

## Hays plc

### Notification and public disclosure of transactions by persons discharging managerial responsibilities and persons closely associated with them

1	Details of the person discharging managerial responsibilities / person closely associated					
a)	Name	Dirk Hahn				
b)	Position/status	CEO, PDMR				
c)	Initial notification /Amendment	Initial Notification				
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor					
a)	Name	Hays plc				
b)	LEI	213800QC8AWD4BO8TH08				
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted					
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021				
b)	Nature of the transaction	An award over 2,351,235 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.				
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>2,351,235</td></tr></table>	Price(s)	Volume(s)	Nil	2,351,235
Price(s)	Volume(s)					
Nil	2,351,235					
d)	Aggregated information - Aggregated volume - Price	N/A				
e)	Date of the transaction	25 September 2025				
f)	Place of the transaction	N/A				

<b>1</b>	<b>Details of the person discharging managerial responsibilities / person closely associated</b>	
a)	Name	James Hilton
b)	Position/status	CFO, PDMR
c)	Initial notification /Amendment	Initial Notification
<b>2</b>	<b>Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
a)	Name	Hays plc

b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 1,730,473 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>1,730,473</td></tr></table>		Price(s)	Volume(s)	Nil	1,730,473
Price(s)	Volume(s)						
Nil	1,730,473						
d)	Aggregated information - Aggregated volume - Price	N/A					
e)	Date of the transaction	25 September 2025					
f)	Place of the transaction	N/A					

1	Details of the person discharging managerial responsibilities / person closely associated						
a)	Name	Rachel Ford					
b)	Position/status	Executive Leadership Team Member, PDMR					
c)	Initial notification /Amendment	Initial Notification					
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Name	Hays plc					
b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 566,085 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>566,085</td></tr></table>		Price(s)	Volume(s)	Nil	566,085
Price(s)	Volume(s)						
Nil	566,085						
d)	Aggregated information - Aggregated volume - Price	N/A					
e)	Date of the transaction	25 September 2025					

e)	Date of the transaction	25 September 2025
f)	Place of the transaction	N/A

1	Details of the person discharging managerial responsibilities / person closely associated					
a)	Name	Deborah Dorman				
b)	Position/status	Executive Leadership Team Member, PDMR				
c)	Initial notification /Amendment	Initial Notification				
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor					
a)	Name	Hays plc				
b)	LEI	213800QC8AWD4BO8TH08				
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted					
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021				
b)	Nature of the transaction	An award over 707,606 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.				
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>707,606</td></tr></table>	Price(s)	Volume(s)	Nil	707,606
Price(s)	Volume(s)					
Nil	707,606					
d)	Aggregated information - Aggregated volume - Price	N/A				
e)	Date of the transaction	25 September 2025				
f)	Place of the transaction	N/A				

<b>1</b>	<b>Details of the person discharging managerial responsibilities / person closely associated</b>	
a)	Name	David Brown
b)	Position/status	Executive Leadership Team Member, PDMR
c)	Initial notification /Amendment	Initial Notification
<b>2</b>	<b>Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
a)	Name	Hays plc
b)	LEI	213800QC8AWD4BO8TH08
<b>3</b>	<b>Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted</b>	

	been conducted					
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021				
b)	Nature of the transaction	An award over 650,455 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.				
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>650,455</td></tr></table>	Price(s)	Volume(s)	Nil	650,455
Price(s)	Volume(s)					
Nil	650,455					
d)	Aggregated information - Aggregated volume - Price	N/A				
e)	Date of the transaction	25 September 2025				
f)	Place of the transaction	N/A				

1	Details of the person discharging managerial responsibilities / person closely associated						
a)	Name	Matthew Dickason					
b)	Position/status	Executive Leadership Team Member, PDMR					
c)	Initial notification /Amendment	Initial Notification					
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Name	Hays plc					
b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 618,691 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>618,691</td></tr></table>		Price(s)	Volume(s)	Nil	618,691
Price(s)	Volume(s)						
Nil	618,691						
d)	Aggregated information - Aggregated volume - Price	N/A					
e)	Date of the transaction	25 September 2025					
f)	Place of the transaction	N/A					

1	Details of the person discharging managerial responsibilities / person closely associated						
a)	Name	Alexander Heise					
b)	Position/status	Executive Leadership Team Member, PDMR					
c)	Initial notification /Amendment	Initial Notification					
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Name	Hays plc					
b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 746,728 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>746,728</td></tr></table>		Price(s)	Volume(s)	Nil	746,728
Price(s)	Volume(s)						
Nil	746,728						
d)	Aggregated information - Aggregated volume - Price	N/A					
e)	Date of the transaction	25 September 2025					
f)	Place of the transaction	N/A					

<b>1</b>	<b>Details of the person discharging managerial responsibilities / person closely associated</b>	
a)	Name	Mark Dearnley
b)	Position/status	Executive Leadership Team Member, PDMR
c)	Initial notification /Amendment	Initial Notification
<b>2</b>	<b>Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
a)	Name	Hays plc
b)	LEI	213800QC8AWD4BO8TH08
<b>3</b>	<b>Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted</b>	
a)	Description of the financial instrument, type of instrument	Ordinary shares of 1p each

	Identification code	ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 824,396 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>824,396</td></tr></table>		Price(s)	Volume(s)	Nil	824,396
Price(s)	Volume(s)						
Nil	824,396						
d)	Aggregated information - Aggregated volume - Price	N/A					
e)	Date of the transaction	25 September 2025					
f)	Place of the transaction	N/A					

1	Details of the person discharging managerial responsibilities / person closely associated						
a)	Name	Thomas Way					
b)	Position/status	Executive Leadership Team Member, PDMR					
c)	Initial notification /Amendment	Initial Notification					
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Name	Hays plc					
b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 641,197 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>641,197</td></tr></table>		Price(s)	Volume(s)	Nil	641,197
Price(s)	Volume(s)						
Nil	641,197						
d)	Aggregated information - Aggregated volume - Price	N/A					
e)	Date of the transaction	25 September 2025					
f)	Place of the transaction	N/A					

<b>1</b>	<b>Details of the person discharging managerial responsibilities / person closely associated</b>	
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a)	Name	Christoph Niewerth					
b)	Position/status	Executive Leadership Team Member, PDMR					
c)	Initial notification /Amendment	Initial Notification					
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Name	Hays plc					
b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 125,111 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>125,111</td></tr></table>		Price(s)	Volume(s)	Nil	125,111
Price(s)	Volume(s)						
Nil	125,111						
d)	Aggregated information - Aggregated volume - Price	N/A					
e)	Date of the transaction	25 September 2025					
f)	Place of the transaction	N/A					

1	Details of the person discharging managerial responsibilities / person closely associated						
a)	Name	Felix Rippel					
b)	Position/status	Executive Leadership Team Member, PDMR					
c)	Initial notification /Amendment	Initial Notification					
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Name	Hays plc					
b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 89,365 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td></td><td></td></tr></table>		Price(s)	Volume(s)		
Price(s)	Volume(s)						

		<table><tr><td>Nil</td><td>89,365</td></tr></table>	Nil	89,365
Nil	89,365			
d)	Aggregated information - Aggregated volume - Price	N/A		
e)	Date of the transaction	25 September 2025		
f)	Place of the transaction	N/A		

1	Details of the person discharging managerial responsibilities / person closely associated					
a)	Name	Julia Cames				
b)	Position/status	Executive Leadership Team Member, PDMR				
c)	Initial notification /Amendment	Initial Notification				
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor					
a)	Name	Hays plc				
b)	LEI	213800QC8AWD4BO8TH08				
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted					
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021				
b)	Nature of the transaction	An award over 125,111 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.				
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>125,111</td></tr></table>	Price(s)	Volume(s)	Nil	125,111
Price(s)	Volume(s)					
Nil	125,111					
d)	Aggregated information - Aggregated volume - Price	N/A				
e)	Date of the transaction	25 September 2025				
f)	Place of the transaction	N/A				

<b>1</b>	<b>Details of the person discharging managerial responsibilities / person closely associated</b>	
a)	Name	Mark Deamley
b)	Position/status	Executive Leadership Team Member, PDMR



c)	Initial notification /Amendment	Initial Notification					
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Name	Hays plc					
b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 646,724 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>646,724</td></tr></table>		Price(s)	Volume(s)	Nil	646,724
Price(s)	Volume(s)						
Nil	646,724						
d)	Aggregated information - Aggregated volume - Price	N/A					
e)	Date of the transaction	25 September 2025					
f)	Place of the transaction	N/A					

1	Details of the person discharging managerial responsibilities / person closely associated						
a)	Name	Thomas Way					
b)	Position/status	Executive Leadership Team Member, PDMR					
c)	Initial notification /Amendment	Initial Notification					
2	Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor						
a)	Name	Hays plc					
b)	LEI	213800QC8AWD4BO8TH08					
3	Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; and (iv) each place where transactions have been conducted						
a)	Description of the financial instrument, type of instrument  Identification code	Ordinary shares of 1p each  ISIN Code: GB0004161021					
b)	Nature of the transaction	An award over 422,832 ordinary shares in Hays plc granted in accordance with the Rules of the Company's Performance Share Plan.					
c)	Price(s) and volume(s)	<table><tr><td>Price(s)</td><td>Volume(s)</td></tr><tr><td>Nil</td><td>422,832</td></tr></table>		Price(s)	Volume(s)	Nil	422,832
Price(s)	Volume(s)						
Nil	422,832						

d)	Aggregated information - Aggregated volume - Price	N/A
e)	Date of the transaction	25 September 2025
f)	Place of the transaction	N/A

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