

Our business model helps us create value for all our stakeholders.

What we need to make our business model work

Customers

We have two interlinked sets of customers. The candidates we place and the client organisations we work with.

Services

Our Services involve placing people in either Contract or Permanent roles and supporting client companies and candidates before, during and after that process.

People

Our People are our greatest asset. A customer's interaction with an individual recruiter drives over 60% of their total satisfaction with any placement.

How we create value

Our purpose sits at the heart of our value creating activities.



Underpinned by:

Strong governance, risk management and our people culture.

For more information on our operations → page 41-53

Stakeholder benefits

The value we create for our stakeholders today and in the future.

Now

Direct value creation

Candidates

5,010 People placed in Permanent roles

11,203 Contract Runners

Customer Net Promoter Score

42

Employee Net Promoter Score

29

Shareholders (Adjusted basic EPS)

30.7p

Indirect value creation

People

For more information on people → page 30

Communities

For more information on communities → page 28-31, 35

Economies

For more information on economies → page 22-25

In the future

Direct value creation

Candidates

Our focus:

- Focus on growing Contract headcount faster than Permanent.
- Continue to maintain a strong Permanent offering in key markets such as Germany, Japan and the USA.

Client satisfaction

Our focus:

- Continue to use NPS to drive improvements in our processes and behaviours.
- Embed our Operating Principles throughout the organisation to create great customer experience.

Employee satisfaction

Our focus:

- Continue to create a diverse and inclusive environment where all our people have the opportunity to develop and progress in their careers.
- Understand what matters most to our employees through employee NPS surveys and act on feedback.

Shareholders

Our focus:

- Invest and grow in key markets, particularly in the USA, Germany, the Netherlands and Japan.
- Maximise opportunities in ICT, Life Sciences, Engineering, Energy and Banking & Finance.
- Pursue Showcaser and HireFirst, our two Innovation initiatives that have gone to market.