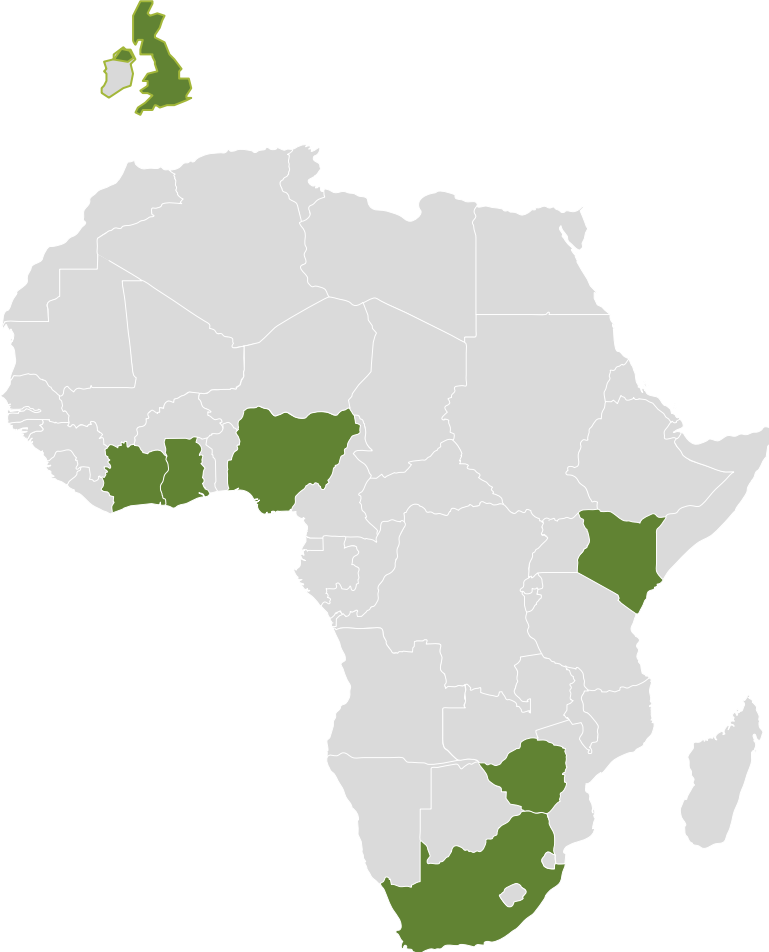


PEOPLE & CULTURE

*Recruitment & Interim
Solutions*

Harley Reed Overview



Advisory Services

Procurement & Supply Chain | Growth & Markets | Governance & Risk | People



Knowledge Services

Competency Assessment | Skills Development | Professional Education | Leadership & Executive Talent Management



Assurance Services

Supply Chain Assurance | Finance & Risk | Social & Ethical | Conformity & Standards

Our Service Offerings

| Discipline | Advisory | Knowledge | Assurance |
|--|--|---|---|
| Procurement & Supply Chain | <ul style="list-style-type: none"> Diagnostic assessments Support & optimisation Strategic sourcing & managed services Technology enablement | <ul style="list-style-type: none"> Competency assessment Accredited skills development Professional P&SC chartered qualifications CPO executive forums | <ul style="list-style-type: none"> Independent maturity certifications Value assurance Responsible sourcing alignment Third party monitoring and QAIS |
| Governance, Risk & Sustainability | <ul style="list-style-type: none"> Enterprise and Value Chain Resilience Corporate Governance Advisory ESG Solutions | <ul style="list-style-type: none"> ESG & climate risk capability building Risk & governance training Board & committee workshops CFO / CRO / CSO executive forums | <ul style="list-style-type: none"> Framework benchmarking ESG reporting readiness M&E and compliance reviews ISO readiness support |
| People & Culture | <ul style="list-style-type: none"> HR & LD functional diagnostics Talent management & workforce planning Employee wellness Recruitment & interim solutions | <ul style="list-style-type: none"> Competency matrix development Technical & Behavioural assessments HR/OD skills development, accredited HR qualifications CHRO executive forums Executive coaching | <ul style="list-style-type: none"> Workforce maturity assessment Policy & control assurance Systems validation |
| Marketing & Commercial Strategy | <ul style="list-style-type: none"> Market entry & growth strategy Business planning & commercial optimisation Customer transformation | <ul style="list-style-type: none"> Commercial capability development Marketing professional qualifications CMO / CCO executive forums | <ul style="list-style-type: none"> Campaign effectiveness benchmarking Pricing & governance assurance CX validation |
| Corporate Finance & Restructuring | <ul style="list-style-type: none"> Financial diagnostics Financial due diligence Working capital optimisation Restructuring & turnaround solutions | <ul style="list-style-type: none"> Finance leadership development Modelling & performance capability Executive forums | <ul style="list-style-type: none"> Independent business review Internal controls assurance |

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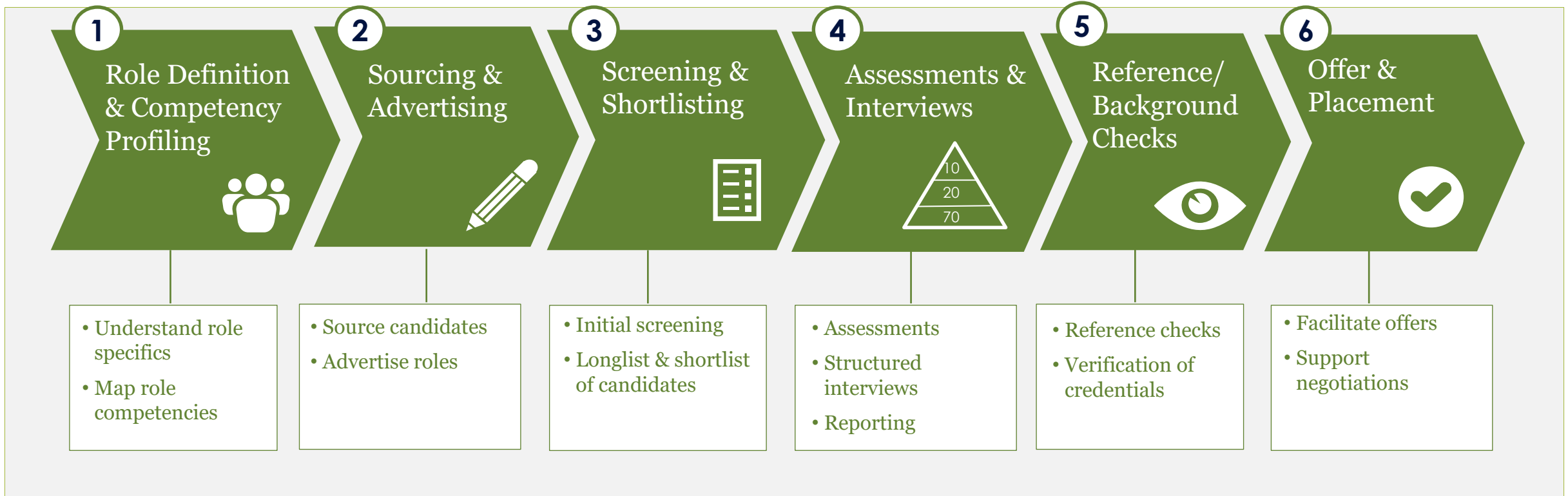
Our Recruitment Process

1

Our Proven Recruitment Process

- At Harley Reed, we bring deep expertise in recruitment, supporting organisations to build resilient, cost-effective, and strategically aligned teams. We understand that people are a critical driver of value, innovation, and sustainability in today's competitive environment.
- Whether you need interim support for transformation projects, permanent leaders to drive value creation, or niche specialists to manage specific requirements, we tailor our approach to deliver candidates with the right blend of commercial acumen, stakeholder management, and technical competency.
- Our consultants bring industry insight that enables us to match talent by skill, sector alignment and cultural fit. Our cross-sector experience enables us to recognise the unique challenges, regulations, and market dynamics within different industries. This perspective allows us to deliver solutions that are practical, relevant, and tailored to each client's specific environment.
- Our core focus area is in the recruitment of managerial to leadership roles across professional disciplines of procurement, supply chain, marketing and HR.

Recruitment Process



Hiring the wrong person impacts on performance and wastes valuable team resources with onboarding, mentoring and support. Get it right and you can hit the ground running. Choosing the right recruitment partner can dramatically impact your organisation's growth, culture, and bottom line.

At Harley Reed, we go beyond filling roles - we deliver talent solutions tailored to your strategic goals.

Role Definition & Competency Profiling



- We believe successful recruitment begins with clarity. We therefore spend time to understand the organisational goals and how this relates to the role(s) being hired
- We work closely with hiring managers and business stakeholders to define each role's purpose, deliverables, and reporting lines. Our approach involves
 - Translating organisational needs into clear, outcome-focused job profiles Using proprietary competency frameworks tailored to procurement, supply chain, HR, marketing, and finance*
 - Aligning technical and behavioural competencies to role expectations
- Our approach provides a solid foundation to ensure we are sourcing the right role and supports shortlisting, assessment, and post-hire development
- It also reduces misalignment risks (a critical challenge resulting in new candidates 'bouncing' after a short period), and strengthens long-term role fit



* Where the organisation does not have a function specific competency framework

Sourcing and Advertising

- We take a strategic, multi-channel approach to sourcing candidates - tailored to both the sector and the seniority of the role
- We begin by understanding the talent landscape for each role type, including where the right candidates are likely to be found and how they make career decisions. Our approach includes:
 - Leveraging sector-specific networks and sourcing channels, including passive talent pools
 - Crafting clear, inclusive, and compelling job advertisements aligned with your employer brand
 - Advertising across targeted platforms (professional groups, job boards, and social platforms)
 - Tapping into our in-house talent database and proprietary contact network
 - Calibrating tone and messaging to attract top talent
- This approach improves the quality and relevance of applications, reduces time-to-fill, and increases diversity of candidate pipelines



Screening & Shortlisting

- Our screening and shortlisting process is rigorous and context-driven, ensuring we advance only relevant and high-potential candidates
- We align our screening process to the competency profile, with a focus on both technical requirements and organisational fit. Our approach includes:
 - Conducting structured CV and application reviews against defined competencies
 - Ensuring all shortlisted candidates meet mandatory criteria (e.g., qualifications, experience).
 - Using targeted screening calls to explore motivation, alignment, and readiness
 - Prioritising inclusion and objectivity to reduce unconscious bias
- We filter candidates into a longlist of strong potential candidates and may engage with the individuals in final screening toward a final shortlist
- We are able to provide an update to clients on the shortlist with clear rationale and candidate insights



Assessments & Interviews

- We support clients with technical competency assessments to enable confident, evidence-based hiring decisions. This includes our comprehensive competency assessments aligned to global professional bodies
- We deploy our objective assessment to test specific competencies identified in the first stage against each candidate. We may also deploy functional case studies and scenarios
- We conduct interviews with candidates, with or without the client organisation – based on client preferences. This allows clients to assess cultural fit whilst we advise on technical aspects
- Our interview support blends technical expertise with behavioural insight. We assist by:
 - Designing interview formats aligned to the role's key competencies
 - Incorporating situational and behavioural questions linked to real job challenges
 - Expanding on areas of strength / weakness identified in the objective competency assessments completed
- We provide a comprehensive report with candidate recommendation(s) for hiring. Where suitable candidates are not agreed, we will revert back to the long-list

** We are able to provide training to internal teams to improve consistency and rigour of the interview process.*



Offer & Placement

- As trusted advisors throughout the recruitment cycle, we are able to provide optional support through the offer, negotiation and onboarding preparation processes - ensuring a smooth transition for both client and candidate(s)
- We engage with both sides to align expectations, manage timelines, and support acceptance. Our placement support includes:
 - Advising on offer structuring and candidate motivations
 - Navigating notice periods, counteroffers, and competing options
 - Providing onboarding briefs and transition planning support
 - Maintaining candidate engagement until start date and beyond
 - Supporting early success through coaching or development check-ins
- This approach helps reduce last-minute dropouts and strengthens candidate commitment from day one.





















02

Commercials & Summary Terms

2

Recruitment Packages

| | Role definition & competency profiling | Sourcing & Advertising | Screening & shortlisting | Assessments & Interviews | Reference & background checks | Offer & Placement | Standard Fee |
|-------------------------|--|--|---|---|---|--|---|
| Bronze Package |  Job Description: ✓ Competencies Dev: ✗ |  Role Advertising: ✓ Headhunting: ✗ |  |  Competency Ass.: ✓ Scenario Ass.: ✗ |  |  | 1.5 months' Gross Monthly Salary equivalent |
| Gold Package |  |  |  |  |  Reference Check: ✓ Reference Deep Dive: ✗ Doc Verification: ✗ Background check: ✗ |  Negotiation: ✓ Onboarding: ✗ Post Emp. Check-ins: ✗ | 2 months' Gross Monthly Salary equivalent |
| Platinum Package |  |  |  |  |  |  | 2.5 months' Gross Monthly Salary equivalent |

Custom arrangements can be discussed to fit client requirements should clients require bespoke solutions or additional services.

Summary Terms of Service

All our engagements will be formalised via an engagement letter, however the following are some key terms of our recruitment services

- Harley Reed will liaise with the client to identify the nature of the position (required qualifications, experience, job description and responsibilities, competencies etc) to determine the appropriate candidate
- Harley Red will source candidates through adverts and headhunting (depending on the nature of the role)
- Harley Reed will present a shortlist of a minimum of three (3) candidates that meet the client's needs within fifteen (15) to thirty (30) working days depending on the technicality of the role
- Should the placed candidate resign or be terminated within the first 60–90 days, Harley Reed will offer a one-time free replacement at no additional cost, subject to the same role specifications
- 30% of the placement fee is due on engagement, with a further 40% due on provision of the shortlist pool. The balance of 30% is to be paid when the candidate receives an offer
- Clients are required to pay the service fees if a shortlisted candidate who was previously rejected by the client is hired within a period of one year from date of Harley Reed submitting the candidate

03

Optional Add-on Services

3

Structured Orientation & Integration Program

- Harley Reed supports organisations in designing structured onboarding and integration programmes aligned to organisational priorities, role expectations, and operational practices.
- Clients may adopt individual components or a fully integrated programme, combining competency-led onboarding design, tailored learning content, digital learning delivery, and cross-functional integration.

| Competency-Led Onboarding Design | Organisation-Specific Learning Content | Digital Learning & LMS Delivery | Cross-Functional Integration |
|---|--|---|---|
| <p>We assess candidate competencies during the recruitment process and identify capability gaps relative to role requirements and organisational benchmarks.</p> <p>This allows us to design technical onboarding around the specific learning priorities of each new hire.</p> | <p>Our instructional designers and technical specialists are able to develop tailored orientation and onboarding content.</p> <p>This includes content can include modules covering mission, values, governance, systems, tools, and role-specific responsibilities.</p> | <p>Orientation programmes can be delivered through structured digital learning environments, including Learning Management Systems (LMS).</p> <p>This enables clients to standardise onboarding, track learning completion, and ensure consistent policy awareness.</p> | <p>The level of performance of new employees is linked to how effectively the staff are able to integrate.</p> <p>We are able to advise on and design tailored onboarding programmes to support early collaboration, organisational awareness, and stronger internal relationships.</p> |

The first 90 days in a new role will largely determine whether new employees succeed or fail.

Interim Placement Services

- We provide interim professionals to support business continuity during periods of transition or capacity gaps, typically for up to 12 months.
- Our interim services are ideal for covering vacant roles, parental leave, or project-based needs. Our approach to providing interim services includes:
 - Rapid deployment of experienced professionals in procurement, supply chain, transport, logistics, finance, marketing and human resources.
 - Prioritising experienced in-house consultants with proven sector expertise and immediate availability.
 - Where internal capacity is unavailable, sourcing trusted external candidates at an agreed fee
 - Aligning interim support to clear objectives, deliverables, and success metrics
 - Offering flexible onboarding and optional oversight or coaching from our senior team
- This solution ensures continuity, reduces disruption, and allows organisations to maintain momentum while recruiting for permanent roles.
- Where longer-term support is required, we can also provide managed services solutions in selected professional disciplines, particularly procurement and supply chain, delivering sustained capability, operational continuity, and value realisation.

Continuity matters. Our interim solutions ensure your teams stay supported, your projects stay on track, and nothing critical slips through the cracks

Why choose Harley Reed's People Services for Recruitment

Specialist Expertise & Global Reach

- We focus on functional areas where we have recognised expertise, including Procurement, Supply Chain, Marketing, Finance and Human Resource Management.
- Our international network of offices enables us to deliver recruitment solutions across multiple industries, disciplines and languages, combining sector expertise with local market knowledge.
- This combination allows us to support organisations in defining role requirements, competency frameworks and salary benchmarks.

Integrity & Professional Standards

- Our recruitment processes are grounded in merit, fairness, and professional standards. Candidates are assessed objectively based on qualifications, experience, competencies, and alignment with role requirements.
- We maintain the highest standards of confidentiality and data protection, ensuring candidate and client information is handled securely and professionally.
- Our processes are transparent and ethical, and candidates are never required to pay fees during the recruitment process.

Client Partnership & Delivery

- We work closely with clients to understand organisational needs, culture, and role expectations to deliver tailored recruitment solutions.
- Clients benefit from dedicated account management, responsive communication, and transparent reporting throughout the recruitment process.
- Our approach ensures recruitment processes remain efficient, well-managed, and aligned to organisational objectives.

Contact Information

For further information or to discuss our services in more detail, please contact your local Harley Reed office or email info@harleyreed.com

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