







Adding value through differentiated services

With our truly differentiated range of flexible and permanent workforce solutions, we help organisations to succeed by leveraging talent and technology

Our service	Our value	Our differentiators	In numbers, 2016		
 <p>TEMPORARY STAFFING</p> <p>We provide associates on a temporary basis, with assignments lasting from a few hours to more than one year. Our services include sourcing and interviewing candidates, matching them with suitable roles, payrolling them, and remitting social security payments. Our associates cover a wide range of skill sets, from clerical and industrial workers to professionals in areas such as IT, engineering, finance and healthcare.</p>	<p>For employers, we provide flexibility for roles exposed to demand variations such as seasonal peaks, and also covering temporary absences of permanent employees. For associates, we provide opportunities for those who choose to work in flexible way, and a stepping stone for those seeking a permanent role.</p>	<p>Our segmentation approach means our delivery models are tailored by client type, with on-site solutions for large clients and customized services via our branch network for small- and medium-sized clients. With our multi-brand strategy, clients know they will always be dealing with an expert in the profiles they are seeking.</p>	<p>>1 billion hours worked by our associates</p>	<p>~35% of revenues from small- and medium-sized clients</p>	<p>EUR 3 bn revenues in Onsite solutions</p>
 <p>PERMANENT PLACEMENT</p> <p>We work with clients and candidates to recruit talent for permanent positions. We identify candidates, screen and assess them, and match them to roles where there is a strong fit in skills and culture. Positions we fill range from highly specialised professional roles through to generalist clerical and industrial profiles.</p>	<p>Using our deep market knowledge and access to active and passive candidates, we help employers to attract and secure the talent they need for their organisation's ongoing success. We support jobseekers in reaching their career goals, by providing guidance and offering them the right roles for their skills and aspirations.</p>	<p>We have invested in permanent placement hubs with a multi-brand, 'experts talk to experts' approach. This allows us to establish peer-to-peer relationships with hiring managers, and to attract talented, qualified, and sought-after individuals who know their skills will be recognised and appropriately valued.</p>	<p>~110,000 placements made</p>	<p>>80% growth in revenues over three years in key investment markets of France, Germany, Italy and Spain</p>	
 <p>CAREER TRANSITION</p> <p>Our Lee Hecht Harrison business supports companies and their employees in reorganisations that require individuals to transition out of their existing roles. Career transition (CT) programmes are often the result of fluctuations in the economic environment, structural changes in an industry, or M&A activity.</p>	<p>During their transition phase, affected employees have access to personalised support and career-building technology, enabling them to move to the next step of their career. Organisations turn to us to help secure positive outcomes for departing employees, maintain business continuity, keep remaining employees engaged, and protect their employer brand.</p>	<p>LHH is the world's largest CT provider, with leading positions in all major markets and 50 years of experience. We can manage CT programmes for a few people or for many thousands, from 385 offices in >60 countries. We are leaders in digital innovation, improving the effectiveness of our services, and making them accessible for all levels within an organisation.</p>	<p>>300,000 career transitions supported</p>	<p>1.8x & 3.0x relative size of LHH's revenues and EBITA excluding one-offs compared to the global #2</p>	<p>~3/4 of LHH's revenues come from clients that work with us in more than one country</p>
 <p>OUTSOURCING</p> <p>For certain labour-intensive activities, we offer flexible workforce solutions in which we both provide workers and manage the service delivery; examples include warehouse logistics, call centre operations, and IT support. We are paid on an output-based metric, not on the number of hours worked.</p>	<p>Activity-based outsourcing provides organisations with flexibility and strong value for money – the output-linked model means they pay only for what they really use. We work with clients on process optimisation and take care of labour planning and scheduling, allowing them to focus on their core activities.</p>	<p>Our outsourcing solutions build on our deep expertise in all areas of effective workforce management. We have broad experience in outsourcing across a wide range of industries. We have large and well-established operations in countries such as Spain and Japan, and we are expanding our offering across our global footprint.</p>	<p>>EUR 1 billion in revenues across IT and other outsourcing solutions</p>	<p>16% growth in constant currency revenues as we expand our offering across our global footprint</p>	
 <p>MSP & RPO</p> <p>Our Pontoon business provides MSP and RPO solutions. With MSP solutions, we take care of all parts of the sourcing and management of the flexible workforce at organisations with a large number of contingent workers. RPO is used to outsource the entire recruiting and onboarding process for organisations hiring large numbers of permanent employees.</p>	<p>Benefits include: faster fill rates, improved quality through stronger supplier engagement, cost reductions from leveraging scale and reducing rogue spend, improved visibility from automated reporting and data analytics, risk mitigation through strengthened regulatory compliance, and better implementation of diversity programmes through hiring co-ordination.</p>	<p>Pontoon's consultative approach draws on knowledge gained from running hundreds of programmes, across all major industry sectors, and ranging from single country operations to those spanning over 100 countries. We combine many years of experience as a global leader with an entrepreneurial culture of innovation, leveraging technology to bring new insights and solutions.</p>	<p>180,000 average monthly assignments in MSP programmes</p>	<p>EUR 10 billion MSP spend under management</p>	<p>>60,000 RPO placements made</p>
 <p>TALENT DEVELOPMENT</p> <p>Lee Hecht Harrison helps to strengthen organisations and create a more capable, engaged, and productive workforce, by developing individual leaders, teams, and culture. Our talent development (TD) services include leadership coaching, career development programmes, assessment and feedback tools, and change management support.</p>	<p>We help organisations to determine their talent and leadership requirements, and identify gaps; we then work with them to implement sustainable solutions to attract, retain and grow talent at all levels of their organisations. Individuals benefit from an objective external assessment with a tailored development plan that allows them to realise their potential.</p>	<p>The TD marketplace is highly fragmented with thousands of small boutique firms; we are rare in being able to provide consistent, high quality services to a single individual or an entire global workforce. Our pioneering digital offering allows our clients to nurture and develop talent across their whole workforce, and not only amongst their senior executives.</p>	<p>EUR 7 billion worldwide market for talent development</p>	<p>Top 5 position in global leadership development, as recognised by the prestigious ALM Vanguard™ rating</p>	