Megatrend 2

SKILL SHORTAGES AND BUSINESSES' DEMANDS FOR FLEXIBILITY

Our clients increasingly need to add flexibility to their skilled workforce. In doing so, they can respond to fast-changing market conditions, accessing the skilled labour they need, precisely when they need it. They can also convert a traditionally fixed employee cost into a variable expense.

Employing skilled people on a contract or project basis injects greater cost base flexibility. Also, by adding highly skilled specialisms in a particular role, the employer increases the potential for excellent execution.

Accordingly, for a growing number of businesses, Contract and Temporary workers make up an increasingly important part of their skilled workforce.

What this means for us

In a progressively skill-short world, our role acting as the intermediary to source highly skilled, compliant contractors is becoming ever more important. Our strong relationships with highly skilled non-Perm workers enables our clients to tap into scarce talent pools of flexible workers, helping manage and shape their white collar Temp and Contractor workforces.

We are also experts in helping clients find the best cultural fit for their organisation.

We see our non-Perm business as a repeatable and high-value source of earnings, more resilient to the cycle. Our clients increasingly view Hays as the go-to experts, helping interpret and manage the risks and obligations that are essential in managing a contingent workforce.

This means that we are continually growing market share in places like Germany, as well as establishing new client relationships across Europe, Asia and the Americas. We bring the expertise of our existing Temp and Contractor businesses, and offer our clients clarity in what is a difficult and a complex area, helping them navigate intricate flexible working regulations as they evolve.

Temp % of net fees

58%

Technical % of net fees

62%

Our resilient model offers balance between Temporary & Permanent contracts, and between Technical & Professional specialisms

Recruitment type

Temporary & Contracting

- Respond quickly to changing market conditions
- Swap fixed employee costs for variable
- Provide rapid access to talent
- Highly compliant yet highly flexible

Permanent

- Insight into candidate approachability
- Efficient outsource given our fees are contingent
- Deep industry specialism
- Access wider talent pools

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42%

% of group net fees

62%

Technical

- Jobs are driven by client-led investment rather than a candidate's decision to move
- Industries characterised by skill shortages
- Higher proportion of emerging and new job roles
- Increasing propensity towards Flex working

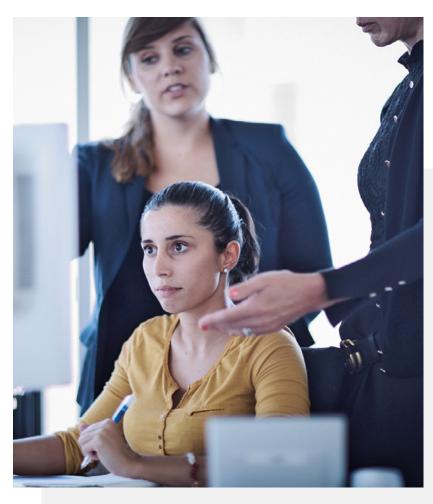
Professional

- Candidate-led process
- Usually higher salary
- Scope to infill into new geographies

38%

 Approachability Index adds competitive edge

Specialism type



(°) Computacenter

"Hays is a trusted partner of Computacenter, integral to our workforce strategy. Hays allows us to maintain a flexible, effective workforce and ultimately helps us ensure delivery to our clients," said Andy Moffitt, Group Head of Professional Services at Computacenter

"We depend on Hays to source local talent with market-leading skills in a range of locations. Their knowledge of our business has made for an efficient and productive recruitment process. We are pleased to be continuing to build our partnership and are excited about the future."

Delivering flexible workforce solutions for Computacenter

Hays has worked with Computacenter since 2009, initially helping them manage their contingent labour force via a Managed Service Provision (MSP) contract. In 2010, our service was expanded to include a Recruitment Process Outsourcing (RPO) element, making us the provider of all talent to Computacenter within the UK.

Our contract has evolved and been extended, most recently in July 2018, and the Computacenter relationship is one of our longest MSP and RPO services. It is a relationship based on delivery, honesty and an absolute commitment to continuous improvement.

As a leading provider of IT infrastructure services, Computacenter is a global business with a requirement for the best talent in a number of competitive markets.