



Annual General Meeting 2025 Attendance card

Shareholder Reference Number

If you plan to attend the Annual General Meeting, please bring this card with you and hand it in at the registration desk when you arrive.

Location map

Hays plc 2025 Annual General Meeting
BNP Paribas

7 Harewood Ave, London NW1 6JB

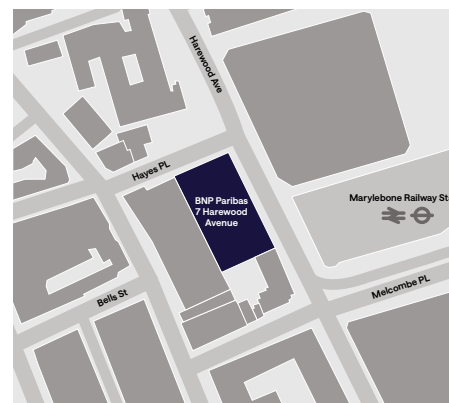
Notice of availability – Important, please read carefully.

You can now access the Annual Report & Accounts for the financial year ended 30 June 2025 and Notice of 2025 Annual General Meeting at haysplc.com/investors.

You can submit your Proxy Form online at www.shareview.co.uk.

Hays plc (the Company) invites you to attend the Company's Annual General Meeting (AGM) to be held at the offices of BNP Paribas, 7 Harewood Ave, London NW1 6JB at 12 noon on Wednesday 19 November 2025. If you wish to attend the AGM please bring this card with you and present it at the registration desk.

If you do not wish to attend the AGM but would like to register your vote, please complete, detach and return the prepaid Proxy Form below. Alternatively you can submit your Proxy Form electronically by (i) going to www.shareview.co.uk and following the instructions provided on the website or (ii) if you are a user of the CREST system (including CREST Personal Members), by having an appropriate CREST message transmitted (iii) institutional investors may be able to lodge a proxy instruction via the Proximity platform. Please note that your instructions must be received **by no later than 12 noon on Monday 17 November 2025** (i.e. not less than 48 hours (excluding any part of a day which is not a working day) before the time of the AGM).



Proxy form – Hays plc 2025 Annual General Meeting (AGM)



Shareholder Reference Number

I/We, the undersigned, being (a) member(s) of Hays plc (the Company) HEREBY APPOINT the Chair of the AGM/ (see Note 1) to act as my/our proxy to vote for me/us on my/our behalf on any matter which may properly come before the AGM of the Company to be held at 12 noon on Wednesday 19 November 2025 and/or any adjournment(s) thereof.

Please indicate your instructions to your proxy by marking an 'X' in the appropriate boxes in black ink like this ☒ next to each resolution. Details of the resolutions are contained in the Notice of Meeting and the explanatory Notes. It should be noted that a Vote Withheld is not a vote in law and will not be counted as a vote For or Against a resolution. If you sign this Proxy Form and return it without any specific directions in respect of any resolution your proxy will vote or abstain on that resolution, at his or her discretion. Your proxy will also have discretion to vote as he or she thinks fit on any other business which may properly come before the meeting, including amendments to resolutions, and at any adjournment of the meeting.

| | For | Against | Withheld | | For | Against | Withheld |
|---|--------------------------|--------------------------|--------------------------|--|--------------------------|--------------------------|--------------------------|
| 1. To receive the Directors' and Auditor's Reports & Accounts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 12. To re-elect Zarin Patel as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. To approve Directors' Remuneration report | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 13. To reappoint PricewaterhouseCoopers LLP as Auditor of the Company | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. To approve a final dividend of 0.29 pence per ordinary share | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 14. To authorise the Audit and Risk Committee to determine the Auditor's remuneration | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. To elect Michael Findlay as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 15. To authorise the Company to make limited donations to political organisations and to incur political expenditure | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. To re-elect Helen Cunningham as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 16. To authorise the directors to allot shares in the Company | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. To re-elect Dirk Hahn as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 17. To approve the Hays plc Deferred Annual Bonus Plan | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. To re-elect James Hilton as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 18. To authorise the directors to disapply pre-emption rights* | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. To re-elect Joe Hurd as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 19. To authorise the Company to purchase its own shares* | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. To re-elect Anthony Kirby as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 20. To authorise the calling of a general meeting with 14 clear days' notice* | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. To re-elect Cheryl Millington as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | | |
| 11. To re-elect Susan Murray as a director | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | | | | |

*Special resolution

Notes to help you complete this form can be found overleaf.

Please mark this box if signing on behalf of the shareholder as attorney. ☐

Please mark this box if this proxy appointment is one of multiple appointments being made (see Note 2). ☐

Signature

(See Note 4)

Date

The following notes relate to the Proxy Form for the AGM to be held on 19 November 2025.

You may appoint one or more proxies of your choice to exercise all or any of your rights to attend, speak and vote at the AGM provided that each proxy is appointed to exercise rights attached to a different share or shares held by you. The proxy must vote in accordance with your instructions. The Chair of the AGM is willing to act as your proxy. If you wish to appoint a person other than the Chair of the meeting as your proxy, please delete the words “the Chair of the AGM” and add the name of the proxy you wish to appoint in the space provided. The proxy need not be a member of the Company (but must attend the meeting in person to represent you) and is entitled to vote on any other business which may properly come before the meeting. If the proxy is being appointed in relation to less than your full voting entitlement, please enter in the box next to the name of the proxy, the number of shares in relation to which he or she is authorised to act as your proxy. If left blank your proxy will be deemed to be authorised in respect of your full voting entitlement.

To appoint more than one proxy, please use a separate Proxy Form for each appointment. Additional Proxy Forms can be obtained by contacting the Registrar, Equiniti, on +44 (0) 371 384 2843 UK calls or if calling from outside the UK, please ensure the country code is used. The helpline is open Monday to Friday 8.30am to 5.30pm (excluding public holidays in England and Wales). Alternatively you can photocopy the enclosed Proxy Form the required number of times before completing it. When appointing more than one proxy you must indicate the number of shares in respect of which the proxy is appointed. Please also indicate by marking the box provided if the proxy is one of multiple appointments being made.

To direct your proxy how to vote on the resolutions, please mark the appropriate box with an "X". To abstain from voting on a resolution, select the relevant "vote withheld" box. If no voting indication is given, your proxy will vote or abstain from voting at his or her discretion.

To be valid, the Proxy Form must be signed.
If necessary, someone else may sign the form on your behalf as your attorney.
In the case of joint holders (i) only one need sign, and (ii) the vote of the senior holder who tenders a vote, whether in person or by proxy or (in the case of a corporation) by an authorised representative, will alone be counted.

Shareholders who wish to appoint a proxy or proxies electronically may do so through www.shareview.co.uk where full instructions are provided. Shareholders will need their Shareholder Reference Number as printed on their proxy form to register if they have not already done so. Alternatively, if already registered with Equiniti's online portfolio service, Shareview, shareholders can appoint their proxy electronically by logging on to their portfolio at www.shareview.co.uk using their ID and password. Once logged in, click 'View' on the 'My Investments' page, click on the link to vote then follow the on-screen instructions.

CREST members who wish to appoint a proxy or proxies through the CREST electronic proxy appointment service may do so by using the procedures described in the CREST Manual. To be valid, the appropriate CREST message, regardless of whether it constitutes the appointment of a proxy or an amendment to the instructions given to a previously appointed proxy, must be transmitted so as to be received by our agent (ID RA19) by no later than 12 noon on Monday 17 November 2025. See the notes to the Notice of Meeting for further information on proxy appointment through CREST. If you are an institutional investor, you may be able to appoint a proxy electronically via the Proxymity platform. Please see the Notice of Meeting for further information on proxy appointment through Proxymity.

The completion and return/submission of the Proxy Form will not preclude a registered member from attending, speaking and voting in person at the meeting. If you submit more than one valid proxy appointment, the appointment received last before the latest time for the receipt of proxies will take precedence.

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