

LONG-TERM SUSTAINABLE GROWTH

An entrepreneurs-driven, customer-centric platform combining proven resilience, fast growth and digital capabilities.

DESIGNED TO ENHANCE VALUE

- Further increase resilience profile
- Drive mix towards long-term and sustainable growth engines
- Leverage and scale key strategic assets

SPECIALIZED TALENT SOLUTIONS

- 1** Growth in market share leadership
- 2** Specialization in attractive niches
- 3** New high value-added HR services

ENGINEERING & CONSULTING

- 4** Scale and international development
- 5** High-growth sector expansion
- 6** Higher value services

SUPPORTED BY OUR DIGITAL AND DATA-DRIVEN STRATEGY

- Reinforce competitive advantage over core offering
- Tailored solutions to customer and candidate needs
- Drive operational excellence through automation
- Centralize digital capabilities to accelerate innovation

SUPPORTED BY OUR STRENGTHS

- Agile, bold and scalable entrepreneurship
- Customer Centric
- Specialized and decentralized tailor-made approach
- Mergers & Acquisitions (M&A) playbook

Specialized and resilient player with an entrepreneurial drive

House of HR is an entrepreneurial, specialized and resilient European HR solutions provider with above-market growth and margins, powering people and organizations to reach their full potential.

Bold strategy aimed at leadership and expansion

Strategy to strengthen leadership in core markets and expand to high-growth sectors, advantageous geographies and adjacent (digital) business models through innovation.

Outstanding organic and external growth capabilities

High organic growth driven by a customer- and human-centric touch, decentralized capabilities & focused approach, which is reinforced by an attractive consolidation platform.

OUR STRATEGY

We focus on a number of key strategic pillars to achieve our growth ambitions and excel as Europe's most exciting talent powerhouse.

	STRATEGIC PILLAR	KEY HIGHLIGHT	HOW WE'LL ACHIEVE THIS	KPI'S	PROGRESS IN 2020	2021 PRIORITIES	
SPECIALIZED TALENT SOLUTIONS	1	Growth of market share leadership	<ul style="list-style-type: none"> Focus on organic growth in existing markets Diversify with bolt-on M&A (new industries and geographies) 	<ul style="list-style-type: none"> Continue to grow in stronghold sectors and niches, such as construction, industry, also with a focus on bottleneck jobs Acquire bolt-on targets to expand to new industries and geographies, e.g. in Germany 	No.9 in Europe 1% market share (Source: SIA)	<ul style="list-style-type: none"> Creation of House of HR Germany and integration of TimePartner and Zaquensis to have a correct platform to invest through Opening new offices for VNOM in other cities. For Accent in Wallonia, more specialization is implemented Making a full list of potential M&A targets in core markets & segments 	<ul style="list-style-type: none"> Adapt branch network Reinforce footprint in Belgium Look for potential M&A to gain market share in Wallonia & Brussels
	2	Specialization in attractive niches	<ul style="list-style-type: none"> Expand to healthcare and public administration Target white space in Benelux and new markets 	<ul style="list-style-type: none"> Grow organically and accelerate through M&A to grow in healthcare, IT, and public administration segments Further specialize in job profiles and sectors with high job shortages 	€6.4m sales in pharma, life sciences and healthcare	<ul style="list-style-type: none"> German platform in healthcare 	<ul style="list-style-type: none"> Broaden client portfolio Acquire medical and nursing talent solution provider Double down on international recruiting
	3	New high value-add HR services	<ul style="list-style-type: none"> Invest in adjacent HR services Develop digital-driven business models 	<ul style="list-style-type: none"> Expand to services such as education, training, outsourced HR services and career coaching Invest in digital offering to improve candidate journey and services to customers 	€32.5m specialized talent sales via apps	<ul style="list-style-type: none"> Accent University (AU) model exported to other powerhouses, mainly in the integration of Zaquensis and TimePartner Investments in Book'U, Happy Recruiter, FYGI, NowJobs NL and FR and creation of House of Invest as centralized company for digital initiatives 	<ul style="list-style-type: none"> Invest in digital offering Focus on candidate journey Accelerate digitalization Look for M&A in value add HR services
ENGINEERING & CONSULTING	4	Scale and international development	<ul style="list-style-type: none"> Expand in Germany Scale position in core markets 	<ul style="list-style-type: none"> Grow through M&A of attractive targets in Germany Grow organically by further specializing in core segments in Benelux and France 	50% of EBITDA coming from Engineering & Consulting	<ul style="list-style-type: none"> Looking for bolt-ons on specialized niches Investing in Techmatch, Greenworking & Solyne demonstrates our growth ambitions 	<ul style="list-style-type: none"> Assess geographical expansion opportunities
	5	High growth sector expansion	<ul style="list-style-type: none"> Expand in IT consulting Develop Life Science offering 	<ul style="list-style-type: none"> Grow organically in the Netherlands and via M&A in Germany and the Nordics Expand delta powerhouse offering of Engineering & Consulting in life sciences 	€36.3m sales in pharma, life sciences and healthcare	<ul style="list-style-type: none"> No movement in Life Science offering Making a full list of potential M&A targets in core markets & segments 	<ul style="list-style-type: none"> Diversify client portfolio Focus on chemicals and pharmaceuticals Creation of several apps such as SWOP, CV Creator, Connect, Softskills, NowJobs, GIGHouse, Dora and Book'U.
	6	Higher value services	<ul style="list-style-type: none"> Target new customer segments Develop digital innovations 	<ul style="list-style-type: none"> Focus on higher value services for new customer segments and expand customer portfolio Invest in digital offering to improve candidate journey and services to customers 	€9.9m sales in work package	<ul style="list-style-type: none"> Greenworking consulting services: support companies to organize remote working Creation of several apps such as SWOP, CV Creator, Connect, Softskills, NowJobs, GIGHouse, Dora and Book'U 	<ul style="list-style-type: none"> Develop digital innovations Launch adjacent new services