HALF-YEAR RESULTS FOR THE SIX MONTHS ENDED 31 DECEMBER 2025

#CreateTomorrowTogether

HAYS

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AGENDA

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1.
OPERATIONAL & STRATEGIC REVIEW

HAYS

GOOD STRATEGIC PROGRESS & DECISIVE ACTION TO IMPROVE PRODUCTIVITY

Net Fees	(9)% to £453.3m
Op Profit ‡	(25)% to £20.1m
EPS ‡	(43)% to 0.46p
Net Cash	£40.3m

Net Fees

- Group net fees down 9% to £453.3m
- Temp & Contracting net fees decreased by 7%, with volumes relatively resilient through the half
- Perm net fees decreased by 14% as markets remain challenging in the majority of our countries
- The proportion of our business delivering YoY net fee growth increased from c.15% in Q1 to c.20% in Q2

Operating Profit

- Operating profit‡ down 25% to £20.1m
- Conversion rate down 70bps to 4.4%
- Consultant headcount down 15% YoY to improve resource allocation & productivity
- Strong c.£15m annualised structural cost savings delivered in H1 26 versus our new c.£45m pa target by end FY29
- Improved profit performances in the UK&I and ANZ
- Restructuring actions drove an £8.8m exceptional charge

Strategic Progress

- Executing well against our Five Levers strategy
- Consultant net fee productivity has increased for nine consecutive quarters and was up a sector-leading 7% YoY
- Resilient Enterprise Solutions net fees
- Improved business mix, through resilient Temp & Contracting net fees and a reshaped country portfolio
- Building a next generation Hays Digital Platform

Strong net fee productivity growth and structurally improved cost base limited the operating profit decline

HAYS

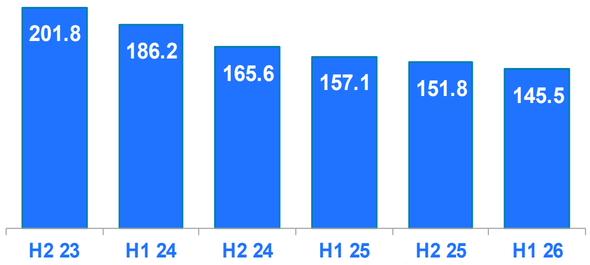
Unless otherwise stated all growth rates are like-for-like (LFL), representing year-on-year (YoY) organic growth of continuing operations at constant currency.
‡Operating profit and EPS are presented before exceptional items.
Conversion rate represents percentage of net fees converted into pre-exceptional operating profit.

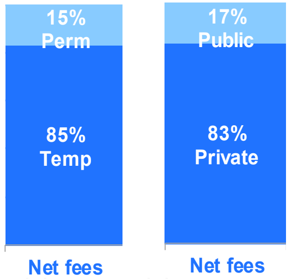
SEQUENTIALLY STABLE VOLUMES THROUGH H1 BUT LOWER HOURS WORKED; ACTION TAKEN TO IMPROVE H2 PERFORMANCE

Germany – Financial overview

Six months to 31 December	2025	2024	Actual growth	LFL growth	H1 26 share of Group
Net fees	£145.5m	£157.1m	(7)%	(11)%	32%
Operating profit‡	£20.6m	£27.5m	(25)%	(28)%	
Conversion rate	14.2%	17.5%	(330)bps		
Consultants	1,543	1,784	(14)%		
Offices	26	26	+0		

Net fees (£m)





Net fees **down 11%**; operating profit‡ **down 28%**

- Temp & Contracting (85% of fees) decreased by 9%, with volumes remaining solid but impacted by decline in average hours worked. Overall, volumes down 9% and average hours worked down 3%, partially offset by a 3% increase in pricing and mix
- Perm (15% of fees) challenging down 19% driven by a 19% volume decline, while pricing was flat YoY
- Technology and Engineering down 5% and 19%, respectively
- Construction & Property up 40% driven by our focus on infrastructure and energy sectors. Increased from 4% of net fees in FY24 to 8% in H1 26

Key actions

- Significant actions taken in Q2 to restructure Germany, reduce non-consultant headcount, and secure further structural cost savings which will benefit our second half
- Period end consultant headcount decreased by 14% YoY. Consultant net fee productivity increased by 3% YoY, driven by our ongoing resource allocation initiatives

HAYS

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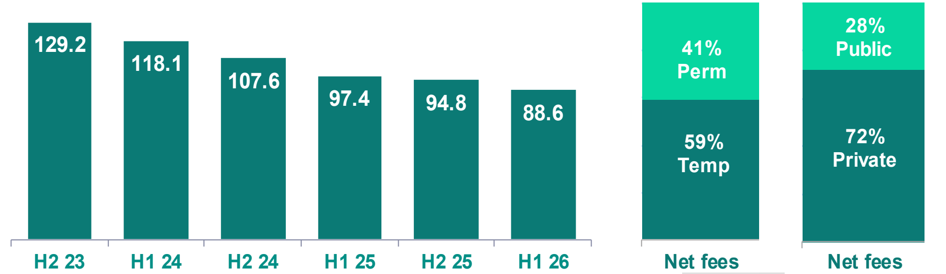
OUR ACTIONS HAVE DRIVEN A RETURN TO PROFITABILITY

UK & Ireland (UK&I) – Financial overview

Six months to 31 December	2025	2024	Actual growth	LFL growth	H1 26 share of Group
Net fees	£88.6m	£97.4m	(9)%	(9)%	20%
Operating profit‡	£2.0m	£(6.5)m	131%	131%	
Conversion rate	2.3%	(6.7)%	+900bps		
Consultants	1,176	1,503	(22)%		
Offices	55	70	(15)		

Net fees (£m)



Net fees **down 9%**; operating profit‡ £2.0m, up 131%

- Temp & Contracting net fees decreased by 8% with relative resilience in the private sector but continued tough market conditions in public. Temp volumes down 12%, partially offset by price and margin mix up 4%
- Perm net fees were tough but stable, decreasing by 10%, with volumes down 14%, partially offset by a 4% increase in average Perm fee as we focused on higher salary placements
- Technology up 1% moved back into positive YoY growth for the first time since Q2 23. Enterprise Solutions grew by 4%

Key actions

- Period end consultant headcount down 22% YoY, reflecting active management of consultant population towards higher value placements and stronger margins. Consultant net fee productivity growth accelerated to 15% in H1 26
- Average candidate salary growth accelerated from 5% in Q1 to 8% in Q2
- Project Services (Statement of Work based solutions) launched in Q2
- Secured structural savings in front and back-office functions, introduced a new regional structure, and optimised our office portfolio

HAYS

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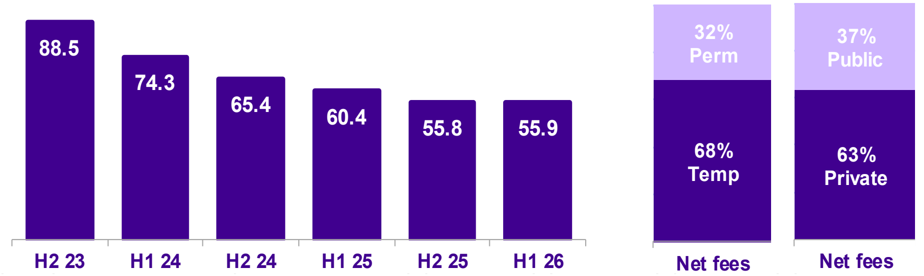
Conversion rate represents percentage of net fees converted into pre-exceptional operating profit.

FOCUS ON OPERATIONAL RIGOUR & COSTS DRIVES IMPROVED PROFIT PERFORMANCE

Australia & New Zealand (ANZ) – Financial overview

Six months to 31 December	2025	2024	Actual growth	LFL growth	H1 26 share of Group
Net fees	£55.9m	£60.4m	(7)%	(3)%	12%
Operating profit‡	£4.2m	£1.4m	200%	223%	
Conversion rate	7.5%	2.3%	+520bps		
Consultants	645	714	(10)%		
Offices	29	35	(6)		

Net fees (£m)



Net fees **down 3%**; operating profit‡ up **223%**

- Temp & Contracting down 3%, with volumes down 8% but improving modestly through the half
- Perm net fees decreased by 4%, with volumes down 5%, but we returned to positive YoY growth in Q2 for the first time since Q1 23
- Australia, 95% of ANZ net fees, decreased by 2%. New Zealand net fees decreased by 16%
- Construction & Property was stable. Technology down 2% but Temp & Contracting volumes improved through the half

Key actions

- Period-end consultant headcount down 10% YoY. Consultant net fee productivity up 7% YoY, driven by our focus on resource allocation
- Driven by higher fee rates, our Permanent placement fee and average Temp & Contracting fee increased by 5% YoY in Q2
- Continued to deliver structural cost savings which supported a 223% increase in pre-exceptional profit
- Closed 6 offices in H1 26

HAYS

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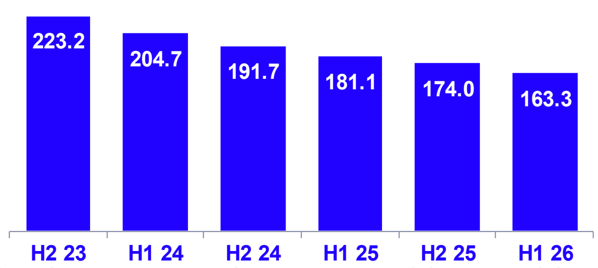
Conversion rate represents percentage of net fees converted into pre-exceptional operating profit.

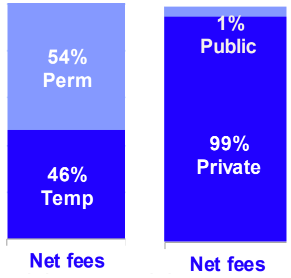
LOSS-MAKING DUE TO CHALLENGING MARKETS IN NORTHERN EUROPE

Rest of World (RoW) – Financial overview

Six months to 31 December	2025	2024	Actual growth	LFL growth	H1 26 share of Group
£ Net fees	£163.3m	£181.1m	(10)%	(10)%	36%
£ Operating loss‡	£(6.7)m	£3.1m	(316)%	(292)%	
% Conversion rate	(4.1)%	1.7%	(580)bps		
Consultants	2,395	2,809	(15)%		
Offices	88	94	(6)		

Net fees (£m)





Net fees **down 10%**; operating loss‡ **down 292%**

- Temp & Contracting more resilient, net fees down 3%, but five of our Focus countries delivered YoY growth. Perm down 16%

<u>**EMEA ex-Germany** (62% of RoW fees)</u>

- Net fees down 12%, driven by France, down 20%
- All-time record net fees in Spain and Portugal, up 12% and 10% respectively and record profit performances in both

<u>**Americas** (21% of RoW fees)</u>

- Net fees down 10%, led by the USA, down 8%, due to the loss of a material RPO contract which was taken back in-house
- Latam more challenging, down 20%

<u>**Asia** (17% of RoW fees)</u>

- Net fees down 1%. Japan up 1% and China and Hong Kong grew by 2% and 12% respectively, but offset by Malaysia, down 18%

Key actions

- Actions taken to address productivity and costs in France are being delivered on plan so we expect an improved performance in the second half
- Operations and back-office functions restructured in Belgium and The Netherlands
- Exited Thailand in December 2025 & post period end, closed our recruitment operations in Mexico to align country portfolio with key global markets

HAYS

‡Operating profit is presented before exceptional items.
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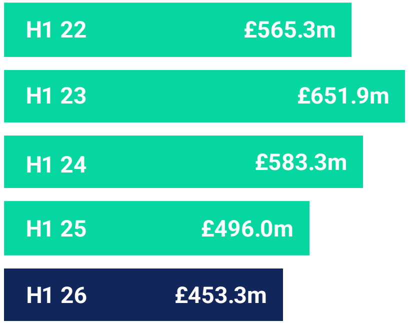
Conversion rate represents percentage of net fees converted into pre-exceptional operating profit.

2.
FINANCIAL REVIEW

HAYS

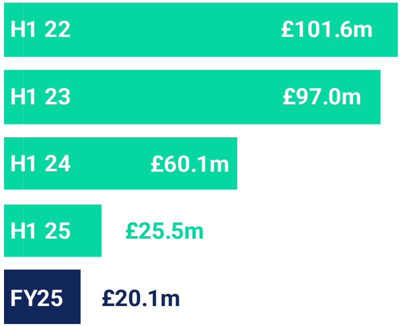
OPERATING PROFIT‡ DOWN 25%, CASH GENERATION REMAINS STRONG

Net fees



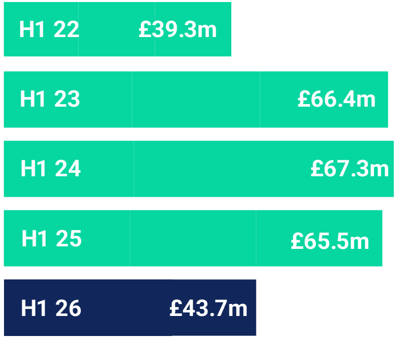
Net fees
£453.3m
9% decrease*

Operating profit‡



Operating profit‡
£20.1m
25% decrease*

Cash from Operations‡



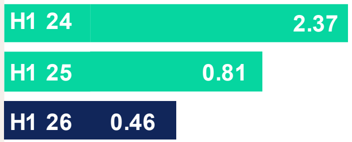
Cash from Operations‡
43.7m
£40.3m closing net cash

HAYS

‡FY26, FY25 and FY24 results are presented before exceptional items. There were no exceptional items in FY22 or FY23.
*Unless otherwise stated all growth rates are like-for-like (LFL), representing year-on-year (YoY) organic growth of continuing operations at constant currency.

EPS‡ DOWN 43%. DRIVEN BY LOWER OPERATING PROFIT, HIGHER NET FINANCE CHARGE AND HIGHER EFFECTIVE TAX RATE

Basic EPS‡ (p)



Income Statement

Six months ended 31 December	2025 £m	2024 £m	Reported growth	LFL* growth
Turnover	3,252.5	3,365.4	(3)%	**(3)%**
Net fees	453.3	496.0	(9)%	**(9)%**
Operating profit‡	20.1	25.5	(21)%	**(25)%**
Net finance charge	(6.7)	(6.5)		
Profit before tax‡	**13.4**	**19.0**	(29)%	
Tax**	(4.3)	(6.1)		
Profit after tax‡	9.1	12.9	(29)%	
Basic Earnings per share‡***	**0.46p**	**0.81p**	(43)%	
Basic weighted average number of shares in issue***	1,595.7m	1,588.5m		
Shares in issue*** at: 31 December 2025	1,599.1m			
Shares in issue*** at: 25 February 2026	1,599.1m			

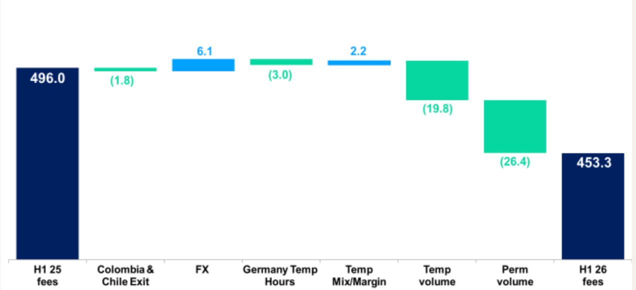
Exchange rate movements increased net fees and operating profit by £6.1m and £1.3m respectively

HAYS

‡Operating profit, profit before tax, profit after tax and EPS are presented before exceptional items.
*Unless otherwise stated all growth rates are like-for-like (LFL), representing year-on-year (YoY) organic growth of continuing operations at constant currency.
** Our Effective Tax Rate in the half was 44.8%. H1 25 was 32.1%. We expect the ETR will be c.45% in FY26.
*** Excluding shares held in Treasury.

NET FEE DECLINE DRIVEN BY LOWER PERM VOLUMES AND REDUCED GERMANY WORKING HOURS

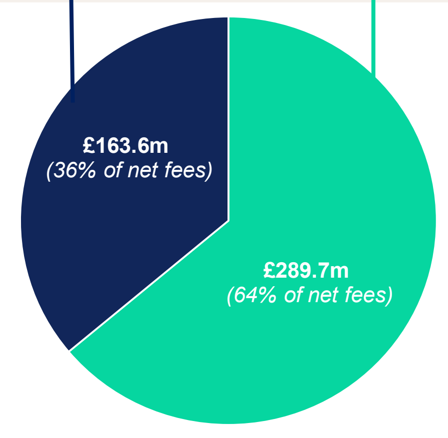
Drivers of net fees (£m)



Permanent net fees*

(14)%	Net fee decrease
(14)%	Volume decrease
0%	Average Perm fee

- Perm volumes down 14%, as weak client and candidate confidence drove below-normal conversion of activity to placement
- Average Perm fee was flat, with increases UK&I and ANZ offset by placement mix with volume reductions in high value markets such as Germany and Northern Europe
- Global wage inflation at c.2%-3%



Temp & Contracting net fees*

(7)%	Net fee decrease
(7)%	Volume decrease
(1)%	Decrease in average hours worked
1%	Underlying Temp margin** and mix

- 7% volume decline
- Further 1% headwind from fewer average hours worked in Germany
- Average placement fee up 1% from improved specialism and geographical mix, with a 20bps YoY reduction in underlying temp margin to 14.6%

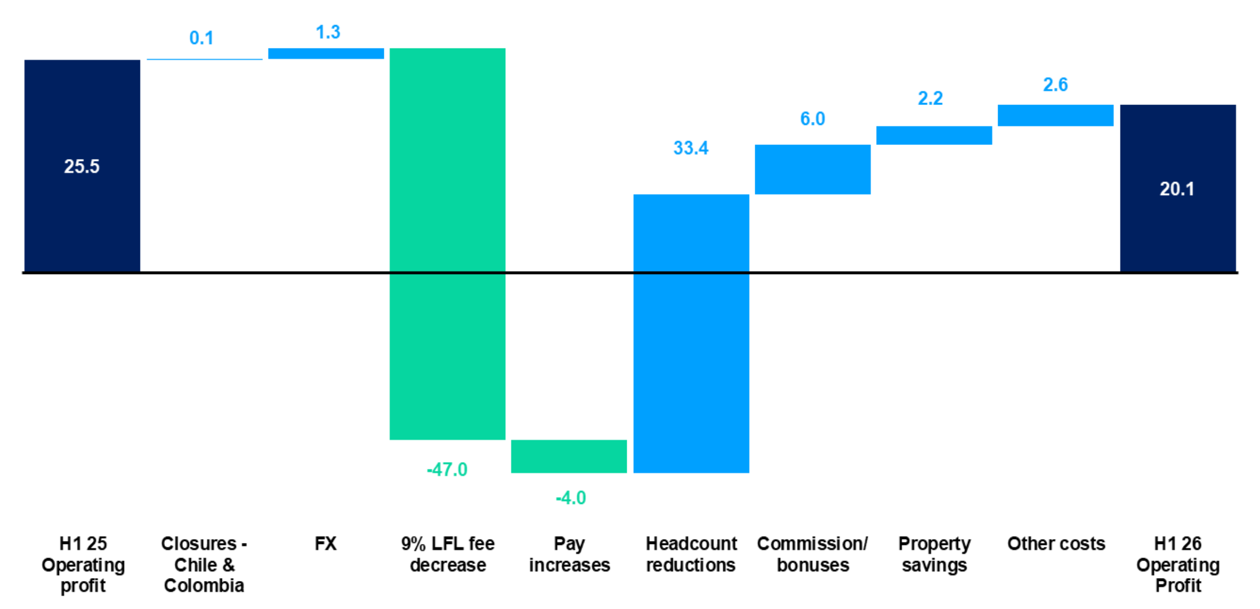
Net fee decline primarily driven by lower volumes

HAYS

*Growth rates and margin change are for the six months ended 31 December 2025 versus the six months ended 31 December 2024 on a like-for-like basis which is organic growth of continuing operations at constant currency.
** The underlying Temp margin is calculated as Temp net fees divided by Temp gross revenue and relates solely to Temp placements in which Hays generates net fees and specifically excludes transactions in which Hays acts as agent on behalf of workers supplied by third-party agencies and arrangements where the Group provides major payrolling services.

DECISIVE ACTIONS TO MANAGE COST BASE AND PROTECT PROFITABILITY

H1 26 operating profit‡ bridge (£m)



Payroll

- Consultant headcount reduced by 15% YoY
- Non-consultant headcount reduced by 6% YoY
- Commission and bonuses down £6.0m in line with net fee decline
- Average pay increase of 2.5% from 1 July 2025

Other overhead costs

- Property savings of £2.2m driven by closure and consolidation of 27 offices, as part of operational restructurings
- Other cost savings in travel & entertainment and marketing spend

‡Operating profit is presented before exceptional items.

c.£15M PER ANNUM STRUCTURAL COST SAVINGS SECURED IN H1, MAKING STRONG PROGRESS TOWARDS NEW FY29 c.£45M PER ANNUM TARGET

Annualised cost reductions delivered in H1 26 (£m)

Back-office efficiency programmes — Structural

- Achieved through our global Finance and Technology Transformation programmes
- Restructured back-office functions in Germany, UK&I, ANZ and Asia

Operational restructurings — Structural

- Operational restructure in UK&I and Germany
- Restructured Global Enterprise
- Exited operations in Thailand

Consultant headcount/ commission & bonus — Cyclical

- Aligned consultant capacity to demand at a business line level
- Improved resource allocation and operational rigour drove 7% YoY consultant productivity growth
- Commissions and bonuses reduced

Significant actions delivered to protect profitability in H1

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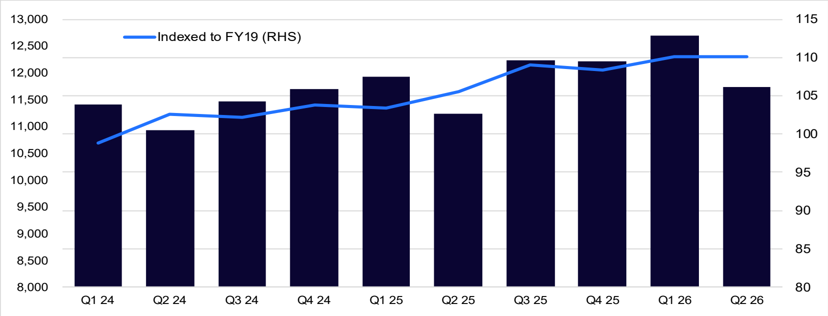
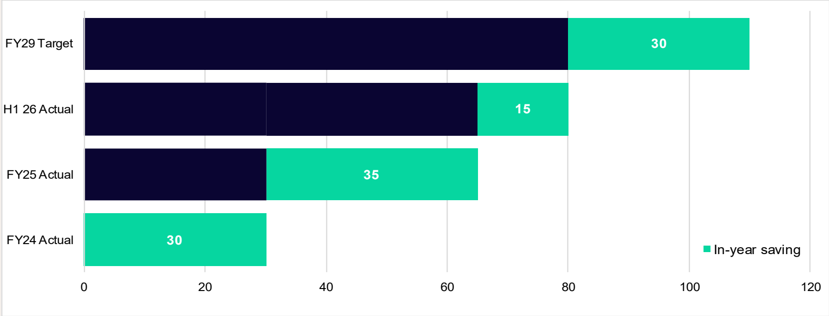
CONSULTANT PRODUCTIVITY UP 7%, GROWTH FOR NINE CONSECUTIVE QUARTERS WHILE SECURING STRUCTURAL COST SAVINGS

Net fees per consultant FY24 - H1 26 (£ per period)



- Consultant net fee productivity increased by a sector leading 7% YoY in H1
- On a seasonally adjusted basis, productivity has increased for nine consecutive quarters
- Forensic analysis of our business lines to reallocate consultants to those with the most attractive long-term structural growth opportunity

Cumulative annual structural cost savings delivered (£m)



- c.£15m annualised structural cost savings secured in H1 26
- Strong progress against our ambition to secure c.£45m per annum between end FY25 and end FY29
- Total savings since the start of FY24 are now c.£80m per annum
- £8.8m exceptional cost in H1 26

We have secured c.£80m annualised structural savings since the start of FY24

HAYS

EXCEPTIONAL COST OF £8.8 MILLION IN H1 26

Six months ended 31 December 2025 (£m)	Net fees	Operating profit	Profit before tax	Tax	Profit after tax	EPS (p)
H1 26 Pre-exceptional	453.3	20.1	13.4	(6.0)	7.4	0.46
Operational Restructuring	-	(7.3)	(7.3)	1.7	(5.6)	(0.35)
Technology and Finance Transformation	-	(1.5)	(1.5)	-	(1.5)	(0.09)
H1 26 Post-exceptional	453.3	11.3	4.6	(4.3)	0.3	0.02

Operating Restructure

- Restructuring sales operations & back-office functions in Germany
- UK&I restructure of regional management & several back-office functions and closed four offices
- ANZ & Asia restructure of several back-office functions and closed our operations in Thailand
- In aggregate, we incurred £7.3 million costs related to senior management and back-office employee redundancies

Technology and Finance Transformation

- £1.5 million charge in relation to the multi-year Technology and Finance Transformation programmes, incurred as part of the Group's strategy to build a more efficient back-office

An ongoing transformation to improve alignment with the Five Levers strategy

SLIGHTLY HIGHER INTEREST CHARGE DRIVEN BY HIGHER RCF DRAWDOWN. HIGHER EFFECTIVE TAX RATE‡ (ETR) of 44.8% DRIVEN BY TAX LOSSES & DISALLOWABLES

Finance charge and taxation	Six months ended 31 December	
	2025	2024
Finance charge	£m	£m
IFRS 16 interest on lease liabilities (non-cash)	(2.4)	(2.3)
Net interest charge on debt*	(4.1)	(3.4)
IAS 19 pension charge (non-cash)	-	(0.8)
Unwind of discount on provisions	(0.2)	-
Net finance charge	(6.7)	(6.5)

- We expect the net finance charge for FY26 to be c.£13 million, slightly below FY25 due to the impact of the defined benefit pension buy-in and lower utilisation of our revolving credit facility in H2 26, driven by improving working capital

Taxation

Effective tax rate‡ (ETR)	44.8%	32.1%

- The higher ETR was driven primarily by the impact of tax losses in some country operations in H1 26, against which there was no corresponding deferred tax asset recognition, together with the impact of disallowable items
- We expect the Group's ETR in FY26 to be c.45%, consistent with the first half, assuming no material change in geographic mix of profits, and to reduce as profits rebuild over time

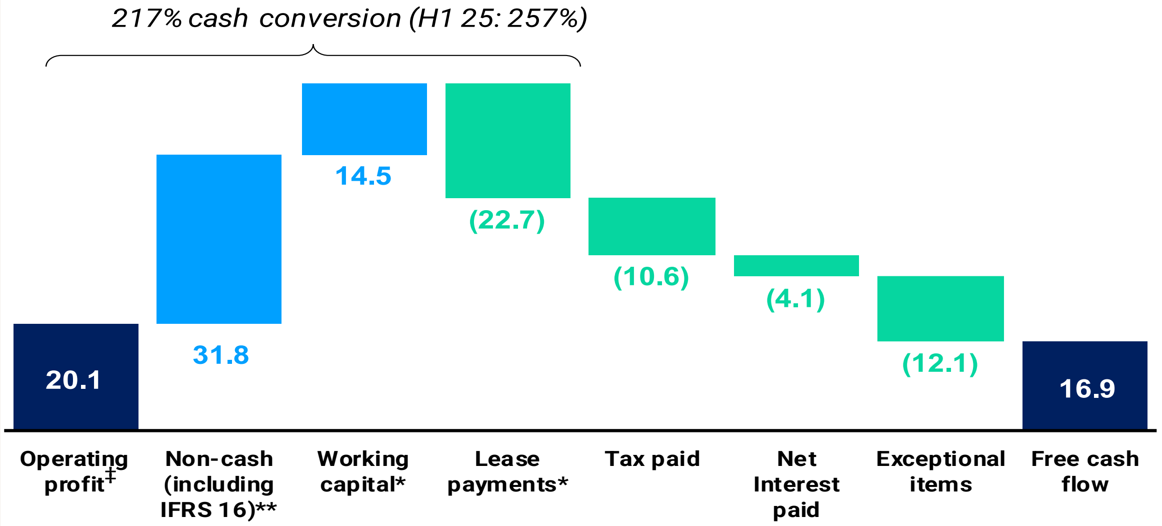
HAYS

‡Pre-exceptional tax rate. Including impact of exceptional items, H1 26 ETR of 93.5%.
*Includes amortisation of arrangement fees.

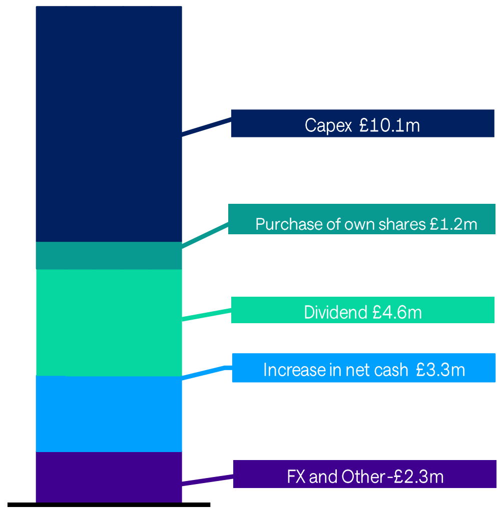
STRONG CASH PERFORMANCE, WITH 217% CASH CONVERSION

Cash from operations* (£m)

Operating profit‡ to free cash flow bridge (H1 26, £m)



Uses of cash flow (H1 26)



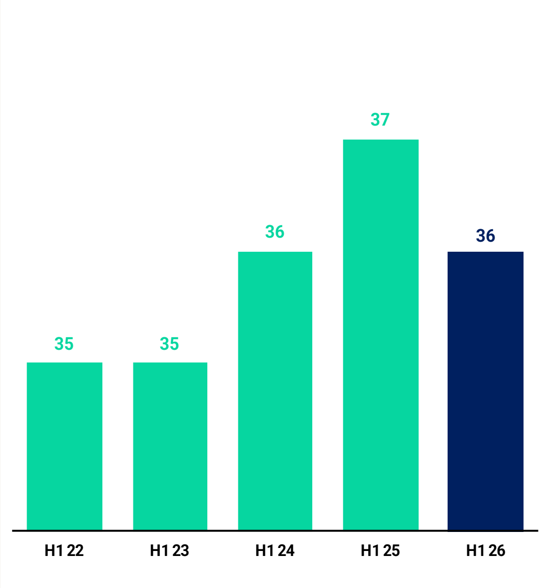
FY26 capex guidance reduced by c.£5m to c.£30m

HAYS

‡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 £22.7m (H1 25: £27.1m) within the CFO calculation and excluded exceptional cost cash items of £8.8 million. The cash impact of the exceptional charge in the year was £4.6 million, with an additional £7.5 million of cash payments in respect of the prior year exceptional charge.
** Non-cash comprises depreciation and amortisation (including depreciation chargeable under IFRS 16), share-based payments and net movement in provisions.

DEBTOR DAYS IMPROVED SLIGHTLY AND REMAIN BELOW PRE-PANDEMIC LEVELS

Debtor days (Days Sales Outstanding)



Cash position overview

NET CASH POSITION
H1 26 ended with net cash of £40.3m

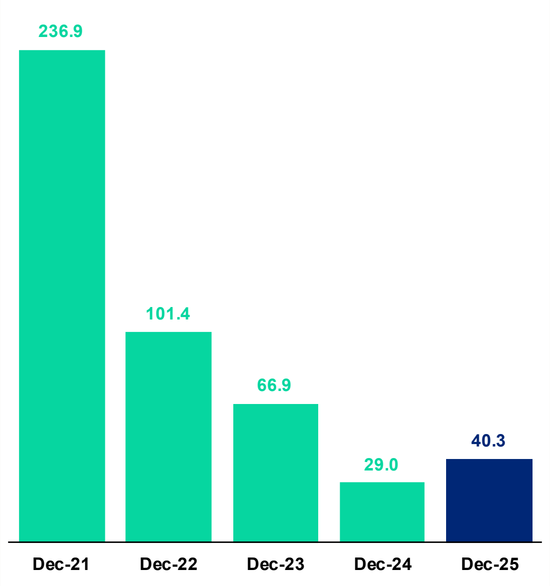
DEBTOR DAYS
Improved to 36 days (H1 25: 37 days). Group bad debt write-offs remain in line with FY25

£240 MILLION BANK FACILITY
Increased five year £240m facility agreed in October 2024

EBITDA/INTEREST RATIO: 7.3:1*
Bank covenant: >4.0x

NET DEBT/EBITDA RATIO: N/A*
Bank covenant: <2.5x

Closing net cash (£m)



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* Covenant ratios are shown on a pro-forma basis for the twelve months ended 31 December 2025, on a pre-IFRS-16 basis as is permitted.

A STRONG BALANCE SHEET

Balance sheet analysis

£m	31 Dec 2025	30 Jun 2025
Goodwill & intangibles	232.0	227.8
Property, plant & equipment	20.7	21.6
Right-of-use assets (IFRS 16)	167.7	166.6
Net deferred tax asset	45.7	44.6
Retirement benefit surplus	-	-
Net working capital*	186.7	202.2
Net corporation tax liabilities	(4.2)	(8.9)
Lease liabilities (IFRS 16)	(179.2)	(180.7)
Provisions	(38.6)	(43.5)
Total	430.8	429.7
Net cash	40.3	37.0
Net assets	471.1	466.7

NET WORKING CAPITAL
Strong working capital management, with H1 26 debtor days improving to 36 days (H1 25: 37 days), and below pre-pandemic levels

PROVISIONS
Reduction in provisions relates to utilisation of balance provided in respect of the Group's exceptional restructuring programmes

CASH
Increase in net cash of £3.3 million after paying £4.6 million in dividends in the year. Excellent cash conversion of 217%

HAYS

* Movement in net working capital in the balance sheet is calculated at closing exchange rates. For cash flow purposes, the movement in working capital is calculated at average exchange rates.

A DIVIDEND & CAPITAL ALLOCATION FRAMEWORK TO FUND GROWTH INITIATIVES, MAINTAIN A STRONG BALANCE SHEET AND GENERATE ATTRACTIVE RETURNS FOR SHAREHOLDERS

H1 26 Interim Dividend

- H1 26 interim dividend of 0.15 pence per share
  - Consistent with the revised capital allocation framework and dividend policy we announced at the FY25 results
  - 3x FY25 pre-exceptional earnings cover, and applying our historic one-third/two-thirds interim/final split
- We remain committed to maintaining balance sheet strength and 2-3x dividend cover while investing in the business

Free cash flow priorities and capital allocation

Fund Group investment and development	• Invest in consultant headcount, technology investments and working capital requirements as Temporary & Contracting activity recovers • Assess M&A opportunities where appropriate
Maintain a strong balance sheet	• Maintain a net cash balance sheet, with strong free cash flow
Core dividend policy	• Maintain a dividend that is affordable and appropriate • Target core dividend cover of 2-3x EPS
Excess cash returns policy	• Return surplus cash to shareholders through an appropriate combination of special dividends and share buybacks, subject to the economic outlook

Over £1bn cash returned to shareholders in dividends and share buybacks between FY17 and H1 26

FINANCIAL SUMMARY

Fees

Net fees down 9% to £453.3m

- Fees down 9%, as market conditions remained challenging
- Temp & Contracting more resilient, down 7%
- Perm challenging and decreased 14%, due to weak client and candidate confidence
- The proportion of our business delivering YoY net fee growth increased from c.15% in Q1 to c.20% in Q2

Profits

Operating profit‡ down 25% to £20.1m

- Decisive action to defend profits and better position for the long-term
- Consultant headcount reduced by 15% YoY driving a sector leading 7% productivity improvement
- Strong progress against our structural cost savings ambitions of c.£45m by FY29
- Improved profit performances in UK&I and ANZ

Cash & balance sheet

Strong cash generation

- Cash conversion** of 217% with closing net cash of £40.3m
- Technology programme costs were lower than expected in H1 26; FY26 capex guidance reduced by c.£5m
- c.£20m YoY reduction in cash pension contribution following full buy-in of the Hays Pension Scheme
- DSOs improved by one day to 36 days and remain below pre-pandemic levels

Dividend and capital allocation

Interim dividend of 0.15p

- Consistent with the revised capital allocation framework and dividend policy we announced at the FY25 results
- 3x covered by pre-exceptional earnings using our one-third/two-thirds interim/final split
- We remain committed to maintaining balance sheet strength and 2-3x dividend cover while investing in the business

Unless otherwise stated all growth rates are like-for-like (LFL), representing year-on-year (YoY) organic growth of continuing operations at constant currency.
‡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 £22.7m (H1 25 £27.1m) within the CFO calculation.

3.
CURRENT TRADING

HAYS

NEW YEAR TRADING HAS BEEN IN-LINE WITH OUR EXPECTATIONS

- Our Temp & Contracting New Year 'return to work' has been solid overall and in-line with the prior year and our expectations.
- In UK&I and ANZ, Temp volumes have returned modestly ahead of prior year and are now in-line with pre-Christmas levels. In Germany, Contracting is in line with prior year and Temp is slightly behind, with working hours consistent with trends from our Q2.
- Perm job flow and activity levels are in line with pre-Christmas levels and remain challenging notably in France and Germany. We continue to see slower client and candidate decision-making, leading to a longer time-to-hire.
- We believe our Group consultant headcount capacity is appropriate for current market conditions and therefore expect it to remain broadly stable in Q3 as we balance focused investment in high performing and potential business lines with improving productivity in more challenging areas.
- There are no material working day impacts anticipated in Q3 and Q4 26.

HAYS

4.
STRATEGY

OUR FIVE KEY STRATEGIC LEVERS

1

Grow our leading positions in 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 resilience and 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 our reliance on the economic cycle

4

Build stronger relationships with our clients and candidates

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

5

Drive increased proportion of Temporary & Contracting net fees

As market leaders in Temp & Contracting 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

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

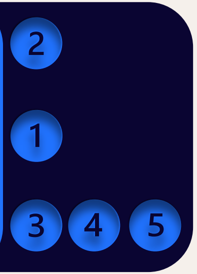
HAYS

DELIVERING OUR FIVE LEVER STRATEGY
UK&I; BUILDING A HIGH QUALITY, FOCUSED & PROFITABLE BUSINESS

Strategic Progress

- Growth in our average UK&I candidate salary accelerated from 5% YoY in Q1 to 8% YoY in Q2
- A new STEM-focused leadership team established, to drive growth in Technology, Engineering and Life Sciences
- "Project Services" business successfully launched, providing Statement of Work based solutions and services

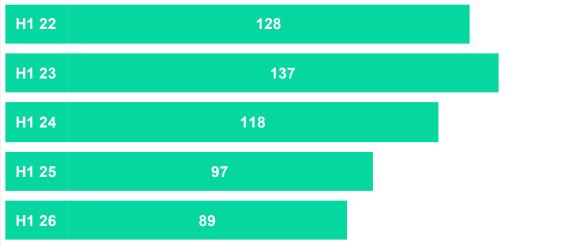
Five Levers



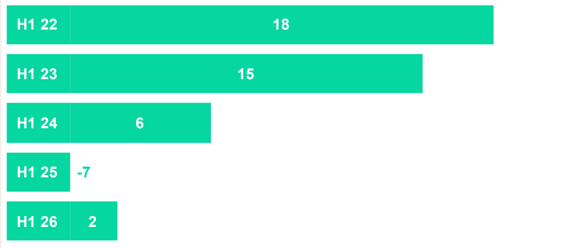
Driving Performance

- Enterprise Solutions continued to perform well with net fees up 4%
- Consultant net fee productivity growth accelerated to 15% in H1
- New regional structure introduced - management simplified and sub-scale offices closed
- c.£2m pa structural cost savings delivered in H1, as part of c.£18m YoY cost base reduction
- Our actions have driven a return to profitability in H1 26

Net fees (£m)



Operating profit ‡ (£m)



Monthly consultant net fee productivity (£k)

HAYS

‡ Excludes exceptional items.

DELIVERING OUR FIVE LEVER STRATEGY

ANZ; DRIVING YOY PROFIT GROWTH IN A CHALLENGING MARKET

Strategic Progress

- Permanent placement fee and average Temp & Contracting fee increased by 5% YoY in Q2
- Technology has increased from 16% of net fees in FY24 to 17% in H1 26
- Building scale in Statement of Work business

Five Levers

2

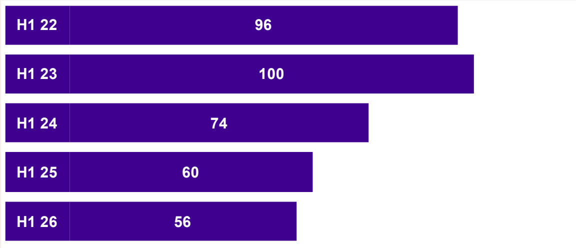
1

3 4 5

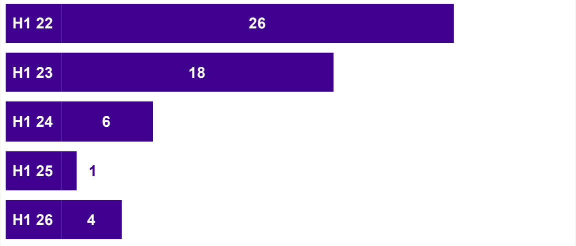
Driving Performance

- Perm net fees back into positive YoY growth in Q2 for the first time since Q1 23
- Enterprise Solutions continued to perform well with net fees up 5%
- Consultant net fee productivity growth accelerated to 7% in H1 26
- c.£1m pa structural cost savings delivered in H1, as part of c.£5m YoY cost base reduction
- Three-fold YoY improvement in operating profit

Net fees (£m)



Operating profit‡ (£m)



Monthly consultant net fee productivity (£k)

HAYS

‡ Excludes exceptional items.

DELIVERING OUR FIVE LEVER STRATEGY
SPAIN; RECORD PERFORMANCE & A PIVOT TO CONTRACTING

Strategic Progress

- 32% growth in Temp & Contracting net fees driven by client wins and continued expansion into new specialisms. Temp & Contracting increased to 24% of net fees in H1 26 (17% in FY22)
- Launch and scale-up of Engineering Consulting business
- 7% growth in Perm net fees as we focus on higher skilled roles

Five Levers

1 3 5

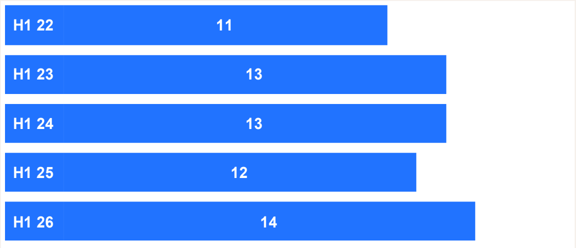
1 5

2

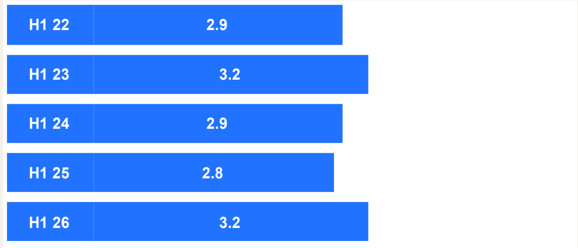
Driving Performance

- 12% net fee growth and a record performance in H1 26
- Excellent growth in Construction & Property (117%) and Technology (14%)
- 8% growth in consultant net fee productivity aligned with strong cost discipline
- Strong increase in operating profit to a record £3.2m demonstrating growth potential in our markets when the economic backdrop is stable

Net fees (£m)



Operating profit ‡ (£m)



Monthly consultant net fee productivity (£k)

HAYS

‡ Excludes exceptional items.

REPOSITIONING & RESHAPING THE BUSINESS TO REINFORCE OUR STRONG COMPETITIVE POSITION

		Ambition	Action
Focused on strategic execution	**Align to Five Levers strategy**	• Invest in high potential, high performing business lines & scale back low potential • High quality core that can deliver a 22-25% conversion rate in normal market conditions • Sustained consultant productivity growth	• Closed several business lines, and reshaped our portfolio from 33 countries to 29 currently • We will continue to proactively manage our country portfolio
	Structural cost savings	• Automating our front, middle and back-office operations will significantly reduce overheads, streamline processes, and improve our overall operational efficiency • Build scalable operations to better position the group and support future growth	• Strong progress against our new structural cost savings ambition of c.£45 million per annum by the end of FY29 with c.£15 pa million secured in H1 26 • c.£80m per annum aggregate savings since the start of FY24
	Hays Digital Platform	• Next generation Hays Digital Platform reinforces our strong competitive position, improves consultant net fee productivity, and enables further structural cost savings • We own our core proprietary technology systems including CRM system, client & candidate databases, and Vendor Management System. A powerful cost and flexibility advantage versus off-the-shelf solutions. • Enable rapid training and development of proprietary AI & analytics to optimise processes	• Smarter Meetings AI agent analyses client and candidate conversations, capturing key data in real time. Material improvement in the volume of structured data capture • AI-curated Market Intelligence agents create bespoke market reports for our consultants to better engage with clients. Business development focus and returns are improving. • AI focus is on rapid deployment, high-ROI, and shareholder value

HAYS

DRIVERS OF LONG-TERM PROFIT RECOVERY

Driving Consultant Net Fee Productivity

- Higher skill/higher paid roles
- Optimal consultant resource allocation
- Disciplined approach to investment
- Driving further productivity growth through Hays Data & AI

Improving Operational Efficiency

- Business model optimisation
- Building efficient & scalable support functions & significant cost saves
- Country portfolio review to streamline operations & focus on our core business

Cyclical Recovery

- Maintain operational rigour to deliver strong profit drop through in line with our Golden Rule
- Recovery in volume productivity from reduced time-to-hire

HAYS

APPENDIX 1

H1 26 Results supporting materials

HAYS

LIKE-FOR-LIKE SUMMARY

Year ended 31 December 2025	2024 £m	Closures (Chile & Colombia) £m	2024 Restated	FX impact £m	Organic £m	2025 £m	LFL* growth
Net fees							
Germany	157.1	-	157.1	6.1	(17.7)	145.5	(11)%
United Kingdom & Ireland	97.4	-	97.4	0.2	(9.0)	88.6	(9)%
Australia & New Zealand	60.4	-	60.4	(2.7)	(1.8)	55.9	(3)%
Rest of World	181.1	(1.8)	179.3	2.5	(18.5)	163.3	(10)%
Group	**496.0**	**(1.8)**	**494.2**	**6.1**	**(47.0)**	**435.3**	**(9)%**
Operating profit‡							
Germany	27.5	-	27.5	1.1	(8.0)	20.6	(28)%
United Kingdom & Ireland	(6.5)	-	(6.5)	-	8.5	2.0	131%
Australia & New Zealand	1.4	-	1.4	(0.1)	2.9	4.2	223%
Rest of World	3.1	0.1	3.2	0.3	(10.2)	(6.7)	(292)%
Group	**25.5**	**0.1**	**25.6**	**1.3**	**(6.8)**	**20.1**	**(25)%**

*Unless otherwise stated all growth rates are like-for-like (LFL), representing year-on-year (YoY) organic growth of continuing operations at constant currency.
‡Operating profit is presented before exceptional items.

GROWTH ANALYSIS AND CONVERSION RATE BY DIVISION

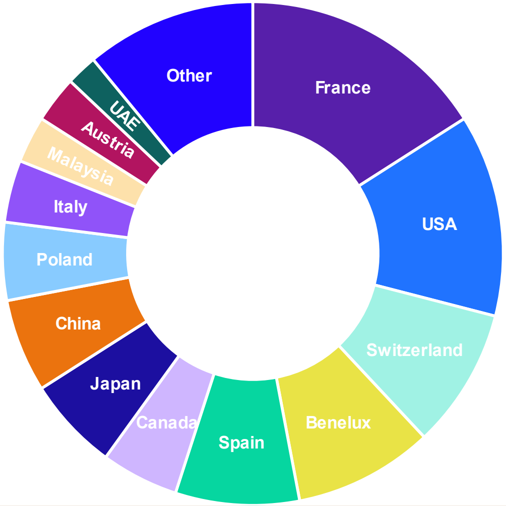
Net fee growth* *versus same period last year*	Q3 24	Q4 24	H2 24	FY24	Q1 25	Q2 25	H1 25	Q2 25	Q3 25	H2 25	FY25	Q1 26	Q2 26	H1 26
Germany	(13)%	(17)%	(16)%	(7)%	(13)%	(13)%	(13)%	(9)%	(5)%	(7)%	(10)%	(7)%	(14)%	(11)%
United Kingdom & Ireland	(16)%	(17)%	(17)%	(15)%	(20)%	(14)%	(17)%	(13)%	(13)%	(13)%	(15)%	(9)%	(9)%	(9)%
Australia & New Zealand	(23)%	(22)%	(22)%	(20)%	(20)%	(14)%	(17)%	(11)%	(10)%	(10)%	(13)%	(5)%	(1)%	(3)%
Rest of World	(11)%	(11)%	(12)%	(11)%	(9)%	(9)%	(9)%	(7)%	(9)%	(8)%	(8)%	(10)%	(11)%	(10)%
GROUP	**(14)%**	**(15)%**	**(15)%**	**(12%**	**(14)%**	**(12)%**	**(13)%**	**(9)%**	**(9)%**	**(9)%**	**(11)%**	**(8)%**	**(10)%**	**(9)%**
Operating profit‡ growth* *versus same period last year*														
Germany			(51)%	(31)%			(31)%			(9)%	(22)%			(28)%
United Kingdom & Ireland			(95)%	(78%			(214)%			0%	(191)%			131%
Australia & New Zealand			(63)%	(61)%			(78)%			(52)%	(67)%			223%
Rest of World			(19)%	(46)%			(55)%			(162)%	(123)%			(292)%
GROUP			**(54)%**	**(46)%**			**(56)%**			**(54)%**	**(56)%**			**(25)%**
Conversion rate *operating profit‡ as % of net fees*														
Germany			16.4%	19.3%			17.5%			16.2%	16.9%			14.2%
United Kingdom & Ireland			0.7%	2.8%			(7)%			0.70%	(3.0)%			2.3%
Australia & New Zealand			7.8%	8.2%			2.3%			3.9%	3.1%			7.5%
Rest of World			6.2%	4.8%			1.7%			(4.2)%	(1.2)%			(4.1)%
GROUP			**8.5%**	**9.4%**			**5.1%**			**4.2%**	**4.7%**			**4.4%**

HAYS

*Growth is like-for-like, organic growth of continuing operations at constant currency. Note on periods: H2 24 represents 01-Jan-24 to 30-Jun-24. FY24 represents 01-Jul-23 to 30-Jun-24. H1 25 represents 01-Jul-24 to 31-Dec-24. H2 25 represents 01-Jul-24 to 30-Jun-25. FY25 01-Jul-24 to 30-Jun-25. H1 26 represents 01-Jul-25 to 31-Dec-25.
‡Operating profit is presented before exceptional items.

REST OF WORLD – H1 26 PERFORMANCE BY COUNTRY

Rest of World net fees



Country/Region	Focus/Emerging	Net fees (£m)	Net fee growth*	No. of offices	Consultant headcount
France	Focus	26.0	(20)%	16	364
USA	Focus	21.9	(8)%	10	204
Switzerland	Focus	14.3	(18)%	4	107
Benelux	Emerging	13.9	(12)%	9	173
Spain	Focus	13.8	12%	6	263
Canada	Emerging	8.6	(16)%	5	156
China	Emerging	9.6	2%	5	145
Poland	Focus	9.0	(5)%	6	148
Japan	Focus	9.1	1%	3	168
Italy	Focus	7.2	(14)%	5	135
Malaysia	Emerging	4.4	(18)%	2	121
Austria	Focus	4.9	(9)%	2	45
UAE	Emerging	3.7	(15)%	1	52
RoW Other**	Emerging	17.0	(6)%	14	314
Rest of World		**163.3**	**(10)%**	**88**	**2,395**

* Percentages represent LFL (like-for-like) growth which is organic growth of continuing operations at constant currency for the year six months ended 31-Dec-25 versus the six months ended 31-Dec-24.
** Other represents financial results for remaining RoW markets.
Note: Pie chart represents proportion of Rest of World net fees by country / sub region.

CONSULTANT HEADCOUNT AND OFFICE NETWORK

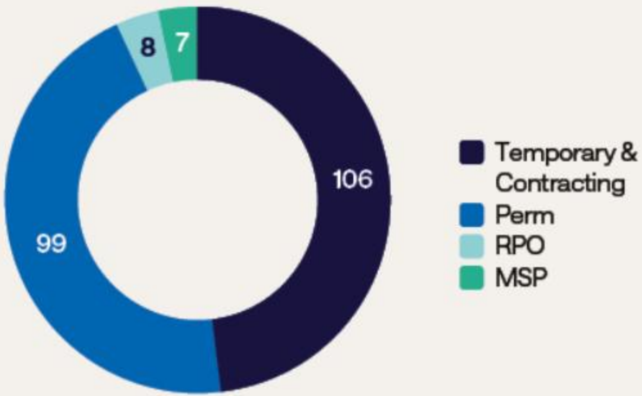
	Consultants					Offices		
		Half-on-half		Year-on-year				
	As at 31 Dec 2025	As at 30 Jun 2025	*Change since Jun 2025*	As at 31 Dec 2024	*Change since Dec 2024*	As at 31 Dec 2025	As at 30 June 2025	*Change since Jun 2025*
Germany	1,543	1,624	*(5)%*	1,784	*(14)%*	26	26	-
United Kingdom & Ireland	1,176	1,285	*(8)%*	1,503	*(22)%*	55	59	*(4)*
Australia & New Zealand	645	675	*(4)%*	714	*(10)%*	29	34	*(5)*
Rest of World	2,395	2,486	*(4)%*	2,809	*(14)%*	88	88	-
Group	5,759	6,070	*(5)%*	6,810	*(15)%*	198	207	*(9)*

APPENDIX 2

Our markets

GLOBAL RECRUITMENT MARKET GENERATED c.$220BN NET FEES IN 2024

Global net fees by contract form ($bn)



Hays currently has a mere 0.5% share of the global market

Professional recruitment accounts for c.60% of the market

21 countries account for 95% of the global professional recruitment market

Hays has a physical presence in 20 of the top 21

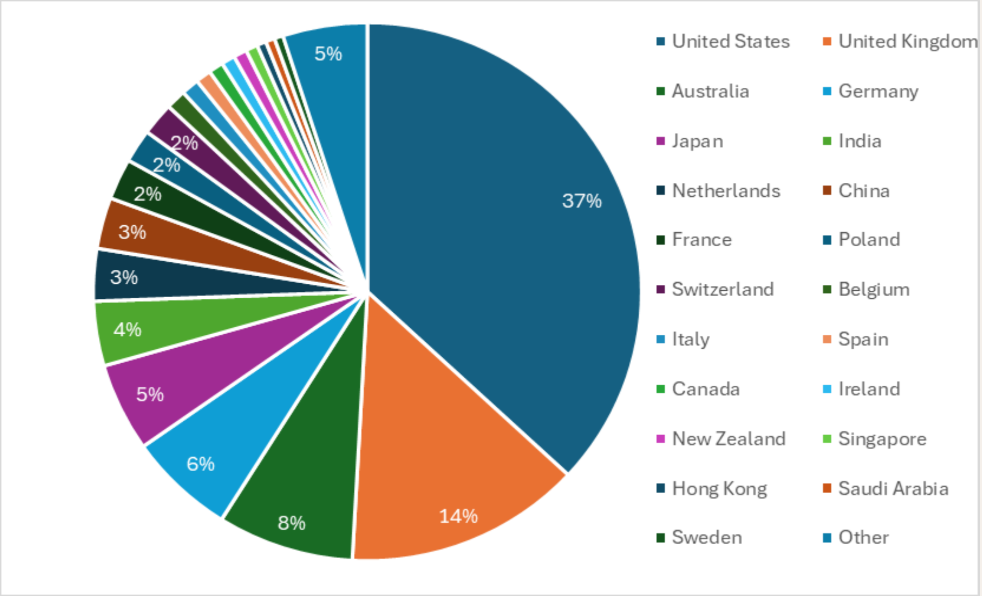
- **Temp:** Employees hired on a non-permanent basis to meet short-term needs or demands
- **Contract:** Employment that supports a specific project for a predetermined period, which can be extended if required
- **Perm:** A company directly employs an individual with no predetermined end date to the role
- **MSP:** The transfer of all or part of the management of a client's Temp staffing hiring activities on an ongoing basis to a recruitment company
- **RPO:** The transfer of all or part of a client's Perm recruitment processes on an ongoing basis to a recruitment company

Source: SIA, Hays estimates; Net fees exclude wages paid to Temp and Contractors

HAYS

THE TOP 21 COUNTRIES ACCOUNT FOR 95% OF THE GLOBAL MARKET

2024 Staffing Net Fees by country



Source: SIA

Hays Key countries		
Germany	UK	Australia

Hays Focus countries			
Austria	France	Italy	Japan
Poland	Spain	Switzerland	USA

Hays Emerging countries			
Belgium	Netherlands	Portugal	Denmark
Sweden	Hungary	Romania	UAE
Ireland	Luxembourg	Czechia	New Zealand
India	Singapore	Malaysia	China
Brazil			Canada

- The top 21 countries account for 95% of the global market
- Hays provides services in 20 of the top 21 countries
- 8 of the top 20 are **Focus** countries for Hays

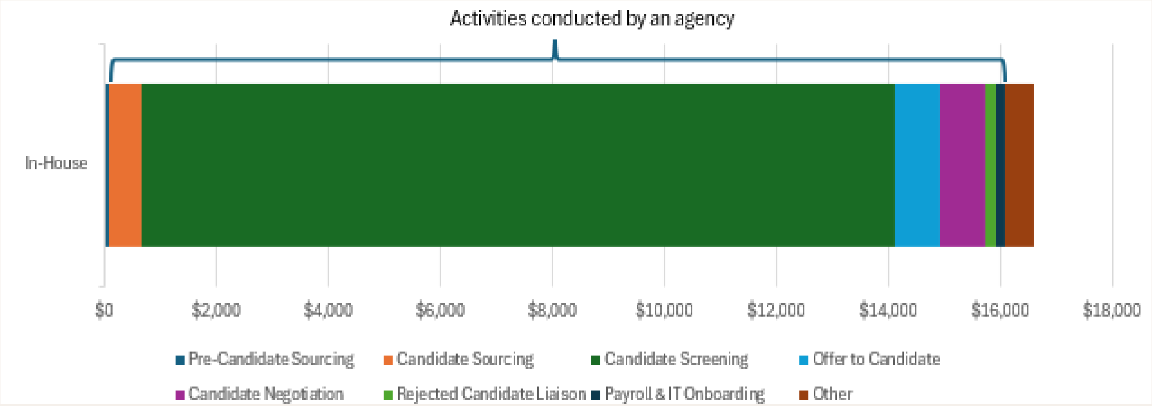
HAYS

WHY USE AN AGENCY?

Recruitment hierarchy: Attempt to fill internally, advertise on own website, then use a job board or an agency

- Traditional Agency – Hays, for example
- RPO/MSP – Partial or full outsourcing of internal recruitment to a specialist provider
- Hiring Platforms – Technology-led automated matching for in-house HR using a curated database of candidates
- Job Boards – Talent acquisition technologies that aggregate local, national or international job vacancies.
- Job Aggregators – Use a "pay-per-click" pricing model to generate revenue when a candidate clicks to apply for a job

In-house recruitment incurs substantial cost, particularly for high-skilled roles



Source: SIA

	Agency	RPO/MSP	Hiring Platform	Job Board
Pre – Candidate sourcing	✗	✓	✗	✗
Candidate Sourcing	✓	✓	✓	✓
Candidate Screening	✓	✓	✓	✗
Offer to candidate	✓	✓	✓	✗
Negotiation with candidate	✓	✓	✓	✗
Liaising with rejected candidates	✓	✓	✓	✗
Payroll & IT Onboarding	✓	✓	✓	✗

According to SEEK, employer recruitment expense can be 4x average in high-skilled roles due to scarce labour supply and high selection risk

HAYS

AGENCIES HAVE FASTER TIME-TO-FILL DUE TO BETTER INSIGHTS & ACCESS TO PASSIVE CANDIDATES

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

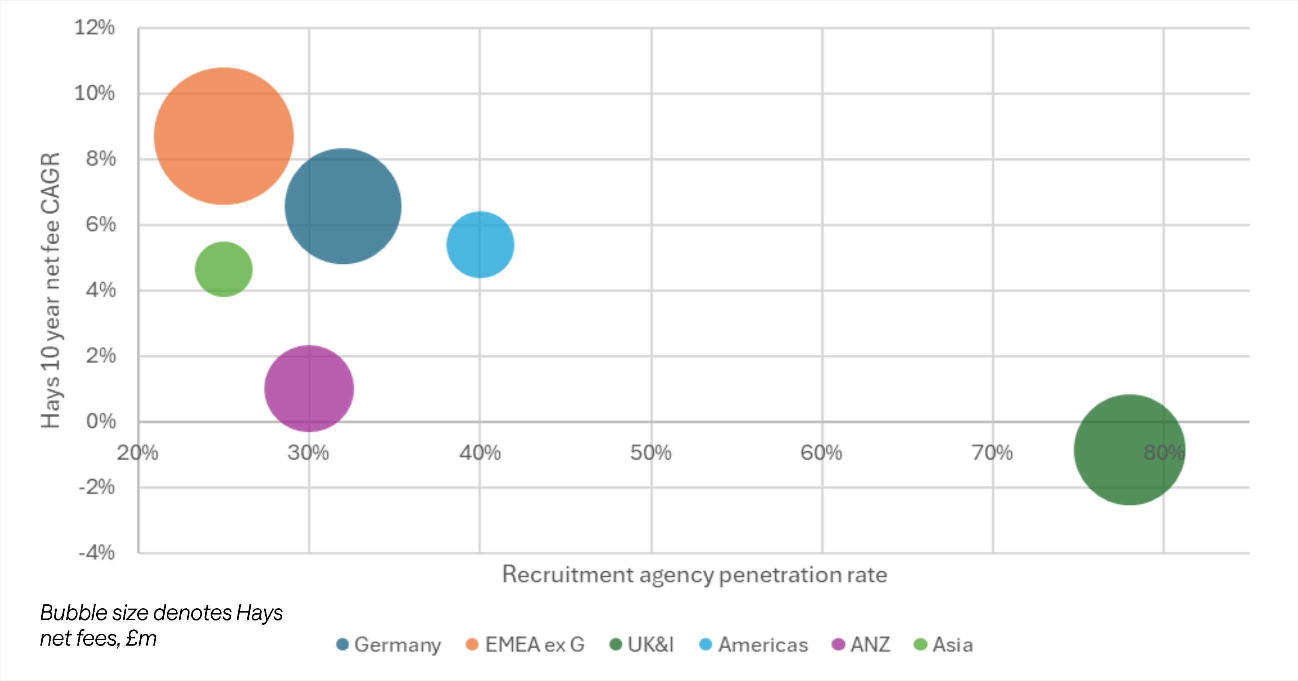
Engagement Activity	Data & Insight Platform	Hiring Workflow
Maximise **early-stage and long-term** engagement with candidates & clients	Deep, unified and **proprietary data assets,** built up from engagement data over time	Deliver outstanding customer experience and hiring outcomes
Focus on **automation** & **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**

Engagement Activity → Data & Insight Platform: Approachability
Data & Insight Platform → Engagement Activity: Personalisation
Data & Insight Platform → Hiring Workflow: Personal Insights
Hiring Workflow → Data & Insight Platform: Leads & Shortlists

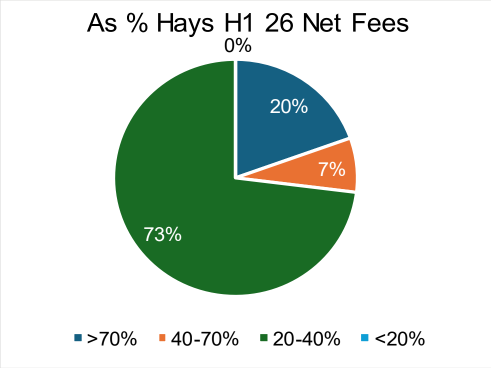
Placing candidates better, faster and more efficiently than in-house HR teams or competitors

HAYS

AGENCY PENETRATION RATE VARIES WIDELY BY REGION



Source: SIA, Hays estimates



- UK is the most mature market for recruitment services globally
- Penetration rate in ANZ is closer to Asia than the UK
- Penetration in Germany lags other major European economies
- Outsourcing penetration rate has drifted higher over time

Our 8 Focus Countries mostly have a mere 10-40% agency penetration rate

HAYS

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

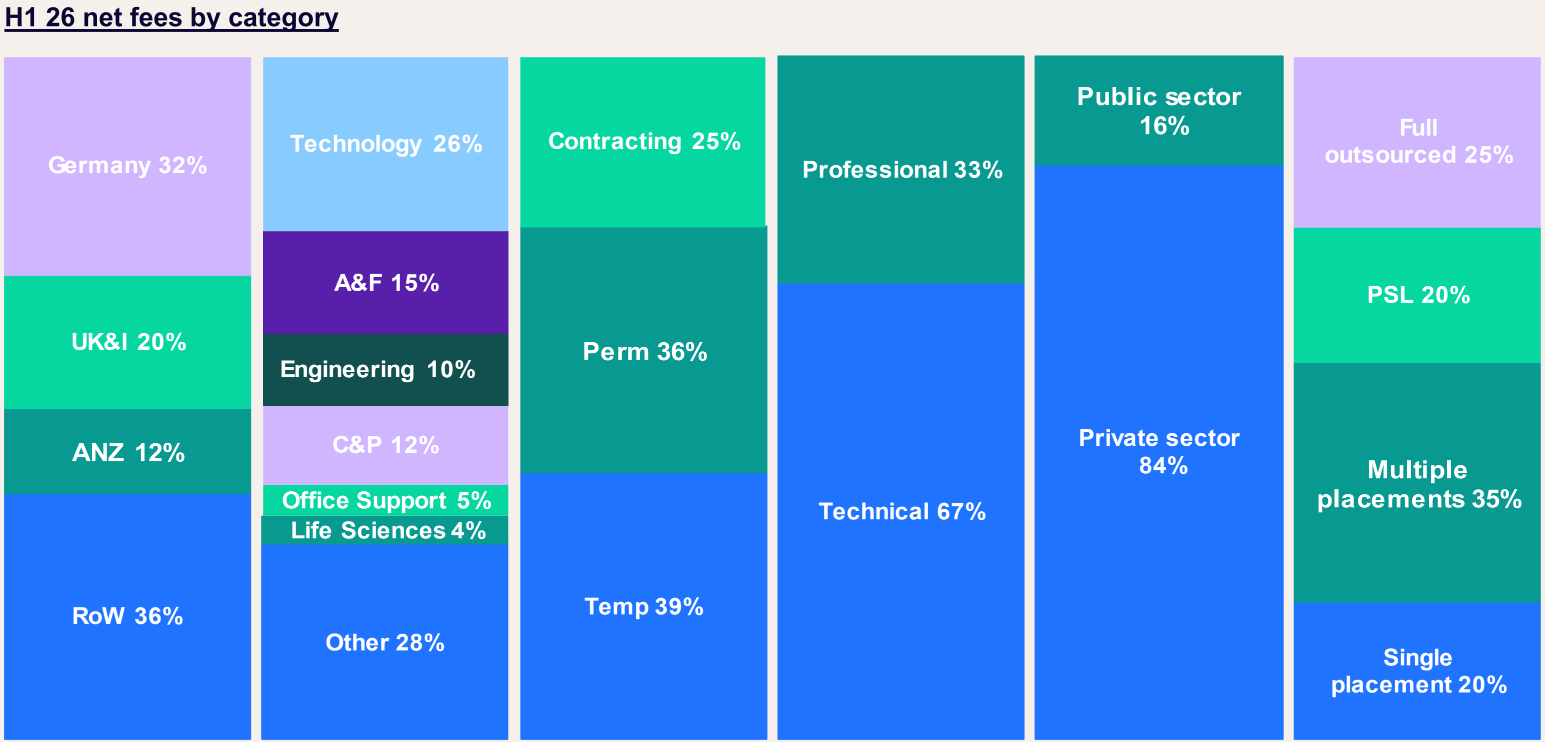
Hays' role is to help solve these problems for our clients and candidates

HAYS

APPENDIX 3

Our strategy, business model, investment case and capital allocation framework

A BALANCED PORTFOLIO

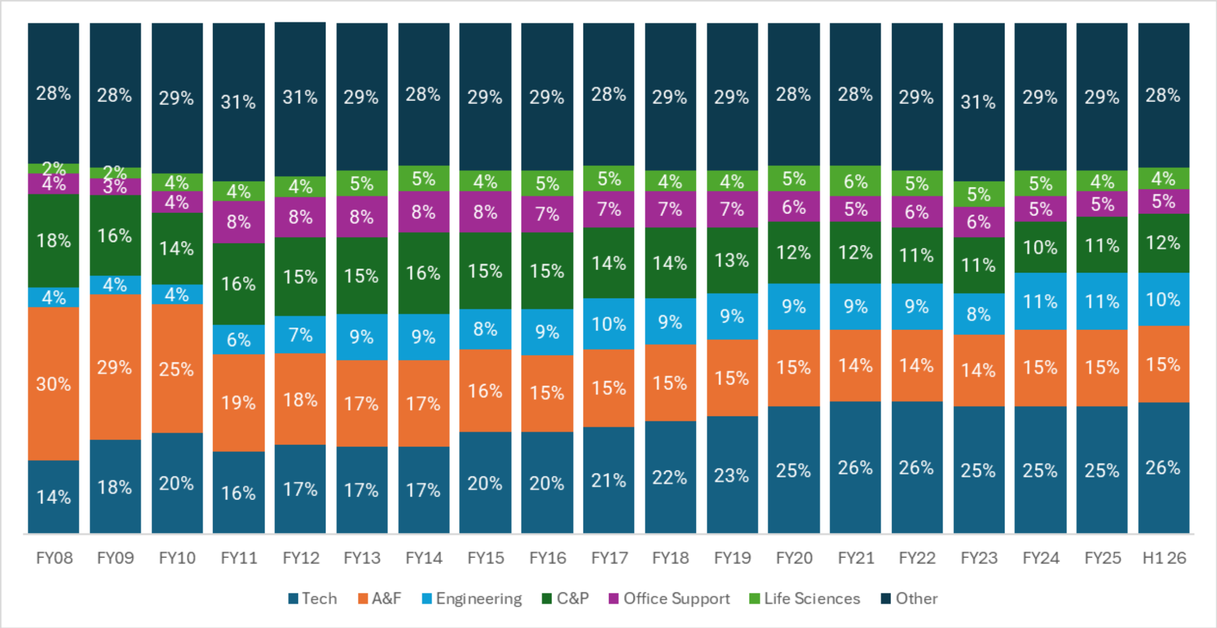


The global enterprise market is vast with rapid trend growth potential

- Hays' Perm net fees are mostly generated from SME clients
- Fully Outsourced comprises c.21% MSP and c.4% RPO

HAYS

SIGNIFICANT MIX SHIFT TOWARDS MORE RESILIENT, STRUCTURAL GROWTH SPECIALISMS OVER LAST 15 YEARS



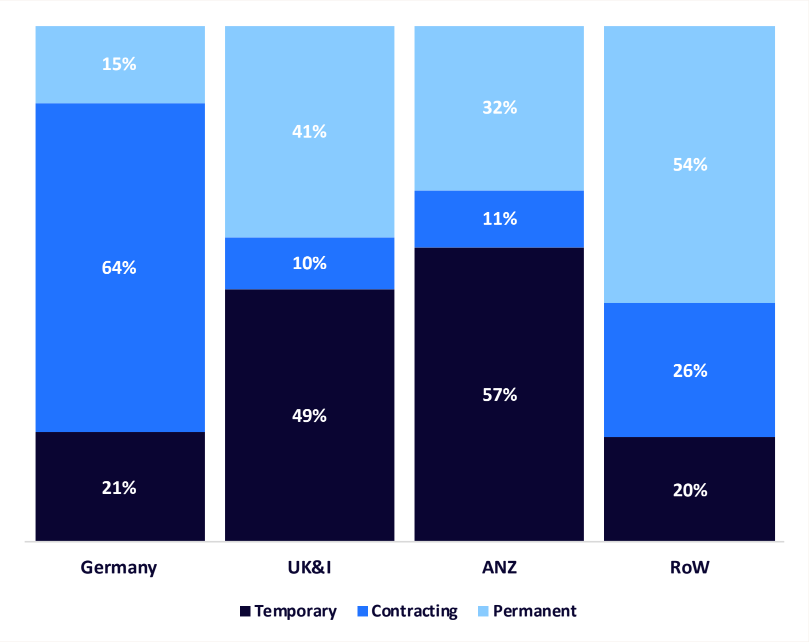
	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	H1 26
Other	28%	28%	29%	31%	31%	29%	28%	29%	29%	28%	29%	29%	28%	28%	29%	31%	29%	29%	28%
Life Sciences	2%	2%	4%	4%	4%	5%	5%	4%	5%	5%	4%	4%	5%	6%	5%	5%	5%	4%	4%
Office Support	4%	3%	4%	8%	8%	8%	8%	8%	7%	7%	7%	7%	6%	5%	6%	6%	5%	5%	5%
C&P	18%	16%	14%	16%	15%	15%	16%	15%	15%	14%	14%	13%	12%	12%	11%	11%	10%	11%	12%
Engineering	4%	4%	4%	6%	7%	9%	9%	8%	9%	10%	9%	9%	9%	9%	9%	8%	11%	11%	10%
A&F	30%	29%	25%	19%	18%	17%	17%	16%	15%	15%	15%	15%	15%	14%	14%	14%	15%	15%	15%
Tech	14%	18%	20%	16%	17%	17%	17%	20%	20%	21%	22%	23%	25%	26%	26%	25%	25%	25%	26%

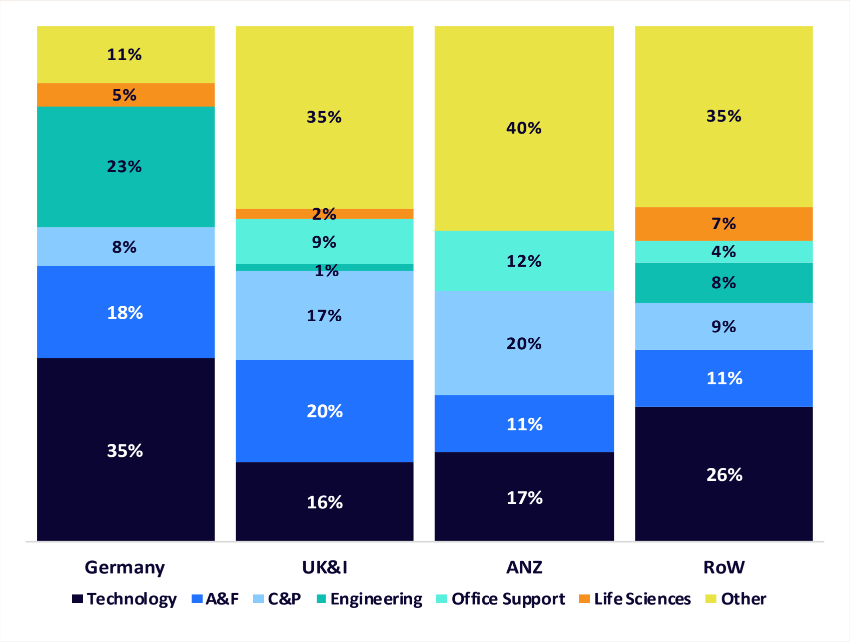
Note: FY08 - FY10 Engineering net fees are estimated and were originally reported within C&P

- Over the last 15 years we have moved away from more cyclical specialisms such as C&P and A&F
- We now have greater exposure to more resilient structural growth specialisms such as Technology and Engineering
- With our current mix, LFL net fees would have declined by c.24% in the GFC vs 36% actual

OUR DIVISIONAL EXPOSURES IN DETAIL

H1 26 net fees by category



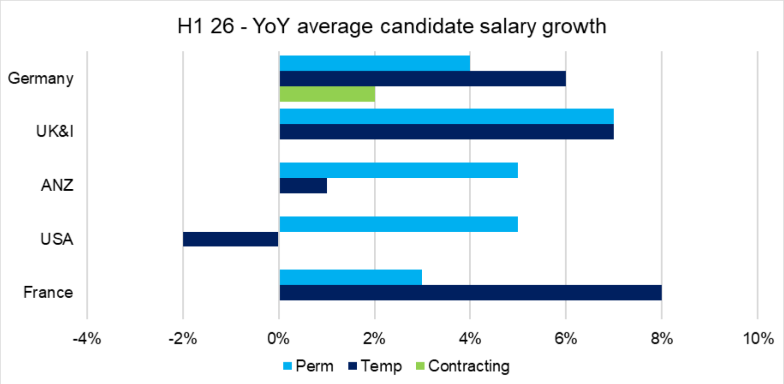


HAYS

HIGH AND RISING SALARY LEVELS AND A SUBSTANTIAL ENTERPRISE PORTFOLIO

Enterprise clients – c.£225m of fees in FY25

Managed Service Provider (MSP)	Recruitment Process Outsourcing (RPO)
• Long-term outsource contract to manage non-Perm white collar workforce • Typical fill rate 50-80% • c.70% of Enterprise Solutions fees	• Long-term outsource contract to manage Perm hiring • Typical fill rate >90% • c.30% of Enterprise Solutions fees



What we mean by Enterprise clients

- >40% of Group net fees are from clients who spend over £250k per annum with Hays. This represents our top 400 clients
- We have outsourced contracts with c.150 of these top clients, either Managed Service Provider (Temp & Contracting) or Recruitment Process Outsourcing (Perm) contracts. Together, we generated c.£225m of net fees from these clients in FY25
- The other c.250 clients in our top 400 are predominantly on Preferred Supplier List (PSL) arrangements
- A further c.800 clients spend between £100k and £250k per annum, and represent c.14% of Group fees, again mainly via PSLs
- These c.1,000 PSL clients present major upsell opportunities for deeper partnerships, and we have doubled our number of outsource clients since 2016

Enterprise clients offer significant long-term structural growth opportunities

HAYS

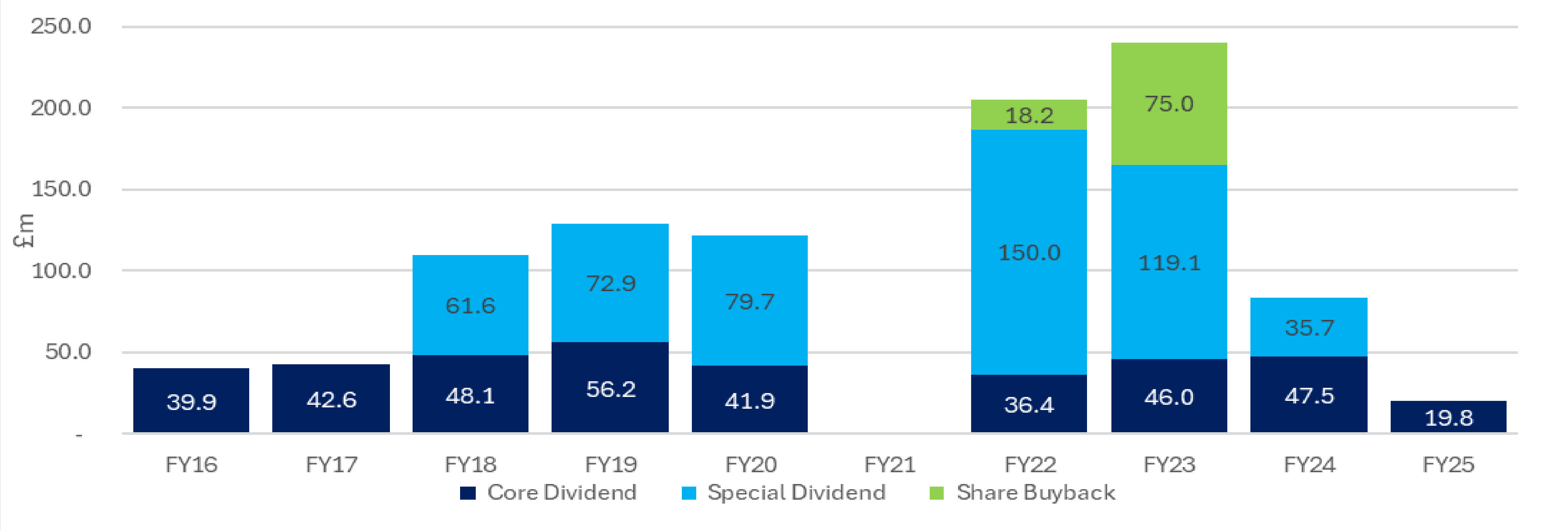
OUR SURPLUS CAPITAL ALLOCATION HISTORY

Core dividend policy

- Maintain a dividend that is affordable and appropriate
- Target core dividend cover of 2-3x EPS

Excess cash returns policy

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

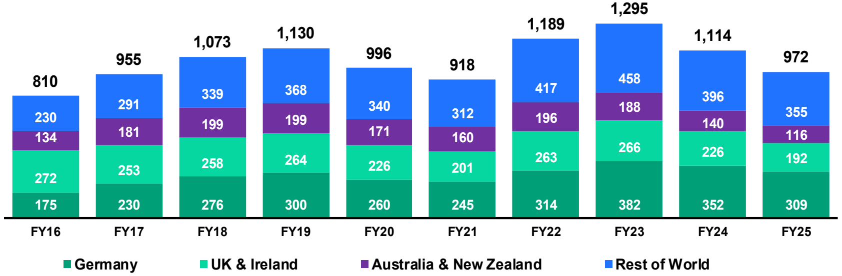


HAYS

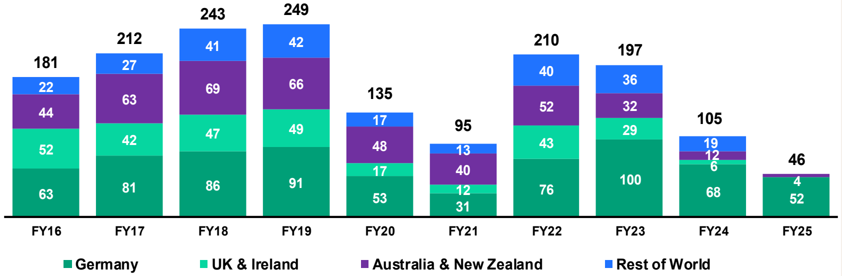
APPENDIX 4

FINANCIAL ARCHIVE – NET FEES, OPERATING PROFIT‡ AND CONSULTANT HEADCOUNT

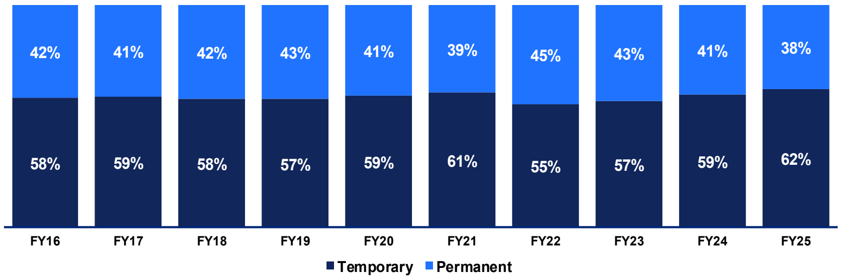
£ Net fees by division (£m)



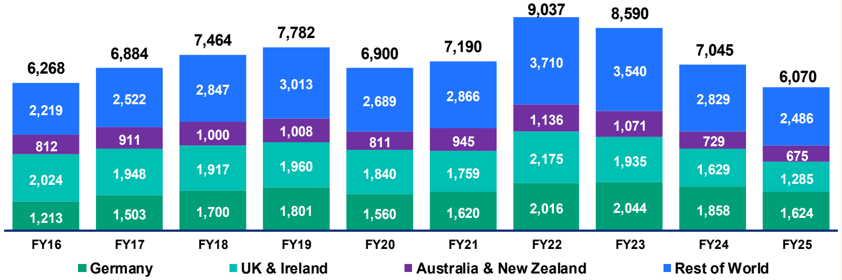
£ Operating profit‡ by division (£m)



% Net fees by contract type (%)



Closing consultant headcount



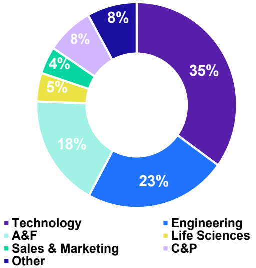
‡ Excludes exceptional items.
FY25 regional OP split: Germany (£52.1m), UK & Ireland (loss £5.8m), Australia and New Zealand (£3.6m), Rest of World (loss £4.3m).

HAYS

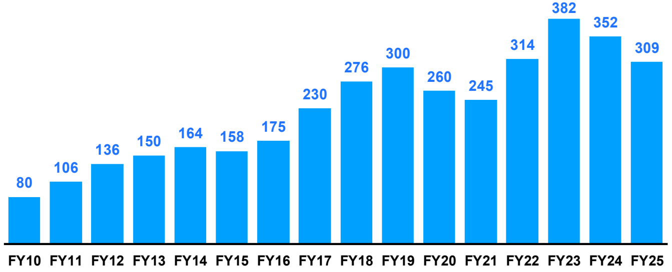
GERMANY PROFILE – 32% OF GROUP NET FEES

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

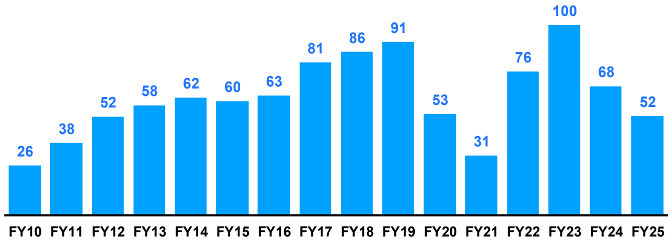
Net fees by specialism (H1 26)



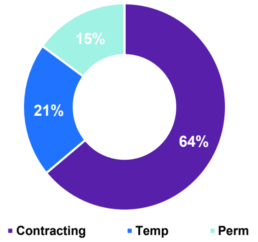
Historical headline net fees (£m)



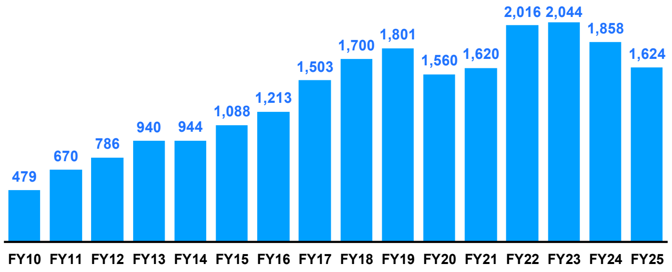
Historical headline operating profit‡ (£m)



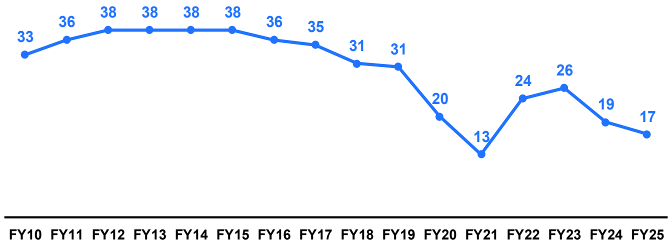
Net fees by contract type (H1 26)



FY Consultant Headcount



Historical conversion rates (%)



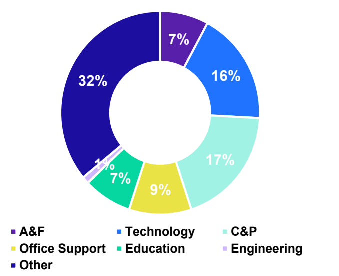
HAYS

Market position is based on Hays' estimates.
‡ Excludes exceptional items.

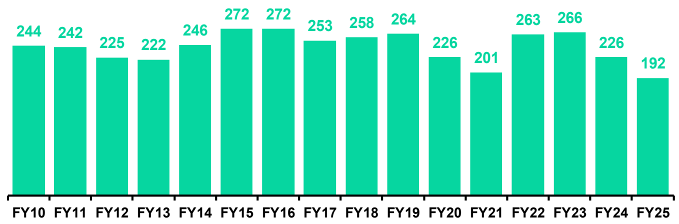
UK & IRELAND PROFILE – 20% OF GROUP NET FEES

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

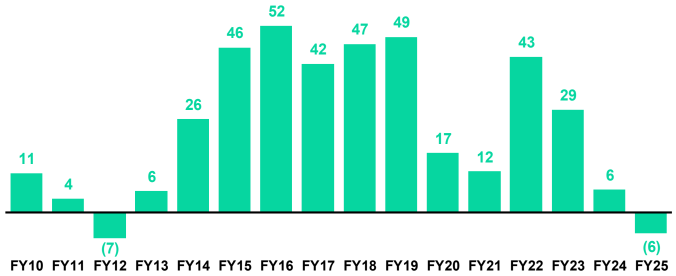
Net fees by specialism (H1 26)



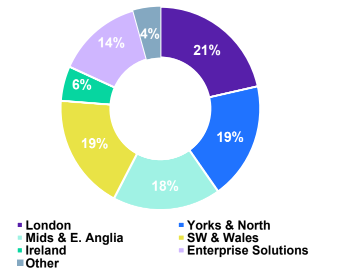
Historical headline net fees (£m)



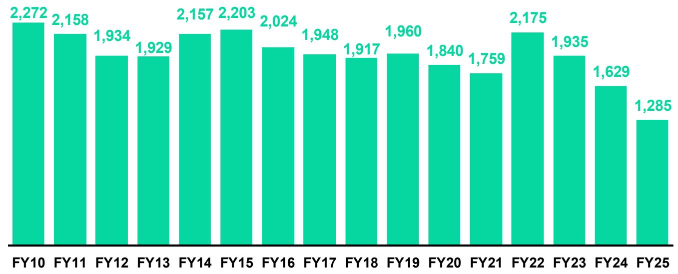
Historical headline operating profit‡ (£m)



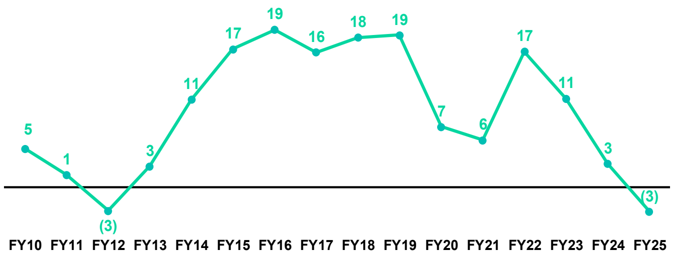
Net fees by region (H1 26)



FY Consultant Headcount



Historical conversion rates (%)



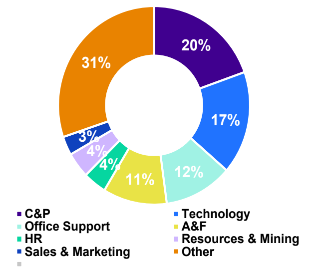
Market position is based on Hays' estimates.
‡ Excludes exceptional items.

AUSTRALIA & NEW ZEALAND PROFILE – 12% OF GROUP NET FEES, WITH AUSTRALIA REPRESENTING 95% OF DIVISIONAL NET FEES

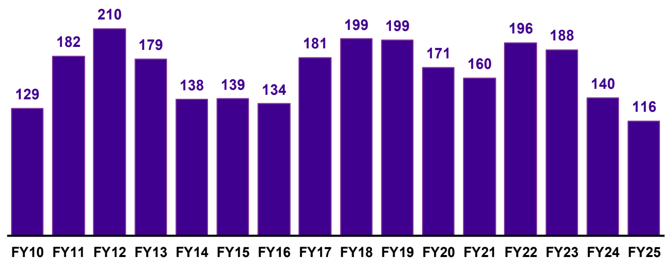
Snapshot

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

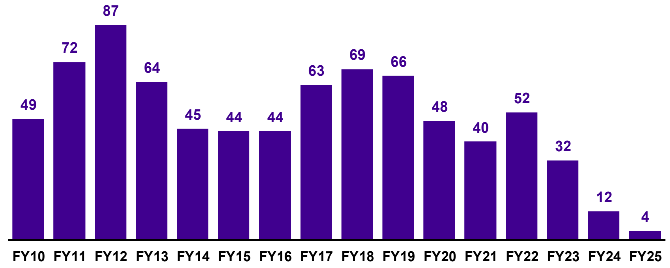
Net fees by specialism (H1 26)



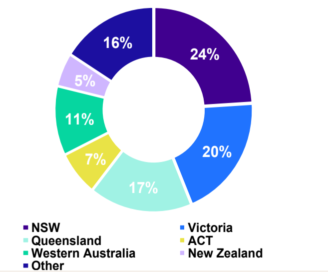
£ Historical headline net fees (£m)



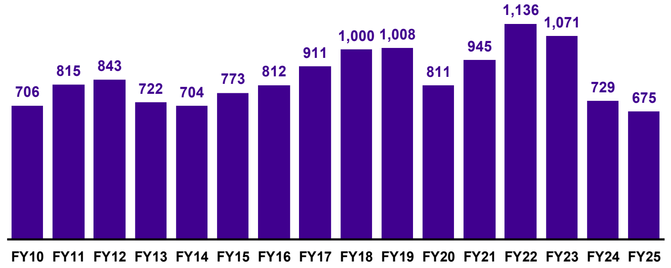
£ Historical headline operating profit‡ (£m)



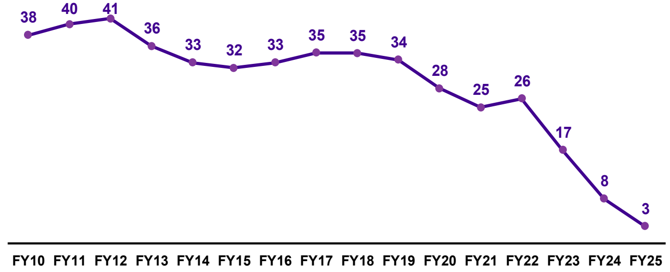
Net fees by region (H1 26)



FY Consultant Headcount



% Historical conversion rates (%)



HAYS

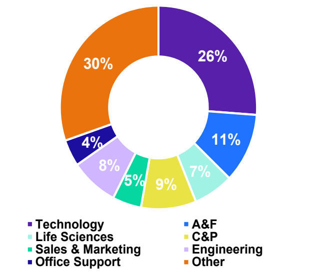
Market position is based on Hays' estimates.
‡ Excludes exceptional items.

REST OF WORLD PROFILE – REPRESENTS 36% OF GROUP NET FEES, WITH FRANCE OUR LARGEST RoW MARKET

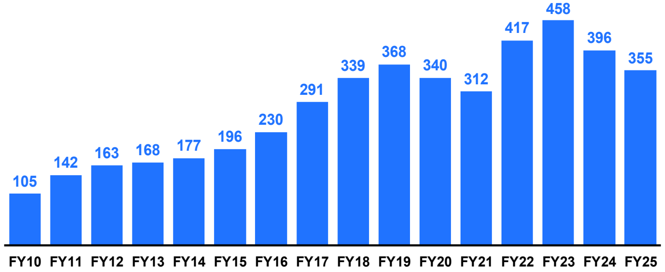
Snapshot

- Structural growth opportunities
- Diverse sector exposure
- Geographical diversification

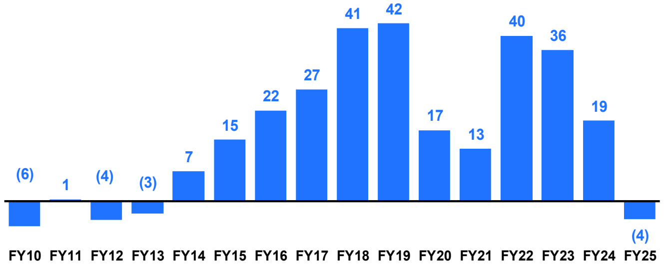
Net fees by specialism (H1 26)



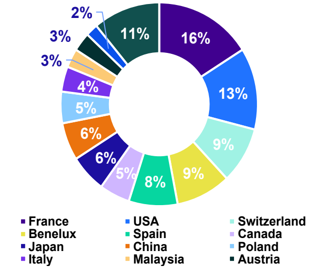
Historical headline net fees (£m)



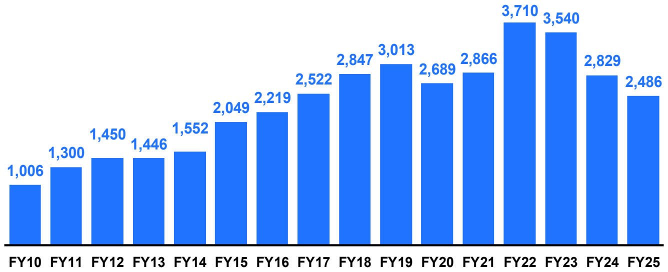
Historical headline operating profit‡ (£m)



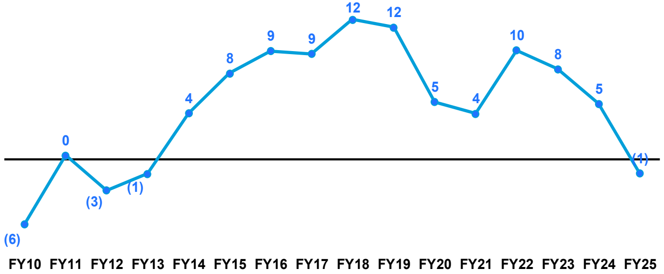
Net fees by region (H1 26)



FY Consultant Headcount



Historical conversion rates (%)

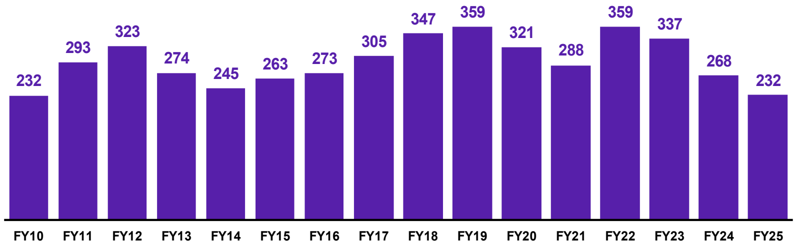


HAYS

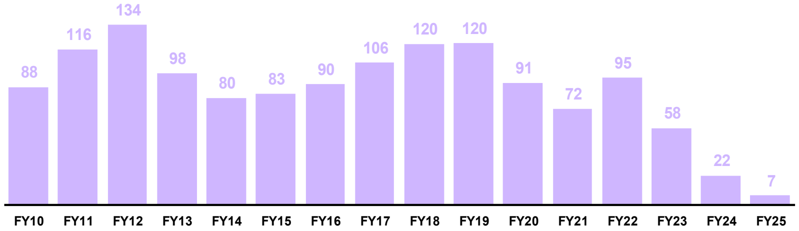
‡ Excludes exceptional items.

FINANCIAL ARCHIVE
NET FEES AND OPERATING PROFIT ‡ (LOCAL CURRENCY)

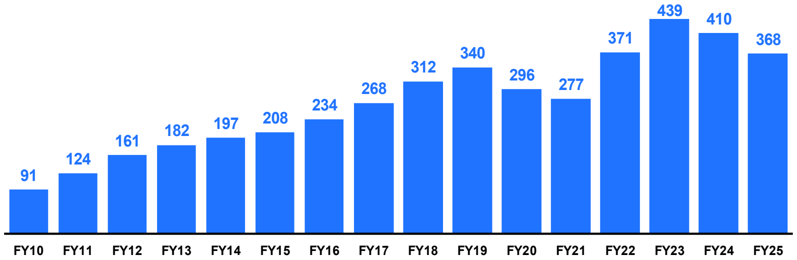
$ **Australia & New Zealand - Historical net fees** (AUDm)



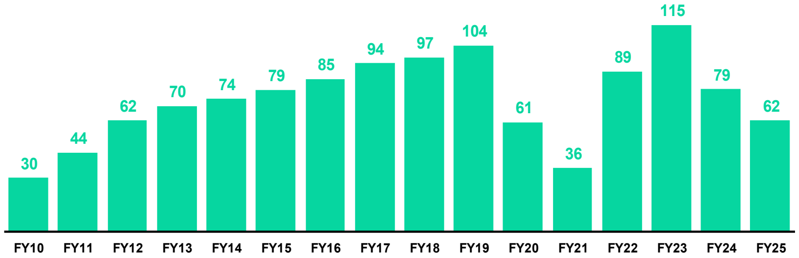
$ **Australia & New Zealand - Historical operating profit‡** (AUDm)



€ **Germany - Historical net fees** (EURm)



€ **Germany - Historical operating profit‡** (EURm)

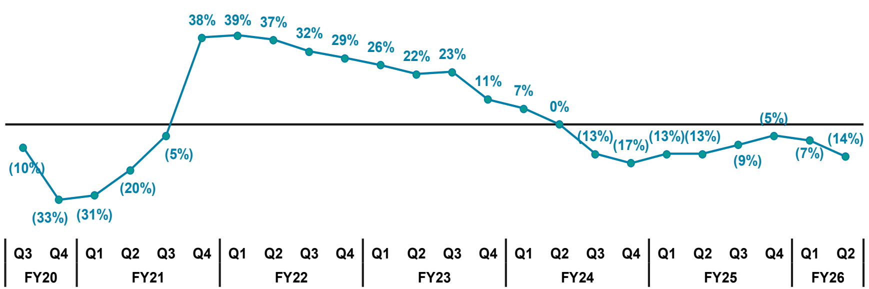


HAYS

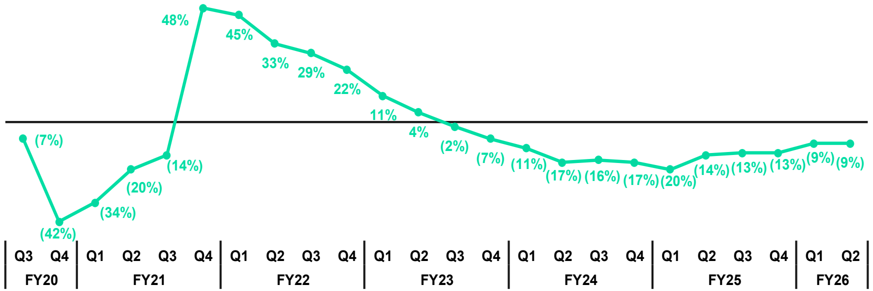
‡ Excludes exceptional items.

FINANCIAL ARCHIVE
QUARTERLY NET FEE GROWTH

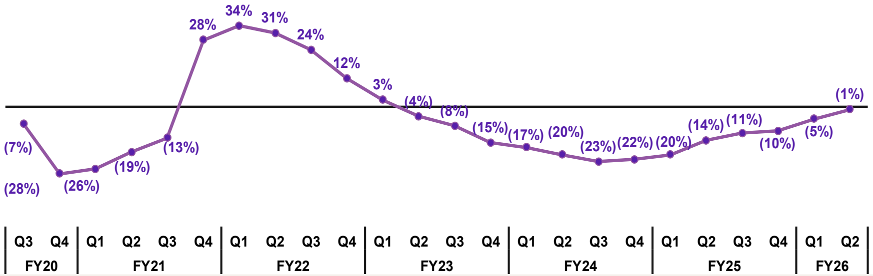
% Germany



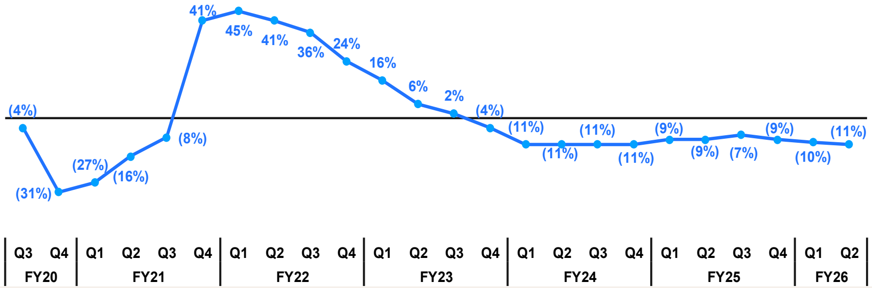
% UK & Ireland



% Australia & New Zealand

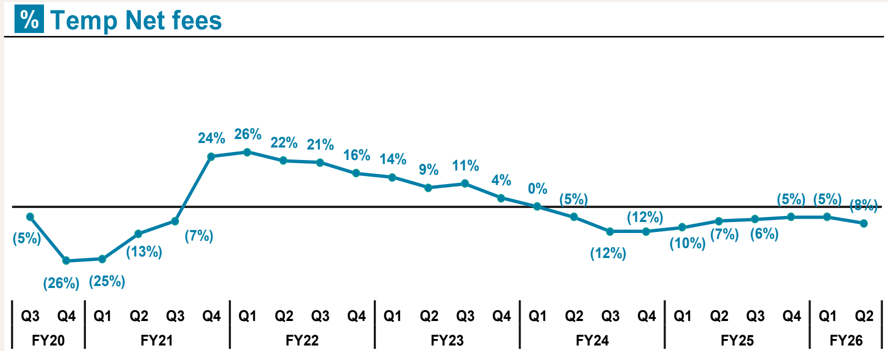


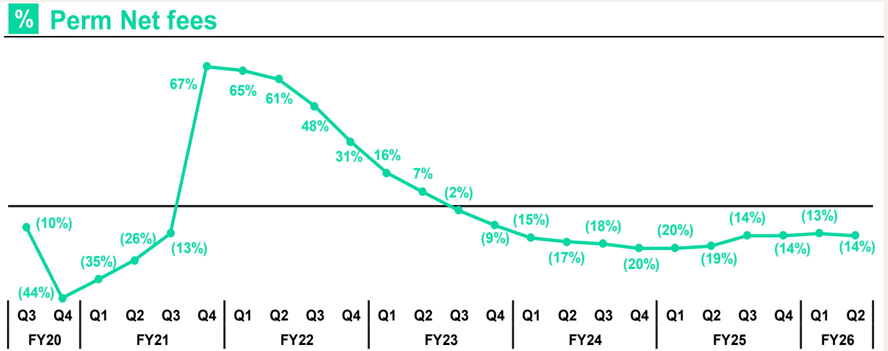
% Rest of World

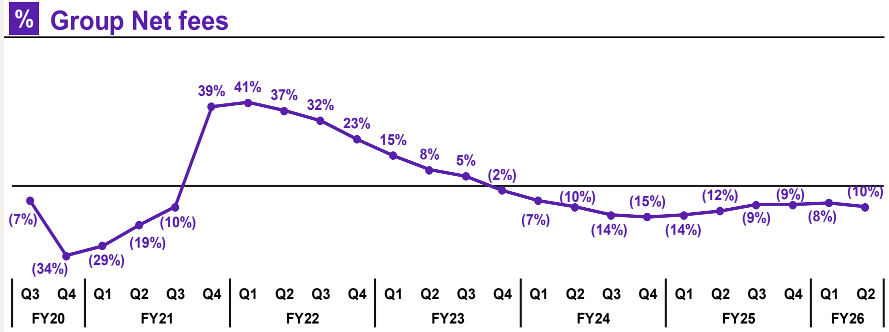


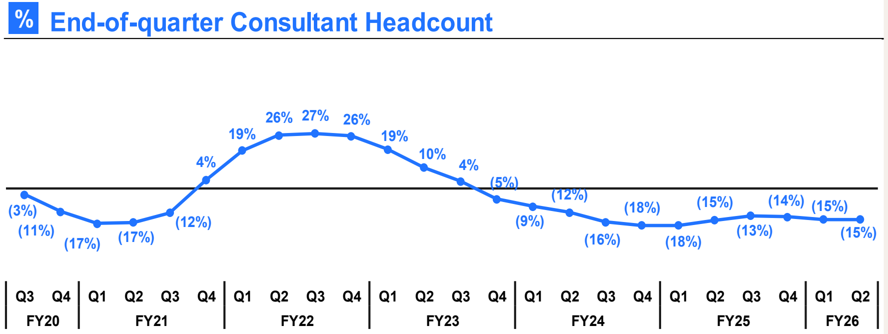
Note: Historical net fee growth rates shown on a like-for-like basis with no adjustment for working days.

FINANCIAL ARCHIVE
QUARTERLY NET FEE AND CONSULTANT GROWTH









HAYS

Note: Historical net fee growth rates shown on a like-for-like basis with no adjustment for working days.

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FURTHER INFORMATION

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