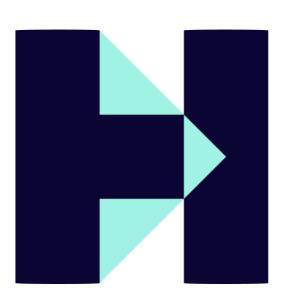
HAYS

FY25 EU (Spain only) Public Country by Country Reporting ("PCBCR")

December 2025





FY25 EU (Spain only) PCBCR data in line with Chapter 10a of Directive 2013/34/EU

Section 1

Name of the ultimate parent of the group	Hays Plc
Country where the ultimate parent has its registered	
office	United Kingdom
Financial year - start date	1 July 2024
Financial year - end date	30 June 2025
Reporting currency	GBP
Is the information in the report based on reporting	
instructions used for tax purposes, pursuant to Section	
III, Parts B and C, and Annex III to Directive 2011/6/EU	
(yes/no)?	Yes

Section 2

Tax	Country	Revenues	Profit (loss)	Income	Income tax	Accumulated	Number of
jurisdiction	code		before	tax paid -	accrued -	earnings	employees
			income tax	on cash	current year		
				basis			
Spain	ES	46,142,000	2,343,000	642,000	(621,000)	11,985,000	282

Section 3

Member state or tax jurisdiction	Country	Name of each subsidiary undertaking in the Member State or tax jurisdiction	Brief description of the nature of activities in the Member State or tax jurisdiction		
Spain	ES	Hays Personnel Services España	Provision of services to unrelated		
		SA	parties		
		Hays Personnel Espana Empresa	Provision of services to unrelated		
		de Trabajo Temporal SA	parties		
		Hays Business Services SL	 Provision of services to unrelated parties 		
		Hays Talent Solutions Espana SL	Dormant		



Section 4

The data set out above is published on behalf of **Hays Business Services SL**, Paseo de la Castellana 81 Planta 10, 28046 Madrid, Spain to meet the Public Country by Country Reporting requirements as required in Spain by the Eleventh Additional Provision ("11th AP") of Law 22/2015.

It is approved by the Directors of Hays Buiness Services SL. It is anticipated that this publication will be superseded by the publication of a full Hays Plc EU Country by Country Report on income tax information as required by Chapter 10a of Directive 2013/34/EU.

Publication of the Spanish only data is provided initially due to the accelerated 6 month reporting timetable in Spain. The information to prepare a full EU Country by Country Report on income tax was not made available to Hays Buiness Services SL within this accelerated timeframe as the preparation, review and approval process for the full Hays Plc EU Country by Country Report is aligned with the standard 12 month reporting timetable set out in the Directive.

Christopher Mark Dottie

signed by:

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Philippe María R. Dullaert 53744D04A59C4FO...

Christopher Mark Dottie

Ivan Garcia Cuerdo

Philippe María R. Dullaert