is taking	59% ↑	47%*
4. I believe action has been taken as a result of feedback from the last survey	48% ↓	55%

Notes:

All scores shown are percentage favourable responses.

Questions 1 and 2 are both included in our overall Engagement Index.

Question 3 – the Your Voice 2024 question was not identical but offers a useful comparator: *"The senior leaders at Hays have communicated a vision for the future of the business that motivates me."*

Deborah Dorman
Delivering on our People & Culture vision

Q: What changes have you made since joining Hays in June 2024?

Working closely with our People & Culture directors worldwide we co-created a global people plan. We also hosted our first Global People & Culture town hall to engage colleagues as we embark on our journey together. Some benefits from working in a more collaborative manner are already starting to emerge. Global job levelling, development of new Valued Behaviours and a leadership framework, and global performance management have all been elements of the first phase of our plan.

Q: What changes have you made to reward and incentives?

There is already good work happening in our regions, for example CEMEA, towards creating a compelling colleague deal which we will seek to replicate in other territories. During the year, we recruited a new Global Head of Compensation & Performance. A review of management LTIPs, bonus, and incentive design is a key strategic priority for FY26.

Q: Which initiatives do you have in place to increase employee engagement?

Whilst our engagement score is in line with benchmark, we remain committed to increasing this through improved internal communications, initiatives to amplify colleague voice and involvement, empowering local managers to take action focusing on the things which make the biggest difference to our colleagues and celebrating our culture and people through internal and external recognition.

Q: What are your plans for FY26 and beyond?

We aim to support our operational teams, using our people levers to help improve consultant net fee productivity, and embed a target People & Culture operating model aligned to strategy.

“

Whilst we are dissatisfied with the decline in engagement, in highly challenging markets we have had to make some difficult decisions and deliver significant change across Hays, and this has been reflected in recent Your Voice scores. However, these changes are needed to deliver our focused strategy and position the Group to capitalise strongly on market recovery when it comes. The benchmarks for the staffing industry have also gone backwards reflecting the challenges across the whole industry. That said, there is much we can and will do to focus on improving our results despite the challenging context. We are actively focused on improving people engagement and restoring our former above-market levels.”

Deborah Dorman
Chief People Officer

DE&I and Wellbeing remains at the heart of our culture

Attracting diverse talent and maximising our people's potential remains a priority. This year has been a difficult year for many underrepresented groups, but our commitment to DE&I and Wellbeing is stronger than ever. Our focus is to embed DE&I and Wellbeing into everything we do, ensuring we have an environment that fosters a sense of belonging and support for all regardless of their background or characteristics and where diverse perspectives are valued and encouraged, as well as supporting our clients globally, using our expertise to enhance DE&I outcomes in recruitment and workforce management. By bringing different perspectives and experiences together, we will build a stronger organisation.

During FY25 we continued to make significant progress in our commitment:

- All leaders are required to have an inclusion goal as part of their annual objectives
- We recognised several days of significance across the year with globally aligned plans:
  - World Mental Health Day 2024
  - International Women's Day 2025, the theme being 'working for her tomorrow' and how we further support and enable women to thrive
  - Pride 2025 focused on #UnitedInPride, and the importance of allyship. Leaders shared their stories of what allyship means to them. Country activity included collaboration in ANZ with The Rainbow Shoelace Project, participation in local Pride parades across the globe and in Germany, we were the main sponsor of the Christopher Street Day parade in Mannheim
- We featured in the top 100 Financial Times / Statista 2025 Diversity Leaders list rising to 84th in this year's list, up from 154th last year (FT-Statista 2025 Diversity Leaders' ranking and methodology)
- We agreed equity standards for globally consistent minimum parental leave offerings with introduction of care leave and inclusive language guidance
- Hays ANZ was awarded Bronze Tier Status in the Australian Workplace Equality Index (AWEI), a prestigious recognition for LGBTQIA+ inclusion
- In Germany we established a new ERG 'IMPULSE': Inclusion, Mental & Physical Health, Participation, Unrestricted, Performance (German: Leistungsfähig), Safe Space, and Empowerment, focusing on breaking down taboos and stigmas surrounding disability and chronic illness
- In March 2025, the UK&I introduced a new Menopause Policy, and in June we received external accreditation as a Menopause Friendly Employer, the first recruitment consultancy to do so
- We also hired a new Global Head of DE&I and Culture, focused on helping us build on our current work in this important space.

Board involvement and responsibility

The Board has overall responsibility for the welfare and interests of the workforce. Non-Executive Director Helen Cunningham was appointed in November 2024 as Designated Non-Executive Director for Workforce Engagement and has served as an additional and independent channel for the Board to hear directly from Hays' diverse workforce.

Technology

Link to strategy

"We have embarked on a significant transformation to provide the technology services, support, and innovation required to enable Hays' growth strategy and future ambitions.

With new delivery capability foundations and ways of working in place, through our strategic partnership with Cognizant the focus over the next few years will be on driving the transformation of the technology landscape. This will ultimately deliver simple, modern, safe and secure technology solutions aligned with business needs that will enable our customers and our people to succeed."

Mark Dearnley
Chief Digital & Technology Officer

Our technology strategy is primarily one of simplification, modernisation, resilience and efficiency in order to enable Hays' growth strategy and future ambitions. We have strong foundations in technology and data, with long-term expertise.

Our vision is to become the global leader in recruitment and workforce solutions, recognised for powering progress through people and market-leading technology. Given rapid advances in technology and Generative AI, we believe now is the optimal time to enhance our overall digitalisation, technology infrastructure and stack of applications.

We anticipate many benefits as we transform our technology over the next few years:

- More consistent delivery of exceptional service to clients and candidates
- Improved productivity and job satisfaction as we provide our consultants with best-in-class tools
- More effective leverage of our extensive, high-quality, relevant data to provide customers with powerful, valuable and individualised insights
- Improved effectiveness and efficiency in our back office functional areas

Our Technology transformation programme

Establishing capabilities for the future

During the year we embarked on a global transformation programme to provide the technology services, support, and innovation required to enable Hays' growth strategy and future ambitions.

In November 2024, we outsourced the support of our 'run' environment including service desk support, IT infrastructure and operations, application support and engineering services, and security operations to Cognizant. This substituted variable for fixed cost, unlocked savings by migrating technology capabilities to lower-cost fulfilment centres and transitioned from a mostly in-house development model to best-in-class external capability. In future, we intend to drive further efficiencies, embed a culture of continuous improvement, and leverage Cognizant's deep expertise and capabilities to support us in our transformation journey.

At the same time, we implemented a new simplified global operating structure in Technology, designed to balance global and local business needs, ensure predictable execution, and to lead the implementation of a simplified and safe technology environment. Reflecting our new global approach, an Infrastructure transformation programme has been initiated to ensure global consistency across our infrastructure estate with a particular focus on cyber security, resilience, and efficiency.

Defining the future state technology landscape

At the heart of our Technology transformation our objective is to enable profitable growth through differentiated client and candidate experiences and industry-leading efficient and effective operations. This vision is being realised through an enterprise architecture approach that harmonises people, process, technology and data.

Guided by the principles of Simple, Flexible and Secure, we are envisioning and architecting a technology ecosystem that is not only robust and scalable but also AI and agentic-ready and designed to empower intelligent automation, adaptive decision-making, and proactive service delivery across our global operations.

- **Simplicity:** We are aiming to streamline our technology stack to eliminate complexity, reduce technical debt, and enhance user experience. By consolidating platforms and standardising processes, we will create a technology landscape that is simpler to operate, change and enhance where innovation and more intuitive interactions will be allowed to flourish for our clients, candidates, and colleagues.
- **Flexibility:** Our architecture is being designed for agility and is targeting a modular, API-first, and cloud-native approach that will ensure we can rapidly respond to market shifts, regulatory changes, and emerging opportunities. This flexibility will support our global footprint while allowing for local customisation and responsiveness.
- **Security**: In an era of increasing cyber threats and data privacy concerns, security will be embedded by design. Our future state landscape incorporates multi-layered defence, zero-trust principles, continuous monitoring, and resilient data governance frameworks to protect our stakeholders and maintain integrity.

The Hays data funnel: Driving more value from data than in-house HR teams and our competitors

Our long-term commitment to technology places data at the heart of our business.

Talent Networks are the community ecosystems we have built to support our consultants, built on top of our vast 'digital data lake'. They optimise our digital candidate sourcing strategies, largely operating in real time, and reducing our time to shortlist.

We believe the scale of information we bring is a differentiating asset. We add value by presenting customers with real-time information to significantly enhance their decision-making and their ability to engage the right talent to grow. Consultants can also demonstrate to a customer, in real time, where a particular role sits in terms of supply and demand, salary and local market knowledge.

Supported by our automated marketing technology, we constantly source skills that our customers need, building relationships with candidates from their first digital interactions with Hays.

Summary

We are continuing our focus on digitalisation of Hays to support profitable growth through differentiated client, candidate, and colleague experiences and industry-leading efficient and effective operations. We will increase capital expenditure over the next five years on data, technology, AI, and cyber resilience which will provide our consultants with the best tools, drive a superior client and candidate experience, and create value for shareholders

Our future state will be agentic-ready, meaning it will be capable of leveraging AI, machine learning, and intelligent agents to augment human capabilities, automate routine tasks, and deliver predictive insights that drive better outcomes. Through effective technology and architecture governance, we are ensuring that technology change is tightly aligned to business outcomes and value creation.

As we continue to evolve, our technology landscape will remain a key differentiator in fuelling innovation, enhancing operational excellence, and reinforcing our position as the trusted partner of choice in the recruitment and workforce solutions industry.

Key *performance indicators*

Our aim is to be the global leader in recruitment and workforce solutions, and to execute on our focused strategy. We use a combination of four strategic, five financial and two non-financial alternative performance measures to track our performance, in line with our strategic priorities.

Strategic Measures

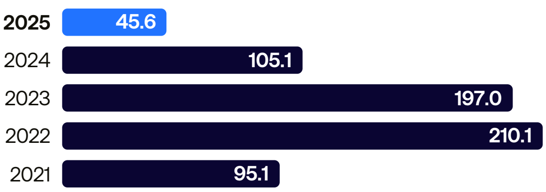
Pre-exceptional operating profit[2][6]

Measure

Operating profit is the profit we generate after deducting the cost of goods sold and operating expenses. A reconciliation of pre-exceptional operating profit to the equivalent statutory measure is provided in note 4 of the Financial Statements.

Progress made in FY25

Operating profit decreased by 56%, driven by our net fee decline of 11%, partially offset by cost-saving initiatives across the business.



Employee engagement (%)

Measure

We work with Culture Amp to deliver our annual employee engagement survey, delivering actionable insights into our employees' experiences of working at Hays. We run two surveys annually, a shorter 'Pulse' engagement in November and a more detailed exercise in May.

Progress made in FY25

77% of all staff completed the survey (FY24: 81%), providing a strong representation of employee opinion. Our engagement score decreased to 70% (FY24: 71%). While we are not satisfied with this, it also reflects challenging economic conditions and the impact of the restructuring of our operations in FY25.

Number of jobs placed

Measure

The number of Temporary, Contracting and Permanent placements made directly by Hays. We are embedding Number of jobs placed as a core KPI as part of our commitment to candidate-centric excellence.

Progress made in FY25

Economic and political uncertainty weighed on client and candidate confidence driving lower placement volumes and a material lengthening of our 'time-to-hire'. Temporary & Contracting volumes declined by 6% with Permanent volumes down 20% YoY.

Net Promoter Score

Measure

By embedding NPS as a core KPI, we strengthen internal processes while enhancing external perceptions of our responsiveness and commitment to customer-centric excellence.

Progress made in FY25

Our NPS improved by two points in FY25 to 56, the highest level since 2021 as we deliver on being the expert partner for both our clients and candidates.

Financial Measures

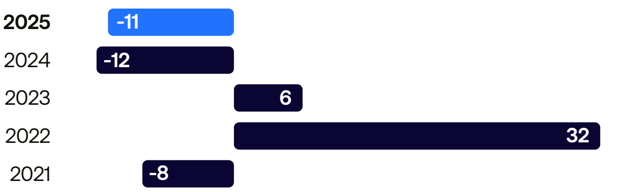
Like for like[1] net fee growth (%)

Measure

Net fees represent turnover less remuneration costs of Temporary & Contracting workers, and remuneration of other recruitment agencies. Growth is on a constant-currency basis.

Progress made in FY25

Net fees decreased by 11%, with increasingly challenging conditions in most markets. Economic and political uncertainty weighed on client and candidate confidence driving lower placement volumes and a material lengthening of our 'time-to-hire'. However, net fees within Enterprise Solutions grew by 8%.



Conversion rate[3] (%)

Measure

Calculated as pre-exceptional operating profit[2] divided by net fees. Measures the Group's effectiveness in managing our level of investment for future growth and controlling costs.

Progress made in FY25

Conversion rate[3] decreased by 470 bps to 4.7%. Challenging market conditions and longer average time-to-hire negatively impacted our average number of placements per consultant. However, our decisive actions and operational rigour have reduced costs by an annualised c.£65 million since the start of FY24. Our longer-term aspiration for conversion rate remains 22-25%.

Like-for-like[1] net fees per consultant (£000s)

Measure

The productivity of the Group's fee earners. Calculated as total Group net fees (on a constant-currency basis) divided by the average number of consultants.

Progress made in FY25

Like-for-like fees per consultant increased by 5% year-on-year to £145.6k, and despite a 11% LFL net fee decrease, was at record levels. Placements per consultant fell significantly as market conditions toughened through the year, notably in Permanent. However, this was offset by our actions to drive higher average fees per placement including positive mix effects and wage inflation benefiting fees.

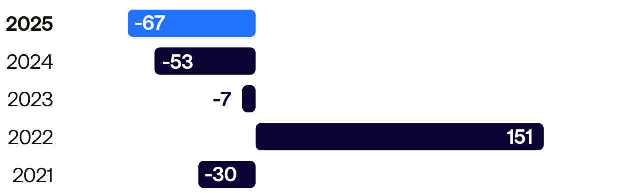
Basic earnings per share[2] growth (%)

Measure

The underlying profitability of the Group, measured by the pre-exceptional earnings per share[2] of the Group's operations.

Progress made in FY25

Basic earnings per share[2] down 67% to 1.31 pence. This was driven by 56% lower pre-exceptional PBT year-on-year and 270 bps higher Group tax rate.



Key performance indicators *continued*

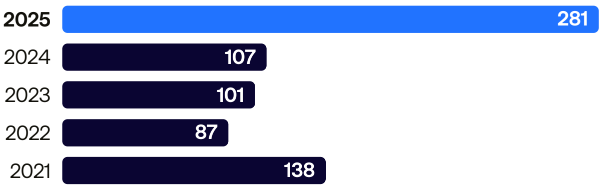
Cash conversion[5] (%)

Measure

The Group's ability to convert profit into cash. Calculated as cash generated by operations[4] as a percentage of pre-exceptional operating profit[2].

Progress made in FY25

We delivered 281% conversion, a strong result due to a working capital inflow of £58.1 million in FY25 as Temporary & Contracting net fees and placements reduced partially offset by an increase in debtor days to 37 days (FY24: 36 days), although debtor days remain below pre-pandemic levels. The increase in debtor days is largely due to greater resilience in our Enterprise business, which typically has longer payment terms.



Non-financial Measures

Greenhouse gas emissions (CO_2 tonnes)

Measure

Hays is committed to reducing GHG emissions, in line with the Paris Agreement, and has validated science-based targets (SBTs). We report GHG emissions for scope 1, scope 2 and the relevant scope 3 categories (more information on page 66).

Progress made in FY25

Total emissions directly controlled by Hays (scope1, scope2, scope 3 Fuel and Energy-related activities and scope 3 Business travel) decreased by 11% to 17,174 tonnes, due to reductions in energy consumption and car fleet, and sit 30% lower than the base year. Overall, Group GHG emissions declined by 10% YoY and are 28% below base year (see page 69 for further detail).

Percentage of female senior leaders (%)

Measure

We believe in equality in all forms across our business. This KPI was introduced in FY21, with a target of reaching 50% by 2030. We define our senior leadership cohort as the three management levels below our Executive Leadership Team, which in FY25 represented the top c.635 managers in Hays.

Progress made in FY25

Female senior leaders increased by 1.9% to 44.9%. We retain our ambitious target of parity by 2030. In FY26, we will undertake a review of job categories globally to ensure we have the most representative sample of senior leaders.

1. Like-for-like growth represents organic growth at constant currency.
2. Exceptional items for the year ended 30 June 2025 of £30.7 million consisting of £17.7 million that relate to restructuring charges and £13.0 million in relation to the multi-year Technology transformation and Finance transformation programmes; the prior year charge of £80.0 million consists of goodwill and intangible impairment of £37.8 million and a restructuring charge of £42.2 million. There were no exceptional charges in FY21, 22 or 23.
3. Conversion rate is the proportion of net fees converted into pre-exceptional operating profit[2].
4. 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.
5. Cash Conversion represents the conversion of pre-exceptional operating profit[2] to cash generated from operations.
6. A reconciliation of pre-exceptional and post-exceptional operating profit is provided in note 4 of the Financial Statements.

Measures of success

Creating value for *our stakeholders*

We seek to benefit society by investing in lifelong partnerships that empower people and organisations to succeed. Our business has scale, breadth and diversity of exposure, and is highly cash generative. Our focused strategy is designed to increase our resilience as a business, which operates responsibly and creates a wide range of stakeholder benefits.

Our Section 172(1) statement can be found on page 105

Clients

How we engaged

We partner with our clients, helping find the talent they need to thrive while building deeper and stickier relationships. We do this via providing value-added workforce services like MSP, RPO, Assessment & Development, Workforce Planning, DE&I Consulting and learning via our Hays MyLearning portal.

What was important in FY25

- Delivering a professional service and solving skill shortages
- Responding to rapidly changing conditions
- Building a focused and relevant bid pipeline containing fewer but larger opportunities
- Providing insight into recruitment trends and market comparisons
- Compliance with regulatory matters

Our actions and how we responded

- Focus on customer services and building lifelong partnerships with clients and candidates (more information on pages 30 - 31)
- Our win-rate percentage in Enterprise Solutions improved from one in five in FY24 to one in three in FY25
- Provision of training and compliance services

Shareholders

How we engaged

We actively engage with the investor community through meetings, roadshows and conferences, and are very grateful for their long-term support. The Board receives regular updates on investor themes and questions and the Chair also hosts meetings with some of our largest institutional investors.

What was important in FY25

- Clear communications and transparent reporting
- Early engagement with investors by our new Chair
- Transparent communication around progress against our focused strategy
- Focus on embedding sustainability in our strategy and investment case

Our actions and how we responded

- Regular engagement with shareholders and analysts
- Appointed a new Head of Investor Relations
- Clear communication around progress against our focused strategy (more information on page 8)
- Evolved our investor slide deck and ESG reporting

Stakeholder engagement *continued*

Employees

How we engaged

We invest substantially in training, development, diversity and culture to ensure Hays is a great place to work. This was supported by enhanced leadership communication around our People & Culture strategy. This was done via town halls, videos, email campaigns and regional Employee Resource Groups (ERGs). We also undertake bi-annual global employee engagement surveys. The results are analysed by regions and executive management and presented to the Board.

What was important in FY25

- Clear communication of our focused strategy
- Ongoing commitment to learning & development
- DE&I progress
- Advocating for positive mental health and colleague wellbeing
- Communication of our Employee Value Proposition (EVP)
- Enhanced working practices with flexible and hybrid working
- Promotions and overseas transfers

Our actions and how we responded

- Direct actions based on Your Voice findings (more information on page 37)
- Created a new set of Valued Behaviours and a modernised leadership framework.
- Progress on our DE&I strategy
- Enhancements and growth of ERGs, including an ERG Leaders training programme developed
- Board commitment to employee mental health (more information on pages 62-63)

Candidates

How we engaged

By building long-term relationships with candidates, we help them fulfil their career ambitions. Our engagement is multi-channel, working via our website, social media, publications and Hays MyLearning, our free-to-use Training & Wellbeing platform.

What was important in FY25

- Providing career opportunities
- Market insights, thought leadership and expert career advice
- Provision of training and development via Hays MyLearning
- Helping people back into the workplace
- Identifying and supporting hidden talent
- Protecting customers' data

Our actions and how we responded

- Investment in customer service and user experience
- Career mentoring and volunteering (more information on pages 60-63)
- Tailoring learning and development to individual career requirements (more information on page 83)
- Talent+ initiatives in the UK&I and Germany
- Focus on data protection and responsible AI strategy (more information on page 86)

Society

How we engaged

We seek to have a positive impact by engaging with the communities in which we operate, actively providing support, career advice and training. Our 'Helping for your tomorrow' programme continued to expand in FY25. We are committed to reducing our environmental impact, setting ambitious targets to halve our own GHG emissions by 2026 (see more information on page 67), and reducing our broader environmental impact. Our Net Zero Working Group is developing strategies which will underpin our SBT on reducing carbon emissions.

What was important in FY25

- Ongoing growth of 'Helping for your tomorrow' and our volunteer/community programmes worldwide
- Increased internal awareness of our environmental impact and our GHG abatement strategy
- Remaining carbon neutral
- Maintaining a trajectory to deliver on our SBTs
- Fee growth in the Green Economy

Our actions and how we responded

- Each colleague globally is entitled to one day of volunteering each year
- Volunteering decreased by 48% year-on-year. Our efforts are targeted on helping people in the world of work, and the environment (more information on page 62)
- Significant local charity fundraising
- For the third year, our 'Neighbourly' initiative in the UK delivered over 6,500 hours of volunteering in FY25. The UK&I continues to offer two volunteering days per colleague
- Developed our ESG double materiality analysis (see page 55) and also a verification readiness review for our GHG data

Suppliers

How we engaged

We are committed to treating our suppliers fairly and with respect, and publish a Supplier Code of Conduct on our website. We have contacted landlords and are in discussions with suppliers to assess their commitment to reducing environmental impact and increasing societal engagement.

What was important in FY25

- Clear Supplier Code of Conduct
- Partnership in reducing environmental impact, including stating our preference to work with partners also on a Net Zero journey

Our actions and how we responded

- Communication of our environmental standards and requirements to customers
- Working with landlords around our own GHG reduction plan

Divisional *operating review*

We report our business in four operating divisions, Germany, UK&I, ANZ and RoW. Germany, the UK and Australia are each Key countries.

Included in Rest of World are our eight Focus countries (Austria, France, Italy, Japan, Poland, Spain, Switzerland and the USA) and 20 Emerging countries.

Germany

Resilience in Contracting, tough market conditions persist in Temporary and Permanent.

Our largest market of Germany saw net fees decrease by 10% to £308.9 million. Operating profit[3] decreased by 22% to £52.1 million at a conversion rate of 16.9% (FY24: 19.3%). Currency impacts were negative in the year, decreasing net fees by £7.5 million and operating profit by £1.4 million.

Client cost controls drove a reduction in average hours worked and a c.£14 million YoY headwind to net fees and operating profit. Hours worked were sequentially stable through the year but declined by 5% YoY with the comparable easing in Q4.

We continue to see greater resilience in Contracting, with volumes remaining solid overall throughout the year as fewer finishers offset a lower number of starters, but more challenging markets in Temporary where we have greater exposure to the Automotive sector. Temporary & Contracting (84% of Germany net fees) decreased by 8%. This was driven by 4% decline in volumes and 5% from lower average hours worked, partially offset by a 1% increase in pricing and mix, benefiting from our pricing initiatives and targeting of resilient sectors.

In Permanent, net fees decreased by 21%. This resulted from a 26% decrease in Permanent volumes, partially offset by a 5% increase in our average Permanent fee. Activity levels remain subdued in Permanent as client decision making slowed during the year and we saw a corresponding reduction in placements through H2.

At the specialism level, our largest specialism of Technology (33% of Germany net fees) decreased by 10%, with Engineering, our second largest, down 19%. Construction & Property increased by 21% with Accountancy & Finance and HR down 1% and 20% respectively. Net fees in our public sector business (16% of Germany net fees) decreased by 8%.

Although conditions were tough, and after several years of significantly outperforming the market, in FY25 we further improved our market-leading share in Germany. Fees with outsource / MSP clients were up modestly in the year, demonstrating greater resilience than more transactional parts of the market, and overall we are very well-positioned to benefit from recovery when it comes.

Operating performance

Year ended 30 June	2025	2024	Actual growth	LFL growth
Net fees	**£308.9m**	£351.8m	(12)%	(10)%
Operating profit[3]	**£52.1m**	£68.0m	(23)%	(22)%
Conversion rate[1]	**16.9%**	19.3%		
Period-end consultant headcount[2]	**1,624**	1,858	(13)%	

Note: unless otherwise stated, all growth rates discussed on this page are LFL YoY net fees and profits, representing organic growth of operations at constant currency.

1. Conversion rate is the proportion of net fees converted into operating profit (before exceptional items).
2. Closing consultant headcount at 30 June.
3. Operating profit was stated before exceptional charges, as detailed in notes 4&5 to the Consolidated Financial Statements on pages 177-178.

Net fees by contract type			Net fees by sector	
Permanent	Temporary	Contracting	Public	Private
16%	22%	62%	16%	84%

Ⓐ Technology: **33%**
Ⓑ Engineering: **25%**
Ⓒ Accounting and Finance: **19%**
Ⓓ Human Resources: **6%**
Ⓔ Construction and Property: **6%**
Ⓕ Life Sciences: **5%**
Ⓖ Other: **6%**

Key actions taken in FY25

- Significant actions were also taken to restructure Germany, notably in our Statement of Works business during H1, and details of the resulting exceptional costs are provided in note 4.
- Consultant headcount decreased by 13% YoY and, driven by our ongoing resource allocation initiatives, consultant net fee productivity increased by 1% YoY.

Alexander Heise
CEO, CEMEA

UK & Ireland

A return to modest profit in H2 after significant actions to better position the business.

In the United Kingdom & Ireland (UK&I), net fees decreased by 15% to £192.2 million. The division reported an operating loss[3] of £5.8 million (FY24: £6.4 million profit) at a conversion rate of minus 3.0% (FY24: 2.8%) but, driven by our actions to address productivity and the operating cost base, returned to modest profitability in H2 having made a loss of £6.5 million in H1.

Temporary & Contracting net fees (59% of UK&I) decreased by 12% with relative resilience in the private sector but tougher market conditions in the public sector. Volumes were down 10% and the mix of price and margin down 2%.

Our Permanent business experienced challenging market conditions across the private and public sector and a clear step-down in Q4. Net fees decreased by 18%, with volumes down 21%, partially offset by a 3% increase in average Permanent fee.

All UK regions traded broadly in line with the overall UK&I business, except for Yorkshire and North, down 31%, and South West, down 21%. Our largest region of London decreased by 11%, while Ireland declined by 23%. Direct outsourced net fees with Enterprise clients performed strongly, up 8%.

Our largest UK&I specialism of Accountancy & Finance decreased by 17%, with Construction & Property down 8%. Technology and Office Support decreased by 20% and 24% respectively.

Consultant headcount decreased by 21% YoY, including a 15% reduction in H2 25. Consultant net fee productivity increased by 3% YoY in FY25 including 9% in H2.

Operating performance

Year ended 30 June	2025	2024	Actual growth	LFL growth
Net fees	**£192.2m**	£225.7m	(15)%	(15)%
Operating profit[3]	**(£5.8)m**	£6.4m	(191)%	(191)%
Conversion rate[1]	**(3.0)%**	2.8%		
Period-end consultant headcount[2]	**1,285**	1,629	(21)%	

Note: unless otherwise stated, all growth rates discussed on this page are LFL YoY net fees and profits, representing organic growth of operations at constant currency.

1. Conversion rate is the proportion of net fees converted into operating profit (before exceptional items).
2. Closing consultant headcount at 30 June.
3. Operating profit was stated before exceptional charges, as detailed in notes 4&5 to the Consolidated Financial Statements on pages 177-178.

Net fees by contract type			Net fees by sector	
Permanent	Temporary	Contracting	Public	Private
41%	49%	10%	29%	71%

- (A) Accounting and Finance: **19%**
- (B) Construction and Property: **18%**
- (C) Technology: **14%**
- (D) Office Support: **8%**
- (E) Education: **8%**
- (F) Human Resources: **3%**
- (G) Other: **30%**

Tom Way
CEO, UK&I

Key actions taken in FY25

- We have more actively managed our less productive consultant population to transition to a more focused core and secured structural savings in front and back-office functions. Since June 2024, we have reduced our office footprint by 19%, delayered our management structure, closed Emposo (our Statement of Works business). Details of the resulting exceptional costs are provided in note 4.
- As a result of these actions the UK returned to profit in H2 having made a loss of £6.5m in H1 25 .

Australia & New Zealand

Good progress in driving improved productivity despite tough market conditions.

In Australia & New Zealand (ANZ), net fees decreased by 13% to £116.2 million, with operating profit[3] down 67% to £3.6 million. This represented a conversion rate of 3.1% (FY24: 8.2%). Currency impacts were negative in the year, decreasing net fees by £5.6 million and operating profit by £0.6 million.

Temporary & Contracting net fees (69% of ANZ) decreased by 8%, with volumes down 13%, but remained broadly stable through the second half. Permanent net fees decreased by 22%, with volumes down 28%. The private sector (64% of ANZ net fees), declined by 10%, with public sector more challenging with net fees down 19%.

Although conditions in ANZ remain challenging, we increased our market share in Australia and our management team has increased accountability and alignment to a performance-based culture. Consultant net fee productivity improved by 8% YoY to its highest level since FY22.

Australia, 94% of ANZ, saw net fees decrease by 12%. New South Wales and Victoria decreased by 17% and 19% respectively. Queensland fell by 3%, with ACT down 11%. At the ANZ specialism level, Construction & Property (19% of net fees) decreased by 15%, with Technology down 8%. Accountancy & Finance decreased by 19%. New Zealand net fees decreased by 30%.

ANZ consultant headcount declined by 7% YoY. Driven by our focus on resource allocation, consultant net fee productivity increased by 8% YoY in FY25 including 4% in H2.

Operating performance

Year ended 30 June	2025	2024	Actual growth	LFL growth
Net fees	**£116.2m**	£139.7m	(17)%	(13)%
Operating profit[3]	**£3.6m**	£11.5m	(69)%	(67)%
Conversion rate[1]	**3.1%**	8.2%		
Period-end consultant headcount[2]	**675**	729	(7)%	

Note: unless otherwise stated, all growth rates discussed on this page are LFL YoY net fees and profits, representing organic growth of operations at constant currency.

1. Conversion rate is the proportion of net fees converted into operating profit (before exceptional items).
2. Closing consultant headcount at 30 June.
3. Operating profit was stated before exceptional charges, as detailed in notes 4 & 5 to the Consolidated Financial Statements on pages 177-178.

Net fees by contract type			Net fees by sector	
Permanent	Temporary	Contracting	Public	Private
31%	**62%**	**7%**	**36%**	**64%**

- A Construction and Property: **19%**
- B Technology: **17%**
- C Accounting and Finance: **11%**
- D Office Support: **11%**
- E Human Resources: **4%**
- F Sales and Marketing: **3%**
- G Other: **35%**

Key actions taken in FY25

- We have removed split Permanent/Temporary desks, more clearly differentiated between 180 and 360 degree consultants, and moved up the value chain in Temporary & Contracting.
- We restructured appropriately for market conditions. Details of the resulting exceptional costs are provided in note 4 to the Consolidated Financial Statements.

Matthew Dickason
CEO, Asia Pacific

Divisional operating review *continued*

Rest of World

Loss making as Northern Europe weakness offsets improved North America profitability.

Net fees in our Rest of World (RoW) division, which comprises 26 countries, decreased by 8% YoY. Temporary & Contracting (42% of RoW) performed well, with growth flat YoY but positive in five of our Focus countries. Permanent declined by 14% as markets remained challenging, particularly in Northern Europe.

The division reported an operating loss[3] of £4.3 million (FY24: £19.2 million profit), including a loss in H2 of £7.4 million. The loss was primarily driven by weakness in Northern Europe during the second half of the year. Currency impacts were negative in the year, reducing net fees by £9.8 million and operating profit by £0.4 million.

EMEA ex-Germany (62% of RoW) net fees decreased by 11%. France, our largest RoW country, decreased by 19% as activity levels slowed through the year, particularly in Q4 where Permanent slowed sharply. Southern Europe was more resilient, with Portugal and Spain both up 1% and Italy down 4%. Belgium, Switzerland and UAE decreased by 16%, 14% and 25% respectively. In response to market conditions, we continued to manage consultant headcount in the region, reporting a 14% decrease YoY. Overall, the EMEA ex-Germany region made a loss of £6.9 million in the year (FY24: £20.7 million profit).

The Americas (22% of RoW) was resilient with net fees up 1% YoY, led by growth in North America where markets remained stable with Canada and the US, up 10% and 3% respectively. After a refocusing of the US business, productivity increased 38% YoY, taking the business from loss making in FY24 to consistent monthly profitability in FY25. Latam markets were more challenging, down 20% YoY. North America delivered overall profit of £1.2 million, offset by losses of £1.6 million in Latam, but we expect the latter will be profitable following the restructure.

Asia (16% RoW) net fees decreased by 6%. Our largest business within the region, Japan was down 7% with Malaysia also down 7%, and Hong Kong down 28%. This was partially offset by growth in Mainland China and India, up 7% and 38% respectively. Overall, Asia delivered £3.0m of operating profit in year, down 3% YoY.

Operating performance

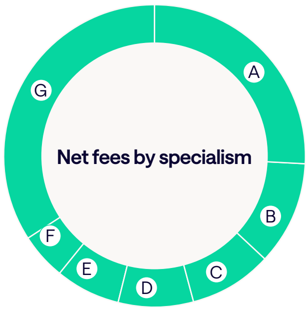
Year ended 30 June	2025	2024	Actual growth	LFL growth
Net fees	**£355.1m**	£396.4m	(10)%	(8)%
Operating profit[3]	**£(4.3)m**	£19.2m	(122)%	(123)%
Conversion rate[1]	**(1.2)%**	4.8%		
Period-end consultant headcount[2]	**2,486**	2,829	(12)%	

Note: unless otherwise stated, all growth rates discussed on this page are LFL YoY net fees and profits, representing organic growth of operations at constant currency.

1. Conversion rate is the proportion of net fees converted into operating profit (before exceptional items).
2. Closing consultant headcount at 30 June.
3. Operating profit was stated before exceptional charges, as detailed in notes 4 & 5 to the Consolidated Financial Statements on pages 177-178.

Net fees by contract type			Net fees by sector	
Permanent	Temporary	Contracting	Public	Private
58%	**36%**	**6%**	**1%**	**99%**

- (A) Technology: **26%**
- (B) Accountancy and Finance: **11%**
- (C) Construction and Property: **9%**
- (D) Engineering: **8%**
- (E) Life Sciences: **7%**
- (F) Sales and Marketing: **5%**
- (G) Other: **34%**



Key actions taken in FY25

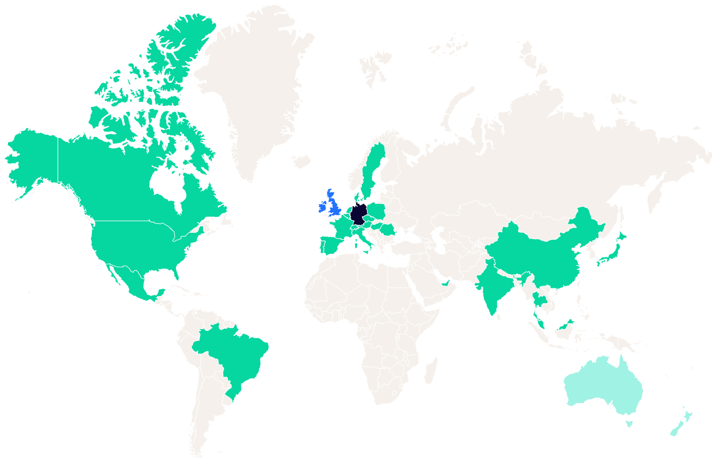
- In France, we took decisive action to address productivity and costs including changes to the local management team.
- Closed operations in Chile and Colombia and refocused in Brazil and Mexico by creating flagship offices in Sao Paulo and Mexico City
- Overall consultant headcount in the RoW division decreased by 12% YoY. EMEA ex-Germany consultant headcount decreased by 14%, the Americas decreased by 19% and Asia was down 1%.

Christoph Niewerth
Managing Director, EMEA

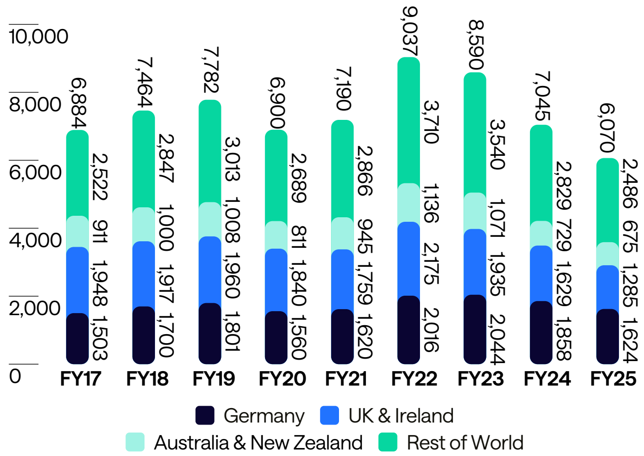
Dave Brown
CEO, Americas

Historical comparisons *FY17–25*

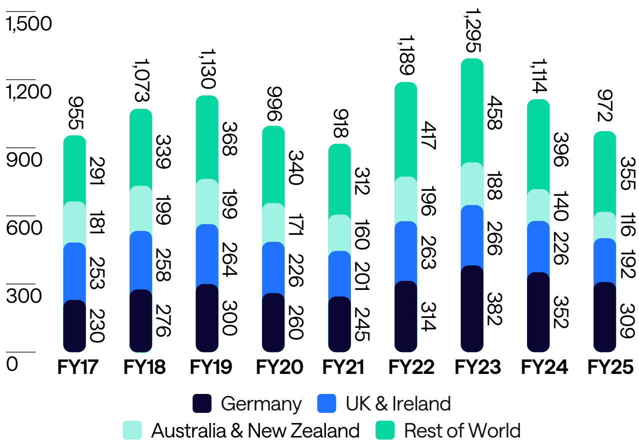
To assist investors in their analysis of Hays, we present our net fees, operating profit, headcount and conversion rate since FY17. A downloadable version of our financial results is also available.



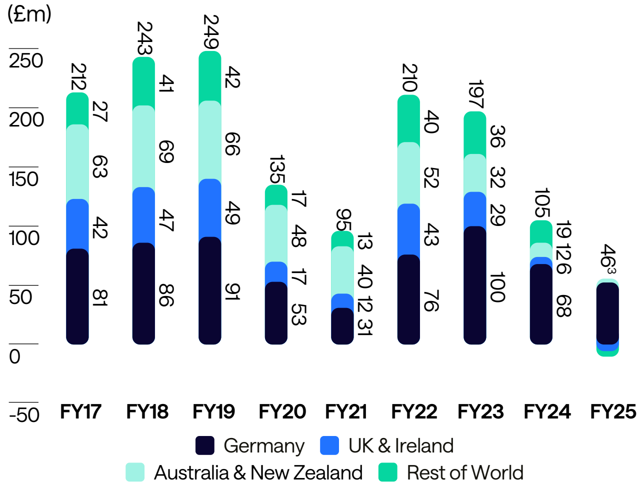
Closing consultant headcount



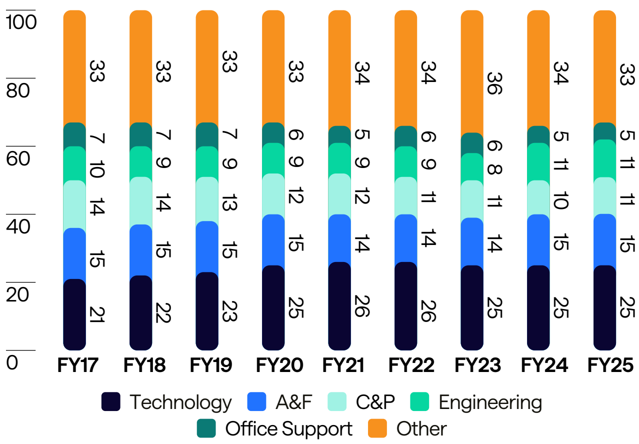
Net fees by division



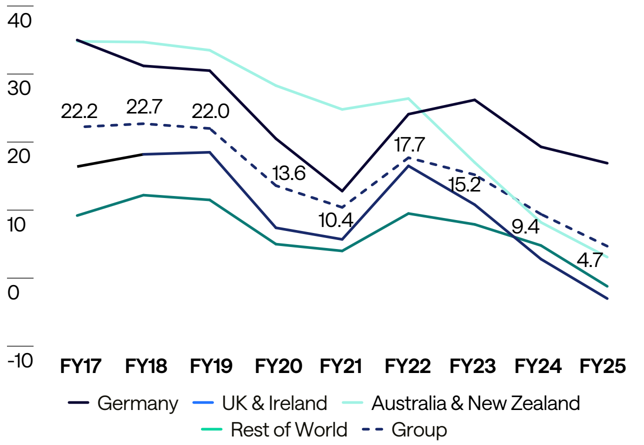
Operating profit by division[1]



Net fees by specialism

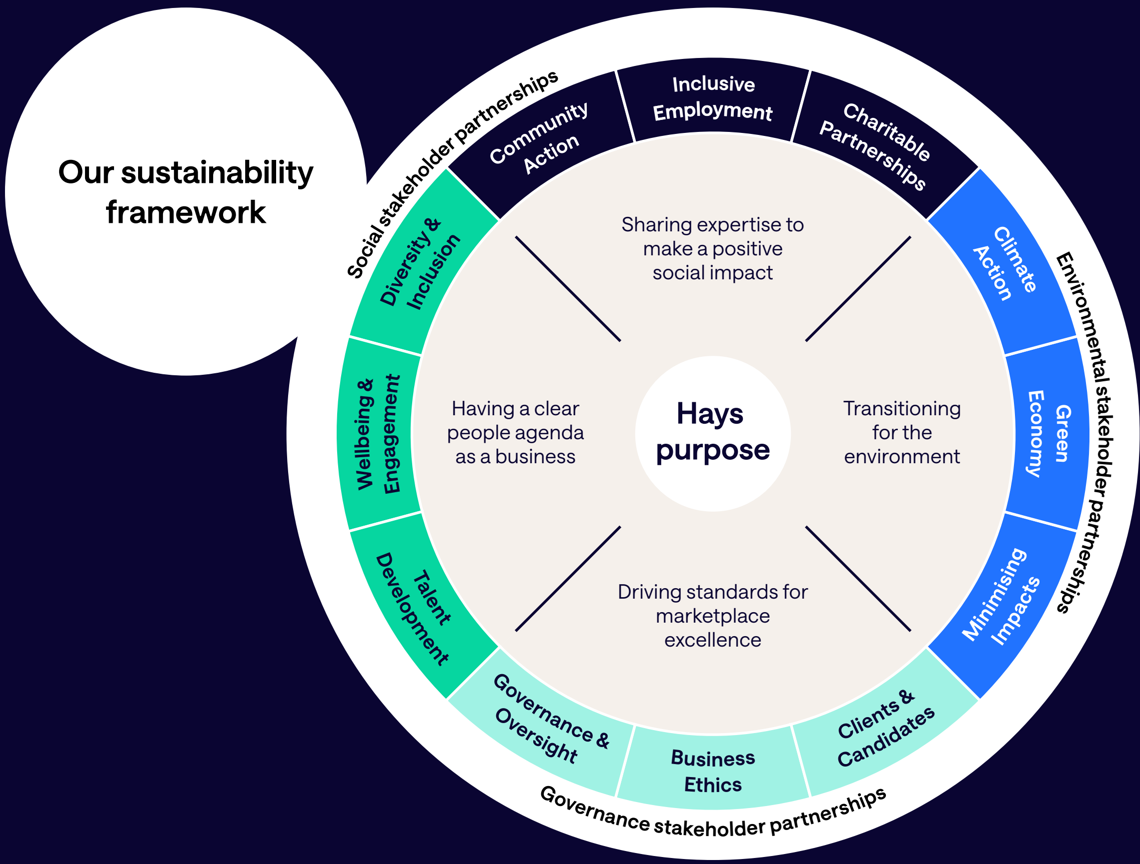


Conversion rate[2]



1. Exceptional items for the year ended 30 June 2025 of £30.7 million, £17.7 million relates to restructuring charges across the Group and £13.0 million in relation to the Technology transformation and Finance transformation programmes; the prior year charge of £80.0 million consists of goodwill and intangible impairment of £37.8 million and a restructuring charge of £42.2 million. There were no exceptional charges in FY21, FY22 or FY23.
2. FY24, FY20 and FY19 conversion rates are shown on a pre-exceptional basis. Conversion rate is the proportion of net fees converted into pre-exceptional operating profit.
3. FY25 regional OP split: Germany (£52.1m), UK & Ireland (loss £5.8m), Australia and New Zealand (£3.6m), Rest of World (loss £4.3m).

Sustainability in the *world of work*



Our commitment and sustainability framework

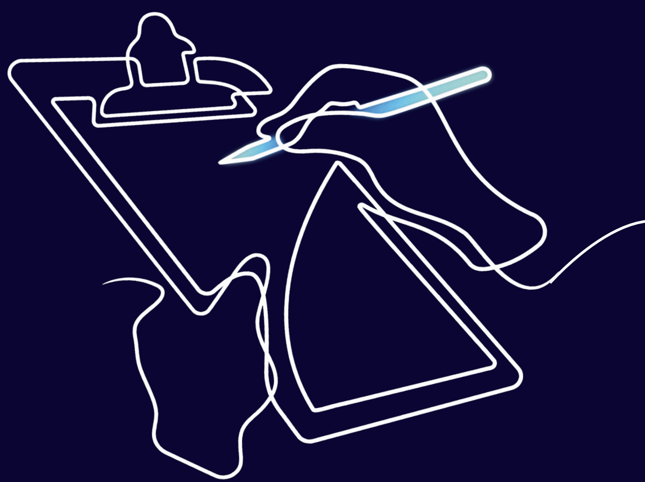
At Hays we aim to be a purpose-led organisation, creating societal value by investing in lifelong partnerships that empower people and organisations to succeed. We recognise our responsibility and the opportunity to positively contribute as a global organisation and through our role in the world of work. In helping organisations find the talent they need, and by placing candidates and workers, our activities positively contribute to the economy, employment, skills and livelihoods.

Our values help to define how we do business, and how we interact with our many stakeholders. We recognise the benefit of shared-value creation as a key driver for a more sustainable and equitable future, and our own ongoing commercial success.

We are committed to sustainability in its widest sense, as defined by the United Nations Sustainable Development Goals (UN SDGs) and our participation in the United Nations Global Compact.

Our sustainability framework focuses on key Environmental, Social and Governance (ESG) issues with purpose at its centre, driven by the individual contributions of our colleagues.

As a people business that primarily contributes to societal value through employment and the world of work, the societal category within the framework is double-weighted.



Our approach

Addressing sustainability and enabling shared-value creation is multi-faceted. It is about how we:

- Deliver for our clients whilst creating opportunities for workers and candidates
- Utilise technology to drive efficiencies and service excellence, whilst protecting important and sensitive data
- Mitigate and adapt to climate change
- Operate and work to high standards underpinned by ethical behaviour
- Create an inclusive, engaging workplace for our colleagues
- Enable inclusive employment and contribute to communities
- Nurture a fair and equitable culture and ensure that discrimination and labour exploitation are never tolerated.

The United Nations Sustainable Development Goals (SDGs) are a roadmap for a more sustainable and equitable future. We have integrated the SDGs into our approach. Considering our areas of service expertise, business priorities and stakeholder impacts, we found linkages to all 17 SDGs, with nine as most relevant, for us to drive positive action.

We recognise sustainability as a key enabler and welcome the scrutiny of our stakeholders. We report progress against objectives and lay out our forward-looking objectives and targets. We provide a performance summary in our Annual Report and Accounts and a standalone Sustainability Report, which has more detail and case-studies. We produce a Global Reporting Initiative (GRI) Index. They are available on our website, www.haysplc.com/sustainability

Sustainability Report
and GRI Index

We have a PLC Board-level Sustainability Committee and a small central Group Sustainability team. Together they enable the key elements of strategic oversight and the guidance and support required for the global organisation. In terms of collective action and overall performance, all Hays colleagues are involved. Through our business activities and this collective impact, we create shared-value for stakeholders.

At our internal Hays Global Leadership Conference FY25, which brought together our Executive Leadership Team (ELT) and other senior leaders from across our global business, we took the opportunity to show our support for sustainability and the UN Global Compact by participating in their UN SDG Flag Campaign.

Materiality assessment

We have conducted a double materiality assessment to identify our most relevant ESG issues in terms of stakeholder impacts, financial risks and business opportunities. This work has been part of our preparations for compliance with the EU Corporate Sustainability Reporting Directive (CSRD) as well as to inform a robust and meaningful sustainability strategy for Hays.

Given the importance of the materiality assessment, we subjected our work to an external review, to give us confidence before we undertake any further refinements and seek final approval of our material impacts, risks and opportunities from the PLC Board.

More information on the integration of the SDGs and our materiality assessment is provided in the Sustainability section of our corporate website, www.haysplc.com/sustainability

We will continue to monitor the additional regulatory reporting developments including the International Sustainability Standards Board (ISSB) S1 and S2 standards and the incoming UK Sustainability Reporting Standards.

External performance assessments

Benchmarks, ESG indices and ratings are helpful to understand our performance and to inform improvement. We participate in the EcoVadis assessment process and feature in investor ratings including S&P Global, Sustainalytics, MSCI and Bloomberg. These assessments help us benchmark our progress and continuously improve our sustainability performance.

We are part of the FTSE4Good Index Series. Created by FTSE Russell, the Index series is designed to measure the performance of companies demonstrating strong ESG practices.

COMMITTED ecovadis Sustainability Rating JUN 2025

MSCI ESG RATINGS AA
CCC | B | BB | BBB | A | AA | AAA

FTSE4Good

Ethics and compliance

Building on our sustainability commitments, our approach to ethics and compliance ensures we operate responsibly and uphold the trust placed in us by stakeholders.

Integrity forms the foundation of our corporate culture, guiding how we engage with candidates, clients, communities, and each other. This is fundamental to operating as a responsible and sustainable business. One of our most valuable assets is our reputation for doing the right thing wherever we operate, and we recognise that we can only remain a partner of choice by maintaining the trust that has been placed in us by our stakeholders.

As a signatory to the UN Global Compact, we support the Ten Principles of the United Nations Global Compact on human rights, labour, the environment and anti-corruption. We are committed to making the UN Global Compact and its principles part of our strategy, culture and day-to-day operations, and to engaging in collaborative projects which advance the broader development goals of the UN, particularly the Sustainable Development Goals.

WE SUPPORT

UN GLOBAL COMPACT

Governance, leadership and oversight

Our Board of Directors plays a crucial role in overseeing and assessing our corporate ethics and compliance programme, and in ensuring that our policies, procedures and controls are fit for purpose and consistent with our valued behaviours.

The Audit and Risk Committee is responsible for overseeing the global corporate ethics and compliance programme, and for approving key ethics and integrity matters. The Sustainability Committee oversees the Group's sustainability responsibilities and activities, including in relation to our culture, and social and governance responsibilities and objectives.

Further information on Board Committees can be found in the Corporate Governance Report.

The ELT, chaired by the Chief Executive Officer (CEO), is responsible for the day-to-day management of the Hays business and operations and for monitoring the detailed performance of all aspects of our business. In this regard they have overall responsibility for ensuring that the programme is fully implemented and embedded wherever we operate.

It is common practice for our CEO, and members of the ELT, to have ESG-related objectives set and agreed with the PLC Board. This aligns leadership with key business sustainability goals in the pursuit of long-term value creation.

Policies, procedures, controls and guidance

Through our Group policies, procedures, controls and guidance, we seek to establish consistent ethical business behaviours, standards and practices across our organisation. Our Group policies, procedures and guidance are made available on the Group and local intranets. All Hays employees, Directors and officers are expected to comply with our Group Code of Ethics and Conduct and associated policies, as well as applicable laws and regulations, regardless of location. Failure to observe these requirements may result in disciplinary action, up to and including dismissal.

Hays' policy framework includes a suite of compliance policies and associated procedures

Purpose and Valued Behaviours

Code of Ethics & Conduct

Group Compliance Policies

- Anti-Bribery & Corruption Policy
- Fraud Policy
- Competition Compliance Policy
- Prevention of Tax Evasion Policy

Underpinned by our Raising Concerns at Work Policy

Compliance risk management framework

Our framework has been designed to facilitate the continuous assessment and feedback of our programme, to ensure that risks are identified and addressed on an ongoing basis. We adopt a risk-based approach to the design and implementation of the programme, aligning with applicable laws and regulations, and key guidance from relevant authorities and international bodies.

Global Ethics and Compliance function

This year we established a new global Ethics and Compliance function. The function has responsibility for the design, implementation, monitoring and continuous improvement of our corporate ethics and compliance programme, including the Raising Concerns at Work Policy and associated procedures. It also provides materials and guidance to our regional businesses on the implementation and embedding of our programme to support consistent application across the Group.

Our Group Compliance Officer, Kate Chandley, was appointed in April 2025. In this newly created role, Kate has responsibility for the global Ethics and Compliance function and leads on the ongoing development and implementation of our programme globally.

Kate reports to the Group General Counsel and Company Secretary, with additional reporting to the Audit and Risk Committee and Sustainability Committee, in addition to updating the Board on the Raising Concerns at Work programme and associated investigations.

The team

The global Ethics and Compliance function is supported by the regional teams in GSC and EMEA, and a global network of Integrity Champions, who each have responsibility for ensuring the effective implementation of our programme across all regions in which we operate. They also provide local guidance and support to our business.

The function also works closely with other Group functions, including People & Culture, Risk, Group Internal Controls, Internal Audit, Company Secretarial, Group Data Protection Officer, Finance, Sustainability, Legal, Compliance, Technology and Marketing.

Our compliance risk management framework

Raising concerns at work

We appreciate colleagues who have the courage to raise concerns, in the knowledge that our Speak Up programme forms a vital part of our overall risk management framework, supporting our business to learn, grow and improve.

We offer employees a confidential reporting channel, managed by a third party, accessible by telephone or online, 24 hours a day, 365 days a year. Employees may submit reports to the confidential line anonymously in over 100 languages (to the extent allowed under applicable law).

The Group has a policy of non-retaliation against those who raise concerns with us in good faith.

Our business partners

We expect our suppliers to maintain high ethical standards and to operate in a legally-compliant and professional manner, as set out in our Supplier Code of Conduct. We expect our suppliers to promote similar standards in their own supply chain. Our Supplier Code of Conduct is available on our corporate website, www.haysplc.com/sustainability

Supplier Code of Conduct

Data protection

We recognise that having secure systems and robust working practices for the protection of data is a key element of the trust clients, candidates and other stakeholders place in us.

We continue to evolve our approach, by strengthening our global cyber security and addressing our ways of working. This year we appointed Rob Norris as our Group Data Protection Officer. Rob reports into the General Counsel and Company Secretary, and the Audit and Risk Committee. The role plays a critical part in the safeguarding of personal data across all operations within the Hays Group. With a deep understanding of the unique compliance challenges in our sector, Rob leads our data protection programme to ensure that candidate, client, and employee data is handled lawfully, ethically, and securely, whilst also ensuring that Hays is adapting to new and emerging data protection risks and stakeholder expectations.

Respect of human rights

Our Human Rights Statement sets out our approach to the respect of human rights and is available to view on our website, www.haysplc.com/sustainability

Human Rights Statement

In FY25, we carried out a global human rights survey to seek assurance that our policy and working practices across the Group align with our Human Rights Statement. The survey spanned ten key focus areas. Our findings included:

- Strong global alignment with our Human Rights Statement, with an overall score of 92%
- Scores of 80% or above for the majority of our ten key focus areas
- A score of 73% for anti-slavery safeguards in relation to placements, which is being addressed by our Modern Slavery Working Group
- A score of 70% for freedom of association, which is reflective of our business sector and context, in which unions and other organised workforce bodies are less common compared to other sectors.

Case study: Navigating data protection compliance, Spain

Case study: Collaboration against modern-slavery, UK

Modern slavery and human trafficking prevention

Slavery and human trafficking are human rights abuses and have no place in our business or in our supply chain. We aspire to operate our business responsibly and uphold the highest standards of conduct.

During the year, we strengthened our collaboration with the Slave-Free Alliance (SFA) with a commitment to a new three-year partnership. The SFA is a not-for-profit membership and advisory organisation and is connected to the anti-slavery charity Hope for Justice.

SLAVE-FREE ALLIANCE
Working Towards a Slave-free Supply Chain

Details and progress on our modern slavery and human trafficking prevention programme can be found in our Modern Slavery Statement, available on our website, www.haysplc.com/sustainability

Modern Slavery Statement

Tax approach

In line with our commitment to ethical conduct and transparency, we take a responsible and principled approach to taxation.

Taxation plays a vital part in funding public services. We manage our tax affairs responsibly to ensure that the correct amount of tax is paid in the appropriate jurisdiction at the right time. We do not engage in artificial or aggressive tax planning arrangements. We define such measures as transactions not driven by a valid commercial outcome or transactions that lack significant economic substance.

We do not condone the criminal evasion of tax. Should there be a difference in interpretation of tax legislation by us and a tax authority we will work collaboratively towards resolution. The total amount of taxes we pay and collect is significantly more than the tax we pay on our profits due to the nature of our business and our services to clients.

Our tax strategy is available at www.haysplc.com/governance

Tax Strategy

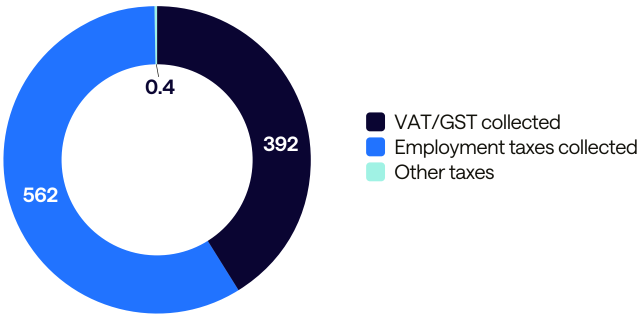
Here we present our total Group tax contribution for FY25. This includes taxes borne by and collected by Hays in relation to our economic and employment activities. Taxes collected by Hays are not a cost to the Group but instead are collected from customers and employees on behalf of governments.

These comprise:

- Indirect taxes: VAT collected represents net VAT. We are charged VAT (Input VAT) on our purchases of goods and services and we charge VAT (Output VAT) in turn on our services. We account for this value-add or net VAT to the government.
- Employee taxes: These include employee income taxes, employee social security contributions and similar payments.

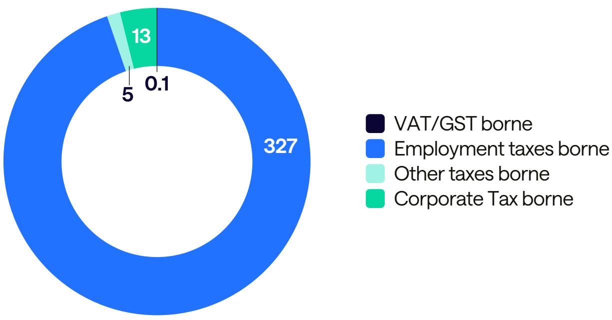
Taxes collected in FY25

£954m



Taxes borne in FY25

£345m



Sustainability *continued*

Sustainable business *highlights FY25*

Our people are key to our positive impacts and the difference we make in how we do business; whether in the world of work, wider society or the environment.

Social

Purpose and impact

We recognise our unique opportunity to drive positive impact through the world of work, and that impact is greatest by nurturing an inclusive, engaging and high-performing workplace.

Community action: 'Helping for your tomorrow'

Despite challenging business conditions engagement remained high with volunteering focusing on inclusive employment for underrepresented and disadvantaged groups.

27%
Volunteering participation rate

110+
Community partners

Careers at Hays

We supported our people's development from early career to senior leadership.

c.10k
No. of Hays colleagues

Feedback from our culture audit identified Hays as "a place to grow".

Engagement

Our new Group People & Culture strategy progressed.

In UK&I, we were again a 'top improver' in CCLA Investment Management's corporate mental health benchmark, achieving tier 2 status.

70%
Global engagement score

Inclusive culture

We fostered a culture of inclusion and allyship through our support for Employee Resource Groups, executive sponsors, global structures, leadership training and a focus on data.

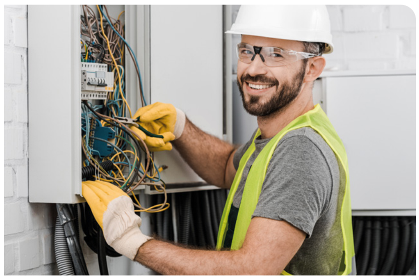
84th
Ranking in Top 100 Financial Times/Statista 2025 Diversity Leaders

44.9%
Female leadership at Hays

Governance

Trust and respect

Strong and effective governance, high standards of integrity and robust compliance risk management are the cornerstones underpinning respectful relationships and the trust placed in us by our stakeholders.



World of work

We focused on trusted relationships as part of client service excellence and for positive candidate experiences.

257,900

No. of roles filled

Tax contribution

Taxes pay for important public services. Our transparent tax strategy ensures that any tax due is paid in the appropriate jurisdiction at the right time.

£345m

Taxes paid

Human rights

We furthered collaboration with the Slave-Free Alliance with a 3-year partnership agreement, and developed and progressed a new action plan addressing modern slavery risk.

We carried out our first global human rights survey to assess policy and working practice alignment with our Human Rights Statement.

92%

Human rights alignment score

Environment

Climate and nature

We are focused on driving meaningful climate action, minimising our impacts, promoting environmental awareness and finding talent to support growth of the Green Economy.

Global action

We supported Earth Day across every region with a combination of Group communications and local activities including environmental volunteering. With the focus on energy, colleagues were encouraged to undertake a digital tidy-up.

Green Economy and Just Transition

We have joined the UN Global Compact Network UK's Climate & Human Rights Working Group.

In partnership with others, we encouraged, developed and placed the skills and talent required, for the transition to a low-carbon economy.

A 1.5°C reduction pathway

Our climate reduction targets are approved by the Science Based Targets Initiative.

-42%

Scope 1 & 2 market-based (from 2020)

-18%

Scope 3 supplier spend (from 2020)

Climate-related investment

We invest in projects with a range of benefits including carbon sequestration, biodiversity, health and livelihoods. We are investing in forestry projects in Brazil and Malawi and a cook stove project in India.

Climate performance

Finalist at the GreenBusiness Awards 2025

B

CDP climate score

Sustainability *continued*

Social

We continue to deliver against our social objectives, with measurable progress across workplace engagement, inclusion, leadership diversity and community impact.

Volunteering hours	Volunteering participation	Women in leadership	Engagement score	Hays colleagues
13,602	27%	44.9%	70%	c.9.5k
FY24: 28,064	FY24: 41%	FY24: 43.0%	FY24: 71%	FY24: c.11.1k

FY25 objective	Progress and delivery
Revisit and refresh Hays' global People & Culture strategy with a view to enhancing the attraction, retention and engagement of talent. **Status:** Achieved	– Refreshed People & Culture strategy in place and presented to PLC Board in May 2025 – Completion of a culture audit to identify our key strengths and opportunity areas in the context of our Creating Tomorrow Together strategy – Culture transformation plan in place with priorities for the 25/26 FYs agreed – Development of new Valued Behaviours, Leadership Framework and Being your Best Performance Framework complete – implementation in progress.
Deliver additional support and tools for colleagues around financial wellbeing and mental health as part of overall wellbeing strategy. **Status:** Achieved	– Specialist financial wellbeing workshops delivered by financial education provider 'FinWell' – 'Train-the-trainer' session held with representatives from UK&I, EMEA, India, and Global Enterprise Solutions for these colleagues to then launch Managing Well training regionally – An external global campaign for World Mental Health Day 2024 was delivered, which featured a series of videos shared via LinkedIn – First EMEA-wide wellbeing challenge with countries competing for the highest combined steps – APAC held a Domestic and Family Violence Awareness session focused on recognising signs of family and domestic violence – Teams across Australia took part in the Dream Run fundraiser for our charity partner The Smith Family, raising money to support education programmes for children living in poverty – In Asia, we have aligned our wellbeing focus with two of our Employee Resource Groups. Our W.E. Lead network and PRIDE groups both included a focus on financial wellbeing in their quarterly community sessions.
Foster a culture of inclusion and allyship with development of Employee Resource Groups, executive sponsors, global structures, leadership training and focus on data. **Status:** Progressed	– Featured in the top 100 Financial Times/ Statista 2025 Diversity Leaders list: rising to **84th** in this year's list, up from 154th – Equity standards agreed for globally consistent minimum parental leave offerings, with introduction of care leave and inclusive language guidance – Celebrated International Women's Day 2025 globally with the theme of 'Working for her tomorrow' and the ways in which we further support and enable women to thrive – Pride 2025 focused on #UnitedInPride, and the importance of allyship. Leaders shared their stories of what allyship means to them. Country activity included collaboration in ANZ with The Rainbow Shoelace Project, participation in local Pride parades across the globe, and in Germany, we were the main sponsor of the Christopher Street Day parade in Mannheim – Hays ANZ awarded Bronze Tier Status in the Australian Workplace Equality Index (AWEI), a prestigious make of recognition for LGBTQIA+ inclusion – In Germany we established a new ERG called IMPULSE: **I**nclusion, **M**ental & Physical Health, **P**articipation, **U**nrestricted, Performance (German: **L**eistungsfähig), **S**afe Space, and **E**mpowerment, addressing taboos and stigmas surrounding disability and chronic illness – In March 2025, the UK&I introduced a new Menopause Policy, and in June we received external accreditation as a Menopause-Friendly Employer, the first recruitment consultancy to do so.

FY25 objective	Progress and delivery
Expand awareness of the FAIRER brand and the DE&I consulting service offer, particularly in the German market. **Status:** Progressed	– Continued focus on the UK market in key business sectors – professional services, financial services, media, and FMCG – Furthered engagement with DE&I thought leaders through our expert interview series with key DE&I and HR business leaders – this supports our mission of shaping and leading the DE&I agenda – Invested in the consultant team, hiring for new roles focused on marketing insights and clients – Developed service offering and expanded our products from unconscious bias and inclusive leadership to conscious inclusion and fairness and respect for all programmes – German market deprioritised due to organisational structure of Hays – We continued with other client-facing DE&I activities as part of the wider Hays' service delivery and focus on core business, noting we divested FAIRER in July 2025.
Inspire and enable our people to give back, delivering at least 25,000 volunteering hours and attaining a 40%+ participation rate. **Status:** Not achieved	– Tough business conditions and our pay structure, which is common to most recruitment businesses, have resulted in a much lower activation rate for employee volunteering, despite colleagues remaining highly engaged and supportive of 'Helping for your tomorrow' – We have a lower rate compared to last year (27% vs 41%), although this does still compare favourably to industry peers – Lower activation rate has resulted in an achievement of 13,602 volunteering hours this year, which is down on last year, although there are similar levels of volunteering hours per person (~ 5 hours).
Further community impact with 'Helping for your tomorrow' reaching more than 8,500 individuals and exceeding 200k community hours. **Status:** Partially achieved	– We helped significantly more beneficiaries (39,311) than last year, however due to a lower level of volunteering, we achieved a slightly lower level of community hours (192,618) than the target figure.

FY26 objectives
Deliver FY26 priorities within the Hays global People & Culture strategy to accelerate talent attraction, retention and engagement
Launch and embed our new Valued Behaviours and Leadership Framework, to improve the engagement and performance of our people
Revisit and refresh our global Inclusion strategy so this is aligned to our priority of building inclusion into everything we do, and ensuring colleagues have a sense of belonging regardless of their background or characteristics

Our Priority SDGs	Commitment to the UN Global Compact
3 GOOD HEALTH AND WELL-BEING; 5 GENDER EQUALITY; 4 QUALITY EDUCATION; 10 REDUCED INEQUALITIES	**Principle 5** – the elimination of discrimination

Case study: Wellbeing support – a mental health partnership, Italy

Case study: Flagship project with royal backing, UK

Image: Homewards

Sustainability *continued*

Governance

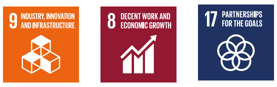
We continue to strengthen our governance practices, delivering against key objectives in compliance, transparency and stakeholder trust, underpinning how we serve our clients and deliver in the market place.

No. of clients served	No. of roles filed	Taxes paid	Human rights alignment score
c.35,000	**257,900**	**£345m**	**92%**
FY24: c.37,000	FY24: 282,700	FY24: £378m	

FY25 objective	Progress and delivery
Complete gap analysis of EU CSRD reporting requirements and commence data collection for business entities/countries required to report in 2026. **Status:** Achieved	– Gap analysis completed on existing reporting capability and EU CSRD requirements – New project team formed as per impacts, risks and opportunities identified – ELT-level Steering Committee established and convened – External review conducted of our double materiality assessment review by Deloitte, as part of pre-assurance considerations – Monitoring of EU Omnibus review and similar requirements including the UK Sustainability Reporting Standards.
Formulate action plan to implement improvements as per the Slave-Free Alliance (SFA) recommendations and progress in priority areas. **Status:** Progressed	– Modern Slavery Working Group strengthened, with wider representation and a mandate for delivery – Sought and incorporated SFA insights and guidance – Continued SFA collaboration and entered a new 3-year partnership agreement – SFA briefing prepared for PLC Board-level Sustainability Committee – Group-wide communications on improvements and to mark the global Anti-Slavery Day – External communications rolled out in conjunction with Anti-Modern Slavery Week – Good progress on SFA recommendations across risk assessment, policy review, responsible procurement, training and communications, due diligence and monitoring activities, and escalation process.
Make further appointments to the Information Security and Data Protection (ISDP) team, building capacity and road-mapping the delivery of consistent processes and controls Group-wide. **Status:** Achieved	– Operationalised new global ISDP function, with existing security operations transitioned to Cognizant, our new managed IT services provider – Launched key remediation projects to address critical capability gaps – Independent assessments and red team exercises informed a prioritised security roadmap, now actively progressing – Established enhanced governance and new global cyber security standards – Commenced deployment of new capabilities to improve cyber risk visibility, enable proactive threat detection, and ensure a consistent and effective approach to cyber risk mitigation across Hays.

FY26 objectives
Further design, communicate and drive a programme of digitisation focused on differentiated client and candidate experiences, efficient and effective operations and stronger ESG credentials, using data, technology and AI
Align the identified impacts, risks and opportunities (IROs) within the delivery of the Hays global strategy, preparing to meet the incoming reporting requirements of the EU CSRD and adoption of ISSB standards
Complete the Group-wide data protection maturity assessment, with a view to road-map the required activities to position Hays as a leader in data protection
Develop an updated ethics and compliance programme roadmap, to ensure it reflects Hays' global strategy, purpose and valued behaviours, and supports continuous improvement and the efficient and timely implementation of recommendations
Establish a new Sustainable Procurement Working Group and formulate an action plan to promote stronger commercial, ethical and compliance awareness and opportunities, within our supplier base
Launch and commence global roll-out of new modern slavery training in line with the action plan developed by the Modern Slavery Working Group, in conjunction with continued progress with the Slave-Free Alliance across our six improvement areas

Our Priority SDGs



Commitment to the UN Global Compact

Principle 1 – protection of internationally proclaimed human rights

Principle 2 – not be complicit in human rights abuses

Principle 3 – uphold freedom of association and right to collective bargaining

Principle 4 – elimination of all forms of forced and compulsory labour

Principle 5 – effective abolition of child labour

Principle 10 – work against all forms of corruption, extortion and bribery

Case study: Candidate care and experience, Japan

Case study: Recognition for client service, USA

Sustainability *continued*

Environment

We recognise that people, planet and economy are interconnected. We continue with progress against our environmental objectives, advancing climate action, supporting the Green Economy and promoting environmental awareness.

CDP climate score	Scope 1 & 2 GHG emissions	Total GHG emissions	Scope 3 GHG emissions Purchase of goods and services & capital goods emissions
B	**-42%**	**37,071**	**-18%**
FY24: B Management Level	against FY20	FY24: 51,503	against FY20

FY25 objective	Progress and delivery
Develop a clear process for evidencing Group-wide renewable energy sources and deliver training with support materials to enhance people's understanding and to encourage further adoption of renewable energy sources. **Status:** Achieved	– Targeted renewable energy workshops held with those Hays countries which still need to switch and evidence renewable supply – Enhanced training and processes to better communicate what constitutes renewable energy and how to evidence – Central repository built and enabled to ease collation of renewables evidencing – Slight increase in renewable energy reported at 37% (FY25) compared to 35% (FY24) .
Further our GHG reporting in preparation for moving to assurance and verification and with consideration of future targets. **Status:** Achieved	– Process further enhanced, with: additional trainings and briefings, updates to data collection forms, creation of a sharepoint site to host guidance and reference materials and be the data repository in addition to the external data platform, as part of enhancing data quality checks – ERM CVS appointed to independently verify our data in pursuit of 'Limited Assurance' – Limited assurance attained for selected GHG metrics.
Develop a structured approach for scope 3 emissions reductions by targeting engagement with suppliers and landlords. **Status:** Progressed	– Supplier engagement workshop held to inform our future approach – Delivered enhanced training and briefings heavily focused on the importance of obtaining primary data from landlords, including the sharing of relevant request templates.

FY26 objectives
Develop an SBTi-approved Net Zero target and associated transition plan
Target carbon literacy and engagement across leadership population
Direct supplier engagement on climate with our strategic business partners and within the top 25 suppliers relevant to our scope 3 emission reduction target for purchase of goods and services and capital goods
Revisit with relevant data sets and forecasts our consideration of our climate risks and opportunities including the pricing of externalities
Recalibrate the time and resource investment, with the opportunities relevant to key growth sectors and markets, that are fundamental to the Green Economy transition

Our Priority SDGs	Commitment to the UN Global Compact
13 CLIMATE ACTION; 11 SUSTAINABLE CITIES AND COMMUNITIES	**Principle 7** – support a precautionary approach to environmental challenges **Principle 8** – promote greater environmental responsibility **Principle 9** – encourage environmentally friendly technologies

Climate commitment and reporting

We set our targets in line with the Paris Agreement's 1.5°C trajectory and have approval from the Science Base Targets Initiative (SBTi).

We have committed to:

- 50% reduction in scope 1 & 2 emissions by 2026 versus 2020 baseline, as approved by the SBTi (1.5°C trajectory)
- 50% reduction in scope 3 emissions from purchased goods, services & capital goods by 2030 versus 2020 baseline, as approved by the SBTi (1.5°C trajectory)
- 40% reduction in absolute scope 3 emissions from business travel by 2026 against a 2020 baseline, as approved by the SBTi (1.5°C trajectory)
- transition to 100% renewable energy where there is a viable market solution for electricity supply
- invest in beyond-value-chain mitigation projects in relation to emissions that equate to our scope 1 & 2, scope 3 business travel and scope 3 transition and distribution losses, until at least 2026.

The three graphs show our progress against our SBTi targets with actual GHG emissions plotted against the target trajectory.

Our Climate Committee meets to consider climate-related risks and opportunities as informed by reports on climate change and the current and forecast effects. In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) we provide further information in our TCFD report. In the CDP Climate benchmark we are ranked B. We are also ClimatePartner-certified. This recognises our good practice approach to climate action.

ClimatePartner certified company
climate-id.com/7P6PG1

CO_2 measure reduce contribute

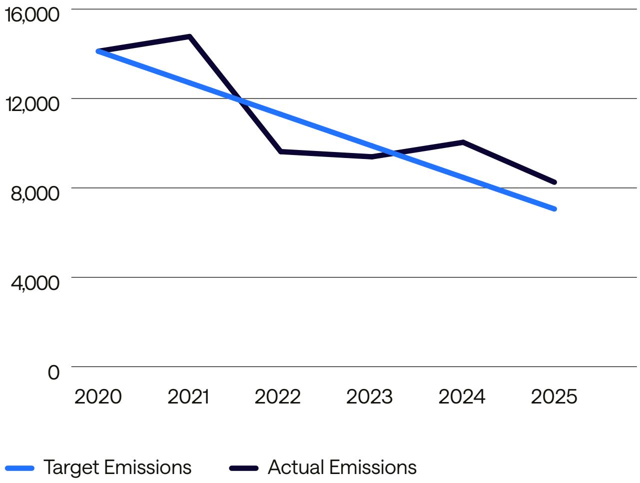
This year we aligned our GHG reporting period with our financial year, rather than reporting 3-months in arrears, in preparation for new reporting requirements. Our reporting period for GHG emissions is 1st July 2024 to 30 June 2025. With the change to the reporting period we have restated our base year and data for 2024 to enable relevant comparisons and to track progress.

We gather data in relation to every office globally. Our GHG emissions, methodology and calculations are in alignment with the GHG Protocol corporate reporting standard. We have a Basis of Reporting document which details how we prepare the data we report on. We report across scopes 1, 2 and relevant categories of scope 3, and in accordance with obligations under The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018, under which we follow an operational control approach.

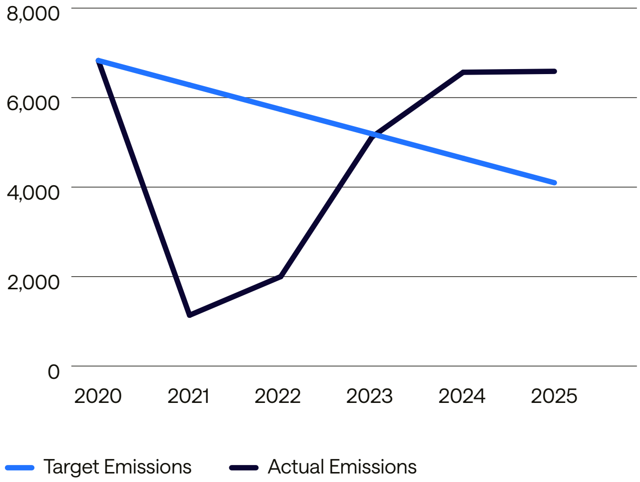
Our total Scope 1, Scope 2 and Scope 3 GHG emissions have been subject to Limited Assurance by ERM Certification and Verification Services Limited ('ERM CVS'). ERM CVS has provided an Assurance Report with the assurance activities undertaken and the resulting conclusion. Our Basis of Reporting document and ERM CVS' Assurance Report are available on our website, www.haysplc.com/sustainability

Basis of Reporting Document and Assurance Statement

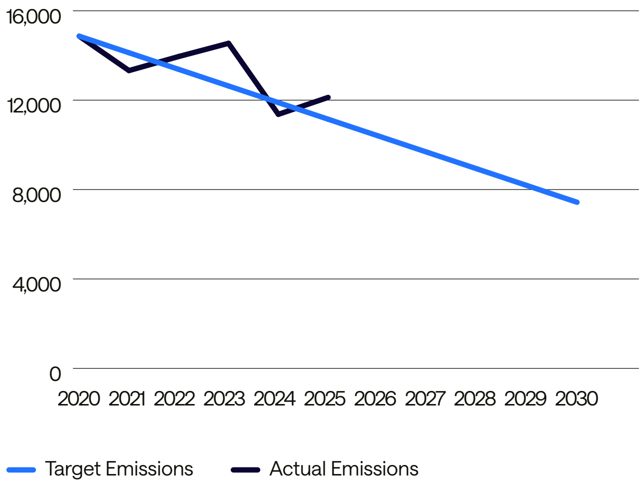
Combined scope 1 & 2 GHG emissions (TCO_2e)



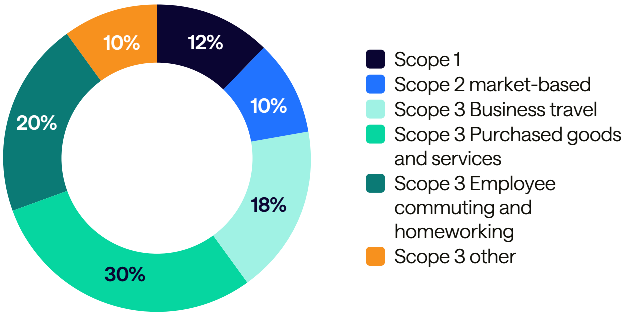
Scope 3 GHG emissions from business travel (TCO_2e)



Combined scope 3 GHG emissions from goods and services & capital goods purchased (TCO_2e)



FY25 carbon emissions hotspots



We focus on our carbon emission hotspots, i.e. those categories which contribute the most to our total Group emissions. Key actions include pursuit of energy efficiencies, switching to renewables, transitioning our car fleet to electric vehicles, reducing travel and favouring sustainable travel options, and engaging colleagues, landlords and suppliers.

Our carbon reduction plan is available on our website, www.haysplc.com/sustainability

Carbon Reduction Plan

Progress against base year

This year we reached the end of our first set of SBTi targets for scope 1 & 2 and scope 3 business travel.

We are disappointed to have fallen short of our targets and recognise that the progress we have made is mixed. We have learnings to take forward as we focus on the delivery of our remaining targets and begin to prepare our new targets.

We have learnt that it is important to have a robust reporting process, dedicated sustainability resource, engagement of our landlords, performance indicators aligned with our reduction levers and a pragmatic level of ambition.

Our scope 1 & scope 2 market-based emissions have reduced 42% against the base year. Whilst this is below the 50% targeted reduction, we consider this a fair achievement. The reduction is attributed to energy efficiencies and technologies, the adoption of renewables, and switching where possible to electric vehicles within our car fleet.

Our adoption of renewable energy supplies for our offices is reported at 37%. We have not yet been able to significantly increase our percentage as we are unable to substantiate and therefore claim adoption of renewables in significant countries such as Australia. We are also yet to secure renewable energy supply in a number of target countries which are significant to our overall Group emissions, such as the USA.

We are disappointed with our progress on business travel. We have only achieved a 4% reduction against the base year, which is substantially below our targeted 40% reduction. The demands of a global business, the importance of client relationships and an increasingly global strategy, have proved challenging for reducing our business travel emissions. We recognise that we need to embed our relatively new Sustainable Travel Principles and give practical consideration as to how business travel is addressed across emissions, business need and accountabilities.

This year we set out our new Group Environmental Policy incorporating our Sustainable Travel Principles, which is available on our website, www.haysplc.com/sustainability

Group Environmental Policy

Our supplier spend scope 3 emissions have reduced by 18% against the base year. This includes the emissions calculated in relation to scope 3 purchase of goods and services and scope 3 capital goods. We attribute this to changes in the amount of supplier spend and suppliers becoming increasingly engaged in the climate agenda. We now have an enhanced focus for engaging with key suppliers on climate as we track our progress against our 50% reduction target for 2030.

Our total emissions have reduced by 28% against the base year and our total intensity ratio per FTE has decreased by 12%.

Case-study:
Climate action, Australia

Case-study: Addressing the green skills gap, Germany

Progress year on year

Year on year we reduced our total Group emissions across scope 1, scope 2 and the majority of scope 3 categories, achieving an overall reduction of 10%.

We increased emissions by 9% in relation to scope 3 purchase of goods and services, which is in proportion to a higher supplier spend year on year. Our business travel emissions remained fairly consistent, reflecting the business need and the fact that we are yet to fully embed our Sustainable Travel Principles.

We continue to invest in beyond-value-chain mitigation and have selected quality projects in Malawi, Brazil and India, in respect of our relevant FY25 GHG emissions. These include scope 1, scope 2 and scope 3 business travel and scope 3 transition and distribution losses.

Year on year our intensity ratio per FTE has increased by 9%. This is attributed to our office footprint having not reduced in line with the number of colleagues in our workforce.

In addition to our own direct climate action we continue to help clients find talent and skills to support the transition to a low-carbon economy. We also partner with organisations such as the Institute for Sustainability and Environmental Professionals (ISEP), formerly known as IEMA.

Hays' scope 1, 2 and 3 emissions (1 July to 30 June reporting year) tonnes CO_2e

	2025			2024 [1] (Restated)				2020 [1] (Restated)			
Emissions Sources	UK and offshore	Global (excluding UK and offshore)	Global (Including UK and offshore)	UK and offshore	Global (excluding UK and Offshore)	Global (Including UK and offshore)	% change in total emissions (vs 2024)	UK and offshore	Global (excluding UK and Offshore)	Global (Including UK and offshore)	% change in total emissions (vs 2020 base year)
Scope 1[(2)]	**286**	**4,250**	**4,536**	**376**	**4,926**	**5,302**	**-14%**	**786**	**4,824**	**5,610**	**-19%**
Operational fuel	125	423	548	70	675	745	-26%	12	734	746	-27%
Vehicle fuel	161	3,827	3,988	306	4,251	4,557	-13%	774	4,090	4864	-18%
Scope 2 market-based[(2)]	**317**	**3,402**	**3,719**	**373**	**4,364**	**4,738**	**-22%**	**1,805**	**6,699**	**8,504**	**-56%**
Purchased electricity and district heating	289	3,384	3,673	345	4,262	4,607	-20%	1,805	6,686	8,491	-57%
Electric vehicles	28	18	46	28	102	131	-65%	0	12	12	-272%
Scope 2 location-based[(2)]	532	4,001	4,533	565	4,593	5,158	-12%	1,259	6,251	7,510	-40%
Scope 3[(2)]	**2,152**	**26,665**	**28,817**	**3,093**	**28070**	**31,163**	**-8%**	**5,018**	**32,370**	**37,389**	**-23%**
Business travel	216	6,372	6,588	368	6,199	6,566	0%	682	6,146	6,829	-4%
Fuel and energy-related activities	183	2,149	2,332	189	2,561	2,750	-15%	496	3,110	3,606	-35%
Purchased goods and services[(3)]	7	10,950	10,956	8	10,061	10,069	9%	9	13,262	13,271	-17%
Capital goods	0	1,168	1,168	0	1,296	1,296	-10%	0	1,594	1,594	-27%
Waste[(4)]	42	136	178	71	275	346	-49%	78	321	399	-55%
Employee commuting and homeworking[(5)]	1,705	5,890	7,595	2,458	7,679	10,137	-25%	3,753	7,937	11,691	-35%
Total tonnes of CO_2e	**2,754**	**34,317**	**37,071**	**3,842**	**37361**	**41203**	**-10%**	**7,609**	**43,893**	**51,503**	**-28%**
Emissions informing carbon-related investments[(6)] (scope 1, scope 2 and select scope 3)	1,001	16,173	17,174	1,306	18,050	19,356	-11%	3,769	20,780	24,549	-30%
Scope 1, 2 and relevant scope 3 intensity ratio per FTE	**0.48**	**1.96**	**1.66**	**0.44**	**1.9**	**1.55**	**7%**	**1.19**	**2.19**	**1.94**	**-14%**
Total intensity ratio per FTE	**1.33**	**4.15**	**3.59**	**1.29**	**3.94**	**3.30**	**9%**	**2.41**	**4.63**	**4.07**	**-12%**
Overall Group energy consumption[(7)]	3,301	30,350	33,650	4,043	34,011	38,054	-12%	8,763	33,411	42,174	-20%
FTE (average)	**2,073**	**8,266**	**10,338**	**2,987**	**9,493**	**12,480**	**-17%**	**3,162**	**9,483**	**12,645**	**-18%**

1. We have restated our 2020 base year and 2024 as we have applied revised methodology to allow us to report in alignment with our financial year rather than 3-months in arrears, and to apply the latest emission factors. The 2020 base year emissions were restated, with scope 1 increasing from 5,442 tonnes (3%), scope 2 decreasing from 8,541 tonnes 0.4% and scope 3 decreasing from 52,103 tonnes (28%). The scope 3 decrease has largely resulted from using more recent EXIOBASE, rather than Quantis, emission factors for the spend-based calculations that are relevant to supplier-related emissions. The restated base year 2020 figures are used in relation to our Science Based Targets and other commitments, to monitor and report our progress on reducing emissions.
2. Emission sources, which have had the corresponding FY25 GHG metric assured. Total scope 1 (4,536 tonnes), total scope 2 market-based (3,719 tonnes), total scope 2 location-based (4,533 tonnes) and total scope 3 (28,817 tonnes) have been subject to Limited Assurance by ERM Certification and Verification Services Limited ('ERM CVS').
3. Supplier-specific data has been used to calculate emissions for the top 30 suppliers (which represent around 75% of Hays' spend). Where available and identified, carbon emissions disclosed in the public domain were applied. Out of the 30 suppliers, supplier-specific emission factors were able to be determined for 13 suppliers, The spend of these 13 covers around 46% of the total Group spend that has been included. Where no such public data was available, EXIOBASE spend-based emission factors were applied and adjusted for inflation.
4. Where primary waste type data was unavailable, municipal, plastic, glass, bio-waste and paper waste at each site was assumed using office footprint estimates.
5. An employee survey was carried out to understand homeworking and commuting patterns in FY24. If a country had a 10% or higher response rate, this data was used to extrapolate for any non-responders. For countries with a less than 10% response rate, a country-specific emission factor was applied for the commuting emissions, and for homeworking, the calculation was based on the office attendance policy. Homeworking emissions were based on an emission factor for the energy consumption of a single room per day. We did not re-run the survey in FY25 but adjusted for change in FTEs and reconfirmed home to office working patterns.
6. We use scope 1, scope 2, scope 3 business travel and scope 3 fuel and energy-related activities to derive the minimum volume of carbon credits to invest in. These are not carbon offsets. They are credits in respect of our beyond-value-chain mitigation commitment.
7. Total energy consumption includes energy consumed for heating (natural gas, district heating), power (electricity) and transport (Company leased vehicles, expensed mileage claims) across scopes 1, 2 and 3.

Task Force on Climate-related *Financial Disclosures*

This statement contains the Group's TCFD disclosure in accordance with Financial Conduct Authority (FCA) requirements for equity-listed UK corporates. The company has provided responses across the four TCFD pillars, and 11 recommended disclosures, achieving consistency with the Listing Rules, and aims to advance the maturity of its climate-related actions and disclosures on an annual basis. We have considered the TCFD Annex and applied it where relevant. This statement is also provided in respect of the Companies Act 2006 and the requirements of section 414CB (as amended by the Companies Climate-related Financial Disclosures Regulations 2022).

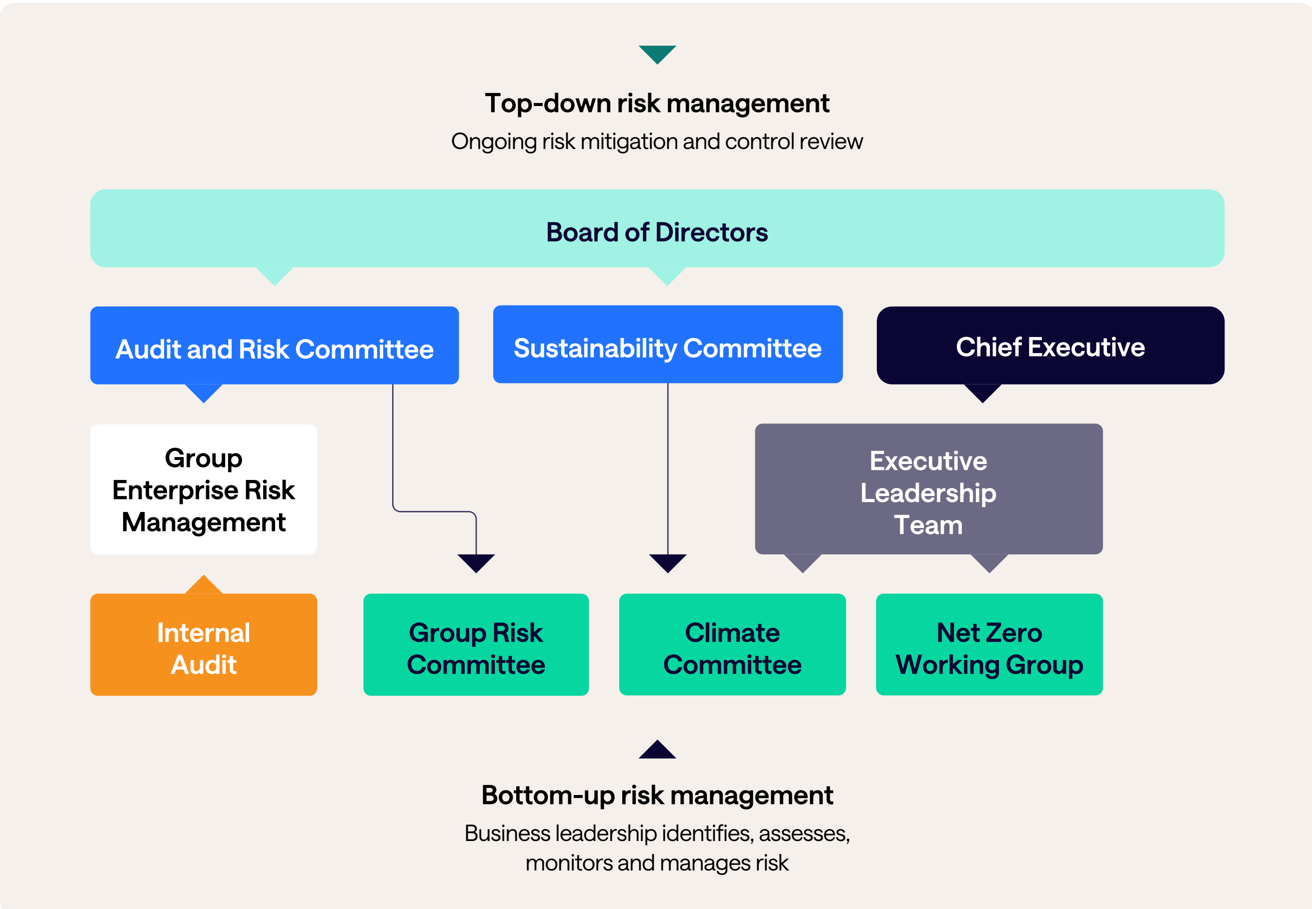
Pillar 1: Governance

Recommendation 1: Oversight

The Board is responsible for our overall risk management strategy, which includes climate-related risks and opportunities, and responsibility is delegated to the ELT. The Board-level Sustainability Committee has further oversight in relation to climate-related strategy. All receive climate-focused updates with primary responsibility for addressing climate-related matters being a matter for the ELT. The CEO, who sits on the Board and runs the ELT, has overall accountability for climate-related matters and risk appetite.

The Audit and Risk Committee assists in risk oversight as part of overall corporate governance. The Group Risk Committee reviews the effectiveness of the risk management systems and process, including internal assurance of key controls to mitigate identified climate-related risks.

The Group Risk Committee is responsible for assisting the ELT in providing strategic leadership, direction, reporting and oversight of the Group's risk framework. The remit and responsibility of the Committee covers the whole of the Group's business.



Recommendation 2: Assessment and management

The Climate Committee is responsible for identifying, reviewing, and assessing climate-related matters and acting as a conduit into risk management, business planning, the ELT and the Sustainability Committee. The Climate Committee meets annually and includes members of the ELT, the Chief Risk Officer, the Group Head of Sustainability, the Group Financial Controller and the Deputy Company Secretary. Initially responsible for coordinating with third-party support to deliver climate-related scenario analysis and for ensuring integration of climate-related risks and opportunities into strategic and financial planning, this group has evolved and matured to not only review risk and opportunities connected with the future climate scenarios, but to also consider the present manifestation of climate-related impacts in relation to the risks and opportunities they present.

Internal Audit ensures that processes and controls to mitigate climate-related risks are monitored and any weaknesses addressed.

The Net Zero Working Group, comprising global senior managers and department heads, meets at least bi-annually with the remit of supporting our GHG reporting and informing the projects and activities that progress our climate ambitions and GHG emission reductions.

'Green Labs' is our global network of senior operators who are focused on client and recruitment opportunities in relation to ESG and Green Economy roles – specifically those which arise from climate change and a transition to a low-carbon economy.

Pillar 2: Strategy

Recommendation 3: Risks and opportunities

The key climate-related risks and opportunities (R&Os) identified were those considered to be significant to the development, financial performance, and financial position and/or prospects of Hays.

For short-term risks (0-5 years) we focused on energy supply costs, as this would have the most immediate impact on operations. Future carbon pricing and investment in renewable energy sources could lead to higher utility bills, travel costs and rental prices.

Medium-term risks (5-10 years) include those arising from a transition to a low-carbon economy. Specifically, we looked at the risk of unrealised fees from missed opportunities in new and emerging markets, loss of potential candidates and clients (who prefer to work with recruiters focused on the Green Economy and which have strong sustainability credentials), and reductions in market supply for sectors and geographies with high levels of transition risk, including the fossil fuel sector (<1% of Group fees; see scenario comparison page 72).

In the medium term, we also considered physical risks to our key assets. Specifically, we looked at those resulting from an increase in frequency and intensity of extreme weather events such as cyclones and floods. We focused on risks to our data centres, as they are a vital asset with significant impact to business continuity.

No long-term risks (10+ years) were considered to be material to our current business strategy and operations. There is significant uncertainty in assessing the risk impacts in this time frame, though management will continue to monitor country or regional economic disruption brought on by climate events and respond accordingly.

In addition to risks, we identified several key business opportunities. In the short term, we can develop and scale our service offerings in low-carbon markets, including jobs in construction retrofit and infrastructure. We can recruit talent to meet job growth in ESG and sustainability professions. We also identified short-term opportunities to reduce energy-related operating costs by focusing on strategies to reduce office energy use and business travel.

In the short and medium term, we identified an opportunity to attract and retain talent (and to mitigate future carbon pricing) by committing to SBTi GHG reduction targets, and setting an ultimate ambition to achieve Net Zero.

We stress-tested the resilience of our R&Os strategy under two different climate scenarios: a '1.5°C scenario with a disorderly transition' and a '3+°C scenario with a failure to transition'. Our scenario analysis was based on the Network for Greening the Financial System's (NGFS) climate framework.

We used the NGFS climate scenarios to stress-test key climate-related risks and opportunities. These are developed to show a range of higher and low-risk outcomes, using integrated assessment modelling, and exploring the interrelationships between physical and transition risks.

We chose a 1.5°C climate scenario (Divergent Net Zero) to stress-test our transition R&Os. Indications are that key drivers such as high carbon pricing and strong policy reaction (towards a low-carbon economy) will most likely result in strong job growth in low-carbon and ESG and sustainability professions.

For physical risks, we selected a 3+°C climate scenario (Current Policies). The projected financial impact from increased cyclonic weather events is low (4.5% average for all locations). In addition, the impact on Hays' infrastructure of an increased risk from inland flooding is low.

Recommendation 4: Impact of climate-related risks on our business and strategy

Our governance structure as detailed in Pillar 1 ensures that climate-related risks are considered in our business planning, forecasts and risk reviews, along with the associated financial implications.

In preparing the Consolidated Financial Statements, the Directors have considered the impact of climate change on the Group and have concluded that there is currently no material impact on financial reporting judgements and estimates (as discussed in note 3 to the Consolidated Financial Statements). This follows assessment by the Climate Committee of climate impacts evident during the year, the climate-related risks and their mitigation, and the oversight provided by the Sustainability Committee. With the current assessments, climate-related risks are not expected to have a material impact on the long-term viability of the Group. The Directors do not consider there to be a material impact on the carrying value of goodwill or other intangibles or on property, plant and equipment.

Materiality is defined in relation to the realised or anticipated financial impact, in both percentage terms and actual threshold values, as per our risk management practices.

Within our risk management process, climate risk has been considered and monitored. It features in our Group risk register but has not been deemed material and is therefore not considered to be a principal risk.

The major strategic implications for our business can be summarised by reference to the major scenarios described as follows:

Current Policies (3+°C)

Highest physical risks, low transition risks

This scenario, Current Policies, assumes only currently implemented policies are preserved, leading to the highest physical risks of all NGFS scenarios. Emissions grow until 2080, leading to about 3°C of warming and severe physical impacts from climate and weather-related events. This includes irreversible changes such as sea level rise.

- The need to plan for extreme weather events (cyclones and flooding) that disrupt data centres, impacting business operations, including fee generation.
- Global or regional economic disruption arising from the impact on sectors with supply chains that are heavily concentrated in locations of high risk.

Both scenarios

General risks and opportunities

Risks and opportunities that are independent of climate scenarios. This includes those resulting from energy supply costs, technology innovations and environmental policies. In addition, voluntary business-led climate action (despite weak policies) and ongoing global warming (despite strong policies) can result in both transition and physical climate-related risks.

- Increased extraction and production costs for non-renewable energy sources result in exposure to increased utility and rental costs.
- Increased extraction and production costs for non-renewable energy sources results in less job growth in the fossil fuel sector, leading to portfolio revenue exposures in these industries.
- The need emerges to adapt core services to grow market share in emerging low-carbon and sustainability markets in response to non-climate-related drivers such as technology innovation, environmental regulations, resource scarcity and behavioural changes.
- The development and scaling of new and emerging services to support clients.
- Ability to attract and retain talent.

Divergent Net Zero (1.5°C)

Highest transition risks, lowest physical risks

Divergent Net Zero reaches Net Zero by 2050, but with high transition risks due to divergent policies introduced across sectors and a quicker phase-out of fossil fuels. Emissions are in line with a climate goal giving at least a 50% chance of limiting global warming to below 1.5°C by the end of the century.

- Disruption in sectors and geographies with high levels of transition risk (e.g. fossil fuels), leading to higher portfolio revenue exposure and job losses.
- Increased competition for market share of new, emerging low-carbon and sustainability markets, with implications for client numbers and/or increased costs associated with bidding.
- Increased costs associated with carbon pricing for GHG inventory, e.g. costs for purchasing of certified carbon offsets.

Risk and Opportunity (R&O) scenario summary

Risk (Timeframe)	Current Policies (3+°C)	Divergent Net Zero (1.5°C)
R1. Energy supply costs (0-5 years)		
Increase in utility costs and rental prices as a result of higher energy prices.	Minimal impact Carbon pricing remains low and investment costs in renewable sources are minimised, resulting in lower rises in energy costs. Energy costs may increase due to non-climate-related drivers like increased energy production costs.	Low impact (£1.0 million annual profit) Energy prices increase due to carbon pricing and rapid renewable energy investment, but are mitigated to some degree by energy and GHG reduction targets and strategies.
R2. Changes in market supply (5-10 years)		
Portfolio revenue exposure and job losses to sectors and geographies with high levels of transition risk (e.g. fossil fuel sector).	Minimal impact Policy reaction remains low, resulting in minimal negative impact to jobs associated with fossil fuels or other high-carbon industries. Non-climate-related drivers (resource scarcity, technology advancements, etc.) may still drive change in market supply.	Low impact (<1% of annual net fees) High policy reaction results in a shift in market supply away from jobs supporting carbon-intensive industries such as those related to fossil fuel extraction and production, or other high-carbon industries.
R3. Changes in market demand (5-10 years)		
Loss of market share of new, emerging low-carbon and sustainability markets results in a reduction in client numbers and/or increased costs associated with bidding.	Minimal impact Policy reaction remains low, resulting in minimal shift in market towards a low-carbon economy. Non-climate-related drivers (resource scarcity, technology advancements, etc.) may still drive change in market demand.	Medium impact (1% of annual net fees) High policy reaction (carbon pricing and related regulations) results in a shift in market demand towards jobs supporting a transition to a low-carbon economy.
R4. Changes in behaviour (5-10 years)		
Loss of market share/earnings and ability to attract and retain employees (talent).	Minimal impact Policy ambition remains low, resulting in less influence on customer and workforce preferences for companies with greener credentials.	Low impact (0.5% of annual net fees) Some shift in employee and customer preferences to companies with greener credentials.

Key

Agreed impact ranges

Minimal: no significant financial impact
Low: <1% annual net fees (<£10 million) | <£2.5 million annual profit
Med: 1%-4% annual net fees (£10-20 million) | £2.5-10 million annual profit
High: +4% annual net fees (+£40 million) | >£10 million annual profit

Risk (Timeframe)	Current Policies (3+°C)	Divergent Net Zero (1.5°C)
R5. Corporate GHG emissions (5-10 years)		
Carbon fees for GHG inventory, including costs for additional purchasing of certified carbon offsets.	**Minimal impact** Policy reaction remains low, resulting in no carbon pricing or additional regulations with respect to regulating GHG emissions. Some cost savings are still achieved through GHG reduction measures.	**Low impact** (<£2.5 million annual profit) High policy reaction results in rapid increases in carbon pricing and related policy regulations on GHG emissions.
R6. Extreme weather events (5-10 years)		
Extreme weather events (cyclones and flooding) disrupt data centres, impacting business operations, including fee generation.	**Low impact** Increased damage (represented by decrease in national GDP) from cyclonic events and flooding is marginal: 4.5% (average for all locations) for cyclonic events and 26% for flooding (Germany) within the 5 to 10-year timeframe.	**Minimal impact** Increased damage from cyclonic events and flooding is minimal: 2.7% (average for all locations) for cyclonic events and 16% for flooding (Germany) within the 5 to 10-year timeframe.

Opportunity (Timeframe)	Current Policies (3+°C)	Divergent Net Zero (1.5°C)
O1. Develop and scale services into low-carbon markets (0-5 years)		
Secure talent to deliver projects via the growth of sustainability-related roles and focus, e.g. sustainability, expansion into new and emerging sectors, clean-tech, green finance, etc.	**Minimal impact** Policy ambition remains low. Growth in the clean-tech market is slow, resulting in less growth in low-carbon markets. However, non-climate-related drivers may still drive growth in clean-tech.	**High impact** (>4% of annual net fees) High policy reaction and fast clean-tech growth drive new low-carbon markets. Significant potential for expansion in low-carbon markets.
O2. Commitment to GHG reduction targets and a Net Zero ambition (5-10 years)		
1. Improved competitive position to attract and retain a motivated workforce. 2. Reduced risk of energy and carbon pricing and future reporting mandates.	**Minimal impact** Policy reaction remains low, resulting in no carbon pricing or additional regulations with respect to regulating GHG emissions. Some benefit from general increase in energy costs due to non-climate-related drivers (e.g. supply, demand).	**Medium impact** (1-2% of annual net fees) High policy reaction leads to high carbon pricing and related climate regulations, in addition to fast growth in the clean-tech sector. This in turn creates a high demand for recruiters who are committed to the transition towards a low-carbon economy.

Opportunity (Timeframe)	Current Policies (3+°C)	Divergent Net Zero (1.5°C)
O3. Reduce business travel (0-5 years)		
Reduce GHG emissions and operating costs associated with Hays' business travel.	**Minimal impact** Minimal policy reaction results in no carbon tax on jet fuel. Reducing business travel still results in significant cost savings.	**Low impact** (<2.5% million profit) High policy reaction results in carbon pricing on jet fuel and higher business travel costs. A 40% reduction in Hays' business travel reduces existing travel costs and protects Hays from cost increases due to carbon pricing.
O4. Reduce energy use in office spaces (0-5 years)		
Reduce costs and emissions associated with office energy consumption.	**Minimal impact** Minimal policy reaction results in no carbon pricing or increase in energy efficiency standards. Reducing office energy use still results in significant operational cost savings.	**Low impact** (<2.5% million profit) High policy reaction results in carbon pricing and stricter energy efficiency mandates. Reducing office footprint lowers existing energy costs and minimises any cost increases due to policy changes.

Recommendation 5: Resilience of our strategy

In response to the identified transition R&Os, the Group continues to consider and address recruitment practices focused on sustainability and ESG-type roles to support the talent needed for low-carbon and sustainability job growth.

We are committed to SBTs and carbon reduction measures to reduce our exposure to future carbon pricing and energy costs. As part of our reduction planning, we have three main areas of focus: (i) engagement of landlords and suppliers, (ii) business travel and fleet, and (iii) electricity and heating.

To help mitigate physical risks to our data centres, we have progressed transitioning to cloud-based hosting. This has increased geographical diversity of data storage and backup, reducing our reliance on any one specific data centre location (see R&O response summary).

The spread of our office footprint, the fact that our offices are rented, and the ability of our people to work remotely, provides resilience within our operations.

Pillar 3: Risk management

Recommendation 6: Process for identifying risks

Specific climate R&Os (existing and emerging) are updated, reviewed and assessed by the Climate Committee in an annual review process.

Recommendation 7: Process for managing risks

The composition of the Climate Committee, the deployment of the Group-wide enterprise risk management framework, and other senior operational leaders being members of the Net Zero Working Group, allow for a holistic, top-down and bottom-up, view on key R&Os facing Hays.

The materiality of the R&Os is based on the likelihood (of an R/O occurring) and impact (should an R/O occur) on business strategy and operations. Priority is then given to R&Os with the highest potential financial impact.

Recommendation 8: Integrating climate-related risks

Top climate-related risks are integrated into relevant risk registers, which are reviewed by senior management and consolidated annually to inform the risk management process.

Outputs from this risk assessment are shared with the Audit and Risk Committee on an annual basis. The Executive Leadership Team, which is responsible for managing overall Group risks, then determines how the specific risks identified should be managed.

This process allows the Group to determine the relative significance of climate-related risks within the overall risk management process. Hays' risk governance and management processes are detailed within the Principal risks section of the Annual Report and Accounts.

The Climate Committee provides a further forum and mechanism to help integrate climate-related risks, and to ensure time is dedicated to appraising them.

Pillar 4: Metrics and targets.

Recommendation 9: Metrics to assess risks and opportunities

Our internal metrics and targets help us measure and manage financial risk associated with potential future carbon-related risk R&Os. We publish scope 1, 2 and 3 emissions in the Sustainability section of our Annual Report and Accounts, including year on year and base year comparisons (more information on page 69).

Risk (Timeframe)	Response strategy and FY25 actions	Link to risks/opportunities
R1. Energy supply costs (0-5 years)		
Increase in utility costs and rental prices as a result of higher energy prices.	Having set our public commitments and science-based targets, we continue to target emission reductions as driven by our Net Zero Working Group, and working with our external consultants, ClimatePartner. We have a Carbon Reduction Plan which we update and publish annually on our corporate website. We have continued to address energy costs and GHG emissions through targeted efficiency programmes, including replacing conventional PCs with more energy-efficient laptops, engaging landlords and favouring energy-efficient buildings and equipment. Energy cost savings are also part of our focus on reducing office space and introducing new ways of working. We are also transitioning to renewable energy sources which helps to protect us from fossil fuel price volatilities and increases in relation to both climate and security issues.	O2. Commitment to GHG reduction targets and a Net Zero ambition O4. Reduce energy use in office spaces
R2. Changes in market supply (5-10 years)		
Portfolio revenue exposure and job losses to sectors and geographies with high levels of transition risk (e.g. fossil fuel sector).	We are working to support the transition to a low-carbon economy and grow the related opportunities in new areas as demand for fossil fuels declines. Our specific focus on sustainability-related roles and ESG-related roles is primarily through our 'Green Labs' network, which continues to grow after being established in FY22. After an initial focus on sectors such as engineering and construction and property, we are seeing it expand in sectors such as finance and banking.	O1. Develop and scale services into low-carbon markets
R3. Changes in market demand (5-10 years)		
Loss of market share of new, emerging low-carbon and sustainability markets results in a reduction in client numbers and/or increased costs associated with bidding.	Our recruitment focus on sustainability-related roles and ESG-related roles launched in FY22. Demand for these roles continues, with clients seeing opportunities as well as having to respond to legislative requirements. We also experience clients taking ever greater interest in our own climate strategy and performance. We are recognised as having a good practice approach to climate.	O1. Develop and scale services into low-carbon markets O2. Commitment to GHG reduction targets and a Net Zero ambition

Recommendation 10: Targets used to manage risks and opportunities

We have committed to:

- 50% reduction in absolute scope 1 and 2 emissions by 2026 against a 2020 baseline, as approved by the SBTi in line with a 1.5°C trajectory
- 50% reduction in absolute scope 3 emissions from purchased goods and services and capital goods by 2030 against a 2020 baseline, as approved by the SBTi in line with a 1.5°C trajectory
- 40% reduction in absolute scope 3 emissions from business travel by 2026 against a 2020 baseline, as approved by the SBTi in line with a 1.5°C trajectory
- transition to 100% renewable energy in all offices where there is a feasible market solution for electricity supply.

As our governance structure integrates climate into our business planning, forecasting, strategy and risk reviews, other internal objectives and targets exist, such as growing net fees in relation to our role in growing the Green Economy, and the reduction of our overall office footprint.

Recommendation 11: Disclosure of GHG emissions

We are committed to GHG reporting, and disclose our footprint across scope 1, 2 and relevant scope 3 emissions. We continue to pursue good practice and subject our reporting to Limited Assurance.

Our GHG reporting enables us to understand the impact of our reduction initiatives and informs us where we should focus most to have the biggest impact.

We keep pace with climate-related impacts, developments and external metrics which act as key drivers for climate-related R&Os. These include future possible carbon pricing mechanisms, changes in policy ambition for climate change mitigation, growth in sustainability-related jobs, and changes in the frequency and intensity of regional extreme weather events such as cyclonic storms and flooding.

Risk (Timeframe)	Response strategy and FY25 actions	Link to risks/opportunities
R4. Changes in behaviour (5-10 years)		
Loss of market share/earnings and ability to attract and retain employees (talent).	We continue to communicate our climate strategy and progress to both external and internal stakeholders. We do this via internal and external webinars and communications which we run in conjunction with COP and, the annual Earth Day. We publish progress in our Annual Report and Accounts, Sustainability Report and Carbon Reduction Plan which are available on the corporate website. We continue to participate in CDP Climate and again in FY25 achieved the 'B' Management ranking.	O1. Develop and scale services into low-carbon markets O2. Commitment to GHG reduction targets and a Net Zero ambition
R5. Corporate GHG emissions (5-10 years)		
Carbon fees for GHG inventory, including costs for additional purchasing of certified carbon offsets.	We continue to monitor our progress against our SBTs and seek to drive emission reductions as our primary focus. In 2021, we invested in a beyond-value-chain carbon mitigation project. We have continued to investment relation to our scope 1, scope 2, scope 3 business travel and scope 3 transition & distribution losses expanding the type and location of these projects.	O2. Commitment to GHG reduction targets and a Net Zero ambition
R6. Extreme weather events (5-10 years)		
Extreme weather events (cyclones and flooding) disrupt data centres, impacting business operations, including fee generation.	The risk to our operations is mitigated by the spread and rented nature of our office footprint and with the continuation of our people being able to work remotely. In relation to our data centres, we continue our transition to cloud-based hosting, which brings an increased geographical diversity of data storage and backup. Our Technology transformation programme, is driving greater unity of our operating systems and will help further mitigate localised risks.	R4. Changes in behaviour

Opportunity (Timeframe)	Response strategy and FY25 actions	Link to risks/opportunities
O1. Develop and scale services into low-carbon markets (0-5 years)		
Secure talent to deliver projects via the growth of sustainability-related roles and focus, e.g. in sustainability, expansion into new and emerging sectors, clean-tech, green finance, etc.	Our specific focus on sustainability-related roles and ESG-related roles is primarily through our 'Green Labs' network, which continues to grow after being established in FY22. After an initial focus on sectors such as engineering and construction & property, we are seeing it expand in sectors such as finance and banking.	R2. Changes in market supply R3. Changes in market demand R4. Changes in behaviour
O2. Commitment to GHG reduction targets and a Net Zero ambition (5-10 years)		
1. Improve competitive position to attract and retain a motivated workforce. 2. Reduced risk of energy and carbon pricing and future reporting mandates.	Having set our public commitments and science-based targets, we continue to target emission reductions as driven by our Net Zero Working Group and working with our external consultants ClimatePartner. We have a Carbon Reduction Plan which we update and publish annually on our corporate PLC website. We communicate progress to our people as part of our engagement activities with colleagues. This year we again ran internal and external communications in conjunction with COP and the April Earth Day.	R1. Energy supply costs R5. Corporate GHG emissions
O3. Reduce business travel (0-5 years)		
Reduce GHG emissions and operating costs associated with Hays' business travel.	This year, we have continued to focus on reducing business travel with new Sustainable Travel Principles as part of revisions prepared for our Group Environmental Policy. We also continued to enable remote and virtual working.	R5. Corporate GHG emissions R4. Changes in behaviour
O4. Reduce energy use in office spaces (0-5 years)		
Reduce costs and emissions associated with office energy consumption.	We have continued to address energy costs and GHG emissions through targeted efficiency programmes, including replacing conventional PCs with more energy-efficient laptops (with up to 65% energy savings), engaging landlords and favouring energy-efficient buildings and energy-efficient equipment for our offices. Energy cost savings are also part of our focus on reducing office space by moving to new ways of working.	R1. Energy supply costs R5. Corporate GHG emissions R4. Changes in behaviour

Principal *risks*

The Board has overall responsibility for the Group's internal control systems and for reviewing their effectiveness.

Managing risks to achieve our strategic priorities

We focus on key risks which could negatively impact the achievement of our strategic priorities and objectives and, therefore, on the performance of our business.

Risk governance – identifying, evaluating and managing risk

The Board has overall responsibility for the Group's internal risk and control systems and for reviewing their effectiveness. This has been designed to assist the Board in making better, more risk-informed, strategic decisions with a view to creating and protecting shareholder value. In practice, the Board delegates the task of implementing its policies on risk and control to management and needs to assure itself on an ongoing basis that management is responding appropriately to these risks and controls.

Ownership and responsibility for operational risk management and controls is vested in the ELT by the Board, and the ELT provides leadership and direction to ensure the Group's overall risk-taking activity is appropriate and cascaded to, and managed appropriately with, employees in order that the business is operated within the agreed level of risk appetite. To manage the effectiveness of this, both the Board and management need to rely on adequate line functions, including monitoring and assurance functions, both within the Group and with external advisers.

As such, the organisation operates the 'Three Lines of Defence' model as a way of putting into practice the relationship between these functions and demonstrating how responsibilities are allocated:

- The first line of defence: responsibility to own and manage risk
- The second line of defence: responsibility to monitor and oversee risk
- The third line of defence: functions that provide independent assurance

The Group Risk Committee (GRC), chaired by the Chief Risk Officer and having been reset during FY24, has re-formed to be centred around a smaller membership group in order to be more agile and responsive surrounding key and material risks within the Group. The GRC continues to assist the ELT and the Board in providing strategic leadership, direction, reporting and oversight of the Group's risk framework, together with identifying any emerging risks that may become apparent during the course of the year. The GRC also offers the opportunity to review and discuss changes in risk profile, from either an internal or external perspective, including emerging risks. The Board and management continue to consider emerging risks, to ensure appropriate internal processes are defined in order to confirm that emerging risks are reviewed and monitored across the Group.

Risk identification and impact – enterprise risk management

The Board oversees the Group-wide enterprise risk management framework, which allows for a holistic, top-down and bottom-up view of key risks facing the business, with Hays' risks being analysed on a gross (pre-mitigation), net (post-mitigation) and target risk basis. Risk registers are maintained at a regional, country and function level, which are reviewed and approved by their respective Boards and by senior management. These risks are reviewed and consolidated in conjunction with the Group risk register, which is reviewed at least annually by the GRC and submitted to the Board thereafter, in order to enable it to carry out its risk oversight responsibilities. This exercise involves a current and forward look at various risks affecting the business and prioritises them according to risk impact and likelihood, which enables the Board to assess both the risks and the effectiveness of the mitigations in managing those risks. Risks covered include strategic, operational, financial and reputational risks, as well as compliance and people-related risks. Each risk on the risk register is assigned an appropriate owner, with current and future risk mitigation procedures detailed, with the continuing monitoring of these risks undertaken on an ongoing basis to ensure that these are being reviewed and maintained appropriately. The enterprise risk management framework and emerging risk process is updated and presented to the Audit and Risk Committee at least annually to allow the Board to assess the effectiveness of the risk management processes and systems.

Risk attributes

When setting risk appetite the Board considers this in terms of the following attributes:

- experience of the management team globally
- strong balance sheet, including the level of operational gearing
- clear and open communication channels

Our risk appetite

Responsibility for deciding the level of risk that the Group is willing to accept is vested in the Board, and the principal risks have been mapped through the risk appetite process in order to identify the tolerance levels and to assess both the current and future mitigating actions required.

From this exercise, the Board is able to determine what an acceptable level of risk is for the Group, cognisant that Hays has an established and proactive approach to measuring performance and considers risk an integral part of the decision-making process.

Due to the nature of the recruitment market, being a cyclical business and sensitive to macroeconomic conditions, Hays operates to a measured risk appetite position, due to the lack of forward visibility of fees and, as a consequence, increases the overall risk environment.

Emerging risks

Following the requirements of the UK Corporate Governance Code 2018, in FY25, the Board again undertook a formal exercise using horizon scanning to identify, assess and monitor emerging risks that may impact the business. Risk discussions on both a top-down and bottom-up basis seek to identify any changes across Hays' risk environment. The assessment considered potential risks across a number of areas: Strategic/Economic, Reputation/ Regulatory, Technology, and Environmental. Each identified emerging risk was then plotted by impact and time horizon onto an emerging risk radar.

Emerging risks and the horizon scanning process continues to be embedded into the risk programme going forward, to further ensure that emerging risks are being considered, captured and monitored. The Board formally reviewed the emerging risks, however the assessment did not require any significant changes to the existing identified emerging risks.

Description	Category and trend	Mitigation
A. Macroeconomic/cyclical business exposure		
Following a strong economic recovery after the COVID-19 pandemic, the global economic outlook has further deteriorated over the last 24 -36 months, with significant concerns that this could lead to a global recession/economic slowdown. This has been exacerbated by the continuing invasion of Ukraine by Russia, which has also impacted supply chains, and the ongoing Israel - Palestinian conflict and military strikes between Iran and Israel. In addition, tensions between the west and Russia and the substantial tariffs introduced by the USA, resulted in far reaching shock to global trade, notably an opportunity for the US and a significant risk for most other countries. As a result, the levels of business confidence have been negatively impacted, as businesses consider Permanent and Temporary hiring decisions. Candidate confidence and their propensity to change jobs have also reduced. The business continues to face cost pressure, with our ability to increase prices limited due to greater market pressure. We continue to focus on defending and improving pricing going forward through greater operational rigour and more dynamic pricing where possible. If we cannot drive consultant productivity forward, in line with inflation (both our external pricing and internal cost inflation) our conversion rate and therefore underlying level of productivity will be diminished. **Highly Focused Core Business**	**Financial** Increasing	**Where commercially advantageous** Hays continues to look to diversify its operations to include a balance of both Temporary and Contract business and Permanent recruitment services to Private and Public sector clients and operates across 31 countries and 21 sector specialisms. We aim to build a highly focused core business through our Five Levers strategy, by prioritising the sweet spots of the recruitment market, our strategic levers will drive long-term growth, increase profitability and enhance resilience. The Five Levers are: ① growing our leading positions in the most in-demand future job categories; ② increasing our focus on higher skilled, higher paid roles; ③ greater focus on resilient and growing industries and markets; ④ building stronger relationships with our clients and candidates; and ⑤ driving an increased proportion of non-Permanent fees across the business. Progress is being made to further diversify the business to reduce the Group's reliance on Germany, UK and Australia, which currently represent 62% of the Group's net fees. The strategic development of our eight Focus countries will be a key driver of this diversification. Hays' cost base is highly variable and carefully managed to align with business activity, and can be flexed and scaled accordingly to react to the individual markets. Temporary and Contract recruitment tends to be more resilient in times of economic uncertainty or downturn. During the year the business focused on delivering consultant productivity and carefully managing costs. In FY25, our consultant productivity grew by 5% and we delivered c.£75m in annualised savings, c.£35m of which are structural, with c.£40m due to a reduction in consultant capacity. Continued review of standard Terms of pricing for Temporary and Contract and Permanent business across the Group. Ongoing focus on cost management initiatives, and transformation projects to increase automation and reduce costs. The Hays business model remains capital light and highly cash generative with clear cashflow priorities, retaining the flexibility to fund our technology investments and working capital requirements. The focused strategy is designed to capitalise on structural growth opportunities, increasing business resilience and being less prone to the economic cycle.

Risk trend

Increasing Decreasing No change

Principal risks *continued*

Description	Category and trend	Mitigation
B. Business model		
The Group continues to face increased competition, especially in mature markets where recruitment methodologies and systems are more evolved and competitive. There is also an increasing use of digital technologies for recruitment services and an increasing trend towards insourced recruitment models, especially in the Permanent recruitment market. In addition, generalist recruiters are entering specialist markets, resulting in increased margin pressures, which may materially impact the business should Hays not continue to take appropriate actions and respond and evolve effectively. Social media (LinkedIn), internet-enabled digital dynamics and recruitment value chain disintermediation, together with the rate of development in the use of AI and machine learning, have continued to increase the risk to the Hays business model. **Highly Focused Core Business**	**Operational** **Financial** **Strategic**	Hays continues to monitor, assess and evaluate the current service offering in-line with the Five Levers to drive long-term growth, increase profitability and enhance resilience. This will test the adaptability of the business model to evolving risks, industry trends and opportunities, including social media, AI and insourcing. We continue to invest in our online presence to provide a high-quality customer experience. Our key relationships, such as with LinkedIn, increase our exposure to online professional networking and recruitment portals, enhance our value proposition for both clients and candidates and improve consultant productivity. Our expert and specialist consultants are trained in utilising and taking advantage of social media and other digital technologies, to enhance their day-to-day activities in providing the best-quality candidates for our clients. We continue to leverage our broad geographical and sectoral footprint to win and maintain a significant number of multi-specialism contracts with large corporate organisations, which strengthens our relationships with those clients and should lead to an increase in our share of their recruitment spend. Significant investment made in recent years has enhanced Hays' data science capabilities and has improved our approach to engaging with candidates. We continue increasing emphasis and focus in supporting candidates into bridging the green skills gap and transitioning to sustainability-related roles.

Description	Category and trend	Mitigation
C. Talent		
The Group is reliant on its ability to attract, train, develop, engage and retain sufficient, high-quality and diverse talent to protect the business it has today and fulfil the long-term strategic growth plans of tomorrow. In recent years, there has been increased competition for talent in the market and Hays' strategy continues to be, wherever possible, to grow and nurture talent internally into senior roles, supported by appointments of external experienced professionals where appropriate. The pressure on retaining top talent has increased over the last period of time as market conditions continue to be challenging and levels of required business change remain high. In order to be 'the best place for the best people', this requires a renewed focus on competitive remuneration, flexible working, learning and career development and succession planning, underpinned by a positive, performance-focused and inclusive culture, led by first-rate leaders. **Best Place for the Best People**	**People** **Financial**	As part of a refreshed People strategy, there is significant work underway building on the foundations in place. In particular, a review of remuneration principles and practices is in-flight. This will include examination of fixed and variable pay, including elements such as the long-term incentive scheme that is offered to broadly 350 senior managers, which encourages a performance-led culture and aids retention. Following an in-depth audit of culture, work is underway to refresh Hays' values and leadership framework to ensure future culture retains the best of the Hays' spirit but is refocused to ensure delivery of the new strategy. As a consequence, and supported by the appointment of a new Director of Talent & Development, Hays' defined and sustainable career development pathways and associated learning and development will be updated. There is a clear and structured approach today for new hires to build upon, starting with a staged induction programme and ongoing training as they advance their careers, supported by formalised performance and career tracking. As a result of the culture audit, work has recently been done to create a more consistent and structured approach to performance management under the banner of 'Being my Best', supported by a focus on increased everyday feedback. This will support colleagues in their ongoing development, enable more focused career conversations, plus support delivery of business goals. Succession plans identify future potential leaders in the business and produce individual development plans in which to harness and cultivate talent. Increased focus on globally connected succession planning, aligned with the refreshed articulation of leadership, will be a key action for the year ahead. The business has a demonstrable commitment to DE&I, green credentials, colleague wellbeing, flexibility and corporate social responsibility, and has set clear global and regional DE&I objectives and action plans. As well as being the right thing to do, it is important to the attraction and retention of talent into the business, and remains a key priority. The Group's standard employment contracts include notice periods and non-solicitation provisions in the event of an employee leaving.

Description	Category and trend	Mitigation
D. Regulatory/compliance		
The Group operates in 31 countries, with each operating its own legislative and regulative environments, compliance requirements and tax rules, especially for temporary workers, with any non-compliance increasing the Group's exposure to potential legal, financial and reputational risk. **Highly Focused Core Business**	**Legal** **Financial** **Reputational**	**Candidate Compliance** Compliance and monitoring processes are tailored to specific specialisms, ensuring additional focus is given to higher-risk specialisms such as Education in the UK, Construction & Property in Australia, and specialist corporate contracts for Enterprise Solutions clients. Employees receive training in regard to the operating standards applicable to their role, with additional support provided by compliance functions, regional legal teams and, where necessary, external advisers. In territories where legislation sets out additional compliance requirements, specialists are also employed. In addition, dedicated compliance auditors conduct sample checks to ensure that the appropriate candidate vetting checks and due diligence obligations are carried out in line with legal and contractual requirements. **Corporate ethics and compliance and data protection** Corporate ethics and compliance and data protection are represented at the Group's Board-level Audit and Risk Committee and Sustainability Committee, and at the Group's Executive-level Group Risk Committee. The risk of non-compliance is mitigated by dedicated teams (led by the newly appointed Group Compliance Officer and the Group Data Protection Officer), whose role is to implement a programme designed to prevent, detect and remediate non-compliance with laws and regulations, and advise the Board and ELT on corporate ethics and compliance and data protection matters. The programme is supported by a suite of Group policies, including a Code of Ethics and Conduct, Supplier Code of Conduct and a Raising Concerns at Work Policy, which provides access to multiple channels for colleagues to raise their concerns. **Insurance** The Group holds all standard business insurance cover, including employers' liability, public liability and professional indemnity insurance.

Description	Category and trend	Mitigation
E. Reliance on technology/cyber security		
Our dependence on technology in our day-to-day business, which includes delivery of IT efficiency and infrastructure transformation programmes, means that any systems failures due to technical issues or malicious cyber attacks may have a significant impact on our operations and the ability to deliver our services if they continued for a number of days and, as such, could negatively impact both our financial performance and reputation, due to any loss or theft of personal or commercially confidential data following a cyber attack. The threat of a cyber attack continues to increase in both sophistication and volume and globally we continue to see an increase in phishing attacks, social engineering and malicious code being reportedly added into software products, which could prove to be an entry point for an attack. In addition, as the reliance on third parties increases, notably as the business utilises cloud services and support providers, our exposure in this area also increases. **Innovate, Digitalise & Enable**	**Operational** **Financial** **Reputational**	The Group's technology strategy is continually reviewed to ensure that the systems across the Group support its strategic direction with the Chief Digital and Technology Officer (CDTO) driving the Technology transformation programme. Across the Group we have established a dedicated ISDP officer and security teams in order to ensure that the systems are robustly protected from unauthorised access, both externally and internally, ensuring system monitoring and antivirus software are in place and up-to-date, with regular testing of these environments by external providers. Strategic partnership with Cognizant provides Security Operations capability, enhanced monitoring and increased levels of expertise, capability and capacity. New global technology operating structure implemented, incorporating new and enhanced capabilities across ISDP, Enterprise Architecture, Portfolio Management and Procurement. Ongoing asset life-cycle management programmes mitigate risks of hardware and software obsolescence. Technology systems are currently housed in various data centres across the Group and have the capacity to cope with a data centre's loss through the establishment of disaster recovery sites. These are physically based in separate locations, including the cloud, to the ongoing operations and intrinsically linked to the business continuity plans. In order to support this, robust due diligence on IT partners and software products is undertaken.

Principal risks *continued*

Description	Category and trend	Mitigation
F. Artificial Intelligence (AI)		
The increasing use of AI in recruitment is both a risk and an opportunity for the business, with the rate of development in AI over the last 12-24 months being substantial. The increased use of AI and machine learning technologies has the potential to significantly disrupt, challenge and enhance our business model. It is key therefore that as a business we fully understand the threat and opportunity this presents, in order to keep pace with the speed of change in this area, which includes the impact of increased legislation, such as the EU Artificial Intelligence Act, which specifically focuses in on recruitment as a high risk area, with the potential of significant fines if found to be in breach or non-conformance, which could negatively impact our financial performance and reputation. **Innovate, Digitalise & Enable**	**Operational** **Financial** **Reputational**	More recently, the growth in AI has become increasingly significant across different business sectors, and as a result the business's AI strategy is continually reviewed in the light of local market trends and competitors' activity. With the use of AI, there is a shift in the job market, which gives the ability to pivot job roles, with a resulting impact on the Five Levers strategy. AI is not only limited to basic tools to help consultants create CVs, the rapid growth in this area has seen use cases extended to using complex pre-defined algorithms which are able to match candidates from an available pool collected from different sources to produce short lists of candidates. The strength of Hays' Legal and Compliance function to navigate the complexities of regulation AI use in recruiting, and support the responsible adoption of AI whilst taking account of associated regulatory risks and ethical use, is an important differentiator from those already in the sector that may not have the same level of compliance. This is particularly important in a context where client expectations around the responsible use of AI are building. As AI solutions are becoming increasingly popular in supporting back office functions, where focus is given to lowering the cost of processing, the opportunities of utilising AI in these areas are constantly under review, with use cases considered in terms of effectiveness and cost benefit analysis.

Description	Category and trend	Mitigation
G. Data protection/privacy		
The business works with high volumes of confidential and personal data in all 31 countries under a variety of laws and regulations. Failure to process, store and transmit this data on a compliant basis could result in a data incident and could expose the Group to legal, financial and reputational risks in the form of regulatory enforcement and loss of business. Many countries have or are in the process of modernising their data protection laws including enhanced enforcement capabilities, which has increased the risk in this area. **Innovate, Digitalise & Enable**	**Legal** **Financial** **Reputational**	The appointment of a Group Data Protection Officer (DPO) and ISDP Officer has increased focus on this risk. Both the Group DPO and ISDP Officer are implementing continuous improvement programmes looking at all aspects of effective data protection. Policy and governance are being reviewed and enhanced, with a priority on risk identification, control implementation, and proactive mitigation strategies. With the increased threat of cyber-attacks globally, further attention has been focused in this area including a dedicated ISDP officer, with security vulnerability assessed as part of the ongoing IT strategy across the Group. External advisers are engaged to perform regular external and internal penetration tests, on both a physical and logical basis on key sites, systems and operations, implementing the required improvements resulting from such tests as part of a continuous improvement process. Annual training programmes are also reviewed and updated to ensure the programmes reflect new regulations, where relevant.

Description	Category and trend	Mitigation
H. Contracts		
The Group enters into contractual arrangements with clients, some of which can be complex and/or with onerous terms, which can also be impacted by local regulatory requirements, especially in relation to Temp/Contracting markets, which can increase the Group's risk exposure, especially in more litigious environments. **Highly Focused Core Business**	**Operational** **Financial** **Reputational**	During client contract negotiations, management seek to minimise risk and ensure that the nature of risks and their potential impact are understood. Our global legal team has the depth of knowledge and experience to enable them to advise management on the level of risk presented in increasingly onerous contracts, with clear guidelines in operation. Between the Chief Financial Officer and the Group General Counsel, all commercial contracts with onerous non-standard terms are reviewed in accordance with the Group's risk appetite. In addition, the Group's Insurance Manager reviews onerous contracts and, where necessary, engages with insurance providers to ensure, where possible, that risks are suitably covered and that policies will respond appropriately. Operational reviews are performed by regional compliance teams on a risk basis across key contracts to confirm compliance and adherence to agreed terms and agree improvements to the way in which services are delivered to clients. Assurance work is undertaken in key markets by Internal Audit to ensure contractual obligations are appropriately managed.

Description	Category and trend	Mitigation
I. Business Transformation		
We strive to continuously improve the services we offer to our clients and candidates. At the same time, we seek to continuously improve the way we operate as a business to deliver these services. The business is undertaking a multi-year programme to transform and digitalise our front, middle and back-office operations. This transformation will significantly reduce overheads, streamline processes, and improve our overall operational efficiency and effectiveness. A lack of robust management of such Business Transformation programmes could lead to delayed delivery, excessive costs, inefficiencies and without the necessary benefits being achieved. **Highly Focused Core Business**		The current in-flight Business transformation programmes (Finance transformation, Technology transformation), have an approved business case and a steering committee of the core project team that meets with representatives from key areas involved or impacted by the project/programme. The steering committee, together with the project team reviews progress against the current program objectives and spend, and approves any significant changes to both, in line with the decision framework and delegated levels of authority. A standard programme decision framework has been established and ensures that all relevant approvals (legal, security, finance, technology, procurement) have been secured before any key stage gate decisions.

Viability *statement*

In accordance with the UK Corporate Governance Code 2018, the Directors have assessed the viability of the Group, taking into consideration a number of key factors, including our business model, our strategy and our principal risks (as set out on pages 18-21 and 79-87).

Assessment Period

The Directors believe that a three-year period ending 30 June 2028 is the most relevant period over which to provide the viability statement, being supported by the appraisal of the principal risks and mitigating internal controls. A three-year period also reflects our strategic planning cycle, which covers the same period, and considers the fast-moving and cyclical nature of the recruitment industry. Collectively, these factors allow the Directors to form a reasonable expectation, on the basis that there are no unforeseen events outside of the Group's control that would inhibit the Group's ability to continue trading, that using a three-year period it is possible to form a reasonable expectation as to the Group's longer-term viability.

Process to assess the Group's long-term prospects

As in prior years, the Board undertook a strategic business review in the current year which took into account the Group's current financial position and the potential impact of the principal risks set out on pages 79-87.

In addition, and in making this statement, the Board carried out a robust assessment of the principal risks facing the Group, including those that would threaten the Group's business model, future performance and liquidity. While the review has considered all the principal risks identified by the Group, the resilience of the Group to the occurrence of these risks in severe yet plausible scenarios has been evaluated. The review has also considered the potential impact of climate change on the Group, although as disclosed in the TCFD Report on pages 70-77, Climate change is not considered to present a material risk to the Group.

Financial position

At 30 June 2025, the Group had net cash of £37.0 million compared to cash of £56.8 million at 30 June 2024. The Group had a strong working capital performance, with significant management focus on cash collection, average trade debtor days remained below pre-pandemic levels at 37 days (2024: 36 days). The Group has a history of strong cash generation, tight cost control and flexible workforce management.

The Group successfully refinanced its revolving credit facility in October 2024 at the increased value of £240 million. The new facility will expire in October 2029 with options to extend by a further two years by agreement. At 30 June 2025, £145 million of the facility was undrawn.

Assessment of viability

The Board approves the annual budget, which is based on submissions from the Group's divisions, following a thorough review process. The Board also reviews monthly management reports and quarterly forecasts. The output of the planning and budgeting processes has been used to perform base case projections for viability purposes, under prudent assumptions:

- FY26 net fees and operating profit in-line with the approved budget
- Modest, single digit net fee growth in FY27 and FY28
- Future dividends are in-line with current policy

A sensitivity analysis of the Group's cash flow was performed to model the potential effects should the principal risks occur either individually or in unison. The sensitivity analysis modelled a range of severe, but plausible, downside scenarios against the base case projections, including a worsening of the macroeconomic environment and intensified competition, increasing inflation and the potential impact of climate change, with a range of recovery scenarios considered. The 'Stress Case' scenario assumes that the Group experiences a severe further deterioration in market conditions in H1 FY26, followed by a period of only gradual recovery through the viability period.

In all scenarios the Group remains viable throughout the three-year viability period and is forecast to maintain a strong balance sheet, with significant headroom against its revolving credit facility and clear headroom against its banking covenants, which were unchanged following renewal of the revolving credit facility.

The Directors are satisfied that the Group would be able to respond to such scenarios with a range of measures including, but not limited to:

- Quickly decreasing headcount through natural attrition
- Reductions in discretionary spend
- Deferral of capital expenditure
- Further rationalisation or restructuring of business operations
- Reduction in cash distributions to shareholders

Given the nature of the Temporary and Contract recruitment business, significant working capital inflows typically arise in periods of severe downturn, thus protecting liquidity as was the case during the Global Financial Crisis of 2008/09 and which we again experienced during the Covid-19 pandemic.

Set against these downside trading scenarios, the Board also considered key mitigating factors including the geographic and sectoral diversity of the Group, its balanced business model across Temporary, Permanent and Contract recruitment services, and the focus on building a more resilient business, underpinned by the Group's clear strategy and focus on operational rigour. Furthermore, whilst our key markets have become increasingly challenging throughout FY25, skill and talent shortages are widespread across our major markets and are expected to remain so for the foreseeable future; the Directors are therefore satisfied that the demand for recruitment services will continue, supporting the resilience of our business model.

The Directors also considered a reverse stress test scenario to understand the reduction required to cause a breach of financial covenants or loss of solvency. The conclusion from the reverse stress test is that the likelihood of the scenarios occurring is remote and therefore does not represent a realistic threat to the viability of the Group.

Conclusion on viability

Based on the above assessment, the Directors have concluded that they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the three-year period to 30 June 2028.

Going concern

The Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the Strategic Report. The financial position of the Group, its cash flows and liquidity position are described in the CFO's Review, with details of the Group's treasury activities, long-term funding arrangements and exposure to financial risk included in notes 19 to 21 of the Consolidated Financial Statements.

The Group successfully refinanced its revolving credit facility in October 2024 at the increased value of £240 million. The new facility will expire in October 2029 with options to extend by a further two years by agreement. At 30 June 2025, £145 million of the facility was undrawn, with Group at an overall net cash position of £37.0 million.

The Group has sufficient financial resources which, together with internally generated cash flows, will continue to provide sufficient sources of liquidity to fund its current operations, including its contractual and commercial commitments and any proposed dividends. The Group is therefore well-placed to manage its business risks. After making enquiries, the Directors have formed the judgment at the time of approving the financial statements, that there is a reasonable expectation that the Group has adequate resources to continue in operational existence throughout the Going Concern period, being at least 12 months from the date of approval of the Consolidated Financial Statements. For this reason, they continue to adopt the going concern basis of accounting in preparing the Consolidated Financial Statements.

Non-financial and sustainability information statement

The table below sets out where stakeholders can find relevant non-financial and sustainability information within this Annual Report in line with the reporting requirements contained in sections 414CA and 414CB of the Companies Act 2006.

Policies or standards with which we govern our approach	Policy description	Additional information and outcomes
Reporting requirements: Environmental matters, including climate-related disclosures		
Group Environmental Policy	Sets out how Hays is committed to respecting the environment, taking climate action and contributing to environmental sustainability through the world of work	Environment on pages 66 to 78
Carbon Reduction plan	Public climate-related commitments including near-term science-based targets as part of a wider ambition to be Net Zero by 2050	GHG reporting on pages 67 to 69
Task Force on Climate-related Financial Disclosures	N/A	Climate-related financial disclosures as defined in section 414CA(2a) Companies Act 2006: Governance – (a) on page 70 Strategy – (d), (e) and (f) on page 71 Risk management – (b) and (c) on page 75 Metrics and Targets – (g) and (h) on page 76
Reporting requirements: Employees		
Employee code of conduct		Our People & Culture Transformation on page 34 Our DE&I approach on page 39 Driving employee engagement on page 37
Directors' Remuneration Policy		Remuneration Report on pages 126-152
Reporting requirements: Human rights		
Modern Slavery Statement	N/A	Modern slavery and human trafficking prevention on page 59
Supplier Code of Conduct	Sets out how we expect our suppliers to behave as a business and gives details on how to meet the expected standards	Our business partners on page 58
Human Rights Statement	Sets out our approach for the respect of human rights	Respect of human rights on page 58
Reporting requirements: Social matters		
'Helping for your tomorrow', our volunteering initiative	N/A	Social objectives on page 60
Reporting requirements: Anti-bribery and anti-corruption		
Code of Ethics and Conduct Fraud Policy		Compliance risk management framework on page 57
Anti-bribery and Corruption Policy	Our Anti-Bribery and Corruption Policy sets out our expectations, and the mandatory requirements, of our people in respect of bribery and corruption	Anti-bribery and corruption policy on page 56
Raising Concerns at Work Policy	Our Speak Up Policy provides guidance on raising concerns around suspected illegal or unethical business practice affecting the Group	Raising concerns at work on page 58
Prevention of Tax Evasion Policy	Prevention of Criminal Facilitation of Tax Evasion	Our tax approach on page 59
N/A	N/A	Description of business model on page 18
N/A	N/A	Non-financial key performance indicators on page 44
N/A	N/A	Description and management of principal risks and impact of business activity on pages 79-87.

1. Following amendment of sections 414C, 414CA and 414CB of the Companies Act 2006 by The Companies (Strategic Report) (Climate-related Financial Disclosure) Regulations 2022, our alignment with the new disclosure requirements is covered on pages 70-77 of our TCFD Report in the index table.

Certain policies, standards and guidelines are published on haysplc.com.

The Strategic Report, which has been prepared in accordance with the requirements of the Companies Act 2006, has been approved by the Board and signed on its behalf.

On behalf of the Board

Rachel Ford
Company Secretary

20 August 2025