HAYS Working for your tomorrow

PRELIMINARY RESULTS FOR THE YEAR ENDED 30 JUNE 2022

CAUTIONARY STATEMENT

This presentation contains certain statements that are neither reported financial results nor other historical information. The information contained in this presentation is not audited, is for personal use and informational purposes only and is not intended for distribution to, or use by, any person or entity in any jurisdiction in any country where such distribution or use would be contrary to law or regulation, or which would subject any member of the Hays Group to any registration requirement. No representation or warranty, express or implied, is or will be made in relation to the accuracy, fairness or completeness of the information or opinions made in this presentation.

Statements in this presentation reflect the knowledge and information available at the time of its preparation. Certain statements included or incorporated by reference within this presentation may constitute “forward-looking statements” in respect of the Group’s operations, performance, prospects and/or financial condition. By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions and actual results or events may differ materially from those expressed or implied by those statements. Accordingly, no assurance can be given that any particular expectation will be met and reliance should not be placed on any forward-looking statement. Additionally, forward-looking statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future. No responsibility or obligation is accepted to update or revise any forward-looking statement resulting from new information, future events or otherwise. Nothing in this presentation should be construed as a profit forecast.

This presentation does not constitute or form part of any offer or invitation to sell, or any solicitation of any offer to purchase any shares in the Company, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any contract or commitment or investment decision relating thereto, nor does it constitute a recommendation regarding the shares of the Company or any invitation or inducement to engage in investment activity under section 21 of the Financial Services and Markets Act 2000. Past performance cannot be relied upon as a guide to future performance. Liability arising from anything in this presentation shall be governed by English Law, and neither the Company nor any of its affiliates, advisors or representatives shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation. Nothing in this presentation shall exclude any liability under applicable laws that cannot be excluded in accordance with such laws.

HAYS Working for your tomorrow

AGENDA

1.	OPERATING REVIEW	Alistair Cox, Chief Executive
2.	FINANCIAL REVIEW	Paul Venables, Group Finance Director
3.	CURRENT TRADING	James Hilton, Group Finance Director (Designate)
4.	STRATEGY	Alistair Cox, Chief Executive
5.	APPENDICES	

1.
OPERATING REVIEW

Alistair Cox
Chief Executive

HAYS Working for your tomorrow

OUR STRATEGY **DELIVERED** FOR ALL OUR STAKEHOLDERS IN FY22

Our markets

- Strong FY22 client and candidate confidence
- Significant global skill shortages
- Increased global job churn and reduced time to hire
- Clear evidence of wage inflation
- Good market conditions

Our investments

- 26% YoY growth in consultants
- Strategic Growth Initiatives (SGI) performing strongly
- Record fees in structural growth sectors such as Technology and Enterprise clients
- Record consultant productivity, despite our investments

Our trading

- Record fees drove 128% operating profit growth to £210.1m
- Performance in all regions was excellent across Perm and Temp
- Group conversion rate up 730bps, including significant investment

Our purpose

- Over 350,000 talented people placed in new jobs in FY22
- Extensive engagement with Hays online learning and development platforms – nearly 1 million training courses delivered

Our society

- Our science-based targets in support of Net Zero were approved in March
- Free content and training promotes career development and social mobility
- Over 10,000 hours volunteered by colleagues through the ‘Helping for your tomorrow’ initiative

Our shareholders

- Excellent profit growth and strong cash generation
- FY22 core dividend of 2.85p and special dividend of 7.34p
- Share buyback scheme launched; £18.2m of shares bought and cancelled
- Buyback scheme topped up so that we start FY23 with £75 million available

Our purpose-led strategy will deliver for all our stakeholders over the long run

HAYS Working for your tomorrow

RECORD GROUP FEES AND MATERIAL PROFIT GROWTH, WITH SIGNIFICANT INVESTMENT

NET FEES	+32% to £1,189.4m
OP PROFIT	+128% to £210.1m
EPS	+151% to 9.22p
NET CASH	£296.2m

Business focus

Key developments

Driving fee growth

- Record fees, up 32%, including monthly records in September, November and March. 24 country records
- Group fees up 8% versus FY19 (pre-pandemic), including Q4 up 14%
- Performance led by Perm, up 49%, with Temp up an excellent 21%. Our actions increased margins in Temp and Perm, particularly in H2, helped by the positive impacts of wage inflation

Investing in growth

- Consultant headcount increased by 1,847 (+26%) over 12 months
- 550 consultants added to our SGI programme in structural growth sectors
- Even with significant investments, we delivered record consultant productivity
- Looking ahead, we expect to drive consultant productivity further

Delivering cash-backed profit growth

- Operating profit growth was our largest, up 128% to £210.1m, with excellent growth in all regions, particularly Germany
- Conversion rate up 730bps to 17.7%; 18.0% excluding the one-off costs of closing Russia
- Strong cash generation drove year-end cash of £296.2m. 87% conversion of operating profit into cash*

Record fees and material profit growth, driven by strong markets and management actions. £262m in total cash distributions for FY22

Unless otherwise stated all growth rates are LFL (like-for-like) year-on-year, representing organic growth at constant currency.
* For the purpose of presenting cash from operations (CFO) on a consistent basis vs prior year, we have included the lease payments of £45.0m (FY21: £50.0m) within the CFO calculation.

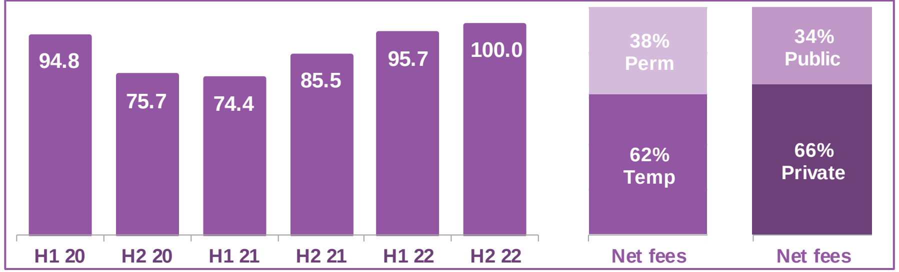
HAYS Working for your tomorrow

STRONG GROWTH, LED BY PERM AND THE TECHNOLOGY SECTOR

Australia & New Zealand – Financial overview

Year to 30 June	2022	2021	Actual growth	LFL growth	FY22 share of Group
£ Net fees	£195.7m	£159.9m	22%	24%	16%
£ Operating profit	£51.6m	£39.7m	30%	32%	25%
% Conversion rate	26.4%	24.8%	+160bps		
Consultants	1,136	945	20%		
Offices	40	41	(1)		

Net fees (£m)



Net fees up 24%; operating profit up 32%

- Business confidence improved following lockdown restrictions easing in October, although Q3 trading was negatively impacted by Covid infections
- Perm (38% of fees) conditions were strong, with fees up an excellent 60%
- Temp up 9%, with signs of skilled candidates shifting from Temp to Perm, particularly in mid-salary roles. Temp volumes flat in Q4
- Private sector (66% of fees) grew by 29%, Public sector was up 17%
- Australia (92% of fees) increased by 23%
- All major regions performed strongly. Queensland fees up 30%, NSW up 27% and Victoria up 24%
- Excellent growth in Technology, A&F and HR, up 37%, 30% and 28% respectively. C&P grew by 13% and Office Support was up 28%
- New Zealand delivered a record performance, with fees up 49%
- ANZ consultant headcount increased by 20%

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 operating profit. Consultant numbers represent closing headcount. Percentage changes represent 30 June 2022 closing headcount versus 30 June 2021 closing headcount.

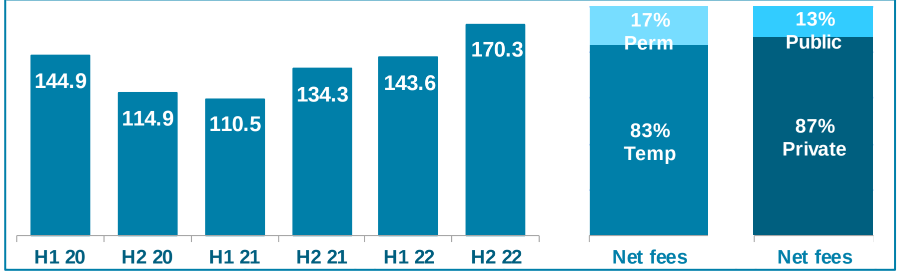
HAYS Working for your tomorrow

RECORD FEES AND **EXCELLENT PROFIT** GROWTH, DRIVEN BY RECORD CONTRACTOR NUMBERS

Germany – Financial overview

Year to 30 June	2022	2021	Actual growth	LFL growth	FY22 share of Group
£ Net fees	£313.9m	£244.8m	28%	34%	26%
£ Operating profit	£75.6m	£31.4m	141%	152%	35%
% Conversion rate	24.1%	12.8%	+1130bps		
Consultants	2,016	1,620	24%		
Offices	26	25	+1		

Net fees (£m)



Net fees up 34%; operating profit up 152%

- Activity improving through the year, with strong sequential fee and profit growth
- Contracting (57% of fees) grew by 28%, driven by record contractor volumes and margin improvement, partially offset by c.5% lower average weekly hours per contractor
- Temp (26% of fees) up 39%, or 27% excluding one-off impacts* in the prior year. Volumes increased through the year but remain below peak due to slower recovery in manufacturing and automotive
- Superb Perm performance, up 51%, with excellent long-term potential
- Technology (38% of fees) up 21%; Engineering (25% of fees) up 45%. A&F and Sales & Marketing up 36% and 56%
- Consultant headcount up 24%

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 operating profit. Consultant numbers represent closing headcount. Percentage changes represent 30 June 2022 closing headcount versus 30 June 2021 closing headcount.
* Prior year Temp fees exclude German Temp severance & under-utilisation costs incurred in H1 FY21.

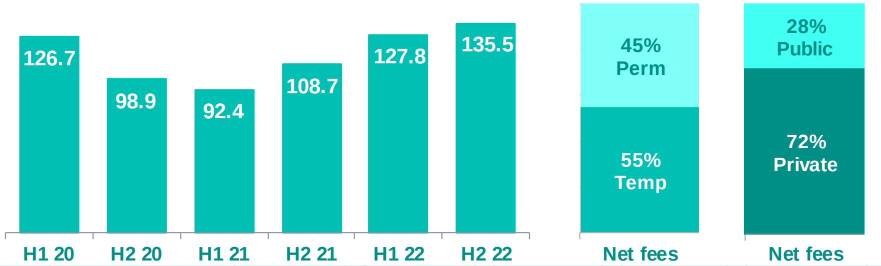
HAYS Working for your tomorrow

EXCELLENT FEES AND **PROFIT GROWTH**, DRIVEN BY PERM AND THE TECHNOLOGY SECTOR

UK & Ireland – Financial overview

Year to 30 June	2022	2021	Actual growth	LFL growth	FY22 share of Group
£ Net fees	£263.3m	£201.1m	31%	31%	22%
£ Operating profit	£43.4m	£11.5m	277%	277%	21%
% Conversion rate	16.5%	5.7%	+1080bps		
Consultants	2,175	1,759	24%		
Offices	87	89	(2)		

Net fees (£m)



Net fees up 31%; operating profit up 277%

- Good sequential fee growth in the first three quarters, and fees sequentially stable at strong levels in Q4
- Perm (45% of UK&I) up an excellent 58%. Temp up 15%, with momentum moderating in H2 and Q4 growth of 8% was driven by higher margins with volumes down slightly
- Private (72% of UK&I) up 42%, Public up 10%
- Excellent growth in the East and the North West, up 41% and 39%. London up 30%, Ireland up 57%
- Record fees in Technology, up 56%. A&F, Office Support and HR were also excellent, up 38%, 50% and 81% respectively. C&P up 15%
- Consultant headcount up 24%

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 operating profit. Consultant numbers represent closing headcount. Percentage changes represent 30 June 2022 closing headcount versus 30 June 2021 closing headcount.

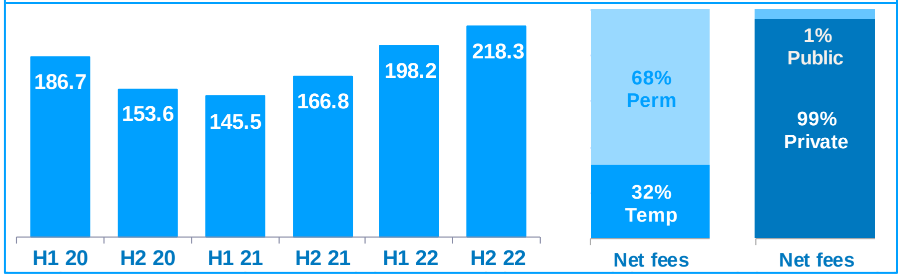
HAYS Working for your tomorrow

RECORD FEES IN 22 COUNTRIES AND **EXCELLENT PROFIT** GROWTH

Rest of World (RoW) – Financial overview

Year to 30 June	2022	2021	Actual growth	LFL growth	FY22 share of Group
£ Net fees	£416.5m	£312.3m	33%	36%	36%
£ Operating profit*	£39.5m	£12.5m	216%	234%	19%
% Conversion rate*	9.5%	4.0%	+550bps		
Consultants	3,710	2,866	29%		
Offices	100	101	(1)		

Net fees (£m)



Net fees up 36%; operating profit up 234%. 22 Country records

- Perm (68% of RoW) up 43%, Temp up 24%
- Operating profit of £39.5m* represents strong profit recovery even with our significant headcount investment

EMEA ex-Germany (56% of RoW fees)

- Fees up 31%, with 12 country records. France and Poland up 35% and 42%, Spain and the Netherlands up 34% and 29%

Americas (26% of RoW fees)

- Fees up 51%, with 6 country records. USA up 43%, Canada up 63%, and LatAm up 65%, including Brazil up an excellent 75%

Asia (18% of RoW fees)

- Fees up 35%, with 4 country records. Malaysia and Japan both excellent, up 47% and 45%. China increased by 25%, with Mainland China underperforming Hong Kong. Strict lockdown restrictions meant Q4 fees in China declined by 5%

Consultant headcount

- Up 29%; comprising EMEA ex-Germany up 18%, the Americas up 60% and Asia up 29%

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 operating profit. Consultant numbers represent closing headcount. Percentage changes represent 30 June 2022 closing headcount versus 30 June 2021 closing headcount.

*FY22 operating profit includes £4.2 million one-off costs of closing our Russia business. Excluding this, RoW operating profit was £43.7 million and conversion rate was 10.5%.

OPERATIONAL SUMMARY: **EXCELLENT PROGRESS**

Record fees driving strong profit growth, with strong overall activity levels in all our major markets.

Performance led by Perm, but Temp growth also excellent

Strong FY22 market conditions in all regions, driven by strong client and candidate confidence, shortened time to hire, skill shortages and wage inflation

Significant investment to capitalise on long-term structural opportunities, acute skill shortages and strong markets

Ever greater focus on delivering more of our clients' recruitment and related HR services

We are ideally placed to capitalise on the many structural market opportunities presented by the new world of work

2.
FINANCIAL REVIEW

Paul Venables
Group Finance Director

HAYS Working for your tomorrow

RECORD FEES, WITH EXCELLENT PERFORMANCES IN PERM AND TEMP

FY22 net fee review

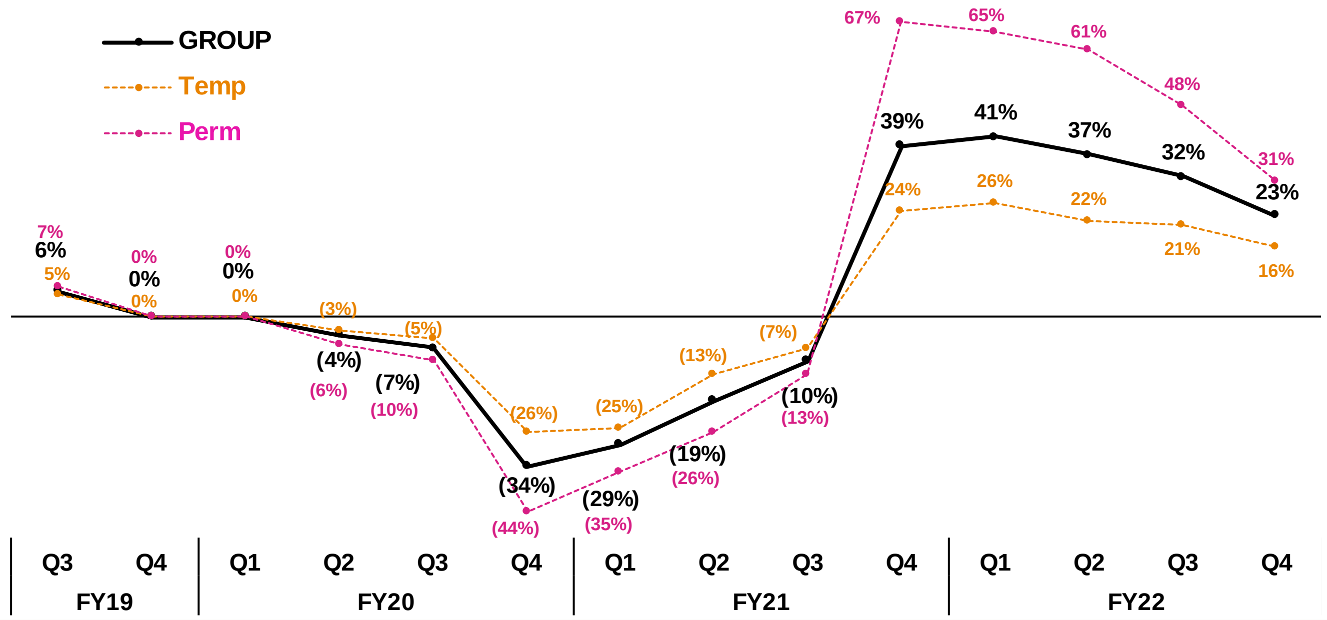
Strong activity and trading in all major markets, including record quarterly fees in Q4.

Strong client and candidate confidence, with skill shortages and wage inflation.

Excellent growth in Perm and Temp, but growth overall has been Perm-led.

Group fees in the year were 8% above FY19, including Q4 FY22 up 14%.

Group net fee growth* – Temp vs. Perm



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

HAYS Working for your tomorrow

RECORD FEES AND **MATERIAL PROFIT GROWTH**. STRONG CASH POSITION DRIVES SUBSTANTIAL RETURNS TO SHAREHOLDERS

Net fees

FY18	£1,072.8m
FY19	£1,129.7m
FY20	£996.2m
FY21	£918.1m
FY22	£1,189.4m

Net fees
£1,189.4m
32% increase*

Operating profit‡

FY18	£243.4m
FY19	£248.8m
FY20	£135.0m
FY21	£95.1m
FY22	£210.1m

Operating profit‡
£210.1m
128% increase*

Net cash*

FY18	£122.9m
FY19	£129.7m
FY20	£366.2m
FY21	£410.6m
FY22	£296.2m

Net cash*
£296.2m
after £205m dividends paid and shares repurchased

Total DPS

Core // Special

	Core	Special	Total
FY18	3.81p	5.00p	8.81p
FY19	3.97p	5.43p	9.40p
FY20			
FY21	1.22p	8.93p	10.15p
FY22	2.85p	7.34p	10.19p

Total DPS
10.19p
plus £75m share buyback programme

We upgraded operating profit expectations three times during FY22

‡ FY20 and FY19 results are presented before exceptional items. There were no exceptional items in FY22, FY21, or FY18.
* FY20 net cash excludes £118.3 million of FY20 payroll tax and VAT deferred, which were subsequently paid in FY21. ** Unless otherwise stated, all growth rates are LFL (like-for-like) year-on-year net fees and profits, representing organic growth at constant currency.

HAYS Working for your tomorrow

STRONG PROFIT AND **EARNINGS GROWTH** EPS BENEFITED FROM ONE-OFF TAX GAINS

Basic EPS‡ (p)

Income Statement

Year ended 30 June	**2022 £m**	**2021 £m**	**Reported growth**	**LFL* growth**
Turnover	6,588.9	5,648.4	17%	**19%**
Net fees	1,189.4	918.1	30%	**32%**
Operating profit	210.1	95.1	121%	**128%**
Net finance charge	(5.8)	(7.0)		
Profit before tax	**204.3**	**88.1**	132%	
Tax**	(50.1)	(26.6)		
Profit after tax	**154.2**	**61.5**	151%	
Basic earnings per share**	**9.22p**	**3.67p**	151%	
Basic weighted average number of shares in issue	1,671.7m	1,677.3m		
Shares in issue*** at: 30 June 2022	1,650.3m			
23 August 2022	1,634.9m			

Exchange rate movements reduced net fees and operating profit by £20.4m and £2.8m respectively

‡ FY20 EPS is presented before exceptional items. There were no exceptional items in FY21 and FY22. * LFL ('like-for-like') growth is organic growth at constant currency. ** Our Effective Tax Rate in the year was 24.5% and included the one-off benefit of positive settlement of overseas tax positions plus favourable deferred tax movement in respect of the Group's Defined Benefit pension scheme surplus. We expect the ETR will return to c.30% in FY23. On a normalised basis applying a 30% ETR, the Group's adjusted EPS was 8.55 pence. *** Excluding shares held in Treasury.

HAYS Working for your tomorrow

EXCELLENT PERFORMANCE IN ALL REGIONS

Australia & NZ	(16% of net fees)	*LfL growth*
Net Fees	£195.7m	24%
Operating profit	£51.6m	32%

- Business confidence improved as restrictions eased in October
- Perm up 60%, although growth moderated in H2. Temp up 9%, with some candidates shifting from Temp to Perm leading to flat Temp volumes in Q4
- Private sector up 29%, Public sector up 17%

Germany	(26% of net fees)	*LfL growth*
Net Fees	£313.9m	34%
Operating Profit	£75.6m	152%

- Contracting grew by 28%, driven by record contractor volumes
- Underlying Temp fees* up 27%, Perm up 51%
- Included sequential profit growth of 8% in H2 FY22 vs H1 FY22

UK & Ireland	(22% of net fees)	*LfL growth*
Net Fees	£263.3m	31%
Operating Profit	£43.4m	*277%*

- Excellent Perm performance, up 58%. Temp up 15%, moderating in H2, with 8% Q4 growth driven by margins while volumes were slightly down
- Private sector up 42%, Public sector up 10%
- Strong sequential operating profit growth of 38% from H1 to H2 FY22

Rest of World	(36% of net fees)	*LfL growth*
Net Fees	£416.5m	36%
Operating Profit	£39.5m	*234%*

- EMEA fees up 31%, Americas up 51% and Asia up 35%
- Record net fees in 22 countries, including France, USA, & Switzerland
- Excluding one-off Russia costs**, operating profit of £43.7m and conversion rate of 10.5%

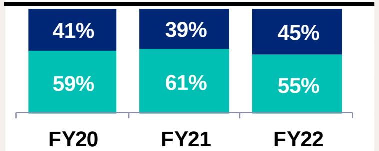
Net fees: £1,189.4m (+32%). Operating profit: £210.1m (+128%). Conversion rate: 17.7% (+730bps)

Unless otherwise stated, all annual growth rates are LFL (like-for-like), representing organic growth at constant currency. Sequential growth rates are shown on a headline basis.
* Prior year German Temp fees exclude £6.2 million Temp severance & under-utilisation costs incurred in FY21. **One-off costs of closing our Russian business were £4.2 million.

HAYS Working for your tomorrow

EXCELLENT PERM AND TEMP PERFORMANCE, INCLUDING CONTINUED **GROWTH** IN AVERAGE **PERM FEE** AND **TEMP MARGIN**

Split of net fees Perm:Temp

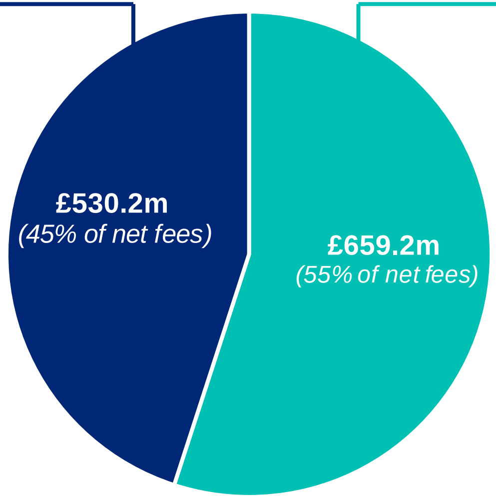


Review of Group Permanent and Temporary Businesses*

Permanent placement business

49%	**net fee increase**
42%	**volume increase**
5%	**average Perm fee increase**

- Strong volume increases across all divisions but most notably in UK&I and Germany
- Average Perm fee up 5%, including H2 up 7%
- Underlying wage inflation accelerated in Q2 globally, and continued through H2, with the highest inflation in the most skill-short markets



Temporary placement business

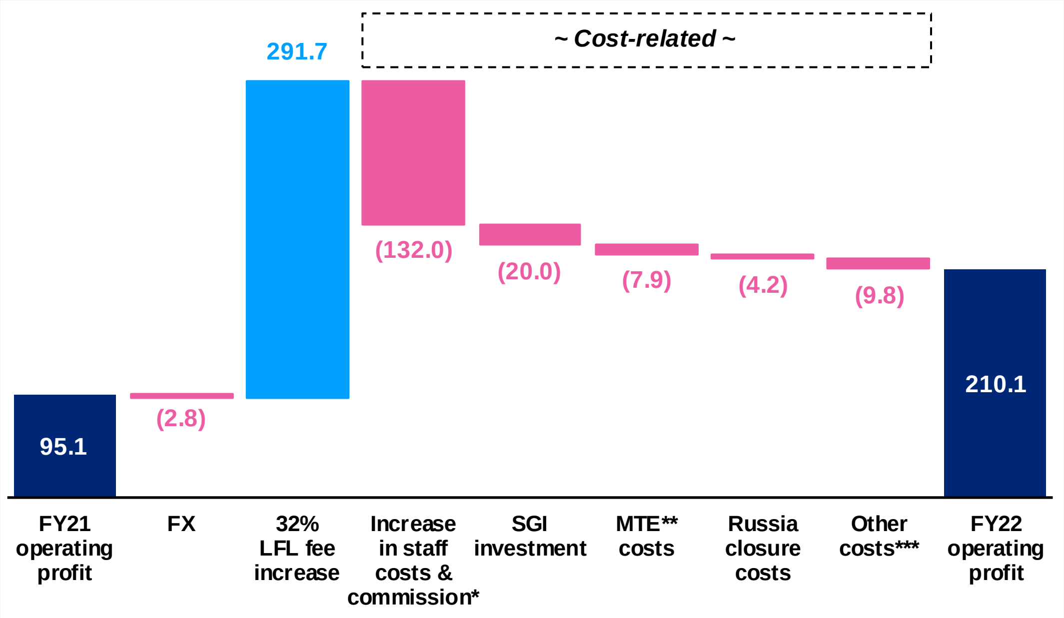
21%	**net fee increase**
10%	**volume increase**
4%	**increase in mix/hours**
100 bps	**underlying margin increase****

- 10% volume increase, with growth in all regions, led by Germany
- 4% increase in mix/hours, driven by higher-paid specialisms and wage inflation, partially offset by a greater number of part-time Contracting assignments
- Underlying Temp margin** up 100bps (or 7%) to 15.5%, driven by pricing

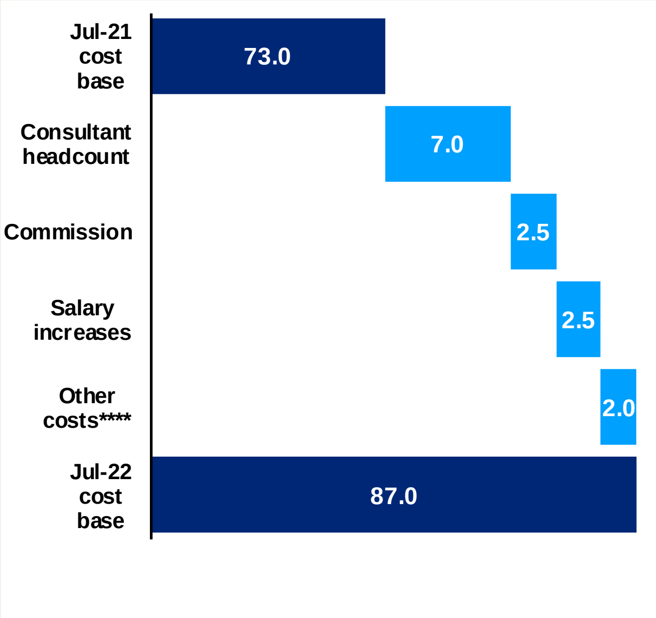
* Growth rates and margin change are for the year ended 30-Jun-22 versus the year ended 30-Jun-21, on a like-for-like basis which is organic growth at constant currency. ** The underlying Temp margin is calculated as Temp net fees divided by Temp gross revenue and relates solely to Temp placements in 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 and excluding Temp severance costs and under utilisation in Germany in FY21. This exclusion represented a 10 bps improvement in the underlying margin in FY22.

MATERIAL PROFIT GROWTH, DRIVEN BY **RECORD FEES** AND CONSULTANT PRODUCTIVITY EVEN AFTER SIGNIFICANT INVESTMENT, WHICH IS REFLECTED IN HIGHER COST BASE

FY22 operating profit bridge (£m)



Periodic⌘ cost base bridge (constant FX, £m)



* Increase excludes SGI investment costs. FY21 included £2.5m received in respect of non-UK government support. There was no such support in FY22. ** Motor, Travel & Entertainment. *** Cost increase relates to increases in advertising (c.£4m), computing (c.£3m), professional fees (c.£2m) and bad debts (c.£1m). **** Relates to non-consultant headcount and MTE costs, and is net of property cost savings.
⌘ 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.

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

Key FX rates and sensitivities		Year ended 30 June 2022
	Average	**Closing**
Australian dollar ($)	1.8346	1.7613
Euro (€)	1.1808	1.1619

Impact of a one cent change per annum	**Net fees**	**Op profit**
Australian dollar ($)	+/- £1.1m	+/- £0.3m
Euro (€)	+/- £4.1m	+/- £1.1m

- FX rates at 23 August 2022: £1 / AUD1.7064; £1 / EUR1.1877
- Retranslating the Group's FY22 operating profit of £210.1m at current exchange rates would increase the actual result by c.£6m to c.£216m.

CONVERSION RATE* **INCREASED TO 17.7%**

Conversion rate*	FY19	FY20	*H1 21*	*H2 21*	FY21	*H1 22*	*H2 22*	***FY22***	
ANZ	33.5%	28.3%	*22.6%*	*26.8%*	24.8%	*27.2%*	*25.6%*	**26.4%**	Good 33% drop-through** of fee growth into profit growth
Germany	30.5%	20.5%	*8.3%*	*16.5%*	12.8%	*25.3%*	*23.1%*	**24.1%**	Excellent 57% drop-through**
UK&I	18.5%	7.4%	*(1.1)%*	*11.5%*	5.7%	*14.2%*	*18.6%*	**16.5%**	Strong 51% drop-through**
RoW	11.5%	5.0%	*0.1%*	*7.4%*	4.0%	*10.6%*	*8.4%****	**9.5%**	Solid 25% drop-through**. Excluding one-off costs of closing our Russian business, drop-through was 29%
Group	22.0%	13.6%	*5.9%*	*14.1%*	10.4%	*18.0%*	*17.4%****	**17.7%*****	Strong sequential and YoY improvement in profitability, with a drop-through** rate of fees to operating profit of 40% (42% excluding Russia exit costs)

We continued our balanced approach of driving profitability and investing for long-term structural growth

* Represents the conversion of net fees into pre-exceptional operating profit. There were no exceptional items in FY21 or FY22. ** Drop-through rate represents the percentage of incremental LfL net fees that convert into incremental operating profit. *** 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%.

Working for your tomorrow

REDUCTION IN EFFECTIVE TAX RATE (ETR) DRIVEN BY ONE-OFF BENEFITS. UNDERLYING ETR AT 30%

Finance charge and taxation	Year ended 30 June	
	2022	2021
Finance charge	**£m**	**£m**
Net interest charge on debt*	**(0.4)**	(0.6)
Other interest payable	**-**	(0.1)
IFRS 16 interest on lease liabilities (non-cash)	**(3.9)**	(5.0)
IAS 19 pension charge (non-cash)	**(1.4)**	(1.1)
PPF levy	**(0.1)**	(0.2)
Net finance charge	**(5.8)**	**(7.0)**

- We expect the net finance charge for the year ending 30 June 2023 to be c.£6m

Taxation		
Effective tax rate (ETR)	**24.5%**	**30.2%**

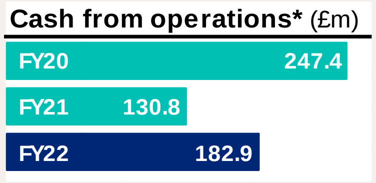
- The decrease in ETR reflects positive one-off settlements with certain tax authorities, plus the recognition of deferred tax assets driven by the positive movement in the Group's Defined Benefit pension surplus

We expect the Group's ETR in FY23 to be c.30%

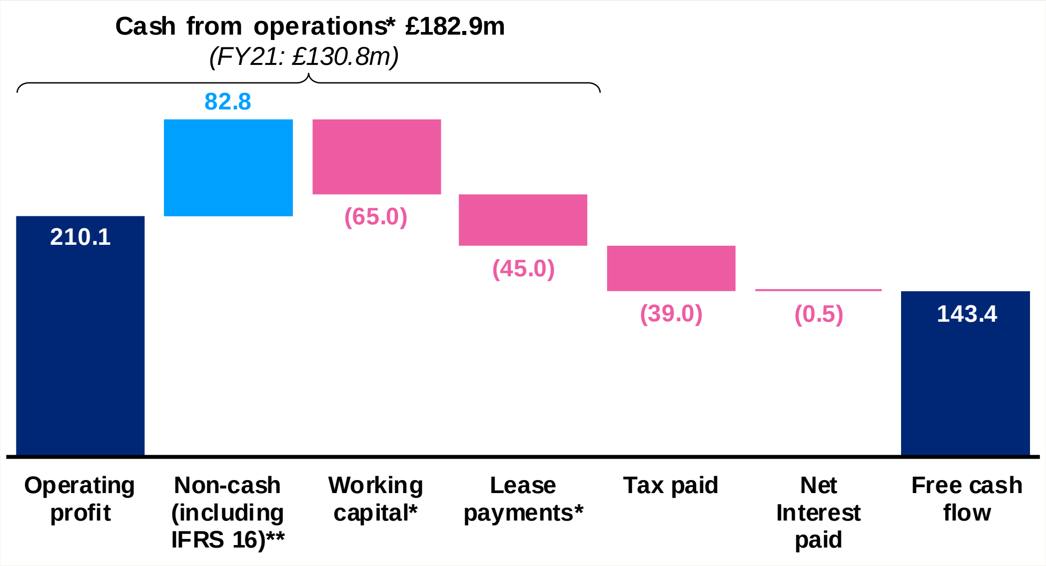
* Includes amortisation of arrangement fees.

Working for your tomorrow

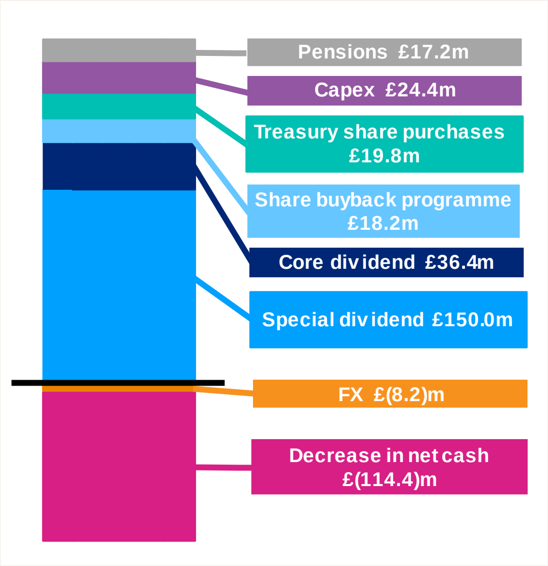
STRONG CASH PERFORMANCE, WITH WORKING CAPITAL REBUILD **DRIVEN BY GROWTH** IN TEMP VOLUMES



Operating profit to free cash flow conversion (FY22, £m)



Uses of cash flow (FY22)

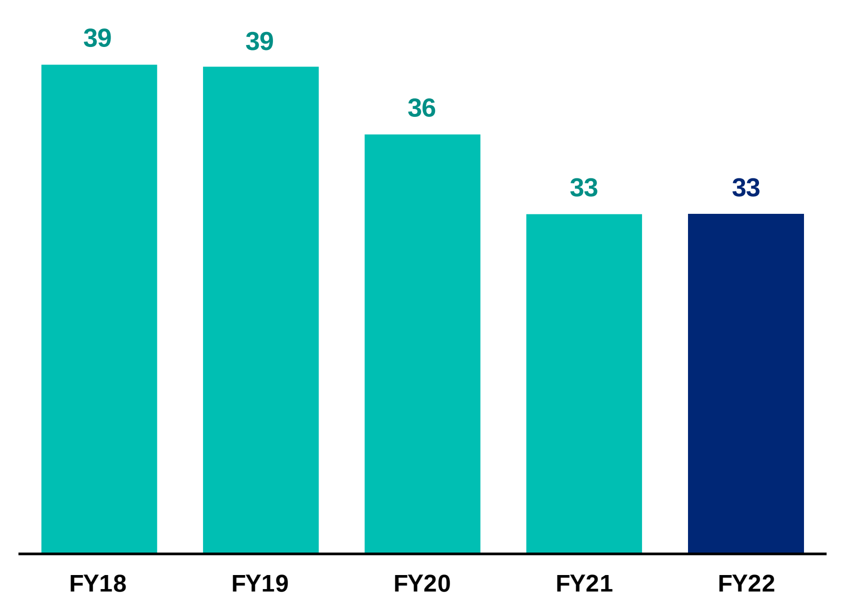


For FY23, capex guidance is £25-30 million

* For the purpose of presenting cash from operations (CFO) on a consistent basis vs prior year, we have included the lease payments of £45.0m (FY21: £50.0m) within the CFO calculation and before the payment of FY20 tax deferrals of £118.3 million paid in FY21. ** Non-cash comprises depreciation and amortisation (including depreciation chargeable under IFRS 16), share-based payments and net movement in provisions.

SINCE FY19, **EXCELLENT CREDIT CONTROL** HAS DELIVERED AND MAINTAINED A SIX-DAY REDUCTION IN DEBTOR DAYS, DRIVING A CASH BENEFIT OF **c.£90 MILLION**

Debtor Days (Days Sales Outstanding)



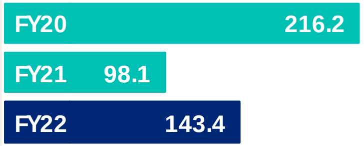
Cumulative cash benefit

	FY19	FY20	FY21	**FY22**
Net trade receivables (£m)	649.3	521.2	510.2	**663.2**
Debtor days (DSO)	39	36	33	**33**
Positive DSO impact on trade debt / cash flow (£m)		c.48	c.42	–

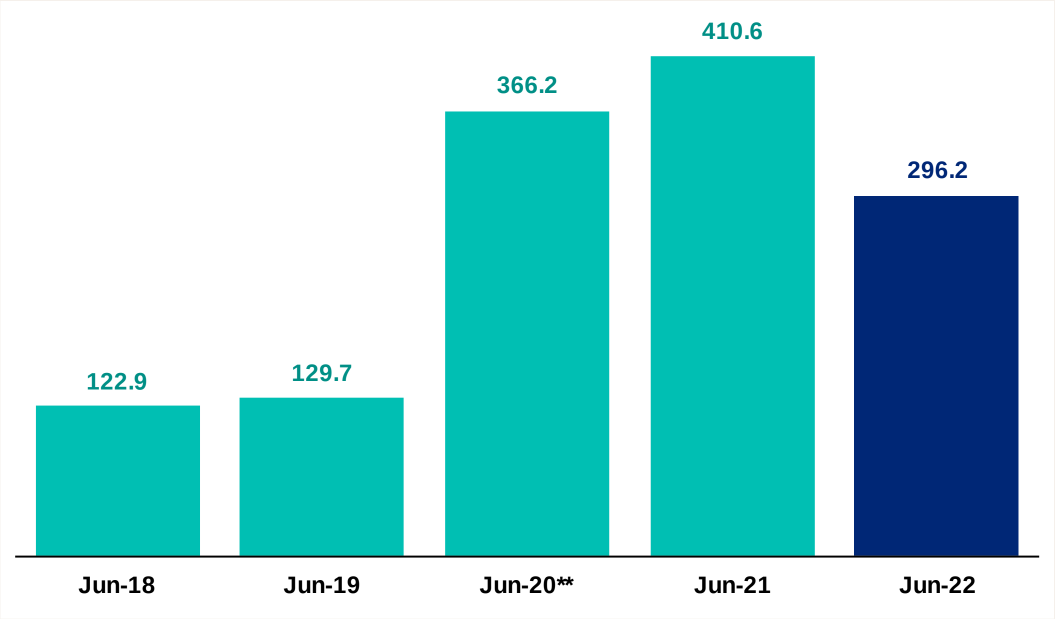
HAYS Working for your tomorrow

STRONG YEAR-END CASH POSITION,
DRIVEN BY CONTINUED EXCELLENT CREDIT CONTROL

Free cash flow* (£m)



Closing net cash (£m)



NET CASH POSITION
- FY22 ended with net cash of £296.2m

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

EBITDA/INTEREST RATIO: N/A***
- Bank covenant: >4.0x

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

* Free cash flow is defined as: cash flow before dividends, share purchases, additional pension contributions and capital expenditure. ** June 2020 net cash shown excluding £118.3 million of deferred payroll taxes and VAT which was subsequently paid during FY21. *** Covenant ratios are shown on a pro-forma basis for the 12 months ended 30 June 2022, on a pre-IFRS-16 basis as is permitted.

HAYS Working for your tomorrow

A **STRONG** BALANCE SHEET

Balance sheet analysis

£m	30 Jun 2022	30 Jun 2021
Goodwill & intangibles	**249.4**	244.7
Property, plant & equipment	**29.3**	27.4
Right-of-use assets (IFRS 16)	**171.7**	190.3
Net deferred tax asset	**8.5**	15.7
Retirement benefit surplus	**102.0**	46.6
Net working capital*	**232.1**	174.5
Net corporation tax liabilities	**(29.3)**	(17.3)
Derivative financial instruments	**(0.1)**	-
Other financial liability	**(56.8)**	-
Lease liabilities (IFRS 16)	**(185.1)**	(201.1)
Provisions	**(21.7)**	(19.6)
Total	**500.0**	**461.2**
Net cash	**296.2**	410.6
Net assets	**796.2**	**871.8**

RETIREMENT BENEFITS

- Increase in Defined Benefit surplus is a result of changes in financial assumptions, most notably an increase in the discount rate and changes to the scheme's demographic assumptions, plus company contributions, partially offset by lower expected returns on scheme assets
- The Defined Benefit scheme 2021 triennial valuation quantified the actuarial deficit at £23.9 million on a Technical Provisions (TP) basis and the agreed recovery plan remained unchanged and comprised an annual payment of £16.7 million from July 2021, with a fixed 3% uplift per year, as we position the scheme towards our long-term buyout objective

NET WORKING CAPITAL

- Strong working capital management, with debtor days remaining at historically low levels of 33 days (FY21: 33 days), well below pre-pandemic levels

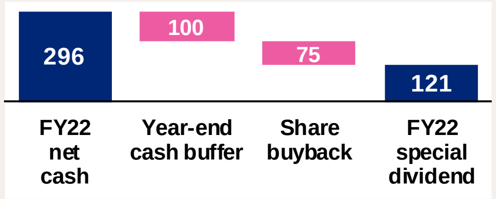
SHARE BUYBACK PROGRAMME LIABILITY

- Other financial liability represents the outstanding balance under the initial £75 million share buyback programme, which has been recognised as a liability due to the nature of the cancellation terms within the contract

* 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.

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

FY22 special dividend calculation (£m)



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	We increased total headcount by 23% YoY; capex was c.£24 million. We launched our new brand identity and invested in training to support headcount growth
Maintain a strong balance sheet	• Maintain a net cash position of £100m • Funding of Defined Benefit pension scheme and long-term objective of buyout	We ended the year with a strong net cash position of £296.2 million
Core dividend policy	• Deliver a core dividend which is sustainable, progressive and appropriate • Target core dividend cover of 2-3x EPS	Total FY22 core dividend is 2.85 pence per share (£47.3m), representing cover of 3.0x underlying EPS*
Excess cash returns policy	• Subject to supportive economic outlook, return cash to shareholders in the most appropriate form	7.34 pence per share special dividend (£121.2m) proposed for FY22. £18.2m buyback completed plus £75m ongoing buyback programme

£262m in total cash distributions for FY22

*Which equates to 8.55 pence per share when adjusted for a normalised tax rate of 30% excluding our one-off FY22 tax benefits.

OUR ACTIONS SINCE THE START OF THE PANDEMIC HAVE **STRENGTHENED OUR BUSINESS** AND WILL **INCREASE** OUR LONGER-TERM PROFITABILITY

Potential cost-savings vs pre-pandemic levels	Development	Expected saving p.a.	Cumulative delivered saving p.a.	Timeframe	RAG status
Property	Property consolidations and renegotiation of leases driving c.£4m cost reduction versus FY21	**c.£10m**	c.£4m	4 years	G
Back-office efficiency	Automation in credit control and payroll processes. Global Vendor Management System (VMS) automation project underway	**c.£10m**	c.£2m	2-4 years	G
Reduced travel*	c.£8m increase in travel and entertainment in line with expectations. Now in steady-state and within expected cost-savings, despite substantial headcount growth	**c.£10m**	c.£12m	now	G
Total saving		**c.£30m**	c.£18m	2-4 years	

Cash position	Development	Expected change	Timeframe	RAG status
Debtor day reduction	Excellent cash management through strong credit control; maintained debtor days at a record low of 33 days in FY22 in line with FY21, but well below pre-pandemic level of 39 days	**c.£90m**	now	
Debtor days' normalisation	Potential longer-term increase in debtor days	**c.£(45)m**	2 years	
Total benefit		**c.£45m**	2 years	G

We remain on-track with our cost and balance sheet efficiency programmes

* Savings of £12m achieved in FY22 versus FY19. We expect to retain savings of c.£10m per annum.

HAYS Working for your tomorrow

FINANCIAL SUMMARY

Record net fees of £1,189.4m, up 32%

- Excellent fee performance in all regions and 24 country records, driven by strong client and candidate confidence
- Significant improvement in Temp and Perm margins through the year driven by dedicated pricing actions and broader wage inflation
- Q4 was a quarterly net fee record, with fees and activity sequentially stable at strong levels

Operating profit grew by 128% to £210.1m, including significant investment

- Strong 730bps increase in the Group's conversion rate
- Record consultant productivity even after 26% consultant headcount growth
- Good progress on our cost-saving and efficiency programmes

Strong cash performance driving substantial distributions to shareholders

- Maintained DSOs at 33 days, driving year-end net cash position of £296.2m
- Proposed full-year dividend of 2.85p and special of 7.34p. Total full-year core and special of 10.19p (£168m)
- Share buyback programme of £75m launched in April, with £18.2m bought in Q4. Board has restored programme back to £75m from 1st July 2022

We are ideally placed to capitalise on the many structural market opportunities presented by the new world of work

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

Working for your tomorrow

3. CURRENT TRADING

James Hilton
Group Finance Director (Designate)

DESPITE INCREASING MACRO UNCERTAINTIES, CLIENT & CANDIDATE **CONFIDENCE REMAINS GOOD**, WITH FEES & ACTIVITY SEQUENTIALLY STABLE AT **STRONG LEVELS**

Current trading conditions and outlook by region

Australia

Conditions in Perm remain good, with markets supported by skill shortages and wage inflation, and Temp volumes are broadly stable.

Germany

Overall conditions are strong and contractor numbers are at record levels. Due to the timing of public holidays, there are 3 fewer trading days in H1 FY23 versus the prior year*. We estimate this will have an H1 FY23 profit impact of c.£5m.

UK & Ireland

Conditions in Perm are good, with markets supported by skill shortages and wage inflation. Temp volumes are sequentially stable.

Rest of World

Conditions across EMEA and Asia are good. In North America, Perm activity levels have decreased modestly, reflecting some reduced client confidence.

Group

- We have made a good start to our new financial year. While we are mindful of increasing macroeconomic uncertainty, client and candidate confidence remains good, supported by skill shortages and wage inflation
- Perm activity remains strong overall, with some normalisation in some of the previously most active markets. Temp volumes remain stable overall
- Globally, both Temp and Perm continue to benefit from improving fee margins and the broader impact of wage inflation, which we expect to continue across FY23
- Having made significant headcount investments in FY22, we have appropriate capacity for today's market opportunities. We expect consultant headcount growth will be minimal in H1, outside of our SGI programme, as we focus on driving consultant productivity and returns from our investments

* There are no working day impact in H2 2023 in Germany versus the prior year.

HAYS Working for your tomorrow

4.
STRATEGY

Alistair Cox
Chief Executive

OUR INVESTOR DAY SET OUT THE **SCALE OF OUR OPPORTUNITIES** AND OUR **COMPETITIVE ADVANTAGES** IN THE NEW WORLD OF WORK

We face many structural market opportunities presented by the new world of work

Our markets are vast and offer significant growth potential in all our business areas, supported by wage inflation

We are market leaders globally with capability to serve all key economies

We have the right people, infrastructure, brand, vision and expertise to capture the structural market opportunities ahead

We have the financial strength to continue building and enhancing the leading global Recruitment and HR Services business

Potential to double profits over 5 years*

Stickier, more diverse and higher margin revenue streams

Return significant cash to shareholder

Our compelling investment case can deliver excellent returns to shareholders

* Assuming a supportive economic backdrop and no significant downturn in our major markets. There is no certainty over the timing or probability of achieving this range and it is dependent on a variety of assumptions and factors, both macro-economic and Hays-specific.

WE SET OUT OUR MEDIUM-TERM **GROWTH AMBITIONS***

Our five-year ambitions*

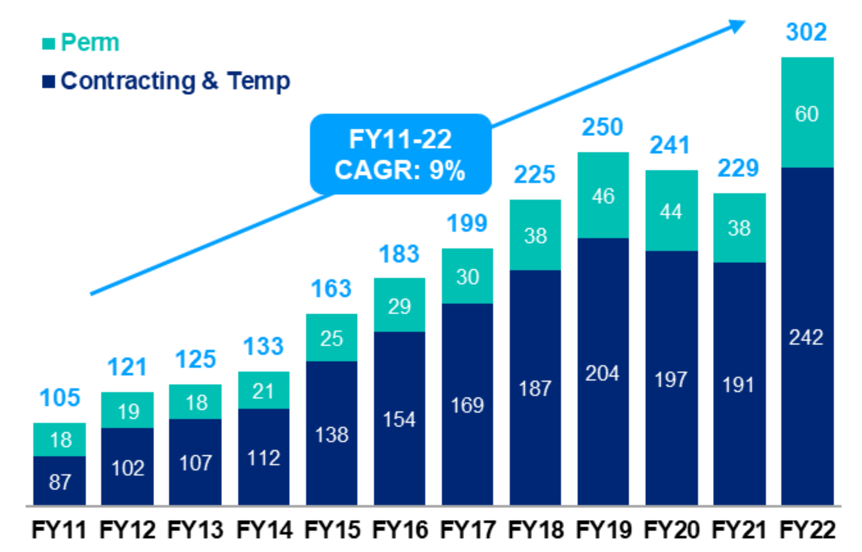
Technology	Germany	UK&I	ANZ	Outsourced Solutions
£500m+ net fees	Double profits to €200m**	£350m net fees	AUD $500m net fees	Double net fees to £400m

Assuming a supportive economic backdrop, we see significant structural opportunities for growth

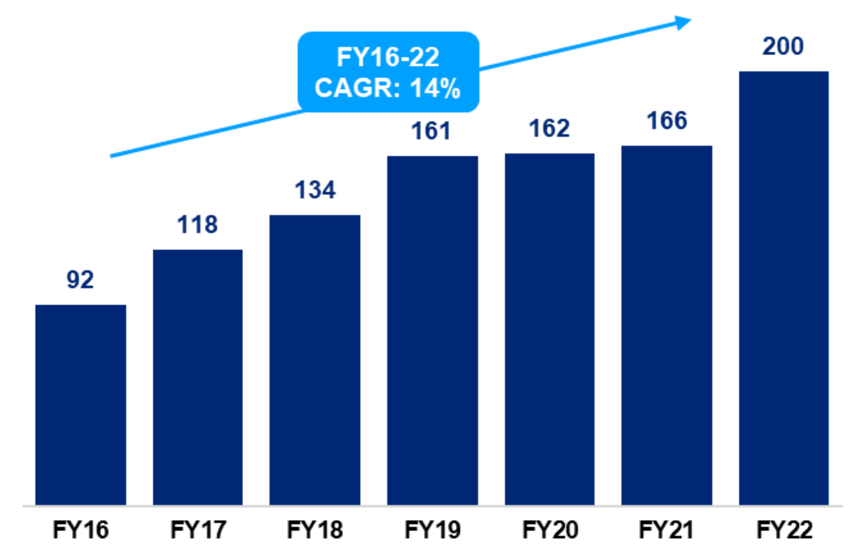
* For the avoidance of doubt, our total net fee aspiration is not an aggregation of these ambitions as there is significant overlap between our net fees by country and fees in our large Technology and Enterprise Solutions businesses. Assuming a supportive economic backdrop and no significant downturn in our major markets, we aspire to deliver the above in five years. ** Before central cost allocations.

EXCELLENT PROGRESS IN TECHNOLOGY & ENTERPRISE CLIENTS

Hays Technology net fees* (£m)



Hays' Global direct outsource fees** (£m)



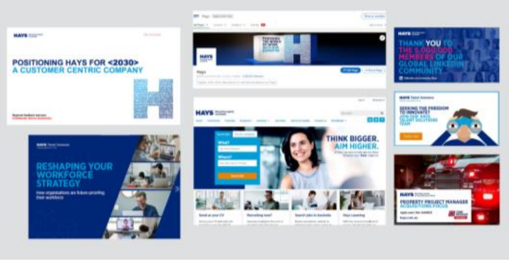
On-track to deliver £500m in Technology fees and to double our direct outsourced fees to £400m

* Net fees and fee growth shown on a constant currency basis. The Veredus acquisition in FY15 added c.£17m in Technology fees and is excluded from growth CAGR's, which are shown on an organic basis. Headline CAGR FY11-22: 10.1%.
** Represents direct, contracted outsourced net fees with our largest enterprise clients, which in FY22 represented c.150 clients. This excludes any fees which originate from preferred supplier arrangements.

WE ARE NOW **MUCH MORE** THAN A RECRUITING BUSINESS: WORKING FOR YOUR TOMORROW

We are helping thousands of organisations and millions of candidates prepare for their future

HAYS Recruiting experts worldwide



HAYS Working for your tomorrow

Objectives of the brand change, framed by customer insights

Position Hays for future growth	**Demonstrate** Hays as a holistic service provider	**Differentiate** Hays as a market leader	**Create** more opportunities for Hays internally & externally

Positioning Hays as a leading HR services partner, solving the complex talent problems our clients and candidates face

HAYS Working for your tomorrow

CONCLUSION: WE MADE **EXCELLENT PROGRESS** IN FY22, AND OUR INVESTMENT CASE IS DESIGNED TO DELIVER **COMPELLING RETURNS** FOR SHAREHOLDERS

We have delivered record fees and material profit growth in FY22

Our end markets are vast, with significant growth potential in all our business areas

We are market leaders in some of the most attractive areas globally

We have capability to serve all key economies

We are building stickier, more diverse and higher margin revenue streams

We have the right people, infrastructure, brand, vision and expertise to capture the many structural opportunities ahead

We have the financial strength to continue building and enhancing the leading global recruitment and HR services business

Our strong financial performance drove £168m in dividends and our ongoing £75m share buyback programme

Our aspiration is to double Group profits over 5 years*, and to return significant cash to shareholders

Significant shareholder benefits delivered by a global leader in the world of work

*Assumes a supportive economic backdrop and no significant downturn in our major markets.

Working for your tomorrow

APPENDIX 1

FY22 Results supporting materials

HAYS Working for your tomorrow

LIKE-FOR-LIKE **SUMMARY**

Year ended 30 June	2021 £m	FX impact £m	Organic £m	2022 £m	LFL* growth
Net fees					
Australia & New Zealand	**159.9**	(2.6)	38.4	**195.7**	**24%**
Germany	**244.8**	(10.7)	79.8	**313.9**	**34%**
United Kingdom & Ireland	**201.1**	(0.4)	62.6	**263.3**	**31%**
Rest of World	**312.3**	(6.7)	110.9	**416.5**	**36%**
Group	**918.1**	**(20.4)**	**291.7**	**1,189.4**	**32%**
Operating profit					
Australia & New Zealand	**39.7**	(0.7)	12.6	**51.6**	**32%**
Germany	**31.4**	(1.4)	45.6	**75.6**	**152%**
United Kingdom & Ireland	**11.5**	0.0	31.9	**43.4**	**277%**
Rest of World	**12.5**	(0.7)	27.7	**39.5**	**234%**
Group	**95.1**	**(2.8)**	**117.8**	**210.1**	**128%**

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

Working for your tomorrow

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

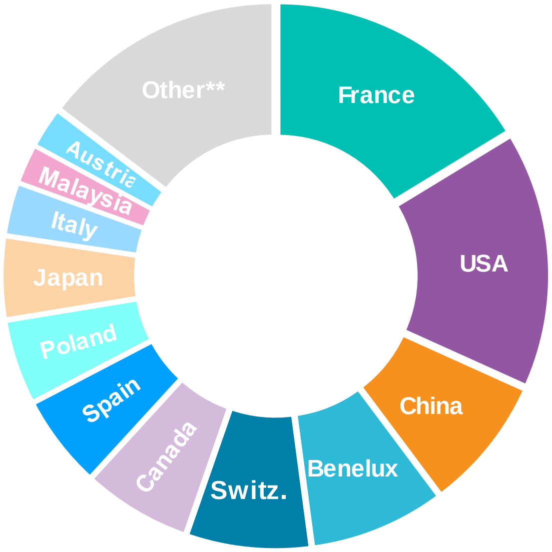
Net fee growth* *versus same period last year*	**Q1 21**	**Q2 21**	**H1 21**	**Q3 21**	**Q4 21**	**H2 21**	**FY21**	**Q1 22**	**Q2 22**	**H1 22**	**Q3 22**	**Q4 22**	**H2 22**	**FY22**
Australia & New Zealand	(26)%	(19)%	(23)%	(13)%	28%	6%	(10)%	34%	31%	33%	24%	12%	18%	24%
Germany	(31)%	(20)%	(26)%	(5)%	38%	18%	(7)%	39%	37%	38%	32%	29%	31%	34%
United Kingdom & Ireland	(34)%	(20)%	(27)%	(14)%	48%	10%	(11)%	45%	33%	39%	29%	22%	25%	31%
Rest of World	(27)%	(16)%	(21)%	(8)%	41%	14%	(6)%	45%	41%	43%	36%	24%	31%	36%
GROUP	**(29)%**	**(19)%**	**(24)%**	**(10)%**	**39%**	**13%**	**(8)%**	**41%**	**37%**	**39%**	**32%**	**23%**	**27%**	**32%**
Operating profit‡ growth* *versus same period last year*														
Australia & New Zealand			(42)%			8%	(21)%			60%			13%	32%
Germany			(76)%			41%	(42)%			317%			85%	152%
United Kingdom & Ireland			(105)%			619%	(31)%			n/a			102%	277%
Rest of World			(99)%			957%	(26)%			n/a			53%	234%
GROUP			**(75)%**			**96%**	**(31)%**			**327%**			**58%**	**128%**
Conversion rate** *operating profit‡ as % of net fees*														
Australia & New Zealand			22.6%			26.8%	24.8%			27.2%			25.6%	26.4%
Germany			8.3%			16.5%	12.8%			25.3%			23.1%	24.1%
United Kingdom & Ireland			(1.1)%			11.5%	5.7%			14.2%			18.6%	16.5%
Rest of World			0.1%			7.4%	4.0%			10.6%			8.4%	9.5%
GROUP			**5.9%**			**14.1%**	**10.4%**			**18.0%**			**17.4%**	**17.7%**

‡ Operating profit excludes exceptional items for FY20. There were no exceptional items in FY21 or FY22. * 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: H1 21 represents 01-Jul-20 to 31-Dec-20. H2 21 represents 01-Jan-21 to 30-Jun-21. FY21 represents 01-Jul-20 to 30-Jun-21. H1 21 represents 01-Jul-21 to 31-Dec-21. H2 22 represents 01-Jan-22 to 30-Jun-22. FY22 represents 01-Jul-21 to 30-Jun-22.

HAYS Working for your tomorrow

REST OF WORLD **PERFORMANCE** BY COUNTRY/MARKET

Rest of World net fees



Country/market (ranked by net fees)	**FY22 Net fees** £m	**Net fee growth** (LFL*)	**# of offices**	**# of consultants**
France	67.9	35%	20	536
USA	64.3	43%	12	541
Benelux	33.8	20%	11	240
China	33.5	25%	6	270
Switzerland	30.9	27%	4	147
Canada	27.0	63%	6	234
Spain	23.1	34%	5	232
Poland	21.1	42%	6	354
Japan	20.6	45%	3	181
Italy	13.2	49%	5	118
Austria	10.2	38%	2	55
Malaysia	9.8	47%	2	147
RoW Other**	61.1	48%	18	655
Rest of World	**416.5**	**36%**	**100**	**3,710**

* Percentages represent LFL (like-for-like) growth which is organic growth at constant currency for the year ended 30-Jun-21 versus the year ended 30-Jun-20.
** Other represents financial results for remaining RoW markets.
Note: Pie chart represents proportion of Rest of World net fees by country / sub region.

HAYS Working for your tomorrow

CONSULTANT HEADCOUNT AND OFFICE NETWORK

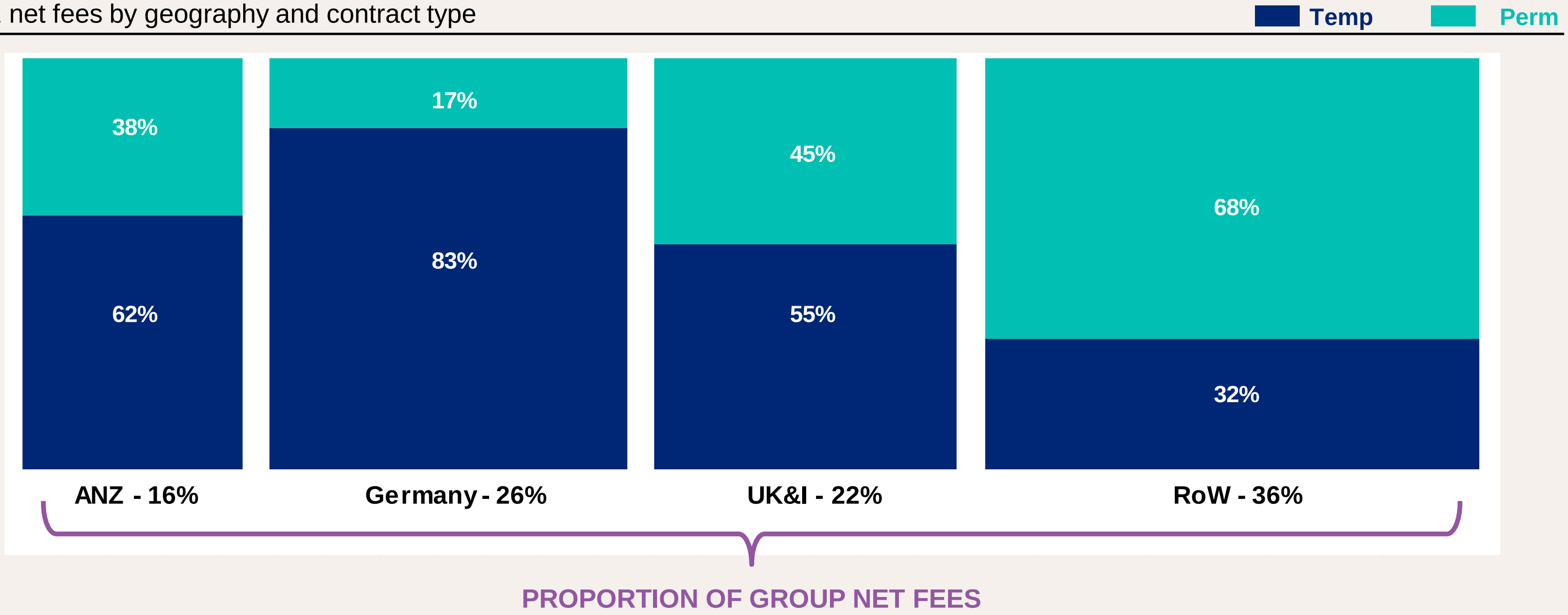
	Number of consultants					Offices		
		H2 versus H1		Year on year				
	As at 30 Jun 2022	As at 31 Dec 2021	*Change since Dec 2021*	As at 31 Jun 2021	*Change since Jun 2021*	As at 30 Jun 2022	As at 30 Jun 2021	*Change since Jun 2021*
Australia & New Zealand	1,136	1,054	*8%*	945	*20%*	40	41	*(1)*
Germany	2,016	1,745	*16%*	1,620	*24%*	26	25	*1*
United Kingdom & Ireland	2,175	1,958	*11%*	1,759	*24%*	87	89	*(2)*
Rest of World	3,710	3,509	*6%*	2,866	*29%*	100	101	*(1)*
Group	**9,037**	**8,266**	***9%***	**7,190**	***26%***	**253**	**256**	***(3)***

TRADING DAYS IN MAJOR MARKETS

Number of trading days	Australia H1	Australia H2	Australia Year	Germany H1	Germany H2	Germany Year	UK H1	UK H2	UK Year
Year ended 30 June 2021	129	123	252	130	122	252	129	124	253
Year ending 30 June 2022	**129**	**123**	**252**	**131**	**123**	**254**	**129**	**123**	**252**
Year ending 30 June 2023	129	123	252	128	123	251	129	124	253

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

FY22 net fees by geography and contract type



APPENDIX 2

Our strategy, business model and investment case

HAYS Working for your tomorrow

OUR INVESTMENT CASE

We believe there are at least three simple and compelling reasons to invest in Hays

1

We are market leaders in vast markets, which offer significant growth potential.

2

We have the right people, infrastructure, brand, vision and financial strength to continue building the leading global HR Services business.

3

Our stickier, more diverse and higher margin revenue streams give us the potential to double profits and return significant cash to shareholders.

HAYS SITS **AT THE HEART** OF A DRAMATICALLY CHANGED WORK ECOSYSTEM, CHANGES WHICH PLAY DIRECTLY TO **OUR STRENGTHS**

CLIENTS

Chronic skill shortages and high job churn

Significant new demand in related HR Services

Rapid new job category creation

Enhanced ESG and ED&I requirements

HAYS
Working for your tomorrow

Demands for flexible working and changing work habits

Ageing population and other demographic changes

Significant need for upskilling and re-skilling

Wage inflation for the first time in many years

CANDIDATES

HAYS Working for your tomorrow

THE WORLD OF WORK HAS **SIGNIFICANTLY CHANGED** POST-PANDEMIC, WITH CLIENTS AND CANDIDATES FACING NEW CHALLENGES AND OPPORTUNITIES

Covid has accelerated the megatrends which are shaping the world of work

Business challenges

Greater digitalisation

Business imperative to be relevant for the modern world

Hiring and retention of talent

Skill shortages

Driving the 'battle for talent' and wage inflation

Desire for upskilling

Partially solved by potential for talent to work from anywhere

Employee demands

Higher salary

Desire for flexible/remote working

Increasing desire to work for a purpose-led organisation

Continual upskilling

Demographic challenges

Smaller working population, driven by the Great Resignation, broader demographics and lifestyle choices (e.g. earlier retirement)

Societal demands

Increasing importance of Sustainability and ESG/ED&I matters

Social Purpose

Social mobility

Regulation

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

Working for your tomorrow

THE NEW WORLD OF WORK **BENEFITS HAYS** IN **FIVE MAJOR AREAS**

Skill shortages
We have the deepest and broadest talent networks

Greater job churn
Helped by faster hiring decisions

Workforce challenges
Creating, developing and retaining talent

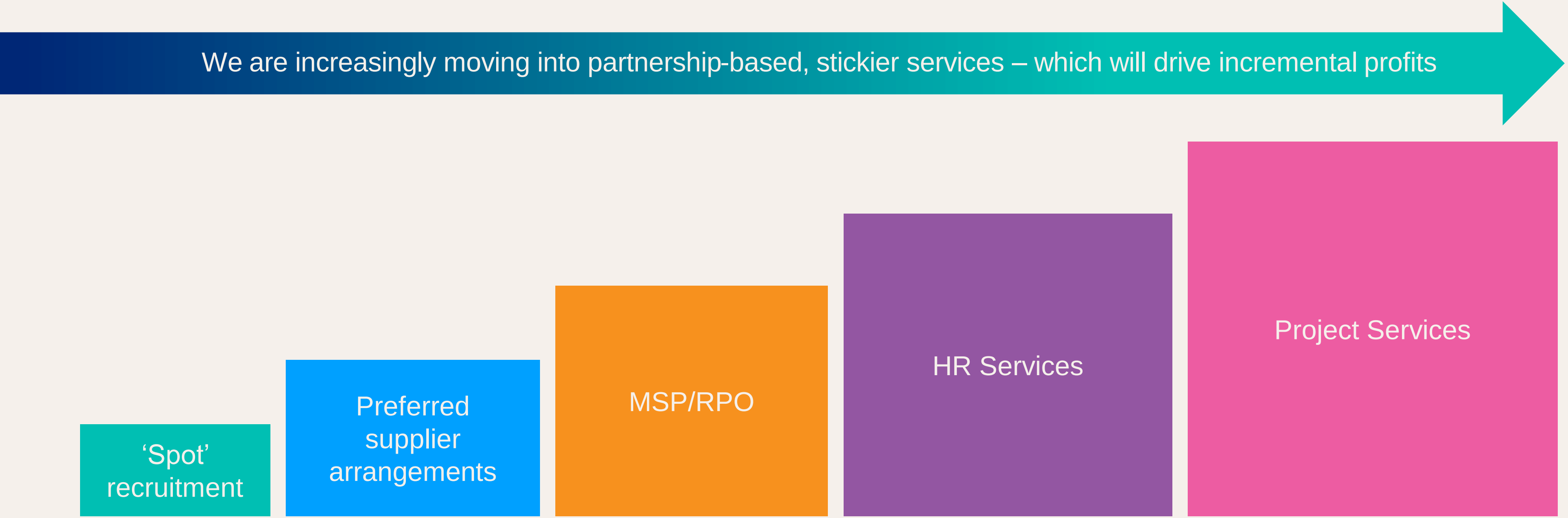
Wage inflation
Which directly benefits our revenue model

New job creation
Particularly in structurally growing sectors

HAYS BENEFITS BY SOLVING CLIENTS' TALENT PROBLEMS

The creation, development and retention of workforces is becoming more complex and expensive

OUR **ENHANCED CAPABILITIES** WILL DRIVE INCREMENTAL **PROFIT GROWTH** AS WE MEET OUR CLIENTS' CHANGING NEEDS



Our strong client relationships offer significant long-term structural growth opportunities

HAYS Working for your tomorrow

HOW & WHY HAYS WILL WIN IN THE NEW WORLD OF WORK

1 Delivery capability	Unrivalled global network serving all employment types	Highly scalable model, expertly serving all client sizes	We recruit for all professional skillsets, including the fastest growing talent markets globally
2 Unrivalled Talent Networks	Millions of deep, personal relationships	Providing expert advice, market insights and career content	Increasingly facilitating training and upskilling at scale
3 Capitalise on and grow our market leadership	Acute skill shortages are driving greater outsourcing to recruiters	Significant opportunities to grow in structurally immature markets	New opportunities evident in more established markets
4 Diverse SME client base	Tens of thousands of clients depend on Hays for their recruitment needs	Significant scope to take further market share and win new clients	Scope to help clients identify and solve ED&I and ESG problems
5 Enterprise relationships	We have built a leading global position in Enterprise Clients	Opportunity for greater share of wallet and win new clients	Deliver broader, complementary HR Services to deepen relationships

HAYS Working for your tomorrow

OUR STRATEGIC PRIORITIES FOCUS ON BUSINESS GROWTH, MOVING UP THE VALUE CHAIN, INVESTING IN RELATIONSHIPS AND DELIVERING RETURNS TO SHAREHOLDERS

GROW

Materially increase core recruitment fees, particularly in Technology recruitment and with Enterprise clients.

DIVERSIFY

Substantially grow new revenue streams and partnership-based areas such as HR Services and Project Services globally.

Our strategy is underpinned by our continuous investment in People, Culture & Technology

ENHANCE

Drive productivity to deliver significant profits and cash flows, funding re-investment and enabling substantial returns to shareholders.

PARTNER

Nurture lifelong client and candidate partnerships and build the deepest and most engaged Talent Networks worldwide.

HAYS Working for your tomorrow

WE SET OUT OUR MEDIUM-TERM **GROWTH AMBITIONS***

Our FY27 ambitions*

Technology	Germany	UK&I	ANZ	Outsourced Solutions
£500m+ net fees	Double profits to €200m**	£350m net fees	AUD $500m net fees	Double net fees to £400m

Assuming a supportive economic backdrop, we see significant structural opportunities for growth

* For the avoidance of doubt, our total net fee aspiration is not an aggregation of these ambitions as there is significant overlap between our net fees by country and fees in our large Technology and Enterprise Solutions businesses. Assuming a supportive economic backdrop and no significant downturn in our major markets, we aspire to deliver the above in five years. ** Before central cost allocations.

HAYS Working for your tomorrow

OUR **FIVE-YEAR ASPIRATIONS** TO MATERIALLY GROW OUR BUSINESS AND **GENERATE SIGNIFICANT SHAREHOLDER VALUE**

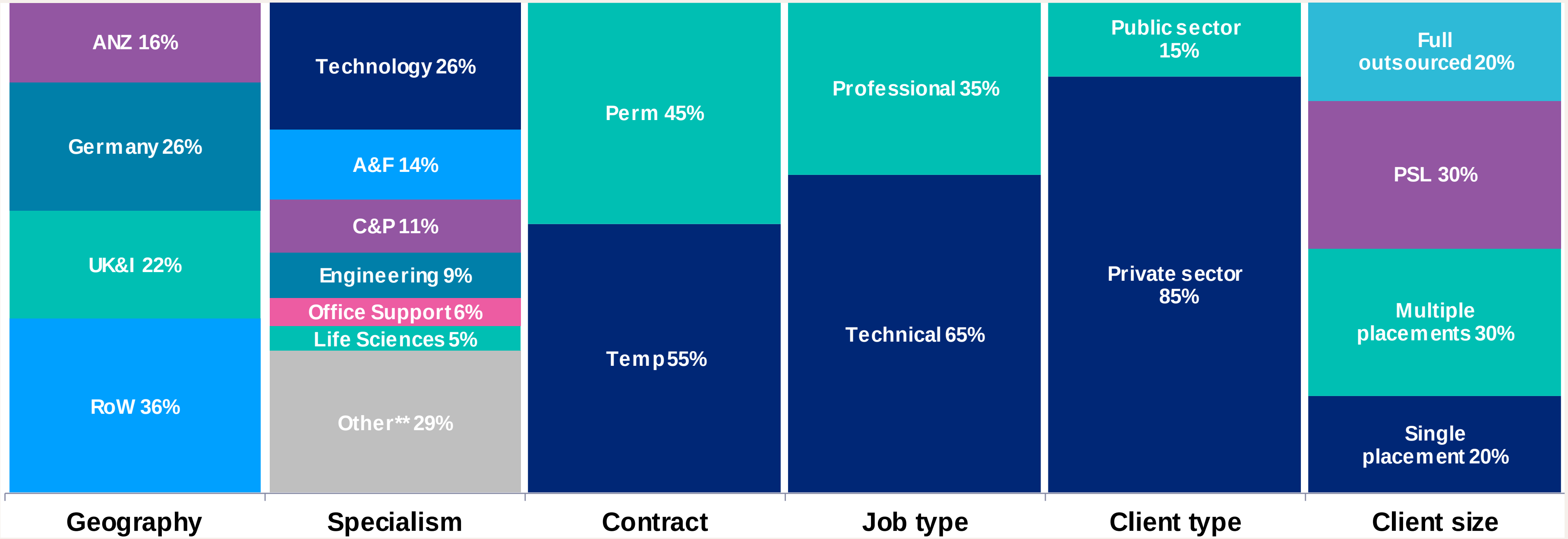
Five-year net fee growth	Five-year conversion rate	Cash conversion	Delivering shareholder value
Aspiration CAGR	**Aspiration range***	**Aspiration rate**	**Aspiration to:**
Group: **6-10%**	**22-25%**	**90%+**	**Double profits**
Technology: **11%+**	(Back to and above pre-pandemic levels)	Operating profit to operating cash flow	**£0.9-1.1bn** free cash flow
			£550-750m shareholder returns
			(over the forecast period)

Opportunity for significant shareholder returns over the next five years

*This range should not be construed as a profit forecast, and supersedes any previous disclosed profit aspiration. Assumes a supportive economic backdrop and no significant downturn in our major markets. There is no certainty over the timing or probability of achieving this range and it is dependent on a variety of assumptions and factors, both macro-economic and Hays-specific.

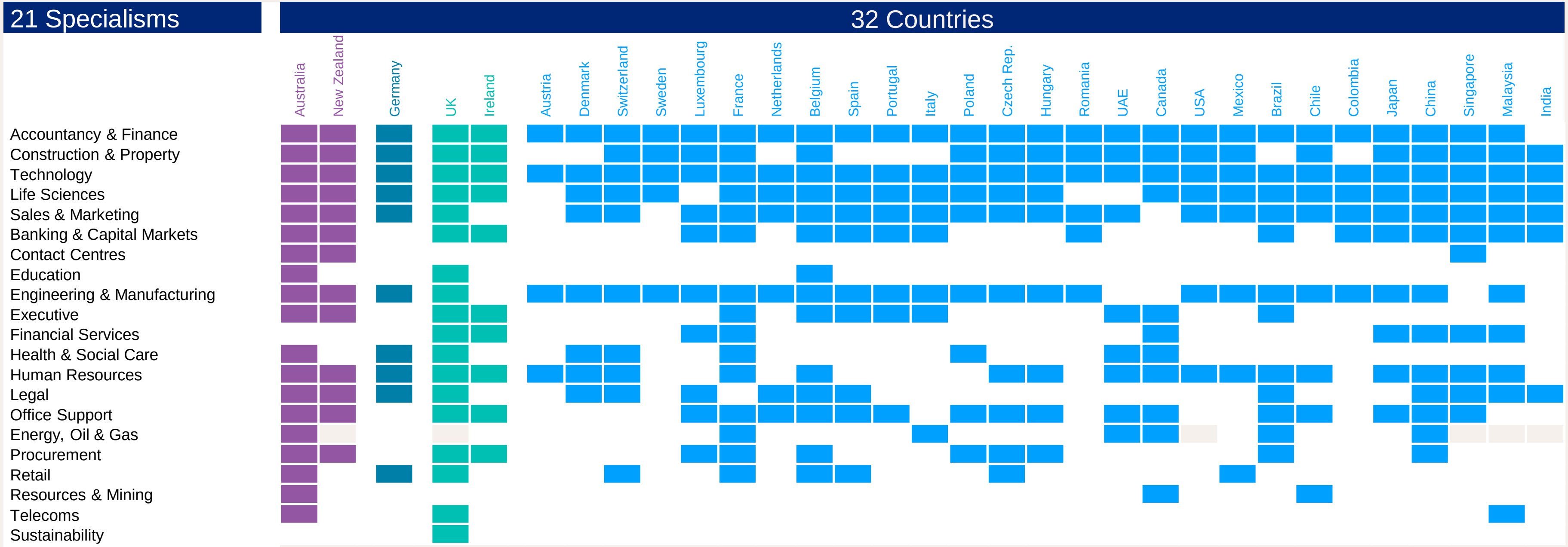
A **BALANCED** PORTFOLIO

FY22 net fees by type*



* Indicative purposes only based on information for the year ended 30 June 2022.
** Major specialisms within Other include: Sales & Marketing (5%) Banking-related (4%), and Human Resources (4%).

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



	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
Specialisms*	19	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
Offices*	35	5	26	83	4	2	1	4	2	1	20	2	8	5	2	5	6	2	1	1	1	6	12	1	3	1	1	3	6	1	2	1

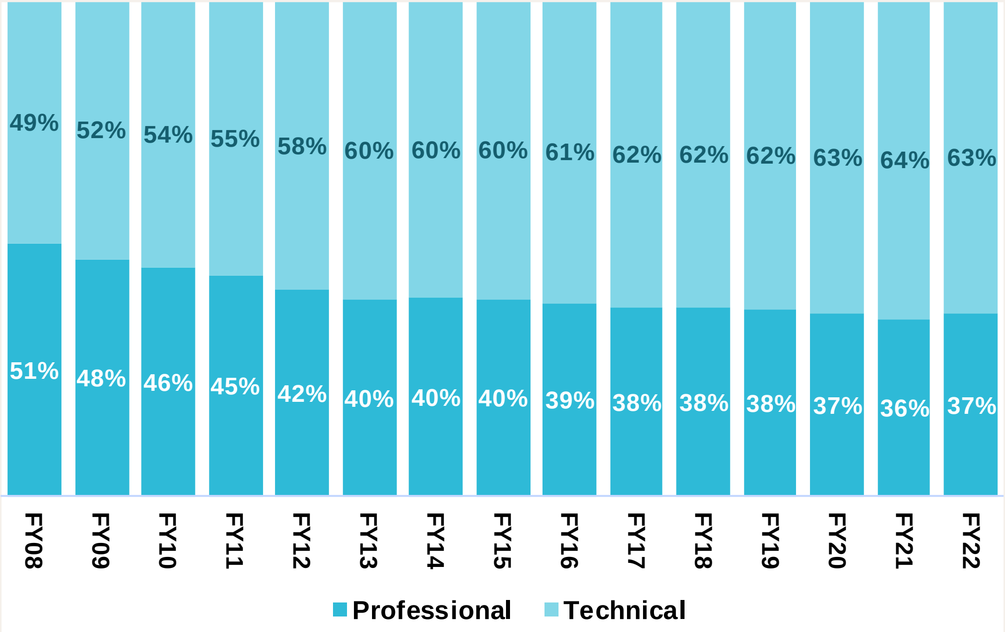
* Total as at 30 June 2022.

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. FY22 Technical net fee growth: 30%
4. FY22 Professional net fee growth: 38%

In FY22, Technical specialisms represented c.65% Group net fees



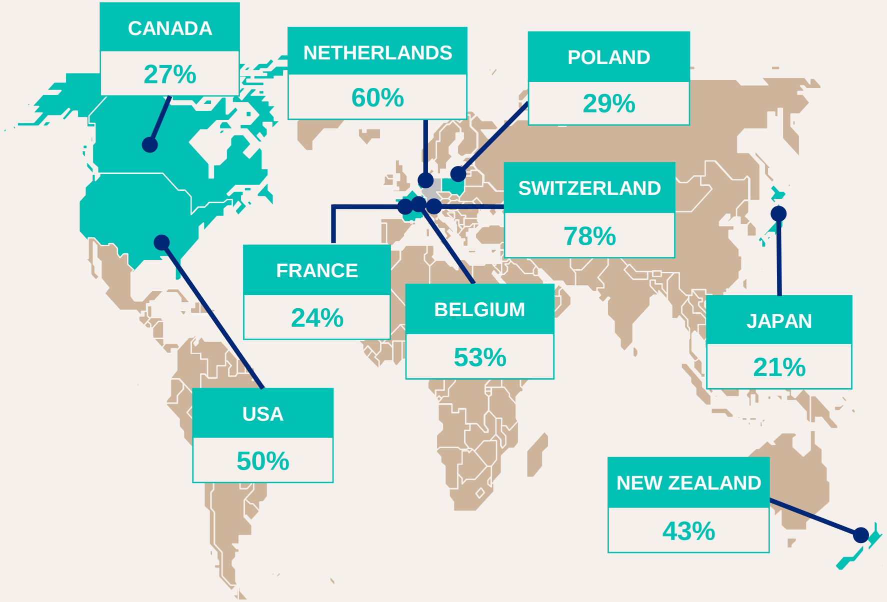
* Technical specialisms include Engineering, Technology, Construction & Property, Life Sciences, Industry and Resources & Mining.
** Professional specialisms include Accountancy & Senior Finance, Banking, HR, Legal, Sales & Marketing, Education, Public Sector, Office Support and Financial Services.

CONTINUED INVESTMENT IN BUILDING FURTHER SCALE AND DIVERSITY ACROSS OUR GLOBAL PLATFORM

Temp & Contracting

1. Clear structural growth opportunities
2. Relative resilience to the cycle
3. Significant barriers to entry
4. Existing Hays expertise

Temp/Contractor business as % of FY22 net fees



HAYS Working for your tomorrow

THE DATA DILEMMA:
DRIVING MORE VALUE FROM DATA THAN HR TEAMS AND COMPETITORS

Access to more and better data	Convert data effectively into insights	Drive real actions from insight

Multichannel engagement signals at scale

Captured via Hays' Tech ecosystem

Hays' proprietary data infrastructure and raw data asset

Insights from analytics based on Hays' expertise and data

Integrated into our Talent Networks and consultant tools, which drives fees

HAYS Working for your tomorrow

PURPOSE, BEHAVIOURS, AND THE FOUR UNITED NATIONS **SUSTAINABILITY GOALS** (UNSDGs) WHICH HAYS ENDORSES

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
5 GENDER EQUALITY	• We believe responsible companies should have Equity, Diversity & Inclusion (ED&I) at their heart • In FY22, our ED&I Council further embedded gender equality in our strategy, including inclusive/diverse hiring. The Group made progress against its target to reach a level of 50% senior female leaders* by 2030 (FY22: 42%)
8 DECENT WORK AND ECONOMIC GROWTH	• Over the past four years, we have placed well over 1,000,000 people worldwide in their next job • We worked with c.40,000 clients to help them find the skilled people they need to prosper • Over 850,000 individual training courses were undertaken in FY22 via Hays Thrive, our free-to-use online Training & Wellbeing platform
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	• 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
13 CLIMATE ACTION	• 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 FY2026; ii) absolute scope 3 GHG emissions from purchased goods and services and capital goods by 50% by FY2030; and, iii) absolute scope 3 GHG emissions from business travel by 40% by FY2026

* Top 560 leaders from across the business.

DOING THE RIGHT THING IS EMBEDDED IN OUR STRATEGIC PRIORITIES

Grow recruitment fees	Diversify by growing new revenue streams	Drive productivity to deliver significant profits and cash flows	Nurture lifelong client and candidate partnerships

			FY22 ACHIEVEMENTS
INTERNAL STAKEHOLDERS	PEOPLE	We are proud both of the culture we have nurtured and of our reputation for providing industry-leading training	Progress versus target for 50% female senior leaders[1] by 2030
	CANDIDATES	We support candidates throughout their career with trusted guidance, access to training and upskilling and via our deep industry expertise	We helped over 350k people find a new career
	CLIENTS	Clients are at the heart of what we do. We have a constant focus on delivering the specialisms they need, when they need them	> 40,000 clients and Strategic CBI[2] Partner
EXTERNAL STAKEHOLDERS	COMMUNITIES	We find the right jobs for people. This enables businesses, their people and communities to flourish	Training & community initiatives help people back to work
	ENVIRONMENT	A carbon neutral company, committed to becoming net zero. Global Steering Group designing and implementing emissions' reduction plans[3]	SBTs approved by the SBTi, and our CDP score improved |to B *(2020: D-)*
	SHAREHOLDERS	Our highly cash generative business model is focused on generating superior value to shareholders through the cycle	We engage with investors across the year through meetings and conferences
	SUPPLIERS	We are committed to treating all our suppliers fairly and with respect	Our limited supply chain is part of what makes our environmental impact low

1: Comprises the top 560 senior leaders at Hays. 2: CBI = Confederation of British Industry.
3: Our employee GHG emission intensity per tonne CO_2e was 0.61 in the year to 31-Mar-22 (0.76 in the year to 31-Mar-21 – an artificially low year due to restrictions related to the Covid-19 pandemic).

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

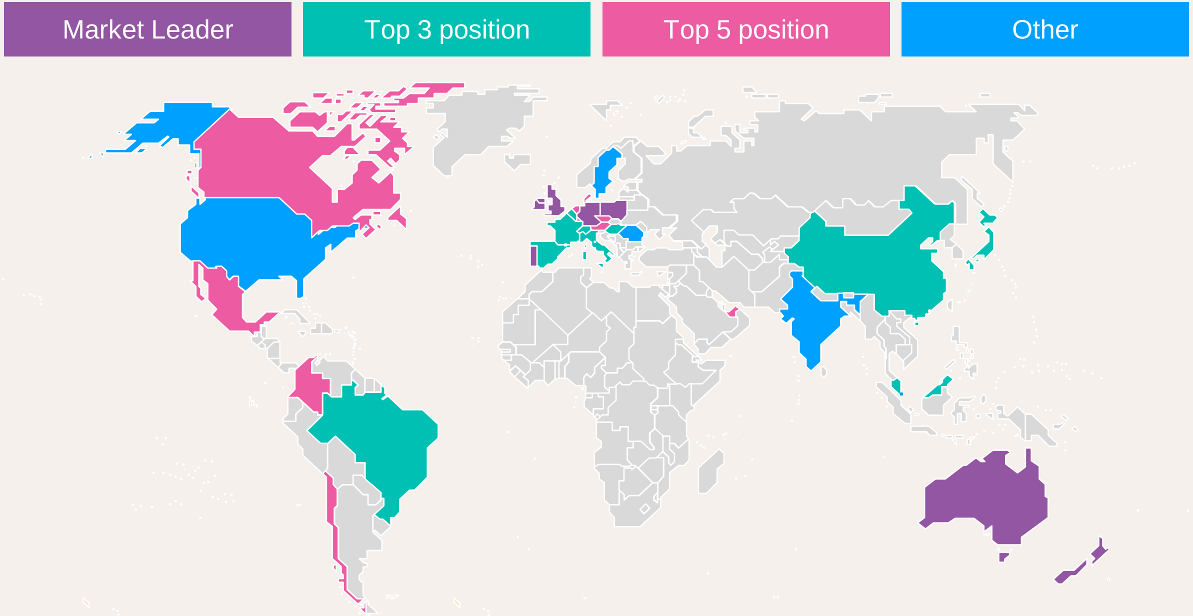
Hays' market positioning*

TOP 3

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

TOP 5

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



* Market position is based on Hays' estimates. List of markets only includes those with top-5 market positions and excludes newly opened countries.

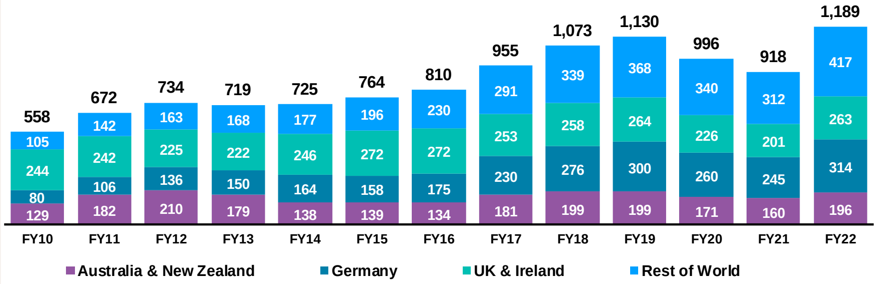
Working for your tomorrow

APPENDIX 3

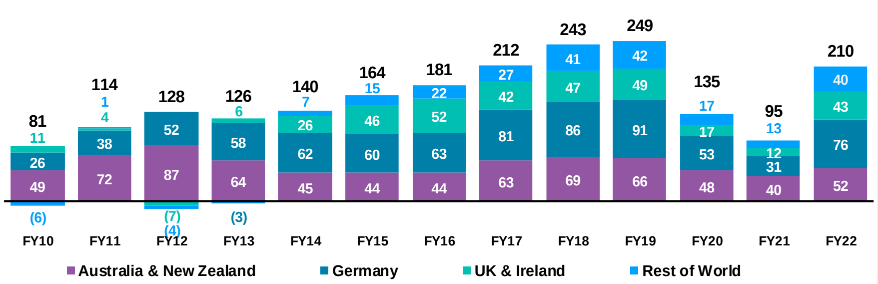
Divisional profiles and historical data

FINANCIAL ARCHIVE – NET FEES, OPERATING PROFIT AND CONSULTANT HEADCOUNT

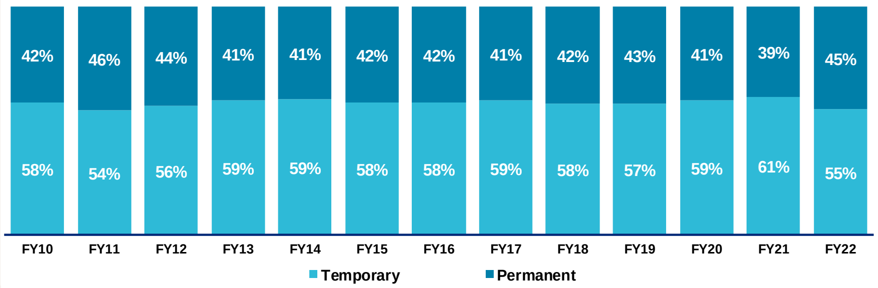
£ Net fees by division (£m)



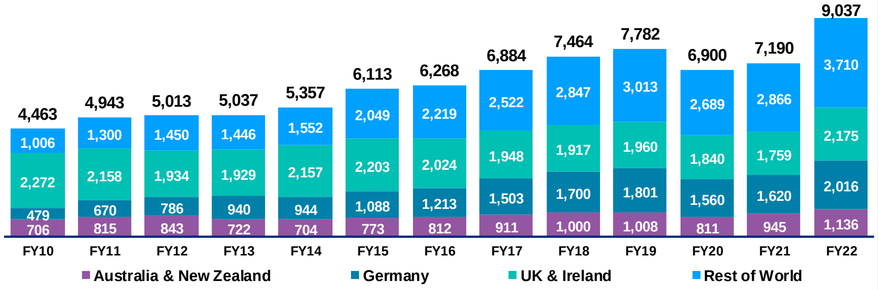
£ Operating profit‡ by division (£m)



% Net fees by contract type (%)



Closing consultant headcount



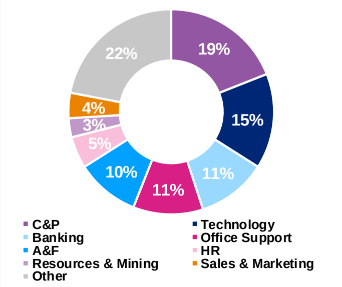
‡ Excludes exceptional items.

AUSTRALIA & NEW ZEALAND PROFILE – 16% OF GROUP NET FEES, WITH AUSTRALIA REPRESENTING 92% OF DIVISIONAL NET FEES

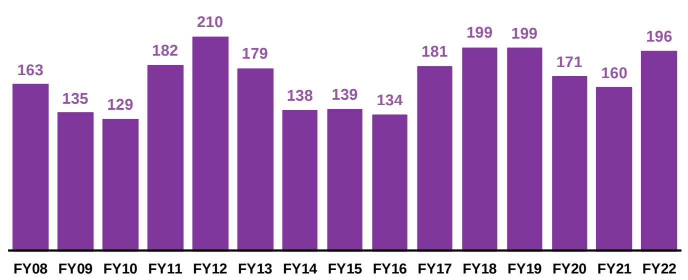
Snapshot

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

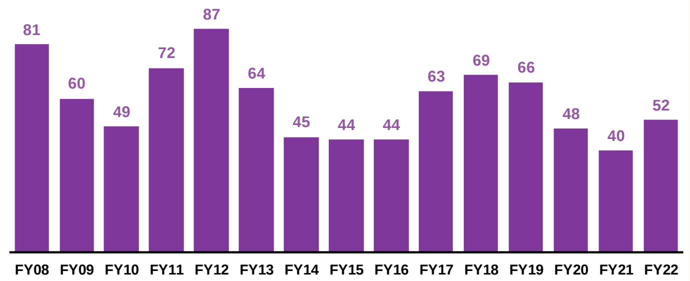
Net fees by specialism (FY22)



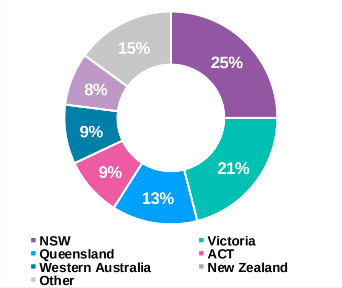
Historical headline net fees (£m)



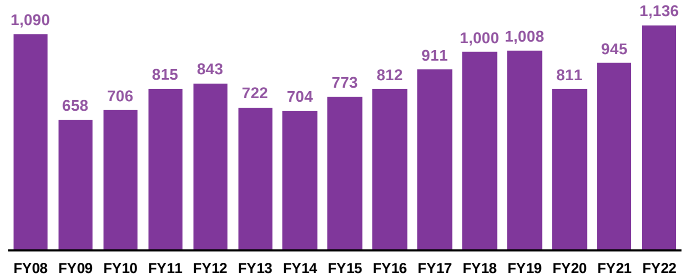
Historical headline operating profit‡ (£m)



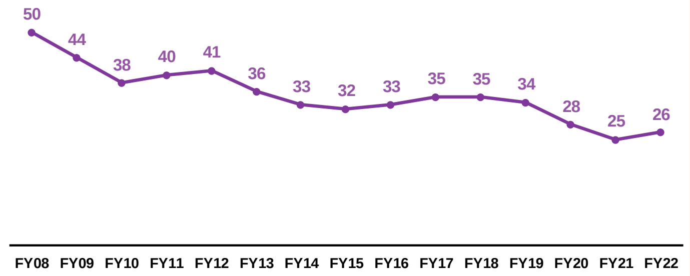
Net fees by region (FY22)



FY Consultant Headcount



Historical conversion rates (%)



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

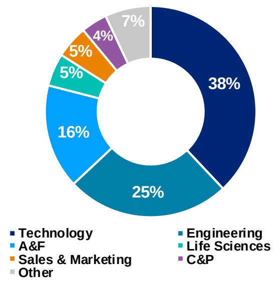
HAYS Working for your tomorrow

GERMANY PROFILE – 26% OF GROUP NET FEES AND 35% OF GROUP PROFIT

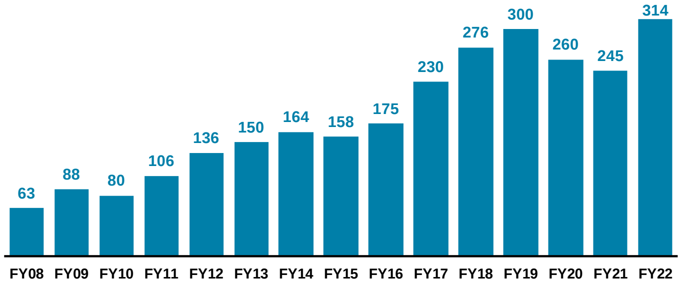
Snapshot

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

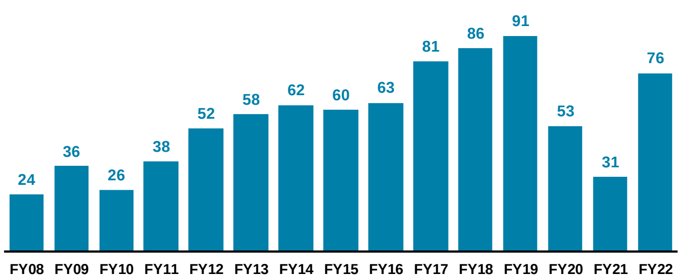
Net fees by specialism (FY22)



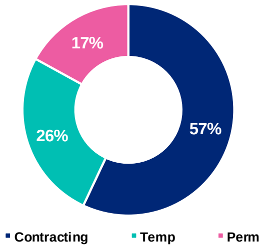
Historical headline net fees (£m)



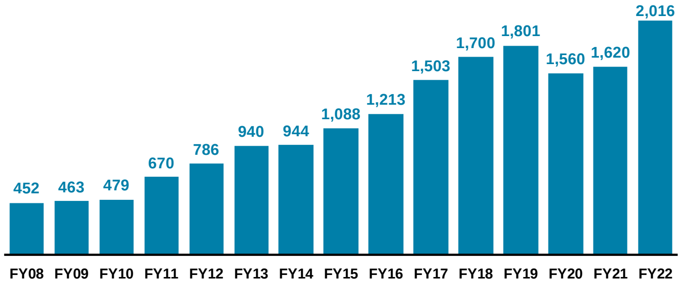
Historical headline operating profit‡ (£m)



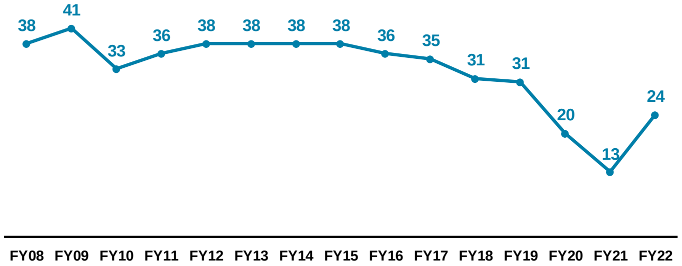
Net fees by contract type (FY22)



FY Consultant Headcount



Historical conversion rates (%)



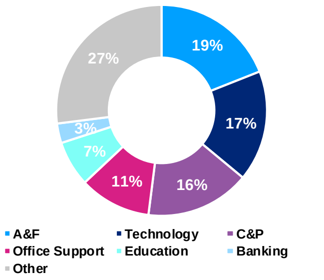
* Market position is based on Hays' estimates. ‡ Excludes exceptional items.

HAYS Working for your tomorrow

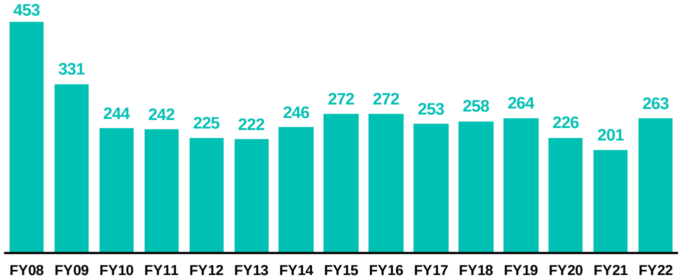
UK & IRELAND PROFILE – 22% OF GROUP NET FEES AND 21% OF GROUP PROFIT

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

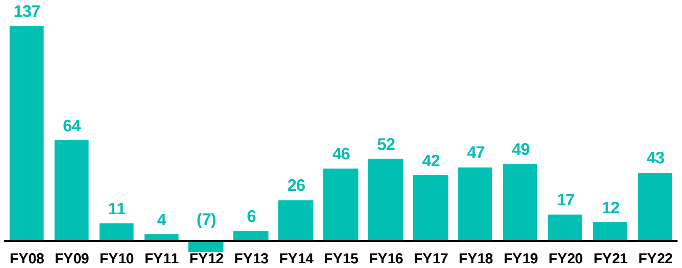
Net fees by specialism (FY22)



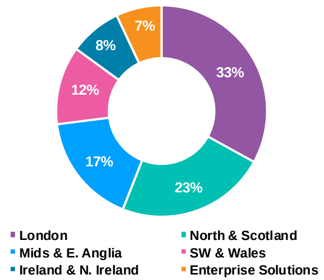
Historical headline net fees (£m)



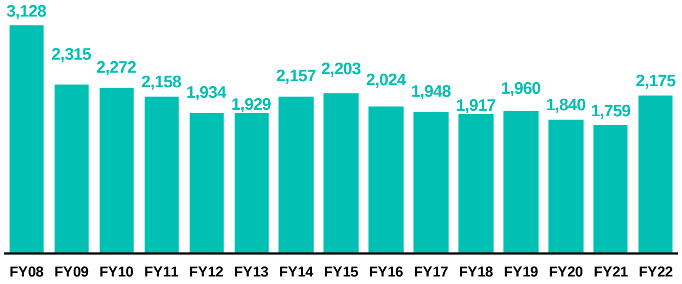
Historical headline operating profit‡ (£m)



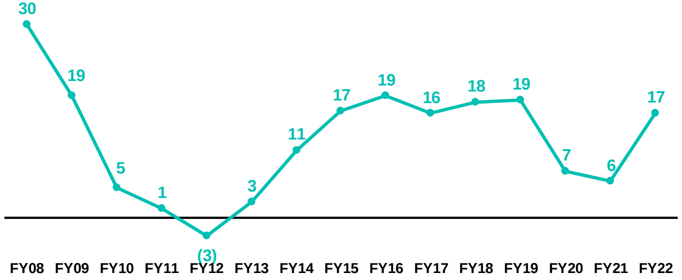
Net fees by region (FY22)



FY Consultant Headcount



Historical conversion rates (%)



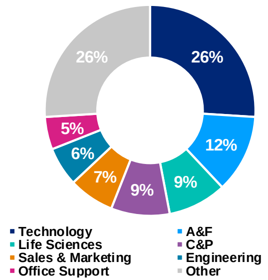
* Market position is based on Hays' estimates. ‡ Excludes exceptional items.

HAYS Working for your tomorrow

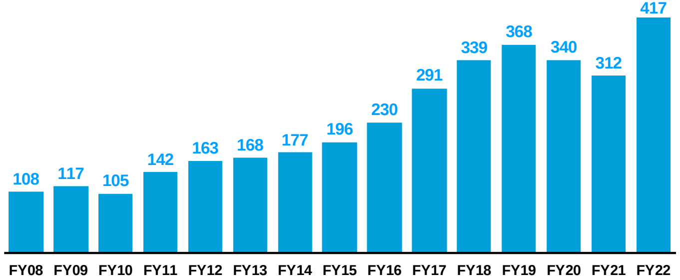
REST OF WORLD PROFILE – REPRESENTS 36% OF GROUP NET FEES, WITH FRANCE OUR LARGEST RoW MARKET

Snapshot
- Structural growth opportunities
- Diverse sector exposure
- Geographical diversification

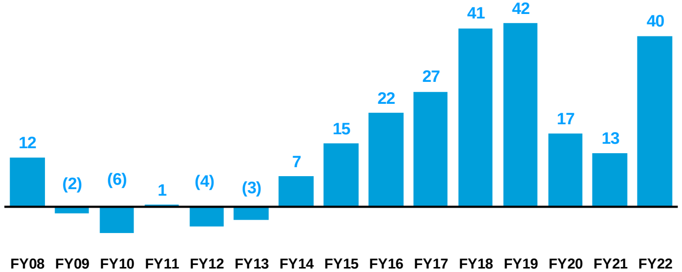
Net fees by specialism (FY22)



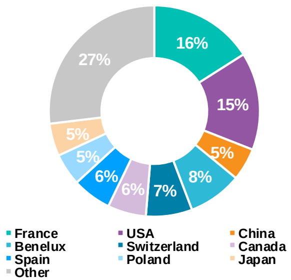
Historical headline net fees (£m)



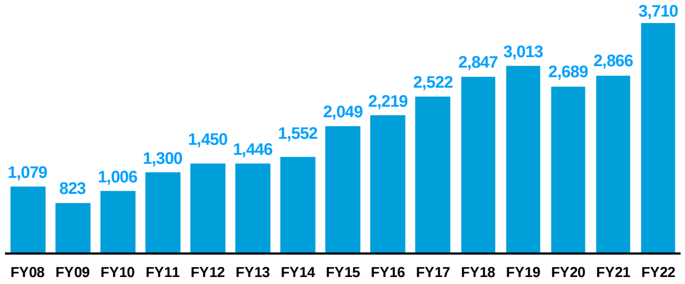
Historical headline operating profit‡ (£m)



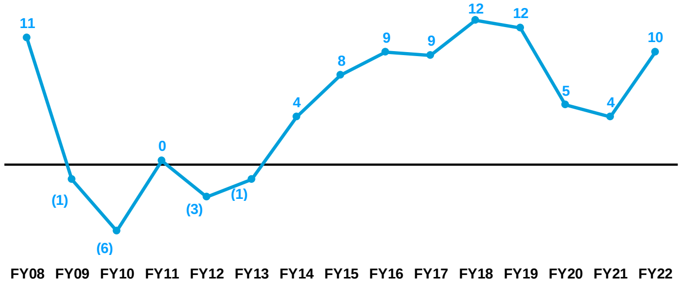
Net fees by region (FY22)



FY Consultant Headcount



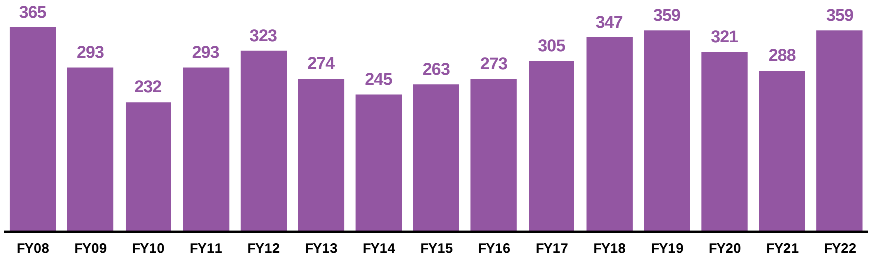
Historical conversion rates (%)



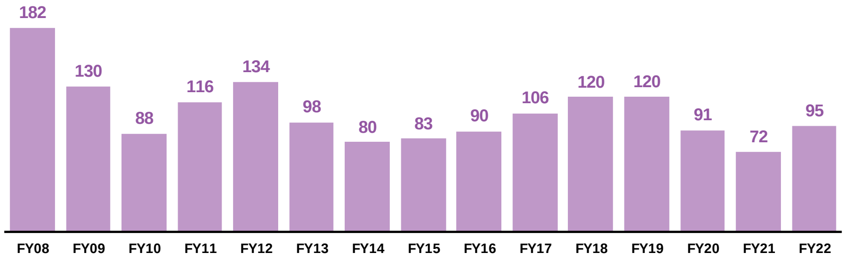
‡ Excludes exceptional items.

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

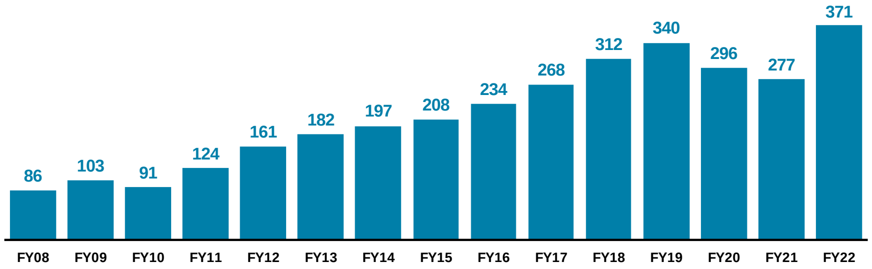
$ **Australia & New Zealand - Historical net fees** (AUDm)



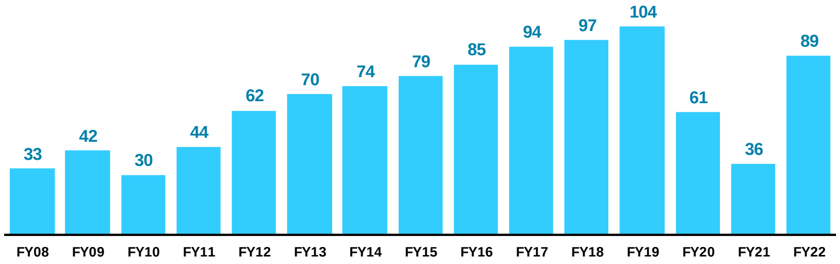
$ **Australia & New Zealand - Historical operating profit‡** (AUDm)



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



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

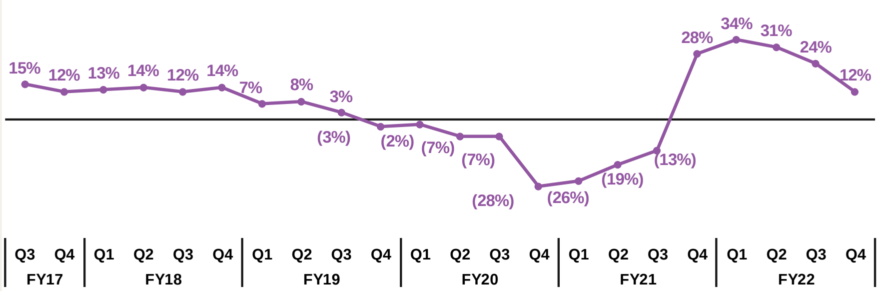


‡ Excludes exceptional items.

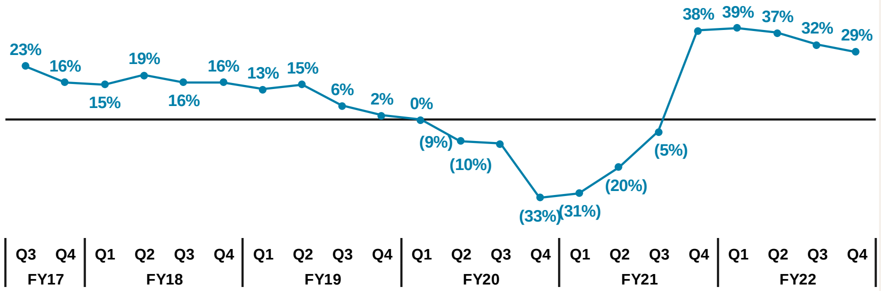
HAYS Working for your tomorrow

FINANCIAL ARCHIVE – QUARTERLY NET FEE GROWTH

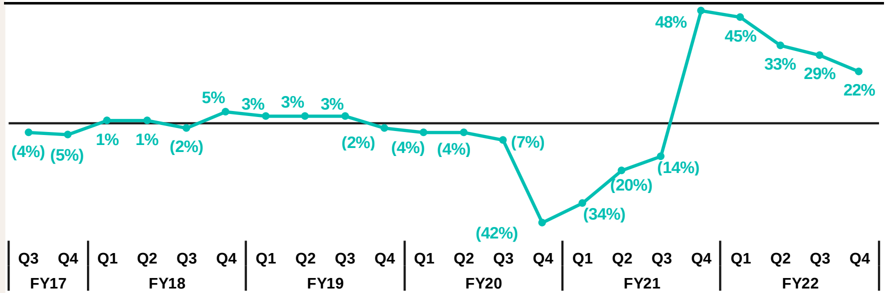
% Australia & New Zealand



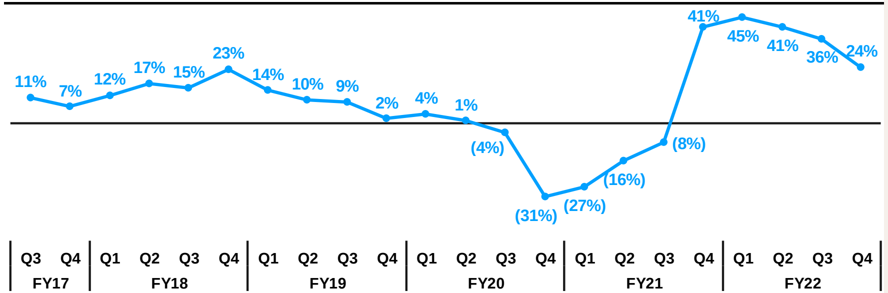
% Germany



% UK & Ireland



% Rest of World

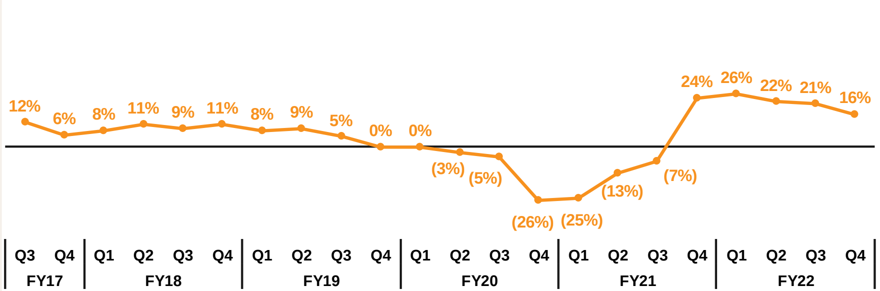


Note: Historical net fee growth rates shown on a like-for-like basis with no adjustment for working days.

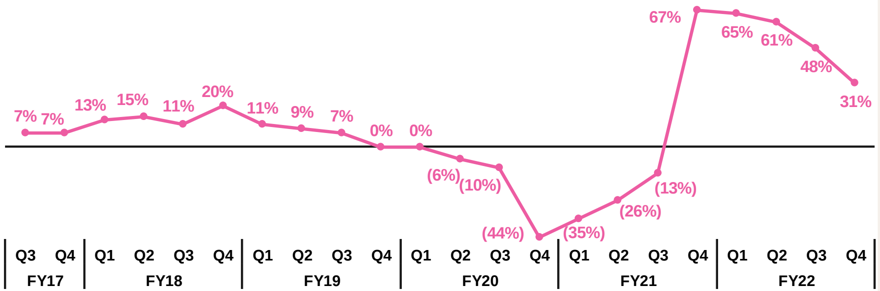
HAYS Working for your tomorrow

FINANCIAL ARCHIVE – QUARTERLY NET FEE AND CONSULTANT GROWTH

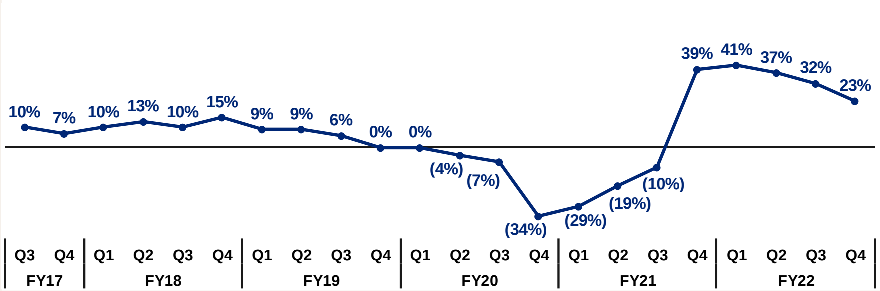
% Temp



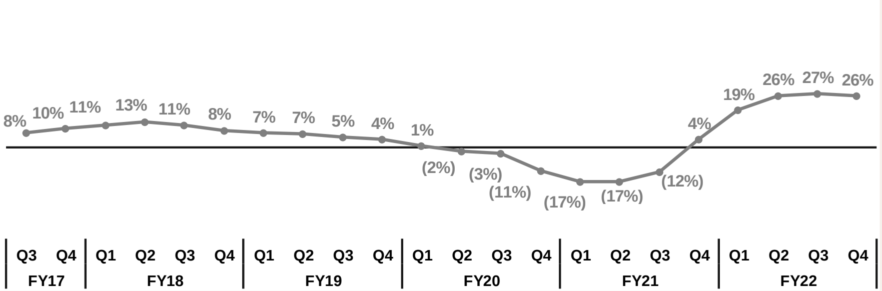
% Perm



% Group Total



% End-of-quarter Consultant Headcount



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

WORKING FOR YOUR TOMORROW

HAYS Working for your tomorrow

FURTHER INFORMATION

David Phillips
Head Of Investor Relations & ESG

Charles Chalkly
Investor Relations & ESG Manager

ir@hays.com
+44 (0)333 010 7122

For more information about the Group:
haysplc.com/investors