

2013 *Business Outcomes* Study Report

Talent measurement driving business results



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Foreword

Keeping ahead of competitors and delivering shareholder return has always been tough, but today's turbulent global markets are making it tougher. To thrive – or even, sometimes, to survive – businesses must continually find more inventive ways to boost sales, while minimising any growth in underlying costs.

According to CEB's executive guidance report (see pages 12 to 16), global executives believe the key to delivering profitable growth is a 20% increase in staff productivity, even above current levels. Yet 80% of employees say that their workloads have already increased in the past three years and 55% say that they can no longer handle the resulting levels of stress.

Organisations are starting to realise that the answer is not to pile on yet more pressure, but to employ and nurture those most likely to succeed. Having a clear understanding of their people's relative strengths, deficiencies and potential – whether they are candidates or current employees – allows them to target development and succession plans more effectively.

There could be significant rewards for organisations prepared, now, to make objective and business-relevant measurement part of their talent management strategies. SHL's recent Global Assessment Trends Report showed that less than a quarter of HR professionals currently have an understanding of their workforce potential and less than half use objective data to make workforce decisions.

In this, our seventh annual Business Outcomes Report, we show how SHL customers, every day, are achieving increased productivity and profitable growth through careful talent measurement. For example:

- £46 million more annual sales for an electronics retailer
- £14 million a year saved by increased productivity at a telecom company
- Financial services staff who are up to six times as likely to be top performers
- Car manufacturer's team leaders who are twice as likely to innovate

The 12 headline findings and the supporting tables in these pages represent 295 studies completed with customers since 2007, of which 55 were completed in the past year. In each case we have been able to show a direct correlation of the use of talent measurement with greater operational efficiency or quality, higher revenues, lower costs, or more effective leadership.

Together these outcomes span a wide range of businesses, including financial service providers, technology retailers, hospitality and media companies. They also cover many different job types, from engineering to customer service, sales and management roles.

SHL is helping these organisations and many others achieve the productivity improvements necessary for sustained profitable growth.

To find out more [visit shl.com](http://shl.com).

Do you have a better understanding of your people than your competitor? Your profitable growth could depend on it.



The SHL Business Outcomes Study Report shows how customers are using talent measurement to achieve increased productivity and

profitable growth

Study methodology

Consistent with our Customer First engagement model, SHL conducts research studies with its customers to evaluate the link between real-world outcomes and a wide variety of hiring and placement decisions.

These business outcome studies are designed to demonstrate the value of talent measurement solutions against metrics specific to the goals of each client organisation. In each case SHL works closely with the customer's business leaders to identify the key desired business outcomes. Typically these would include outcomes such as increased sales, reduced customer agent call times, lower costs or reduced employee turnover.

Sophisticated research strategies and data analyses are then used to quantify the extent to which these outcomes are influenced by the use of SHL solutions.

To ensure the reliability of the findings, SHL adheres to rigorous scientific guidelines. These include:

- Employees must have been in the role long enough to provide a reliable measure of their performance, beyond the initial onboarding or training period.
- Reliable performance metrics must be available and these must be influenced by an individual's behaviour on the job. Metrics can include individual sales figures, goal attainment, revenue growth and other standardised productivity and/or efficiency measures.
- Multiple measures of performance data must be available for each employee. SHL's occupational psychologists conduct these studies, based on rigorous professional and scientific guidelines, to determine the true link between assessment results and on-the-job performance.

Over the past year, 55 business outcome studies were conducted for clients across multiple industries. Extracts from these reports are included in this 2013 Business Outcomes Study Report.

The summary results from this year's studies are as follows:

- 87% had a favourable or very favourable outcome. This means that the assessment solution had a strong and measurable impact on most or all of the firm's performance metrics.
- None of the studies resulted in an unfavourable outcome. Outcomes in the remaining 13% lacked sufficient data to be conclusive.

These business outcome studies are designed to demonstrate the value of talent measurement solutions against metrics specific to the goals of each client organisation.



Headline findings

Finding 1

Retail salespeople achieve 19% more sales per month and a potential extra £46 million annually

At an electronics retailer, sales associates who earned high assessment scores averaged 19% more in monthly sales, equivalent to an extra £7,900 per associate. They were also 37% more likely to meet service plan sales goals. Applied across the entire organisation, this difference translates to over £46 million in increased sales per year.



Finding 2

Increased productivity from service agents saves over £14 million a year

At a telecommunications provider, customer service agents earning high assessment scores handled calls 9% faster, were 74% more likely to meet customer service rating goals and 46% more likely to be rated top performers overall. Across the entire workforce, the increased productivity associated with lower average handle time translates into a cost reduction of over £14 million annually.



Finding 3

Financial services staff up to six times as likely to be top performers

Finance employees at a South African investment management company who scored highly on verbal and numerical reasoning were six times as likely to be rated as top performers. Administration employees at the firm who scored highly on data interpretation and customer service agents who scored highly on verbal comprehension were twice as likely to be rated as top performers.



Finding 4

Law graduates three times as likely to be rated above average for legal ability

At a UK law firm, graduate candidates who scored well in ability assessments and group exercises were three times as likely to be rated above average on legal ability and four times as likely on organisational skills by their managers.

Law graduates



as likely to be
rated above average

Finding 5

Telecom sales associates achieve over £1 million more sales per year

High-scoring retail sales associates at a US telecommunications company generated 11% more accessories revenue, 12% more contract renewals, 14% more upgrades, and had 34% fewer deactivations. Across the workforce, the additional accessory sales alone translate to over £1 million annually.

Telecom sales associates achieve



more sales per year

Finding 6

Car manufacturer's team leaders are four times as likely to lead teams with low error rates, twice as likely to innovate

At an Italian car manufacturer, team leaders who scored well on technical orientation and quality orientation were four times as likely to lead teams with low error rates. Team leaders who scored highly on technical orientation were also twice as likely to make innovation and change proposals to the board.

Team leaders



as likely to lead
teams with low errors

Finding 7

Medical assistants at healthcare provider 86% more likely to be high performers

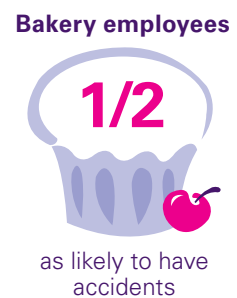
At a healthcare provider, medical assistants who earned high scores on the assessment were 50% more likely to achieve high patient care ratings, 67% more likely to achieve high productivity ratings, and 86% more likely to be evaluated as top performers overall.



Finding 8

Bakery firm identifies low-risk employees who are half as likely to have accidents

Employees of a UK bakery firm who were identified as low risk based on a dependability and safety assessment had around half as many 'personal fault' accidents as those identified as very high risk. It is estimated that screening out high risk employees would have prevented 12 accidents, at an employer cost of at least £44,000 according to UK HSE¹ estimates.



Finding 9

Financial advisors more than twice as likely to be top performers

Customer advisors at a financial organisation who scored highly on a persistence assessment were more than twice as likely to be rated by managers as top performers and twice as likely to be rated as good at coping with and adapting to change.



1. Financial cost to employer per reportable injury from Health and Safety Executive: Costs to Britain of workplace injuries and work-related ill health: 2010/11 update, Table 11. Acquired from <http://www.hse.gov.uk/statistics/pdf/cost-to-britain.pdf>

Finding 10

Customer service agents 38% less likely to leave during training, saving potential £1 million a year

Customer service agents in the US financial services industry who earned high assessment scores were 31% more likely to achieve customer satisfaction goals, 26% more likely to meet performance targets, and 38% less likely to leave during training. Across the workforce, the reduced employee turnover alone has a financial impact of £1 million per year.



Finding 11

Court legal specialists over twice as likely to be effective and only one-third as likely to have to re-do work

High-scoring legal specialists at a county court were over two and a half times as likely to be rated as effective at reviewing and explaining court documents and procedures, less than one-third as likely to have to re-do work due to mistakes, and over twice as likely to be identified as top performers overall.

Legal specialists



Finding 12

Financial services agents generate 7% more leads and achieve 9% shorter call times

At a financial services provider, customer service agents who earned high assessment scores achieved 9% shorter call times, generated 7% more leads, and were 92% more likely to be rated top performers.

Financial services agents



Business outcome tables

Since 2007, SHL has documented 295 business outcomes. With experience in assessing most jobs across most industries, we are able to demonstrate the value of talent measurement across a range of different business outcomes identified as most important to our customers. The tables below provides a sample of the results that have been achieved.

Reducing costs

Outcome	Job	ICB industry classification	SHL solution	Year of report
38% lower turnover during training	Call centre agents	Financials	Volume Recruitment	2013
Over 2.5 times as likely to be effective and one-third as likely to have to re-do work	Legal support representatives	Local government	Volume Recruitment	2013
Less than half as likely to leave	Technical support representatives	Telecommunications	Volume Recruitment	2013
£800K saved from reduced employee turnover	Call centre agents	Industrials	Volume Recruitment	2012
£2M saved from reduced employee turnover, unscheduled leave and non-starters	Sales and front line	Financials	Managerial & Professional Hire	2012
31% more revenue and 41% greater productivity per person per month	Call centre agents	Industrials	Volume Recruitment	2012
21% more likely to meet goals, 26% less likely to leave	Call centre agents	Telecommunications	Volume Recruitment	2012
43% less likely to leave in first 3 months	Call centre agents	Healthcare	Volume Recruitment	2012
Twice as likely to meet sales goals and 43% less likely to leave in first year	B2B sales agents	Telecommunications	Managerial & Professional Hire	2012
£7.3M savings against draw	Sales associates	Consumer goods	Volume Recruitment	2011
18% decrease in turnover	Call centre agents	Telecommunications	Volume Recruitment	2011
46% reduction in turnover	Telenurses	Healthcare	Managerial & Professional Hire	2010
£1.2M saved from reduction in repeat service calls	Broadband technicians	Consumer services	Volume Recruitment	2009
23% reduction in turnover	Call centre agents	Industrials	Volume Recruitment	2009
83% reduction in turnover	Reservation agents	Consumer services	Volume Recruitment	2009
31% reduction in turnover	Call centre agents	Financials	Volume Recruitment	2008
£48M in reduced shrinkage	Store employees	Consumer goods	Volume Recruitment	2007
50% reduction in turnover	Production workers	Consumer services	Volume Recruitment	2007
63% reduction in turnover	Call centre agents	Telecommunications	Volume Recruitment	2007

Increasing revenue

Outcome	Job	ICB industry classification	SHL solution	Year of report
Generate 7% more leads	Customer service representatives	Financials	Volume Recruitment	2013
16% higher sales per hour	Customer service agents	Financials	Volume Recruitment	2013
15% higher monthly sales	Sales representatives	Telecommunications	Managerial & Professional Hire	2013
13% higher monthly sales	Customer service agents	Telecommunications	Volume Recruitment	2013
7.9K higher monthly sales	Retail sales associates	Consumer goods	Volume Recruitment	2013
8% higher sales revenue	Retail sales associates	Telecommunications	Volume Recruitment	2013
11% higher accessories revenue	Retail sales associates	Telecommunications	Volume Recruitment	2013
£2.5M in additional earnings	Sales representatives	Consumer services	Volume Recruitment	2012
21% more sales in first three months	Customer service agents	Consumer services	Volume Recruitment	2012
Stores quadruple sales revenue	Store managers	Consumer goods	Managerial & Professional Hire	2012
22% additional policy sales	Insurance agents	Financials	Managerial & Professional Hire	2012
624K in additional car sales per person annually	Sales representatives	Consumer goods	Managerial & Professional Hire	2012
Average 123% higher monthly productivity	Insurance sales representatives	Financials	Managerial & Professional Hire	2012
95% higher sales production	Insurance sales representatives	Financials	Managerial & Professional Hire	2012
£3.1K per year per employee generated from increased productivity	Cable installers	Consumer services	Volume Recruitment	2012
£95K in sales per store	Front-line managers	Consumer goods	Managerial & Professional Hire	2011
£808K in additional sales	Contact centre agents	Consumer services	Volume Recruitment	2011
150% increase in policy sales	Sales representatives	Financials	Managerial & Professional Hire	2011
15% greater store sales	Store managers	Consumer goods	Managerial & Professional Hire	2011
£74.5M in additional overall sales	Sales associates	Consumer services	Volume Recruitment	2010
£106M in additional collections revenue	Collections agents	Financials	Volume Recruitment	2010
£34M retained by Save Team	Customer retention agents	Consumer services	Volume Recruitment	2010
£26M in additional overall sales	Account managers	Technology	Managerial & Professional Hire	2009
£168K per salesperson in additional sales	Sales associates	Consumer goods	Volume Recruitment	2008
107% more likely to convert sales calls	Outbound sales associates	Industrials	Volume Recruitment	2008
44% increase in collecting outstanding debt	Collections agents	Financials	Volume Recruitment	2008
£621/day increase in sales per agent	Reservation agents	Consumer services	Volume Recruitment	2007
£11K additional revenue annually per agent	Outbound sales agents	Consumer services	Volume Recruitment	2007

Driving leadership effectiveness

Outcome	Job	ICB industry classification	SHL solution	Year of report
Four times as likely to lead teams with low error rates, twice as likely to innovate	Team leaders	Consumer goods	Managerial & Professional Hire	2013
Managed stores that had 35% lower employee turnover rates	Retail store managers	Telecommunications	Managerial & Professional Hire	2013
Managed stores that had 6% higher sales-to-target	Retail store managers	Telecommunications	Managerial & Professional Hire	2013
Twice as likely to be high performers	Team leaders	Consumer goods	Managerial & Professional Hire	2012
Twice as likely to be top performers and 56% more likely to provide outstanding customer service	Restaurant managers	Consumer services	Managerial & Professional Hire	2012
Teams have 18% lower chance of on-the-job accidents	Team leaders	Technology	Managerial & Professional Hire	2012
Three times as likely to have satisfactory attendance	Team leaders	Consumer goods	Managerial & Professional Hire	2012
53% higher likelihood to excel and be ready for promotion	Front-line managers	Industrials	Managerial & Professional Hire	2011
Three times as likely to be top performers in sales, growth, and profit	Store managers	Consumer goods	Managerial & Professional Hire	2011
57% more likely to be promoted	Branch managers	Financials	Managerial & Professional Hire	2009
8% higher sales and profit	Territory managers	Consumer services	Managerial & Professional Hire	2009
59% higher employee engagement	Branch managers	Financials	Managerial & Professional Hire	2009
30% more likely to be promoted	Senior management	Healthcare	Managerial & Professional Hire	2007



Improving efficiency and quality

Outcome	Job	ICB industry classification	SHL solution	Year of report
9% lower average handle time	Customer service agents	Telecommunications	Volume Recruitment	2013
74% more likely to meet customer service goals	Customer service agents	Telecommunications	Volume Recruitment	2013
86% more likely to be top performers	Medical assistants	Healthcare	Volume Recruitment	2013
92% more likely to be top performers	Customer service representatives	Financials	Volume Recruitment	2013
Six times as likely to be rated as top performers	Finance employees	Financials	Volume Recruitment	2013
17% lower average call handle time	Customer service agents	Financials	Volume Recruitment	2013
31% more likely to meet customer satisfaction goals	Customer service agents	Financials	Volume Recruitment	2013
18% fewer transactional errors	Bank tellers	Financials	Volume Recruitment	2013
45% more likely to meet quality goals	Customer service agents	Telecommunications	Volume Recruitment	2013
21% more likely to meet average handle time goals	Technical support representatives	Telecommunications	Volume Recruitment	2013
91% more likely to achieve top customer satisfaction ratings	Technical support representatives	Telecommunications	Volume Recruitment	2013
28% more likely to achieve first call resolution goals	Technical support representatives	Telecommunications	Volume Recruitment	2013
36% more likely to meet accuracy goals	Claims processors	Financials	Volume Recruitment	2013
19% more likely to pass licensing exam on first attempt	Call centre agents	Financials	Volume Recruitment	2013
Three times as likely to be rated above average for legal ability	Graduates	Consumer services	Volume Recruitment	2013
Around half as likely to have accidents	Manufacturing staff	Consumer goods	Volume Recruitment	2013
More than twice as likely to be top performers	Call centre agents	Financials	Volume Recruitment	2013
More than twice as likely to be top performers	Call centre agents	Healthcare	Managerial & Professional Hire	2012
Handle calls 11% faster	Call centre agents	Consumer services	Volume Recruitment	2012
88% more likely to demonstrate above average productivity	Call centre agents	Financials	Volume Recruitment	2012
96% more likely to be rated top performers	Cable installers	Consumer services	Volume Recruitment	2012
69% more likely to perform above expectations	Cable installers	Consumer services	Volume Recruitment	2012
10% higher issue resolved rates	Call centre agents	Telecommunications	Volume Recruitment	2012
60% more likely to be highly effective	Sales agents	Financials	Volume Recruitment	2012
66% more likely to be high performers	Customer service agents	Consumer services	Volume Recruitment	2012
Twice as likely to achieve top performance scores	Customer service agents	Financials	Volume Recruitment	2012
Twice as likely to provide correct service on first attempt	Engineers	Industrials	Volume Recruitment	2012
34% more likely to be rated as probable or definite re-hires	Health professionals	Healthcare	Managerial & Professional Hire	2012
Signed up 18% more clients	Accountants	Financials	Managerial & Professional Hire	2012
92% more likely to be effective performers	Production operatives	Basic materials	Volume Recruitment	2012

Improving efficiency and quality (continued)

Outcome	Job	ICB industry classification	SHL solution	Year of report
Twice as likely to pass certification exam on first attempt	Financial advisors	Financials	Managerial & Professional Hire	2012
85% more likely to receive top customer service ratings	Contact centre agents	Financials	Volume Recruitment	2012
14% increase in call handling volume	Call centre agents	Consumer services	Volume Recruitment	2011
10% faster call completion, 17% fewer errors	Call centre agents	Healthcare	Volume Recruitment	2011
Twice as likely to be evaluated as superior performers	Off-site employees	Financials	Volume Recruitment	2011
34% more likely to meet quality goals	Call centre agents	Healthcare	Volume Recruitment	2010
\$4M realised from improved work efficiency	Logistics	Consumer services	Volume Recruitment	2009
18 additional days of productivity per employee annually	At-home agents	Industrials	Volume Recruitment	2009
35% reduction in average handle time	Call centre agents	Industrials	Volume Recruitment	2009
18% more effective and 29% more likely to hire again	Claims adjusters	Financials	Volume Recruitment	2008
43% more likely to pass Series 6 exam	Insurance agents	Financials	Managerial & Professional Hire	2008
8% more calls completed	Call centre agents	Telecommunications	Volume Recruitment	2008
40 second reduction in average handle time	Call centre agents	Telecommunications	Volume Recruitment	2007



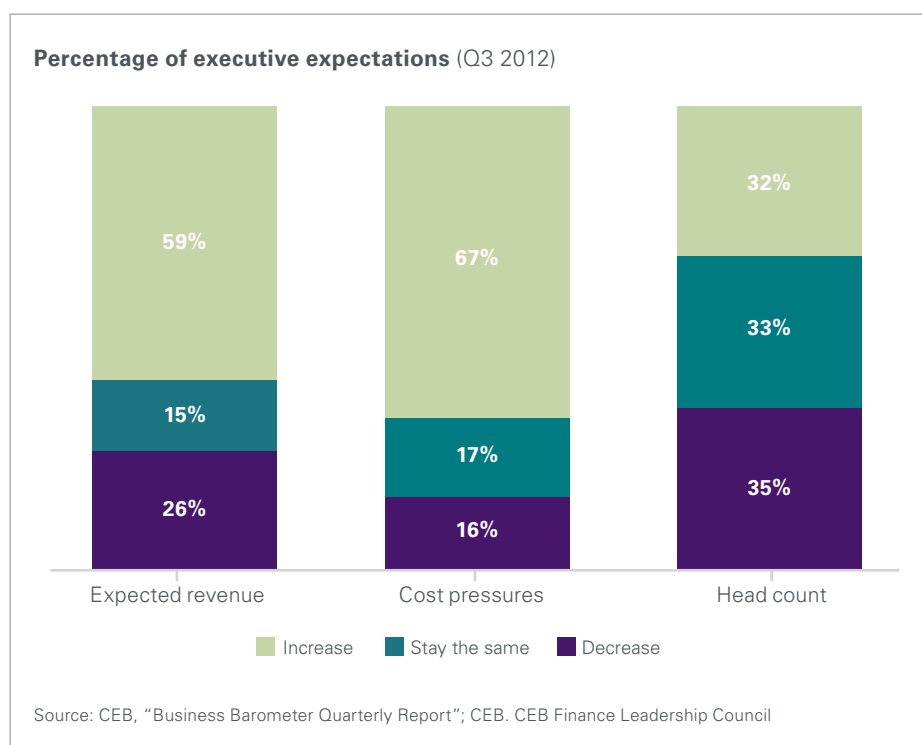
CEB executive guidance

Talent measurement: the key to identifying and enabling the new high performer

Understanding, and therefore assessing, the capabilities of current and potential employees is essential to enabling organisational performance in the new work environment. In a continued pursuit of 'Intelligent Growth' – simultaneous growth in top-line revenue and bottom-line profitability and the ability to significantly outperform their peers and reward shareholders – firms will simply need to get more efficiency out of the workforce.

Many are already planning on this. The majority of executives surveyed by CEB believe their revenues will increase in the coming year (59%), but they also anticipate continued pressure to lower costs (67%). Additionally, as only 32% of executives plan to increase head count despite optimism around revenue growth, profitable growth will continue to put pressure on employees to be more efficient.

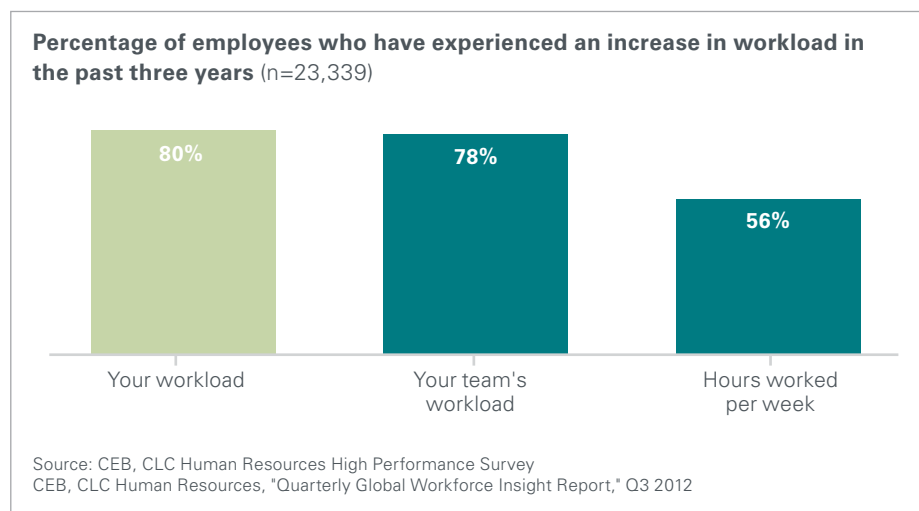
The challenge: growth without staff investments



It goes beyond efficiency, however; ambitious profitable growth goals at many firms have executives demanding a discontinuous jump in workforce performance and productivity. On average, global executives believe they will need a 20% improvement in performance over and above current levels in order to meet their business objectives. That is, they need the equivalent of an extra day of productivity a week from their people.

However, achieving this dramatic jump in workforce productivity may be harder than business leaders anticipate. Employees surveyed by CEB report that their jobs are getting harder, with more than two-thirds reporting more complexity and 80% seeing their workloads increase. Additionally, more than half of employees (55%) agree with the statement, "I cannot handle the stress of my job for much longer."

Employees are working harder and longer



Nonetheless, many business leaders believe employees can be more productive. On average, executives think that only about 29% of their employees are operating at peak productivity. Moreover, for every executive that believes his or her staff is fully productive, seven believe their staff could substantially improve.

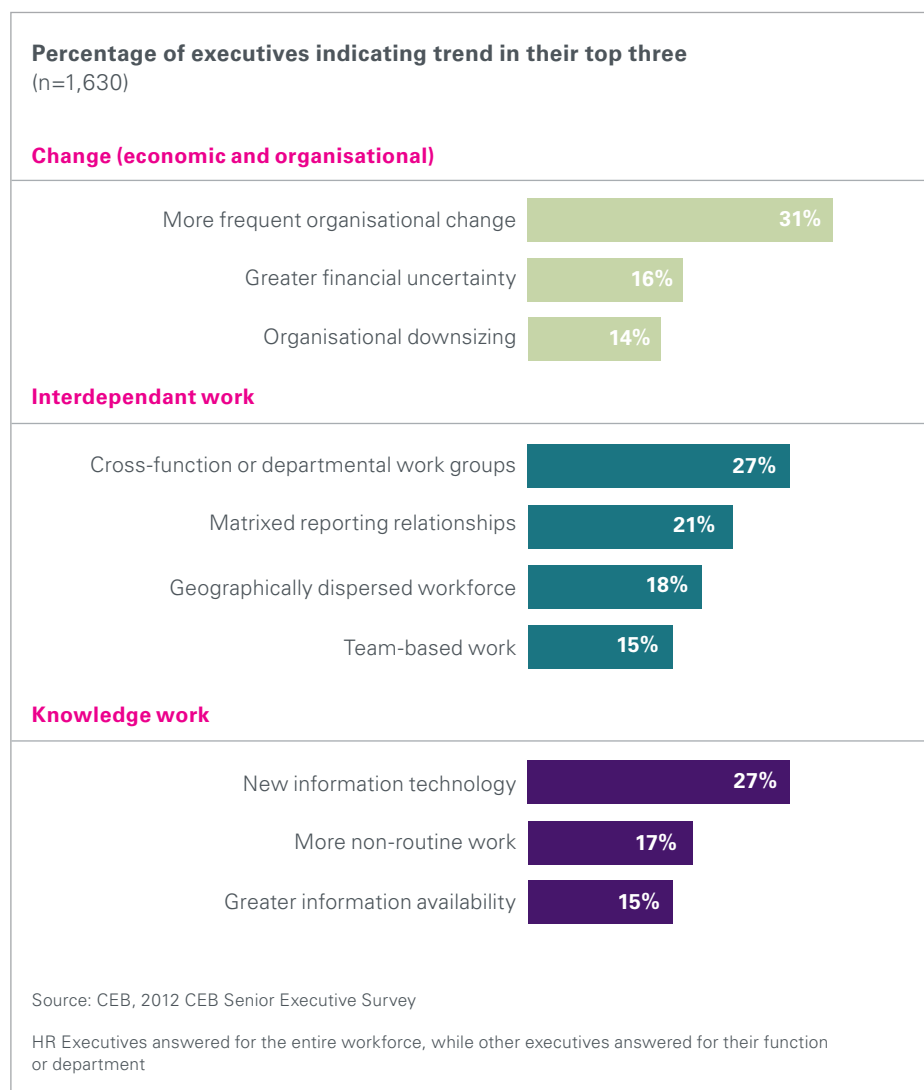
With employees stretched in their jobs, how will executives achieve a 20% lift in workforce productivity given the changes taking place in the work environment? Clearly, the answer cannot be to do more with less, but instead to work differently. And, in order to do things differently, organisations must assess what their employees are currently able to do, and then fill in the gaps.

In order to envision how work should be done differently, executives must first understand how the work environment is changing. The global economy is less stable, technology is evolving at breakneck pace, and information and communication channels have become ubiquitous. But which of these trends really matter, and what are the important subsequent changes within corporations?

Through a survey of more than 1,500 senior executives, CEB identified 10 important trends that fall into three broad, but distinct, categories:

- Frequent organisational change
- More interdependent work
- An increase in knowledge work

Global executives believe they will need a 20% improvement in performance over and above current levels in order to meet their business objectives

Frequent change, more interdependence, and knowledge work define the new work environment

Today's work environment is in constant flux. Change is the new normal for employees – changes in target markets, products, business objectives, organisation structure, work location, work teams, job role and manager alignments have become common. In part as a response to a more fluid business environment and a result of ubiquitous information and rapid technological advances, the predominant work of employees has become much more collaborative and knowledge-based.

These trends fundamentally change how work is structured, managed, and conducted. They are also likely to make it harder for executives to achieve a discontinuous jump in workforce productivity. CEB analysis estimates that a high-change environment can reduce overall employee performance by as much as 10%.

But how do these broad changes impact people? CEB research on high performing employees identified the competencies most likely to lead to high performance among employees today.

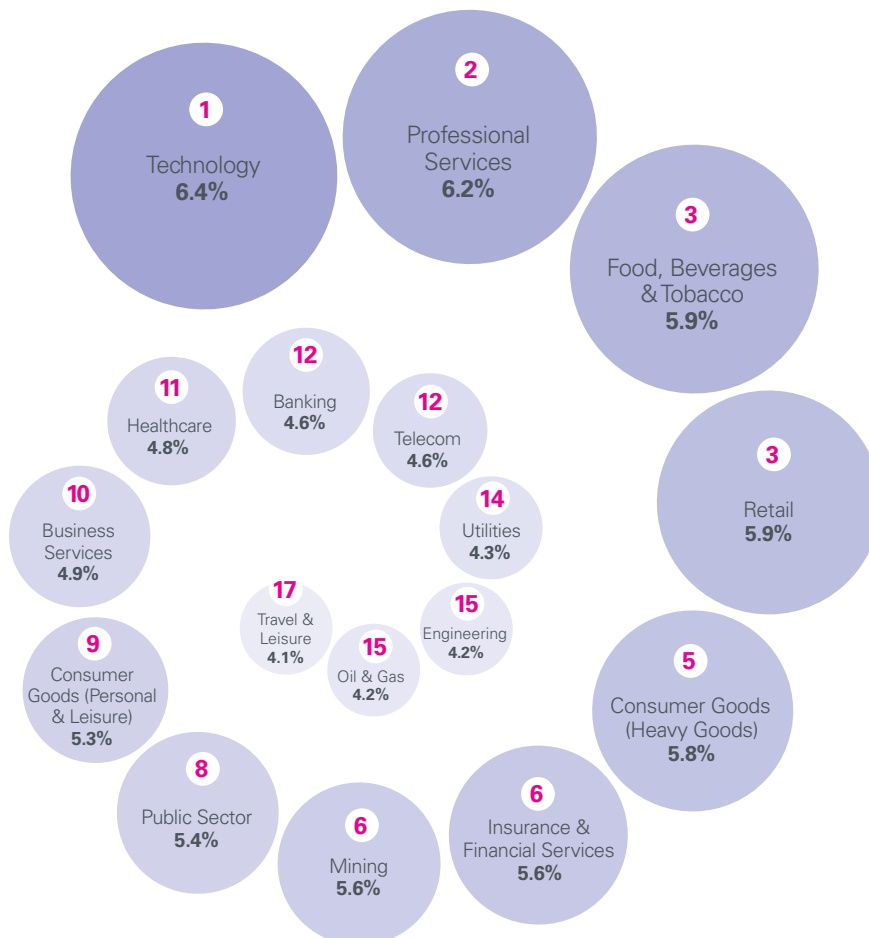
Those competencies demonstrate that employees who are considered high performers within their organisations are those best suited to handle the new work environment. In particular, new high performers:

- **Adapt to Change** – High performers use their knowledge of the organisation and their role to quickly adjust to work environment changes. Adaptive employees are also proactive; they are not paralysed by change, and they are willing to take action and move projects and priorities forward.
- **Work Collaboratively** – High performers are good collaborators, working well with and through others. They have the teamwork skills necessary to work with a wide range of people across the organisation. They use their technical expertise to influence stakeholders and contribute to collaborative projects.
- **Apply Judgement** – High performers use strong analytic skills to prioritize their work, assess problems, and make decisions. They rely on their expertise, experience, and knowledge of the organisation to apply judgement to their decisions and in their work.

CEB analysis estimates that a high-change environment can reduce overall employee performance by as much as 10%.

New high-performer skill sets are rare

Presence of key competencies, by industry sector globally
(Percentage of population)



Source: SHL, "The SHL Talent Report: Big Data Insight and Analysis of the Global Workforce".

Thus, to be even more productive in this environment organisations will need a different kind of employee, one that is immune to the paralysing complexities of change, willing to collaborate with a broad range of individuals, and able to apply judgement in increasingly knowledge-based roles. Unfortunately, employees with the ideal combination of skills – those who adapt to change, work collaboratively, and apply judgement – are relatively rare. SHL tracks a global benchmark constructed from competencies core to the new high-performer profile. On average only about 5% of assessed employees have a strong combination of the core skills and competencies essential to high performance in the new work environment. And that percentage does not vary too greatly by industry (see figure, page 15).

The relative scarcity of individuals who excel in all core skill areas has two major implications for organisations and ultimately drives the need for employee level competency assessments. First, it will significantly impair a strategy of immediately hiring new staff with stronger aptitude across all of the new core skills. Moreover, it is too easy (and incorrect) to assume that current employees are incapable of developing the new competencies required. Second, it reflects the broader shift away from an employee-centric to an organisation-centric view of the workplace. With such a small percentage of the workforce excelling at adapting to change, working collaboratively, and applying judgement, it is hard to believe traditional mechanisms of relying on highly engaged or high performing employees to coach others will suffice.

Instead, organisations can take a systematic approach that quantifies employee aptitude as the core skills necessary to meet their business objectives. By doing so, they will enable managers with the information they need to best promote on-the-job learning. It should also help lessen the burden of line managers to analyse and calibrate in detail the development needs of every employee themselves. This is particularly important when we consider that the average span of control for a manager has grown from 6 to 12 direct reports between 2002 and 2012. Finally, it enables executive leadership to monitor enterprise capabilities, not just individual competencies

With services that span both new hires and employee development, SHL can help improve productivity through:

- Better hiring decisions, also reducing recruitment costs and attrition
- Better people development and succession decisions, improving engagement
- Enabling more successful reorganisations and restructuring
- Achieving greater alignment of people with strategy, maximising competitive advantage

For CEB's executive guidance on achieving Breakthrough Performance in the New Work Environment visit www.executiveboard.com/exbd/executive-guidance.

On average, only about 5% of assessed employees have a strong combination of the core skills and competencies essential to high performance in the new work environment.



SHL – the CEB talent measurement solution

SHL is the leader in talent measurement solutions, driving better business results for clients through superior people intelligence and decisions – from hiring and recruiting, to employee development and succession planning.

With a presence in over 50 countries, SHL delivers more than 30 million assessments annually in over 30 languages – allowing over 10,000 business customers to benefit from both global expertise and local insight. Along with its world-class consulting practices and 24-hour support centre, SHL clients can access over 1,000 assessments through an easy-to-use technology platform.

SHL was acquired in 2012 by CEB, the leading member-based advisory company. By combining the best practices of thousands of member companies with advanced research methodologies and human capital analytics, CEB equips senior leaders and their teams with insight and actionable solutions to transform operations.

Headquartered in London, UK, SHL has offices in North and South America, Europe, the Middle East, Africa, Asia and Australia/New Zealand.

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