THIS ANNOUNCEMENT CONTAINS INSIDE INFORMATION

Hays plc trading update

We now expect pre-exceptional operating profit in the first half of FY27 will be at least £35m, materially above current consensus[1]. Due to more favourable trading days, we typically deliver slightly stronger profitability in the second half and, at this stage, we would expect this to occur again in FY27.

Since our Q1 trading update on 12 October, net fees in Germany have improved sequentially driven by our Contracting business and we now expect the division will return to modest YoY like-for-like net fee growth in Q2 27. This has been driven by continued strong growth in Construction & Property, a return to growth in Technology, and new contract wins in our Services business. Trading in other divisions has been stable and in line with our expectations.

In addition, we continue to deliver our Momentum strategy at pace and are making good progress with several initiatives, including our structural cost reduction programme.

We remain focused on delivering c.£50m per annum structural cost savings in FY27 and above-inflation growth in net fee productivity. We have increasing confidence in our ability to achieve our medium term targets through our own actions, including the return to a 25%+ conversion rate.

The Board would like to thank our colleagues for their energy, positive engagement and rapid execution of the Momentum strategy.

This announcement has been issued by, and is the sole responsibility of, Hays plc. The person responsible for making this announcement is Nick Cooper, Interim General Counsel & Company Secretary.

[1] As of 17 November 2026, company complied consensus for H1 27 pre-exceptional operating profit is £24.8m, based on five analysts.

Enquiries

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Reporting calendar

Trading update for the quarter ending 31 December 2026 (Q2 27)	14 January 2027
Preliminary results for the year ending 31 December 2026 (H1 27)	26 February 2027
Trading update for the quarter ending 31 March 2027 (Q3 27)	15 April 2027