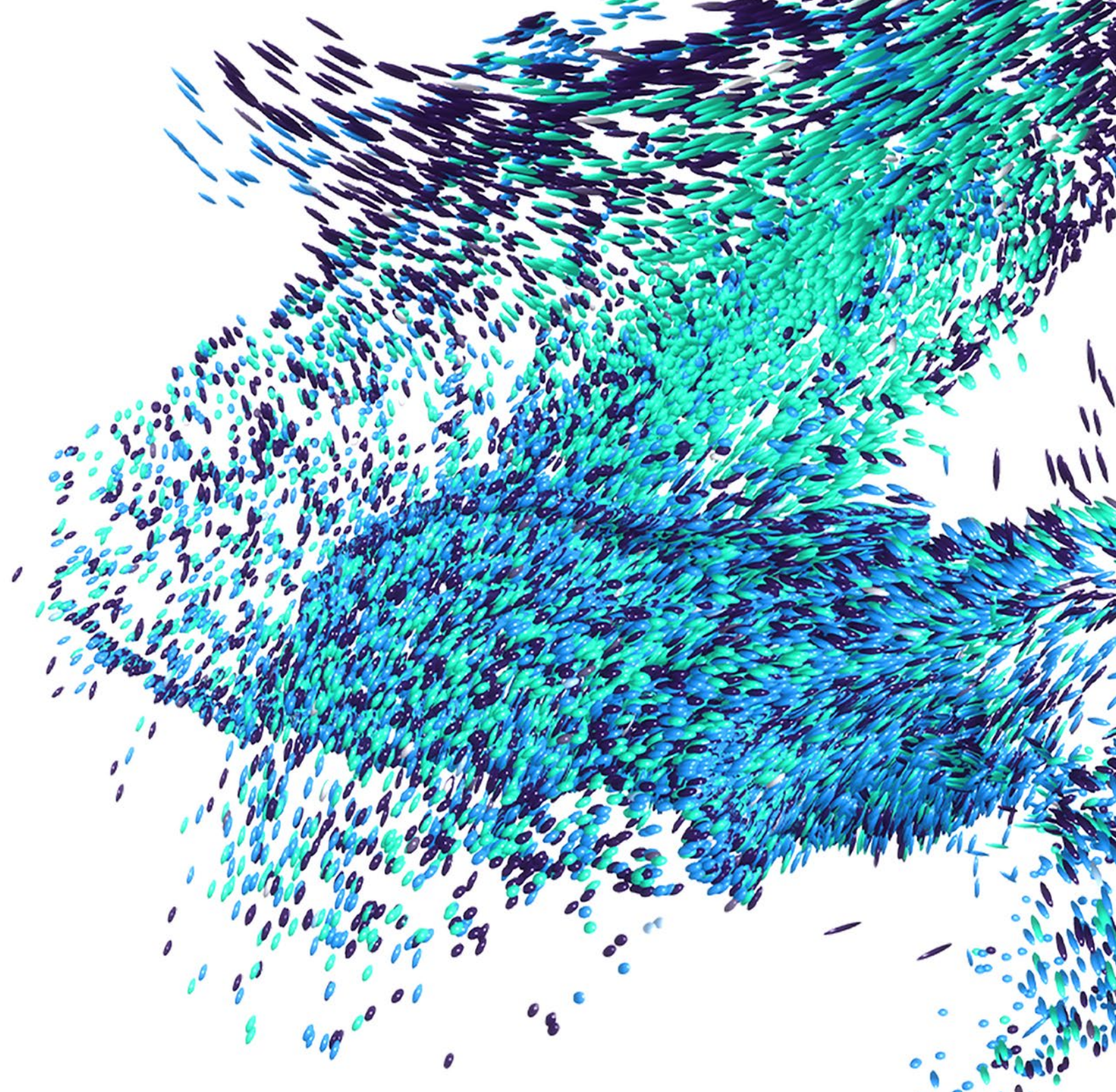


A|M|S

# Talent is our world.

Corporate Review 2024



A woman with glasses and a man smiling in a meeting. The woman is in the foreground, looking towards the right. The man is in the background, also smiling. They appear to be in a professional setting, possibly a meeting or a collaborative work environment.

# We are AMS

In a post-pandemic, digital world, sourcing, selecting and retaining the right talent has become even more of a challenge.

With our unmatched expertise, digital innovation and deep understanding of complex talent needs, we have grown significantly over the past few years.

This review highlights our journey to becoming one of the leading talent businesses, and how we continue to progress millions of future careers with the world's leading organisations.

## Talent is our world.

[Download our Sustainability Report](#)

[Download our DEI Report](#)

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# About us



c. 9,000  
colleagues



Across more than  
120  
countries



Speaking  
53  
languages



8  
industry sectors



200+  
clients



8 years  
long-term relationships -  
average RPO client term



£10m  
invested in technology since 2020



270,000+  
hires a year



97%  
client retention rate

## Our services

AMS is a leading global provider of talent acquisition services, providing unrivalled experience, driven by technology and underpinned by innovation. We help our clients to attract, engage and retain the talent they need for business success.

We have three core areas of service: acquisition, advisory and digital, mainly delivered as an outsourced model, and spanning our clients' permanent and contingent workforce, and internal mobility requirements.

Our dedicated teams of experts are deeply embedded with our global blue-chip clients, enhancing talent acquisition processes and driving projects which align with overall strategic objectives. This relationship-driven approach is supporting our clients to redefine how they hire and retain top talent.

Embedded relationships, enhanced through technology.

## Some of our significant clients

 Microsoft



**BAE SYSTEMS**

 BNP PARIBAS



 **DELTA**

**Rolls-Royce**



**Deloitte.**

McKinsey&Company



**Medtronic**

 Santander



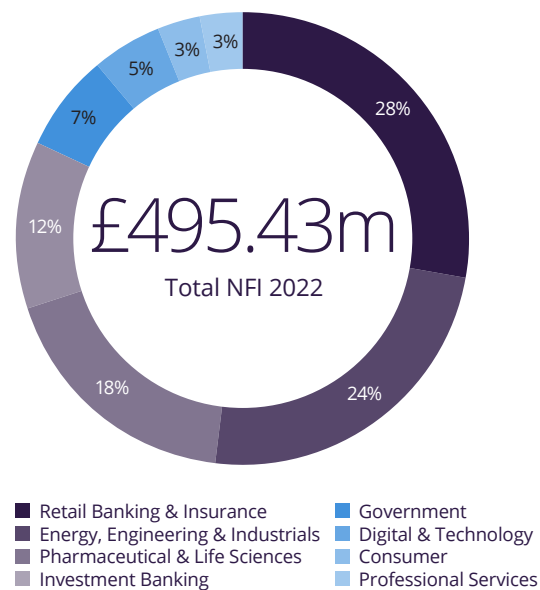
**Baker Hughes** 

About us *continued*

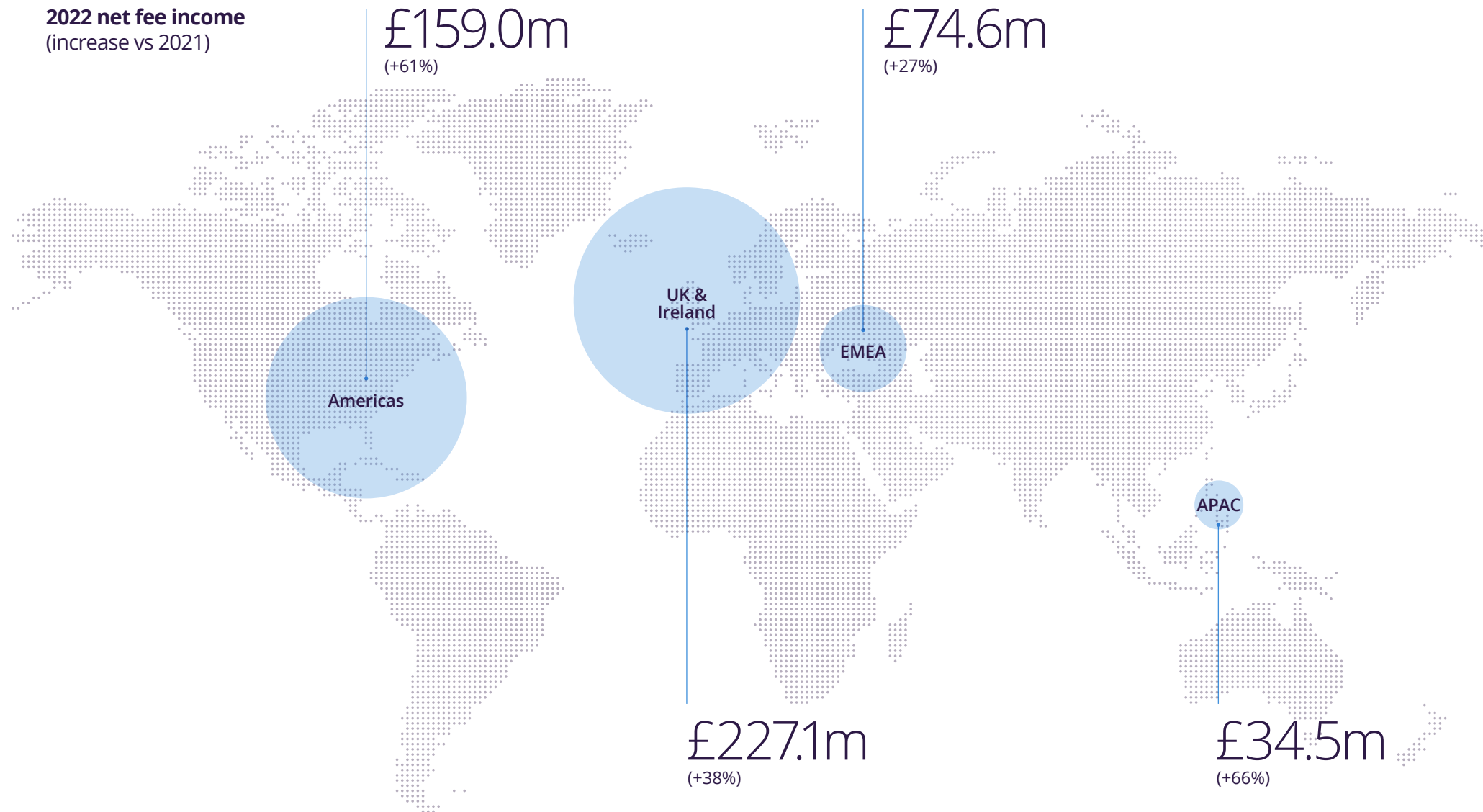
**Global market**

AMS is an international business. Our Global Client Service Centres, based across the US, Europe and Asia, enable us to support our clients across international markets.

**Net fee income by sector (2022)**



**2022 net fee income (increase vs 2021)**



Read more on how we are growing in our regions on page 14

# Foreword, with our CEO David Leigh

David Leigh  
CEO



Over the past few years, we have grown into a materially more significant business. We have had strong growth with important new wins across all industries, extending our existing client base, and expanding globally through acquisitions and multiple new office openings.

The strong market position we have built in recent years has been driven, first and foremost, by our people and their commitment to our mutual success. Collectively we are bold in our growth ambitions; passionate in the difference we make for the people we place, the clients we partner with and the colleagues we work alongside; and, as always, authentic and kind in our approach. It is a culture which we are deeply protective and rightfully proud of, and which leaves us well-positioned for continued success. My sincerest thanks to all our team members for their significant effort and support.

Our very strong consulting capability enables us to help our clients transform their talent acquisition function, as well as outsource it. Some clients choose to transform and then outsource, some clients choose to do it the other way around.

Some clients choose to do both at the same time. We can do any of those three things, but that capability is a real differentiator for us. We have a truly innovative approach to doing business: from our partnerships to our flexibility in the solutions we build for clients. Talent technology's importance is growing as organisations broaden their approach to talent pools, skills shortages and hiring. We've been investing in technology and digital enablement, and are seeing the benefits of this coming to fruition. We have deep expertise in this area – it's a real point of difference for AMS and I'm particularly proud of it.

Our global network continues to expand with acquisitions in the significant talent markets of Asia and North America. In 2022, we acquired India-based FlexAbility, our long-standing Recruitment

Process Outsourcing (RPO) partner. In the Americas, our most important and fastest growing market, we have outstanding on-the-ground capability, and a platform to create a digital and technology sourcing and hiring centre of excellence to support North American and global clients. We recently acquired talent transformation consulting firm CnL Advisors, and HirePower, the leading RPO provider in the Canadian market to strengthen our presence in this region.

In 2022, we more than doubled our headcount to in excess of 9,000 and we continue to turbocharge our growth in areas through acquisitions, particularly where it gives us capability that we don't yet have at scale.

At AMS, talent is our world; our deep understanding of workforce planning as a part of wider business strategy leaves us well placed to support organisations in this unique talent climate. The relevance of what we do only increases because the challenge of having the right talent is becoming harder and harder. We face the future well positioned to deliver a new universe of talent for the world's leading employers.

Read more on our growth strategy on page 10

# What we do

We have the broadest portfolio of services in the industry and deliver global comprehensive solutions across the entire talent spectrum, driving value creation for our clients, as well as enhancing our sustainable model.

## Our service offerings

### Talent acquisition

AMS Talent Acquisition sources, selects and provides strategic intelligence across the full workforce. Our success is powered by our proprietary technology, almost 30-year evolved processes, global capability and expertise to execute strategy across all employees and at every level. We deal with the strategies, tactics and processes for identifying, recruiting and retaining the human resources our clients need.

We are a market leader in complex and international RPO, as well as providing tailored, long-term RPO solutions that may be single or multi-country and service line. With an embedded and collaborative client relationship, we become an 'internal recruitment' function for our clients, with a focus on building their brand and client database.

Our Talent Lab is an alternative approach to hiring, which addresses skills deficits such as tech and digital with a DEI-centric approach to creating new skills to help our clients grow their businesses.

Our talent acquisition solutions include:

- Total and contingent workforce solutions – managed service provider, branded direct sourcing, statement of work
- Permanent workforce solutions – RPO, single process RPO, and project RPO and augmentation
- Early careers and campus
- Executive search
- Volume hourly hiring
- Talent Lab

See page 20 to understand how Talent Lab is part of our innovation approach

### Talent advisory services

AMS Advisory solves problems across the full talent acquisition lifecycle, across all hire types, technologies and brands. Our global scale brings the ability to specialise and deploy niche specialists and generalists to tackle any issue our clients are facing in all our regions.

Acting as embedded advocates within our clients' teams, our advisers are strategic influencers, who have the expertise and insight from across the talent spectrum and can apply it to every talent challenge faced by our clients. From expert advice on employer brand to digital transformation, diversity, equity and inclusion (DEI) to contingent workforces, we work with clients to develop bespoke solutions for them.

Our talent advisory services include:

- Employer brand advisory
- Assessment
- Diversity equity and inclusion
- Talent technology advisory
- Contingent workforce advisory
- Talent acquisition advisory
- Digital transformation
- Responsible AI

### Digital talent solutions

AMS Digital has set the industry standard for technology innovation with our benchmarking tools and proprietary AI technology and AMS One RPO Operating System. Our tech-first services allow our clients to partner with us to navigate the market, implement the right tech stack and leverage exciting advances in technology before they become mainstream, to beat their competition in the race for talent.

We're focused on automation and digitisation where it matters: simplifying and speeding up processes, creating opportunities for values-based attraction and selection, and meeting the growing need for skills-based employment. We embrace an AI-enabled multi-channel strategy, and our innovative digital tools position us at the forefront of the talent acquisition industry, while we remain human-centric for our clients and our candidates.

Our digital talent solutions include:

- AMS One
- Hourly by AMS
- AMS Verified

See page 12 to read more about our technology approach

# Uniquely AMS

We enable business success and progress future careers, helping clients succeed in a new world of work. Working with clients across the globe, we know what it takes to build a high-performing employer. It starts with talent: sourcing, selecting and retaining the right people in the right jobs.

## Why clients work with us

Talent strategy and workforce planning have captured the attention of leaders across different business functions and are a key enabler of business success. With our deep understanding of workforce planning as a part of wider business strategy, we support global leaders to achieve business success and progress future careers.

Our strategic service offering and integrated service model drives value creation for our clients. From developing best-in-class talent technology to innovating with clients to deliver complex and international RPO, our industry-leading experts are committed to delivering best-in-class talent outsourcing solutions, helping clients to put the right people in the right jobs.



## Our values

Our values are what make us tick. They come to life in our interactions with clients and colleagues. They guide our actions and the decisions that we make. They represent who we are today and who we want to be.

## Bold

We know it takes courage to make positive change and innovate to shape the future.

We believe in our deep expertise and experience; it gives us the confidence to thoughtfully challenge ourselves and our clients to go further.

## Passionate

We always act with enthusiasm, curiosity, conviction and the belief that what we do makes a difference to our clients, our people and the communities we work with.

We are committed to doing our best work every day.

## Authentic

We are true to ourselves and our beliefs, always acting with the highest integrity.

We respect everyone's individuality and contribution while also valuing what we can only achieve together.

# Understanding market dynamics

The trends we are seeing in the market drive our growth and innovation roadmap.

### The search for talent is heating up

The world of work underwent a significant shift as we emerged from the global pandemic in 2022. Technology and AI, spurred on by the pandemic, has had a huge impact on work practices and the skills needed to take businesses forward. We now face a significant skills gap, for which demand outstrips supply.

We follow trends and make predictions to prepare organisations for all types of scenarios with our exclusive Talent Climate research series. We know from AMS proprietary data that the time taken

to hire new candidates is increasing, despite continual innovation in talent acquisition. While recruitment leaders have progressed with more automation and AI – such as virtual working, mobile applications and video interviewing – it’s taking progressively longer to hire talent, due to:

- Low unemployment rates, affected by the so-called ‘great resignation’ of workers, the exit of baby-boomers from the workforce and decreasing birth rates are stagnating or shrinking the working age populations in many countries

- Skills requirements are constantly evolving. Jobs in sectors such as technology, IT, supply chain and finance are demanding new skills and business needs are urgent. Employers are having to pay more for cutting-edge skills that fit with their business needs. Research shows that 25% of the skills needed for today’s jobs have changed over the past seven years, and forecasts that more than 85% of jobs in the next decade do not yet exist\*
- Jobseekers are demanding more, including better pay, flexible working conditions and enhanced benefits

Read more about Talent Climate research series

As time to hire increases, businesses are working harder than ever to find the right talent for the right roles.

\*LinkedIn CEO Ryan Roslansky: Skills, Not Degrees, Matter Most in Hiring (hbr.org)



## Understanding market dynamics *continued*

### **Trends and opportunities in recruitment**

With talent at a premium, the speed at which businesses move to hire is critical, as is looking inward at existing talent and the potential to leverage their skills differently. These challenges present opportunities for us to provide expertise.

### **Using data and technology**

Technology and data-driven approaches to talent sourcing are rapidly growing areas within our industry. While technology and AI alone can't help businesses make better hiring decisions, their power rests in reducing the burden of administrative or highly repetitive tasks, such as interview scheduling, giving back time to recruiters for high-value activities. Companies can use the data to provide detailed talent intelligence, for example to identify skillsets within an organisation.

### **Skills-based hiring**

The move to skills-based hiring is a trend creating much debate. Rapidly evolving roles and skills shortages have encouraged organisations to consider whether existing employees or new hires have skills and competencies that can be developed through training to fill vacancies, focusing on qualifications and lived experience.

While skills-based hiring may be difficult to implement, it can be better at predicting job performance than hiring based on educational background or experience, and increases flexibility, broadens the talent pool and aids retention.

### **Borderless hiring**

Restrictions on travel during Covid and the growth of remote working made possible by new technologies have accelerated the trend away from office-bound employees. However, some organisations have gone further by implementing 'borderless' hiring programmes. Skills shortages and the need to look further afield for candidates are key drivers in this process. However, it brings challenges such as recruitment procedure changes, logistical concerns, and tax and compliance issues.

### **Social mobility**

Companies increasingly recognise that part of their commitment to DEI includes spreading opportunities more widely and developing workers from under-represented and under-privileged groups, but also that improving social mobility makes economic sense in a tight labour market.

### **Growing RPO market**

In recent years, RPO has expanded beyond the provision of traditional recruitment functions, to include competencies in talent acquisition, employer branding and DEI strategies.

The RPO market has historically experienced double-digit growth and is projected to grow to US\$11bn by 2027. Today's recruitment market has enhanced the appeal of recruitment services, with employers seeing benefits to harnessing recruitment expertise across a wide range of global industries. As such, the RPO market has significant growth opportunities in the coming years.

### **Contingent workforce management**

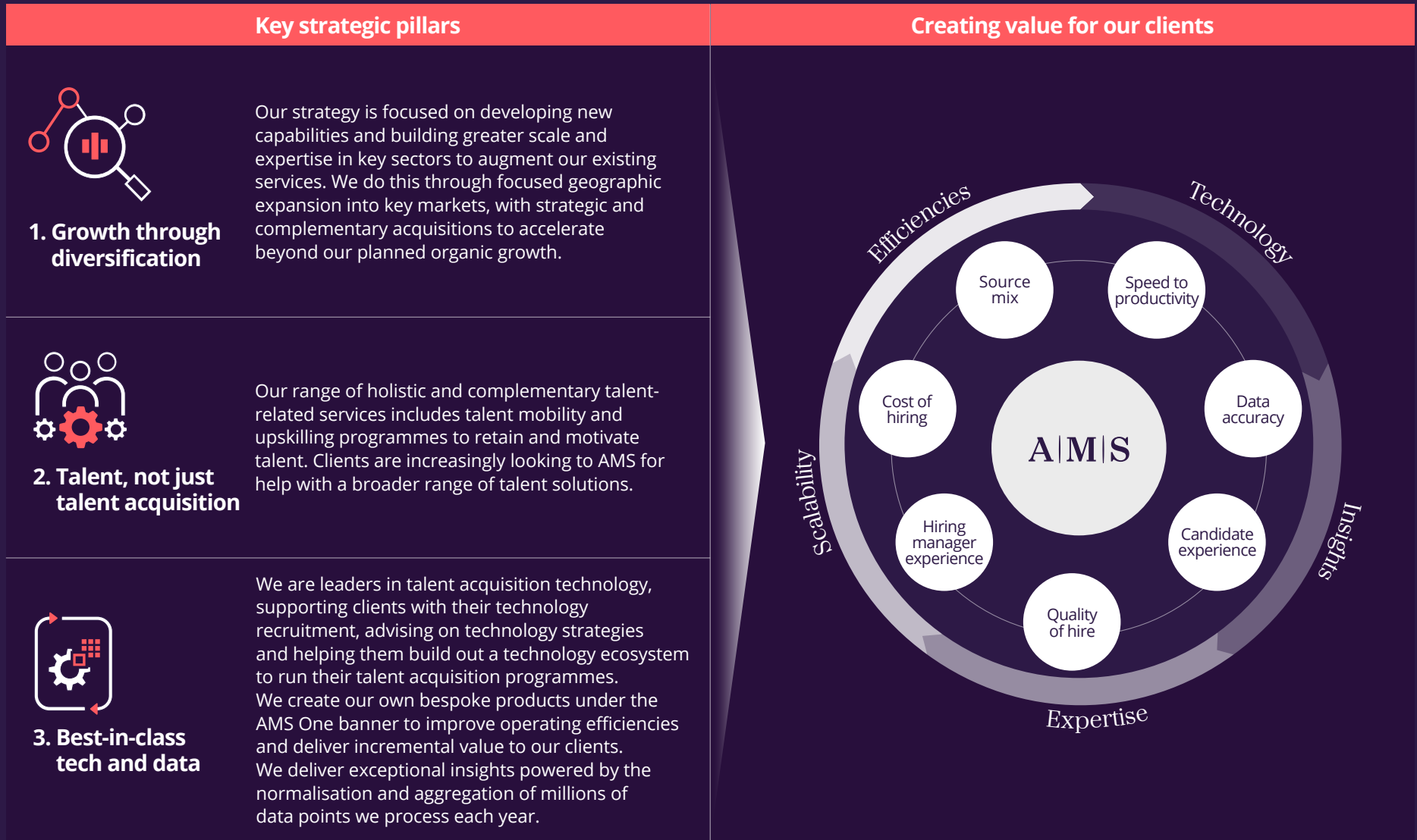
There has also been a trend towards increased use of contingent workers, as employers seek the flexibility to scale workforces up and down according to demand and make use of skills difficult to find in their own organisation. Direct sourcing (where companies directly source and use their brand to engage contingent workers) has steadily increased in popularity over the past few years and is more cost effective than using traditional agencies.



# Growth strategy

Our strategy for growth is to diversify across sectors, geography and service lines to create a robust, sustainable and profitable organisation. We have three growth pillars to achieve this.

**Matthew Rodger**  
Chief Growth & Commercial Officer



Read more on page 11

# 1. Growth through diversification



## Focus areas

- Prioritise higher growth in strategically important markets, such as the Americas
- Maintain a market-leading position in UK & Ireland and accelerate in fast-growing emerging markets such as India
- Diversify into new or emerging sectors such as renewable energy, industrials, hospitality and digital
- Deliver share of wallet penetration by introducing new service lines to existing and new clients
- Seek good accretive acquisitions to enhance our capabilities or deliver faster in the geographies and sectors above

## Progress to date

We have continued to diversify and expand into new geographical and industry areas and have started working with significant new clients including Bayer, Johnson & Johnson, Boeing, Workday and Marriott. As well as organic growth,

we acquired two businesses in the Americas, delivering incremental advisory capability as well as deep technical recruiting expertise while expanding into Canada. We have also made a substantial investment in India, adding superb local capability and capacity with 1,000 new colleagues. This is a fast-growing emerging market where many of our clients are locating themselves; we are now in prime position to take advantage of the Global Capability Centre boom there.

## Priorities for 2024

- Invest in further go-to market transformation
- Add further sales capacity in the Americas
- Create a new sales operations function to ensure that our growth is predictable and repeatable at scale
- Invest in a global inside sales function to accelerate the speed and value of lead conversion

# 2. Talent, not just talent acquisition



## Focus areas

- Advise clients on how to determine their buy, build, borrow, bot strategy by leveraging best-in-class insights
- Develop improved talent retention strategies by enhancing internal mobility and skills assessment followed by re/upskilling
- Support clients to develop their DEI and ESG strategies to deliver the most diverse and engaged workforce

## Progress to date

80% of AMS outsourcing clients already trust AMS to deliver their internal mobility programmes and we have developed and launched our Talent Lab recruit, train, deploy, skilling solution. From this platform we have been working closely with our clients to deliver an integrated skills strategy based on the optimal blend of talent acquisition, skills development, DEI reach and technology.

We have done this by leveraging our strategic partnerships with The Josh Bersin Company, LinkedIn, Holistic AI and many others.

## Priorities for 2024

- Explore how AMS One Market Insights can support our clients' workforce planning efforts, enabling them to see round corners and plan for the skills they need
- Further develop enhanced internal mobility programmes supporting our clients to engage and retain their very best talent
- Focus on the uptake of our skilling propositions to help our clients solve the talent scarcity dilemma, ensuring the sustainability of their workforce
- Continue to deliver the most diverse range of talent to our clients delivering on their diversity agenda, creating equity and inclusivity for all

# 3. Best-in-class tech and data



## Focus areas

- Automate processes through technology (both third party and AMS)
- Develop the AMS One RPO Operating system to enable organisational scalability and responsiveness while delivering quantifiable performance gains to our clients
- Build a leading position in using AI, ML and GenAI in talent technology tools
- Build a market-leading position in talent acquisition technology advisory

## Progress to date

We have launched AMS Verified to the market, a totally unique comparison and collaboration tool to benchmark what good technology solutions look like. We have also launched AMS One to clients as the RPO Operating system for faster, better and fairer talent acquisition. Our first deployments are running and delivering great early signs of

significant productivity gains. We have developed a partnership with Holistic AI to develop our 'Responsible AI' proposition.

## Priorities for 2024

- Create a more holistic data strategy and function to ensure we are delivering the greatest possible 'real-world' insights to our clients
- Continue automation and standardisation of our core processes through technology, both third parties and AMS
- Deploy AMS One for all new client engagements while rolling out the operating system across existing clients
- Solidify AMS Verified as the most authoritative repository and benchmark tool of talent acquisition technology in the market
- Create applicable AI-led use cases in a safe environment for potential client deployment

# Harnessing technology

To compete for talent and skills in an increasingly competitive labour market, businesses must embrace digital technologies to enhance their ability to identify, engage and assess talent, to optimise the hiring process and meet candidate expectations.

Companies that are embracing digital talent technology are seeing a dramatic impact on talent acquisition outcomes and business results.

We enable companies to harness technology and optimise their talent strategies. We use enhanced market intelligence and talent acquisition to help businesses better understand the talent and skills landscape, and address digital skills shortages by training workplace ready candidates and deploying them to our clients.

Our technology strategy team supports organisations through their technology adoption process for talent acquisition, from identifying the right product through to implementation and optimisation. We also help our clients understand their own strategic needs and align this with their digital transformation journey, tying technology to their KPIs. We believe that the key to successful transformation is empowering people to lead their own digital journey.

“

We fundamentally believe that the future will be a combination of tech and touch.

**Jonathan Kestenbaum**  
Managing Director, Technology Strategy and Partners AMS



## Harnessing technology *continued*

### Our solutions

#### AMS Verified

Launched in 2022, our AMS Verified platform provides clients with the most up-to-date data and insights on talent technologies that organisations are using or could consider partnering with, showing comparisons and benefits to support clients with the talent acquisition technology market. Our platform helps Heads of Talent at client companies to understand their options: they receive a rate and rank of all technology providers based on their individual needs, enabling them to assess and select the right tools for their own business need. We believe AMS Verified sets the benchmark for what good looks like across the full talent acquisition technology landscape.



I've played with Verified... This is a service I see McKinsey talent acquisition using consistently.

#### Jacopo Guidi

Talent Insights Lead, McKinsey

#### Hourly by AMS

Hourly provides an intuitive experience for hiring managers and candidates, as well as live data and insights, so they can see where and how to improve the hiring process. Hourly harnesses the power of conversational AI, automation and live data, so organisations can meet their high-volume hiring needs quickly and intelligently. Hourly reduces the administrative burden on recruiters while at the same time dramatically accelerating the hiring process – candidates can go from pre-qualification and schedule an interview from their phone in under three minutes. Hourly helps clients hire in 1.8 days, convert 200% more candidates and save 80% recruitment marketing spend.



With Hourly we are transforming our entire function and raising the bar for what best in class can be.

#### Melissa Chapman

Chief Talent Officer, Signature Aviation

#### AMS One

AMS One is our digital RPO operating system. It's where we do our work and it exists to support AMS in delivering high-performance, high-quality RPO services to our clients, and great experiences for our colleagues and candidates. AMS One makes the hiring processes we deliver **Better, Faster, Fairer**.

With AMS One, we can identify, understand and replicate high performance across all aspects of our service delivery and better scale our services to meet client demand. AMS One introduces AI and automation to reduce time to hire, remove bias and increase compliance. Using AMS One powered advanced analytics, we're able to leverage historical hiring information and external market data to provide insight into skills availability to optimise hiring strategies and enhance our ability to best engage with prospective talent.

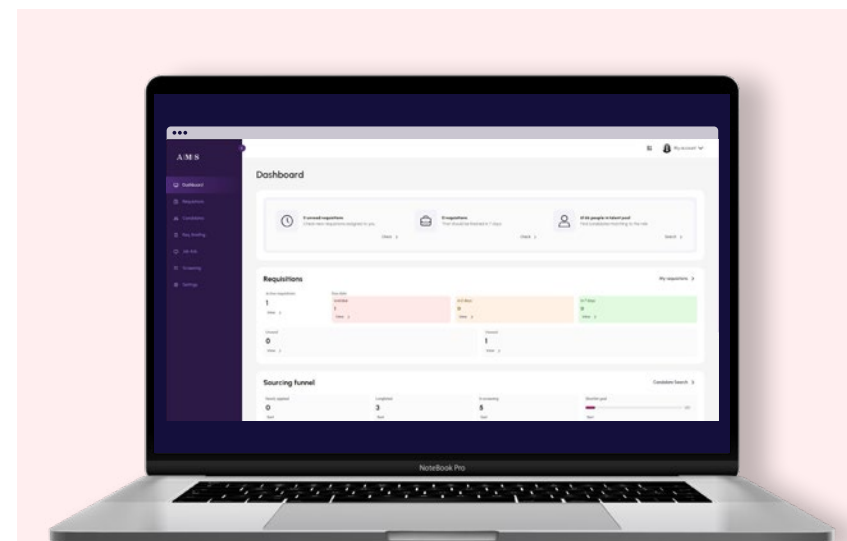
With AMS One as our RPO operating system we're able to future-proof our clients' talent acquisition processes with the ability to quickly plug and play further functionalities to continually harness the evolving capabilities of AI in a compliant manner.



AMS One brings RPO to a new level. This platform lets companies integrate their recruitment with AMS's services in a collaborative way.

#### Josh Bersin

Founder at The Josh Bersin Company



#### AMS One – our RPO operating system

Our unique end-to-end talent acquisition solution enhances our service to clients to deliver a fully digital solution for talent acquisition, enabling agile delivery and streamlining the talent acquisition process.

#### Benefits:

- Provides next generation and real-time insights to clients
- Increases the reach and quality of applicants and shortlists

- Improves the creation of consistent and unbiased shortlists
- Improves the efficiency of people working in the process
- Reduces need for multiple tools and systems
- Greater data security
- Greater visibility of process and data transparency

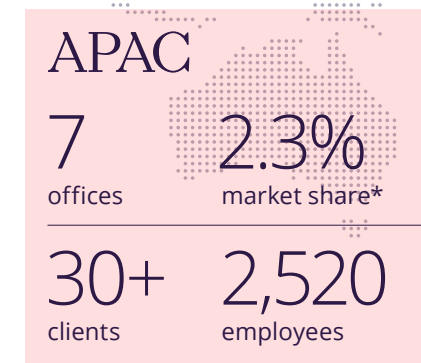
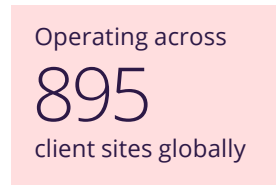
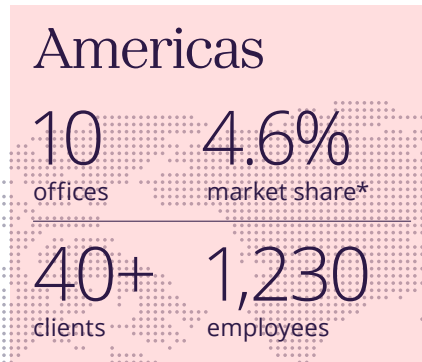


# Growing our regions

One of the most complex challenges our clients face is scaling operations quickly and easily. Scalability is one of our key differentiators: with one of the largest global pure-play RPO workforces and shared service infrastructure in the industry across the Americas, EMEA, UK & Ireland and APAC, we can offer our clients complete flexibility to tap into extra resources when needed.

Our global support teams (●) are organised into local Centres of Excellence, with 27 offices delivering highly specialised, flexible services supporting multiple geographic combinations depending on client requirements.

\*Market share calculated using Everest Group RPO and CWM Market Growth and Projections report, March 2023



Numbers correct as at 1/10/2023

Growing our regions *continued*

# Americas



We are leaders in the American RPO market and we are strategically located across the region – from our Client Success Centres and hubs to client sites.

Our differentiated talent proposition includes an expert advisory team providing value-add in areas such as DEI, employer branding and optimising technology, with a network of experts delivering talent solutions. Additionally, we also partner with our clients on a High Volume RPO proposition powered by our Hourly by AMS technology.

“  
We offer a truly differentiated proposition in the Americas and we will continue to bring the best of technology and people to our clients.

**Nicola Hancock**  
Regional MD, AMS Americas

North America is the largest talent market in the world, so growing our presence there is a strategic priority, with significant investment based on delivering our five-year plan. With growth of c.30% a year over the past two years, the talent acquisition sector has recovered post-Covid despite economic uncertainty, driven by unprecedented talent scarcity and demand for new skills. The North American talent market is fragmented and competitive, and offers us opportunity to expand into new sectors, and build our advisory and tech services.

#### Highlights for 2022 and 2023

- Grew 59% in net fee income in 2022 and growth in headcount by 160%
- Invested in two new Client Success Centres in Toronto and Atlanta, with Atlanta as our Americas HQ
- Ongoing investment in Cleveland and Monterrey and additional hubs in Florida, Georgia, New York, Texas, California and Costa Rica
- Acquired talent transformation consulting firm CnL Advisors, and HirePower, the leading RPO provider in the Canadian market

- Strengthened Americas Leadership team
- Grew client partnerships, extending existing relationships and bringing in new clients across outsourcing and advisory

#### Outlook for 2024

- Continue to invest in people, capabilities and infrastructure
- Raise awareness of and extend tech capabilities, including a technology centre of excellence, to meet increasing demand for tech skills
- Focused on bringing together advisory and outsourcing capabilities to offer a holistic talent solution in a range of industries
- Continue to expedite growth for our CWS offering, our High Volume offering powered by Hourly by AMS, as well as our technology vendor partnerships through our AMS Verified platform

#### Significant clients

Delta Air Lines, Workday, Major US Investment Banks, J&J, Bristol Myers Squibb.

#### Helping Delta rebuild its future

Delta re-emerged from Covid with 20,000 fewer employees, impacting not only its business operations, but also requiring its Talent Acquisition team to rebuild programmes.

Since 2019, we've worked with Delta to lead on 30,000 annual hires across 90 airports and its corporate HQ. Our 250 team members support on RPO, resource augmentation, technical consulting, DEI consulting and branded direct sourcing. We've implemented technology to improve screening and assessment processes, including talent assessments, automated 'stage 1' interview video, a scheduling tool and a new career site displaying contingent opportunities.

Growing our regions *continued*

# EMEA

We have a significant footprint in EMEA, operating on the ground across 31 countries with over 2,500 talent experts. We've grown organically in the region with ISO-certified global client service centres in Belfast, Krakow and Gdansk, and collaboration hubs in the UK, Spain, Germany, Serbia, Croatia and Hungary.

Our service centres provide support to our on-site, client-facing teams with technology automation support, reporting, performance management, recruitment, sourcing, administration, business assurance and training.

Our 20+ years' experience in the region means we understand where best to scale and where to place resources in this highly regulated market, where our advisory services are a key differentiator. We have long-term partnerships with clients spanning the pharmaceutical, industrial energy and FMCG sectors.

## Highlights for 2022 and 2023

- In response to increasing demand across EMEA, in 2022 we opened new AMS offices in Barcelona, Belgrade, Budapest and Zagreb.
- Signed contracts with significant partners including Biopharma in Germany and started working with Novartis

## Outlook for 2024

- Continue to invest in EMEA with more local on-the-ground presence
- Focus on developing practice in France
- Continue to help clients on their journey to becoming digitally enabled

## Significant clients

Equinor, EIB, Thermo Fisher, Novo Nordisk, MSD and Teva.



EMEA is a hugely diverse market, and our local presence and understanding of different cultures and markets has helped clients build a strong presence here.

**Maxine Pillinger**  
Regional MD, AMS EMEA



## Teva – transformational global outsourcing

Our partnership with Teva started in 2017, with a team of five sourcers and administrators supporting delivery of 100 hires across the Benelux. Fast forward to 2023 – our partnership has evolved into a global success story. We expanded our services across EMEA and APAC to cover 3,000 hires annually in 26 languages across 50+ countries and a delivery team of 100+.

In late 2022, we secured and expanded our collaboration to encompass North America supporting 1,600 hires strengthening our team to 130.

Our relationship has shown strong positive business impact with an elevation in CSAT

scores from 3.7/5 to a stellar 4.1/5 ensuring high-quality service for all hiring managers. We are also proud of our uninterrupted retention of key management roles and resources throughout our partnership and a reduction in time to hire from 88 days to an impressive 58 days. We have also worked with them on a global transformation of talent acquisition with the implementation of SuccessFactors, a Global Recruitment Policy, design and roll-out of Global EVP & DEI Diagnostic and the coordination and design of a global graduate recruitment programme.



Growing our regions *continued*

# UK & Ireland

AMS was founded in the UK, and we are proud to be the leading talent acquisition provider in the region today. We pioneered the RPO model in the UK & Ireland and others have followed our innovation across the world. Over 27 years, we have successfully driven growth through our talent acquisition experts, established processes, unmatched expertise in digital innovation and service excellence and we have many longstanding clients.

Client expectations and needs are changing and our service has developed to match that. The macro environment in UK & Ireland drove organisations to recruit at unprecedented levels in 2022, creating the most challenging talent marketplace the region has ever experienced. Whereas clients used to drive cost and time to hire, we are now seeing a more holistic approach, with companies focused on quality of hire and organisational fit, skills-based hiring and an increasing emphasis on DEI.

## Highlights for 2022 and 2023

- Delivered year-on-year growth, while maintaining our service excellence and building our client portfolio
- Increased our headcount to over 2,000, including our people development programmes such as our trainee sourcer and recruiter academies
- Working with new and extended outsourcing clients including Evelyn Partners, Tesco Bank, Deutsche Bank, BT, HSBC and William Hill

## Outlook for 2024

- Opportunity to expand into other markets with existing UK-based clients, both in terms of scope and geography
- Expand our use of technology across our portfolio to increase our own productivity and increase our market differentiation

## Significant clients

BAE Systems, BP, Deloitte, Deutsche Bank, GE, Global Retail & Investment Bank, HSBC, Lloyds Banking Group, Nationwide, NatWest Group, Rolls-Royce and William Hill.



As the leader for all things talent acquisition in the UK & Ireland, we are excited by the technology innovations we are bringing to our clients and the incredible value it is driving.

**Sharon Bagshaw**  
Regional MD, AMS UK & Ireland



## Barclays – a pioneering relationship

We have partnered with Barclays for more than 15 years, originally in the UK, providing permanent resources in the UK Retail banking sector, but quickly expanding our service to 25 countries across the Barclays estate, from entry grade through to VP level.

The breadth of services we offer to Barclays has broadened and now includes Internal Mobility, Redeployment, Early Careers,

Attraction, Market Insights, Apprentice Onboarding, Resource Augmentation, Admin Services and Career Transition Services.

The relationship has always been pioneering – it was the first AMS account to have a dedicated Business Assurance team, an automated Interview Scheduling service, a Help Desk for candidate queries, and Video Job Adverts, to name a few.

We continue to partner in supporting Barclays' diversity objectives in relation to gender and ethnicity. Our collective success has been significant as we collaborate in delivering the needs of the bank and also to create a market-leading experience for candidates in the intensely competitive financial services industry.

Growing our regions *continued*

# APAC

As one of the leading operators in the fast-growing APAC region, we work with enterprises and multi-national clients on RPO and advisory-led services, supporting in-house teams with their talent needs. We have had a local presence in the region since 2006 and have 2,300 experts across Japan, China, India, Hong Kong, Singapore, and Australia. Alongside our advisory-led approach and significant tech practice, this gives us a distinct competitive advantage.

The Indian market is a key focus area with formidable growth, and while we are already one of the largest RPO providers in India, we are increasing our presence there to serve global clients who are expanding in the region with our on-the-ground presence. Growth is being driven by the increase in clients looking to outsource and use RPO for the first time.

## Highlights for 2022 and 2023

- Acquired FlexAbility in India to increase service to global clients
- Significant new business growth, particularly in core areas of banking and financial services, life sciences and tech
- Opened new collaboration hub in Cebu (Philippines) and office in Wuhan (China) to increase access to strong new talent, increase geographic reach and deliver services in close coordination with our established teams

## Outlook for 2024

- Continue to build multi-country RPOs
- Expand footprint in region, particularly in financial services and technology advisory and the high growth Shared Services market in India
- Drive organic growth, particularly in India with new offices planned in Bangalore, Pune and Hyderabad

## Significant clients

Deutsche Bank, Medtronic, Rolls-Royce, Baker Hughes and PwC.



India is the fastest growing market in APAC and is the key to our growth strategy in the region. The talent demographics in India also puts the country on the global map as a net giver of talent.

**Roop Kaistha**  
Regional MD, AMS APAC



## European Bank with multiple business lines in India

We provide sourcing and administration services to the Bank to augment their in-house team for 6,000 hires per annum across India. Our blend of both on- and off-site resources maximise collaboration and scalability. We cover all hiring types up to Vice-President level and provide extensive post-offer management to reduce drop-out risks. To get our partnership up and running, our Implementation team delivered a streamlined process focused on diligence and efficiency, and compressed

a 19-week programme into 10 to meet urgent hiring requirements. We worked with the client to optimise speed of deployment, undertake an extensive data cleanse to ensure systems compliance, removed a backlog of roles, and improved information security. The game-changing results speak for themselves and we have seen a reduction in agency usage from 27% to 5.5%, direct sourcing contribution increase from 33% to 52%, and offer drop-outs reduced from 24% to 12%.

# Growth through acquisitions

We offer our clients a breadth of talent acquisition services and continue to build our presence in our key growth markets.



We've built an amazing business over almost 30 years, but we have a long way still to go. We can change the way organisations acquire their most critical asset.

**David Leigh**  
CEO

Now with a presence in more than 120 countries, we have grown our global footprint substantially over the past few years to meet clients' needs, mainly through organic growth. Recently, we have also extended our capabilities through selected acquisitions to support our growth strategy.

Read more about our growth strategy on page 10

We take time to identify companies that will help us maintain our strong growth momentum and are a good cultural fit. Key criteria include established companies with values that are closely aligned with AMS, a client-centric approach and a track record of delivering outstanding service.

Our acquisition of talent transformation consulting firm CnL Advisors in 2022 bolstered the growth of our advisory capability in the Americas. With the ongoing evolution of workforce expectations, technology innovation and labour challenges, we have seen an incredible rise in demand for talent acquisition and transformation services.

We completed the acquisition of FlexAbility, our longstanding RPO partner in India in 2022. Founded in 2009, FlexAbility is headquartered in Mumbai and has more than 1,000 employees across seven cities in India, an increasingly important talent market for AMS's clients globally. AMS has worked with FlexAbility for more than a decade, providing Indian talent to global clients across a range of sectors. FlexAbility now operates within our AMS global platform.

Read more about our expansion in APAC on page 18

At the end of 2022, we acquired HirePower, a leading Canadian RPO provider. The acquisition gave us on-the-ground capability in Canada and a platform to create a digital and technology sourcing and hiring centre of excellence, supporting our North American and global clients. Also in digital in 2020, we acquired The Up Group, Europe's leading digital executive search, networking and advisory firm, to provide our clients with a broader range of strategic digital leadership resourcing solutions. With all firms increasingly focusing on digital transformation, digital skillsets are now more in demand than ever. Through this acquisition, we can provide more global recruitment solutions for digital and non-digital organisations looking to transform their leadership capability.

The successful integration of all these companies into AMS adds many more colleagues around the world and introduces new services, added capacity, and solutions to our clients. As well as driving client satisfaction, we remain focused on value creation for all our stakeholders.

## Recent acquisitions

**The Up Group**  
Digital executive search,  
Europe, 2020

**FlexAbility**  
RPO, India, 2022

**CnL**  
Talent advisory,  
Americas, 2022

**HirePower**  
RPO, Canada, 2022



We look to accelerate our growth in key areas through acquiring geographic, sector or service line capability.

**David Leigh**  
CEO

# Innovation

Innovation is embedded into how we work. We draw out the very best ideas from within AMS to bring new thinking, market insights and the latest talent acquisition innovations to our clients. We solve today's talent challenges and anticipate tomorrow's big ideas.

**Q&A with Jo-Ann Feely**  
Global MD, Innovation



## Why is innovation important for AMS?

We want to make sure we remain at the forefront of the talent acquisition industry. We are channelling our efforts to get an in-depth insight into what is happening in the market and what's coming next – key trends and the different influences that are going to impact talent acquisition in the short, medium and long term.

## How is AMS innovative?

We have some core services that are huge differentiators. We are predominantly an outsourcing business, with a significant advisory business that sits within innovation. We have the largest talent acquisition technology practice globally. We are a systems integrator for many of the leading talent acquisition platforms out there. And our Early Careers and Campus Outsourcing is an outsourcing model for campus hiring. We do around 29,000 campus hires a year on behalf of our clients.



We are addressing skills deficits and creating sustainable talent pipelines for our clients.

**Jo-Ann Feely**  
Global MD, Innovation

## Do you have an innovation strategy?

Our innovation strategy is built on a roadmap that addresses skills deficits and creates sustainable, diverse talent pipelines on behalf of our clients. It combines the dominant market trends in the talent acquisition market, as well as employment trends and hiring volumes. We document the strategic change drivers that prompt organisations to take action and use that to influence our own products and solutions.

Read more on our markets on page 08

## What are your recent innovations?

In 2022, we launched AMS Verified, a platform that allows global talent acquisition leaders to understand the talent acquisition technology landscape and build virtual technology stacks for talent technology. We have curated IP and content on all the major talent acquisition technologies and provide our expertise on how they operate. We have over 1,000 members in AMS Verified.



AMS Talent Lab is a new service that addresses skills deficits. It is based on a hire-train-deploy model and focuses on a technology skillset. As the hiring landscape changes at a rapid pace, finding untapped talent, who can be trained, supported and nurtured into ever-increasing skills gaps is critical for organisations to succeed. AMS Talent Lab helps our clients fill their skills gap through tailor-made talent creation solutions. Our white-glove service helps our clients find diverse talent from the external market, or the hidden gems already in their organisation and helps reskill them in the in-demand and niche skillsets ready for deployment in your business. We hire for potential, provide intensive customised training and support, and then deploy the talent to our clients, where they ultimately become our clients' employees.

## Our Innovation Board

Co-chaired by Jo-Ann Feely, and Josh Bersin, CEO of The Josh Bersin Company, our Innovation Board focuses on key trends that are shaping talent acquisition. It comprises senior talent leaders from different industries who discuss key trends, identify the disruptions and seek out potential talent innovations for businesses and careers. Using timely data, inputs from market developments and AMS proprietary data, our Innovation Board shares solutions such as our Talent Climate initiative – a series of public webinars for talent leads in some of the world's biggest companies.

# Our approach to sustainability

We recognise our responsibilities to our clients, partners, communities and ourselves to conduct our business with the highest level of diligence, while protecting our people and our planet. Guarding our reputation for reliable, integral, ethical and legally compliant business practices in all countries where we operate is paramount.

**Gordon Bull**  
Group MD, Legal Risk & Compliance



Across AMS, we focus our sustainability activities on six UN Sustainable Development Goals where we believe we can have most impact, and we have made significant progress against each goal.



Our sustainability function oversees our own sustainability programme, as well as helping to meet our clients' evolving needs and expectations. We are progressing our sustainability agenda, including new global environmental initiatives, hitting our DEI targets and award-winning industry achievements, all of which help us make a positive impact on our valued colleagues, clients and the wider community.

**Download our Sustainability Report**

## Our sustainability focus

### People

Our people are at the heart of everything we do, and we recognise what can be achieved through diversity and social value, alongside promoting good health and wellbeing. We operate across multiple geographies and our diversity sets us apart, but we operate as one AMS – so a key part of our sustainability approach is empowering our people with a voice to partner, educate and inspire.

Read more about our approach to our people on page 22

### Planet

We believe that sustainability is at the heart of enabling business success and progressing future careers. We understand that we have a responsibility to minimise our environmental impact, support the communities in which we operate and uphold the highest ethical standards in everything we do.

Read more about our approach to our planet on page 25

## Recent awards



Disability Confident Employer Award



Best place to work for Women



Employer Index, Ranked 39 Employer Award



Outstanding Disability Network of the Year, **Winner**



Outstanding Employee Network, **Highly Commended**



Great place to work, **Certified**



Ministerstwo Rodziny i Polityki Społecznej  
Family Friendly Company, **Winner**

# People

Our workforce is made up of circa 9,000 people, who focus on people. Talent is our world. Our teams work together, collaborating and supporting our clients and each other.

Whether an employee or an AMS client, we want people to succeed. Our vision is to foster our inclusive culture, focused on the individual and their success. Our approach to our people is led by Board-level representation and is a strategic part of how we do business.

[Download our DEI Report](#)

## Highlights



female promotions, making up 74% of all promotions in 2022



of Executive Committee is female



Mean gender pay gap



Median gender pay gap



colleagues joined our global DEI & Citizenship Week celebrations



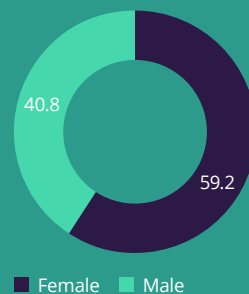
Established Centre of Excellence



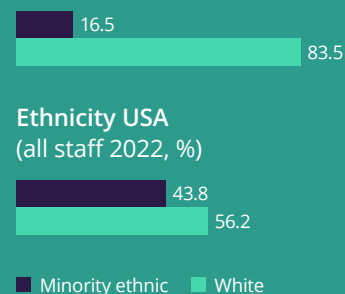
Doubled our ethnicity representation in our global leadership team

## DEI data

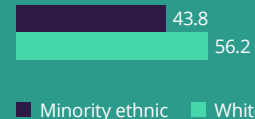
Leadership roles by gender (2022)



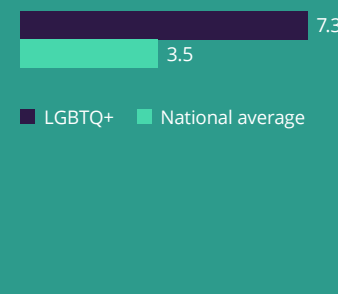
Ethnicity UK&I (all staff 2022, %)



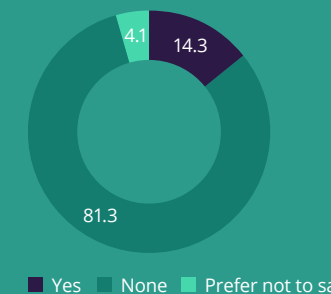
Ethnicity USA (all staff 2022, %)



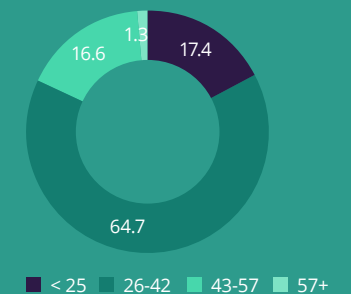
LGBTQ+ representation (UK 2022, %)



Disability status (2022, %)



Workforce by age (all staff 2022, %)





Diversity and inclusion are absolutely woven into the fabric of our organisation.

**Nikki Hall**  
Chief People Officer, AMS

### Diversity, equity and inclusion

We draw on the differences within our workforce to drive innovation and growth, and strive to support the communities we operate in. The past few years during Covid-19 have highlighted unfair situations, and we continue to champion DEI internally and externally in the world, making sure that it is a cornerstone of our business. We're constantly making progress on DEI, but we know that we still have more work to do.

In 2021, AMS produced its first DEI report, and since then we have continued to evolve our DEI approach with new initiatives. Our DEI Centre of Excellence drives our DEI strategy across the business and ensures that DEI is at the heart of our solutions when we go to market. We work hard to remove the barriers that some of our talent have historically faced in their careers, and we see them thrive as a result.

As a global leader in talent acquisition and management, we take seriously our responsibility to promote a culture of inclusivity. Gender pay gap reporting plays an important part in this.

Our Employee Resource Groups (ERGs) support under-represented communities within AMS and help to drive our DEI initiatives forward.

In 2022, we relaunched our eight ERGs with defined missions and goals and since achieved at least a 13% membership growth rate over the year. Our eight ERGs are employee-led communities and a safe space for colleagues to share their unique insights, so we can all learn, educate and celebrate together. In 2022, we were recognised in the Social Mobility Foundation Employer Index and rose to number 39 in 2023. In our global employee engagement survey, leaders demonstrate a visible commitment to diversity – we scored 79 which is 5 points above the external benchmark. Our leaders also value different perspectives and we scored 73 which is 3 points above the external benchmark. We also achieved Disability Confident Employer Status – Level 2 in the UK stigma.

We offer everyone at AMS the opportunity to grow and develop their career, as we build and deliver some of the best talent acquisition professionals in the world. Our network, whether current employees or our alumni, is far-reaching. Several members of our executive team, including our Global Head of Talent Acquisition, started as a sourcer.

**Download our DEI Report**





### Learning and development

Training and development are key for our business and our people. Enabling our teams' personal development, by helping our people to be the best that they can, is critical to our success. We deliver training opportunities throughout AMS, from academies for people who are entry level into our sourcing and recruiting organisations, helping them develop their skills and abilities so that they can move between industries, to programmes to help grow people into leadership roles, and mentoring at all levels of the organisation. In 2023, we made 1,284 employee promotions and colleagues completed 286,337 hours of training, across a range of topics including the Compliance Mandatory Awareness training programme (covering subjects such as preventing fraud, bribery and corruption and information security), and DEI-related training modules.

1,284

employee promotions in 2023

286,337

hours of training completed by our colleagues in 2023

### Wellbeing

We understand that happy, healthy colleagues are far more likely to achieve business success and progress their careers. Throughout the year, we host a range of webinars and events to support good health and wellbeing, including Manager Mental Health Training so our people better understand how to support those who might be struggling with mental health issues. We also encourage our teams to focus on what matters most when it comes to their own health and wellbeing. Our Employee Assistance Programme offers our colleagues help with topics such as health, family and money. All colleagues have access to a paid 'volunteer day' and we have acknowledged in recent years the hard work and commitment by our colleagues with three gifted days of annual leave in December.

We also support volunteering opportunities, social mobility initiatives and frequently engage our people to understand programmes that are most important to them and their local communities, supporting Ukrainian war victims and participating in charitable events around the world.

### Future focus

- Continue to make our workforce more closely representative of the communities in which we operate
- Continue to integrate new colleagues into the business arriving via acquisitions
- Leverage expertise through engaging with ERGs, Advisory Boards, and external partners to seek diverse perspectives
- Cultivate inclusive leaders, through coaching, training and dedicated programmes

### Supporting Ukraine

When the news broke in February 2022 about the Russian invasion of Ukraine, AMS immediately joined the international volunteer movement. Colleagues started a Red Cross fund and volunteered at rest points set up for those travelling from Ukraine, as well as the set up of a local shipping point to coordinate shipments of goods from Europe to Ukrainian cities.

We organised fundraising activities across our EMEA region to support refugees, led by our Krakow and Gdansk offices. Our colleagues also used their volunteer days to facilitate a truck filled with medical supplies for hospitals in Ukraine. In April 2022, AMS Krakow opened the AMS Career Centre to offer Ukrainian refugees support including CV writing and job applications process, along with teenager engagement camps and Polish and English language classes. In October 2022, our team in Gdansk joined the Career Centre's initiative.



# Planet

As a global company, we have a responsibility to hold ourselves accountable for our impact on the environment and the communities in which we operate.

[Download our Sustainability Report](#)



## Highlights



### Environmental initiatives

Engaging with employees on environmental initiatives, including a new environmental colleague community



### Up 2 levels

Continuing our commitment to transparency regarding our environmental impact, and improving our CDP rating to 'Management' status in relation to Climate Change, up two levels compared to 2021



### 183.58 tCO<sub>2</sub>e

gross overall reduction in 2022

### 8.3%

reduction in net total emissions in 2022

## Planet targets



Carbon neutral by

### 2025

and achieve net zero by

### 2050



### 19,000 trees

By the end of 2023, we planted 19,000 trees through our work with client partners, including Plant for the Planet's 'Trillion Tree' campaign

## Carbon emissions by scope (UK, 2022)



### 63%

Scope 1 – Home working



### 1%

Scope 2 – Energy supplied from our leased offices



### 36%

Scope 3 – Business travel and employee commuting

## Planet *continued*

### Our Carbon Reduction Plan

We are working to a global carbon reduction plan and currently report our carbon emissions in the UK. We have made progress towards our goal of being carbon net zero, with an overall reduction of 8.3% in net total emission from 2021.

In 2023, AMS achieved CarbonNeutral® division certification in the UK, in accordance with the CarbonNeutral Protocol, the leading global framework for carbon neutrality.

### Our clients

We are proud to work with and alongside some of the world's leading brands and understand the importance of sustainability for them. Our AMS Sustainability function supports our clients to meet their objectives as well as our own.

### Recent achievements

We have implemented recommendations from Environmental Resources Management, the specialist consultancy, to strengthen and improve our sustainability programme and reporting.

- In environmental management, we have improved our reporting on employee community and

employees working from home. We have committed to work with the Science Based Targets Initiative to set targets and will be developing this over 2024

- For DEI, we are meeting or exceeding our goals and objectives (see our People section on page 22 for more detail)
- We have also improved in climate change risks and opportunities – as evidenced by our improved CDP Climate Change score. In our 2023 Climate Action submission, we again achieved 'Management' level status and are now publicly recognised as showing evidence of managing our environmental impact

### Working with climate partners

Our Plant for the Planet partnership supports the 'Trillion Trees' campaign to rebuild forest ecosystems, mitigating global warming effects and supporting reforestation. In 2022, we planted 7,000 trees and have continued our commitment to support reforestation having planted a total of 19,000 trees in 2023.

We also support local tree-planting initiatives, such as the Philippines' 'Be A Green Hero with Gcash Forest', and in 2022, enabled the planting of 231 trees of more than 20 different native species in protected areas.

We do this through the Gcash app, with digital transactions converted into 'green energy'.

In 2022, we started to work with Climate Impact Partners, an expert in carbon market solutions for climate action. Climate Impact Partners aims to reduce one billion tonnes of CO<sub>2</sub> by 2030 to transform the global economy, improve health and livelihoods and restore a thriving planet.

### Engaging with our colleagues

Our environmental colleague community Employee Resource Groups bring together our teams to discuss environmental impacts and share learnings. We aim to support colleagues in protecting the environment within their own communities. In 2023, all regions that we operate in utilised the volunteer day that we provide to all employees to support activities they are passionate about in their local communities.

### UK electric car scheme

AMS UK colleagues can participate in the Tusker Electric Vehicle programme, a salary sacrifice scheme that enables access to a new, fully customised electric car.



# CFO review

Our business success is driven by three things: the growth of our clients' businesses, the extent of which they transform their operations and their people attrition. Notwithstanding changing market conditions, all three drivers have contributed to our growth in the last two years.

I was delighted to rejoin AMS in 2022. Being the CFO of a business that helps clients with a total talent solution and ultimately contributes to their success is a real privilege. Essentially, we are an outsourcing business. The value that we bring to clients is our expertise, knowledge, capability and innovation, to help them address their talent acquisition, whether in parallel recruitment, contingent labour, consultancy, or augmentation.

The strong recruitment market has been driven by a rapid expansion in client needs as companies have started to aggressively hire post-Covid and are scaling their businesses. After many clients dramatically downsized during Covid, the market has also faced high levels of attrition as people have decided to move jobs.

The experience of the past few years has underwritten our *raison d'être*:

helping our clients to rapidly scale and delivering a total talent solution, harnessing the breadth of our talent capabilities, our expertise and the value that we bring to clients. Over the past few years, we've continued to deliver to our clients a significant increase in volume and headcount. Our talent expertise, scale of services and innovation helps our clients address all their talent acquisition needs, and we have the scalability to flex with our clients' demands; and we've done that in spades

We view net fee income (NFI) as the best representation of the volume of activity for our clients. In 2022, our NFI was £495.43m and increased 45% as our clients invested in growing their businesses.

Following very strong growth in 2022, 2023 was a more challenging year given the global economic slowdown and ongoing unrest in many parts of the world. Our business, however,

demonstrated a good degree of resilience as new clients ramped up activity and broadly offset the reduction in hiring within our installed client base.

We have also been successful in diversifying our geographic spread and continuing to widen the breadth of industries we cover. We have a broader base which we're growing faster than in previous years.

We are positive about the outlook for 2024. Our new clients have expanded our client base and have helped us continue to diversify in terms of sector and geography. As well as continuing to expand how we are deploying technology throughout our business, we remain focused on the growing North American market, and alert to acquisition opportunities that fit with our ambitious global growth strategy.

**Gordon Stuart**  
CFO

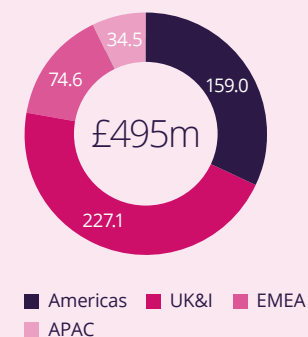


## Highlights

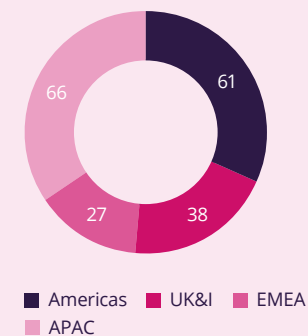
Net Fee Income (NFI)  
(£m)



NFI by region in 2022  
(£m)



NFI growth by region in 2022  
(increase in %)



# Our leadership team

AMS's leadership team are bold, authentic and passionate about driving our success.



**David Leigh**

David is the Chief Executive Officer of AMS. He was previously the CEO of SHL and of Study Group, and his background is in Private Equity, consulting and law.



**Gordon Stuart**

Gordon rejoined AMS as CFO in May 2022, having previously held the role between 2008 and 2011. He is responsible for leading all aspects of the group's global finance activities.



**Nikki Hall**

Nikki has more than 25 years of experience in human resources and talent management and at AMS oversees a strategic talent programme that is integrated with our corporate strategy.



**Matthew Rodger**

Matthew, our Chief Growth & Commercial Officer, has worked in a leadership capacity within the organisation since April 2001, holding a number of different roles ranging from COO APAC to Managing Director Contingent Workforce Solutions.



**Jo-Ann Feely**

With more than 20 years' experience in talent acquisition and management, Jo-Ann leads the Innovation function and our market facing Innovation Board to bring future-forward insights to our clients.



**Jim Sykes**

Jim heads up our Global Operations team which directs all candidate sourcing, administration, contingent workforce solutions, implementation and transformation.



**Gordon Bull**

Gordon joined AMS in January 2021 and leads the Group's legal, compliance and risk functions. He has over 25 years' experience in legal, compliance and risk management.



**Sharon Bagshaw**

Sharon leads our pre-eminent UK & Ireland business. She has more than 30 years' experience in the technology, outsourcing and consulting services sector across a number of industries.



**Nicola Hancock**

Nicola leads our high-growth Americas business with an acute focus on regional expansion and delivering services that meet our clients' strategic objectives.



**Roop Kaistha**

Roop leads the vibrant APAC business and brings with her experience of working across multiple markets. She ensures that we continue to exceed expectations of globally significant clients across Asia.



**Maxine Pillinger**

Maxine leads our pioneering EMEA business. Her focus is on overseeing solution delivery and driving rapid growth in the region.



