

HALF-YEAR RESULTS FOR THE SIX MONTHS ENDED 31 DECEMBER 2023

#CreateTomorrowTogether



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AGENDA

1	OPERATING REVIEW	Dirk Hahn, Chief Executive
2	FINANCIAL REVIEW	James Hilton, Group Finance Director
3	CURRENT TRADING	James Hilton, Group Finance Director
4	STRATEGY UPDATE	Dirk Hahn, Chief Executive
5	Q&A	

1. OPERATING REVIEW

Dirk Hahn
Chief Executive



LOWER FEES AND PROFIT IN CHALLENGING MARKETS, AS ACTIVITY SLOWED THROUGH H1. **STRONG CASH PERFORMANCE**

Net Fees	-9% to £583.3m
Op Profit [‡]	-37% to £60.1m
EPS [‡]	-42% to 2.37p
Net Cash	£66.9m

Fees



- Group fees down 9% to £583.3m
- Activity slowed through H1, including December down 13% WDA*
- Relative resilience in Temp, down 3%, with volumes down 7% & av fee up 4%
- Perm down 15%, with volumes down 25% & av Perm fee up 10%
- Our largest specialism, Technology down 10%, with A&F down 6%. Good growth in Engineering, up 6%

Operations



- Group operating profit[‡] down 37% to £60.1m (down 33% WDA*)
- Decline in profit magnified by fees slowing through H1, and by the sharp December fee slowdown
- We balanced cost reductions with protecting our infrastructure in key markets
- Conversion rate 10.3% (10.8% WDA*)

Cash



- Strong cash conversion** of 112%
- Period-end net cash of £66.9m, after paying £68.3m in total dividends and purchasing £12.3m in Treasury shares
- Interim core dividend in line with prior year of 0.95 pence per share

Reduced business confidence and lengthening time-to-hire through the half-year

Unless otherwise stated all growth rates are LFL (like-for-like) year-on-year, representing organic growth at constant currency.

[‡]Operating profit and EPS are presented before exceptional items. *WDA = Working Day Adjusted

**Cash conversion is the conversion of pre-exceptional operating profit to cash from operations. For the purpose of presenting cash from operations (CFO) on a consistent basis vs prior year, we have included lease payments of £26.2m (H1 23: £24.6m) within the CFO calculation.

DECISIVE MANAGEMENT ACTIONS TAKEN, WITH c.£30M* IN ANNUALISED COST SAVES DELIVERED IN H1 WITH ONGOING ACTIONS TO DELIVER A FURTHER c.£20M IN H2

Consultant capacity

- Consultant headcount down 12% YoY to align capacity to markets:
 - ANZ down 20%
 - RoW down 16%
 - UK&I down 14%
 - Germany down 1%
- Delivered c.£20m in annualised cost savings
- Further 3-4% headcount reduction expected in Q3 24

Operations

- We restructured the operations of several countries across the Group to align to market opportunities and reduce operating costs
- Conducted full review of operational management, including de-layering
- £12.6m of exceptional restructuring charges, which will drive c.£10m in long-term cost savings
- Further restructuring ongoing and will complete in H2 24

Back-office efficiency and overhead cost management

- Accelerated our back-office efficiency programmes, which led to 3% reduction in non-fee earners in Q2
- Several projects in progress that will deliver benefits in H2
- Review of back-office functions being undertaken
- Ongoing property savings including consolidation & reduction of footprint

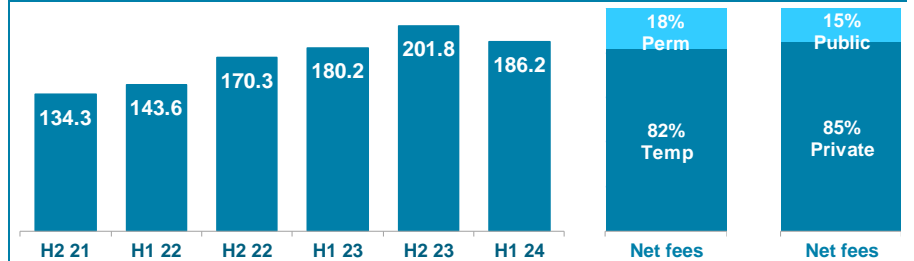
Decisive management action drove c.£30m* in annualised cost saves in H1

RESILIENT PERFORMANCE, WITH OPERATING PROFIT **UP 3% WDA*** DESPITE A TOUGHER ECONOMIC BACKDROP

Germany – Financial overview

Six months to 31 December	2023	2022	Actual growth	LFL growth	H1 24 share of Group
£ Net fees	£186.2m	£180.2m	3%	3%	32%
£ Operating profit [‡]	£40.8m	£43.2m	(6)%	(6)%	68%
% Conversion rate	21.9%	24.0%	(210)bps		
👤 Consultants	2,055	2,072	(1)%		
🏢 Offices	26	26	+0		

Net fees (£m)



Net fees **up 3%**; operating profit[‡] **up 3% WDA***
(down 6% reported)

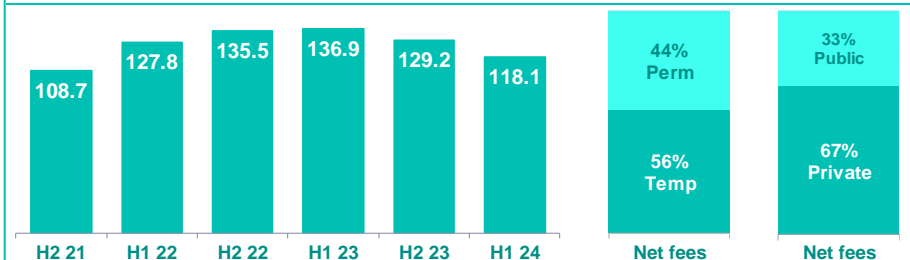
- Resilient profit performance and WDA* conversion rate of 23.4%
- Contracting & Temp (82% fees) grew by 3%, (up 5% WDA*). 1% volume growth and 5% from price/mix, partially offset by two fewer working days and slightly lower hours
- Temp and Contractor volumes stable but did not see the normal seasonal uplift in Q2
- Perm (18% of fees) increased by 2%, driven by a 10% increase in our average Perm fee, offset by 8% lower Perm volumes
- Technology (33% of fees) down 3%; Engineering (27% of fees) up 11%; A&F up 4% and C&P up 6%
- Consultant headcount down 1% YoY and up 1% in the half

MARKETS SLOWED SHARPLY THROUGH H1, PARTICULARLY IN PERM, SIGNIFICANTLY IMPACTING PROFITS

UK & Ireland – Financial overview

Six months to 31 December	2023	2022	Actual growth	LFL growth	H1 24 share of Group
£ Net fees	£118.1m	£136.9m	(14)%	(14)%	20%
£ Operating profit†	£5.7m	£15.2m	(63)%	(63)%	9%
% Conversion rate	4.8%	11.1%	(630)bps		
👤 Consultants	1,800	2,082	(14)%		
🏢 Offices	85	87	(2)		

Net fees (£m)



Net fees down 14%; operating profit† down 63%

- Perm fees down 17%, with markets slowing materially through H1. Volumes down 28%, partially offset by 11% higher average Perm fee
- Temp fees down 11%, Temp volumes remained stable sequentially through half but were down 11% YoY
- Technology fees down 26%, with A&F and C&P down 10% and 11%. Resilient performance in Enterprise clients, up 9%
- UK&I cost base per period down by c.£0.7 million through the half, driven by headcount reductions
- Given the pace of decline in fees, we incurred negative operating profit leverage, particularly in Q2 despite our cost actions
- Consultant headcount down 14% YoY and 7% in the half

†Operating profit is presented before exceptional items.

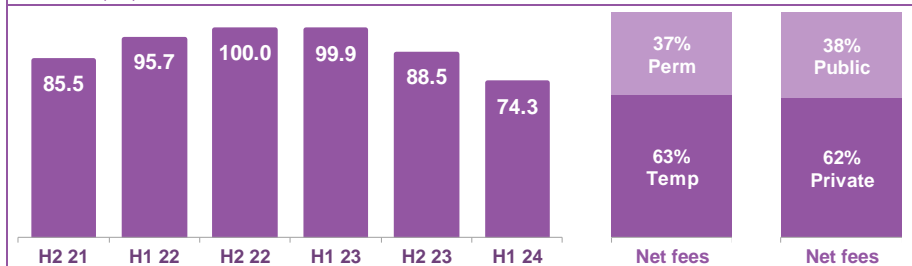
Unless otherwise stated, all growth rates are LFL (like-for-like), representing organic growth at constant currency. Conversion rate represents percentage of net fees converted into pre-exceptional operating profit. Consultant numbers represent closing headcount and percentage changes represent 31 December 2023 closing headcount versus 31 December 2022 closing headcount.

MARKETS SLOWED SHARPLY THROUGH H1, PARTICULARLY IN PERM, SIGNIFICANTLY IMPACTING PROFITS

Australia & New Zealand – Financial overview

Six months to 31 December	2023	2022	Actual growth	LFL growth	H1 24 share of Group
£ Net fees	£74.3m	£99.9m	(26)%	(19)%	13%
£ Operating profit†	£6.4m	£17.8m	(64)%	(60)%	11%
% Conversion rate	8.6%	17.8%	(920)bps		
👤 Consultants	887	1,110	(20)%		
🏢 Offices	38	39	(1)		

Net fees (£m)



Net fees down 19%; operating profit† down 60%

- Perm down 25%, with volumes down 21% as activity slowed through H1, and notably in December
- Temp down 15%, driven by volumes down 17% with pricing stable. Temp volumes sequentially stable through H1 but impacted by reduced Public sector demand and lower Enterprise activity
- C&P down 24%; Technology down 20% and A&F down 16%
- New Zealand market tough and fees down 26%
- Costs down 10% (c.£0.6m per period), mainly due to lower headcount. Business restructuring completed which reviewed management capacity and operational efficiencies
- Pace of decline in fees led to negative operating profit leverage, which was amplified by the slowdown in December
- Consultant headcount down 20% YoY and 17% in H1

†Operating profit is presented before exceptional items.

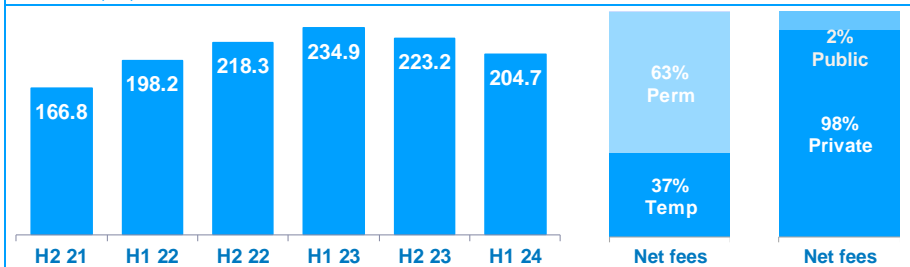
Unless otherwise stated, all growth rates are LFL (like-for-like), representing organic growth at constant currency. Conversion rate represents percentage of net fees converted into pre-exceptional operating profit. Consultant numbers represent closing headcount and percentage changes represent 31 December 2023 closing headcount versus 31 December 2022 closing headcount.

SLOWING MARKETS IN EMEA AND CHALLENGING CONDITIONS IN CHINA AND THE AMERICAS **NEGATIVELY IMPACTED** OPERATING PROFIT

Rest of World (RoW) – Financial overview

Six months to 31 December	2023	2022	Actual growth	LFL growth	H1 24 share of Group
£ Net fees	£204.7m	£234.9m	(13)%	(11)%	35%
£ Operating profit†	£7.2m	£20.8m	(65)%	(65)%	12%
% Conversion rate	3.5%	8.9%	(540)bps		
👤 Consultants	3,229	3,835	(16)%		
🏢 Offices	100	103	(3)		

Net fees (£m)



Net fees down 11%; operating profit† down 65%
Temp fees flat, with Perm down 16% as markets slowed through H1

EMEA ex-Germany (63% of RoW fees)

- Fees down 4%, with activity slowing through the half
- France flat, with Belgium & Spain up 9% and 1%. Record UAE fees, up 26%

Americas (21% of RoW fees)

- Fees down 26%, with tough conditions across the division
- Given the fee declines, the Americas was loss-making in H1

Asia (16% of RoW fees)

- Fees down 14% YoY, with tough conditions in China, down 22%. Japan and Malaysia down 2% and 5% respectively
- Overall, we made modest operating profits in Asia

Decisive actions

- We restructured Americas & Asia, reducing operational management and non-fee earning headcount, driving a cost saving of c.£1.2m per period
- RoW consultant headcount down 16% YoY. EMEA ex-Germany down 10%, the Americas down 33% and Asia down 10%

†Operating profit is presented before exceptional items.

Unless otherwise stated, all growth rates are LFL (like-for-like), representing organic growth at constant currency. Conversion rate represents percentage of net fees converted into pre-exceptional operating profit. Consultant numbers represent closing headcount and percentage changes represent 31 December 2023 closing headcount versus 31 December 2022 closing headcount.

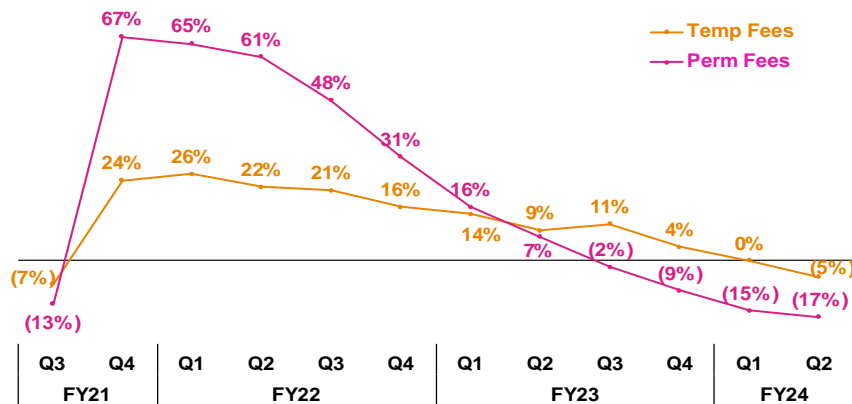
2. FINANCIAL REVIEW

James Hilton
Group Finance Director



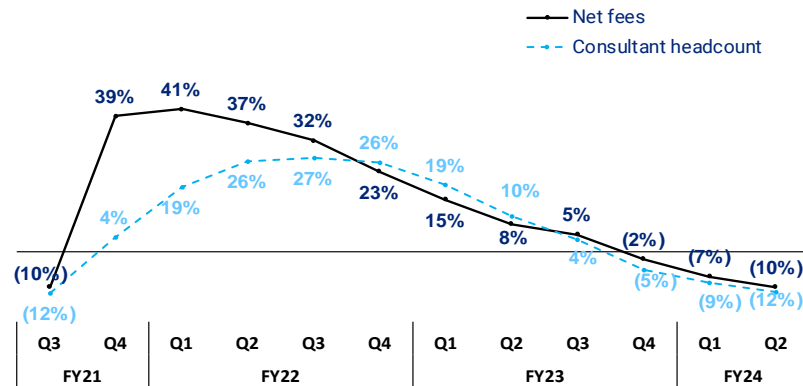
DECISIVE ACTIONS TO REDUCE HEADCOUNT AND ALIGN CAPACITY WITH CHALLENGING MARKET CONDITIONS

Net fee growth* – Temp versus Perm



- Decline in fees YoY against record comparators
- Perm continued to slow through H1 24 with December tough
- Temp outperforming Perm from Q2 23 but negative YoY in Q2 24

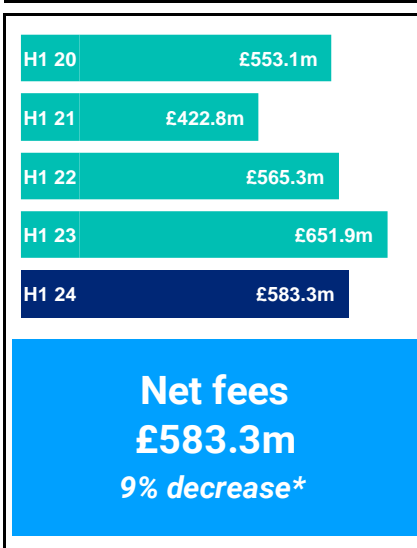
Group net fee growth* vs. Group consultant headcount change



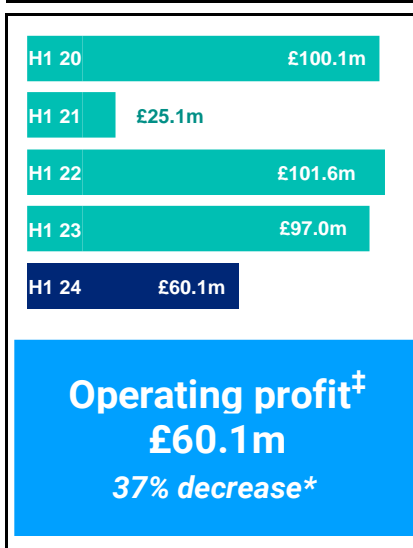
- As market conditions slowed, we took decisive action to align headcount to demand with solid levels of productivity maintained despite tougher markets
- Period-end consultant headcount down 12% YoY and down 7% in H1 24. Consultant headcount now down by 1,181 (13%) from peak in Q1 FY23

OPERATING PROFIT[‡] DOWN 37%, **STRONG BALANCE SHEET** AND **CASH PERFORMANCE**

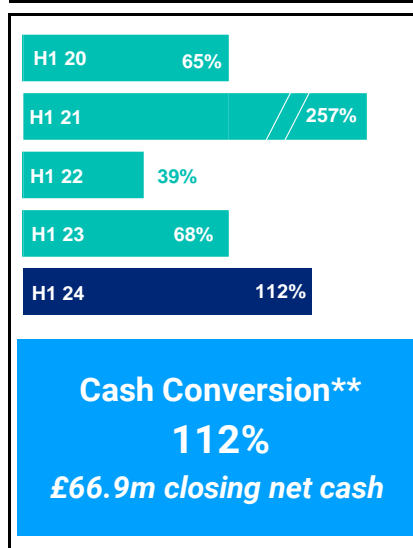
Net fees



Operating profit[‡]



Cash Conversion^{†**}



Confidence in our strategy and strong balance sheet supports unchanged interim core dividend of 0.95 pence

[‡] H1 24 results are presented before exceptional items. There were no exceptional items in H1 20, H1 21, H1 22 or H1 23.

*Unless otherwise stated, all growth rates are LFL (like-for-like) year-on-year net fees and profits, representing organic growth at constant currency

** H1 21 cash conversion excludes the repayment of £104.6 million of deferred tax and VAT payments.

EPS[‡] DOWN 42% DRIVEN BY LOWER PROFITS AND HIGHER TAX RATE

Basic EPS[‡] (p)

H1 22	4.08
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H1 23	4.11
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H1 24	2.37
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Income Statement

Six months ended 31 December	2023 £m	2022 £m	Reported growth	LFL* growth
Turnover	3,538.4	3,839.8	(8)%	(5)%
Net fees	583.3	651.9	(11)%	(9)%
Operating profit [‡]	60.1	97.0	(38)%	(37)%
Net finance charge	(4.6)	(3.0)		
Profit before tax [‡]	55.5	94.0	(41)%	
Tax ^{**}	(17.8)	(27.3)		
Profit after tax [‡]	37.7	66.7	(43)%	
Basic Earnings per share ^{‡***}	2.37p	4.11p	(42)%	
Basic weighted average number of shares in issue	1,588.5m	1,622.3m	(2.1)%	
Shares in issue ^{***} at:				
31 December 2023	1,584.7m			
20 February 2024	1,584.7m			

Exchange rate movements **decreased** net fees and operating profit by **£13.5m** and **£1.8m** respectively

*LFL (like-for-like) growth is organic growth at constant currency.

[‡]Operating profit, profit before tax, profit after tax and EPS are presented before exceptional items.

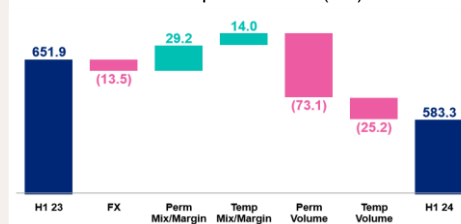
^{**} Our Effective Tax Rate in the year was 32.0%. H1 23 was 29.0%. We expect the ETR will be c.32% in FY24.

^{***} Excluding shares held in Treasury.

FEE DECLINE DRIVEN BY LOWER VOLUMES, PARTIALLY OFFSET BY PRICING AND MIX

Review of Group Permanent and Temporary Businesses*

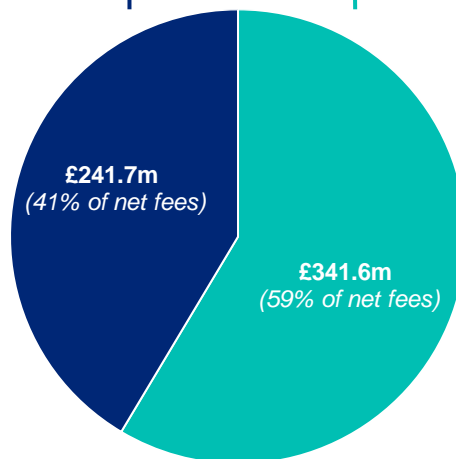
Drivers of H1 24 fee performance (£m)



Permanent placement business

(15)%	net fee decrease
(25)%	Volume decrease
10%	Average Perm fee increase

- Perm volumes down across all geographies
- Average Perm fee up 10%, driven by our actions to increase fee margins & target higher salary markets
- Underlying global wage inflation through the half, albeit slowing vs prior year



Temporary placement business

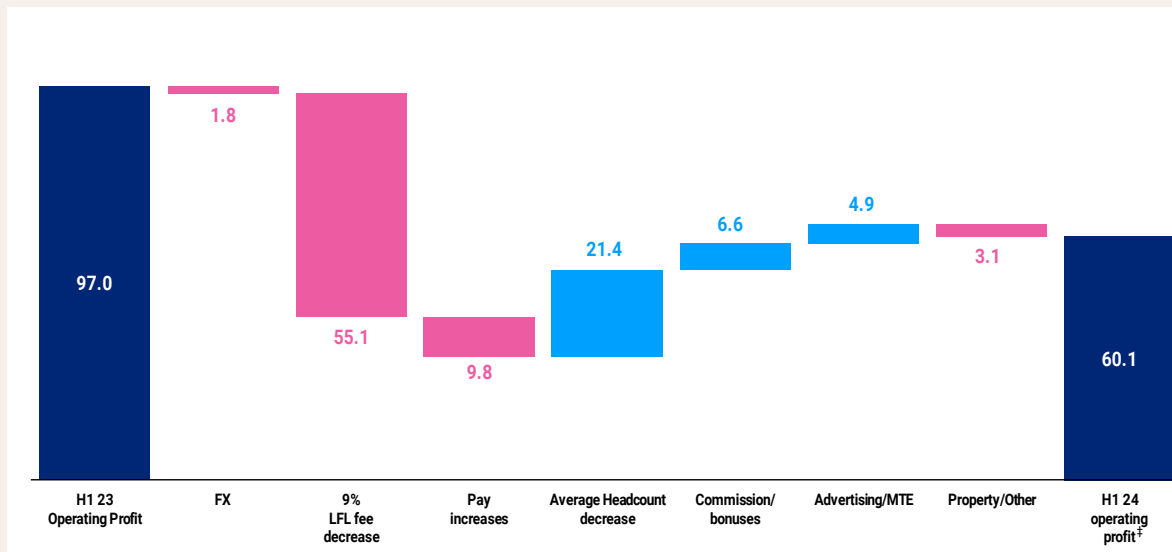
(3)%	net fee decrease
(7)%	volume decrease
4%	increase in mix/hours
(0)%	Underlying 10bps margin decrease**

- 7% volume decline. Modest growth in Germany & EMEA offset by declines in ANZ and UK&I
- 4% increase in mix/hours, driven by our actions and wage inflation, partially offset by two fewer working days in Germany
- Underlying Temp margin** stable at 15.2%

£43.2m net fee benefit from improved pricing and mix in H1 24

DECISIVE ACTION TO MANAGE COST BASE THROUGH H1

H1 24 operating profit† bridge (£m)



Actions taken to reduce our cost base

Payroll:

- i) Consultant headcount reduced by 12% versus prior year and by 7% in H1. Non-consultant headcount decreased by 3% in Q2. Total headcount reductions of c.770 heads in H1
- ii) Commission and bonuses down £6.6m versus H1 23 as fees reduced YoY
- iii) Average pay increase of 3% from 1 July 2023

Overhead cost management

- i) Advertising spend down c.£2m in H1 YoY
- ii) MTE down c.£3m YoY

Underlying inflation

- i) Property costs up c.£2m driven by lease indexation, partially offset by a 3% office footprint reduction
- ii) Other costs up c.£1m, driven by higher insurance costs

c.£30 million of annualised savings delivered in H1; with c£20m expected in H2

†Operating profit is presented before exceptional items.

* Other costs include advertising and computer expenses, which increased in line with fees.

Due to the cycle of our internal Group reporting, the Group's annual cost base equates to c.12.5x our cost base per period. This is consistent with prior years.

CONVERSION RATE* OF 10.3%, OR 10.8% ON WDA** BASIS

Conversion rate*	H1 23	H2 23	FY23	H1 24	Comments
Germany	24.0%	28.2%	26.2%	21.9%	Conversion rate* of 23.4% on a working-day adjusted** basis
UK & Ireland	11.1%	10.4%	10.8%	4.8%	We reduced our UK&I cost base per period by c.£0.7 million in H1 with further reductions ongoing
Australia & New Zealand	17.8%	16.2%	17.0%	8.6%	Cost base per period reduced by c.£0.6 million in H1 as we took action to reduce headcount, down 20% YoY
Rest of World	8.9%	6.8%	7.9%	3.5%	Impacted by losses in US and Mainland China, together with Perm markets slowing in Q2. Restructuring in Americas and Asia reduced costs by c.£1.2m per period
Group	14.9%	15.6%	15.2%	10.3%	Working-Day-Adjusted** conversion rate* of 10.8%

*Represents the conversion of net fees into pre-exceptional operating profit.

**WDA = Working Day Adjusted, Germany had two fewer working days in H1 24 versus H1 23 which had a £3.5 million net fee and operating profit impact

EXCEPTIONAL COST OF **£27.9 MILLION**; OF WHICH £15.3 MILLION IS NON-CASH

Six months ended 31 December 2023 (£m)	Net fees	Operating profit	Profit before tax	Tax	Profit after tax	EPS
H1 24 Pre-exceptional	583.3	60.1	55.5	(17.8)	37.7	2.37
Restructuring costs	-	(12.6)	(12.6)	2.5	(10.1)	(0.65)
US acquisition goodwill impairment	-	(15.3)	(15.3)	-	(15.3)	(0.96)
H1 24 Post-exceptional	583.3	32.2	27.6	(15.3)	12.3	0.77

During the six months ended 31 December 2023, the Group incurred an exceptional charge of £27.9 million (2022: £nil) in relation to the following items:

- We restructured the business operations of several countries across the Group to better align business operations to market opportunities and reduce operating costs. The restructuring led to the redundancy of senior and operational management and back-office positions and the closure of several offices at a combined cost of £12.6 million. The restructurings will deliver c.£10m of annualised cost savings. The cash impact of the exceptional charge in H1 was £6.8 million, with a further £2.5 million cash outflow expected in H2
- £15.3 million is a non-cash exceptional charge resulting from the partial impairment of the carrying value of goodwill relating to the 2014 Veredus acquisition in the USA. The remaining Veredus goodwill balance at 31 December 2023 is £7.1 million

c.£10 million per annum in longer-term cost savings are expected to be delivered from our business restructuring

EFFECTIVE TAX RATE[‡] (ETR) of **32.0%**

Finance charge and taxation		Six months ended 31 December	
		2023	2022
Finance charge		£m	£m
Net interest charge on debt*		(1.3)	(1.3)
IFRS 16 interest on lease liabilities (non-cash)		(2.4)	(2.0)
IAS 19 pension charge (non-cash)		(0.8)	0.4
PPF levy		(0.1)	(0.1)
Net finance charge		(4.6)	(3.0)
<ul style="list-style-type: none"> We expect the net finance charge for the year ending 30 June 2024 to be c.£9m, of which c.£6m is non-cash 			
Taxation			
Effective tax rate[‡] (ETR)		32.0%	29.0%
<ul style="list-style-type: none"> The increase in ETR is primarily due to a change in the geographic mix of profits 			
We expect the Group's ETR in FY24 to be c.32% driven by geographic mix of profits			

*Includes amortisation of arrangement fees.

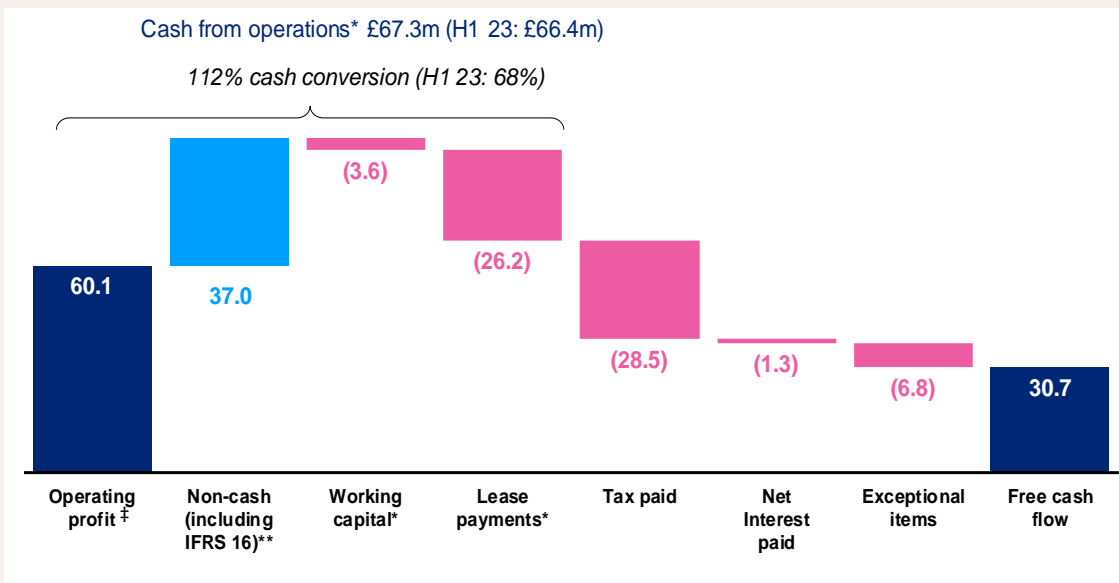
[‡]Pre-exceptional tax rate. Including impact of exceptional items, H1 24 ETR of 55.4%.

STRONG CASH PERFORMANCE, WITH 112% CASH CONVERSION

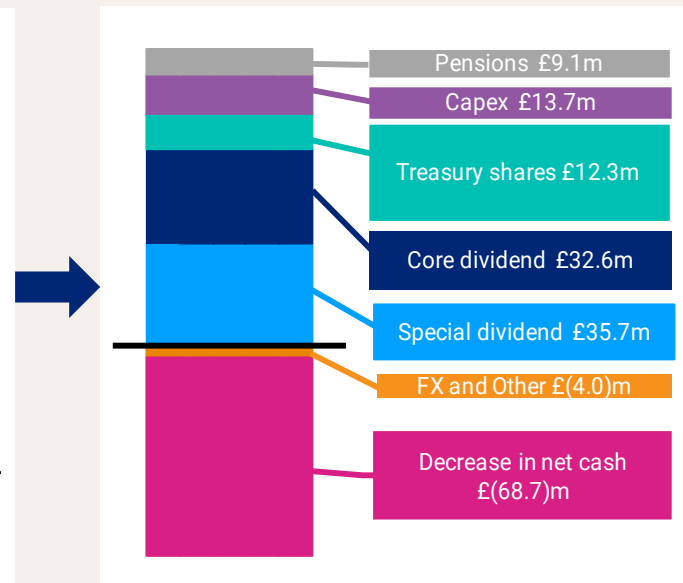
Cash from operations* (£m)

H1 22	39.3
H1 23	66.4
H1 24	67.3

Operating profit‡ to free cash flow bridge (H1 24, £m)



Uses of cash flow (H1 24)



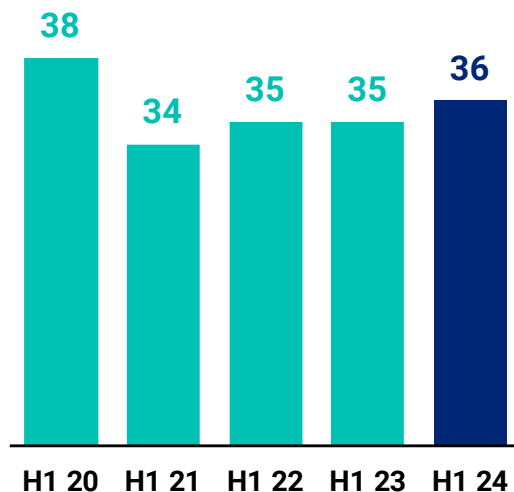
FY24 capex guidance is c.£30 million

‡Operating profit is presented before exceptional items.

*For the purpose of presenting cash from operations on a consistent basis, we have included the lease payments of £26.2m (H1 23: £24.6m) within the CFO calculation and excluded exceptional costs of £27.9 million. This comprised £12.6m relating to restructuring of our operations and a de-layering of senior management, and £15.3 million of non-cash exceptional charge relating to the write down of goodwill in our US business. ** Non-cash comprises depreciation and amortisation (including depreciation chargeable under IFRS 16), share-based payments and net movement in provisions.

CONTINUED STRONG CREDIT CONTROL, WITH MODEST INCREASE IN DEBTOR DAYS BUT STILL BELOW PRE-PANDEMIC LEVELS

Debtor Days (Days Sales Outstanding)



Cash position overview

NET CASH POSITION

H1 24 ended with net cash of £66.9m

£210 MILLION BANK FACILITY

£210m facility in place to November 2024, of which £170m is extended to November 2025

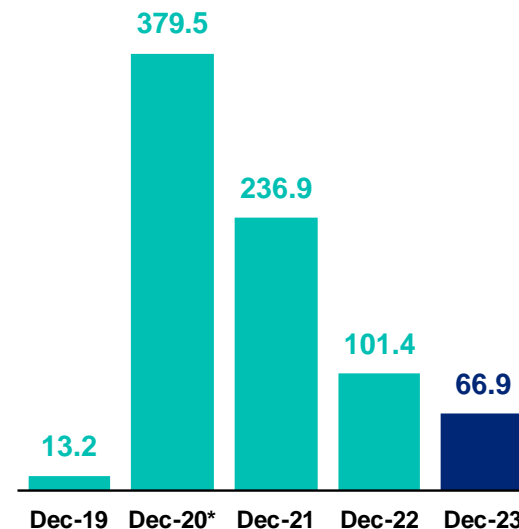
EBITDA/INTEREST RATIO: 177:1**

Bank covenant: >4.0x

NET DEBT/EBITDA RATIO: N/A**

Bank covenant: <2.5x

Closing net cash (£m)



A STRONG BALANCE SHEET, DESPITE SIGNIFICANT SHAREHOLDER DISTRIBUTIONS

Balance sheet analysis

£m	31 Dec 2023	30 Jun 2023
Goodwill & intangibles	245.7	254.0
Property, plant & equipment	27.5	29.7
Right-of-use assets (IFRS 16)	180.6	176.1
Net deferred tax asset	18.5	18.6
Retirement benefit surplus	26.4	25.7
Net working capital*	257.8	253.3
Net corporation tax asset/(liabilities)	6.0	(9.4)
Derivative financial instruments	0.0	0.1
Lease liabilities (IFRS 16)	(194.8)	(189.8)
Provisions	(25.4)	(23.6)
Total	542.3	534.7
Net cash	66.9	135.6
Net assets	609.2	670.3

RETIREMENT BENEFITS

- Defined Benefit surplus broadly unchanged, with employer contributions of £9.1 million, and an increase in asset values largely offset by a decrease in the discount rate adopted within the key financial assumptions
- The Defined Benefit scheme 2021 triennial valuation quantified the actuarial deficit at £23.9m on a Technical Provisions basis. The agreed recovery plan remains unchanged, comprising an annual payment of £16.7m from July 2021, with a fixed 3% uplift p.a., as we position the scheme towards our long-term buyout objective

NET WORKING CAPITAL

- Good working capital management, with H1 24 debtor days remaining at low levels of 36 days (H1 23: 35 days), and below pre-pandemic levels

PREPAYMENT OF CORP TAX

Movement of £15.4m in corporation tax asset primarily due to the settlement of outstanding tax liabilities in relation to FY23 and prepayments in relation to FY24 tax in Australia

HIGHLY CASH GENERATIVE BUSINESS MODEL, WITH CLEAR CASH FLOW PRIORITIES AND DELIVERING SUBSTANTIAL SHAREHOLDER RETURNS



Our
**priorities for
use of free
cash flow**



Fund Group investment and development

- Invest in headcount, training, systems and brand to support organic growth
- Assess potential M&A opportunities where appropriate

Full-year capex in line with expectations at c.£30 million



Maintain a strong balance sheet

- Maintain a net cash position of £100m
- Funding of Defined Benefit pension scheme and long-term objective of buy-out

We ended H1 with £66.9m net cash, after paying £68.3m in dividends in Nov 23. Strong working capital management



Core dividend policy

- Deliver a core dividend which is sustainable, progressive and appropriate
- Target core dividend cover of 2-3x EPS

Unchanged interim core dividend of 0.95 pence per share (£15.1m)



Excess cash returns policy

- Return surplus cash to shareholders through an appropriate combination of special dividends and share buybacks, subject to the economic outlook

c.£950m cash returned to shareholders in total dividends and share buybacks 2017-2023

FINANCIAL SUMMARY

Fees



Net fees down 9% to £583.3m

- Group fees down 9%, as trading slowed through the half-year and included a tough December
- Temp fees were relatively resilient and decreased by 3% (down 2% WDA*). Temp volumes decreased by 7% YoY
- Perm fees decreased by 15%, with time-to-hire increasing through the half-year

Operations



Operating profit[‡] down 37% to £60.1m

- Down 33% WDA* as the sharp deceleration in December fees had a direct impact on H1 operating profit
- Decisive action taken to align capacity to market demands, while protecting key infrastructure, with consultant headcount down 12% YoY and 7% in H1
- Operational restructuring & accelerated efficiency programmes drove a 3% reduction in non-consultant heads in Q2 24

Cash



Strong cash generation and interim dividend

- Cash conversion** of 112% with DSOs below pre-pandemic levels
- Closing cash of £66.9m, after paying £68.3m in core & special dividends
- Interim core dividend of 0.95p in line with H1 23

Unless otherwise stated, all growth rates are LFL (like-for-like), representing organic growth at constant currency.

* WDA = Working-day adjusted

[‡]Operating profit is presented before exceptional items.

** Cash conversion is the conversion of pre-exceptional operating profit to cash from operations. For the purpose of presenting cash from operations (CFO) on a consistent basis vs prior year, we have included the lease payments of £26.2m (H1 23: £24.6m) within the CFO calculation.

3. CURRENT TRADING

James Hilton
Group Finance Director



RETURN TO WORK: TEMP & CONTRACTING VOLUMES REBUILDING IN LINE WITH THE PRIOR YEAR IN UK&I & ANZ; GERMANY 2% BEHIND PRIOR YR. PERM REMAINS TOUGH

Current trading conditions and outlook by region

Germany

T&C volumes are rebuilding 2% behind the prior year. Overall T&C volumes are currently down 5% YoY, partially offset by ongoing positive effects of mix and margins. Perm activity is relatively resilient but is modestly down v Q2

UK & Ireland

T&C volumes are rebuilding in line with the prior year. Overall T&C volumes remain in line with Q2 24 at minus 11% YoY. Perm markets remain tough but are broadly stable, with new job inflows in line with Q2

Australia & New Zealand

T&C volumes are rebuilding in line with the prior year. Overall T&C volumes remain in line with Q2 24 at minus 17% YoY. Perm markets remain tough but are broadly stable, with new job inflows in line with Q2

Rest of World

EMEA activity levels are broadly consistent with Q2 24. The Americas and Asia are also stable sequentially

Group

- While we remain mindful of challenging market conditions, our UK&I and ANZ Temp & Contracting ('T&C') New Year 'return to work' has been in line with the prior year, with Germany volumes rebuilding 2% behind the prior year. Overall Group T&C volumes are down 8% YoY (Q2 24: down 8%)
- In Perm, following previously reported December weakness, we have seen solid job flow and activity levels in the New Year. However, we continue to see slower client and candidate decision-making, leading to longer time-to-hire
- Our key markets continue to be supported by skill shortages. We expect to see some further fee benefit in H2 from wage inflation globally, albeit at lower levels than in H1
- We expect Group headcount will reduce by c.3-4% in Q3 24 as we continue to focus on consultant productivity and deliver further back-office efficiencies
- There are no material working-day effects year-on-year in H2. However, Easter is evenly split between Q3 and Q4, while in FY23 it fell entirely in Q4. We expect this to have a c.1-2% negative impact on net fees at Group level in Q3 24, with a corresponding benefit to Q4 24

4. STRATEGY

Dirk Hahn
Chief Executive



FUTURE HAYS

BUILDING THE GLOBAL LEADER IN TALENT AND WORKFORCE SOLUTIONS

Delivering greater resilience & **highly profitable growth** through increased focus and enhanced operational rigour

Why

To reduce our overall reliance on the economic cycle, improve our quality of earnings and increase cash generation through the cycle

What

We will return to, and then exceed, previous peak profit. Drive profit diversity across our countries, and greater resilience within each country

How

Stronger market positions and increase profitability by focusing on five strategic levers

Underpinned by our Golden Rule: Profit growth > Fee growth > Headcount growth

OUR FIVE KEY STRATEGIC LEVERS

1. Enhancing our leading positions in the most in-demand **job categories**

Future job category growth inc. STEM

Given existing skill shortages, there is potential for higher margins over time

2. Greater focus on higher **skilled, higher paid** roles

The most skill-short areas need long-term talent partners.

Increase our resilience and our ability to grow fees via higher salaries

3. Increased **focus** on **resilient** and **growing** end markets

Focusing on long-term growth industries will reduce our reliance on the economic cycle

4. Building stronger **relationships** with our **clients**

Increase market share and repeatability of fees by becoming long-term partners

5. Increasing proportion of **non-Perm fees** in our business

As market leaders in non-Perm, we are ideally placed to capitalise on the megatrend towards increased flexible working

Our strategic levers will **drive long-term growth**, increase **profitability** and **enhance** fee resilience

HAYS COUNTRY PORTFOLIO: CLEAR **FOCUS**, WITH TAILORED **GROWTH PLANS** FOR EACH MARKET

Key countries:

Germany, UK, Australia

- Each key country has all five strategic levers
- But some changes needed
- Stretching Conversion Rate targets for each
- Target higher day rate and salary roles
- Future growth investments driven from these countries

Focus countries:

Austria, France, Italy, Japan, Poland, Spain, Switzerland, USA

- Each country already has some of the strategic levers – but we will complete all five
- Build bigger businesses based on market leadership of key growth sectors
- Growth must be highly profitable
- Future key drivers of long-term growth & profit diversity

Emerging countries

- Establish highly profitable businesses
- Focused on the most attractive parts of each local market
- Growth must be highly profitable
- Can become material Group profit drivers in aggregate
- Important network to service clients globally

Driving greater **diversity of profit growth** across our country portfolio

DRIVING OPERATIONAL RIGOUR GLOBALLY

Focus

- On the most attractive end markets
- On the best clients and candidates
- On the most in demand roles
- On retaining the best people

Performance

- Enhanced suite of KPIs to drive productivity and performance
- Drive productivity via:
 - better use of data to target strategic markets
 - investing in our systems
 - embedding best-in-class tech
 - integrating AI into workflows
 - dynamic pricing models

Profit growth

- Golden rule of OP growth > fee growth > headcount growth
- We will not tolerate low CR/ profitability areas
- Implement the right operating models in each business
- Major back-office efficiency programme underway

Building a **global business** with greater **resilience** and higher **profitability**

CONCLUSION: BUILDING A MORE **RESILIENT** – AND SIGNIFICANTLY **MORE PROFITABLE** – HAYS

1) Focus on the most attractive & skill-short markets worldwide

2) Growth, diversity and resilience of Group profits

3) Enhanced operational execution and delivery

Our key objectives

- Deliver Group Conversion Rate of 22-25%
- Exceed our prior peak profits of £250m
- Return significant cash to shareholders
- Be recognised as the global leader in Talent & Workforce solutions

APPENDIX 1

H1 24 Results supporting materials



LIKE-FOR-LIKE SUMMARY

Six months ended 31 December	2022 £m	FX impact £m	Organic £m	2023 £m	LFL* growth
Net fees					
Germany	180.2	0.1	5.9	186.2	3%
United Kingdom & Ireland	136.9	0.0	(18.8)	118.1	(14)%
Australia & New Zealand	99.9	(8.5)	(17.1)	74.3	(19)%
Rest of World	234.9	(5.1)	(25.1)	204.7	(11)%
Group	651.9	(13.5)	(55.1)	583.3	(9)%
Operating profit‡					
Germany	43.2	0.0	(2.4)	40.8	(6)%
United Kingdom & Ireland	15.2	0.0	(9.5)	5.7	(63)%
Australia & New Zealand	17.8	(1.7)	(9.7)	6.4	(60)%
Rest of World	20.8	(0.1)	(13.5)	7.2	(65)%
Group	97.0	(1.8)	(35.1)	60.1	(37)%

LFL (like-for-like) growth is organic growth at constant currency.

‡Operating profit is presented before exceptional items.

FULL-YEAR AND HALF-YEAR GROWTH ANALYSIS AND CONVERSION RATE** BY DIVISION

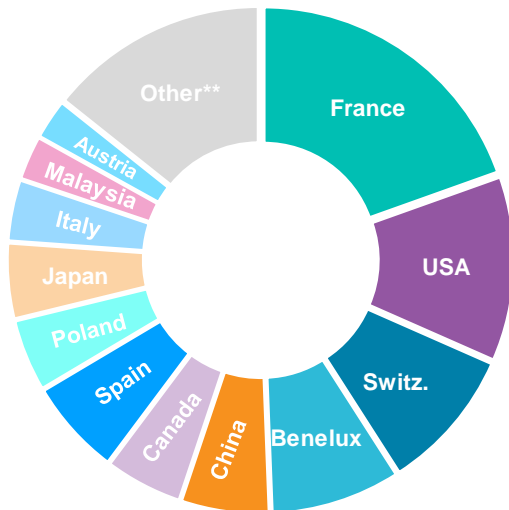
Net fee growth* <i>versus same period last year</i>	Q3 22	Q4 22	H2 22	FY22	Q1 23	Q2 23	H1 23	Q3 23	Q4 23	H2 23	FY23	Q1 24	Q2 24	H1 24
Germany	32%	29%	31%	34%	26%	22%	24%	23%	11%	14%	19%	7%	0%	3%
United Kingdom & Ireland	29%	22%	25%	31%	11%	4%	7%	(2)%	(7)%	(5)%	1%	(11)%	(17)%	(14)%
Australia & New Zealand	24%	12%	18%	24%	3%	(4)%	(1)%	(8)%	(15)%	(11)%	(6)%	(17)%	(20)%	(19)%
Rest of World	36%	24%	31%	36%	16%	6%	12%	2%	(4)%	(1)%	5%	(11)%	(11)%	(11)%
GROUP	32%	23%	27%	32%	15%	8%	12%	5%	(2)%	1%	6%	(7)%	(10)%	(9)%
Operating profit† growth* <i>versus same period last year</i>														
Germany			85%	152%			17%			40%	29%			(6)%
United Kingdom & Ireland			102%	277%			(16)%			(47)%	(34)%			(63)%
Australia & New Zealand			13%	32%			(36)%			(43)%	(39)%			(60)%
Rest of World			53%	234%			(7)%			(21)%	(14)%			(65)%
GROUP			58%	128%			(8)%			(10)%	(9)%			(37)%
Conversion rate** <i>operating profit† as % of net fees</i>														
Germany			23.1%	24.1%			24.0%			28.2%	26.2%			21.9%
United Kingdom & Ireland			18.6%	16.5%			11.1%			10.4%	10.8%			4.8%
Australia & New Zealand			25.6%	26.4%			17.8%			16.2%	17.0%			8.6%
Rest of World			8.4%	9.5%			8.9%			6.8%	7.9%			3.5%
GROUP			17.4%	17.7%			14.9%			15.6%	15.2%			10.3%

*Growth is like-for-like, organic growth at constant currency. ** Excluding the one-off costs of closing our Russia business, RoW conversion rate in H2 FY22 was 10.4%, and Group conversion rate in H2 FY22 was 18.1%, and for FY22 was 18.0%. Note on periods: H2 22 represents 01-Jan-22 to 30-Jun-22. FY22 represents 01-Jul-21 to 30-Jun-22. H1 23 represents 01-Jul-22 to 31-Dec-22. H2 23 represents 01-Jan-23 to 30-Jun-23. FY23 represents 01-Jul-22 to 30-Jun-23. H1 24 represents 01-Jul-23 to 31-Dec-23.

†Operating profit is presented before exceptional items.

REST OF WORLD PERFORMANCE BY COUNTRY/MARKET

Rest of World net fees



Country/Region	Net fees (£m)	Net fee growth*	No. of offices	Consultant Headcount
France	40.0	0%	21	574
USA	24.6	(26)%	10	303
Switzerland	19.1	(4)%	4	181
Benelux	17.3	(5)%	11	235
Spain	12.8	1%	6	255
China	11.8	(22)%	5	195
Canada	10.4	(28)%	6	160
Japan	10.1	(2)%	3	189
Poland	9.7	(23)%	6	247
Italy	8.2	9%	5	141
Malaysia	5.9	(5)%	2	142
Austria	5.4	(10)%	2	51
RoW Other**	29.4	(13)%	19	556
Rest of World	204.7	(11)%	100	3,229

* Percentages represent LFL (like-for-like) growth which is organic growth at constant currency for the six months ended 31-Dec-23 versus the six months ended 31-Dec-22.

** Other represents financial results for remaining RoW markets.

Note: Pie chart represents proportion of Rest of World net fees by country / sub region.

THE AUSTRALIAN DOLLAR AND EURO REMAIN SIGNIFICANT FX TRANSLATION SENSITIVITIES FOR THE GROUP

Key FX rates and sensitivities	Six Months ended 31 December 2023	
	Average	Closing
Euro (€)	1.1587	1.1517
Australian dollar (\$)	1.9205	1.8661
Impact of a one cent change per annum	Net fees	Op profit
Euro (€)	+/- £4.9m	+/- £1.2m
Australian dollar (\$)	+/- £0.8m	+/- £0.1m

- FX rates at 20 February 2024: £1 / EUR1690; £1 / AUD1.9271
- Retranslating the Group's FY23 operating profit of £197.0m at current exchange rates would decrease the actual result by c.£6m to c.£191m

CONSULTANT HEADCOUNT AND OFFICE NETWORK



Consultants

	Consultants					Offices		
	As at 31 Dec 2023	Half-on-half		Year-on-year		As at 31 Dec 2023	As at 30 Jun 2023	Change since Jun 2023
		As at 30 Jun 2023	Change since Jun 2023	As at 31 Dec 2022	Change since Dec 2022			
Germany	2,055	2,044	1%	2,072	(1)%	26	26	-
United Kingdom & Ireland	1,800	1,935	(7)%	2,082	(14)%	85	85	-
Australia & New Zealand	887	1,071	(17)%	1,110	(20)%	38	39	(1)
Rest of World	3,229	3,540	(9)%	3,835	(16)%	100	102	(2)
Group	7,971	8,590	(7)%	9,099	(12)%	249	252	(3)



Offices

TRADING DAYS IN MAJOR MARKETS



Germany

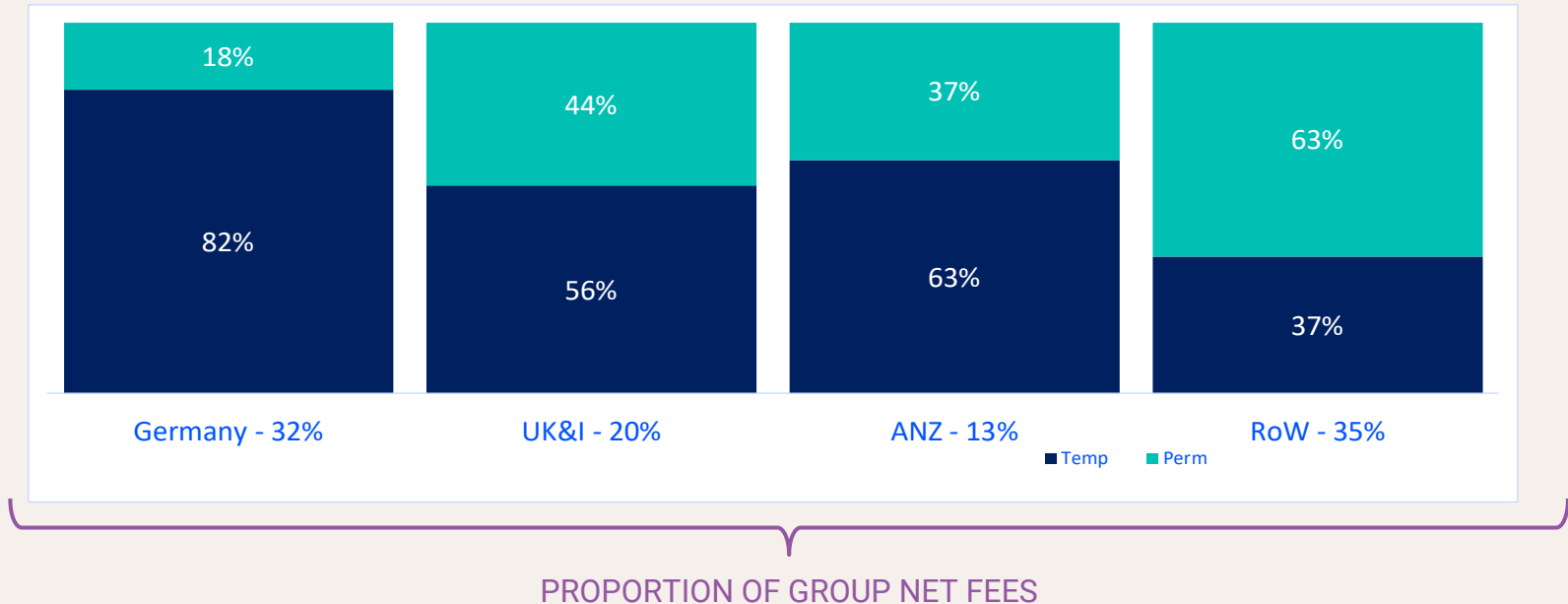
UK

Australia

Number of trading days	H1	H2	Year	H1	H2	Year	H1	H2	Year
Year ending 30 June 2023	128	123	251	129	124	253	129	123	252
Year ending 30 June 2024	126	123	249	127	125	252	128	125	253
Year ending 30 June 2025	128	121	249	129	124	253	130	123	253

BALANCED BUSINESS MODEL: SECTOR-LEADING EXPOSURE TO KEY TEMP/CONTRACTOR MARKETS, PERM-GEARED IN HIGH GROWTH AREAS

H1 24 net fees by geography and contract type



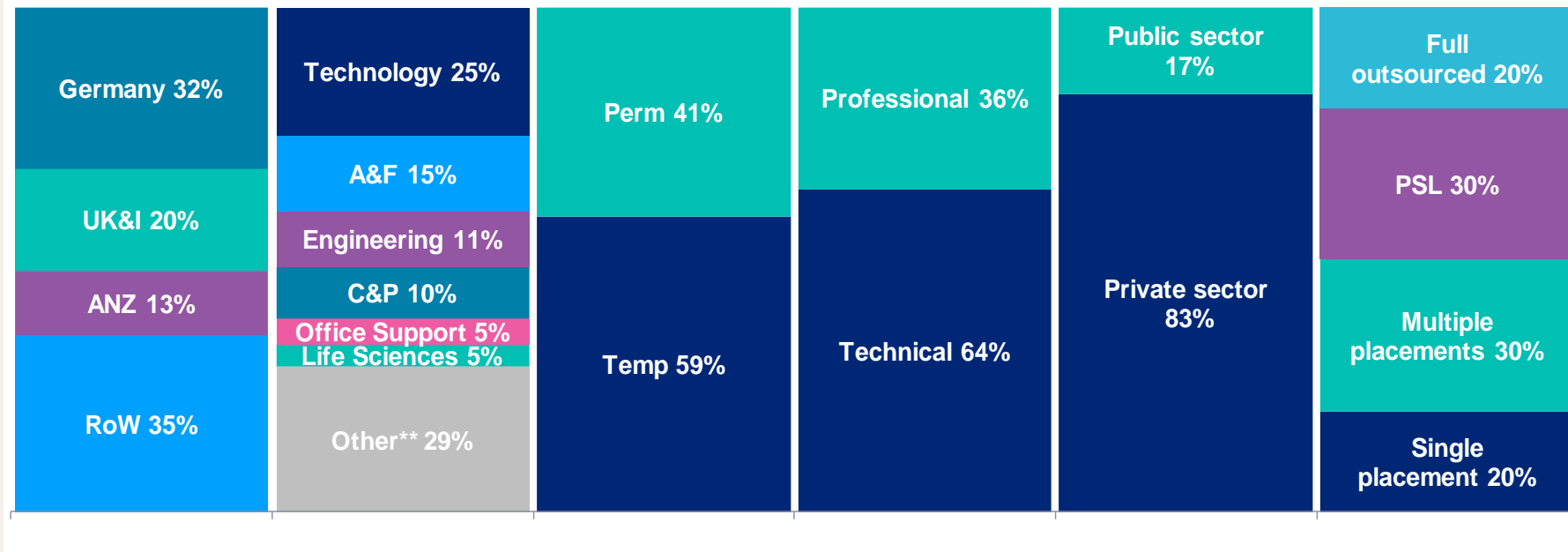
APPENDIX 2

Our strategy, business model and
investment case



A BALANCED PORTFOLIO

H1 24 net fees by type*



* Indicative purposes only based on information for the six months ended 31 December 2023.

** Major specialisms within 'Other' include: Sales & Marketing (4%) and Human Resources (4%).

MARKET-LEADING BREADTH AND DEPTH OF PLATFORM, WITH A STRONG RECORD OF ORGANIC GROWTH

21 Specialisms

33 Countries

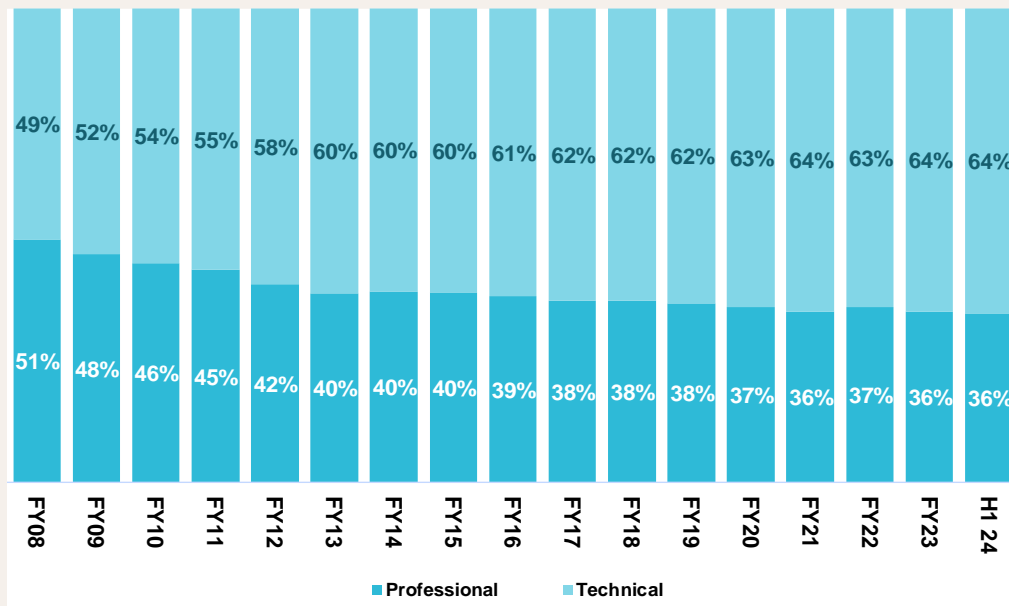
	Australia	New Zealand	Germany	UK	Ireland	Austria	Denmark	Switzerland	Sweden	Luxembourg	France	Netherlands	Belgium	Spain	Portugal	Italy	Poland	Czech Rep.	Hungary	Romania	UAE	Canada	USA	Mexico	Brazil	Chile	Colombia	Japan	China	Singapore	Malaysia	India	Thailand
Accountancy & Finance																																	
Construction & Property																																	
Technology																																	
Life Sciences																																	
Sales & Marketing																																	
Banking & Capital Markets																																	
Contact Centres																																	
Education																																	
Engineering & Manufacturing																																	
Executive																																	
Financial Services																																	
Health & Social Care																																	
Human Resources																																	
Legal																																	
Office Support																																	
Energy, Oil & Gas																																	
Procurement																																	
Retail																																	
Resources & Mining																																	
Telecoms																																	
Sustainability																																	
Specialisms*	20	13	10	18	10	4	8	10	5	10	15	7	14	10	8	8	9	10	9	6	9	11	7	8	12	9	6	10	13	11	11	6	5
Offices*	33	5	26	81	4	2	1	4	2	1	21	2	8	6	2	5	6	2	1	1	6	10	1	3	1	1	3	5	1	2	1	1	

TECHNICAL SPECIALISMS ADD TO OUR BALANCE AND RELATIVE RESILIENCE

Attributes of Technical* vs Professional** net fees

1. Investment-led hires rather than purely candidate-driven
2. More resilience towards technology changes
3. FY23 Technical net fee growth: 9.3%
4. FY23 Professional net fee growth: 8.8%

In H1 24, Technical specialisms represented c.64% Group net fees



* Technical specialisms include Engineering, Technology, Construction & Property, Life Sciences, Industry and Resources & Mining.

** Professional specialisms include Accountancy & Senior Finance, Banking, HR, Legal, Sales & Marketing, Education, Office Support and Financial Services.

PURPOSE, BEHAVIOURS, AND THE FOUR UNITED NATIONS SUSTAINABILITY GOALS (UNSDGs) WE ENDORSE

PURPOSE

We benefit society by investing in lifelong partnerships that empower people and organisations to succeed

BEHAVIOURS

Build partnerships

Think beyond

Do the right thing

UNSDG Alignment and action



- We believe responsible companies should have Equity, Diversity & Inclusion (ED&I) at their heart
- Increasing our percentage of female senior leaders* by 1.9% YoY to 44.3% as at 30 June 2023



- Over the past four years, we have placed well over 1,000,000 people worldwide in their next job
- Over 800,000 individual training courses were undertaken in FY22 via Hays MyLearning, our free-to-use online Training & Wellbeing platform



- We launched our global Green Labs initiative, which identifies and support growth in 'Green Collar' and Sustainability jobs
- We are already a large recruiter of skilled workers in low carbon, social infrastructure and ESG roles, and we are investing to grow these areas
- Our MyLearning portal gives access to training for candidates, with many courses free, supporting marginalised groups to access labour markets



- Having become a carbon neutral company in 2021, in March 2022, the Science-Based Targets initiative (SBTi) approved Hays' Science-Based targets to reduce i) absolute scope 1 and 2 GHG emissions by 50% by FY26; ii) absolute scope 3 GHG emissions from purchased goods and services and capital goods by 50% by FY30; and, iii) absolute scope 3 GHG emissions from business travel by 40% by FY26

OUR WORLDWIDE PLATFORM PROVIDES A PIPELINE OF FUTURE GROWTH OPPORTUNITIES AND LEADERSHIP IN ALL CORE MARKETS

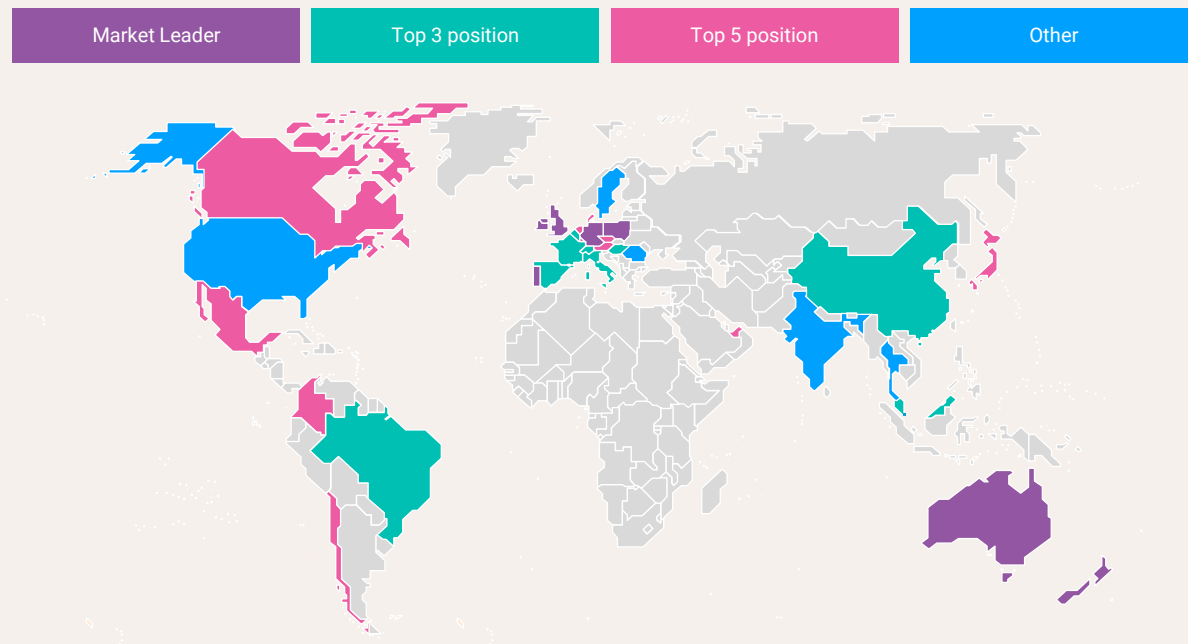
Hays' market positioning*

TOP 3

Australia	Malaysia
Belgium	New Zealand
Brazil	Poland
France	Portugal
Germany	Singapore
Greater China	Spain
Hungary	Switzerland
Ireland	UK
Italy	

TOP 5

Austria	Japan
Canada	Luxembourg
Chile	Mexico
Colombia	Netherlands
Czech Rep.	UAE
Denmark	

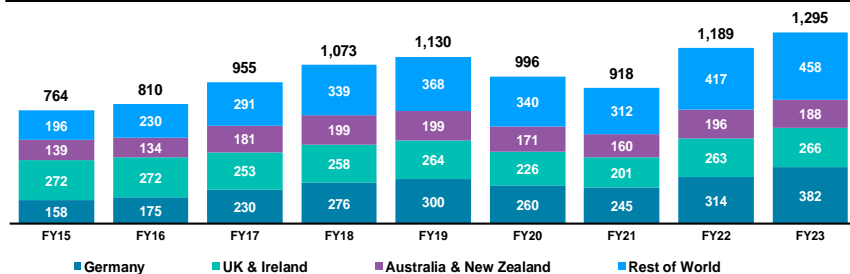


APPENDIX 3

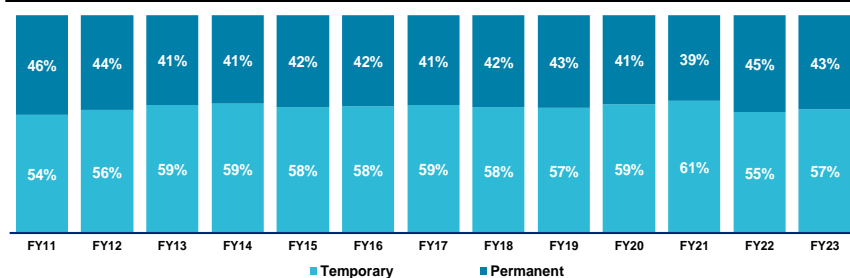


FINANCIAL ARCHIVE – NET FEES, OPERATING PROFIT AND CONSULTANT HEADCOUNT

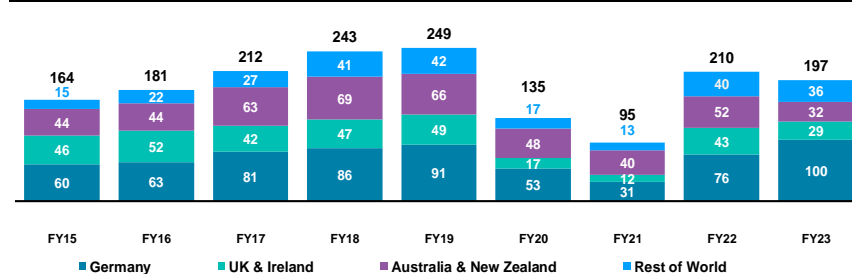
£ Net fees by division (£m)



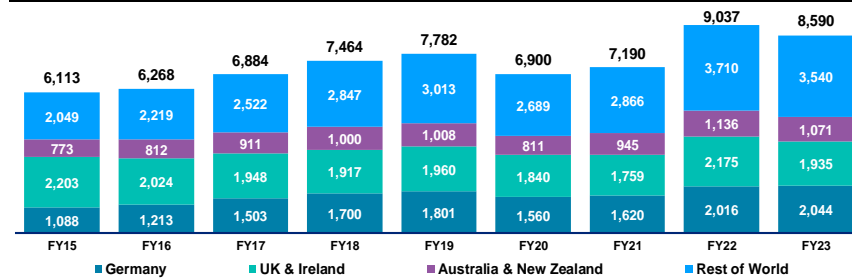
% Net fees by contract type (%)



£ Operating profit[‡] by division (£m)



👤 Closing consultant headcount



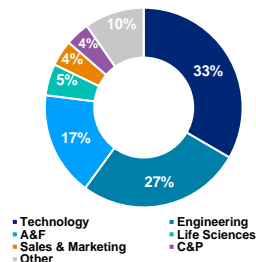
GERMANY PROFILE – 32% OF GROUP NET FEES AND 68% OF GROUP PROFIT



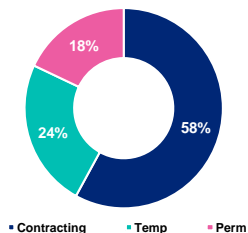
Snapshot

- #1 market position*
- Structurally developing market
- Sectoral diversification

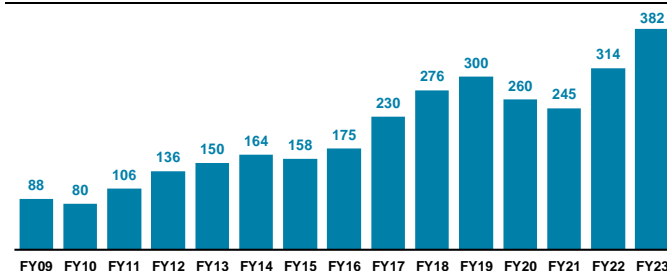
Net fees by specialism (H1 24)



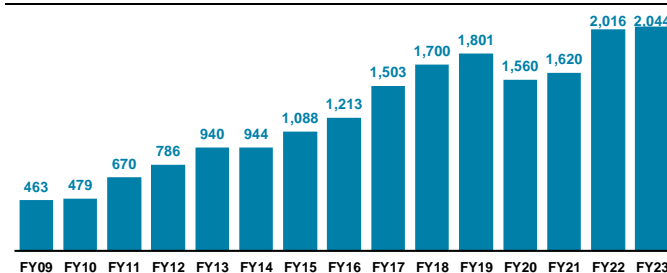
Net fees by contract type (H1 24)



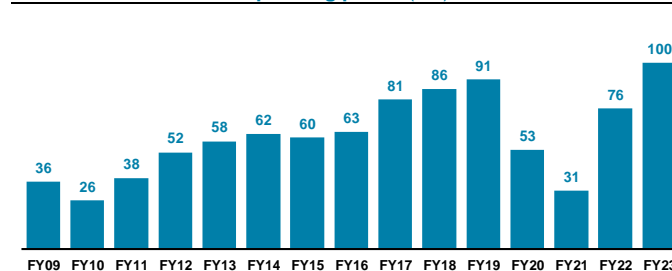
£ Historical headline net fees (£m)



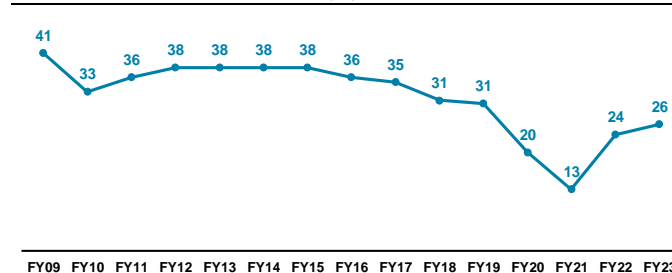
👥 FY Consultant Headcount



£ Historical headline operating profit[‡] (£m)



% Historical conversion rates (%)



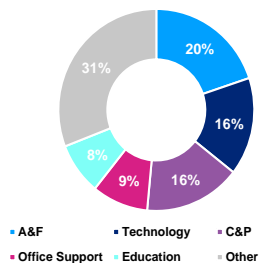
UK & IRELAND PROFILE – 20% OF GROUP NET FEES AND 9% OF GROUP PROFIT



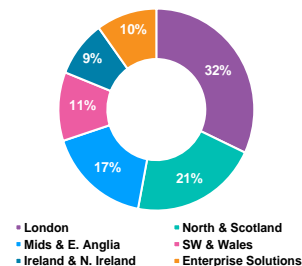
Snapshot

- #1 market position*
- Diverse sector exposure
- Nationwide coverage

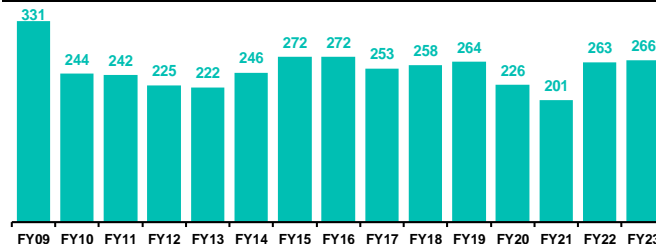
Net fees by specialism (H1 24)



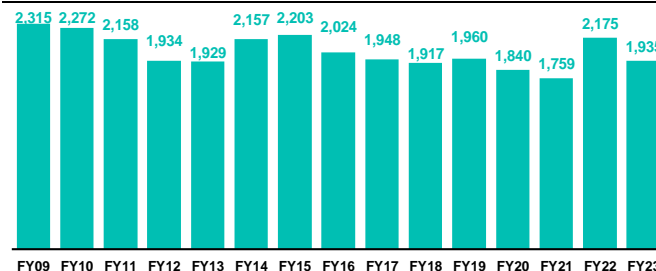
Net fees by region (H1 24)



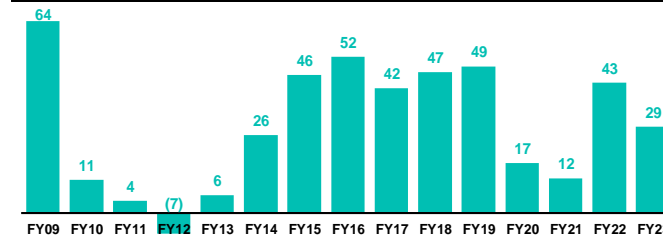
£ Historical headline net fees (£m)



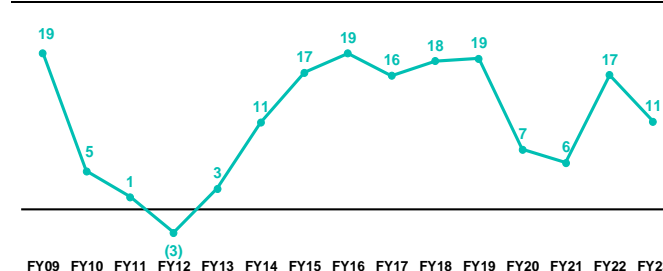
👤 FY Consultant Headcount



£ Historical headline operating profit† (£m)



% Historical conversion rates (%)



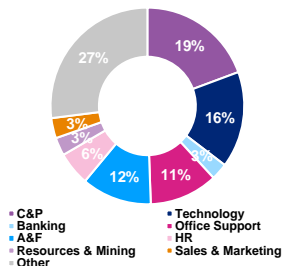
AUSTRALIA & NEW ZEALAND PROFILE – 13% OF GROUP NET FEES, WITH AUSTRALIA REPRESENTING 92% OF DIVISIONAL NET FEES



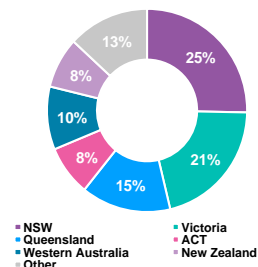
Snapshot

- #1 market position*
- Diverse sector experience
- Geographical diversification

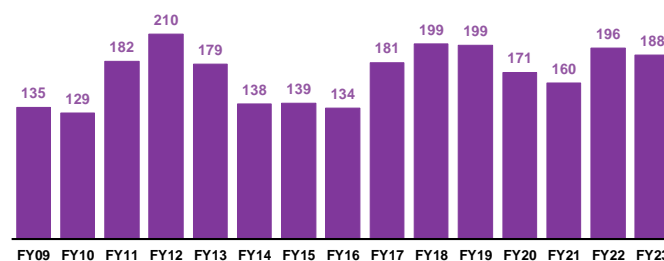
Net fees by specialism (H1 24)



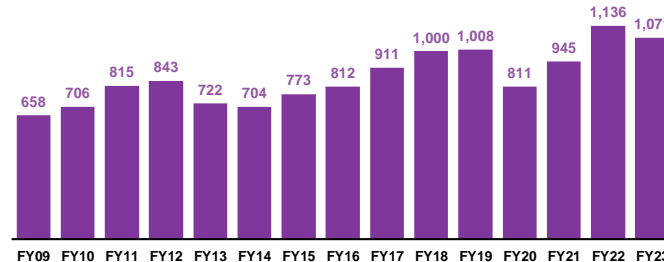
Net fees by region (H1 24)



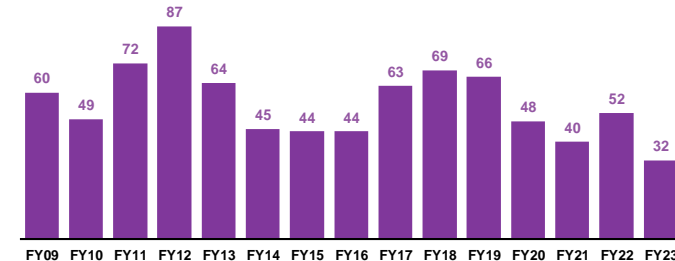
£ Historical headline net fees (£m)



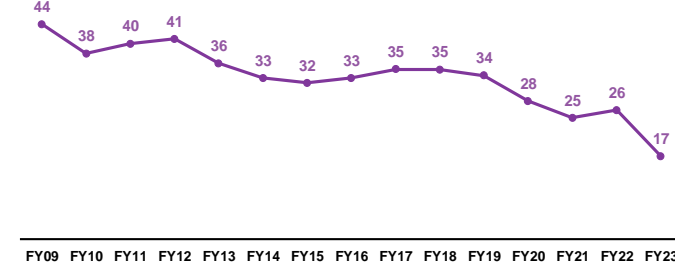
👥 FY Consultant Headcount



£ Historical headline operating profit* (£m)



% Historical conversion rates (%)

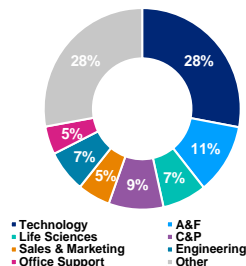


REST OF WORLD PROFILE – REPRESENTS 35% OF GROUP NET FEES, WITH FRANCE OUR LARGEST RoW MARKET

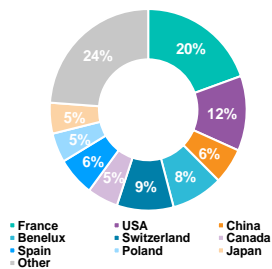
Snapshot

- Structural growth opportunities
- Diverse sector exposure
- Geographical diversification

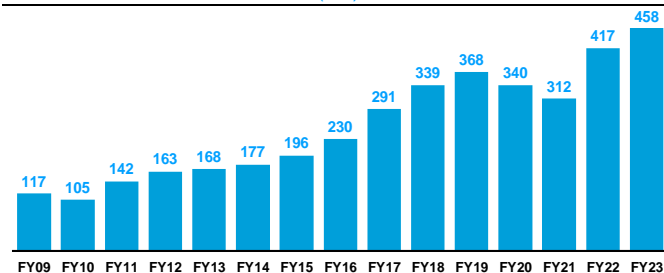
Net fees by specialism (H1 24)



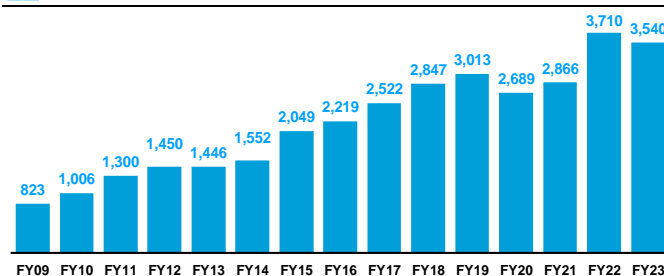
Net fees by region (H1 24)



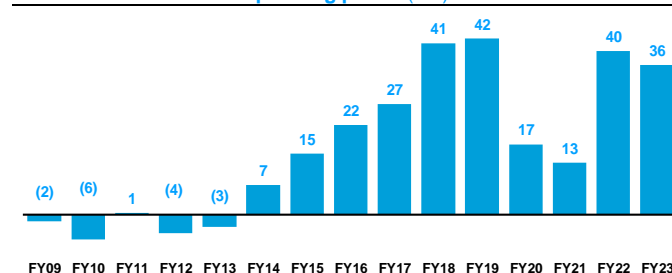
Historical headline net fees (£m)



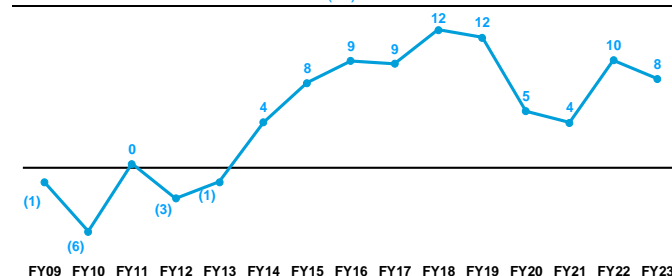
FY Consultant Headcount



Historical headline operating profit[‡] (£m)



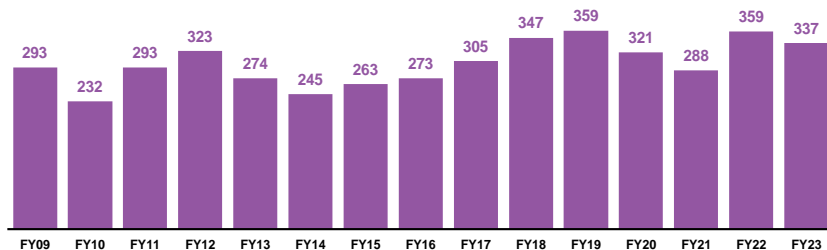
Historical conversion rates (%)



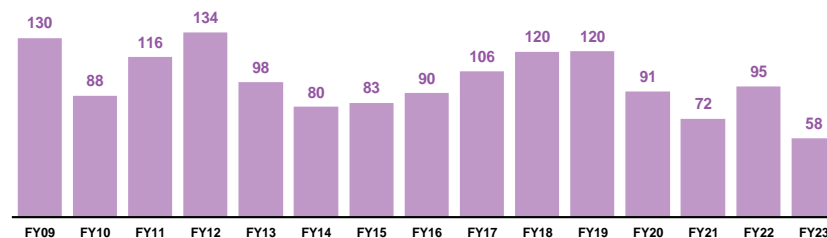
FINANCIAL ARCHIVE

NET FEES AND OPERATING PROFIT (LOCAL CURRENCY)

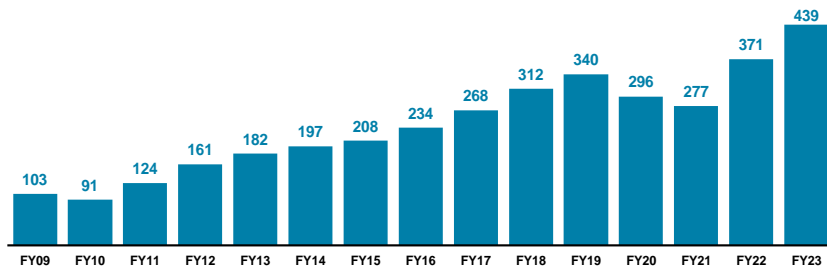
\$ Australia & New Zealand - Historical net fees (AUDm)



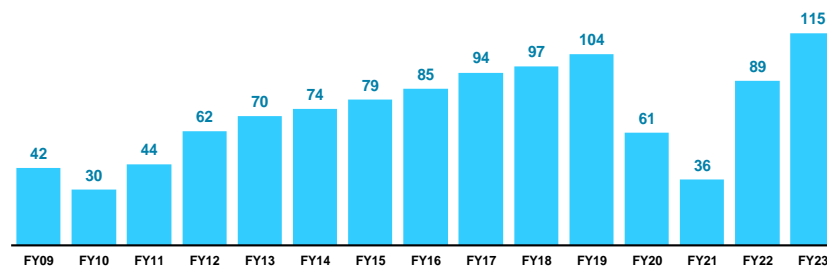
\$ Australia & New Zealand - Historical operating profit[‡] (AUDm)



€ Germany - Historical net fees (EURm)



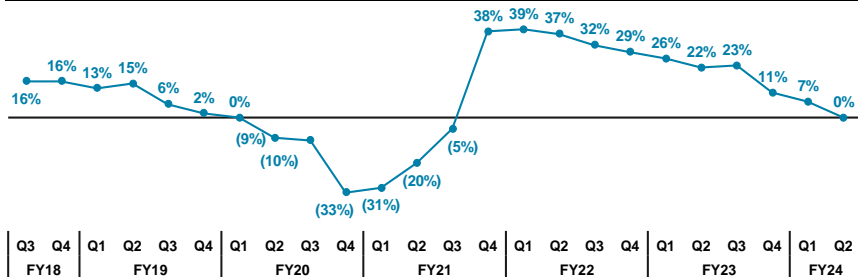
€ Germany - Historical operating profit[‡] (EURm)



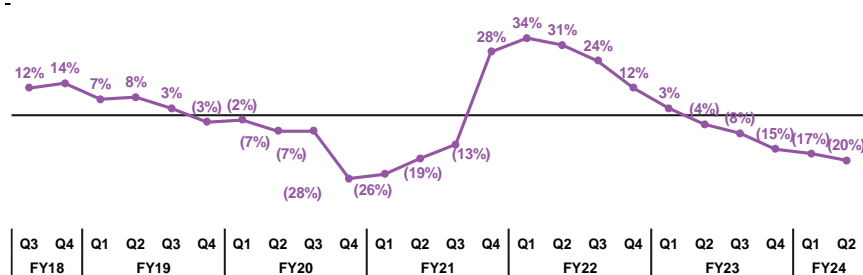
FINANCIAL ARCHIVE

QUARTERLY NET FEE GROWTH

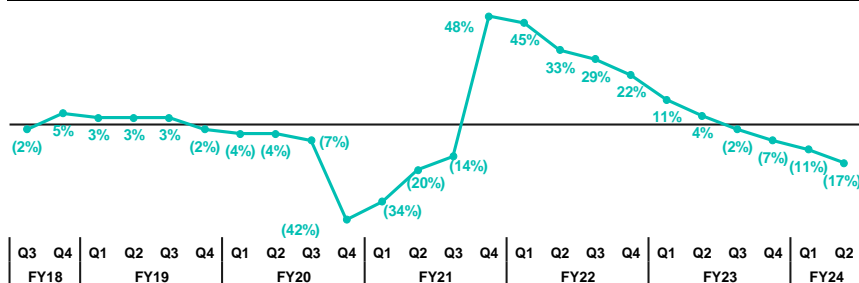
% Germany



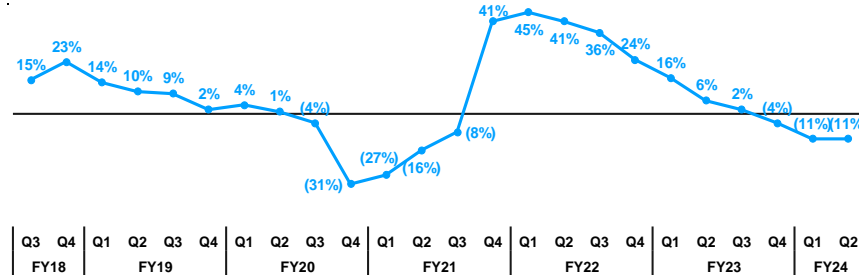
% Australia & New Zealand



% UK & Ireland



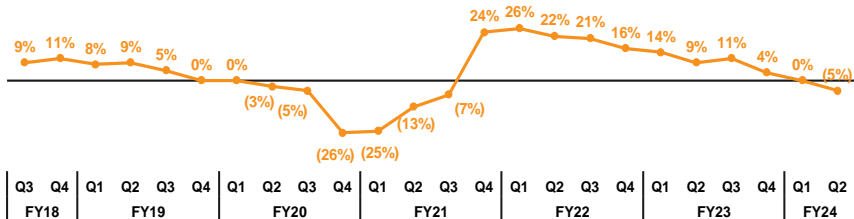
% Rest of World



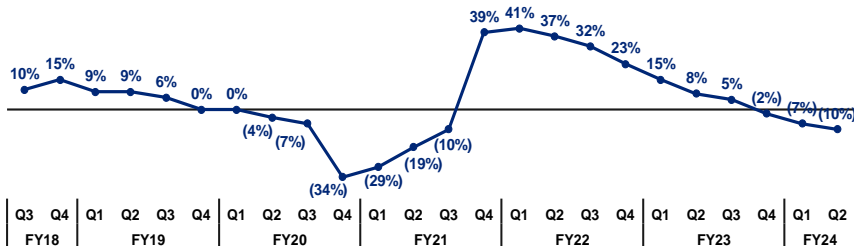
FINANCIAL ARCHIVE

QUARTERLY NET FEE AND CONSULTANT GROWTH

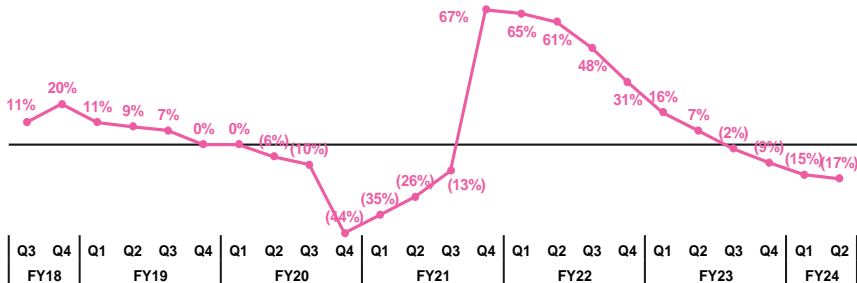
% Temp Fees



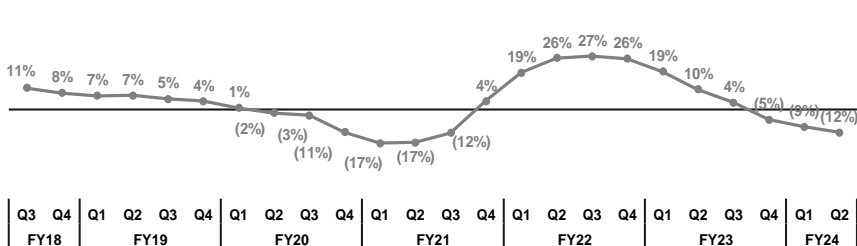
% Group Total



% Perm Fees



% End-of-quarter Consultant Headcount





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your tomorrow

FURTHER INFORMATION

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