

16 January 2025

**HAYS PLC**  
**BOARD CHANGES**

Hays plc ("Hays") today announces the appointment of Michael Findlay to its Board as a Non-Executive Director and Chair-designate. He will join the Board on 20 January 2025 and will succeed Andrew Martin as Non-Executive Chair from 1 May 2025. Andrew will retire on 1 May 2025 after nearly 8 years on the Board.

Michael Findlay is currently Non-Executive Chair of London Stock Exchange plc and a Non-Executive Director of International Distribution Services plc and Jarrold & Sons Limited. Michael is also Chair of Morgan Sindall Group plc but announced yesterday that he will be stepping down from the Board on 28 July 2025. Previous roles include co-head of investment banking for UK and Ireland at Bank of America and Senior Independent Director at UK Mail Group plc.

Cheryl Millington, Hays' Senior Independent Director, who led the succession process, said: *"I am delighted that Michael will be joining the Hays Board. Michael is a highly accomplished business leader and a proven Non-Executive and Chair. Having spent his executive career in corporate broking and investment banking, Michael has advised many leading UK plcs on a wide range of strategic, financing and governance matters. He also brings a strong understanding of people intensive and service orientated businesses."*

*"I also want to take this opportunity to thank Andy on behalf of the Board for his exemplary leadership, during a period of significant change for the Group, and wish him all the very best for the future."*

Michael said: *"I am delighted to be joining Hays and I look forward to working with the Board and the executive team to drive forward the Group's strategy to create significant value for all stakeholders."*

Andy Martin commented: *"It has been a privilege to serve on the Board of Hays for nearly 8 years. It is a great company and I wish all of the incredible team every success for the future, and wish Michael all the very best as he leads the Board on this next important step of the Hays journey."*

This announcement is made in accordance with Listing Rule 6.4.6. There are no further matters to be disclosed under Listing Rule 6.4.8.

**Enquiries**

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