

ANNUAL GENERAL MEETING 2022 VOTING INSTRUCTION CARD



NOTICE OF AVAILABILITY

Please note that the Notice of Annual General Meeting (the Notice of AGM) and the Annual Report & Financial Statements 2022 are now available to view on the Hays plc website at www.haysplc.com

Hays plc (the Company) invites you to attend the Company's Annual General Meeting (AGM) to be held at the offices of UBS, 5 Broadgate, London EC2M 2QS at 12 noon on Wednesday 9 November 2022.

If you wish to attend the AGM please bring this card with you and present it at the registration desk.

You can vote your Hays plc shares online at www.sharevote.co.uk. You will need your Voting ID, Task ID and Shareholder Reference Number as shown below to log on. Any elected proxy will vote at his or her discretion, or abstain from voting on any resolution, if no instruction is given regarding a resolution.

Voting ID:

Task ID:

Shareholder Reference Number:

Please note that your votes must be registered no later than 12 noon on Monday 7 November 2022.

NOTES

- This letter is not a summary of the matters covered in the Notice of AGM and should not be regarded as a substitute for reading the Notice of AGM. You should read the Notice of AGM before taking any decisions in relation to the business to be considered at the AGM.
- If you wish to receive paper copies of the Notice of AGM and the Annual Report & Financial Statements 2022 or future documentation by post, please write to Equiniti Limited, Aspect House, Spencer Road, Lancing, West Sussex BN99 6DA quoting your Shareholder Reference Number.
- You have received this card because, following consultation, you are deemed to have consented to receive shareholder documentation by means of a website, with paper notification of the publication of any documents on our website.
- Those shareholders who have accepted this form of communication have enabled us to minimise the amount of printed documentation we produce, which has helped us to reduce our impact on the environment.
- If you are unable or do not wish to vote online, or you have any questions regarding this notification or are unable to locate or access the documents, please call the Hays plc Shareholder Helpline, administered by Equiniti, on 0371 384 2843* UK calls or +44 (0) 121 415 7047 International calls.

* Lines are open from 8.30am to 5.30pm, Monday to Friday, excluding public holidays in England and Wales.