ANNUAL GENERAL MEETING
ATTENDANCE CARD

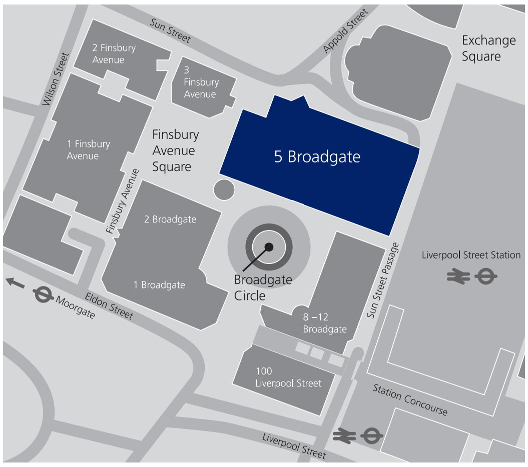
HAYS Recruiting experts worldwide

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 2018 Annual General Meeting
UBS
5 Broadgate
London EC2M 2QS



NOTICE OF AVAILABILITY – Important, please read carefully.

You can now access the Annual Report & Accounts for the financial year ended 30 June 2018 and Notice of 2018 Annual General Meeting at haysplc.com/investors.

You can submit your proxy online at www.sharevote.co.uk using the details on the proxy form below.

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 14 November 2018. 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.sharevote.co.uk using the series of numbers printed under your name on the Proxy Form 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. Please note that your instructions must be received **by no later than 12 noon on Monday 12 November 2018** (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 2018 ANNUAL GENERAL MEETING (AGM)

HAYS Recruiting experts worldwide

Voting ID | Task ID | Shareholder Reference Number

I/We, the undersigned, being (a) member(s) of Hays plc (the Company) HEREBY APPOINT the Chairman 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 14 November 2018 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.

	Resolution	For	Against	Withheld
1.	To receive the Directors' and Auditor's Reports and the financial statements	☐	☐	☐
2.	To approve the Directors' Remuneration Report	☐	☐	☐
3.	To approve a final dividend	☐	☐	☐
4.	To approve a special dividend	☐	☐	☐
5.	To re-elect Andrew Martin as a director	☐	☐	☐
6.	To re-elect Alistair Cox as a director	☐	☐	☐
7.	To re-elect Paul Venables as a director	☐	☐	☐
8.	To re-elect Torsten Kreindl as a director	☐	☐	☐
9.	To re-elect Susan Murray as a director	☐	☐	☐
10.	To re-elect MT Rainey as a director	☐	☐	☐
11.	To re-elect Peter Williams as a director	☐	☐	☐
12.	To reappoint PricewaterhouseCoopers LLP as Auditor of the Company	☐	☐	☐
13.	To authorise the directors to determine the Auditor's remuneration	☐	☐	☐
14.	To authorise the Company to make limited donations to political organisations and to incur political expenditure	☐	☐	☐
15.	To authorise the directors to allot shares in the Company	☐	☐	☐
16.	To authorise the directors to disapply pre-emption rights*	☐	☐	☐
17.	To authorise the Company to purchase its own shares*	☐	☐	☐
18.	To authorise the calling of a general meeting with 14 clear days' notice*	☐	☐	☐

*Special resolution

Notes to help you complete this form are on the reverse of the attached Attendance Card.

0212–083–S

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

Signature (See Note 5) ☐

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

Date ☐

HAYS Recruiting experts worldwide

IMPORTANT:
The following notes relate to the Proxy Form for the AGM to be held on Wednesday 14 November 2018.

Note 1:
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 Chairman of the AGM is willing to act as your proxy. If you wish to appoint a person other than the Chairman of the meeting as your proxy, please delete the words "the Chairman 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.

Note 2:
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 0371 384 2843 or, if dialling internationally, on +44 (0) 121 415 7047. 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.

Note 3:
You may only appoint a proxy using the procedures set out in these notes. Documents or information relating to the appointment of a proxy can also be sent electronically by logging onto www.sharevote.co.uk. You may not use any electronic address provided either in the Proxy Form or any related documents, including the Notice of Meeting, to communicate with the Company for any purposes other than those expressly stated.

Note 4:
To appoint a proxy or to give or amend an instruction to a previously appointed proxy via the CREST system, the CREST message must be received by the issuer's agent (ID RA19) by no later than 12 noon on Monday 12 November 2018. For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp applied to the message by the CREST Applications Host) from which the issuer's agent is able to retrieve the message. After this time any change of instructions to a proxy appointed through CREST should be communicated to the proxy by other means. CREST Personal Members or other CREST sponsored members and those CREST members who have appointed voting service provider(s) should contact their CREST sponsor or voting service provider(s) for assistance with appointing proxies via CREST. For further information on CREST procedures, limitations and system timings, please refer to the CREST Manual. We may treat a proxy appointment sent by CREST as invalid in the circumstances set out in Regulation 35(5)(a) of the Uncertificated Securities Regulations 2001.

Note 5:
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. For this purpose seniority will be determined by the order in which the names appear in the Register of Members in respect of the joint holding. In the case of a corporation, the Proxy Form should be executed by a duly authorised officer or person or under its common seal or in any other manner authorised by its constitution.

Note 6:
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.

Business Reply Plus
Licence Number
RTAK-GXGS-SLZA

1

Equiniti
Aspect House
Spencer Road
LANCING
BN99 8EU