

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

INVESTOR DAY 2022

28 April 2022

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**HAYS' FUTURE AT THE HEART
OF THE WORLD OF WORK**



Alistair Cox
Chief Executive

Alistair joined Hays as Chief Executive in 2007. After an early career in Engineering, he graduated from Stanford Business School in 1991 and joined McKinsey, before moving to Lafarge initially as Group Strategy Director and latterly as Regional Director for Asia. Returning to the UK in 2002, he was appointed Chief Executive at Xansa plc, before joining Hays.

He also served as a non-Executive Director at 3i plc from 2009-15 and Just Eat between 2017-20 and is currently the Chairman of the British and Irish Modern Music Institute.

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



TODAY'S AGENDA

1	HAYS' FUTURE AT THE HEART OF THE WORLD OF WORK	Alistair Cox – Chief Executive
2	STRATEGY IN ACTION CASE STUDIES	
	i) Differentiating via great customer service	Steve Weston – Chief Customer Officer
	ii) Structural growth opportunities in the enterprise client market	Matt Dickason – Global MD, Talent Solutions Alex Heise – COO, EMEA
	iii) Delivering £500m & beyond in Technology fees	James Milligan – Global Head of Technology David Brown – CEO, USA
	iv) Doubling our profit in Germany	Dirk Hahn – CEO, Germany & EMEA Christoph Niewerth – COO, Germany
	v) Significant opportunities in ANZ and UK&I	Nick Deligiannis – MD, Australia & New Zealand Simon Winfield – MD, UK & Ireland
	vi) Capitalising on opportunities through our people	Sandra Henke – Global Head of People & Culture
3	FINANCIAL ASPIRATIONS TO FY27	James Hilton – Group Finance Director (<i>Designate</i>)
4	SUMMARY & CONCLUSIONS	Paul Venables – Group Finance Director
5	Q&A, FOLLOWED BY DRINKS AND CANAPÉS	

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)

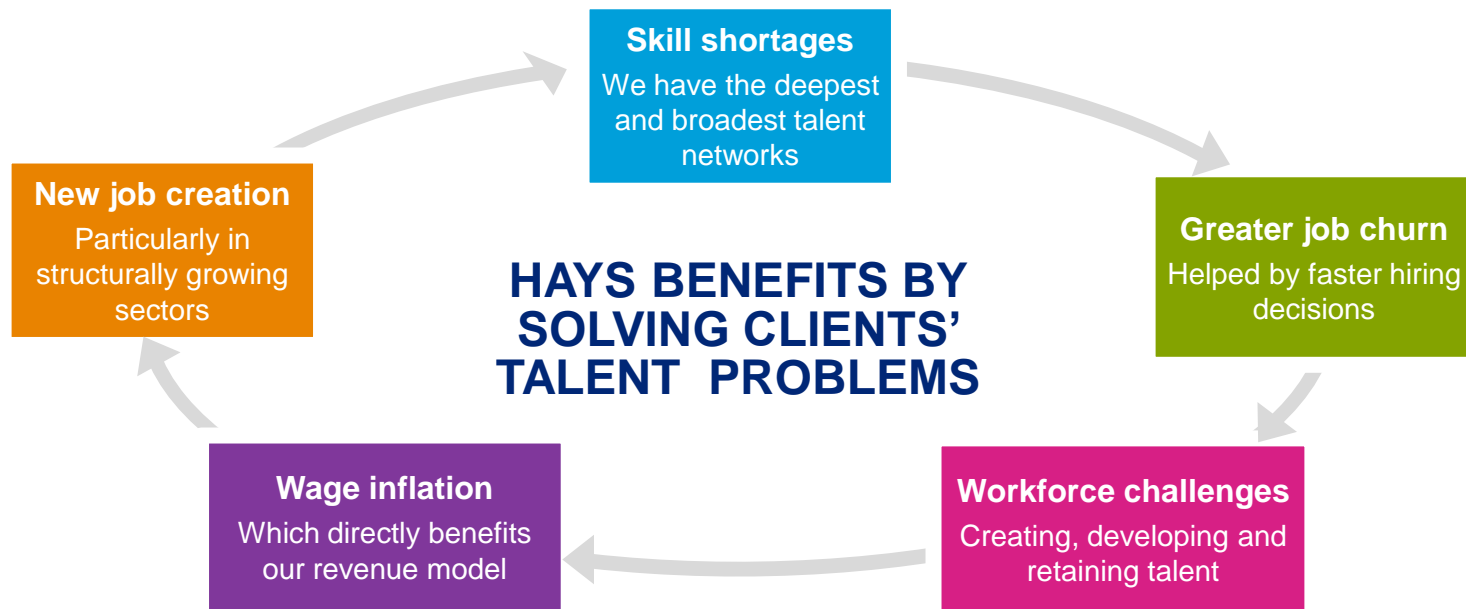


**Societal
demands**

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

THE NEW WORLD OF WORK BENEFITS HAYS IN FIVE MAJOR AREAS



THE CREATION, DEVELOPMENT AND RETENTION OF WORKFORCES IS BECOMING MORE COMPLEX AND EXPENSIVE

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

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

We are increasingly moving into partnership-based, stickier services – which will drive incremental profits



OUR STRONG CLIENT RELATIONSHIPS OFFER SIGNIFICANT LONG-TERM STRUCTURAL GROWTH OPPORTUNITIES

OUR GROWTH WILL LEVERAGE OUR EXISTING INFRASTRUCTURE, SUPPORTED BY A MIXTURE OF BUILD-BUY-PARTNER

Our ambitious growth plans require:

-  More leaders and capacity
-  More and new business models
-  More client account managers
-  More sub-specialisms
-  More HR Services capabilities

We will deliver this by:

BUILD

- Seeding and growing our own organic businesses
- Broaden expertise via increased sub-specialisms e.g. within Technology
- Develop and scale new delivery models e.g. Hire-Train-Deploy



BUY

- Modest bolt-on acquisitions up to £50m
- Investment in innovative start-ups



PARTNER

- Training and upskilling, Advising, Consultancy, ED&I
- Related HR Services and Technology tools



OUR GROWTH WILL COME FROM DELIVERING SIGNIFICANTLY GREATER RECRUITMENT, SUPPORTED BY RELATED HR SERVICES

OUR ICONIC BRAND IS EVOLVING TO SUPPORT OUR GROWTH

Our brand has served us very well...but today we are much more than a recruiting business.
We are helping thousands of organisations and millions of candidates prepare for their future.

HAYS

Recruiting experts
worldwide



Working for
your tomorrow

POSITIONING HAYS AS A LEADING HR SERVICES PARTNER,
SOLVING THE COMPLEX TALENT PROBLEMS OUR CLIENTS AND CANDIDATES FACE

CONCLUSION: OUR COMPELLING INVESTMENT CASE DESIGNED TO DELIVER EXCELLENT RETURNS TO SHAREHOLDERS

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



Stickier, more diverse and higher margin revenue streams

Potential to double profits*

Return significant cash to shareholders

SIGNIFICANT SHAREHOLDER BENEFITS DELIVERED BY A GLOBAL LEADER IN THE WORLD OF WORK

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

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**DIFFERENTIATING VIA GREAT
CUSTOMER SERVICE**



Steve Weston
Chief Customer Officer

Steve joined Hays in January 2008 as Chief Information Officer and sits on the Executive Board. After working in Manufacturing and Financial Services, Steve moved into IT services and held the position of UK Managing Director for Xansa until December 2007. Steve has held several roles at Hays, including his current position as Chief Customer Officer.

OUR CLIENTS & CANDIDATES NOW REQUIRE A PARTNERING RELATIONSHIP THAT CAN PROVIDE DEEP INSIGHTS & VALUE

Transactional delivery partner

Leadership partners

A partner who drives my thinking forward in ways I could not have done alone

A partner with deep expertise and best practice of today – and tomorrow

A partner with clear knowledge of the issues affecting my business, and whose greatest impact is in how they tailor their understanding to help me make the right decisions, quickly

Knowledge through Scale

Broader Talent Networks
Provide valuable market insights and tools
Personalised marketing technology
Use of quality BI dashboards and applications

Deep understanding

Understanding challenges and solutions
Market trends and changes
Career Pathways
Access to learning
Has a long-term relationship perspective

Meaningful innovation

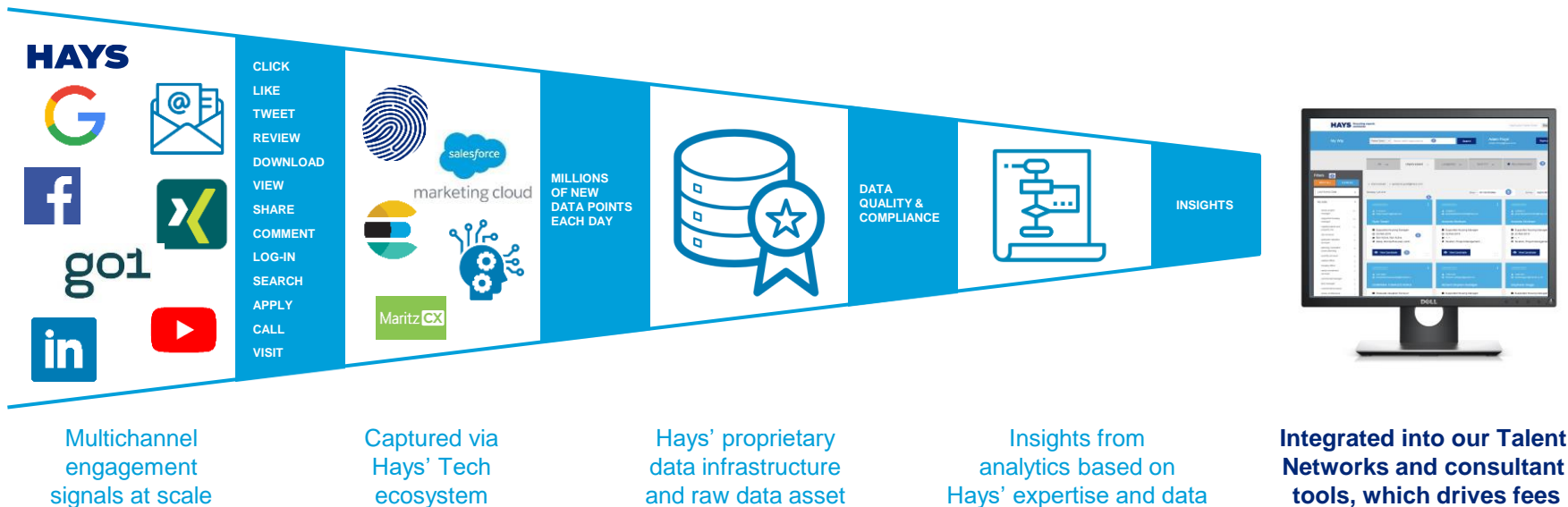
Unique talent sources and solutions
Hire-Train-Deploy
HR Services' evolution
Hays Hub
In-house Hays Portal

OUR LONG-STANDING COMMITMENT & INVESTMENT IN DATA PROVIDES THE PLATFORM WE LEVERAGE TO GENERATE INSIGHTS FOR OUR CUSTOMERS

Access to more and better data

Convert data effectively into insights

Drive real actions from insight

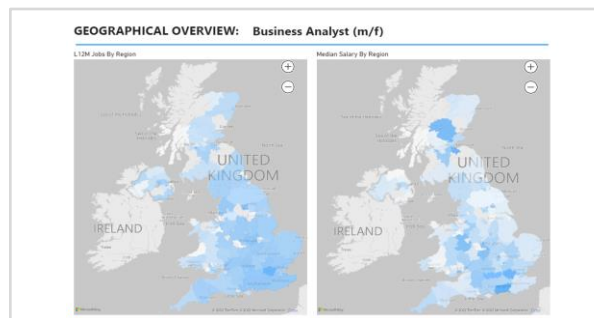


OUR TALENT NETWORKS ARE A MAJOR COMPETITIVE ADVANTAGE AND OFFER UNIQUE INSIGHTS & SOLUTIONS TO OUR CLIENTS

Knowledge through scale

Real-time data at a consultant's fingertips giving them and their clients insights into the market as it stands today.

Salaries, availability of candidates and jobs, level of demand for both permanent and contract roles.



SKILL VALUATIONS

Business Analyst (m/f) Greater London £260				Business Analyst (m/f) Greater London £260			
Profession	# Jobs	Average Rate	Avg Rate (National)	Profession	# Jobs	Average Rate	Avg Rate (National)
Business Analyst (m/f)	4145	£383	£250	Business Analyst (m/f)	4145	£383	£250
Top IT Skills				Top Professional Skills			
	# Jobs	Average Rate (Region)	Avg Rate (National)		# Jobs	Average Rate (Region)	Avg Rate (National)
Acceptance Testing	233	£400	£289	Banking Services	30	£487	£382
Agile Methodology	1027	£455	£323	Business Analysis	920	£409	£294
Data Analysis	633	£390	£240	Business Process	169	£440	£261
Databases	228	£310	£169	Improvement			
Information Technology	213	£271	£248	Business Processes	664	£423	£279
JIRA	170	£461	£374	Business Requirements	806	£397	£283
Microsoft Excel	506	£387	£207	Finance	1160	£421	£296
Microsoft Office	239	£320	£200	Recruitment	539	£518	£311
Scrum (Software Development)	206	£449	£377	Regulatory Compliance	11	£405	£308
SQL Databases	331	£435	£304	Risk Analysis	509	£478	£354
				Stakeholder Management	1532	£442	£294

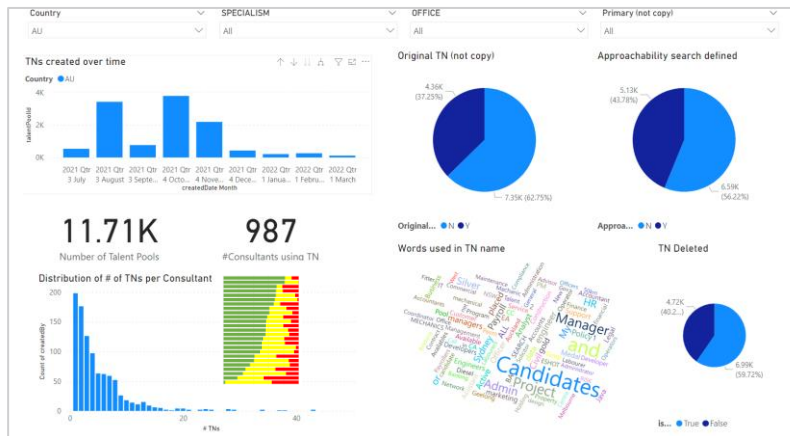
OUR KNOWLEDGE, SCALE AND INSIGHTS SET US APART FROM IN-HOUSE HR AND OUR COMPETITORS

WE HAVE MADE A POWERFUL EVOLUTION FROM DATABASES TO DATA-LED TALENT NETWORKS & COMMUNITIES

Knowledge through scale

Our Talent Networks are the ecosystem we've built to dynamically and efficiently deliver the right candidates to our clients and the right opportunities to our candidates.

Alternative digital engagement channels result in 2-3x greater attraction rates of quality talent versus traditional job boards.



2.7m

Candidates in Talent Networks

25,000

Talent Networks created

73%

of placements from Talent Networks

>90%

Consultants have multiple Talent Networks

c.15%

Reduction in time-to-fill

TALENT NETWORKS ARE A MAJOR COMPETITIVE ADVANTAGE, HELPING TO DRIVE A 15% REDUCTION IN TIME-TO-FILL

WE ENRICH OUR TALENT NETWORKS VIA CONTINUOUS ENGAGEMENT, BUILDING LIFELONG PARTNERSHIPS WITH CANDIDATES

Deep understanding

Our partnerships have enabled us to understand and respond to the needs of our candidates, offering them learning pathways with curated, on-demand learning playlists.



Technical skills

Soft skills

Compliance training

26 million
minutes consumed

5,800
items of content

In-house and external
applications

PROVIDING A MARKET-LEADING EXPERIENCE FOR CANDIDATES – HELPING THEM DEVELOP THEIR CAPABILITIES

WE ARE REDEFINING GREAT CUSTOMER SERVICE IN OUR INDUSTRY

Customer insights at the heart of our vision

Challenging and supporting business decisions with knowledge, expertise, data and insights.

Designing and implementing true value-added services through deep understanding of customer needs.

Continually striving for excellence, giving our clients the edge, always finding ways to help them improve.

Long-term HR planning, and anticipating future shifts in demand and workforce profiles.

Knowledge through scale

Talent networks, engaged and approachable candidates

Insights and data to support decision making

Supporting consultants with efficiency and automation

Deep understanding

Researching and understanding the key components of great customer experience

Candidate upskilling to enhance their careers

Measuring our performance in real time

Meaningful innovation

Industry knowledge and customer understanding is what drives our innovation

We are always thinking about how we can improve, extend and enhance the results we deliver to all customers

WE ARE CONSTANTLY ENHANCING OUR NETWORK OF ECOSYSTEMS TO SET A NEW STANDARD FOR CUSTOMER SERVICE

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**STRUCTURAL GROWTH
OPPORTUNITIES IN THE
ENTERPRISE CLIENT MARKET**



Matthew Dickason
Global MD, Talent Solutions

Matt is the Global MD of our Talent Solutions business and sits on our Executive Board. He joined Hays in 2005, and has previously held positions as a Business Director in the UK and Chief Operating Officer for Asia Pacific.

Prior to joining Hays, Matt worked within the Research, Engineering and Commercial functions at Johnson Matthey and Corning. He holds degrees in Organisational Psychology and Industrial Engineering.



Alex Heise
**EMEA COO and Head of
Germany Enterprise Clients**

Alex began his career at Hays in 2004 in key account management and was promoted to Managing Director in 2012. Since January 2020, he has been responsible for Enterprise Clients and Outsourced Solutions in Germany and the Nordics.

In July 2021, Alex Heise was appointed to the Hays Operating Board. He has also been EMEA COO since October 2021.

c.40% OF GROUP FEES ARE FROM ENTERPRISE CLIENTS WHERE WE BILL >£250K ANNUALLY WITHIN THIS, LONG-TERM OUTSOURCE CONTRACTS ARE c.£200M OF FEES

What we mean by enterprise clients

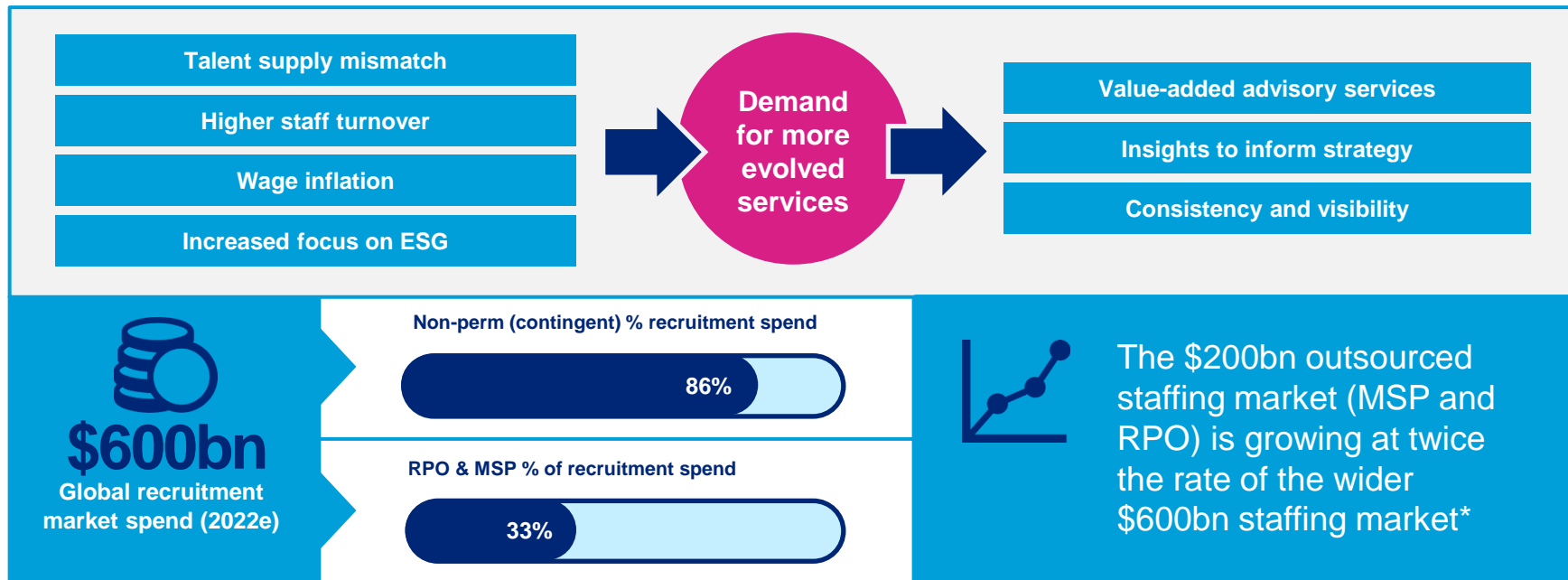
- >40% of Group net fees are from clients who spend over £250k per annum with Hays. This represents our top 400 clients
- We have outsourced contracts with c.150 of these top clients, either Managed Service Provider (non-Perm) or Recruitment Process Outsourcing (Perm) contracts. These are managed by our Talent Solutions business, which will deliver c.£200m in fees in FY22E
- 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 PSL's
- These c.1,000 PSL clients present major upsell opportunities for deeper partnerships, and we have doubled our number of outsource clients since 2016

Hays Talent Solutions – c.£200m of fees in FY22e

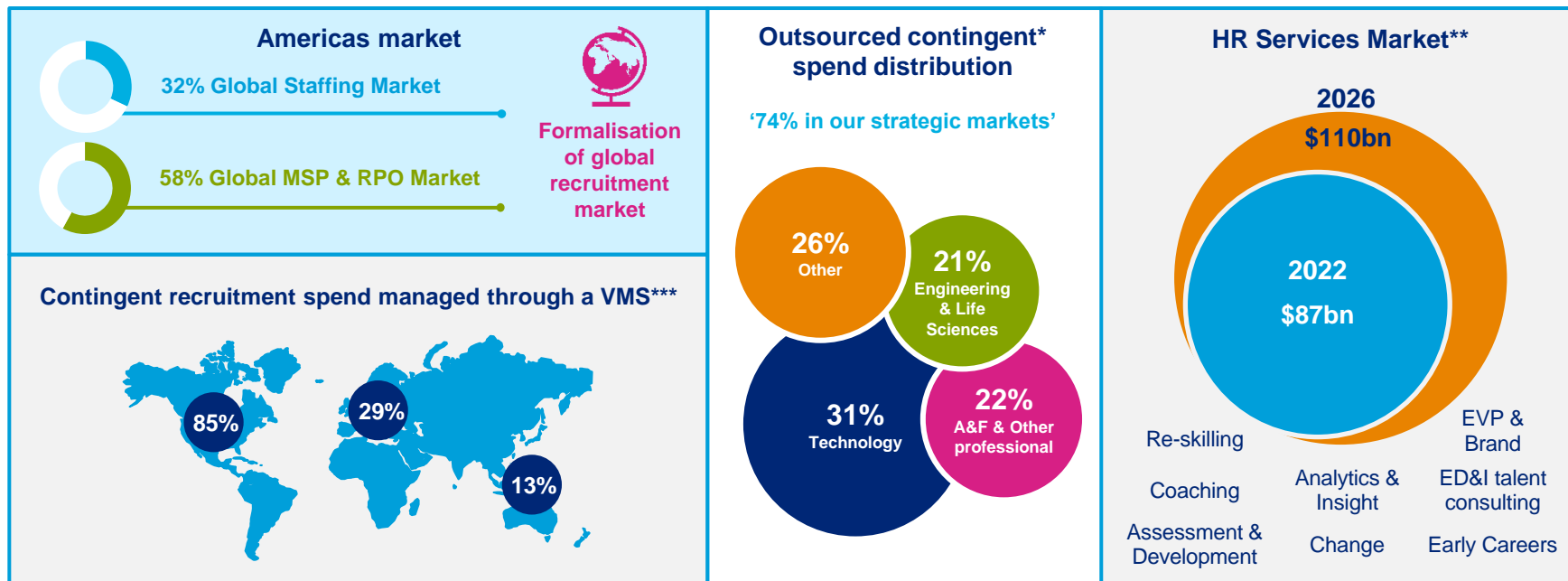
Managed Service Provider (MSP)	Recruitment Process Outsourcing (RPO)	Enterprise HR Services
<ul style="list-style-type: none"> • Long-term outsource contract to manage non-Perm white collar workforce • Typical fill rate 50-80% • c.65% of Talent Solutions fees 	<ul style="list-style-type: none"> • Long-term outsource contract to manage Perm hiring • Typical fill rate >90% • c.25% of Talent Solutions fees 	<ul style="list-style-type: none"> • ED&I, Analytics & Insights, Onboarding, Assessment & Development, Early careers, EVP & Brand, Coaching and Change • c.10% Talent Solutions fees

ENTERPRISE CLIENTS OFFER SIGNIFICANT LONG-TERM STRUCTURAL GROWTH OPPORTUNITIES

THE GLOBAL ENTERPRISE MARKET IS VAST, WITH OUTSOURCED SOLUTIONS GROWING AT TWICE THE MARKET RATE



INCREASED OUTSOURCING OF THE MARKET – PROVIDING OPPORTUNITY TO TAKE MARKET SHARE AND SUPPLY BROADER HR SERVICES



*Source: Everest Group & Staffing Industry Analysts, Research & Markets. As noted on slide 21, the Outsourced contingent market is 33% of the total \$600bn market.

** Supplementary to the global recruitment market. *** VMS = Vendor Management System.

WE HAVE SPENT TEN YEARS BUILDING THE LEADING SPECIALIST GLOBAL ENTERPRISE BUSINESS AND ARE UNIQUELY PLACED TO GROW

We internationalised our Talent Solutions business in 2016 and have doubled the number of long-term outsource customers



We have invested in a cloud-based infrastructure



98% Retention rate

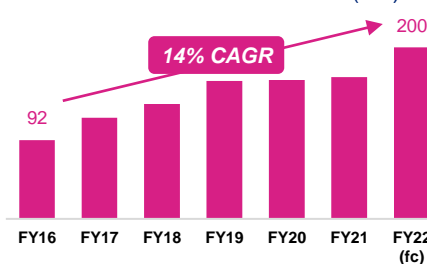
47% Win rate



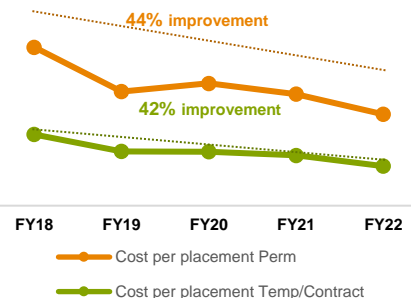
Sources of new outsource contracts

1. Winning new geographies with existing clients
2. Our strong relationships with >1000 existing PSL clients
3. New client wins
4. Additional, high margin services to existing customers

Global RPO/MSP net fees (£m)



Improving efficiency: Cost/Placement



GLOBAL & DIVERSE PARTNERSHIPS CUSTOMER SUCCESS



“ We trust in their expertise and our combined strengths to deliver efficiency and transparency. ”



“ Hays has been a long-term partner of CBA...their understanding of our organisation and values, their flexible, collaborative approach, and their ability to source and screen specialist talent has made them a key partner in support of our Talent Acquisition strategy. ”



Commonwealth Bank

“ Hays is a trusted partner of Computacenter, integral to our workforce strategy. We are pleased to be continuing to build our partnership. ”



“ Hays Talent Solutions played a big part in Thales' success through 2020/21, by managing a small reduction in worker numbers through 2020 and then being able to quickly adapt to an increase in volume in 2021. ”

THALES

“ Hays' knowledge of our business along with the successful partnership we have, continues to create a positive impact on the delivery of various projects at Toyota Financial Services. ”



INCREASED DEMAND & CAPABILITY IN EXPANDED HR SERVICES DRIVING DEEPER & BROADER PARTNERSHIPS



Hays' HR Services offerings

- ✓ Equity, Diversity & Inclusion
- ✓ Assessment & Development
- ✓ EVP & Employer Brand
- ✓ Analytics & Insight
- ✓ Change Management
- ✓ Early Careers
- ✓ Skill & Reskill
- ✓ Tech Advice & Implementation
- ✓ Talent Networks
- ✓ Process Reengineering
- ✓ Services Procurement

BRINGING OUR ENTERPRISE CLIENT STRATEGY TO LIFE HOW WE INCREASED CUSTOMER SATISFACTION, MARKET SHARE AND FEES IN GERMANY



Centralised approach

Innovation

C-level engagement



Greater transparency and
efficiency

Greater client satisfaction

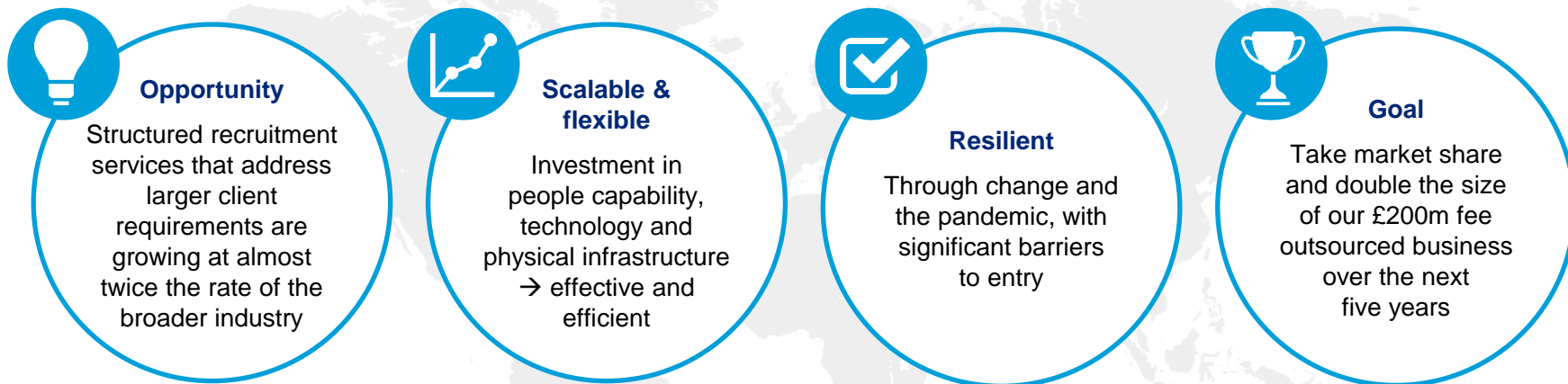
Increased share of wallet

Higher job fill rates

Increased productivity

Increased cross-border
client growth

WE HAVE BUILT THE LEADING GLOBAL ENTERPRISE BUSINESS AND ASPIRE TO DOUBLE OUR OUTSOURCED SCALE OVER FIVE YEARS



Deepening customer partnerships

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**DELIVERING £500M &
BEYOND IN TECHNOLOGY
FEES**



James Milligan
Global Head of Technology

James joined Hays in 2000 and is the Global Head of Hays Technology recruitment. Having previously been Head of Technology for the UK&I and EMEA, he is responsible for the strategic development of Hays' Technology businesses globally.



David Brown
CEO, USA

David is responsible for leading all Hays recruitment operations in the US. A 23-year veteran of the recruitment industry, David has served in roles from sales leadership to executive management.

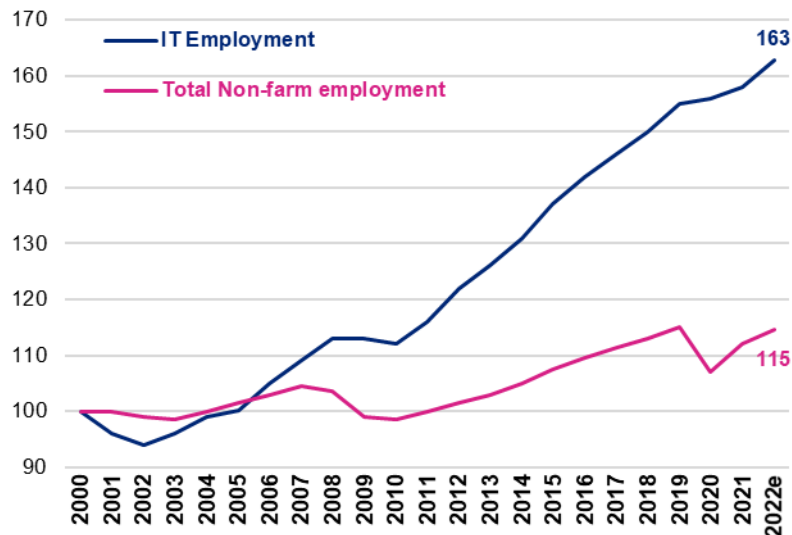
Prior to his role as CEO of Hays US, David was the Executive VP of the Technology business for Veredus, joining Hays when we acquired Veredus in 2014.

THE GLOBAL TECH MARKET IS VAST, HAS BEEN GROWING 4X FASTER THAN THE BROADER JOB MARKET OVER 20 YEARS & IS EXPECTED TO GROW STRONGLY IN THE FUTURE

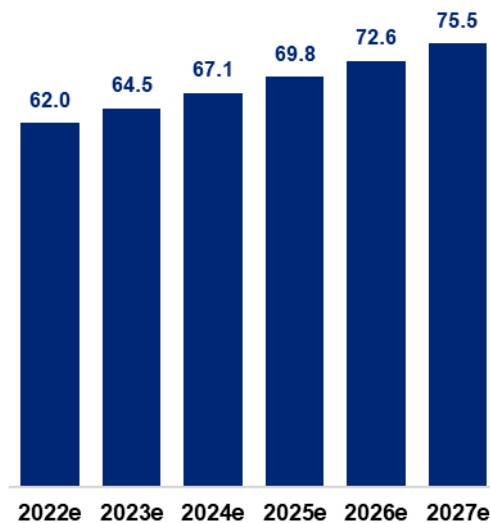
Global market revenue*



US Employment growth versus 2000 (indexed to 100)



Global Technology jobs (m)



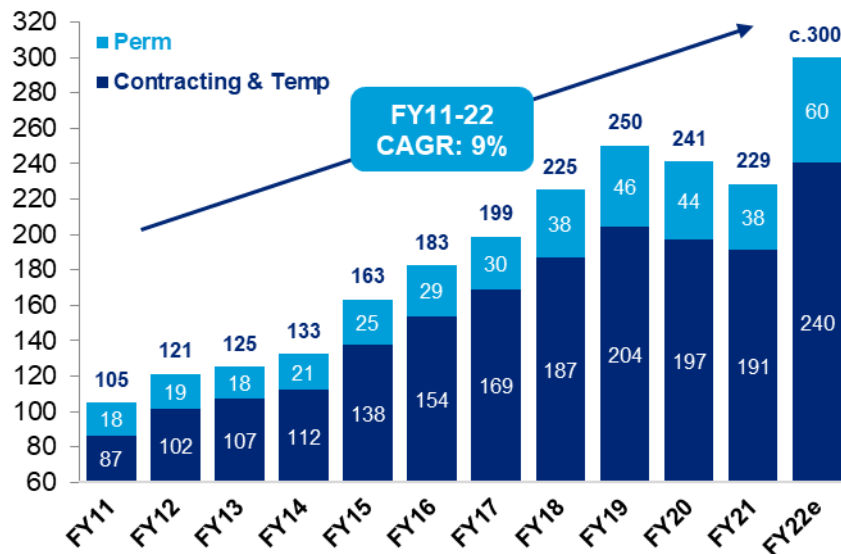
WE ARE A GLOBAL LEADER IN A MARKET THAT HAS VIRTUALLY LIMITLESS OPPORTUNITY

* Recruitment fees plus non-Perm worker revenue.

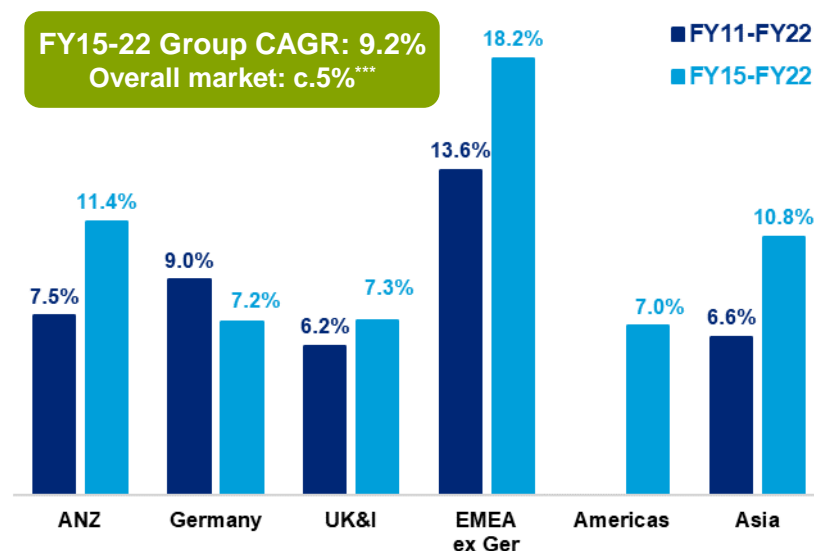
Source: Staffing Industry Analysis, Bureau of Labour Statistics, Marketresearch.com, ComputerWorld, The Insight Partners, Fortune Business Insights, CompTIA, Hays estimates.

WE HAVE A DIVERSE & HIGHLY SCALABLE MODEL AND HAVE GROWN OUR TECHNOLOGY FEES AT NEARLY TWICE THE MARKET RATE

Hays Technology net fees* (£m)



Hays Technology net fee CAGR** by sub-region



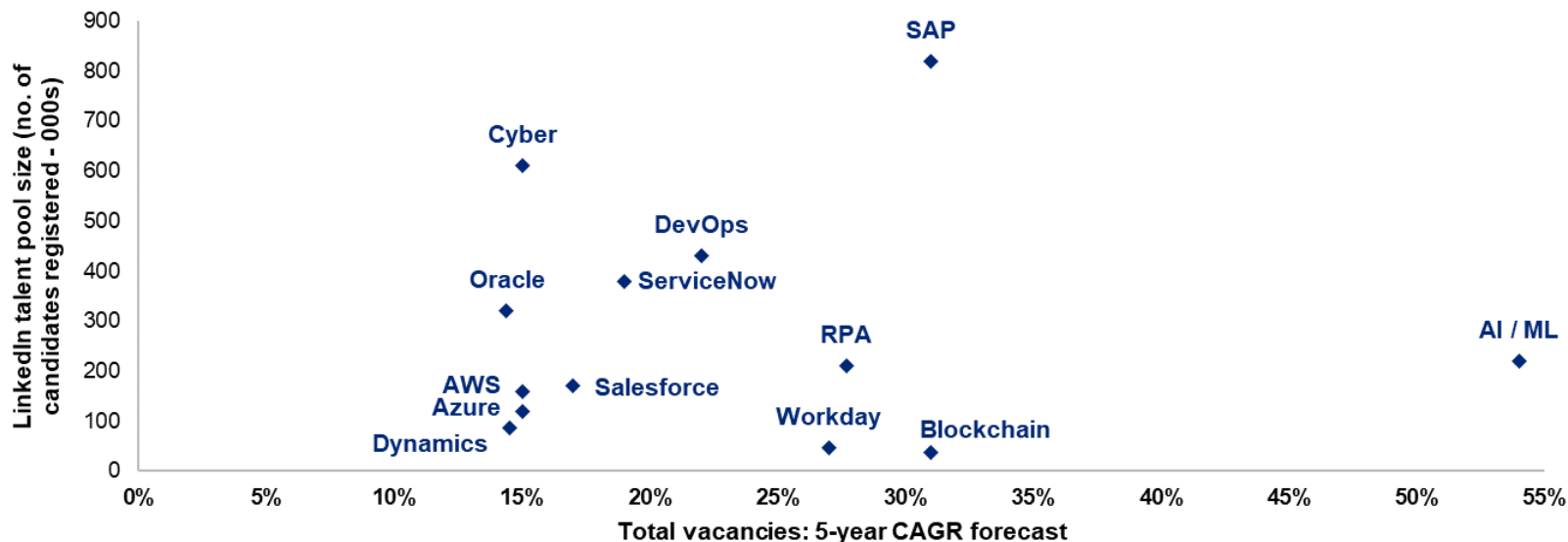
ON-TRACK TO DELIVER £500M IN TECHNOLOGY FEES BY FY27

* 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%.

** FY22 estimate based on Q3 FY22 exit rate. Americas excluded from FY11-FY22 CAGR series as the Veredus acquisition was in FY15. *** Based on US Tech job growth shown on previous slide.

THE MARKET IS HIGHLY DIVERSIFIED, WITH MASSIVE TALENT DEMAND, PARTICULARLY IN KEY HIGH-GROWTH TECHNOLOGIES

Size of talent pool versus expected job vacancy growth



SKILL SHORTAGES ARE EXPECTED TO INTENSIFY WITH VACANCIES SET TO GROW SIGNIFICANTLY OVER THE NEXT 5 YEARS

FIVE INTER-RELATED STRATEGIES UNDERPIN OUR ASPIRATION TO DELIVER £500M IN TECHNOLOGY FEES BY FY27

PILLAR 1

Grow fees in our core Tech sub-specialisms, capturing rapid structural growth trends

PILLAR 2

Invest to expand Hays' Tech capabilities geographically and infill existing areas of global expertise

PILLAR 3

Expand into new, structurally growing technologies

PILLAR 4

Win new clients and deepen our relationships with existing clients by broadening the services we offer beyond recruitment

PILLAR 5

Grow our Technology Project Services business in existing and new markets

Our strong brand, global scale and expertise enable our deep, cutting-edge Talent Networks

WE HAVE A STRONG TRACK RECORD OF PROFITABLE GROWTH AND HAVE A CLEAR PLAN TO REACH £500M FEES BY FY27

OPPORTUNITY TO BUILD ON OUR MARKET-LEADING POSITION IN CORE TECHNOLOGIES, AND RAPIDLY ROLL OUT NEW HIGH-GROWTH BUSINESSES AND PROJECT SERVICES

Sub-specialism coverage by geography

Core Scaling Greenfield

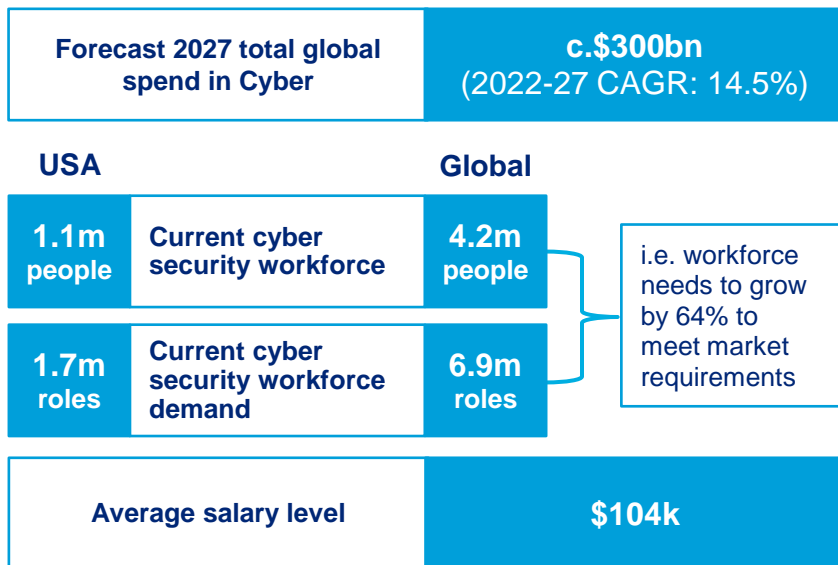
	2022										
	Germany	UK	USA	Australia	France	Switzerland	Spain	Japan	Canada	China	Countries 11 - 32
Project & Change Mgmt.*	Core	Core	Core	Core	Core	Core	Scaling	Core	Core	Core	Scaling
DevOps & Cloud	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
Software Development	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
Data & Analytics	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
SAP	Core	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
Cloud Development	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
Cyber	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
Salesforce	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
ServiceNow	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
Workday	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
RPA / AI / ML	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
Project Services	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling



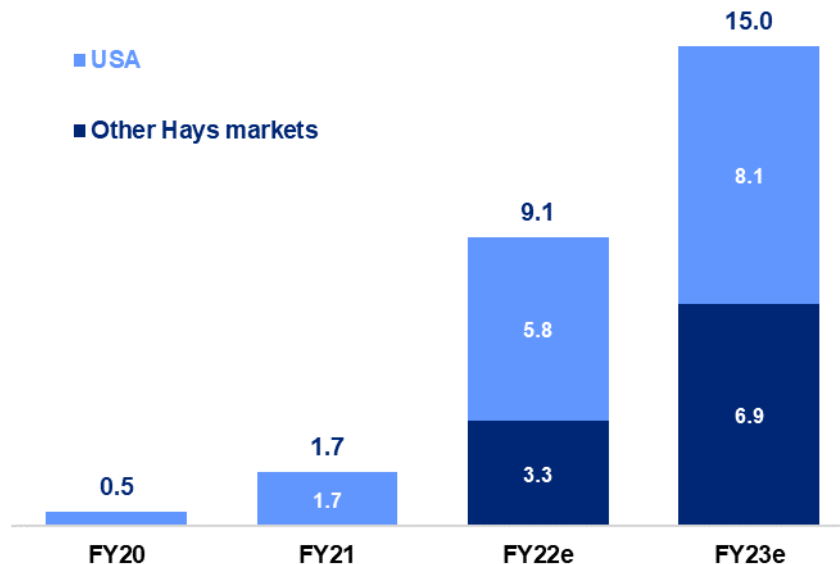
	2027e										
	Germany	UK	USA	Australia	France	Switzerland	Spain	Japan	Canada	China	Countries 11 - 32
Project & Change Mgmt.*	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
DevOps & Cloud	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
Software Development	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
Data & Analytics	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
SAP	Core	Core	Scaling	Scaling	Core	Core	Core	Scaling	Scaling	Scaling	Scaling
Cloud Development	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
Cyber	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
Salesforce	Core	Core	Core	Core	Core	Core	Core	Scaling	Core	Scaling	Scaling
ServiceNow	Core	Core	Core	Core	Core	Core	Core	Scaling	Core	Scaling	Scaling
Workday	Scaling	Core	Core	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling
RPA / AI / ML	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core	Core
Project Services	Core	Core	Scaling	Core	Core	Scaling	Scaling	Scaling	Scaling	Scaling	Scaling

CASE STUDY 1: WE HAVE BUILT A LEADING CYBER SECURITY RECRUITMENT BUSINESS IN THE USA AND ARE RAPIDLY ROLLING THIS OUT GLOBALLY

Global Cyber market overview

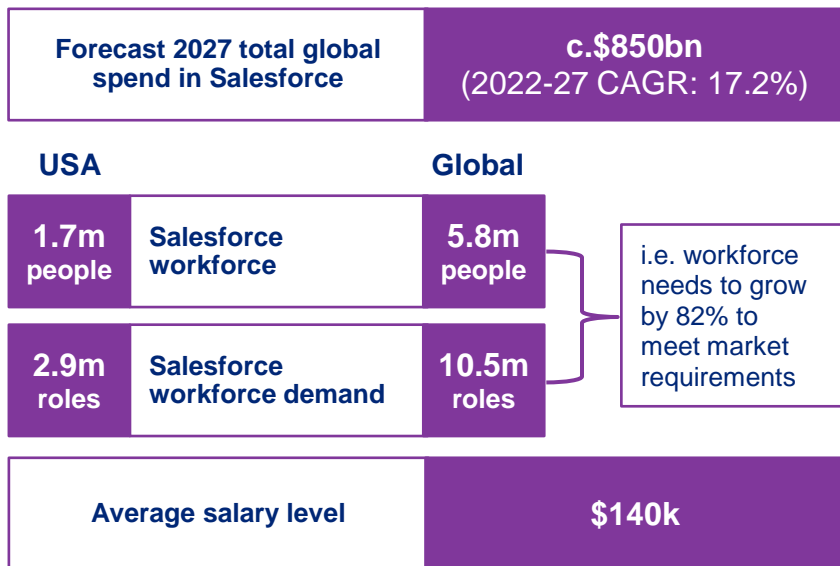


Hays Cyber net fees (£m)

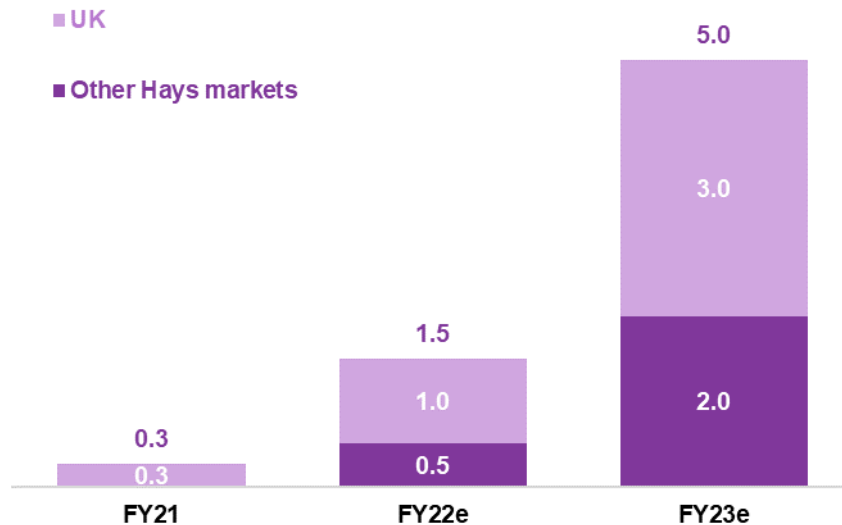


CASE STUDY 2: WE SEE MAJOR GROWTH OPPORTUNITIES IN THE GLOBAL SALESFORCE MARKET

Global Salesforce market overview



Hays Salesforce net fees (£m)



A PIPELINE OF EXISTING & FUTURE HIGH-GROWTH TECHNOLOGY BUSINESSES, EACH WITH THE POTENTIAL TO BECOME MAJOR MARKETS



Data science

By 2026, the demand for skilled and knowledgeable data scientists will lead to a 28% rise in employment*

Average salary \$120,000

Fees FY22e: c.£16 million



Cloud

North America owns 40% of the global cloud market

Average salary \$120,000

Fees FY22e: c.£8 million

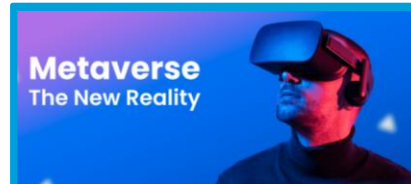


Robotic process automation/AI

30,000+ live jobs on LinkedIn in the USA (March 2022)

Average salary \$150,000

Fees FY22: Greenfield




Metaverse

The Metaverse market in the U.S. was estimated at US\$58.5bn (2021), which represented 41% of the global market

Average salary \$150,000

EACH NEW TECHNOLOGY BUSINESS WILL BE EXPECTED TO REACH £20M OF FEES GLOBALLY WITHIN FIVE YEARS OF LAUNCH

SIGNIFICANT OPPORTUNITIES TO BUILD GLOBAL CLIENT RELATIONSHIPS BY GROWING OUR TECHNOLOGY SERVICES



Our strategy is to become more embedded with a greater number of clients by providing increasingly diverse value-added services...

Project & Service delivery

Talent creation via
reskilling/upskilling

RPO/MSP/Total Talent
Management

Staffing – Contract &
Permanent

...underpinned by our leading capability to build equitable and diverse Talent Networks

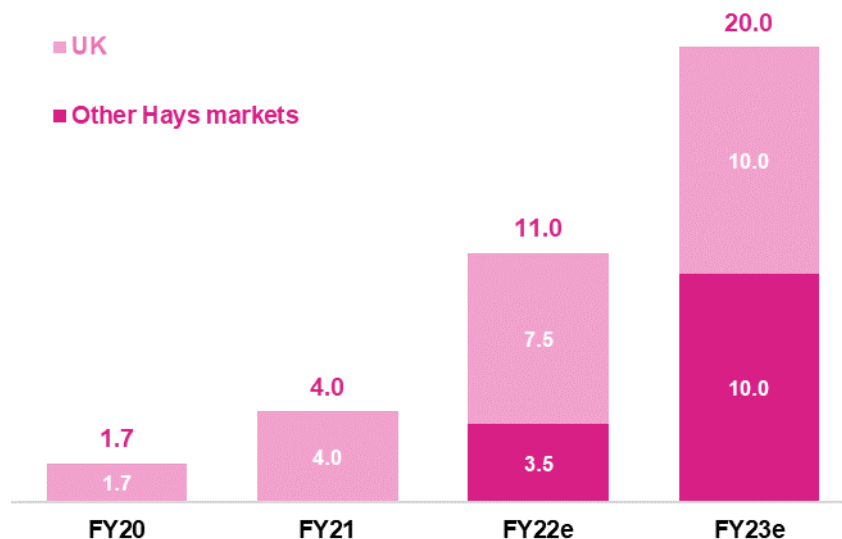
DEEPENING OUR GLOBAL CLIENT RELATIONSHIPS

CASE STUDY 3: MOVING UP THE VALUE CHAIN – PROJECT SERVICES IN TECHNOLOGY

Hays' Project Services strategy

Global Technology Project Services market	Revenue: c.\$400bn (2022-27 CAGR: c.9%)
Hays' target project size	Revenue: \$1-5m
Hays' initial target markets	UK, Germany, France Australia
Hays' potential addressable market	Revenue c.\$40bn*
FY27 aspirations	>£50m net fees: above Group conversion rate**

Hays Technology Project Services net fees (£m)



* We estimate projects sized at \$1-5m represent 10% of the c.\$400bn market.

** Conversion rate is the conversion of net fees into operating profit.

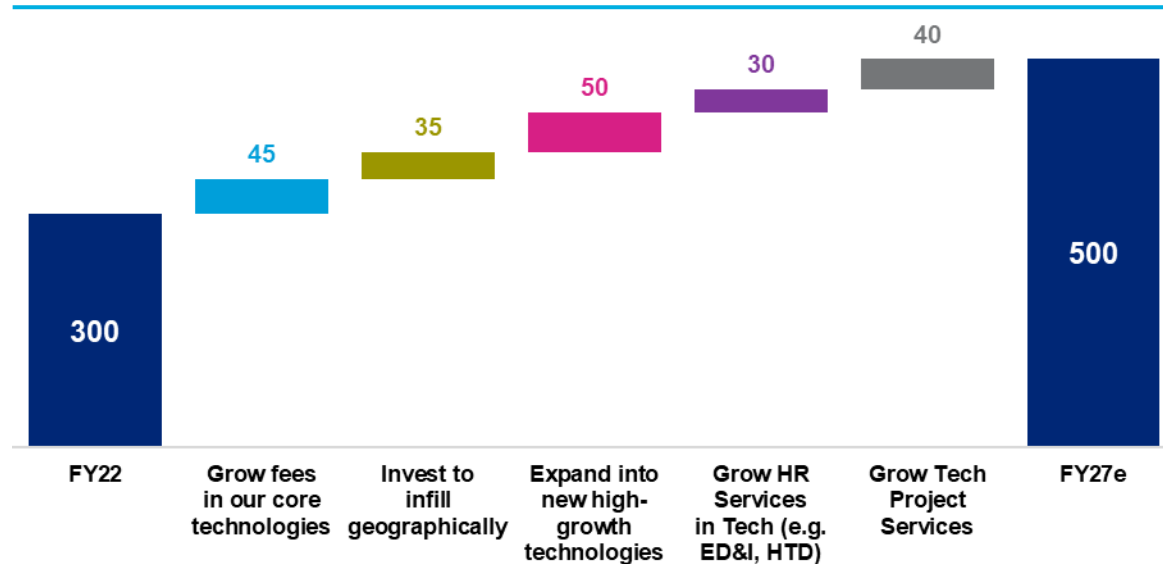
HAYS TALENT NETWORKS ARE A MAJOR & GROWING COMPETITIVE ADVANTAGE ACCESS TO TALENT WILL BE THE DEFINING FEATURE OF THE NEXT FIVE YEARS

Infrastructure	Integrated network of offices, hubs, nearshore and offshore capability
Brand	We have established Hays Technology as the leading global brand
Scale	Leverage increasing benefits of our global network
Martech	Intelligent use of millions of signals to direct and enhance engagement
Content	Create unique insights to demonstrate thought leadership and drive engagement
Eco-systems	Building engaged Talent Networks through a wide variety of sources
ED&I/Levelling up	Enabling clients to access candidates from a broad and diverse talent network
Distributed workforce	Advising clients on opportunities to capitalise on global workforce solutions

OUR TALENT ATTRACTION STRATEGIES ENABLE US TO CURATE DEEP AND INCREASINGLY LOCAL TALENT NETWORKS

OUR CLEAR STRATEGY PUTS US FIRMLY ON THE PATH TO FEES OF £500 MILLION BY FY27 WITH LIMITLESS GROWTH POTENTIAL BEYOND

Aspiration for progress of Hays Technology fees (£m)



Hays' advantages

- ✓ Deepest and most engaged Talent Networks
- ✓ Diverse client base, across size, contract type and market
- ✓ Market expertise and thought leadership across sectors, technologies and geographies
- ✓ Market-leading in-house technology and exclusive partnership collaborations
- ✓ Scale and infrastructure to deliver talent globally

OUR ROADMAP TO £500M OF FEES IS SUPPORTED BY HAYS' MULTIPLE ADVANTAGES, WHICH ARE VERY DIFFICULT TO REPLICATE

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**DOUBLING OUR PROFIT
IN GERMANY**



Dirk Hahn
CEO, Germany & EMEA

Dirk began his career at Ascena in 1997, which was acquired by Hays in 2003. Dirk joined the Hays Germany Board as COO in 2008, and the Group's Executive Board in 2018.

He was appointed CEO of Hays in the DACH and Nordics region in 2020, and also became CEO of Hays' EMEA region in 2021.

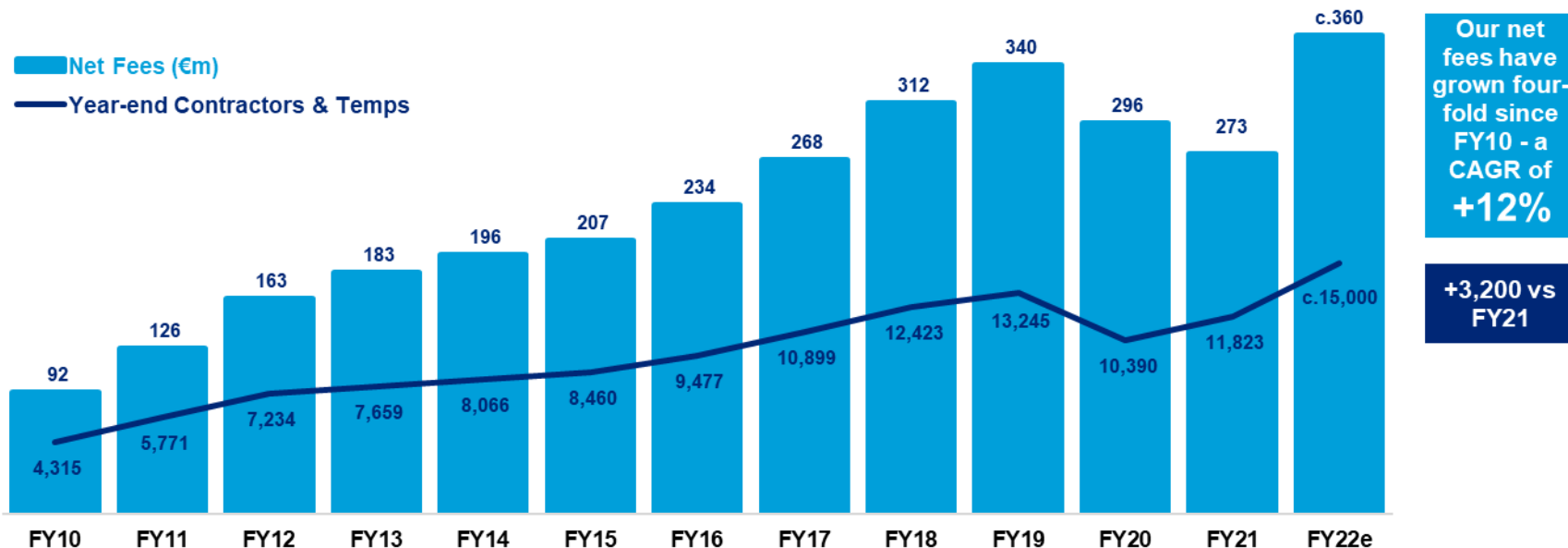


Christoph Niewerth
COO, Germany

Christoph joined Ascena in 1999, and was promoted to Hays Germany Director of Contracting in 2008.

An Industrial Engineer by education, Christoph was appointed to the Hays Germany Management Board as COO in 2012. He is also responsible for all operational business in Hays' DACH and Nordics region.

EXCELLENT ORGANIC GROWTH TRACK RECORD IN A STRUCTURALLY GROWING MARKET

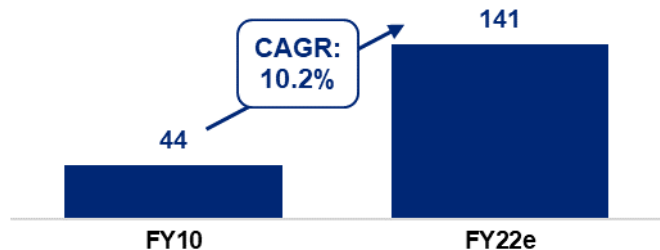


FY22 WILL BE A RECORD FEE PERFORMANCE, WITH ALL-TIME RECORD CONTRACTOR VOLUMES

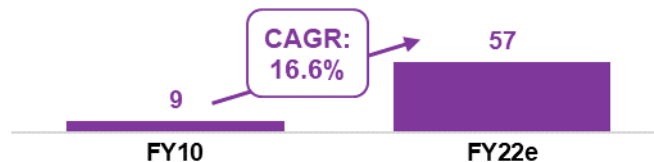
A SUCCESSFUL TRACK RECORD OF DIVERSIFYING OUR BUSINESS

Net fees (€m)

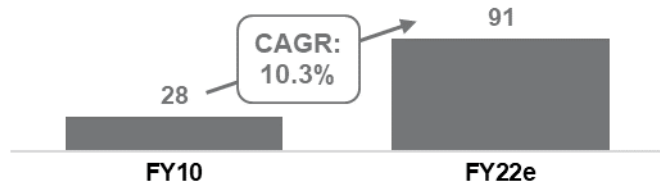
Technology



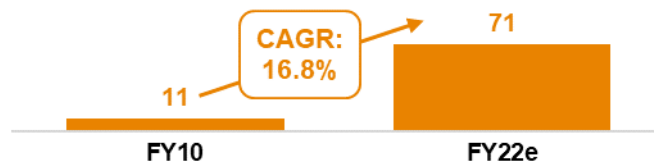
Accountancy & Finance



Engineering



Other specialisms



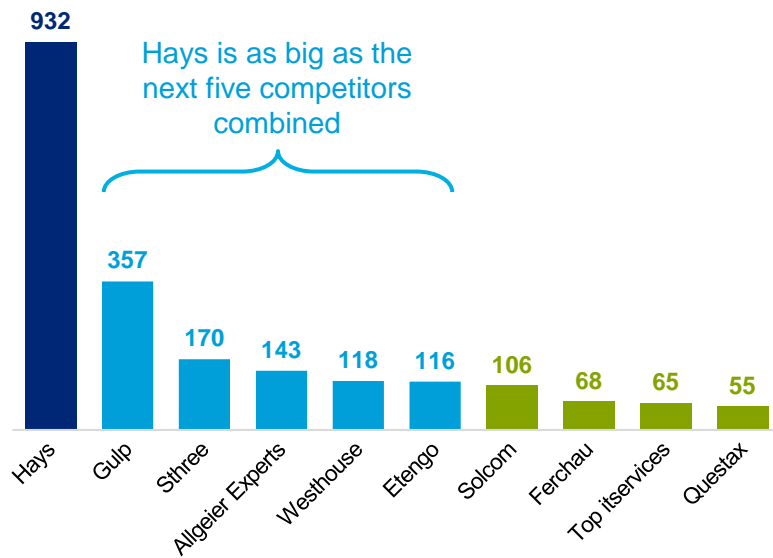
LEADING POSITIONS ACROSS ALL CONTRACT TYPES IN A STRUCTURALLY GROWING MARKET



	Permanent (14% of fees)	Temporary (25% of fees)	Contracting (61% of fees)
FY22E fees	c.€50m	c.€90m	c.€220m
German market size	c.34m Perm employees	800k-900k temporary workers	c.1.4m freelancers
Hays market focus	High salary jobs; Expert & Leadership roles	100,000-150,000 white collar jobs in Engineering, Technology and Finance	250,000-300,000 freelancers in Technology, Engineering, Life Sciences and other sectors
Leadership position	Number 2	Market leader; only white-collar recruiter in the top 7 (including Generalists)	Market leader by a distance – same turnover as #2-6 combined
Assignments	>2,500 per annum	c.4,000 current temp workers – <4% of our addressable market	c.11,000 current freelancers – 3-4% of our addressable market
Salary level	High: €60k-€150k per annum	High: Up to €90k per annum	High: Up to €200k per annum

A CLEAR LEADER IN THE LARGE & RAPIDLY GROWING CONTRACTING MARKET

Germany contracting revenue (2021, €m)



Germany market overview

Estimated German Contracting market annual revenue:

€20 billion

Germany contracting market growth forecasts

Forecast 2022 growth

13%

Forecast 2021-2026 CAGR

14%

WE HAVE A CLEAR STRATEGY FOR GROWTH

Building on our track record of strong fee and profit growth

Enterprise clients	Our restructure in FY19 established a dedicated Enterprise division, focused on winning new clients and leveraging our existing strategic client base
SME market penetration	Our regional structure is focused on greater penetration into the SME market with clients up to 2,000 employees. We added >2,000 new clients last year
Specialism & product expansion	Extending market leadership in our existing businesses and building scale in our newer specialisms (e.g. our HR specialism is up c.400% over 2 years). Additional new product lines (e.g. Project & HR Services)
Market-leading brand	Supporting the broadest and deepest Talent Networks in the market; adding >1,500 high-quality candidates every week
Employer of choice	Attracting and training the best people in the industry to create the pipeline of talent that will drive our future growth

WE ASPIRE TO DOUBLE OUR OPERATING PROFIT IN GERMANY BY FY27

MATERIAL AND VARIED GROWTH OPPORTUNITIES

Selected industries	Market opportunity
Banking	Cyber and digitalisation driving structural growth; sector consolidation driving change projects
IT Service companies	Powerful outsourcing trends in Technology
Life Sciences	Lifestyle, ageing population and the pandemic driving structural growth
Public sector	Significant catch-up spending in digital infrastructure plus cyber security
Automotive	Vehicle electrification and autonomous driving are creating myriads of new research, design and engineering roles

WE HAVE SIGNIFICANT OPPORTUNITIES IN THE MOST SKILL-SHORT MARKETS

OUR LEADING BRAND & EXCELLENT CANDIDATE EXPERIENCE DRIVES THE ATTRACTION OF BEST-IN-CLASS TALENT

Candidates are the key resource...

Strong brand awareness

- Our strong brand means we source >1,500 high quality candidates each week, and fulfil >90% of placements direct from our own Talent Networks

Candidate satisfaction

- Candidate experience is key focus
- High levels of repeat engagements and strong net promoter score

...and we have many ways to attract talent

Talent attraction

- The Hays website is the most visited website for contracting jobs in the German market
- Multiple sourcing centre strategy
- Plus international sourcing strategy:
 - set up a nearshoring project, which already has c.200 projects to recruit skilled workers from Germany and abroad
 - established a Project Services business hub in Romania

HAYS' UNRIVALLED BRAND STRENGTH IS KEY TO OUR GROWTH IN GERMANY

CONCLUSION: WE ASPIRE TO DOUBLE OUR PROFITS BY FY27

Hays Germany is the market-leading, highly profitable, tech-enabled, white-collar recruitment business



Highly scalable
business model



Addressing the sweet
spots of the market,
including all future
specialisms



Brand reputation
reinforces our
position with clients
and candidates



We are broadening
our product offering
to Project Services



Most experienced
management team
in the market

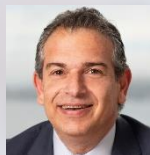
WE HAVE MANY OPPORTUNITIES TO EXTEND OUR MARKET LEADERSHIP IN A STRUCTURALLY GROWING MARKET

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**SIGNIFICANT OPPORTUNITIES
IN ANZ**



Nick Deligiannis
MD, Australia & New Zealand

Nick joined Hays in 1993 and has held a variety of consulting and management roles across the business, including Director in Victoria, South Australia, Tasmania and the Northern Territory. In 2004, Nick was appointed to Hays' Board of Directors, and was made Managing Director for Australia and New Zealand in 2012.

Prior to joining Hays, he had a background in human resource management and marketing and has formal qualifications in Psychology.

WE ARE CLEAR LEADERS IN AN ATTRACTIVE RECRUITMENT MARKET & ECONOMY

Australian market overview

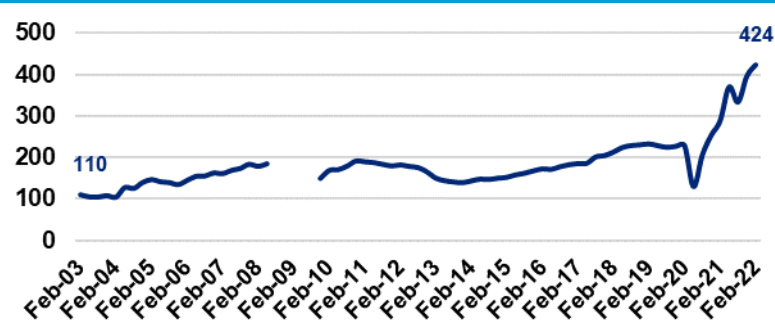
Estimated Australian staffing market annual revenue:

AUD \$29 billion

Fragmented market comprising:

12,500+ firms

Job vacancies, seasonally adjusted* (000s)



Hays ANZ – H1 FY22 overview

Conversion Rate

c.27%

Market-leading profitability

Consultants

1,101

c.3x our closest competitor

Offices

40

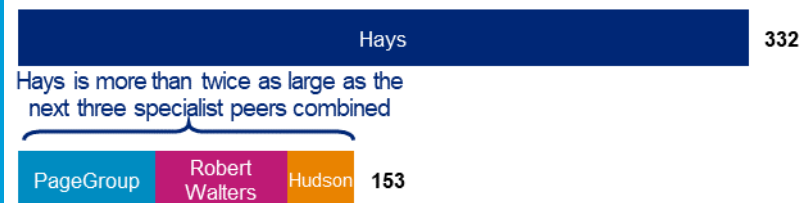
Unrivalled network, including top-20 most populated cities

Specialisms

19

Including C&P, Technology, Banking, A&F

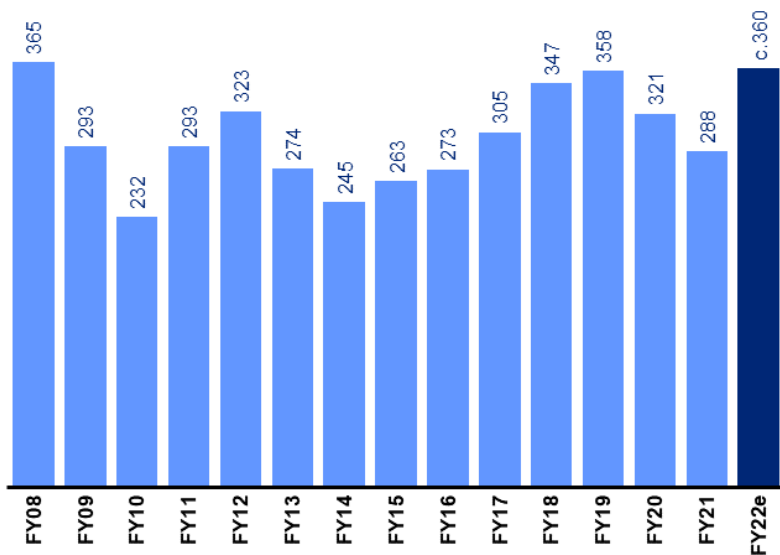
Specialist peer net fee comparison (2021, AUD \$m)



* The Job Vacancies Survey was suspended between August 2008 to August 2009.
Source: Australian Bureau of Statistics, Staffing Industry Analysts, Hays estimates.

THE SHARP POST-PANDEMIC FEE RECOVERY PUTS US ON TRACK FOR OUR SECOND-HIGHEST YEAR EVER

Net fees (AUD, \$m)



Key advantages

Unrivalled scale and leading brand

Geographical coverage

Market-leading expertise and delivery capability

Strong financial position and track record

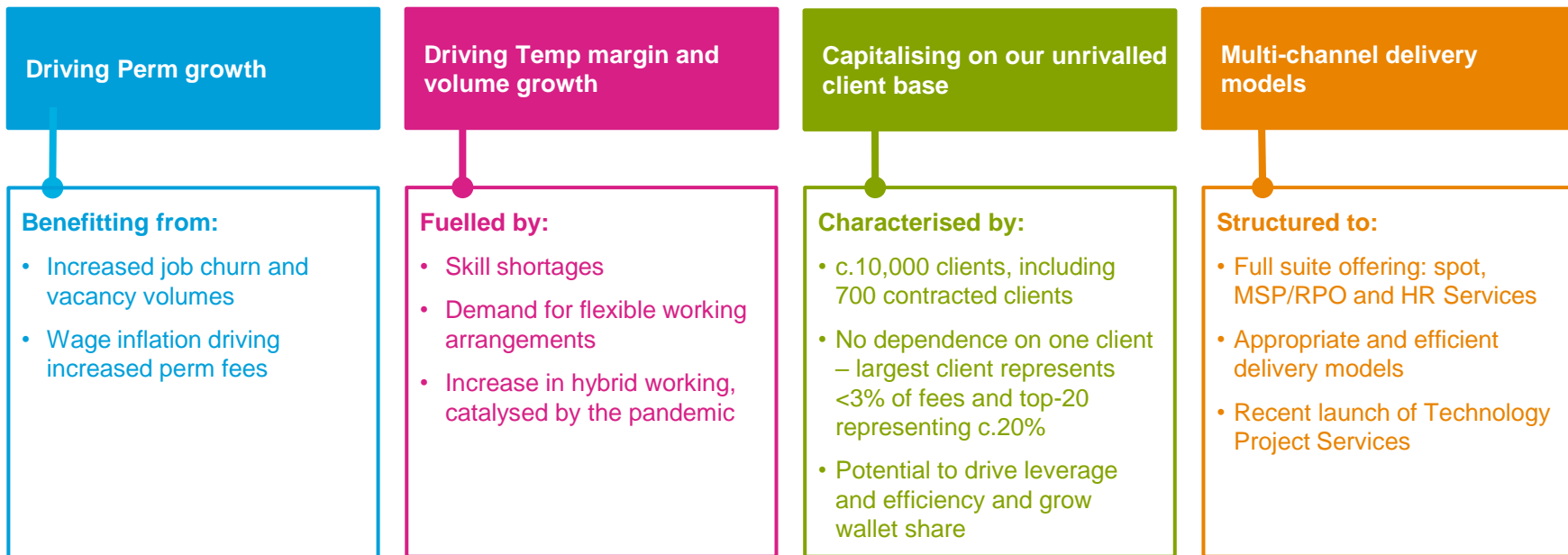
Deepest and broadest talent database

Success drivers

- Experienced management team, with strong track record of delivering growth
- Focus on high productivity through:
 - Management discipline
 - Embedded within our DNA

EXCELLENT LONG-TERM TRACK RECORD UNDERPINNED BY OUR SCALE AND HIGHLY EXPERIENCED MANAGEMENT TEAM

LEVERAGING A SKILL-SHORT MARKET AND STRONG CLIENT BASE TO DRIVE PROFITABLE GROWTH



WE ARE WELL PLACED TO CAPITALISE ON OUR KEY ADVANTAGES AND INCREASE OUR MARKET-LEADING POSITIONS

TARGETED INVESTMENT IN STRUCTURAL GROWTH MARKETS

Selected specialisms (% Hays ANZ fees H1 FY22)	Net fee growth		Headcount growth	Market context	Focus areas
	H1 FY22	Versus pre-Covid levels	H1 FY22 (YoY)		
Technology 15% of fees	+46%	+23%	+38%	<ul style="list-style-type: none"> Demand driven by digitalisation across large enterprises, local providers and scale-ups Hays has invested to improve delivery, particularly candidate sourcing, and client relationships 	<ul style="list-style-type: none"> Software Development Data & Advanced Analytics Project & Change Management Cyber Security; Cloud; Salesforce; ServiceNow Project Services
HR 5% of fees	+54%	+16%	+10%	<ul style="list-style-type: none"> HR partners needed to help retain existing staff, including building compelling EVP positioning Ever-present need for L&D specialists with a focus on upskilling and re-skilling 	<ul style="list-style-type: none"> Capability Mapping; Career Transition & Early Careers Framework Design; Onboarding & Engagement
Defence c.1% of fees	+56%	+119%	+10%	<ul style="list-style-type: none"> Big growth sector, with many blue-chip global defence firms establishing themselves in Australia Govt committed AUD \$270bn over the next 30 years 	<ul style="list-style-type: none"> Signals; Systems, Mechanical & Electrical Engineering; Communications & Logistics
C&P 18% of fees	+19%	(15)%	+8%	<ul style="list-style-type: none"> Strong cyclical 'catch-up' underway post pandemic Driven by infrastructure investment, with activity c.20% above the last decade average Govt committed AUD \$120bn over the next 10 years 	<ul style="list-style-type: none"> Green economy roles in Engineering, Infrastructure, Energy Efficiency and Renewables

HAYS ANZ: SIGNIFICANT AMBITIONS – ASPIRING TO DELIVER RECORD FEES IN FY23 & AUD \$500M BY FY27



Very confident we can get beyond prior fee peaks, driven by structurally growing sectors



On track in FY22 to deliver our 2nd best year of net fees, and are aspiring to hit all-time record levels in FY23 on our way to AUD \$500m by FY27



We have an ambitious accelerating growth mindset to capitalise on existing market leading stronghold sectors and take opportunities in attractive new markets

OUR PEOPLE & CULTURE IS AT THE CENTRE OF ALL OUR SUCCESS

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**SIGNIFICANT OPPORTUNITIES
IN UK&I**



Simon Winfield
MD, UK & Ireland

Simon joined Hays in 2006, having commenced his recruitment career in 1993. He ran our businesses in Western Australia and Northern Territory, before relocating to the UK in 2014 where he was responsible for our operations in the South West & Wales and Ireland, before being appointed Managing Director of the UK & Ireland business in 2018.

WE ARE LEADERS IN AN ATTRACTIVE, SKILL-SHORT RECRUITMENT MARKET

UK&I market overview

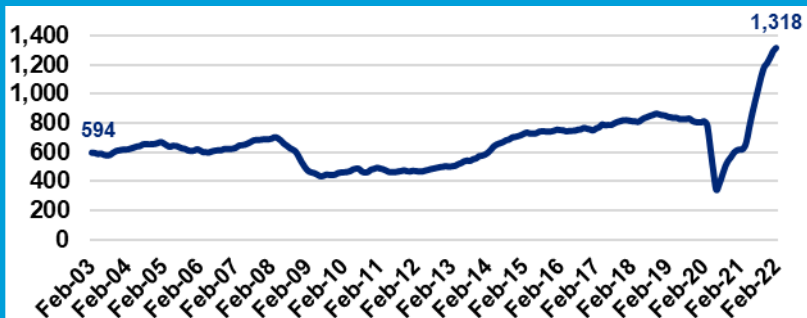
Estimated UK staffing market annual revenue:

£38 billion

Fragmented market comprising:

c.32,000 firms

Job vacancies, seasonally adjusted* (000s)



Hays UK&I – H1 FY22 overview

Conversion Rate

14%

Market-leading profit levels

Consultants

2,036

c.1.5x the next largest specialist competitor (Q3 FY22)

Offices

88

Unrivalled network, with a presence across the UK

Specialisms

18

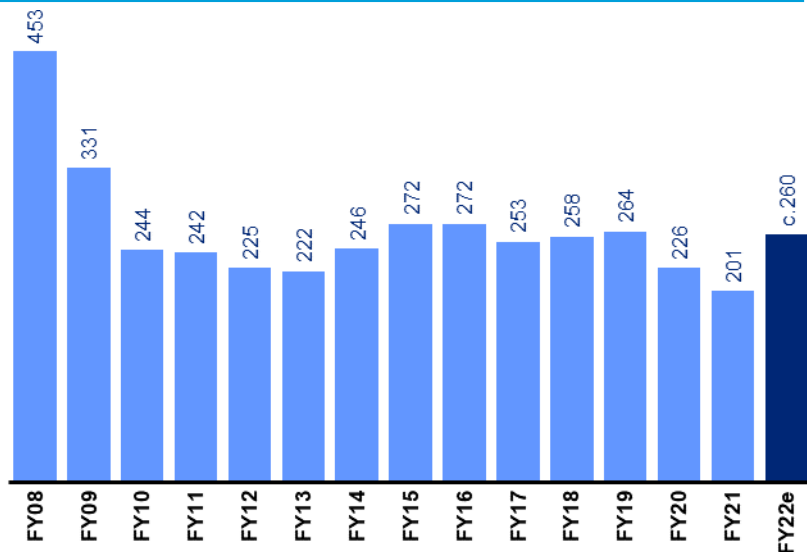
Including being #1 or #2 in each of Technology, A&F, C&P, Office Support, Education

Specialist peer net fee comparison (2021, £m)



STRONG POST-PANDEMIC REBOUND, WITH PERIODIC FEES & PROFIT NOW BACK TO POST-GFC PEAK LEVELS

Net fees (£m)



Key advantages

Unrivalled scale and leading brand

Geographical coverage

Market-leading expertise and delivery capability, including unparalleled Education specialism

Deepest and broadest Talent Networks

Strong financial position and track record

Success drivers

- Net fees and profit periodic run-rate now back to post-GFC peak levels
- Productivity at its highest since the GFC
- Substantial capability in outsourced solutions

MARKET-LEADING BUSINESS WITH UNRIVALLED SCALE AND DEEPEST & BROADEST TALENT DATABASE

KEY STRATEGIC PRIORITIES

Accelerated investment in structural growth markets

Fuelled by:

- Increased sub-specialism focus in Technology (including Cyber, Salesforce, Workday, RPA)
- Focus on Life Sciences, Civil Engineering and Sustainability
- Rapid expansion of Engineering specialism

Broaden our range of products and services

Driven by:

- Scale-up of Project Services business
- Broader HR Services capability
- Launch of Hire-Train-Deploy model

State-of-the-art technology and tools

Characterised by:

- Launch of Digital Manager and in-house Hays app
- Process improvement and efficiencies

Putting People & Culture at the heart of the business

Anchored by:

- Defining our social and environmental purpose
- Delivering leading Learning & Development for consultants and leaders
- Ensuring ED&I and Wellbeing are at the centre of our Employee Value Proposition

POSITIONING THE BUSINESS TO BUILD ON OUR MARKET-LEADING POSITION

TARGETED INVESTMENT IN STRUCTURAL GROWTH MARKETS

Selected specialisms (% Hays UK&I fees H1 FY22)	Net fee growth		Headcount growth	Market context	Focus areas
	H1 FY22 (YoY)	Versus pre-Covid levels	H1 FY22 (YoY)		
Technology 17% of fees	+50%	+42%	+41%	<ul style="list-style-type: none"> Huge skill shortages across traditional technologies and high-growth markets Significant investment in leadership capability and experienced teams to provide in-depth sector expertise 	<ul style="list-style-type: none"> Ten sub-specialisms, including Salesforce, Service Now, Workday and RPA/AI Scale-up of Project Services offering Hire-Train-Deploy launch to address significant skill-short market
Engineering c.1% of fees	+77%	+91%	+59%	<ul style="list-style-type: none"> Traditional Engineering market skill shortages, but even more acute in areas such as Green Power and Alternative Energy Significant market opportunity and skills gap 	<ul style="list-style-type: none"> Rail and Defence sub-specialisms launched Emerging Technologies and Alternative Energy
Life Sciences 2% of fees	+14%	+12%	+52%	<ul style="list-style-type: none"> Huge levels of investment through the pandemic and beyond, driven by patent cliff-edge and ageing population Hays' strong market position in a rapidly growing and skill-short market 	<ul style="list-style-type: none"> Clinical trials Biometrics and Data Science Medical Technology and Medical Communications
Sustainability Greenfield	n/a	n/a	+20*	<ul style="list-style-type: none"> Vast, rapidly growing market and opportunity for first-mover advantage by leveraging our market-leading C&P business Green economy and carbon commitments driving material long-term investment and spend 	<ul style="list-style-type: none"> Environment, Sustainable Building, Circular Economy and Corporate Sustainability

HAYS UK&I: OUR STRATEGY HAS MANY LEVERS TO DELIVER LONG-TERM GROWTH



Reinforce
our market
leadership in
core sectors



Exciting new
markets

Technology,
Green economy,
Sustainability/
ESG



Drive
increased
consultant
productivity
and enhanced
conversion
rate



Remapped
customer
journey

Enhanced
solutions and
delivery



Scaling
products and
services

Project Services,
Hire-Train-Deploy



Our people &
culture

Skills acquisition;
enhanced
Learning &
Development
offering

ASPIRATION TO GROW TO C.£350M OF NET FEES BY FY27 AND LONGER-TERM AMBITION TO RETURN TO PRE-GFC PEAK OF C.£450M

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**CAPITALISING ON
OPPORTUNITIES THROUGH
OUR PEOPLE**



Sandra Henke
Group Head of People & Culture

Sandra is Global Head of People and Culture at Hays PLC and is a member of the global Executive board. She firmly believes people are at the heart of the business, and over 25 years with Hays has held senior leadership roles in People and Culture in the ANZ, Asia and UK & Ireland businesses.

THE WORLD OF WORK IS CHANGING AT AN UNPRECEDENTED PACE CREATING MORE OPPORTUNITIES THAN EVER BEFORE

Building the right capacity and developing the right capability

Our customers have
changing and more
complex needs

We are committed to
being a true leadership
partner to our clients
and candidates

We are building
enhanced skillsets
and nurturing our
culture to deliver:

- Knowledge through scale
- Meaningful innovation
- Deep understanding

ENABLING OUR PEOPLE TO DELIVER MARKET SOLUTIONS TO OUR CUSTOMERS

1

Enhancing our
leadership capability

2

Putting ED&I at the
centre of our culture

3

Evolving our Employee
Value Proposition (EVP)

WE INVEST IN OUR LEADERSHIP CAPABILITY – ENABLING THEM TO DRIVE TODAY’S BUSINESS AND BUILD THE BUSINESSES OF TOMORROW

Our focus areas have helped to evolve leadership quality and behaviours

Skills, mindsets and behaviours

- ✓ More shared and inclusive leadership approach and deeper trust
- ✓ Support and confidence to challenge the status quo and to innovate
- ✓ Leading change initiatives
- ✓ Putting ED&I at the heart of our culture
- ✓ Improved relationships
- ✓ Better quality thinking



Impact

- ✓ Enhanced leadership change skills
- ✓ Better quality individual and collective thinking and problem-solving for our customers
- ✓ Deeper trust in our culture and stronger relationships with our people and customers



“In particular, my mindset and beliefs have shifted. As a female leader, my confidence to challenge the status quo, and to introduce new ideas has grown. Seeing the organisation’s explicit commitment to ED&I helps me to fulfil my potential.”

Eliza Kirkby,
Regional Director, Sydney – Australia

OUR LEADERSHIP PROGRAMME HAS BEEN TRANSFORMATIONAL IN EQUIPPING OUR CURRENT & FUTURE LEADERS WITH THE SKILLS NEEDED TO DRIVE CHANGE

International Leadership & Management Programme (ILMP)

Senior Leadership

120
Business
leaders

participated so far



550
Future
business
leaders

to participate
by FY27

1000+
“Thinking
Partners”

800+
“Leading &
Executing
Change”

WE HAVE EXTENDED THE SUCCESSFUL IMPACT OF THE ILMP FURTHER INTO THE BUSINESS AT PACE

EQUITY, DIVERSITY & INCLUSION

UNLEASHING THE POTENTIAL OF ALL OUR TALENT

Our commitment

- Established global gender targets - 50% of top 550 roles will be held by females by 2030 (currently 42%)
- Partnered with ED&I experts to identify any barriers to “*getting in and getting on at Hays*”
- Hired ED&I specialists into roles across the business
- Implemented diverse hiring strategies and inclusive recruitment practices
- Continued to drive action through Global ED&I Council, regional councils and internal advisory groups

EXAMPLES OF ED&I IN ACTION

Gender Targets Advisory Group (GTAG) driving women in senior leadership workstreams, for example, personal and career development, parental leave

WORKING
TOGETHER TO
EMBRACE OUR
DIFFERENCES &
EACH OTHER



Race & Ethnicity – USA exceeding their targets of 30% BIPOC representation amongst new hires

Australia commitment to Reconciliation Action Plan (RAP)



UK partnership with Black Young Professionals (BYP)

Hays Pride
Network



LGBTQ+ networks and alliances across the Group

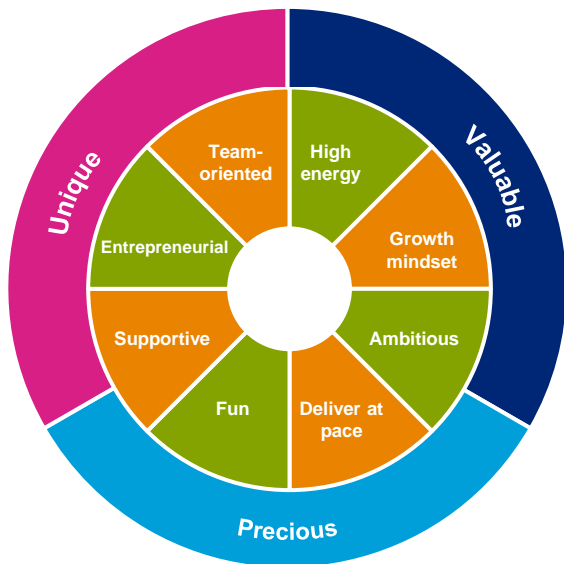
REACH

Recognising & Enabling All colleagues and Conditions at Hays



ENHANCING OUR COMPELLING EMPLOYEE VALUE PROPOSITION

We are proud of the culture we have nurtured and developed, and how it frames the success of our business



The strength of our EVP has been identified and recognised externally as well as internally

“One of the most culturally coherent global organisations we have worked with. Commonly shared attributes evident with whoever we met of energy, positivity and growth mindset.”

External agency quotation following a granular analysis of Hays' culture

THE STRENGTH OF OUR HIRING CAPABILITY IS DRIVEN BY THE STRENGTH OF OUR EVP

We purposefully recruit our talent from three distinct sources

Entry level

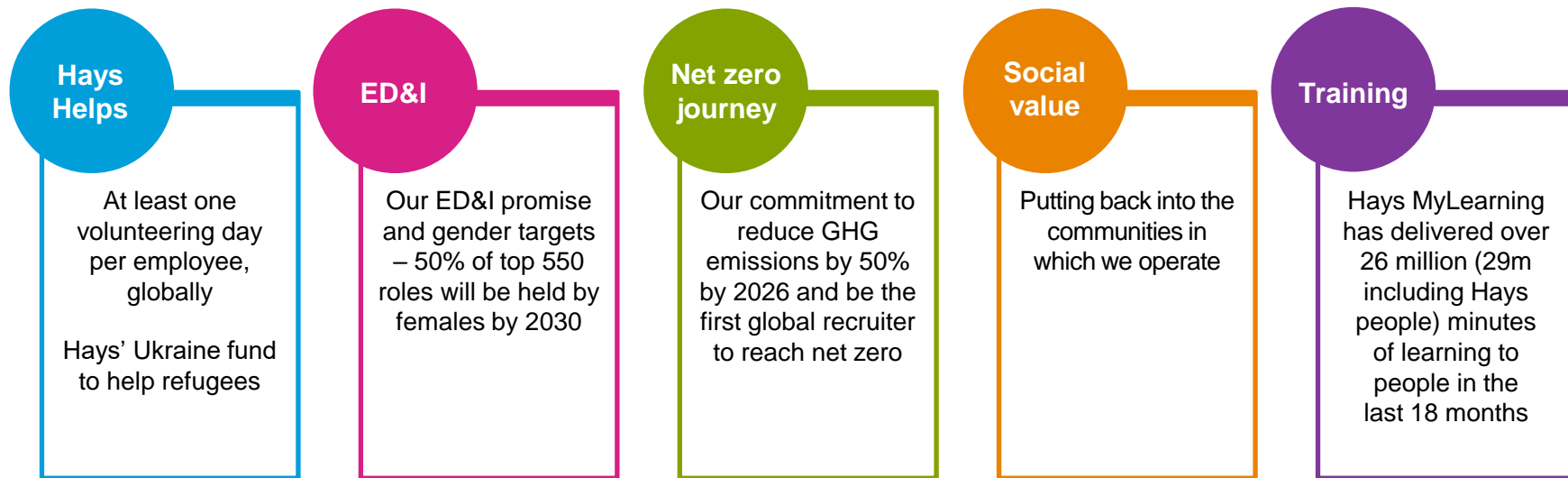
Experienced joiners

Alumni

Our strong and unique culture – our *'Hays Spirit'* – is the cornerstone of our EVP and central to attracting talent. This is complemented by world-class training, careers, infrastructure, tools and technology

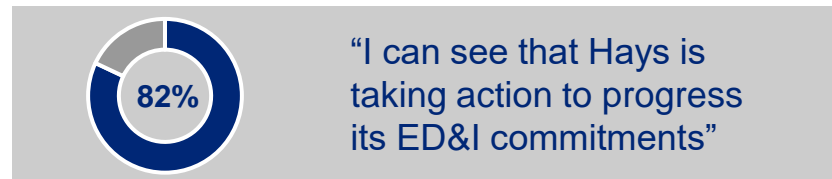
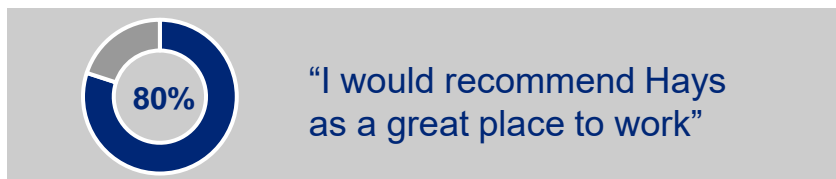
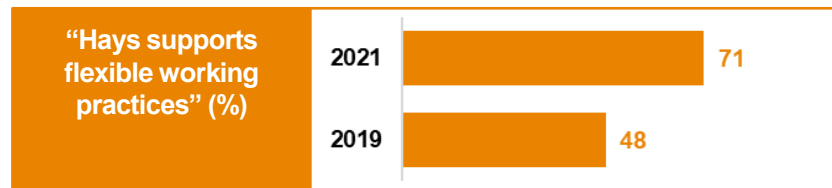
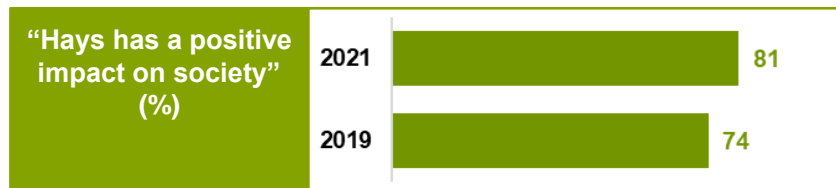
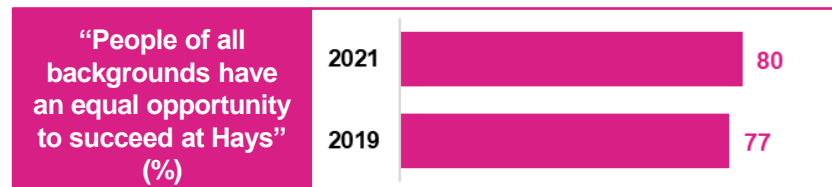
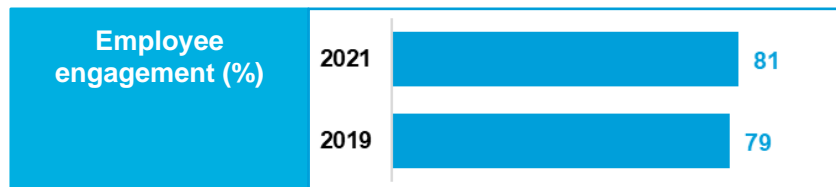
OUR PURPOSE & CORE VALUES UNDERPIN OUR DEEP COMMITMENT TO ESG, & SUPPORTS OUR CULTURE

Hays demonstrates its commitment to being a purpose-led organisation...



...nurturing our culture and helping to earn our social licence to operate

OUR ACTIONS ARE REFLECTED IN OUR STRONG EMPLOYEE ENGAGEMENT SCORES



CONCLUSION: ENABLING THE ORGANISATION THROUGH OUR PEOPLE & OUR CULTURE

Our people and culture strategy centres around putting customers at the heart



Increased
leadership
capability



Valuable diverse
and inclusive
culture



Market-leading
tools, technology
and infrastructure



World-class training
and career
development



Strong social
purpose

STRONGLY POSITIONED TO CAPITALISE ON THE SIGNIFICANT OPPORTUNITIES IN FRONT OF US

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

**FINANCIAL ASPIRATIONS
TO FY27**

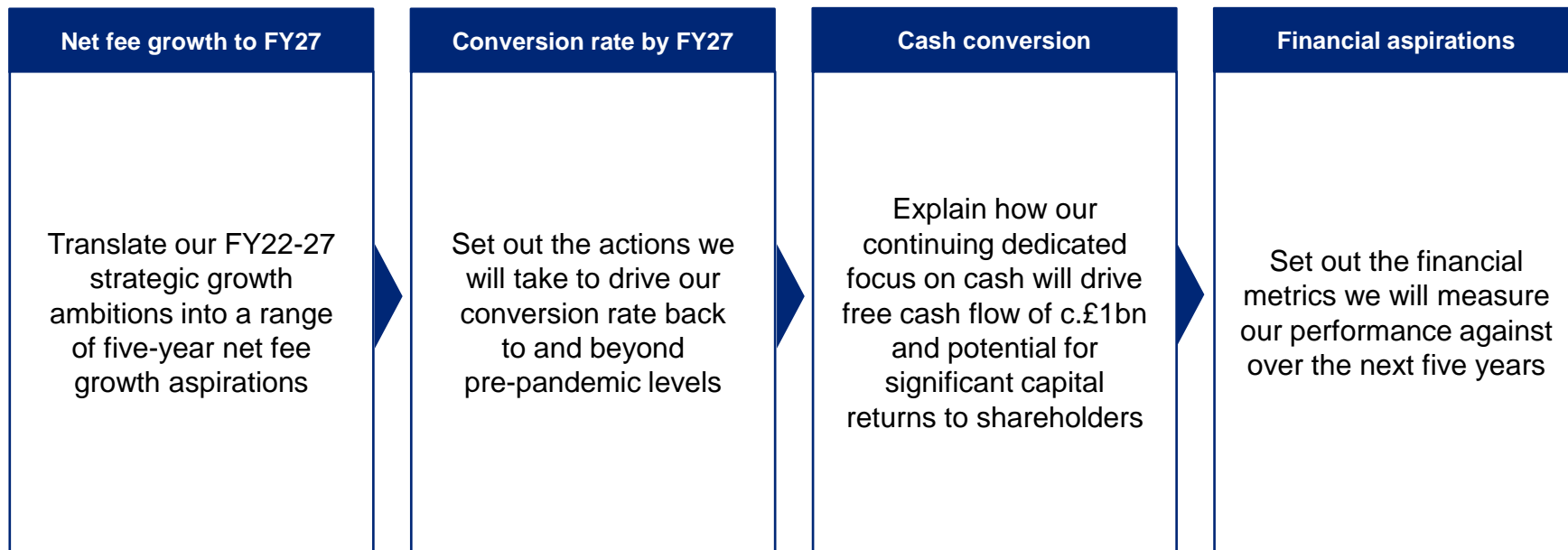


James Hilton
Group Finance Director *(Designate)*

Before joining Hays in 2008, James qualified as a Chartered Accountant with KPMG and spent three years at Dresdner Kleinwort in their Corporate Finance division.

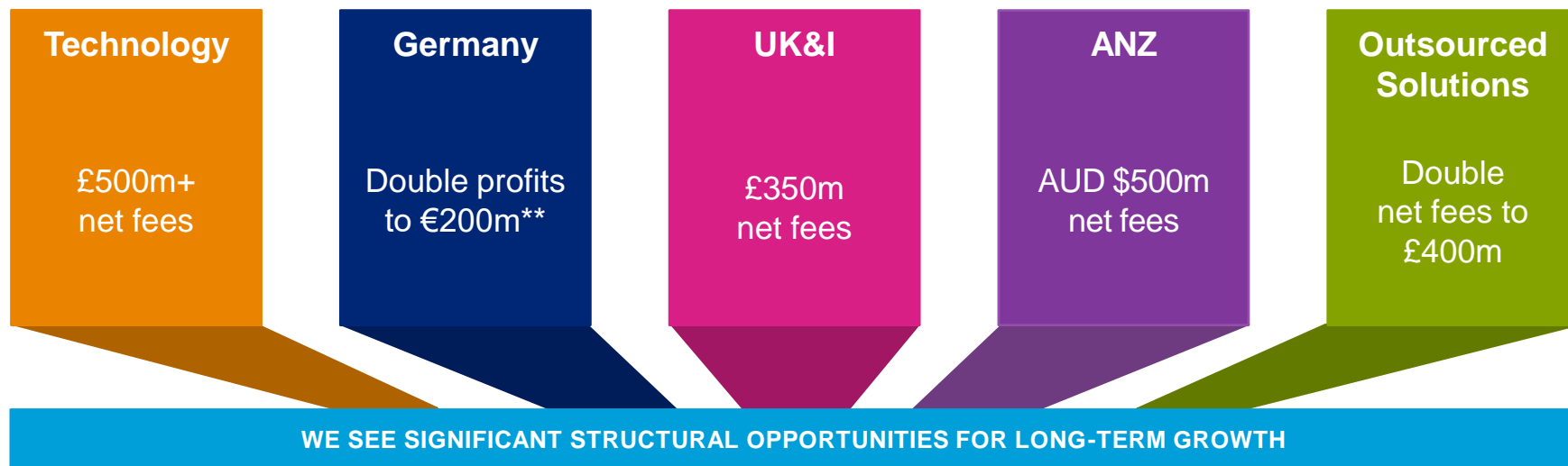
His career at Hays has included the following positions: Head of Investor Relations & M&A, UK&I Financial Controller and Finance Director for its EMEA region. Since August 2018, James has been Hays' Group Financial Controller and will take over as Group Finance Director from October 2022.

FINANCIAL ASPIRATIONS: OBJECTIVES FOR TODAY



WE HAVE SET OUT OUR GROWTH AMBITIONS FOR THE NEXT FIVE YEARS

Our FY27 ambitions*



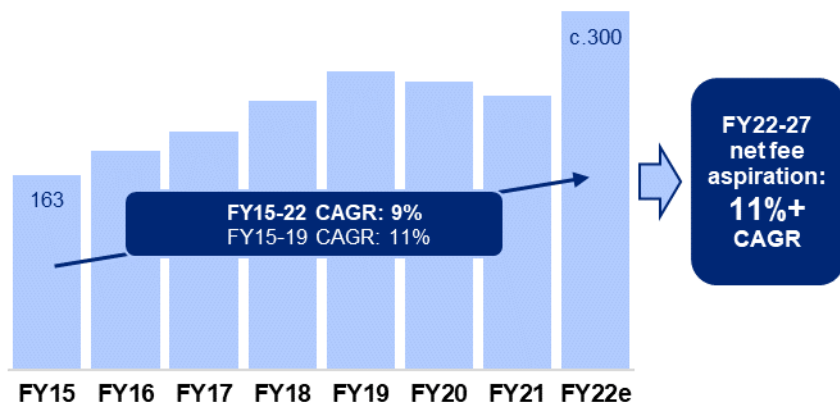
* For the avoidance of doubt, our total Group FY27 net fee aspiration is not an aggregation of these ambitions as there is significant overlap between our net fees by country and fees in our large Technology and Talent Solutions businesses.

** Before central cost allocations.

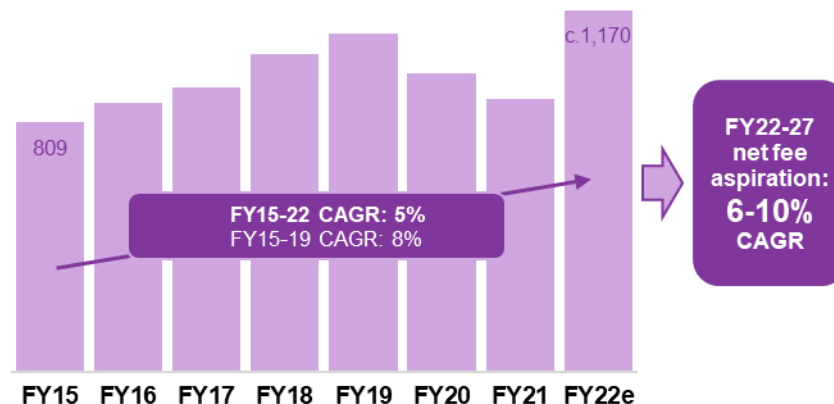
ASSUMING A SUPPORTIVE ECONOMIC BACKDROP, OUR AMBITIONS TRANSLATE TO SIGNIFICANT NET FEE GROWTH ASPIRATIONS OVER THE NEXT FIVE YEARS

FY15-22 net fee track record and FY22-FY27 net fee growth aspirations*

Technology (£m)



Group (£m)



GROUP NET FEE CAGR ASPIRATION OF 6-10% OVER THE FIVE YEARS TO FY27

* Historical net fees by specialism are presented at constant currency.

** Defined as Engineering, Life Sciences, Talent Solutions and HR specialisms.

OUR ASPIRATIONS ARE BASED ON A SUPPORTIVE ECONOMIC BACKDROP

Overall macro-economic assumptions

- We assume a benign economic backdrop, with GDP growth consistent with latest IMF forecasts
- We anticipate regular minor but manageable economic and political challenges and assume no significant downturn in our major markets over the plan period
- No material change in key exchange rates

GDP growth forecasts (% per annum)

	2021A	2022F	2023F	2027F
Australia	4.7	4.2	2.5	2.6
Germany	2.8	2.1	2.7	1.1
UK	7.4	3.7	1.2	1.5
China	8.1	4.4	5.1	4.8
France	7.0	2.9	1.4	1.4
US	5.7	3.7	2.3	1.7
World	6.1	3.6	3.6	3.3

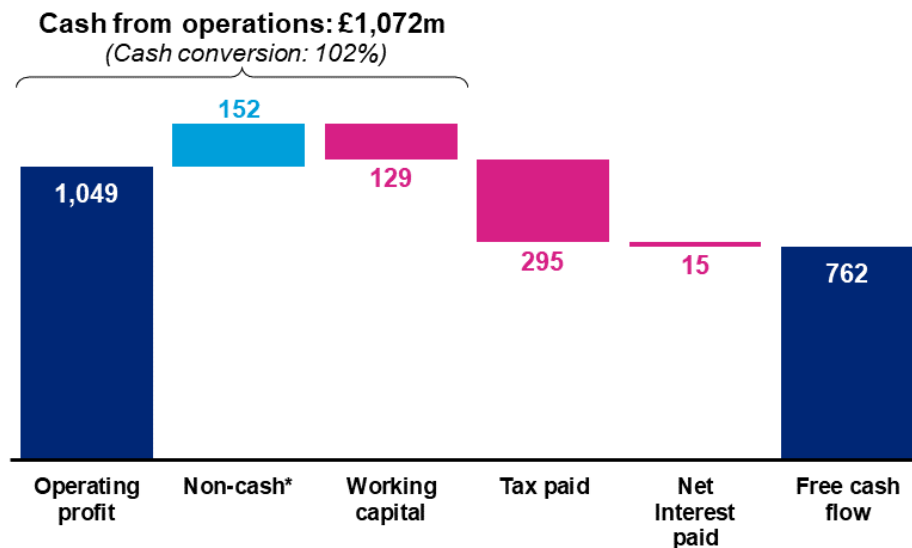
BUT IF WE HAVE A MAJOR ECONOMIC DOWNTURN, DELIVERY OF OUR ASPIRATIONS MAY BE DELAYED BY 1-2 YEARS

DRIVING CONVERSION RATE BACK TO & BEYOND PRE-PANDEMIC LEVELS

Drive consultant productivity		Be a net winner from inflation		Continued focus on cost management and back-office automation		
c.2,000 consultants added in past 12 months (including our SGI programmes)	<ul style="list-style-type: none">1. Leverage investment2. Further investment in skill-short markets	Wage inflation driving broad-based salary increases	<ul style="list-style-type: none">1. Higher average perm fee2. Higher temp and contractor rates	Initiative <i>(Timescale)</i>	Development	Saving p.a.
	Investments in tools and technology will drive further efficiency		Targeted BD and deep Talent Networks drives: <ul style="list-style-type: none">1. Reduced average time-to-fill2. Increased average fill rates	Skill-short market opportunity to drive perm and temp pricing	<ul style="list-style-type: none">1. Higher % of starting salary2. Increased temp margin	Property <i>(5 years)</i>
Supported by leadership and consultant training programmes		Each 1% increase in pricing drives an additional c.£12m fees, versus each 1% increase in our cost base is worth c.£9m	Back-office efficiency <i>(3-5 years)</i>		Increased automation and lower cost centres	c.£10m
	Reduced travel <i>(Now)</i>		Greater use of video conferencing	c.£10m		
ASPIRATION TO DRIVE CONVERSION RATE TO 22-25% BY FY27						

EXCELLENT TRACK RECORD OF CASH GENERATION THROUGH GROWTH CYCLES

Five-year conversion of cumulative operating profit to free cash flow (FY15-19)



- Disciplined approach to cash, with industry-leading DSOs at 35 days, which we expect to normalise to 36 days over the next two years
- Forecast growth in Temp and Contracting drives higher working capital requirement going forward, notably in Technology and Enterprise clients
- c.£455m of total dividends paid with respect to FY15-19

TARGET 90%+ CASH CONVERSION OVER THE FIVE-YEAR PERIOD TO FY27

* Non-cash comprises depreciation & amortisation, share-based payments and net movement in provisions.

OUR FIVE-YEAR ASPIRATIONS HAVE POTENTIAL FOR SIGNIFICANT CASH GENERATION & RETURNS TO SHAREHOLDERS

1. Deliver substantial net fee growth



2. Drive conversion rate back to and beyond pre-pandemic levels



3. Maintain strong conversion of operating profit into operating cash flow



FY23-27 £0.9-1.1bn cumulative free cash flow and £550-750m of surplus cash

Our priorities for uses of free cash flow

Fund Group investment & development

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

Maintain a strong balance sheet

- Maintain a net cash position of £100m
- Funding of Defined Benefit pension scheme and long-term consideration of buyout

Core dividend policy

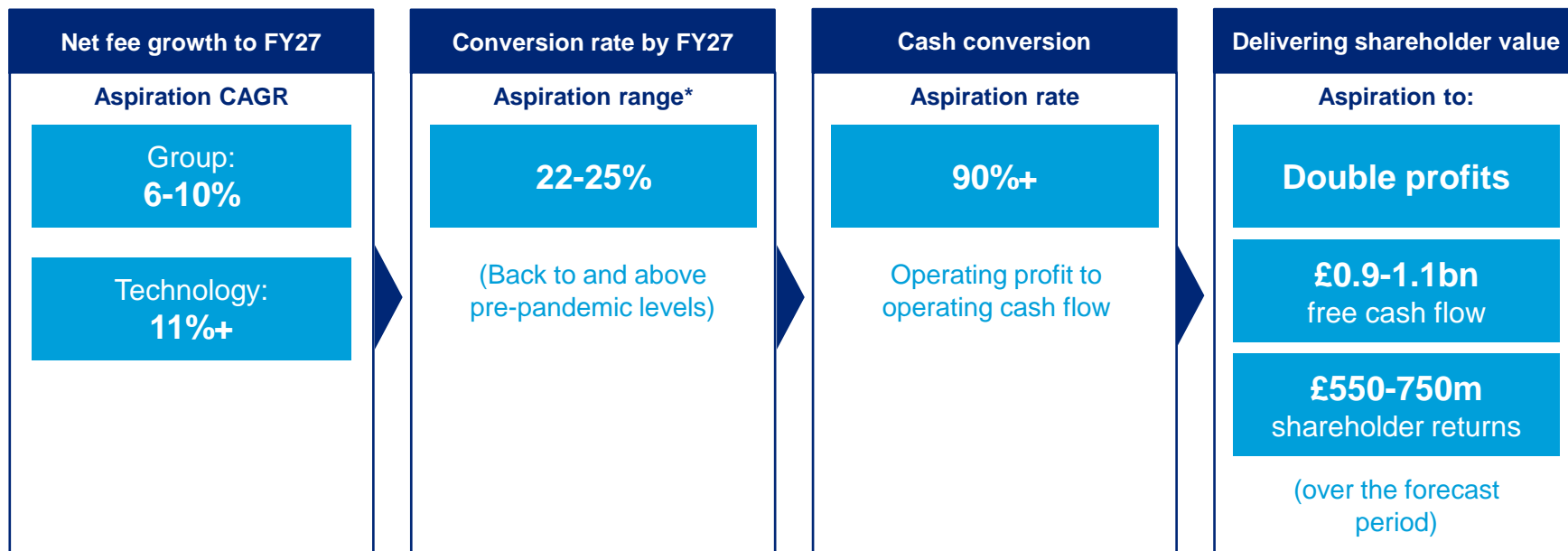
- Deliver a core dividend which is sustainable, progressive and appropriate
- Target core dividend cover of 2-3x EPS

Excess cash returns policy

- Subject to supportive economic outlook, return cash >£100m at our year-end to shareholders via special dividends & disciplined share buybacks as appropriate

OVER THE FORECAST PERIOD WE EXPECT THE COMBINED VALUE OF CORE AND SPECIAL DIVIDENDS TO REPRESENT THE MAJORITY OF CAPITAL RETURN IN NORMAL YEARS

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



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. 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.

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

SUMMARY & CONCLUSIONS



Paul Venables
Group Finance Director

A Chartered Accountant, Paul started his career at Deloitte. This was followed by 13 years at Exel plc, where he held several senior finance and operational roles, including Deputy Group FD and Executive Board member.

Paul was appointed Group Finance Director of Hays plc in 2006 and has helped transform the business into the pre-eminent global specialist recruiter it is today. He also served as a NED and SID at Wincanton plc from 2009-15 and joined the Board of Manchester Airport Group in 2022.

CONCLUSIONS: HAYS SITS AT THE HEART OF THOUSANDS OF ORGANISATIONS, LARGE & SMALL, HELPING DELIVER THE SKILLED WORKFORCES OF TOMORROW

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



Stickier, more diverse and higher margin revenue streams

Potential to double profits*

Return significant cash to shareholders

OUR COMPELLING INVESTMENT CASE CAN DELIVER EXCELLENT RETURNS TO SHAREHOLDERS

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

NAVIGATING THE NEW WORLD OF WORK

HAYS

Investor
Day

QUESTIONS & ANSWERS