

# Our JOURNEY





Become a  
**Next Generation** Enterprise



# Our journey of transformation began three years back

We embarked on "Do More with Less" growing the Direct Business – the core offering being Payroll Processing services.

We defined solutions that cut across the HR administration service lines– thereby helping our customers to deliver better business outcomes.

Our revenue growth from the Direct Business and high quality pipeline over the years justified our initiative to embark on becoming a High Performance Workplace (HPW) Integrator.

We further sharpened our focus by select customer and a solution wrap structuring that generated substantial savings to clients.

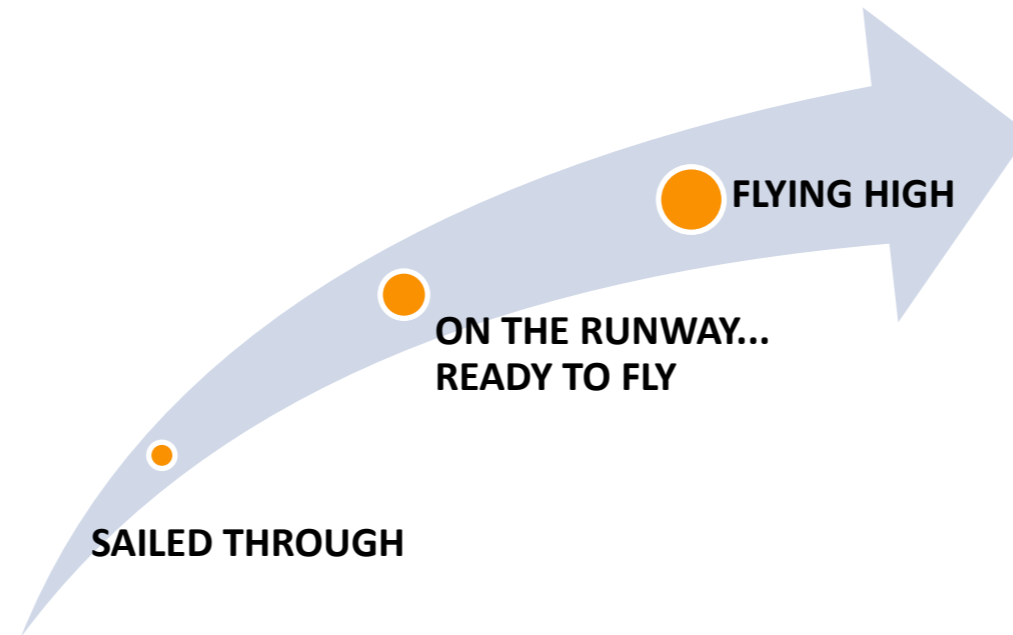
This led to very high customer intensity and consistent growth in the top accounts, but also we faced an implementations overload.

Our **Go-To-Market** strategy, involved significant investments in Sales & Marketing and building partnerships in chosen solution segments – which formed the backbone for meeting varying customer requirements.

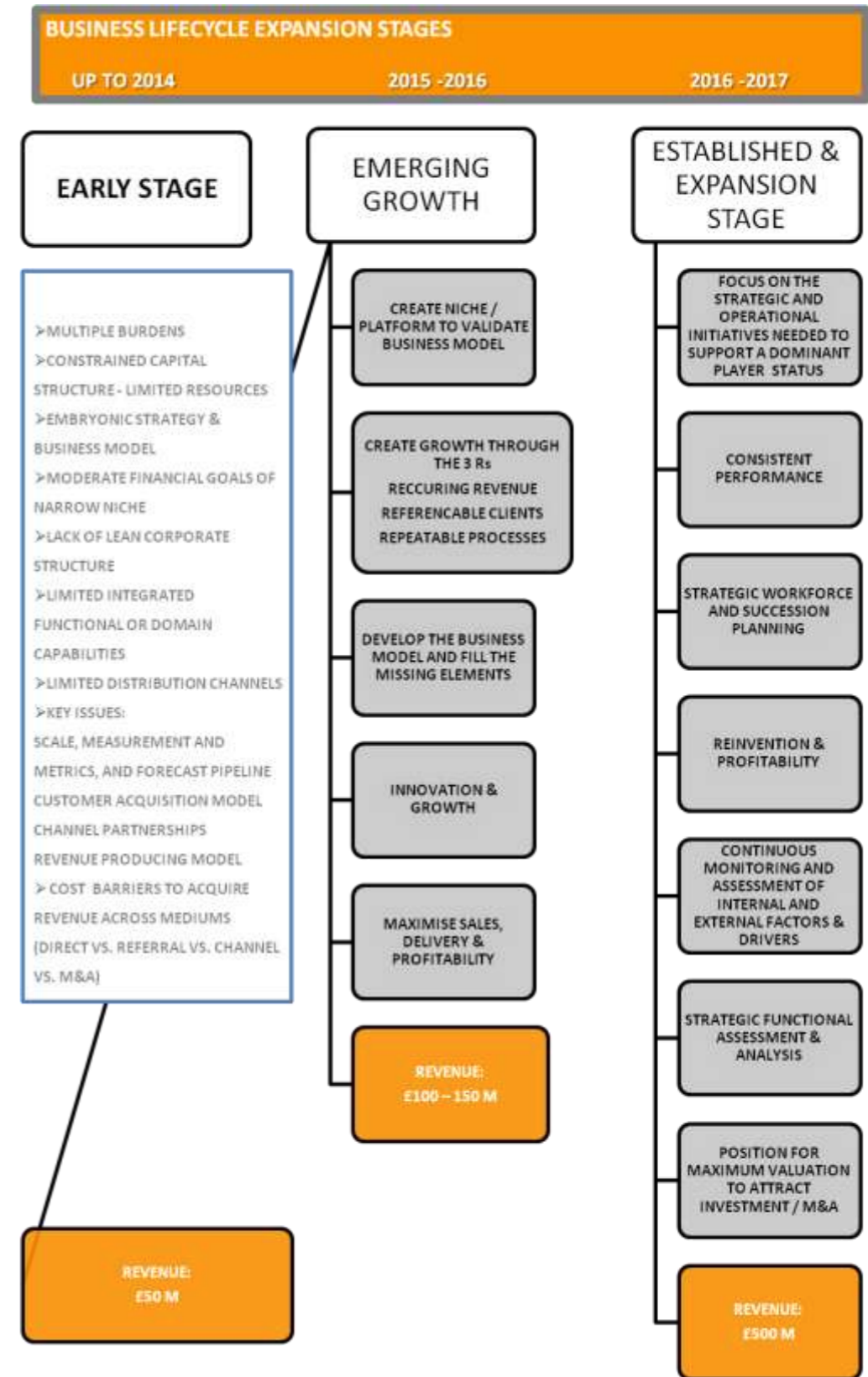
The new business order will be dominated by ever encompassing marketing outreach and alternative revenue channels and streams.

We are now transforming ourselves based on new age digital offerings, and business transaction-as-a service.

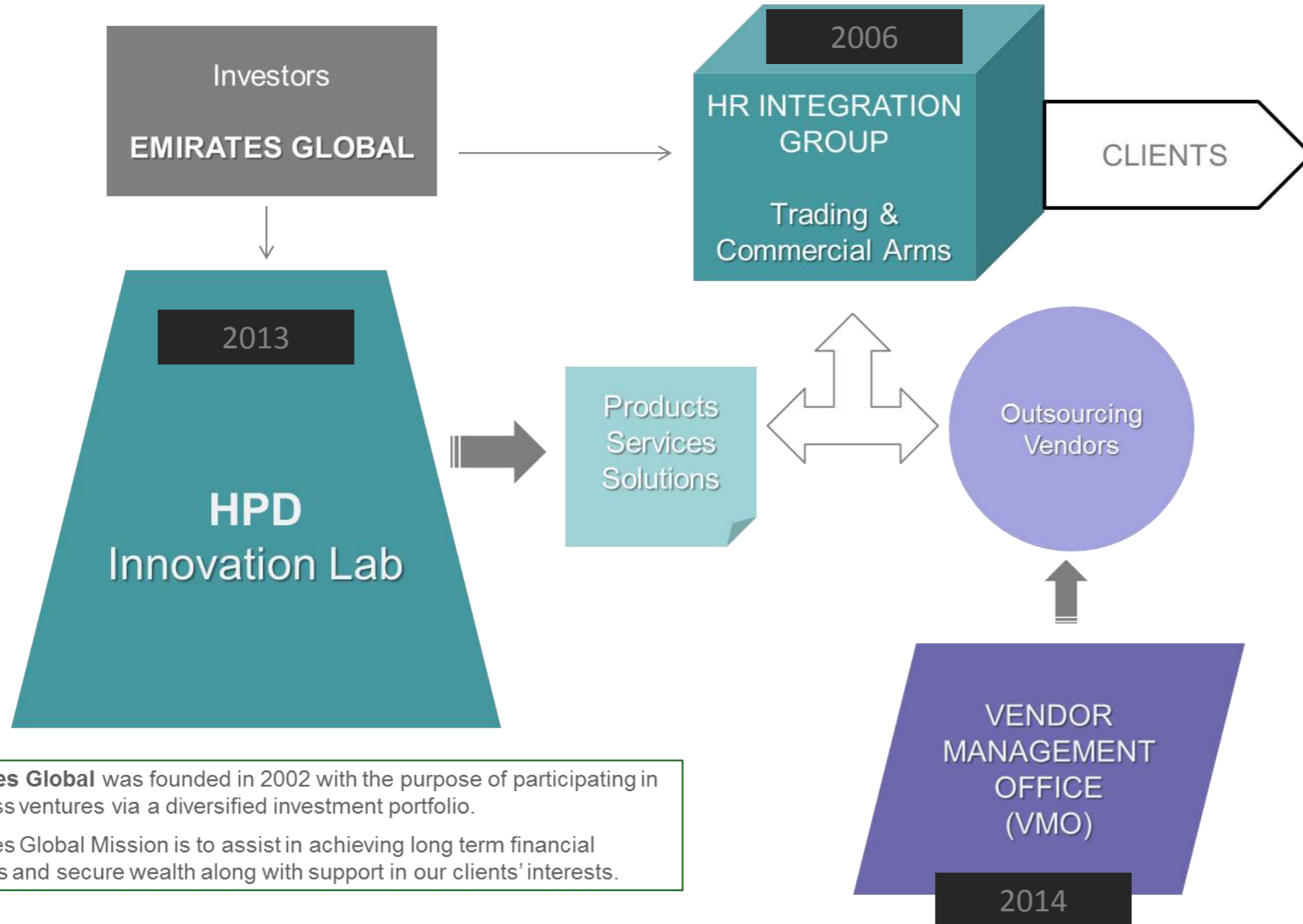
To meet these dynamic changes all around, we felt the trigger for a new brand identity. We are strategically geared to meet the demands of this new paradigm and achieve business success with our robust Go-To-Market strategy and our New Brand Elements, New Business Innovation Adaptive Management Model and New Business Architecture, which are in line with our new identity.



## THE JOURNEY



# High Performance Workplace (HPW) Integrator



**Emirates Global** was founded in 2002 with the purpose of participating in business ventures via a diversified investment portfolio.  
Emirates Global Mission is to assist in achieving long term financial success and secure wealth along with support in our clients' interests.

**2015 - 2017**

**Our Journey towards a Next Generation Enterprise goes on with:**

- Committed and skilled people accountable to our mission and vision;
- Simple processes making it easy to work with us, do our jobs, and deliver results;
- The right technology for the right reasons

# Revenue Streams

HR Integration Group revenues and profits come from a number of different sources:

- Payroll Processing
- HR Administration /Auto-enrolment Pensions administration
- Employee Benefits
- Organisational Development (OD) & Workforce Management (WFM)
- The PEO employment Transfer outsourcing arrangement & the Professional Umbrella Employer (PUE) solutions.
- And a range of Value added advisory and support services

# Revenue Growth

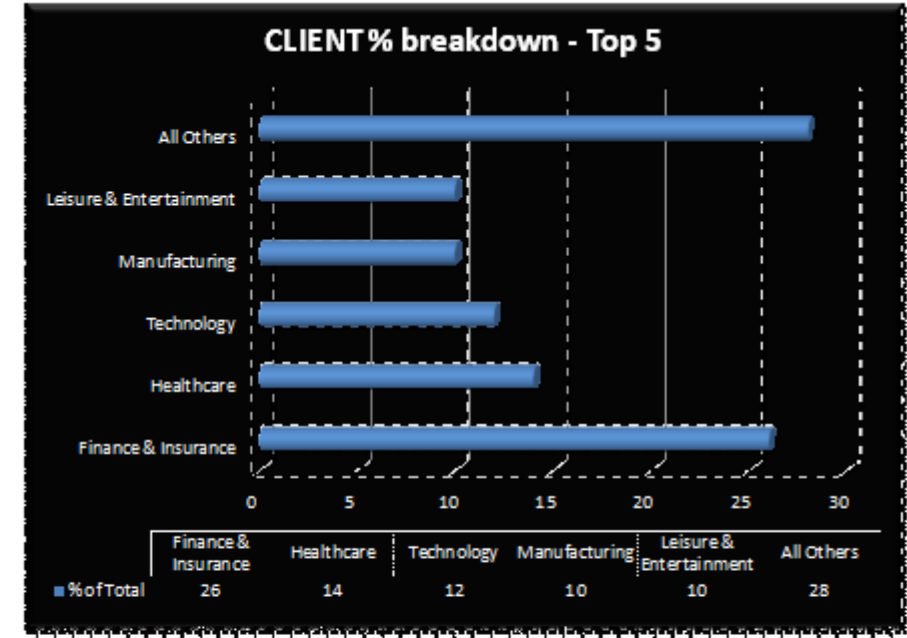
The group is concentrating its efforts by focusing on its key strategic priorities. Cross selling through unique and integrated client value propositions holds significant opportunities for the group and we are starting to see progress.

Through strategic business acquisitions we will continue to execute in line with the pillars of our strategy.

Through the successful outcome of our key strategic priorities we aim to see EBITDA growing faster than revenue, improvements to our gross margin, reaching our return on equity targets and improving our cash conversion.

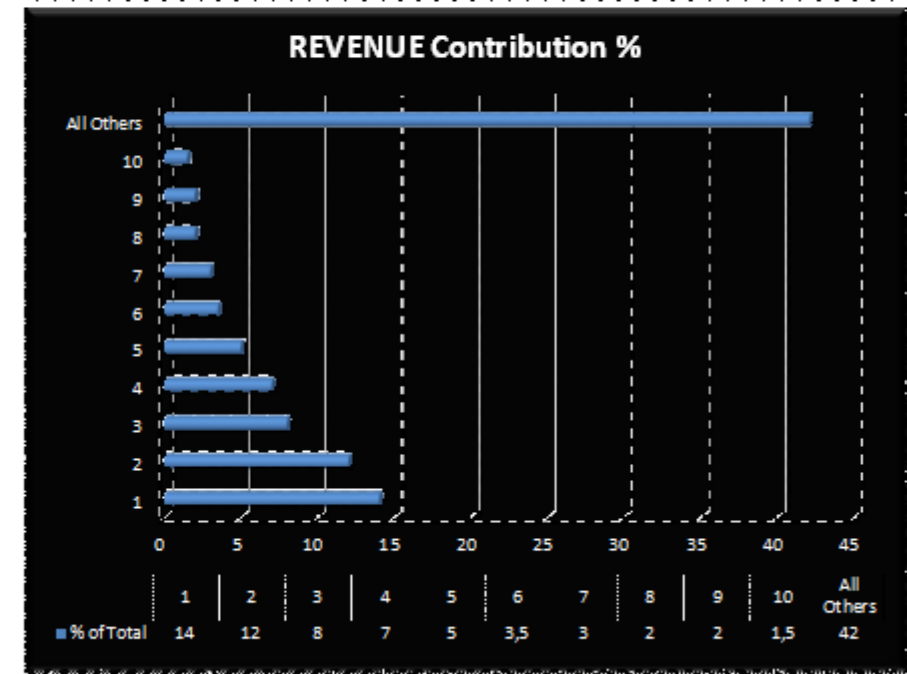
CLIENT % breakdown - Top 5

Industry Sector	% of Total
Finance & Insurance	26
Healthcare	14
Technology	12
Manufacturing	10
Leisure & Entertainment	10
All Others	28
<b>Total</b>	<b>100</b>



REVENUE Contribution %

Client	% of Total
1	14
2	12
3	8
4	7
5	5
6	3,5
7	3
8	2
9	2
10	1,5
All Others	42
<b>Total</b>	<b>100</b>





Vision

Mission

Values

## OUR CURRENT VISION

Creating Employment partnerships where everyone is valued, cared for and secure.  
Our vision is to apply our full range of capabilities to improve our productivity and value to customers.

## OUR EXPANDED VISION OF GROWTH (2015 -2017)

To create a diverse strong base and infrastructure for the integration of business services. To provide the best workforce solutions through a comprehensive array of outsourcing and consulting.  
To create partnerships that will enable us to provide excellent service to our customers. Partnering with our customers and associates towards mutual success  
We achieve this vision by providing unmatched levels of personal and trusted service, building long-term relationships and always putting people first.  
With the help of our valued and talented staff members we want to excel!  
We are committed to the spirited teamwork and customer focus in all that we do.



## OUR REPUTATION

Our reputation reflects our professional expertise and we've developed a unique insight into what makes a business successful.

It's this insight that makes us trusted business partners.

## CURRENT MISSION

Our mission is to remove administrative burden and risk, and to enhance employee benefits by delivering innovative, secure and valuable professional employment solutions to corporate clients worldwide.

## OUR EXPANDED MISSION FOR GROWTH (2015 -2017)

Our mission is to effect sustainable improvements and support informed decisions on how integrated Business Process Outsourcing service excellence is delivered.  
To raise our standards – providing faster, cheaper, better service - and bringing about a culture change that brings greater responsibility and accountability across all levels of the organisation.  
Explore and implement strategies to Support Improvement. Build capacity & capabilities and embrace tools & technologies. And communicate Value.

- INTEGRITY
- PEOPLE
- SERVICE
- QUALITY
- PERFORMANCE
- INNOVATION
- GROWTH

## OUR GUIDING VALUES

- High quality services
- Superior execution
- Added value benefits
- Help customers succeed

The vision, mission and values of HR Integration Group is the central basis that directs the selection of activities and the approach we adopt to implement them.

Our Vision's aim is to drive high quality services and offer actionable insights to support informed decisions.

Our Mission and Corporate Values intent is to promote sustainable improvements.

**Our Vision, Mission and Core Values** will guide and direct all of the activities of the Company.

Core corporate values are intended to express what we believe is important, how we will work and how we hope to be viewed by external stakeholders, as well the motivation and the excel mindset approach which our staff are encourage to display.

They form the basis of the culture of our organisation.

### Openness Accountability Innovation

- > we all try to do things better
- > we all work as one team
- > we are always helpful and give a first rate service to customers
- > we build trust through the way we behave
- > we develop ourselves and others to make a valued contribution

**We value breakthrough thinking**—innovation generated from the future that creates powerful competitive advantages.

**We value exceptional outcomes**—accomplishing results that are beyond what has been already achieved.

**We value authenticity and integrity**—being accountable for, and honouring one's word.

**We deliver on our purpose**—to operate consistent with our values and to exceed our clients' expectations.

## Our Brand Values

"Make Things Happen" and "Do More with Less" are our brand identity to help clients become a Next Generation Enterprise.

**"Make Things Happen"** represents our aspiration and commitment to business that drives the next wave of capabilities and services, to deliver a success model.

Our positioning statement is timeless, open ended and is applicable for our offerings, employees, customers and the community at large.

- Quality of talent pool and Leadership
- Value-added technology and services
- Vertical domain experience
- High Quality of Processes
- Responsiveness to customer needs – Time-to-Market / Market-to-Cash
- Customer satisfaction
- Growth in geographical markets
- Training & Development of Excel MindSets



Become a  Enterprise



# Corporate Governance & Sustainability

We maintain an effective corporate governance structure implemented by our senior leadership team and overseen by an independent Board of Directors.

HRI prides itself on having a diverse and experienced board of directors, offering strategic insights that strengthen the Group's business and enable us to better serve our clients.

HRI's senior leadership team brings deep industry experience and passion for innovation to their leadership roles.

Our commitment to our customers, employees, shareholders and society is to act with integrity at all times.

We aspire to meet the highest professional, legal, and ethical standards.

Our ethics and compliance programs ensure that they meet with the highest standards. Our senior executive team and Board review our governance and business policies to ensure compliance and provide guidance on enhancing them to support the Company's growth and protect its reputation.

We maintain a level of employer compliance that is the best in our industry.

To this end, we expressly prohibit any form of bribe, kickback, or any other offer of pecuniary value, or political contribution to any public official or private-sector employee, to cause that official or employee to act or refrain from acting in connection with the operation of HRI or to obtain a competitive advantage.

We have strict policies and professional standards that apply to every member of the firm. Any potential breach of these ethical standards is subject to comprehensive investigation, with appropriate action taken.

Our policies on employees' health and safety adhere to the highest standards, and we provide appropriate training to all our staff.

HRI maintains a Whistleblower Hotline to enable associates, clients, vendors and other parties to anonymously report any concerns about potential unethical activities to our executive management and Board of Directors.

## Management

We continually strive to improve internal procedures and work processes to enable to be a consistently strong business partner for customers.

We strengthen this development through a professional responsibility towards quality and cost-effectiveness in the solutions we provide.

Managers at HRI are responsible both for business- and employee development, as well as developing and profiling their own field of expertise as a part of the whole, both internally and externally.

- Our managers' enthusiasm, drive and ability to motivate, inspire and delegate is of crucial importance for the future.

- We measure our managers' performance on how much they contribute to the continuous development of activities and employees in accordance with our overall goals.

Together with Personnel and Development they put a lot of effort into creating the conditions to ensure a pleasant and positive work environment for every individual employee.

We fully support and encourage managers to enter into networks and collaborations which will contribute to creating development and value for the Institute.

### Sustainability

Our professional responsibility translates into commitment to our customers, business partners and colleagues as well as to the society we are a part of.

We empower our people at all levels to get involved with societal causes and follow their passion for helping others.

In addition, we aim to be a good firm in terms of our business practices, governance, environmental responsibility and how we care for our people.

Our sustainability efforts are geared to meet the challenges of the future. Accordingly, we have made Employee Development and Environmental Stewardship the focus of our sustainability effort, supported by high standards of business conduct in delivering excellent service and business value to our clients.

### A CSR strategy integrated into our businesses

We have made progress in our efforts to be responsible stewards of the environment and enhance the quality of life for our employees, clients and partners.

Our CSR strategy is integrated within the Group's business, its strategy, and the global challenges it is facing. It involves the whole organisation: every subsidiary and entity of the Group is a stakeholder in this CSR strategy, doing their best to implement it.

We have executed strategies to conserve energy and reduce waste, improved facilities design and reengineered business processes.

Our future growth will be focused on helping clients to 'Do More with Less'.

# THE NEXT GENERATION LEAN MANAGEMENT PERSPECTIVE



- Consistent Methodology
- Consistent Tools
- Consistent Quality
- Integrated Solutions
- Reduced Complexity
- Minimized Risk
- Drives Cost Reduction
- Improves Operational Efficiencies
- Increases Organizational Performance



Our long term focus is on being an integrator of all enterprise services and capabilities to address the complete employee lifecycle, in a way that creates a strong employer brand.

Become a  
**Next Generation** Enterprise



A High Performance Workplace (HPW) Integrator driven by Simplicity, Focus, Integration and an overall Urgency to Deliver Results that make a Difference

LET'S DO SOMETHING  
GREAT TOGETHER



MAKE THINGS  
HAPPEN !

Because the  
world needs  
big ideas



Become a  
**Next Generation** Enterprise



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