

DIVISION OF RESPONSIBILITIES

Whilst our Directors take collective responsibility for the activities of the Board, some of our roles are described in greater detail below.

Non-Executive Directors

Chair	Senior Independent Non-Executive Director	Independent Non-Executive Directors	
Andrew Martin	Cheryl Millington	Anthony Kirby Helen Cunningham Joe Hurd	MT Rainey Susan Murray Zarin Patel
<ul style="list-style-type: none"> Leadership and effective operation of the Board Chairs the Board and the Nomination Committee and sets Board agendas Encourages constructive challenge and facilitates effective communication between Board members Ensures effective two-way communication with shareholders and stakeholders Ensures that all Directors receive clear and accurate information on a timely basis Ensures the views of all stakeholders are understood and considered appropriately in Board discussions and decision-making Ensures the effectiveness of the Board and enables the annual review of effectiveness Responsible for the composition and evolution of the Board, together with the Nomination Committee and SID 	<ul style="list-style-type: none"> Acts as a sounding board for the Chair Serves as an alternative contact and intermediary for other Directors and shareholders Leads the Chair's annual performance appraisal and succession in due course 	<ul style="list-style-type: none"> Provide strong, independent and external perspectives to Board discussions and enhance robust and constructive debate and optimal decision-making Bring independent judgement and oversight on issues of strategy, performance and, through the Board's Committees, on matters such as remuneration, risk management systems, financial controls, financial reporting and the appointment of new Directors Scrutinise the executive management in meeting agreed objectives and monitoring the reporting of performance 	

Executive Directors

Chief Executive Officer	Chief Financial Officer
Dirk Hahn	James Hilton
<ul style="list-style-type: none"> Day-to-day management of the Group's business Formulates strategic business objectives for Board approval and implements approved strategic objectives and policies Manages and optimises the operational and financial performance of the business in conjunction with the Chief Financial Officer Fosters a good working relationship with the Chair Chairs the Executive Leadership Team and develops senior talent within the business for succession planning 	<ul style="list-style-type: none"> Manages the Group's financial affairs Supports the Chief Executive Officer in the implementation and achievement of the Group's strategic objectives Oversees Hays' relationships with the investment community Represents Hays externally to all stakeholders, including the government and regulators, customers, Pension Trustees for the Company's defined benefit pension schemes, lenders, suppliers and the communities we serve

Company Secretary

General Counsel & Company Secretary

Doug Evans	
<ul style="list-style-type: none"> Secretary to the Board, its Committees and the Executive Leadership Team All Directors have access to the advice of the General Counsel & Company Secretary Responsible for advising the Board on all governance matters and ensuring that Board procedures are followed 	<ul style="list-style-type: none"> Supports the Chair in ensuring that the Directors receive accurate, timely and clear information Advises and keeps the Board updated on any changes to the Listing and Transparency Rules requirements and best practice corporate governance developments