

OUR BUSINESS MODEL

Why we exist

Our purpose is 'bringing skilled people together to build the future'.

Our resources

- **Our people**
Our people are the key differentiator in our ability to deliver outstanding customer service.
[Read more on page 54](#)
- **Platform dynamics**
We benefit from economies of scale across our entire value chain. Our technology and innovation enable us to build best practice once and scale it multiple times.
[Read more on page 46](#)
- **Global presence**
We have market-leading positions in core STEM regions with the highest growth opportunity: the USA, Germany, the Netherlands, UK and Japan.
[Read more on page 50](#)
- **STEM talent pipeline**
Supported by market-leading sourcing techniques, we are experts in nurturing our existing candidates, identifying new candidate pools and developing candidate communities across our chosen markets.
[Read more on page 42](#)
- **Market intelligence**
We are well equipped with advanced data analytics tools to identify new candidate pools, respond to emerging employment trends and take advantage of new market opportunities.
[Read more on page 48](#)

What we do

We source and place STEM talent across four major sectors: Life Sciences, Technology, Engineering, and Banking & Finance.

How we operate



We select the best STEM markets

- Rapid growth markets where technological change is at full speed with demand outstripping supply.
- A focus on sectors with a high demand for Contract roles.
- These markets have a Permanent opportunity to complement the Contract service.

We build candidate communities

We source high volume and specialist STEM roles via:

- Innovative digital marketing and targeting techniques.
- Specialist consultants.
- Career development opportunities including industry events, networking and Thought Leadership.
- Multi-channel campaigns.

We serve our clients

- Develop direct relationships with clients, candidates, and business partners.
- Localised and flexible approach considering client preferences and complex regulatory landscapes across all regions.

We earn fees mainly on a recurring basis

Percentage of Group net fees:

- 76% are contract fees, earned on an ongoing basis for the duration of the contract, with the Group paying contractors and retaining a portion of the amount charged as a service fee.
- 24% are permanent fees, charged as a percentage of the candidate's salary when a candidate is placed with a client.
- Our weighting towards Contract allows for a predictable, stable revenue stream that is likely to continue in the future.

We innovate for an outstanding customer experience

- Leveraging technology to streamline operations, improve customer experience, and build a diverse portfolio of services.

We have clear and efficient allocation of capital to fund business growth

- We maintain a strong financial position whilst creating capacity for value-enhancing investment opportunities.
- We apply laser focus on the execution of all capital choices. Funds are invested in selective programmes expected to deliver high returns over time.

Our operating principles

Build trust

Care then act

Be clear then aim high

Creating value for our stakeholders

and supporting the ethos of the United Nations Sustainable Development Goals.

Candidate communities

Offering candidates purposeful, sustainable careers where we nurture their development and build skills for the future.

14,000

candidates placed during the year



Clients

Sourcing diverse talent for our clients and closing the significant skills gap in key markets around the world.

>9,000

clients around the world

52

net promoter score



People

In 2020, we employed over 2,600 colleagues in 15 countries across 45 offices. We provide purposeful employment to our colleagues and are committed to developing diverse talent within our business.

5%

operating profit invested in people development



Shareholders

We are committed to delivering long-term value to our shareholders and maintaining a sustainable dividend.

14.2p
EPS

Communities

We add value to communities through facilitating decent, sustainable work. We utilise our intellectual capital to empower people to overcome the barriers to employment and build pathways into STEM careers.

671

people access career support programmes

318

people access STEM initiatives via the SThree Foundation

[Read more on pages 60 to 63](#)



Environment

We source the talent needed to build a future fuelled by clean energy, partnering with clients on a number of decarbonisation projects. We are also committed to reducing our own carbon footprint and our aim is to reduce our absolute emissions by 20% by 2024.

-56%

reduction in CO₂ emissions



[Read more about our ESG commitments and how we support the United Nations Sustainable Development Goals on pages 60 to 63](#)