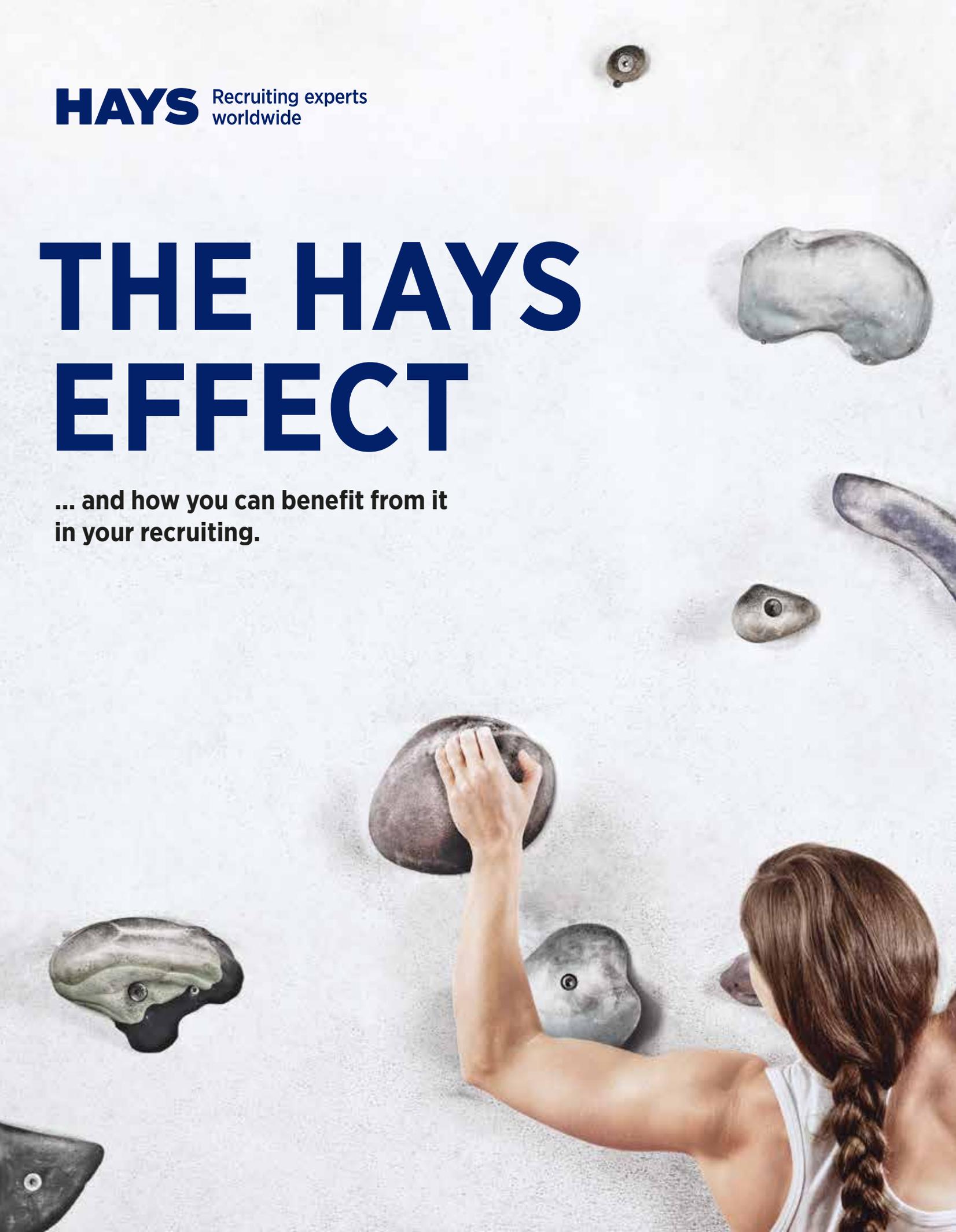


HAYS Recruiting experts
worldwide

THE HAYS EFFECT

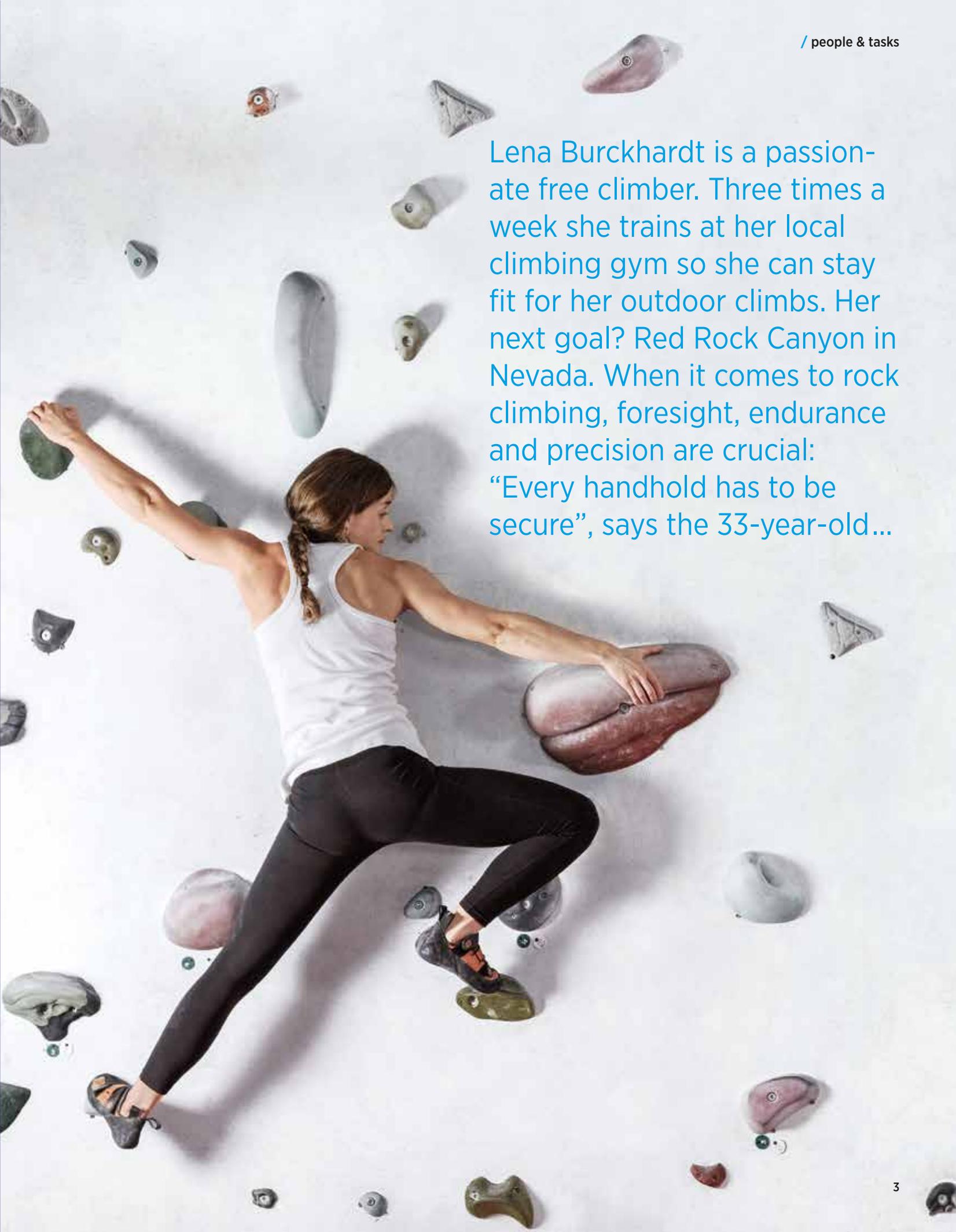
... and how you can benefit from it
in your recruiting.



SO WHAT IS THE HAYS EFFECT?

Having good staff is a prerequisite for your business success.

So get to know us – because the Hays Effect makes all the difference.

A woman with a braid, wearing a white tank top and black leggings, is climbing a white rock wall. She is reaching up with her right arm to grasp a green handhold. Her left hand is on a large, reddish-brown handhold. Her feet are on various other handholds, including a green one and a grey one. The wall is covered with numerous different shaped and colored handholds. The lighting is bright, casting shadows on the wall.

Lena Burckhardt is a passionate free climber. Three times a week she trains at her local climbing gym so she can stay fit for her outdoor climbs. Her next goal? Red Rock Canyon in Nevada. When it comes to rock climbing, foresight, endurance and precision are crucial: “Every handhold has to be secure”, says the 33-year-old...

...Foresight, endurance and precision are also important in her professional life. This PhD biologist is currently leading a research project on epigenetics.



HAYS EFFECT CHECK

- ✓ **Assurance:** The right experts for every position
- ✓ **Security:** Expert advice when it comes to law and compliance

Lena Burckhardt is just one of thousands of highly qualified specialists with whom we collaborate and regularly recruit for exciting projects. Whether it's short-term assignments or a long-term collaboration – Hays always has the right experts. And you'll also profit from our comprehensive services that cover the full spectrum of talent management. We call it the "Hays Effect".

It's all about partnership. The better we understand you, your company and your requirements for potential staff, the easier it is for us to find the right solution for you. This is why we make your challenges our challenges and develop solutions that cover all your personnel staffing needs – working in close collaboration with you. When we're finished, you have a broad palette of single-source solutions, perfectly tailored to suit your needs and requirements.

Security also plays a central role. Thanks to our extensive candidate pool, you can be assured that we will always find you the most appropriate experts – not just for your daily business or to offset peak workloads, but also to take care of your highly specialised tasks. We can also provide you with expert advice and ensure that when you're looking for new staff or closing contracts you always have full legal compliance.

We are forward thinking and give you, as our customer, all the support you need for a successful future. Our employees have extensive experience in all areas of HR and recruitment. At the same time, we actively pursue intensive trends, new models and innovative solutions. And we always keep an eye on current developments and new challenges. By doing so, we – and therefore you – are always on top of the current employment situation.



Do you need additional staff and would like to get to know some of our experts? Then let us know what positions you need to fill and we'll be happy to get in touch with you:
> [hays.de/vacancy](https://www.hays.de/vacancy)

THE ENTIRE RANGE

Are your staffing processes as flexible as they should be? We can offer you tailored recruitment solutions that ensure you always hire just the right specialists.

In trend: Independent experts

Do you need additional support for your project work? With Hays, you will have access to one of the largest pools of freelance specialists on the German-speaking market. Regardless of how complex and highly specialised the task, we will quickly and reliably find you the right candidates. There are no minimum placement terms and we will swiftly find you a replacement should one of our experts suddenly become unavailable.

More than just firefighting: Temporary employment

When you have a short-term need to flexibly augment your core team with qualified external specialists, temp employment is the right solution for you. Within 24 hours of carrying out your needs analysis, we will supply you with feedback from our specialist regional teams. In doing this, we rely on our excellent network of qualified employees, who can expertly provide solutions tailored to your specific needs.

Traditional: Permanent

Do you need to fill a vacancy for a management or technical specialist? Using our broad portfolio, comprehensive network and industry-specific researcher teams, we can quickly and reliably find you the right candidates. You can also be assured that with us, absolute confidentiality and transparency are just as important as well-structured processes.

The strong alternative: Statements of work

Flexible, low risk, easily anticipatable – Statements of work are an attractive solution, particularly in technical areas. With Hays Technology Solutions GmbH, we offer you the services of a company that specialises in statements of work. You just detail to us your project needs and we implement them for you: Our project managers will hire the most suitable specialists and ensure that your project is smoothly implemented

within your required timeframe. This allows you to benefit from our comprehensive candidates pool, from a precise selection of the most appropriate specialists and also be fully assured of legal compliance.

The complete package: Workforce Management

Do you need assistance in planning, scheduling and recruiting new personnel? With Hays Talent Solutions GmbH, we offer you the right solution for your workforce management needs. Not only can we find you external experts, we can also advise you on your resource planning and take care of all your administrative tasks as well. We can even assume responsibility for your HR solutions and optimise all your tasks and processes for recruiting your permanent personnel. With Hays, you always benefit from efficient, transparent and legally compliant processes.

Whatever service you choose, you'll always have complete assurance with us. We are familiar with every detail of labour legislation and provide you with the right advice so that you're never exposed to any legal risks.

Your advantages at a glance

- **Accurate selection of candidates**
- **Comprehensive candidate pool**
- **Industry-specific consulting**
- **Fast response times**
- **Structured processes**
- **Comprehensive service**
- **Reliable legal assurance**

THE FUTURE OF WORK



“We will work in a much more interconnected and integrated way.”

How is our working world changing and what must we do to ensure we can keep up with new developments? Hays directors Dirk Hahn and Christoph Niewerth on taking a networked approach and confidently dealing with uncertainty.

>> How is the world of employment developing for professionals?

Niewerth: Professionals with an in-depth knowledge of a specialist area are, and will remain in the future, very highly sought after. But having a particular level of expertise is just one side of the coin. It is also becoming increasingly more important that individuals link their own expertise with that of experts in other fields. Digitisation is driving this forward and people will need to augment this with good communicative skills. Also, this ensures the markets move at a brisk pace: Whenever knowledge in a particular field becomes outmoded, specialists will need to be able to expand their skills and keep up to date. This requires constant learning, an open attitude and the ability to deal confidently with uncertainty.

>> Digitisation – so how is this going to change how we work?

Niewerth: It's going to accelerate our workplaces and connect them to new models with multiple external partners, who in turn will establish joint networks for creating added value. How quickly we can get enough specialists on board to handle these digital tasks is an exciting question. We can only answer this by taking into account many different social forces.

>> And how are our organisational structures changing?

Hahn: Rigid, line organisations that control everything and have processes that are set in stone are on the way out. Flexible, agile models that enable swift and interconnected action are what is required. This is

what characterises the project economy. In mixed teams, in which all involved departments cooperate closely, innovative approaches are best able to tackle and solve the complex challenges of the digital future.

>> What does this mean for the staffing needs of companies?

Hahn: The different corporate divisions for the most part are still not working hand in hand when it comes to planning for and recruiting personnel. HR departments and individual departments often have different priorities for candidates. For instance, external self-employed workers, who are very common in many companies today, are generally not taken into consideration when recruitment planning takes place. In the future it will be necessary to tackle human resource planning together – with the involvement of all departments and, if necessary, using external partners.

>> What's happening with the recruitment of candidates?

Hahn: As ever, a careful analysis of what recruitment channels provide the best access to the most desired candidates is a must. There are still very big differences in where and how engineers, financial experts and marketing professionals are found. Mobile recruitment will grow stronger. But our experience shows that not everything is covered by mobile and virtual options: Applicants want to speak to a real person as soon as possible during the application process. It's also just as important for companies to offer comprehensive and integrated recruitment solutions.

>> What will the workplace look like in five years?

Niewerth: Much more colourful and less organised. Old career models are being eschewed while at the same time we are moving to working more with projects and less with traditional positions and functions. We will work in a much more interconnected and integrated way and are slowly moving away from the silo mentality, because it blocks the opportunities afforded by a digitally networked world.

HAYS EFFECT CHECK

- ✓ **Partnership:** Developing the best solution – Together
- ✓ **Thinking ahead:** Setting the right course in staffing
- ✓ **Security:** Expert advice when it comes to law and compliance



“Rigid organisations are on the way out.”

Engineering/ Construction & Property

A good foundation

Robots, automation, Internet 4.0 – the industrial sector is characterised by rapid developments and profound change. To ensure that companies can respond appropriately and overcome any challenges they may face, they are dependent on highly qualified personnel who can independently and creatively seek out new solutions while still working in a structured environment. With around 4,000 engineers in deployment every day, we are a leading provider of engineering services, offering both proven specialists and experienced generalists. You benefit from the expertise and experience of our candidates, who will help you to establish new partnerships and value-added networks.

Information Technology

Specialists for any niche

Niche skills and a shortage of specialist personnel – For companies these days it's a real challenge to find the right IT experts. While the tasks within companies are becoming increasingly more complex and require highly specialised know-how, the range of available experts is also becoming increasingly scarcer. This is exactly where we can help: We can find your the right experts for every assignment – regardless of how specialised that may be. Our candidates can quickly get up to speed and can be both swiftly and flexibly deployed in terms of time and location. In addition, we also offer advice on the best type of contract to choose so that your legal compliance is assured.

- Experts for complex tasks
- Flexible deployment options
- Legal advice on the right type of contract

Sales & Marketing

Real-time experts

Social media, mobile devices, real-time interaction – when communicating with customers, these days it's all about rapid responses and a confident appearance. We have the specialists that can make that much needed connection between brand, technology and customers. A maximum of 48 hours after we have carried out your needs analysis, we will present you with the appropriate sales and marketing experts to meet your needs. And we can do this worldwide. You select the appropriate contract model and benefit from the knowledge transfer of specialists in your existing teams.

Legal

Rest assured you've made the right decision

Legal requirements are as different as they are demanding, so it's easy to see that legal practices need highly qualified lawyers with strong legal profiles. Companies are looking for generalists who know how to think like entrepreneurs. On the other hand, they also often need flexible support for certain projects. Thanks to our many years of experience, we have excellent contacts with top lawyers for every field and every assignment. We introduce you to the candidates that exactly fit your profile requirements – and not just professionally, but also in terms of personality and working culture.

- High qualified lawyers with strong profiles
- Generalists with an entrepreneurial flare
- Accurate pre-selection



Finance

Much more than just numbers

Lean processes and new digital business models – Even in the financial sector, networked thinking and IT expertise are in demand. As a part of digitisation, projects often come up that must be dealt with in addition to your normal daily business – and without increasing the head count for your permanent staff. This is just where we can help: We can find you the right financial experts who can competently support you with new tasks and seamlessly handle short-term projects. Those who can think ahead, are open to new ideas and can filter and interpret the information, are the people you need so you can be successful on the market. Thanks to our network of specialists, who also possess proven international experience, our consultants have the market know-how to quickly and reliably find the right solutions for your HR needs.

Life Sciences

Act locally, think globally

Hardly any business sector is so internationally interconnected as the pharma, medical technology and biotech industries. And these global players also require global thinking when it comes to recruitment. We have in-depth knowledge of the industry and its actors and so can always find the most appropriate person to fill any role – particularly when you're looking for specialists with niche expertise. We can also offer you a contract model that best suits your requirements and, using Hays Talent Solutions, a complete package of services covering your every recruitment need.

Retail

Experts in E-commerce and trade

In the Retail industry, the only constant is change. Brands are either disappearing or being consolidated, while at the same time, online trade is booming. Retailers must pursue an omnichannel strategy and ensure that their E-commerce position is the best it can be. To be successful, however, they must also continuously optimise their processes and logistics. We know the industry inside out and have an extensive network of candidates at our disposal. This is why we can find you the right employees – regardless of whether it's for purchasing, E-commerce, search engine marketing or another business area.

- **Recruitment of E-commerce and retail experts**
- **Extensive candidate network**
- **In depth industry knowledge**

Healthcare

Need a doctor? We can help!

The current shortage of doctors isn't just an issue for patients. Even for hospitals and healthcare companies it is becoming increasingly more difficult to find suitably skilled senior physicians and medical professionals. We have extensive knowledge of the medical market, keep abreast of all current developments and have close contacts with specialists across the various medical disciplines. We can provide you with swift and reliable help and support, regardless of whether you need short-term personnel or are looking to fill a long-term vacancy. And if you have questions that go over and above your recruitment needs, we will always be happy to provide you with competent and professional advice.



Looking for specialists? Here you can find information about industries and business sectors in which we recruit the most qualified experts:
> hays.de/specialists

HAYS AT A GLANCE

10,000 employees, 250 branches in 33 countries and more than 310,000 experts placed in exciting roles – Hays is the world leader in specialist recruitment.

But we also know that size isn't everything. This is why we attach great importance to providing a personalised service and individual solutions. With us, you always have an appropriate point of contact that knows your company, your market and your requirements. Working together with you, we will always find the right solution for your problems and needs.

You can find more facts and figures at www.hays.de/facts



Hays in the D-A-CH region*

Well connected, well advised



Our customers – some examples

More than 3,000 companies rely on Hays



* Version: January 2018

** Since the founding of Hays in the D-A-CH region.

This is the Hays Effect:

PARTNERSHIP

We find the best solution – together with you

ASSURANCE

We can find the right expert for every assignment and ensure you always have full legal compliance

FORWARD THINKING

We think outside the box and support you in setting your course for the future



Want to find out more?
Here you can find more information
and practical examples of how you
can benefit from the Hays Effect:
> [hays.de/benefits](https://www.hays.de/benefits)

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