

ANNUAL REPORT 2015





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[FORWARD-LOOKING STATEMENT](#)

This annual report contains certain forward-looking statements regarding the financial situation and results of USG People N.V., as well as a number of associated plans and objectives. Forward-looking statements by their nature can provide no guarantee for the future. As a result of various factors actual results may differ from current expectations. These factors may include changes in tax rates, mergers and acquisitions, economic developments and changes in labour legislation. The forward-looking statements in this annual report are current at the time the report was adopted and provide no guarantees for the future. The annual report is available in Dutch and English. In the event of ambiguities, the Dutch text shall prevail.

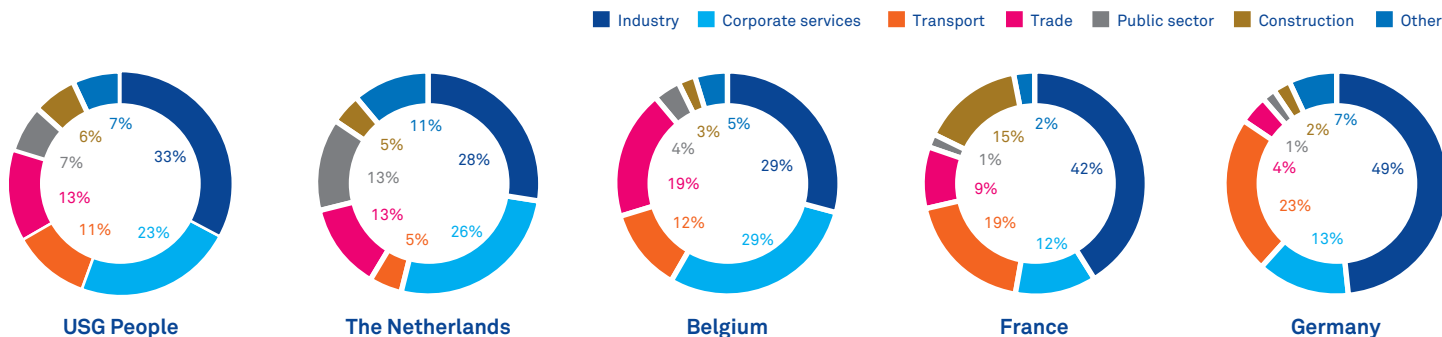
DEVELOPMENTS FOR OUR CLIENTS

CLIENT RELATIONSHIPS

Good relationships with our clients are the lifeline of our organisation. Having a strong relationship is now more important than ever in order to be able to operate successfully in the current market. USG People has a large client base, having built a strong foundation with many trusted long-term professional relationships over the years. Each and every day we serve around 1,500 clients in virtually every sector in four countries. In 2015 the use of flexible staffing solutions continued to grow. This growth is in keeping with the fragile economic recovery and is increasingly driven by the development of added value to our services. We have continued to develop our services throughout the years, with an acceleration in the crisis years, and have evolved from an ‘expert for hire’ to a ‘trusted advisor’ for many of our clients. As an HR adviser we play a crucial role in our clients’ growth and earnings. In this role we are constantly looking to forge the right relationship with clients to work together to increase the added value of our services. This often starts by asking the right questions and listening to the deeper needs of clients. It also means focusing on

clients and their overriding corporate objectives and a shift from merely providing a service to finding a solution.

Our services span virtually the full scope of the job market and our client network is spread out across a large number of sectors. Having an effective spread of clients and sectors is important to be able to provide candidates with an attractive spectrum of jobs and to mitigate the impact of cyclical movements in certain sectors. Our network has the widest spread in the Netherlands and Belgium, where we can also offer our services to the public sector. The level of penetration of flexible employment in the French and German public sector is virtually zero. The industrial sector is the largest sector at group level, accounting for 33% of total revenue, followed by the corporate services sector (23%) and the transport sector (11%). In 2015 our services grew the most in the trade, corporate services and industrial sectors. Growth was the strongest among clients in the food industry.



CLIENT SATISFACTION

We monitor the satisfaction of our clients on a regular basis. The most recent surveys held by the star brands revealed that our clients generally value the services these brands provide. The professionalism of our employees, the quality of our intermediaries and the proactiveness in dealing with requests were highly appreciated, as was the contact and communications with our contacts at the star brands. We also scored well on our accessibility, availability and our ability to deliver on our promises. The NPS (Net Promoter Score) can be consulted real-time by the staff at the branches, sales managers and management. The results of clients and candidates are discussed in work meetings.

Our focus on developing the relationship with our clients through our client-for-life strategy resulted in a higher NPS from our clients in 2015. This score measures client satisfaction based on the extent to which they proactively recommend us to others as an HR services provider. In 2015 we still used different systems to measure client satisfaction at star brands, so there is no uniform score available for USG People as a whole.

In general the outcome of the client satisfaction surveys improved. At Start People in the Netherlands – the largest star brand within the group in terms of size – the number of promoters rose to 29% in 2015 from 17% in 2014. By introducing the NPS method we aim to measure the development of an NPS score for the entire group in 2016.

JOB MARKET FITNESS OF OUR CLIENTS

In the coming years millions of people will be faced with the question of how they can continue to be relevant on the job market. This is a question that also applies for our clients. The better they prepare themselves now, the more chance there is that an organisation will not only be able to weather the major changes in the job market, but will also be able to translate them into opportunities. We help organisations translate sustainable deployability into a clear strategy, transparent policy and effective measures. We do this in a way that is focused on individual employees, both in the interest of the employees and the organisation itself.

We are increasingly able to work with our clients preventatively in the field of deployability. And in the event of forced redundancy, for example as the result of long-term illness or a restructuring, we help both organisations and employees who are moving from one job to another.

We continue to find creative ways to meet the needs of our clients in conjunction with trends and developments in the job market. In doing so we continue to set ourselves apart and build close partnerships and clients for life.