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HALF-YEAR RESULTS

FOR THE SIX MONTHS ENDED 31 DECEMBER 2022

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AGENDA

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

1. OPERATING REVIEW

Alistair Cox
Chief Executive

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NET FEES	+12% to £651.9m
OP PROFIT	(8)% to £97.0m
EPS	+1% to 4.11p
NET CASH	£101.4m

RECORD FEES, **ACTIVE** HEADCOUNT MANAGEMENT & **STRONG** CASH GENERATION; **ENCOURAGING** 'RETURN TO WORK' OVERALL

Business focus

Key developments

Driving fee growth

- Record half, with fees up 12%, including monthly records in September and November. 19 country records including Germany
- Perm up 12% & Temp up 11%. Temp outperformed Perm for the first time in 7 quarters in Q2. Record fees in Tech, Engineering & Enterprise clients
- Growth entirely driven by our actions to increase fee margins, our focus on the most in-demand markets, and wage inflation

Operations & Investment

- Operating profit down 8% to £97.0m (£102.0m WDA*) as we balanced investment with managing near-term capacity
- Consultant headcount up 1% in H1 and 10% YoY. Action taken in Q2 to reduce headcount in UK, ANZ, China & USA
- c.£8m invested in new, complementary services businesses and infrastructure
- Encouraging new year 'return to work' overall. Assuming markets remain stable, we expect to increase profitability & conversion rate in H2

Delivering cash-backed profits

- Cash conversion* of 68% despite strong top line growth. DSOs maintained YoY at 35 days
- Period-end cash of £101.4m, after paying c.£150m in core & special dividends and c.£58m of share buybacks
- Remaining c.£18m of share buybacks expected to complete in H2 FY23

Record fees, significant investments & highly cash-backed profits, despite macroeconomic uncertainty

Unless otherwise stated all growth rates are LFL (like-for-like) year-on-year, representing organic growth at constant currency. WDA = Working Day Adjusted
* Cash conversion is the conversion of operating profit to cash from operations. For the purpose of presenting cash from operations (CFO) on a consistent basis vs prior year, we have included the lease payments of £24.6m (H1 FY22: £23.9m) within the CFO calculation.

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SIGNIFICANT INVESTMENT IN NEW BUSINESS LINES AND INFRASTRUCTURE

Strategic P&L investments made in H1 FY23

£1m invested to reinforce our senior management infrastructure globally in key strategic sectors such as Technology, Engineering and Enterprise clients. Infrastructure now in place to accelerate growth

£1m invested in the opening of three new delivery centres to support our Enterprise Client businesses in France, Spain and the USA (Casablanca, Zaragoza and Mexico City)

£1m invested in the globalisation of our existing HR Services capabilities, plus seeding adjacent new business lines

£1m invested in Management & Sales teams to open Project Services businesses in France & Australia

£4m invested to build our Statement of Works solutions business, now employing over 100 engineers based in Romania, delivering technology-led projects for German Engineering & Automotive clients

H1 FY23 Strategic investment = £8m

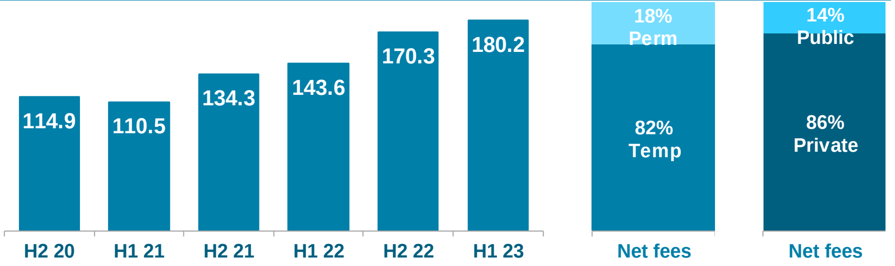
Investing in our core strategic pillars to double our scale

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

Germany – Financial overview

Six months to 31 December	2022	2021	Actual growth	LFL growth	H1 23 share of Group
Net fees	£180.2m	£143.6m	25%	24%	28%
Operating profit	£43.2m	£36.3m	19%	17%	45%
Conversion rate	24.0%	25.3%	(130)bps		
Consultants	2,072	1,745	19%		
Offices	26	25	+1		

Net fees (£m)



Net fees up 24%; operating profit up 17% (31% WDA)

- Improving activity and sequential fee growth through H1. 3 fewer working days versus the prior year, equating to £5.0m negative fee and profit impact
- Contracting (59% of fees) grew by 27%, driven by record contractor volumes (+21%) and margin improvement, partially offset by reduced working days
- Temp (23% of fees) up 10%, or 22% WDA. Volumes up 17% and close to record levels
- Excellent Perm performance, up 34%
- Technology (39% of fees) up 12%; Engineering (25% of fees) up 24%; A&F up 33% & Sales & Marketing up 27%
- Consultant headcount up 3% in H1 and 19% YoY

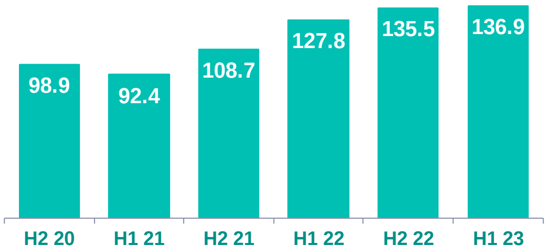
Unless otherwise stated, all growth rates are LFL (like-for-like), representing organic growth at constant currency. Conversion rate represents percentage of net fees converted into operating profit. Consultant numbers represent closing headcount and percentage changes represent 31 December 2022 closing headcount versus 31 December 2021 closing headcount.

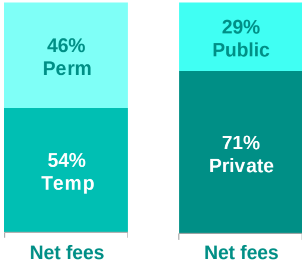
MARKETS **SLOWED THROUGH H1**, DRIVING NEGATIVE PROFIT LEVERAGE. CONSULTANT HEADCOUNT REDUCED TO ALIGN WITH NEW MARKET DEMAND

UK & Ireland – Financial overview

Six months to 31 December	2022	2021	Actual growth	LFL growth	H1 23 share of Group
Net fees	£136.9m	£127.8m	7%	7%	21%
Operating profit	£15.2m	£18.2m	(16)%	(16)%	16%
Conversion rate	11.1%	14.2%	(310)bps		
Consultants	2,082	1,958	6%		
Offices	87	88	(1)		

Net fees (£m)





Net fees up 7%; operating profit down 16%

- Markets slowed through H1, particularly in Perm. Temp (54% of UK&I) up 6%, Perm up 8%. Private (71% of UK&I) up 8%, Public up 4%
- Consultant headcount consequently reduced by 4% in H1 to bring our YoY capacity growth in line with Q2 fee growth of 6%
- Given the backdrop of a slowing market, negative profit leverage due to higher average headcount in H1 and our pay increases
- Good growth in Northern Ireland and South West & Wales, up 13% & 10%. London up 3%, Ireland up 27%
- Record fees in Technology, up 16%, with A&F up 8% & Engineering up 64%. Tougher conditions in C&P, up 1%, & HR down 3%

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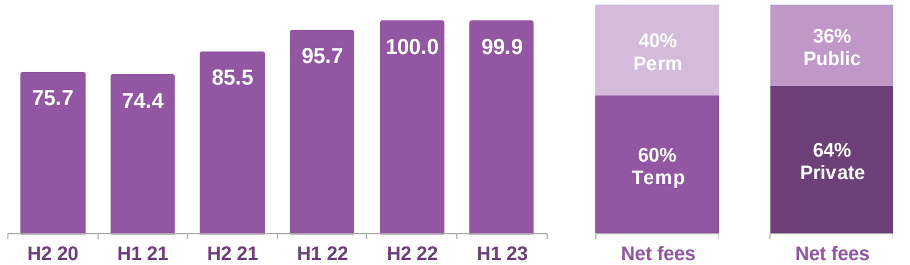
TOUGHER MARKET CONDITIONS LED TO REDUCED PRODUCTIVITY AND DISAPPOINTING PERFORMANCE**.** HEADCOUNT REDUCED TO ALIGN WITH DEMAND

Australia & New Zealand – Financial overview

Six months to 31 December	2022	2021	Actual growth	LFL growth	H1 23 share of Group
Net fees	£99.9m	£95.7m	4%	(1)%	15%
Operating profit	£17.8m	£26.0m	(32)%	(36)%	18%
Conversion rate	17.8%	27.2%	(940)bps		
Consultants	1,110	1,054	5%		
Offices	39	40	(1)		

Net fees (£m)



Net fees down 1%; operating profit down 36%

- Disappointing performance, with volumes deteriorating through H1. Fee growth slowed from 12% in Q4 FY22 to (4)% in Q2 FY23
- Headcount reduced by 2% in H1, including a 5% reduction in Q2
- Temp (60% of fees) down 6%, driven by volumes down 10%. Perm up 7%, all driven by increased average Perm fee, with volume down 10%
- Good growth in C&P, up 12%; A&F up 15% & Technology up 4%. Banking, Sales & Marketing and HR much tougher, down 37%, 13% & 9%
- Australia (91% of fees) down 3%. Fees flat in NSW, with Victoria and Queensland down 8% and 2% respectively
- New Zealand delivered a record performance, with fees up 17%

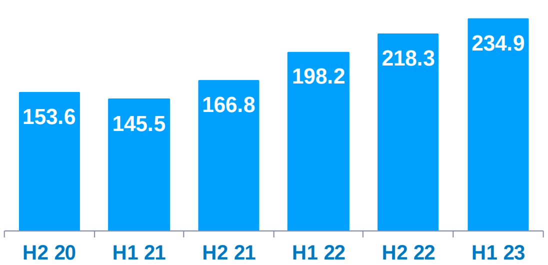
Unless otherwise stated, all growth rates are LFL (like-for-like), representing organic growth at constant currency. Conversion rate represents percentage of net fees converted into operating profit. Consultant numbers represent closing headcount and percentage changes represent 31 December 2022 closing headcount versus 31 December 2021 closing headcount.

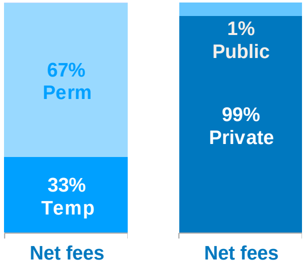
RECORD FEES IN 17 COUNTRIES, LED BY EMEA. TOUGH MARKET CONDITIONS IN CHINA AND THE USA HELD BACK **OPERATING PROFIT**

Rest of World (RoW) – Financial overview

Six months to 31 December	2022	2021	Actual growth	LFL growth	H1 23 share of Group
£ Net fees	£234.9m	£198.2m	19%	12%	36%
£ Operating profit	£20.8m	£21.1m	(1)%	(7)%	21%
% Conversion rate	8.9%	10.6%	(170)bps		
Consultants	3,835	3,509	9%		
Offices	103	101	+2		

Net fees (£m)





Net fees up 12%; operating profit down 7%

- Temp (33% of RoW) up 15%, Perm up 11%
- Strong result globally, however the pandemic in China and our closure of Russia materially impacted operating profit by £5.5m. Excluding these, RoW profit increased by c.20%

EMEA ex-Germany (57% of RoW fees)

- Fees up 16%, or 23% ex Russia closure. 9 country records including France, Switzerland and Poland, up 24%, 24% and 22%

Americas (26% of RoW fees)

- Fees up 8%, with 4 country records including Canada, up 22%, and Mexico, up 33%. LatAm up 28%; the USA much tougher, down 1% (Q2: down 9%)

Asia (17% of RoW fees)

- Fees up 5%, with records in Japan, up 43%, & Malaysia, up 31%. Hong Kong up 25%, however Mainland China heavily impacted by the pandemic. with fees down 47%, resulting in a material negative YoY profit impact of £4.5m

Consultant headcount

- Up 9% YoY and up 3% in H1. Year-on-year, EMEA ex-Germany was up 12%, the Americas up 4% and Asia up 10%

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SUMMARY: **RECORD GROUP FEE PERFORMANCE,** WITH SIGNIFICANT OPERATIONAL PROGRESS IN KEY STRATEGIC AREAS

Record fees, including 19 country records, driven by our actions to increase fee margins and focus on most in-demand markets

Our key markets continue to be characterised by acute skill shortages and wage inflation

A number of tougher markets held back operating profit, however cost base consequently reduced to align with lower market demand

Continued investment to execute on our strategic plans to position Hays as the global leader in key markets and sectors

On-track strategically, delivering record fees in key areas such as Technology, Enterprise clients, Germany and broadening our overall services offering

In a world where skilled talent is increasingly valuable, we are reinforcing our leadership positions in the most attractive global sectors

2.
FINANCIAL REVIEW

James Hilton
Group Finance Director

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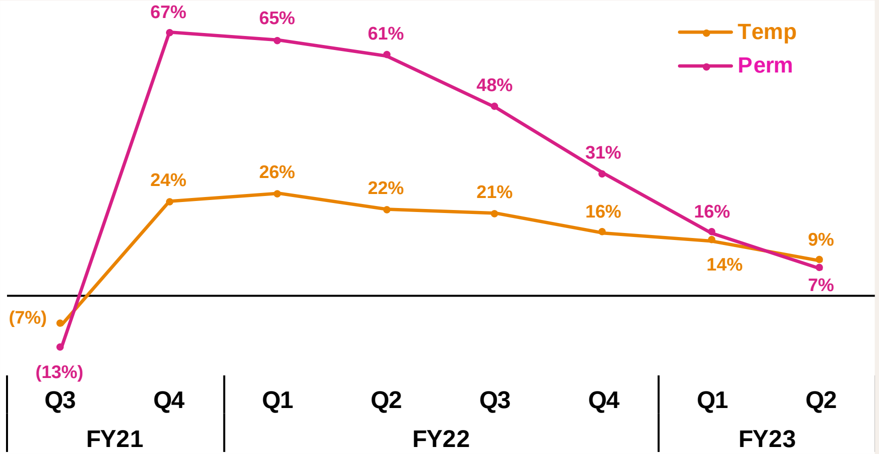
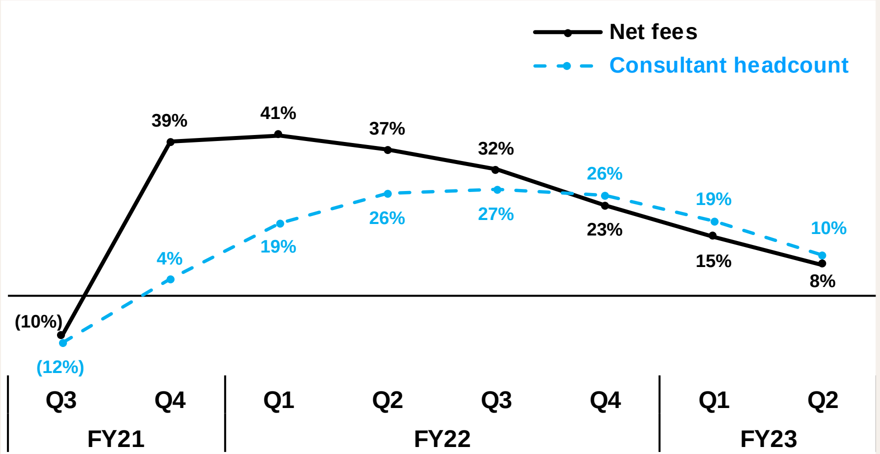
RECORD FEES DESPITE INCREASINGLY TOUGH MARKETS, PARTICULARLY IN PERM. CONSULTANT HEADCOUNT ACTIVELY ALIGNED TO FEE GROWTH THROUGH H1

Net fee growth* – Temp versus Perm



- Record fees in Q1, including a record in September, which was matched in November. Overall fees were sequentially stable through H1
- Q2 saw Temp growth > Perm for the first time in 7 quarters as Perm markets tightened

Group net fee growth* versus Group consultant headcount change



- As market conditions tightened through H1 we took action to align headcount to demand, notably in ANZ, UK&I, China and the USA
- Year on year, net fees in Q2 were up 10% on a working-day adjusted basis versus consultant headcount growth of 10%

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

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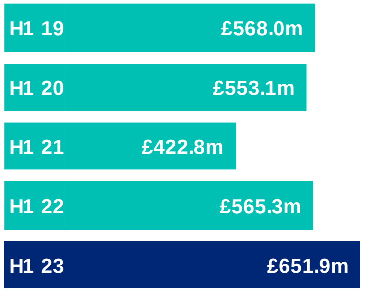
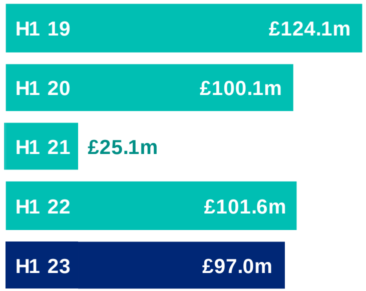
RECORD FEES. OPERATING PROFIT DOWN 8% AS WE BALANCED STRATEGIC INVESTMENTS WITH MANAGING OUR NEAR-TERM CAPACITY; **EPS UP 1%**

Net fees



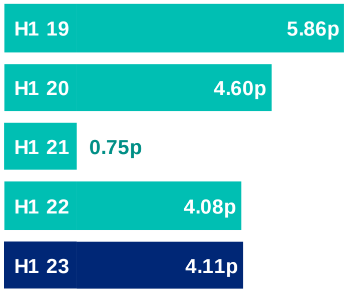
Net fees
£651.9m
12% increase*

Operating profit



Operating profit
£97.0m
8% decrease*

EPS



EPS
4.11p
1% increase

In H2, we will focus on driving consultant productivity and returns from our investments

* Unless otherwise stated, all growth rates are LFL (like-for-like) year-on-year net fees and profits, representing organic growth at constant currency.

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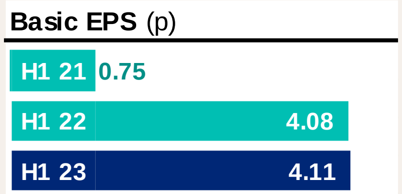
EPS BENEFITED FROM A **REDUCTION** IN **NET FINANCE CHARGE** AND **EFFECTIVE TAX RATE**, AND **SHARE BUYBACK**



Income Statement

Six months ended 31 December	**2022 £m**	**2021 £m**	**Reported growth**	**LFL* growth**
Turnover	3,839.8	3,067.0	25%	**21%**
Net fees	651.9	565.3	15%	**12%**
Operating profit	97.0	101.6	(5)%	**(8)%**
Net finance charge	(3.0)	(3.9)		
Profit before tax	**94.0**	**97.7**	(4)%	
Tax**	(27.3)	(29.3)		
Profit after tax	**66.7**	**68.4**	(2)%	
Basic earnings per share	**4.11p**	**4.08p**	1%	
Basic weighted average number of shares in issue	1,622.3m	1,677.4m		
Shares in issue*** at: 31 December 2022	1,605.1m			
21 February 2023	1,605.1m			

Exchange rate movements increased net fees and operating profit by £19.1m and £3.5m respectively

* LFL ('like-for-like') growth is organic growth at constant currency. ** Our Effective Tax Rate in the half was 29.0% (H1 FY22: 30.0%). We expect the ETR to be c.29% for FY23 overall. *** Excluding shares held in Treasury.

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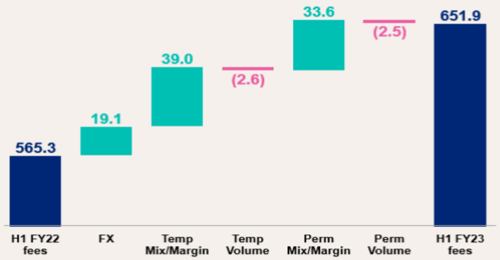
Drivers of H1 FY23 fee growth (£m)



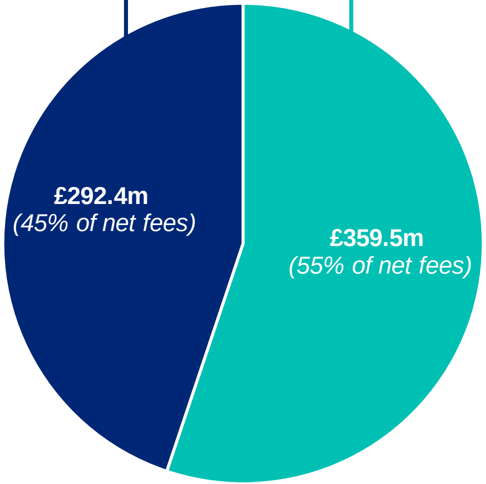
FEE GROWTH ENTIRELY DRIVEN BY **IMPROVED PRICING & POSITIVE MIX EFFECTS**, WITH VOLUMES DOWN 1%

Review of Group Permanent and Temporary Businesses*

Permanent placement business

12%	**net fee increase**
(1)%	**volume decrease**
13%	**average Perm fee increase**

- Modest overall reduction in volume with increases in Germany and RoW offset by reductions in UK&I and ANZ
- Average Perm fee up 13%, driven by our actions to increase fee margins and targeting of higher salary markets
- Underlying global wage inflation continued in H1, particularly in the most skill-short markets



Temporary placement business

11%	**net fee increase**
(1)%	**volume decrease**
9%	**increase in mix/hours**
3%	**underlying 50bps margin increase****

- 1% volume decrease, with strong growth in Germany & EMEA offset by declines in ANZ
- 9% increase in mix/hours, driven by our actions to improve mix and by wage inflation globally, partially offset by 3 fewer working days in Germany
- Underlying Temp margin** up 50bps (or 3%) to 15.3%, driven by our actions to drive pricing

£72.6m net fee benefit from improved pricing & mix in H1 FY23

* Growth rates and margin change are for the six months ended 31-Dec-22 versus the six months ended 31-Dec-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.

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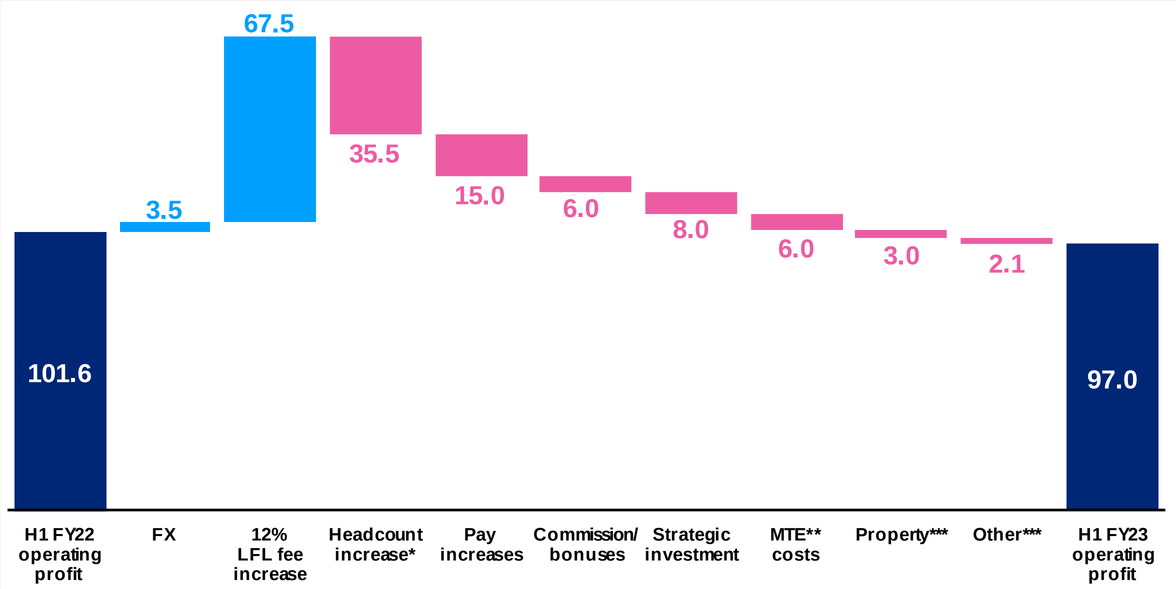
BALANCING **STRATEGIC INVESTMENTS** WITH MANAGING NEAR-TERM CAPACITY. **GOOD OVERALL PRODUCTIVITY** AND **COST MANAGEMENT**

H1 FY23 operating profit bridge (£m)



Actions taken to reduce our cost base

Payroll:

i) Average consultant headcount up 17% in H1. We expect our average headcount in H2 to be up 4%-5% YoY

ii) Average base pay increase of 5% from 1 July 2022

iii) Commission/bonus increased by 5% less than fee growth

MTE:

i) Up £6m versus subdued prior year. Now in 'steady state'

ii) Cost per FTE now 25% below pre-pandemic levels

Property:

i) Increase driven by higher energy / utility costs and index-linked rent increases

ii) Average floor space per FTE down 14% vs pre-pandemic

Back office efficiency:

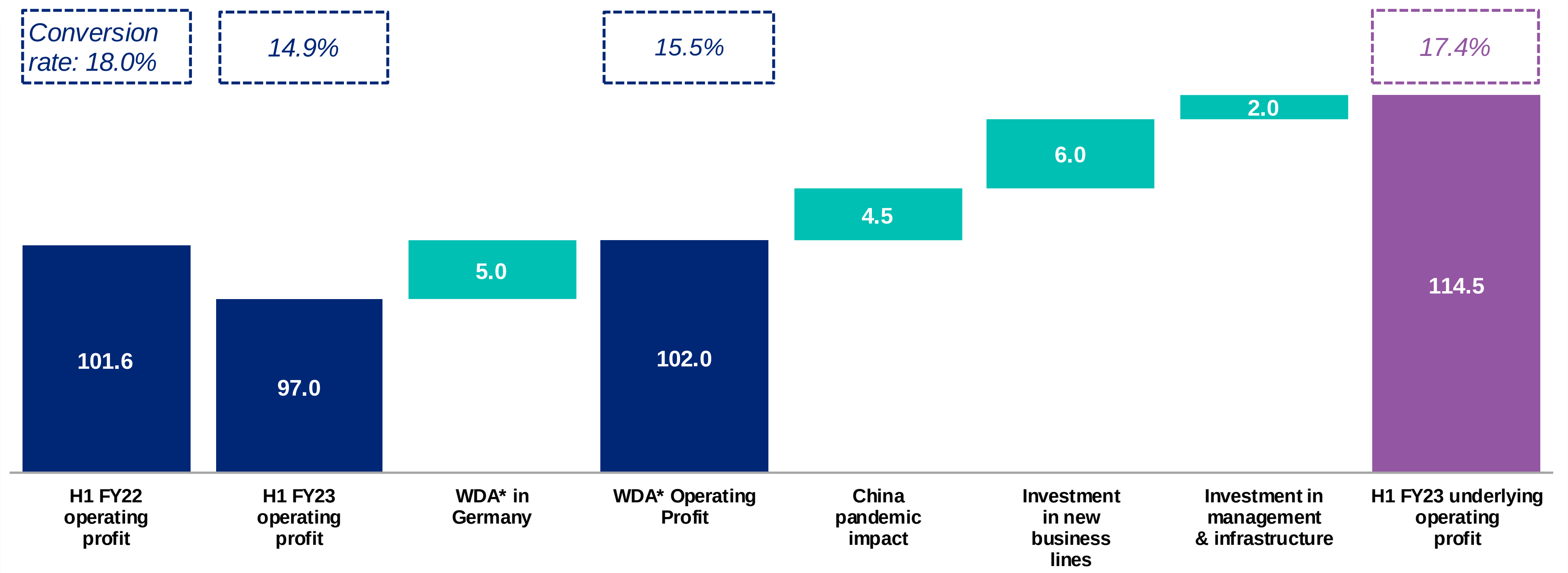
Completed projects now delivering £3.5m p.a. savings and on track to achieve £5m p.a. savings by June 2023

December 2022 cost base⌘ of c.£88m, in line with July 2022

* Increase excludes SGI investment costs. ** Motor, Travel & Entertainment. *** Property costs include all energy & utility costs. Other costs include advertising and computer expenses, which increased in line with fees. ⌘ 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.

A **SOLID UNDERLYING PROFIT** PERFORMANCE IMPACTED BY FEWER WORKING DAYS IN GERMANY, THE PANDEMIC IN CHINA AND STRATEGIC INVESTMENTS

Bridge to H1 FY23 WDA* & underlying operating profit (£m)



* WDA = Working-day adjusted.

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CONVERSION RATE* OF **14.9%**, OR 17.4% UNDERLYING**

Conversion rate*	*H1 22*	*H2 22*	*FY22*	***H1 23***	**Comments**
Germany	*25.3%*	*23.1%*	*24.1%*	**24.0%**	Conversion rate of 26.0% on a working-day adjusted basis
UK & Ireland	*14.2%*	*18.6%*	*16.5%*	**11.1%**	We reduced our periodic UK&I cost base by c.£1 million through H1 and exited Q2 with headcount growth in line with fee growth
Australia & New Zealand	*27.2%*	*25.6%*	*26.4%*	**17.8%**	We took action to reduce headcount, including a 5% YoY reduction in Q2. Periodic cost base decreased by £0.5m
Rest of World	*10.6%*	*8.4%****	*9.5%****	**8.9%**	Excluding the impact of the Covid pandemic in China, RoW conversion rate was c.10.8%
Group	*18.0%*	*17.4%****	*17.7%****	**14.9%**	Underlying conversion rate** of 17.4% *(see slide 18)*

We expect an increased level of profit and conversion rate in H2 versus H1

* Represents the conversion of net fees into operating profit. ** After adjusting for working days, the impact of the pandemic in China and our long-term strategic investments
*** Excluding the impact of Russia closure costs in H2 22

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REDUCTION IN EFFECTIVE TAX RATE (ETR) TO 29%

Finance charge and taxation	Six months ended 31 December	
	2022	2021
Finance charge	**£m**	**£m**
Net interest charge on debt*	**(1.3)**	(0.4)
Other interest payable	**-**	-
IFRS 16 interest on lease liabilities (non-cash)	**(2.0)**	(2.3)
IAS 19 pension charge (non-cash)	**0.4**	(1.1)
PPF levy	**(0.1)**	(0.1)
Net finance charge	**(3.0)**	**(3.9)**

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

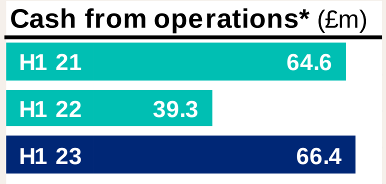
Taxation		
Effective tax rate (ETR)	**29.0%**	**30.0%**

- The decrease in ETR is primarily due to reduced tax provisioning required following successful agreements reached with tax authorities in FY22

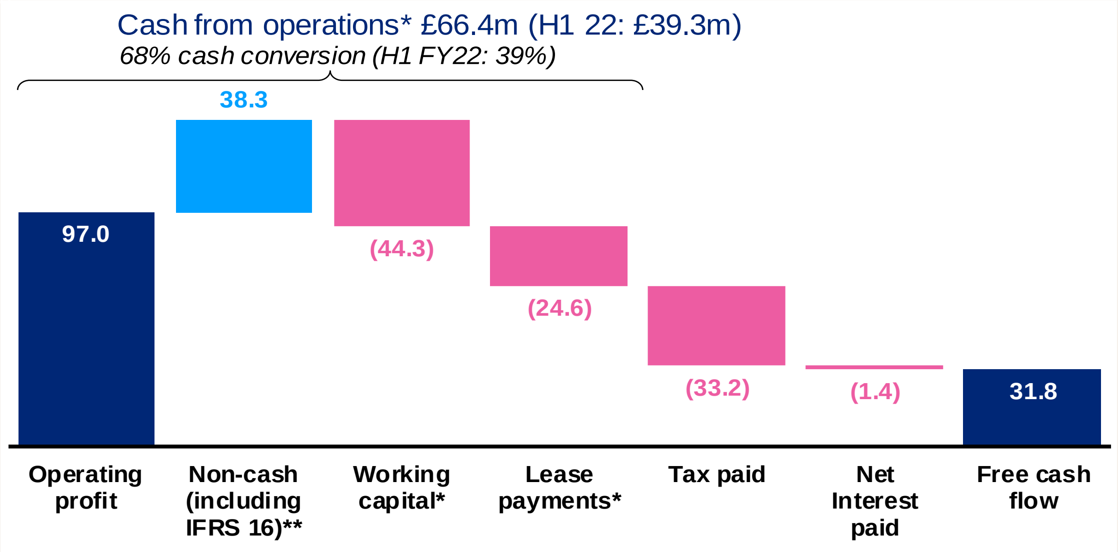
We expect the Group’s ETR in FY23 to be 29%

* Includes amortisation of arrangement fees.

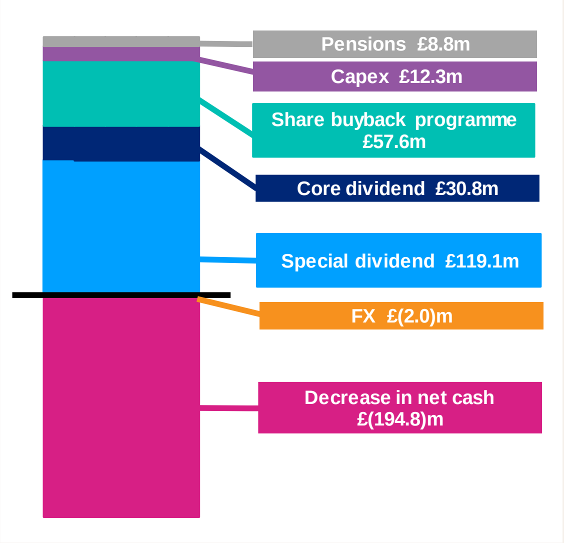
GOOD CASH PERFORMANCE, WITH WORKING CAPITAL OUTFLOW DRIVEN BY GROWTH IN OUR TEMP BUSINESS



Operating profit to free cash flow bridge (H1 FY23, £m)



Uses of cash flow (H1 FY23)

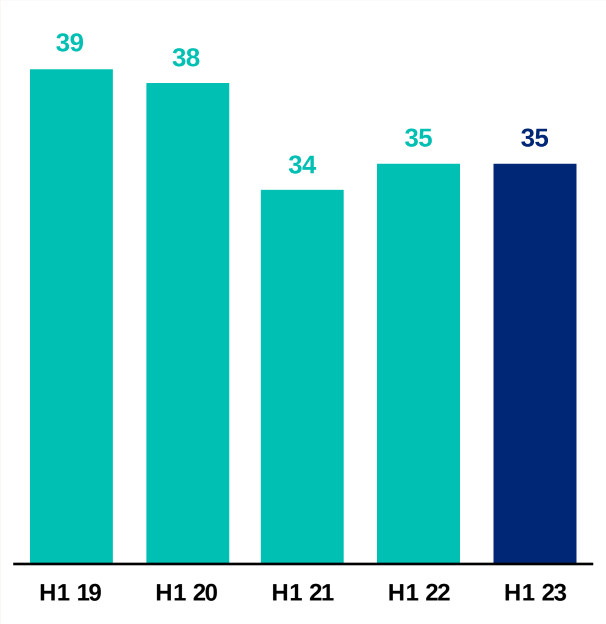


For FY23, capex guidance remains £25-30 million

* For the purpose of presenting cash from operations (CFO) on a consistent basis vs prior year, we have included the lease payments of £24.6m (H1 FY22: £23.9m) within the CFO calculation. ** Non-cash comprises depreciation and amortisation (including depreciation chargeable under IFRS 16), share-based payments and net movement in provisions.

STRONG CASH POSITION AND **CONTINUED STRONG CREDIT CONTROL**, WITH DEBTOR DAYS MAINTAINED BELOW PRE-PANDEMIC LEVELS

Debtor Days (Days Sales Outstanding)



Cash position overview

NET CASH POSITION

- H1 FY23 ended with net cash of £101.4m

£210 MILLION BANK FACILITY

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

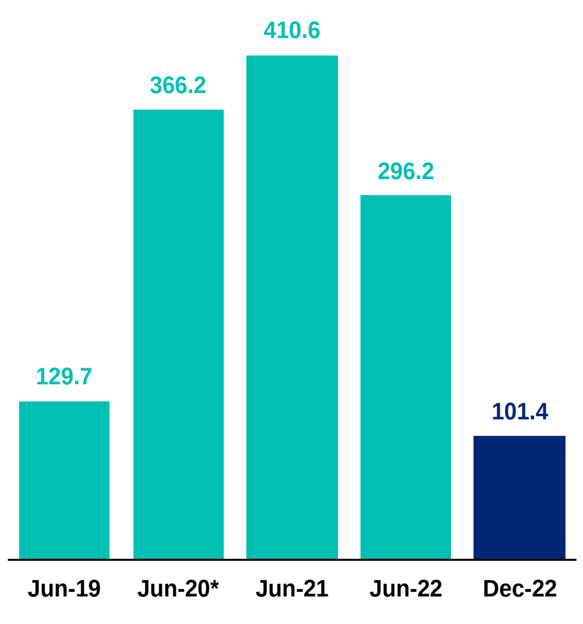
EBITDA/INTEREST RATIO: 268:1**

- Bank covenant: >4.0x

NET DEBT/EBITDA RATIO: N/A**

- Bank covenant: <2.5x

Closing net cash (£m)



* 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 31 December 2022, on a pre-IFRS-16 basis as is permitted.

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A **STRONG BALANCE SHEET**, DESPITE SIGNIFICANT SHAREHOLDER DISTRIBUTIONS

Balance sheet analysis

£m	31 Dec 2022	30 Jun 2022
Goodwill & intangibles	**254.7**	249.4
Property, plant & equipment	**29.5**	29.3
Right-of-use assets (IFRS 16)	**176.3**	171.7
Net deferred tax asset	**16.4**	8.5
Retirement benefit surplus	**34.6**	102.0
Net working capital*	**279.9**	232.1
Net corporation tax liabilities	**(16.8)**	(29.3)
Derivative financial instruments	**-**	(0.1)
Other financial liability	**-**	(56.8)
Lease liabilities (IFRS 16)	**(189.7)**	(185.1)
Provisions	**(20.4)**	(21.7)
Total	**564.5**	**500.0**
Net cash	**101.4**	296.2
Net assets	**665.9**	**796.2**

RETIREMENT BENEFITS

- Decrease in Defined Benefit surplus driven by a decrease in expected returns on scheme assets. This was partially offset by a favourable impact of changes in financial assumptions, notably an increase in discount rate, and company contributions
- The Defined Benefit scheme 2021 triennial valuation quantified the actuarial deficit at £23.9 million on a Technical Provisions (TP) basis. The agreed recovery plan remained unchanged, comprising an annual payment of £16.7m from July 2021, with a fixed 3% uplift p.a., as we position the scheme towards our long-term buyout objective

NET WORKING CAPITAL

- Strong working capital management, with H1 debtor days remaining near historically low levels of 35 days (H1 22: 35 days), and well below pre-pandemic levels

SHARE BUYBACK PROGRAMME LIABILITY

- Other financial liability represented the outstanding balance under the initial £75 million share buyback programme, which was recognised as a liability due to the nature of the programme cancellation terms

* 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.

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

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 headcount by 10% YoY, including our strategic investments. Capex was c.£12 million. We continued the roll-out of our new brand identity
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 half with a good net cash position of £101.4 million, maintaining strong working capital management
Core dividend policy	• Deliver a core dividend which is sustainable, progressive and appropriate • Target core dividend cover of 2-3x EPS	H1 FY23 core dividend is 0.95 pence (£15.2m) per share in line with prior year
Excess cash returns policy	• Return surplus cash to shareholders through an appropriate combination of special dividends & share buybacks, subject to the economic outlook	7.34 pence per share special dividend (£119.1m) paid in November 2022. We also purchased c.£58m under our share buyback programme in H1; residual balance of c.£18m for H2

Strong track record of paying cash to shareholders, with c.£713 million in dividends paid in respect of FY17 to FY22, plus c.£75 million in share buybacks

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FINANCIAL SUMMARY

Record net fees of £651.9m, up 12%

- 19 country records, including our largest market of Germany and records in key strategic areas such as Technology, Engineering and Enterprise clients
- Significant further improvement in Temp and Perm margins driven by pricing actions and broader wage inflation
- Fees sequentially stable through H1, despite tougher markets, with a record month performance in September matched in November

Operating profit down 3% WDA* to £102.0m

- Costs rose by 16%, driven by 17% growth in average consultant headcount, increased commissions, c.£8m strategic investments, salary increases and cost inflation. Strong ongoing focus on overhead costs
- Actions taken to reduce capacity through H1 where markets were weaker. Q2 WDA* fee growth of 10% was in line with YoY consultant headcount growth
- Average productivity per consultant remained high at near-record levels in H1

Strong cash generation and interim dividend

- Period-end cash of £101.4m, with cash conversion of 68% and H1 DSOs at 35 days
- Proposed interim dividend of 0.95p (£15.2m)
- £149.9m in core and special dividends paid in November 2022. We purchased £57.6m in shares in H1 under our share buyback programme
- The Board expects to complete the residual c.£18m buyback by the end of FY23

Unless otherwise stated, all growth rates are LFL (like-for-like), representing organic growth at constant currency.
* WDA = Working-day adjusted

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3.
RETURN TO WORK & CURRENT TRADING

James Hilton
Group Finance Director

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ENCOURAGING NEW YEAR 'RETURN TO WORK' OVERALL, GIVEN ECONOMIC UNCERTAINTIES

Current trading conditions and outlook by region

Germany

Conditions remain good. Our 'return to work' in Temp and Contracting was in line with normal trends, helped by good rates of assignment renewals and extensions

UK & Ireland

Conditions are stable overall. Our 'return to work' in Temp and Contracting was in line with normal trends. Perm activity is stable versus Q2

Australia

Our Temp return to work was in line with prior year, but modestly behind normal trends. Perm activity is stable versus Q2

Rest of World

Conditions across EMEA are good. In the Americas, Perm activity continues to decrease, particularly in the USA. In Asia, activity levels are stable at good levels, excluding China which remains very tough

Group

- While we remain mindful of broader economic challenges & sentiment, overall our New Year 'return to work' has been encouraging, in line with normal trends in most markets, with ANZ modestly slower
- Overall Temp volumes have rebuilt post-Christmas, in line with normal trends, supported by Temp and Contractor extensions. In Perm, activity has returned to the levels seen through Q2 in most of our markets
- Our key markets continue to be supported by skill shortages and wage inflation globally. Both Temp and Perm continue to benefit from increasing fee margins and the broader impact of wage inflation, which we expect to continue across FY23
- We expect consultant headcount growth will be minimal in H2. We are highly focused on driving returns from our investments and increasing consultant productivity
- Based on current levels of market demand, we are confident we will drive an increase in the Group's profitability and conversion rate in H2 versus H1

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4.
STRATEGY

Alistair Cox
Chief Executive

OUR **2022 INVESTOR DAY** 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

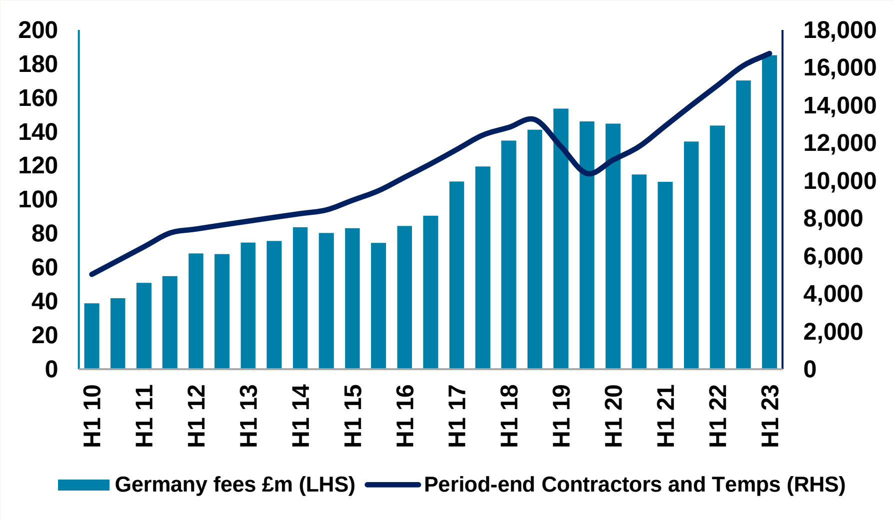
* For the avoidance of doubt, our total net fee aspiration is not an aggregation of these ambitions as there is significant overlap between our net fees by country and fees in our large Technology and Enterprise Solutions businesses. Assuming a supportive economic backdrop and no significant downturn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

EXCELLENT PROGRESS IN OUR **GERMAN** BUSINESS, WHICH CONTINUES TO **EXTEND ITS MARKET LEADERSHIP**

Germany strategic highlights

- Record volumes in Contracting & Temp, with continued excellent Perm growth of 34%
- Significant increases in both Temp margin and average Perm fee
- Broad-based growth in every sector. Newer sectors delivering quickly including HR (+173%), A&F (+33%) and Sales (+27%)
- Strong rebound in Engineering (+24%), led by Automotive and Manufacturing clients
- Public sector business continues to thrive, up 26% and now representing 14% of Germany fees
- Improved profitability and conversion rate expected in H2

Germany fees (LHS, £m) and Contractor/Temp volumes (RHS)

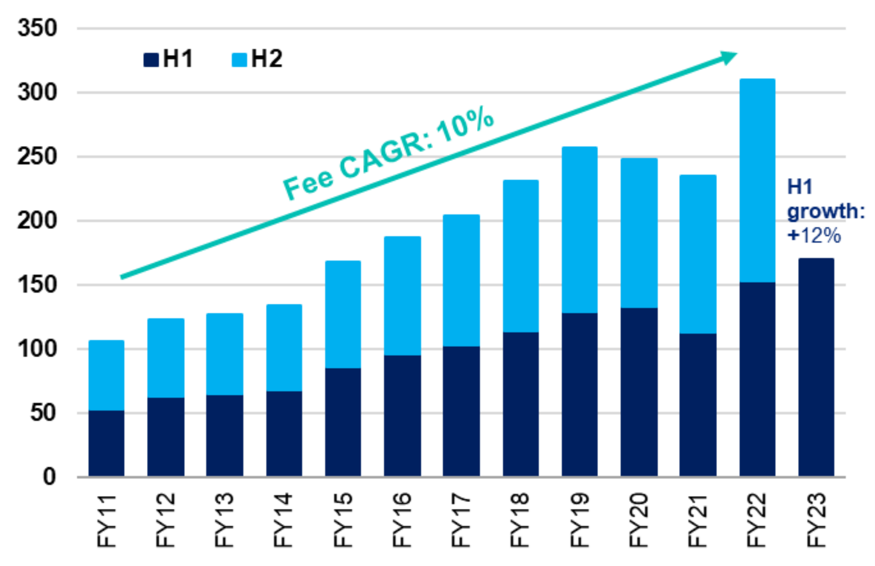


On track to double operating profits to €200m* in our largest market

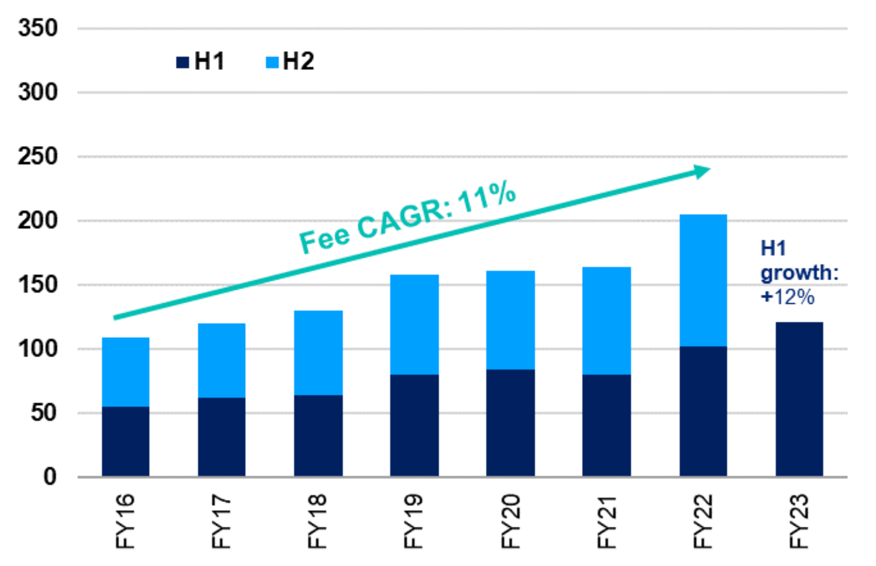
* Before central cost allocations.

EXCELLENT PROGRESS IN TECHNOLOGY AND ENTERPRISE CLIENTS

Hays Technology net fees* (£m)



Hays' Global Outsourcing fees** (£m)



On-track to deliver £500m in Technology fees and to double our 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.

CONCLUSION: RECORD FEES, **RAPID** MANAGEMENT ACTIONS AND **STRONG** CASH RETURNS TO SHAREHOLDERS

We have delivered record fees and acted swiftly to adjust capacity

Our end markets are large and fragmented, 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 c.£150m in dividends and c.£58m in our ongoing 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.

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APPENDIX 1

H1 FY23 Results supporting materials

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LIKE-FOR-LIKE **SUMMARY**

Six months ended 31 December	2021 £m	FX impact £m	Organic £m	2022 £m	LFL* growth
Net fees					
Germany	**143.6**	1.9	34.7	**180.2**	**24%**
United Kingdom & Ireland	**127.8**	0.1	9.0	**136.9**	**7%**
Australia & New Zealand	**95.7**	5.6	(1.4)	**99.9**	**(1)%**
Rest of World	**198.2**	11.5	25.2	**234.9**	**12%**
Group	**565.3**	**19.1**	**67.5**	**651.9**	**12%**
Operating profit					
Germany	**36.3**	0.5	6.4	**43.2**	**17%**
United Kingdom & Ireland	**18.2**	0.0	(3.0)	**15.2**	**(16)%**
Australia & New Zealand	**26.0**	1.7	(9.9)	**17.8**	**(36)%**
Rest of World	**21.1**	1.3	(1.6)	**20.8**	**(7)%**
Group	**101.6**	**3.5**	**(8.1)**	**97.0**	**(8)%**

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

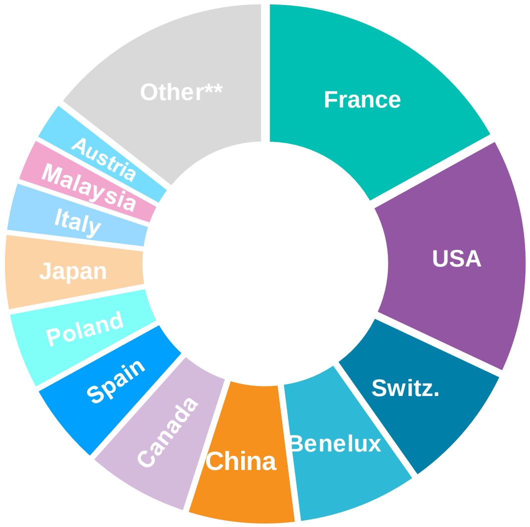
FULL-YEAR AND HALF-YEAR **GROWTH ANALYSIS** BY DIVISION

Net fee growth* *versus same period last year*	Q3 21	Q4 21	H2 21	FY21	Q1 22	Q2 22	H1 22	Q3 22	Q4 22	H2 22	FY22	Q1 23	Q2 23	H1 23
Germany	(5)%	38%	18%	(7)%	39%	37%	38%	32%	29%	31%	34%	26%	22%	24%
United Kingdom & Ireland	(14)%	48%	10%	(11)%	45%	33%	39%	29%	22%	25%	31%	11%	4%	7%
Australia & New Zealand	(13)%	28%	6%	(10)%	34%	31%	33%	24%	12%	18%	24%	3%	(4)%	(1)%
Rest of World	(8)%	41%	14%	(6)%	45%	41%	43%	36%	24%	31%	36%	16%	6%	12%
GROUP	**(10)%**	**39%**	**13%**	**(8)%**	**41%**	**37%**	**39%**	**32%**	**23%**	**27%**	**32%**	**15%**	**8%**	**12%**
Operating profit growth* *versus same period last year*														
Germany			41%	(42)%			317%			85%	152%			17%
United Kingdom & Ireland			619%	(31)%			n/a			102%	277%			(16)%
Australia & New Zealand			8%	(21)%			60%			13%	32%			(36)%
Rest of World			957%	(26)%			n/a			53%	234%			(7)%
GROUP			**96%**	**(31)%**			**327%**			**58%**	**128%**			**(8)%**
Conversion rate** *operating profit as % of net fees*														
Germany			16.5%	12.8%			25.3%			23.1%	24.1%			24.0%
United Kingdom & Ireland			11.5%	5.7%			14.2%			18.6%	16.5%			11.1%
Australia & New Zealand			26.8%	24.8%			27.2%			25.6%	26.4%			17.8%
Rest of World			7.4%	4.0%			10.6%			8.4%	9.5%			8.9%
GROUP			**14.1%**	**10.4%**			**18.0%**			**17.4%**	**17.7%**			**14.9%**

* 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: 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. H1 23 represents 01-Jul-22 to 31-Dec-22.

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

Rest of World net fees



Country/Region	Net fees (£m)	Net fee growth*	No. of offices	Consultant Headcount
France	39.8	24%	21	630
USA	35.3	(1)%	12	496
Switzerland	19.4	24%	4	181
Benelux	18.2	9%	11	275
China	16.3	(20)%	6	241
Canada	15.6	22%	6	215
Spain	12.7	19%	6	261
Poland	11.8	22%	6	353
Japan	11.5	43%	3	193
Italy	7.5	28%	5	123
Malaysia	6.7	31%	2	147
Austria	6.0	29%	2	57
RoW Other**	34.1	5%***	19	663
Rest of World	234.9	12%	103	3,835

* Percentages represent LFL (like-for-like) growth which is organic growth at constant currency for the six months ended 31-Dec-22 versus the six months ended 31-Dec-21.
** Other represents financial results for remaining RoW markets.
*** Excluding Russia RoW net fee growth for H1 FY23 is 28%
Note: Pie chart represents proportion of Rest of World net fees by country / sub region.

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

Key FX rates and sensitivities	Six months ended 31 December 2022	
	Average	**Closing**
Euro (€)	1.1592	1.1288
Australian dollar ($)	1.7533	1.7748

Impact of a one cent change per annum	**Net fees**	**Op profit**
Euro (€)	+/- £5.1m	+/- £1.4m
Australian dollar ($)	+/- £1.2m	+/- £0.3m

- FX rates at 21 February 2023: £1 / AUD1.7640; £1 / EUR1.1364
- Retranslating the Group's FY22 operating profit of £210.1m at current exchange rates would increase the actual result by c.£9m to c.£219m

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CONSULTANT HEADCOUNT AND OFFICE NETWORK

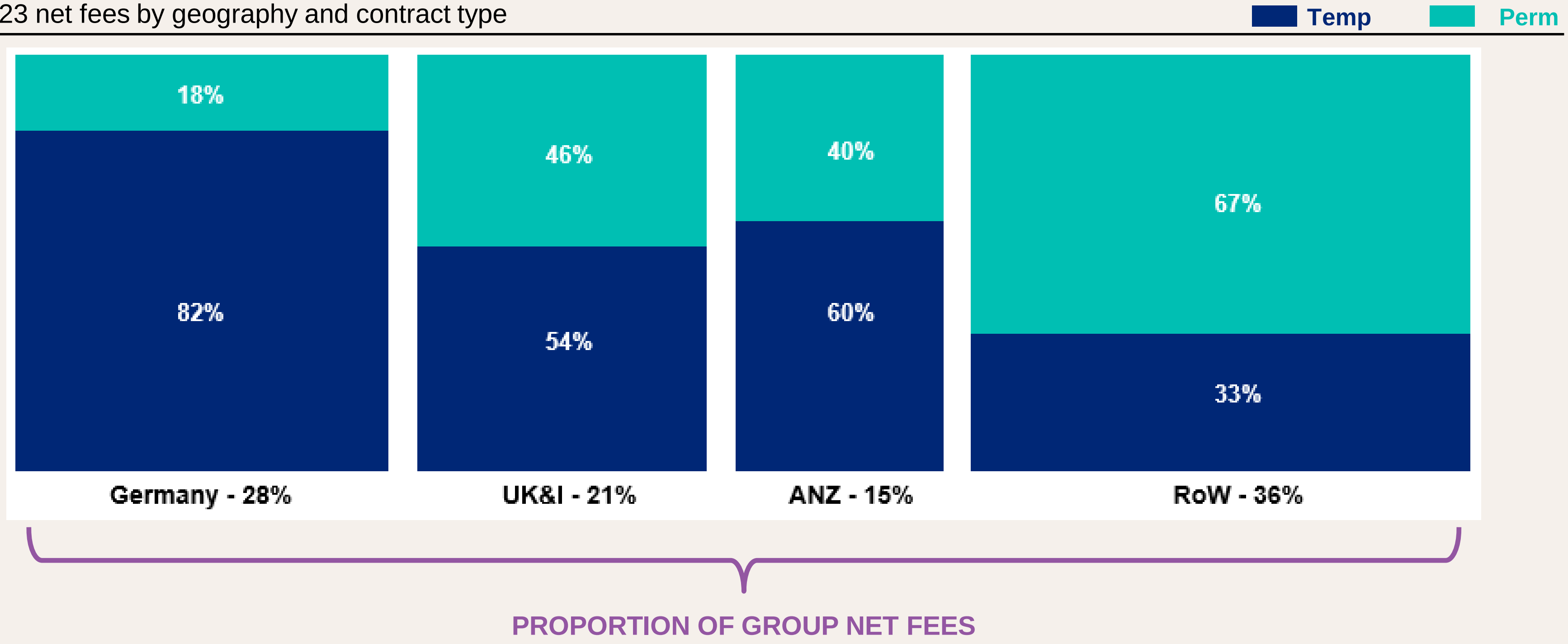
	Number of consultants					Offices		
		Half on half		Year on year				
	As at 31 Dec 2022	**As at 30 Jun 2022**	*Change since Jun 2022*	**As at 31 Dec 2021**	*Change since Dec 2021*	**As at 31 December 2022**	**As at 30 Jun 2022**	*Change since Jun 2022*
Germany	2,072	2,016	*3%*	1,745	*19%*	26	26	*0*
United Kingdom & Ireland	2,082	2,175	*(4)%*	1,958	*6%*	87	87	*0*
Australia & New Zealand	1,110	1,136	*(2)%*	1,054	*5%*	39	40	*(1)*
Rest of World	3,835	3,710	*3%*	3,509	*9%*	103	100	*3*
Group	**9,099**	**9,037**	***1%***	**8,266**	***10%***	**255**	**253**	***2***

TRADING DAYS IN MAJOR MARKETS

Number of trading days	Germany H1	Germany H2	Germany Year	UK H1	UK H2	UK Year	Australia H1	Australia H2	Australia Year
Year ending 30 June 2022	131	123	254	129	123	252	129	123	252
Year ending 30 June 2023	**128**	**123**	**251**	**129**	**124**	**253**	**129**	**123**	**252**
Year ending 30 June 2024	126	123	249	127	125	252	128	125	253

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

H1 FY23 net fees by geography and contract type



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APPENDIX 2

Our strategy, business model and investment case

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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

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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

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**

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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

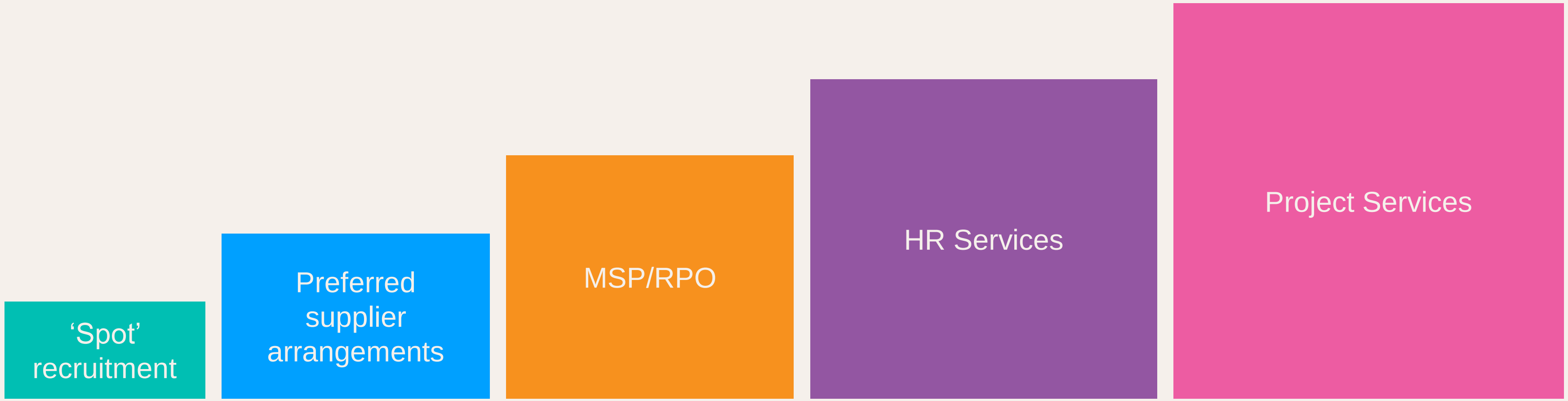
New job creation
Particularly in structurally growing sectors

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

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

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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

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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.

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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.

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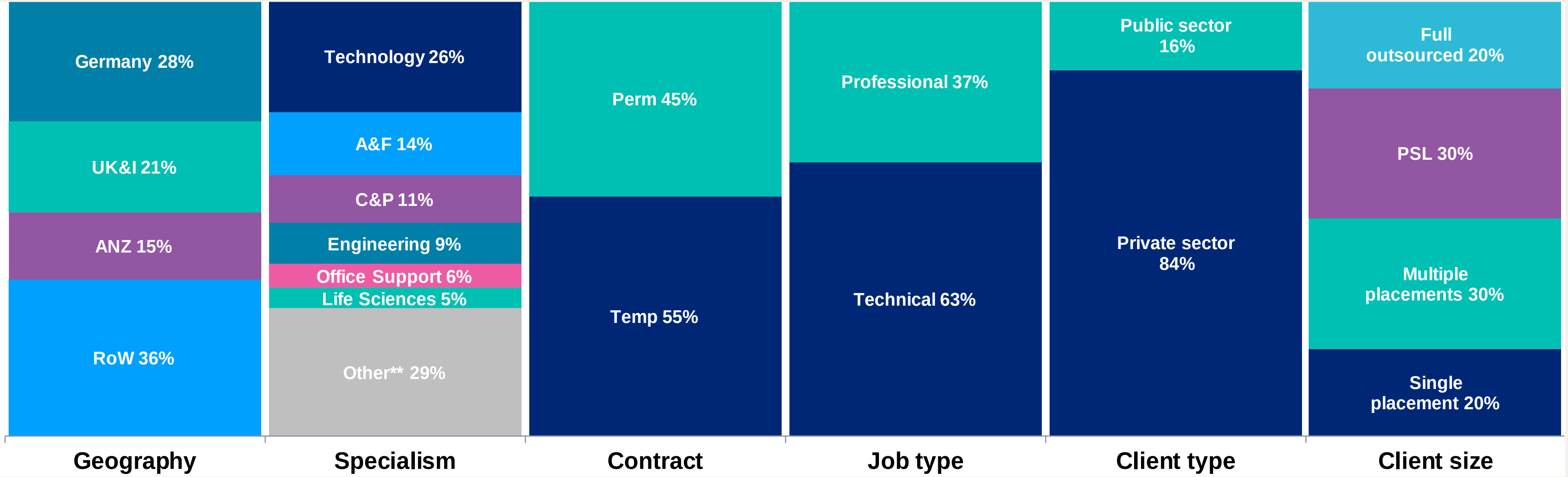
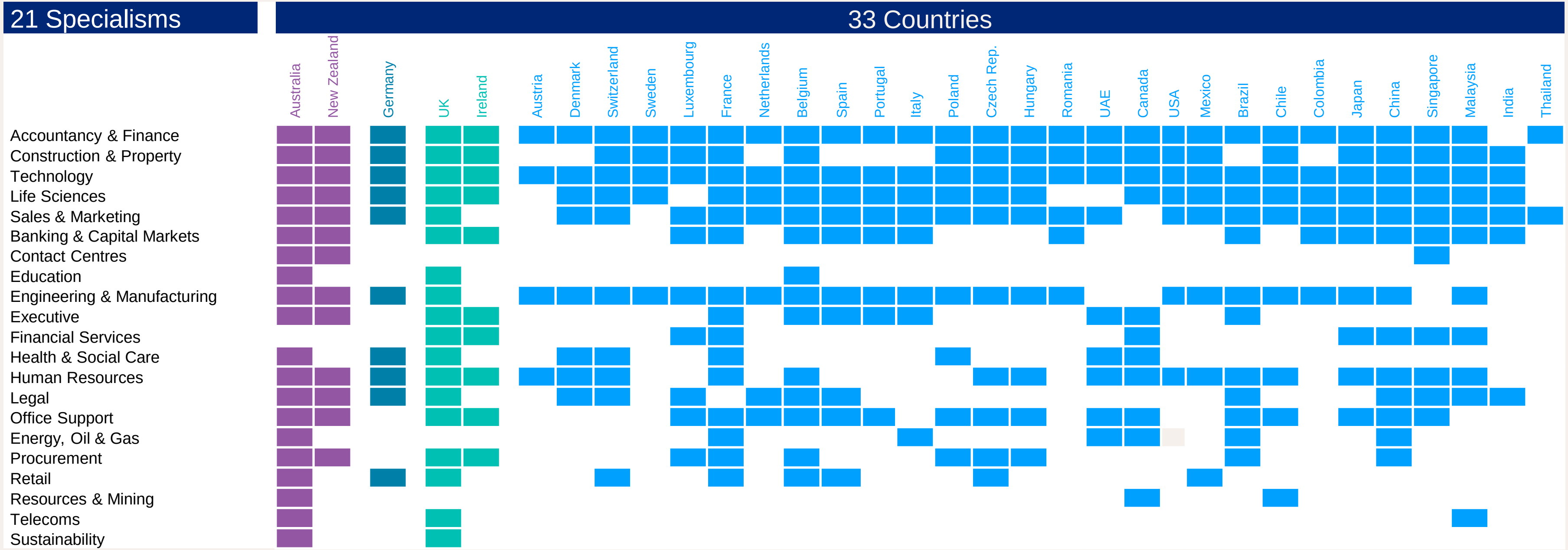
A **BALANCED** PORTFOLIO

H1 FY23 net fees by type*



* Indicative purposes only based on information for the six months ended 31 December 2022.
** Major specialisms within 'Other' include: Sales & Marketing (4%) 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
Specialisms*	20	13	10	18	10	4	8	10	5	10	15	7	14	10	8	8
Offices*	35	5	26	83	4	2	1	4	2	1	20	2	8	6	2	5

	Poland	Czech Rep.	Hungary	Romania	UAE	Canada	USA	Mexico	Brazil	Chile	Colombia	Japan	China	Singapore	Malaysia	India	Thailand
Specialisms*	9	10	9	6	9	11	7	8	12	9	6	10	13	11	11	6	2
Offices*	6	2	1	1	1	6	12	1	3	1	1	3	6	1	2	1	1

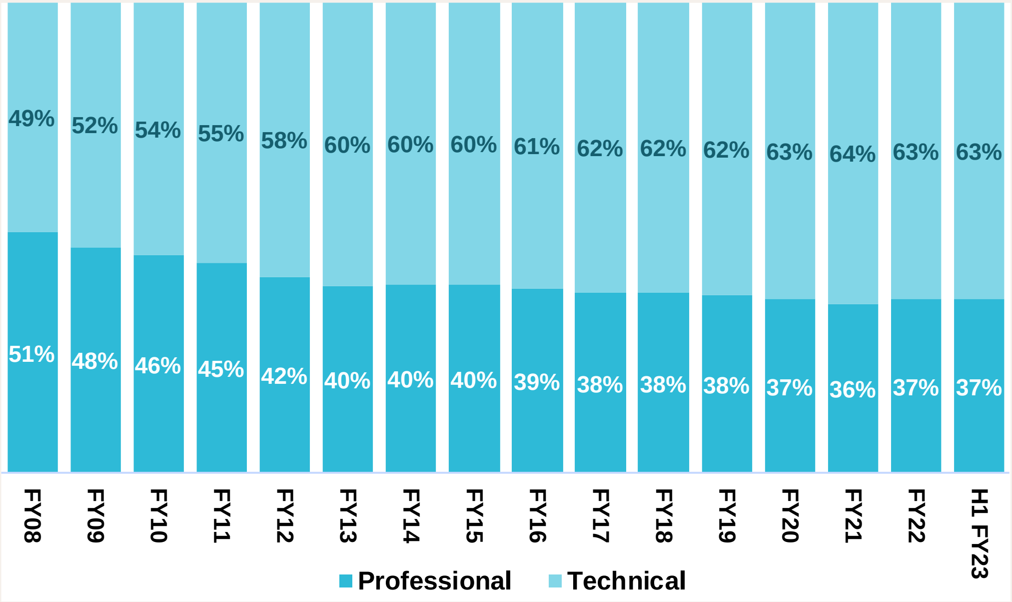
* Total as at 31 December 2022.

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. H1 FY23 Technical net fee growth: 13%
4. H1 FY23 Professional net fee growth: 16%

In H1 FY23, Technical specialisms represented c.63% 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.

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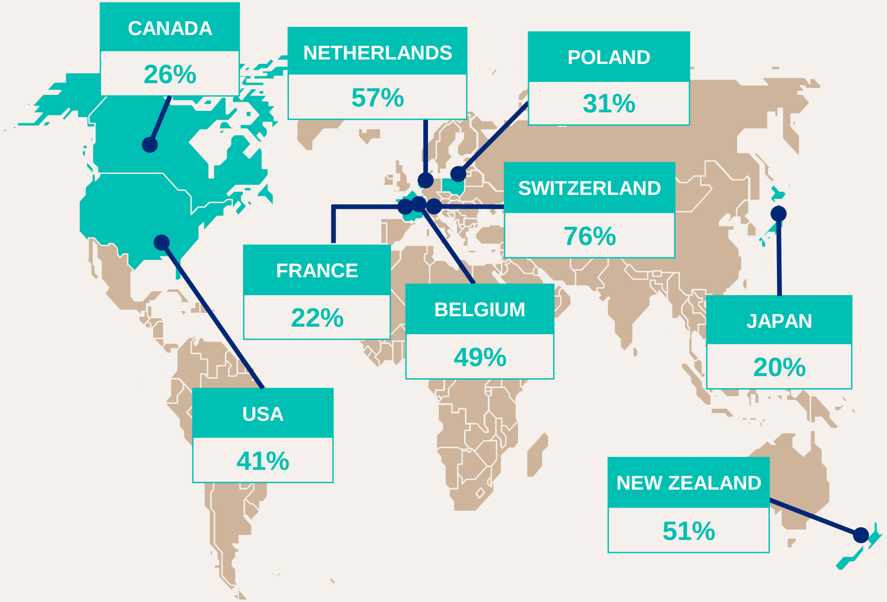
CONTINUED INVESTMENT IN BUILDING FURTHER SCALE AND DIVERSITY ACROSS OUR GLOBAL PLATFORM

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 H1 FY23 net fees



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.

HAYS Working for your tomorrow

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

Stakeholders		Strategic priorities	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

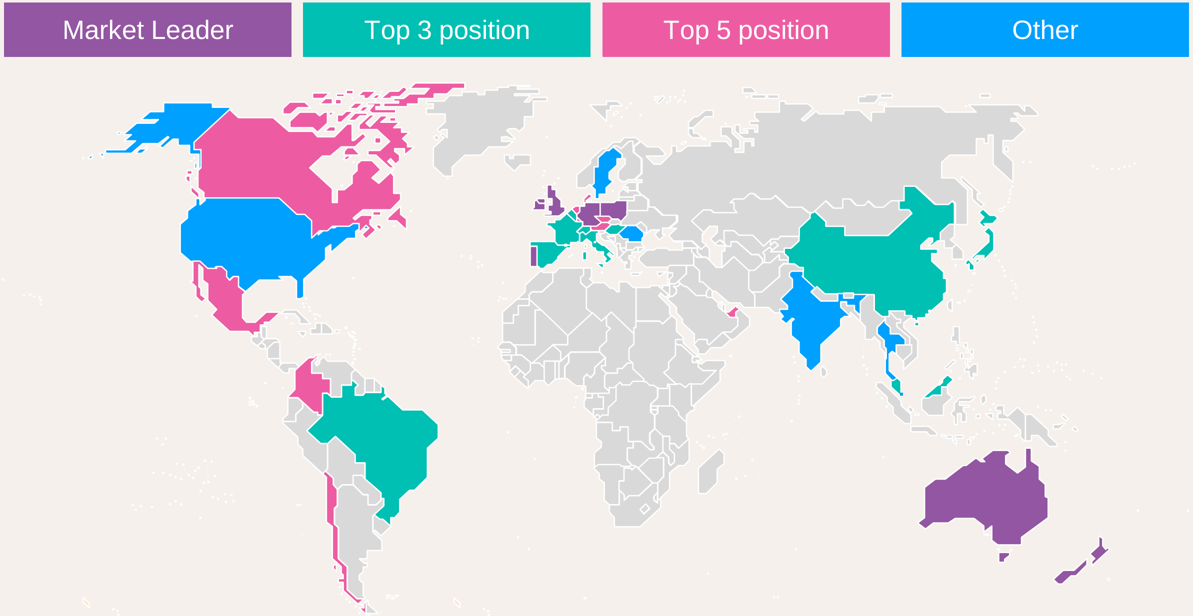
Hays’ market positioning*

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.

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APPENDIX 3

Divisional profiles and historical data

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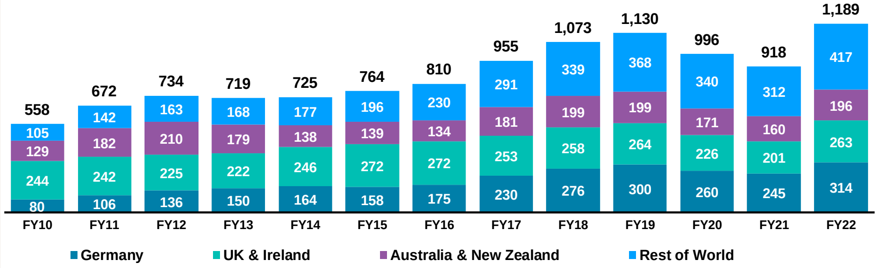
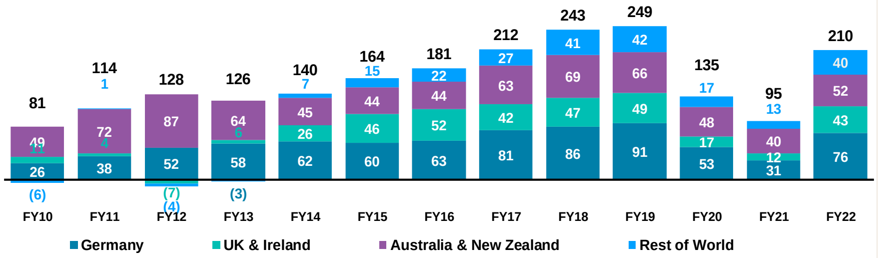
FINANCIAL ARCHIVE – NET FEES, OPERATING PROFIT AND CONSULTANT HEADCOUNT

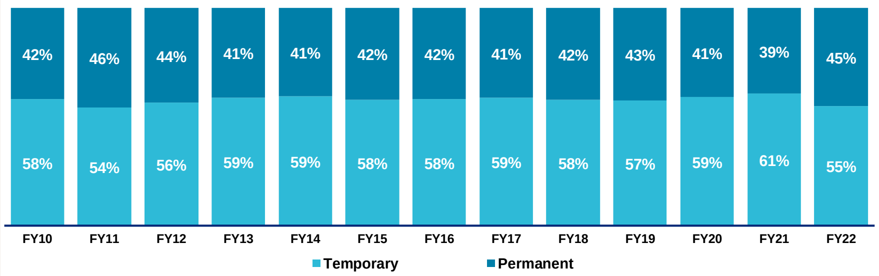
£ Net fees by division (£m)



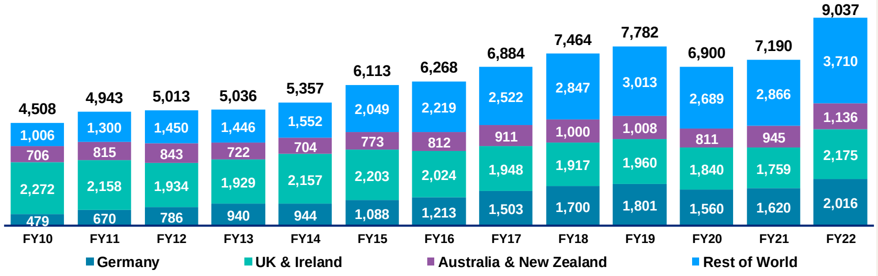
£ Operating profit‡ by division (£m)



% Net fees by contract type (%)



Closing consultant headcount



‡ Excludes exceptional items.

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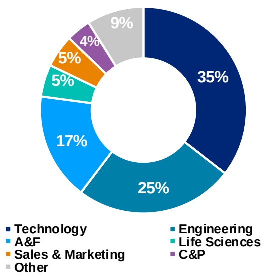
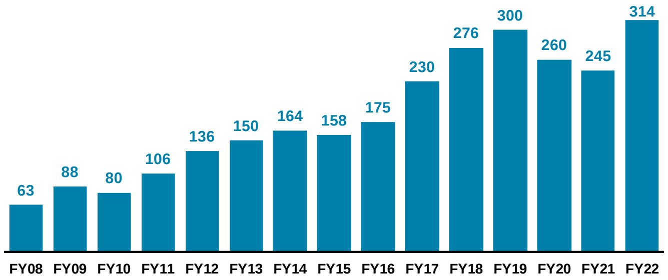
GERMANY PROFILE – 28% OF GROUP NET FEES AND 45% OF GROUP PROFIT

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

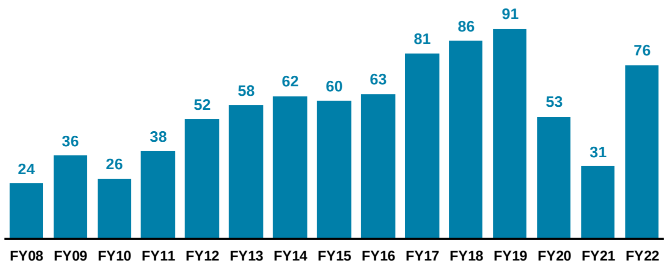
Net fees by specialism (H1 23)



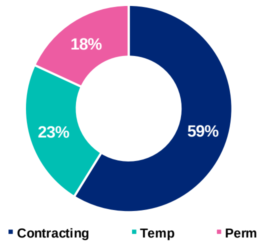
£ Historical headline net fees (£m)



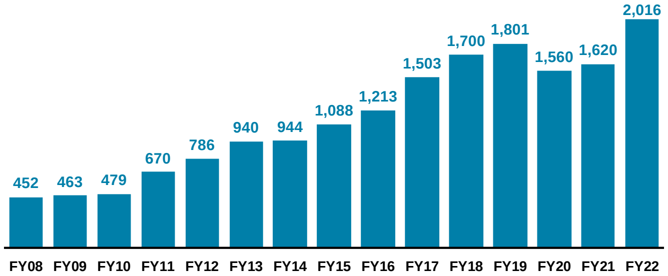
£ Historical headline operating profit‡ (£m)



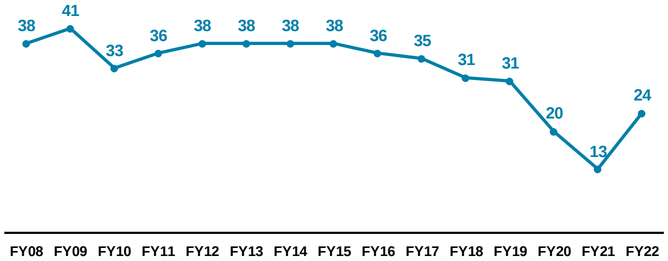
Net fees by contract type (H1 23)



FY Consultant Headcount



% Historical conversion rates (%)



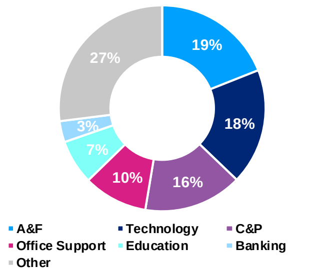
* Market position is based on Hays' estimates. ‡ Excludes exceptional items.

HAYS Working for your tomorrow

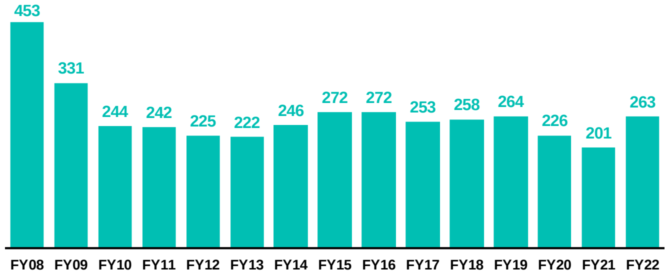
UK & IRELAND PROFILE – 21% OF GROUP NET FEES AND 16% OF GROUP PROFIT

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

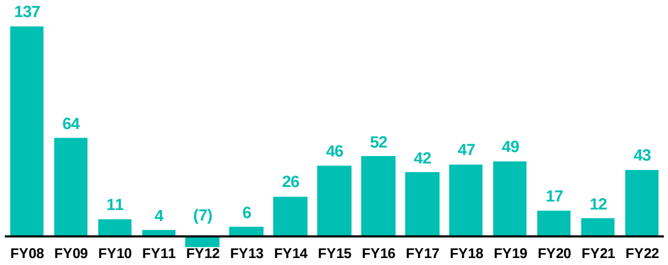
Net fees by specialism (H1 23)



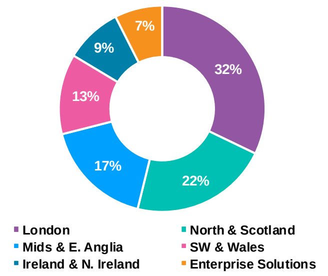
Historical headline net fees (£m)



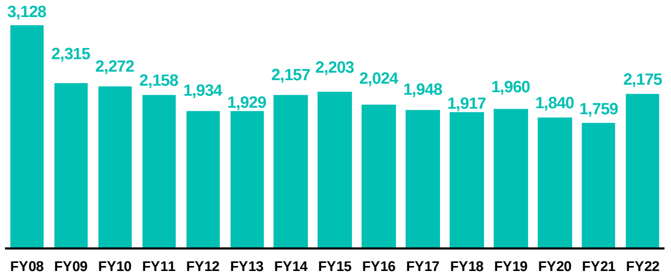
Historical headline operating profit‡ (£m)



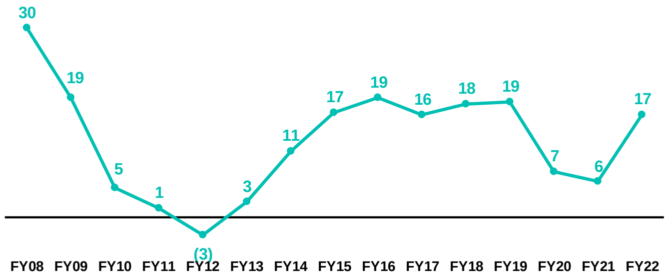
Net fees by region (H1 23)



FY Consultant Headcount



Historical conversion rates (%)



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

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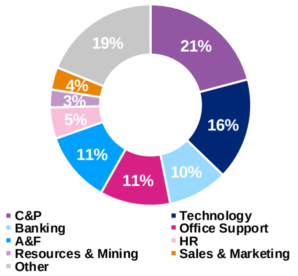
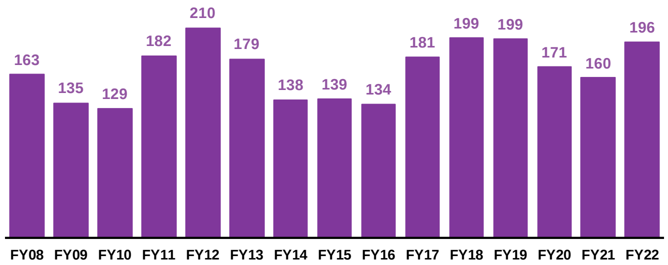
AUSTRALIA & NEW ZEALAND PROFILE – 15% OF GROUP NET FEES, WITH AUSTRALIA REPRESENTING 92% OF DIVISIONAL NET FEES

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

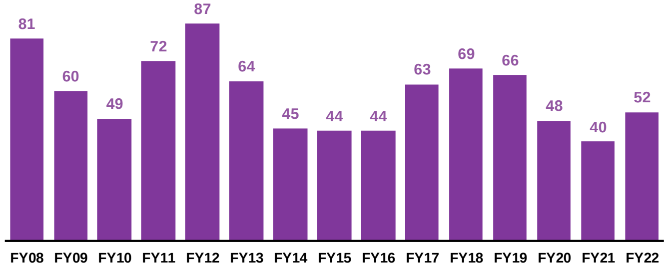
Net fees by specialism (H1 23)



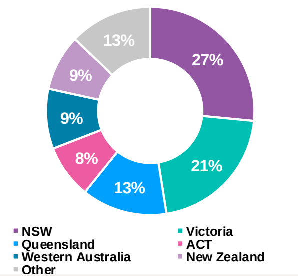
£ Historical headline net fees (£m)



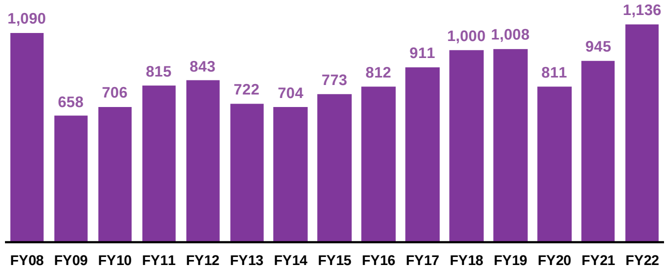
£ Historical headline operating profit‡ (£m)



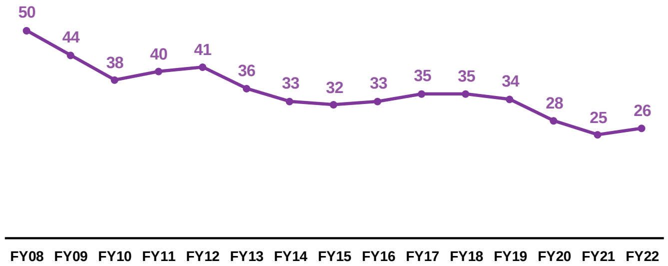
Net fees by region (H1 23)



FY Consultant Headcount



% Historical conversion rates (%)



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

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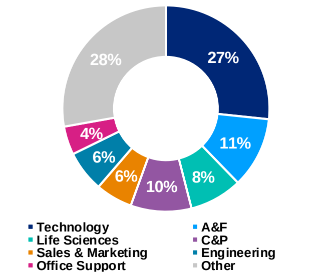
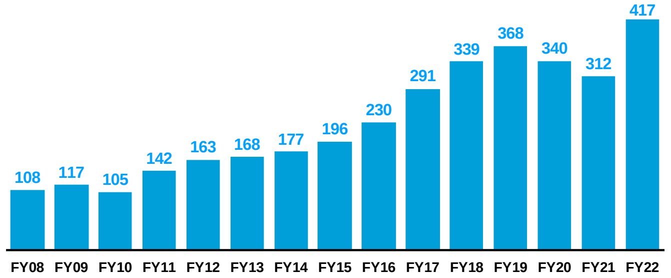
REST OF WORLD PROFILE – REPRESENTS 36% OF GROUP NET FEES, WITH FRANCE OUR LARGEST RoW MARKET

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

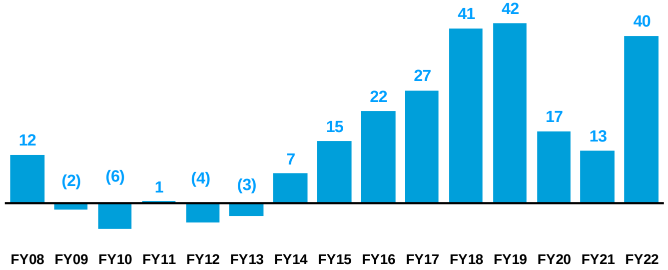
Net fees by specialism (H1 23)



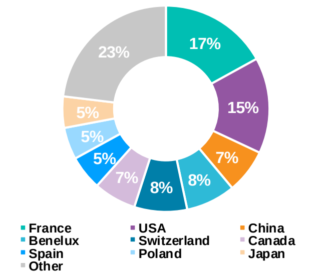
Historical headline net fees (£m)



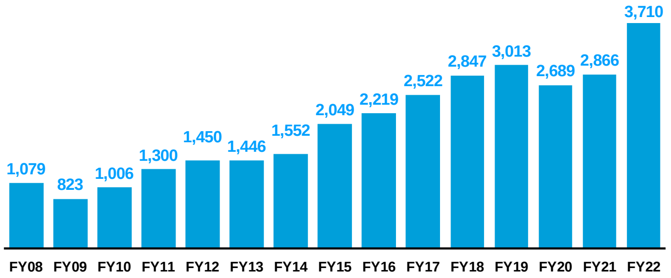
Historical headline operating profit‡ (£m)



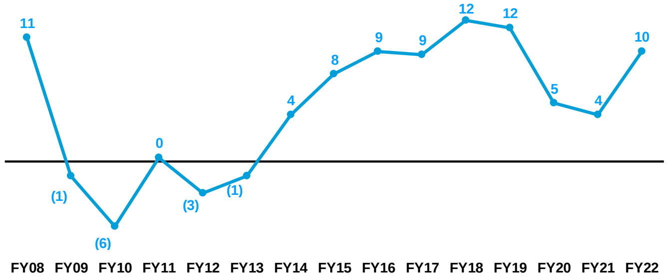
Net fees by region (H1 23)



FY Consultant Headcount



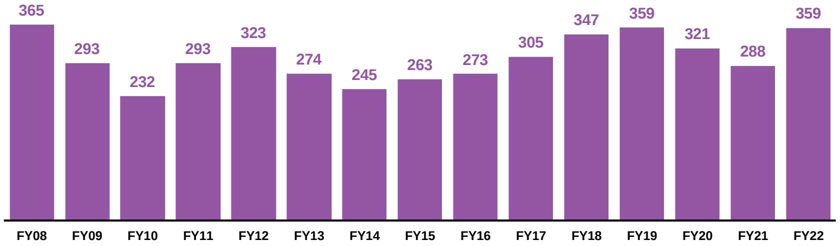
Historical conversion rates (%)



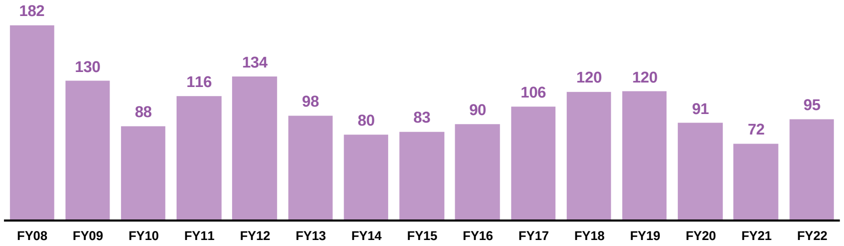
‡ Excludes exceptional items.

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

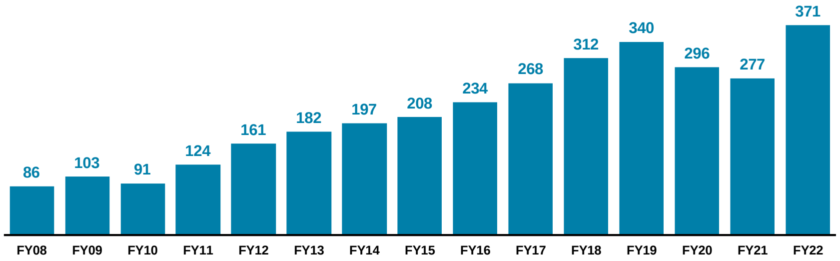
$ Australia & New Zealand - Historical net fees (AUDm)



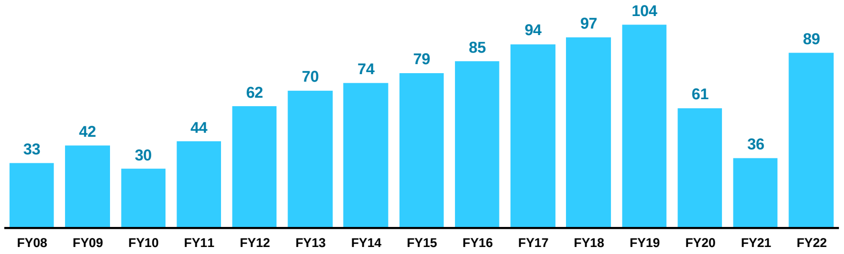
$ Australia & New Zealand - Historical operating profit‡ (AUDm)



€ Germany - Historical net fees (EURm)



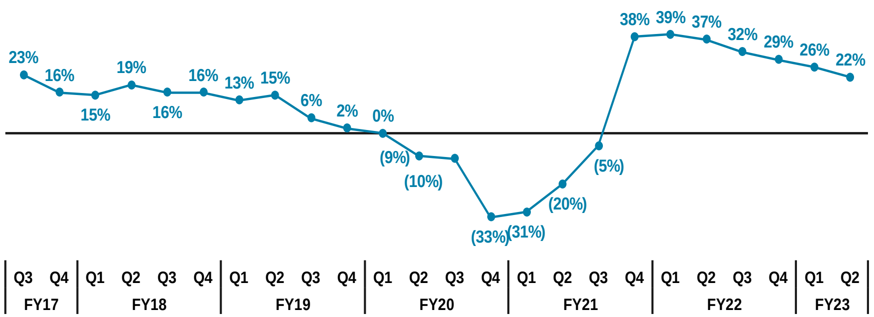
€ Germany - Historical operating profit‡ (EURm)



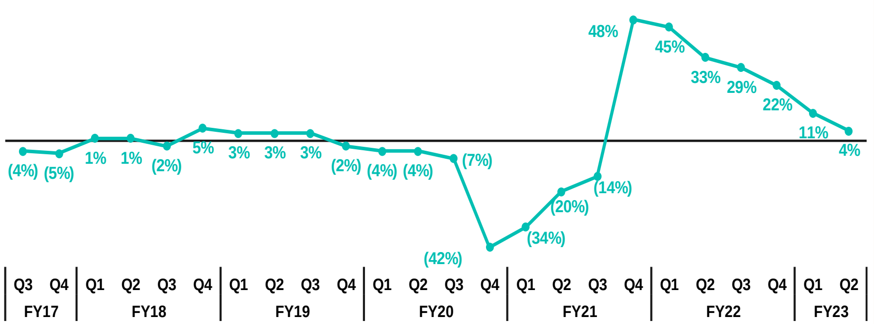
‡ Excludes exceptional items.

FINANCIAL ARCHIVE – QUARTERLY NET FEE GROWTH

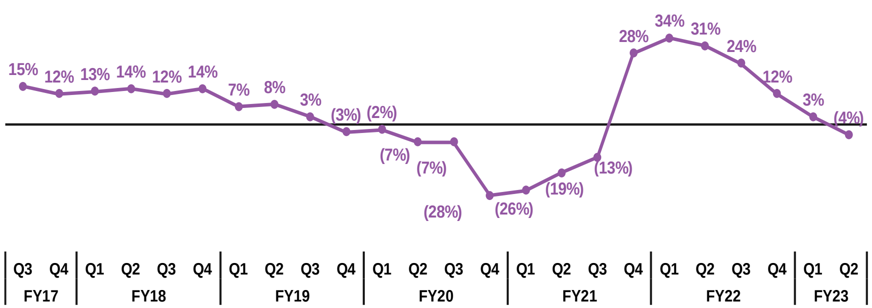
% Germany



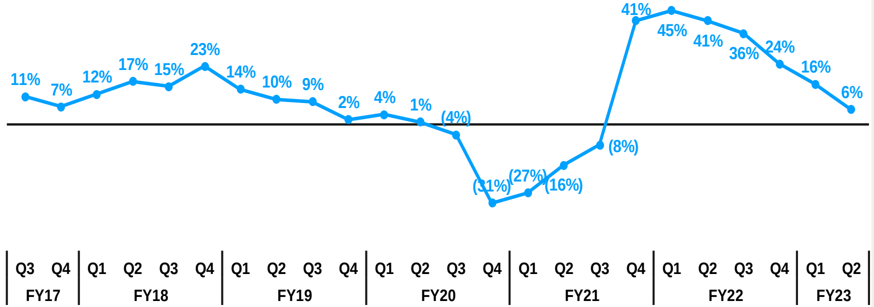
% UK & Ireland



% Australia & New Zealand



% Rest of World



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

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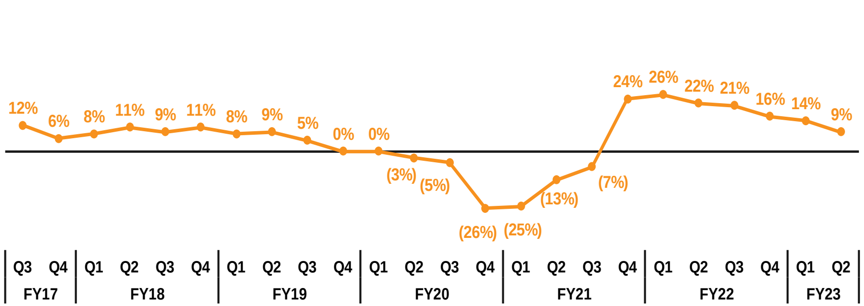
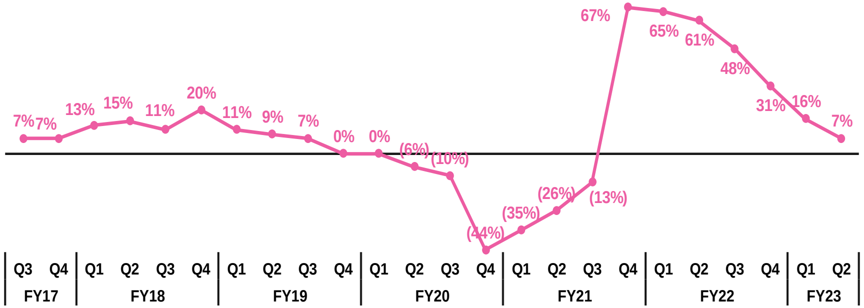
FINANCIAL ARCHIVE – QUARTERLY NET FEE AND CONSULTANT GROWTH

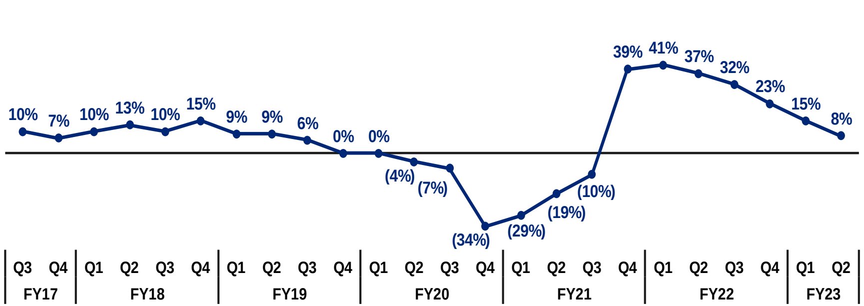
% Temp Fees



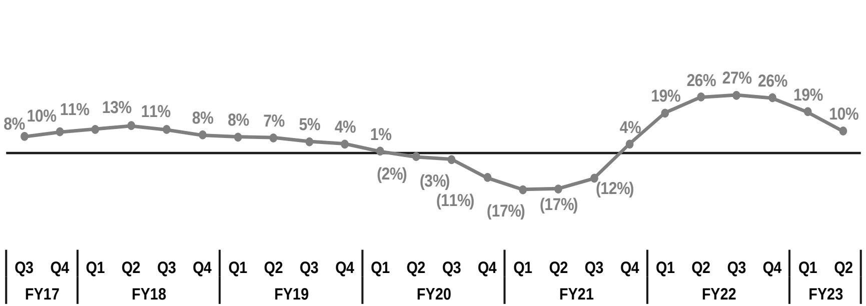
% Perm Fees



% 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.

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FURTHER INFORMATION

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