

Deloitte.



Human Capital Services

Business-led
People-driven



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Our Human Capital Services

Businesses today are called to awaken to a new world, where the need for caution has been superseded by the need to take action. An environment where business landscape is changing to a growth mindset and there is a need to compete in an ever-wider arena. More than ever before, enhancing business competitiveness requires a more targeted approach to how we manage and develop people.

Combining our extensive experience, our quality and results-oriented mindset and people-to-people approach, we offer proven solutions to help you meet the challenges of today's changing environment and run your business to success, by managing your most important asset-your people.

*Helping organisations innovate,
transform and lead*





Why Deloitte?

Being one of the world's largest HR Consulting Firms, with over 5,000 HR professionals, we provide unrivalled breadth and depth of services to help you maximize the value of their people and to support business improvement and change, giving you the benefit of a global Firm with a local and personal touch.

We differentiate ourselves by delivering comprehensive and tailored integrated HR solutions, which range from helping companies align their people and business strategies to re-organising their service delivery models and improving their HR systems and policies.

*The Deloitte Difference:
Focusing on Value
Creation*

Clients turn to Deloitte and stay with Deloitte because of:

- The breadth and depth of expertise we bring to each engagement, allowing us to solve even the most complex business challenges
- The collaborative way in which we work with clients and with each other, offering solutions by bringing a multi-dimensional perspective, global reach and deep understanding of their businesses, market realities and corporate culture
- The practical, evidence-based solutions we provide, based on best practices followed by organisations internationally and tailored to your organisation's culture and priorities
- The internationally recognised methodologies and tools we use

“Our success over the years can be attributed to the unparalleled standard of service consistently offered to all our clients by our highly engaged professionals.”

Christis M. Christoforou
Chief Executive Officer

Strategy Design

Globalization, Social Impact, Innovation, Economic Turbulence, Technological Updates, Emerging Markets, Demanding Customers: some of the most complex challenges organisations might currently be facing. Does this make the image of the future blurred?

We make the scene clear!

We can help you solve complex business problems, to achieve your performance objectives, by developing executable strategies through a rigorous, fact based approach, focused on results.



*From Strategy ...
to Results!*

We bring in-depth analytical capabilities, bold ideas and a pragmatic mindset, in the following service offerings:

- Analysis of the existing business strategy
- Sharing insights on market trends, challenges and opportunities at a local and international level
- Performing benchmarking analysis of your organisation in relation to the competition
- Assist you in identifying the organisation's key strategic issues, competitive advantages, new strategic alternatives and deciding on the desired strategic direction
- Determination of a clear future strategic direction-strategic pillars and strategic priorities
- Determination of indicators to measure and monitor the performance of the organisation (KPIs)
- Support in the formulation of Strategic Action Plans

Restructuring Studies

Companies recognized for management excellence, innovation and agility are those that regularly review their business models, renew their market approaches and revise their operations to sustain growth.



Workforce Optimisation

Decide

based on analytics-based insights

Design

organisation solutions with precision

Deliver

business value with lasting impact

How we can support you in amplifying the alignment of your organisation to your strategy and business model:

- Evaluation of existing organisational model and staffing levels, including measurement of the existing workload in relation to corporate objectives
- Identification and utilisation of potential synergies and adoption of practices for fostering a more effective organisation of departments and associated activities
- Redetermination of the organisational structure, clear specification of the hierarchical levels and direct alignment with salary levels/grades
- Clarification of the duties and responsibilities of the various job positions, design of associated job descriptions/profiles and determination of qualitative and quantitative objectives per position
- Design of competency frameworks defining the required credentials, including specialised knowledge and expected skills and behaviours
- Effective management of redundancy matters, if any, ensuring compliance with local labour legislation

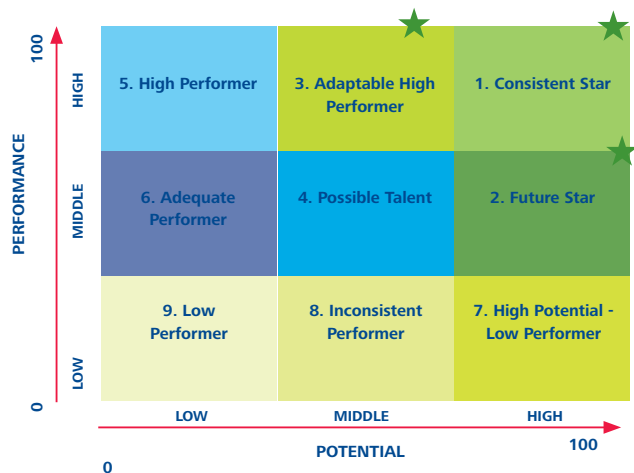
Performance Management



*Helping you set targets,
measure performance and celebrate success*

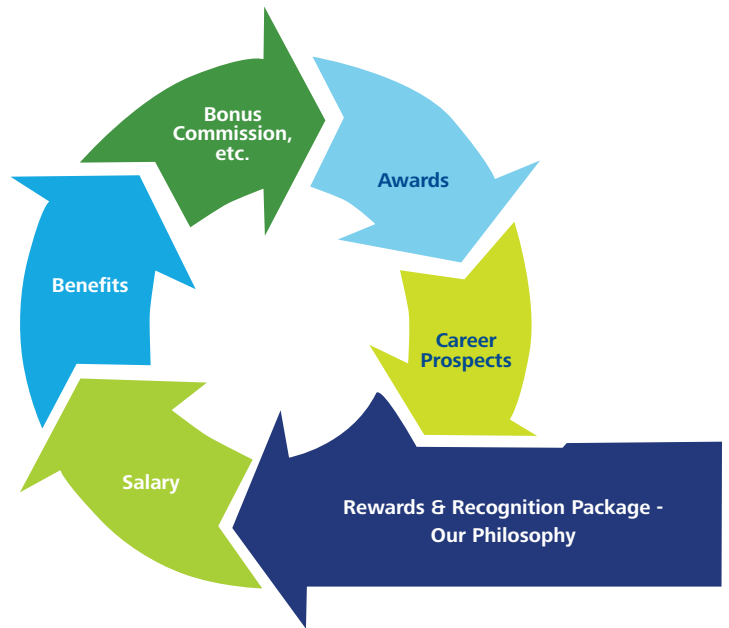
We can help your organisation unlock the potential of your people, bring you closer to your talent and develop integrated and sustainable performance management solutions that drive business forward in an effective and efficient manner through measurement, feedback and positive reinforcement.

- Identification of the organisation's critical success factors and setting of performance indicators for each job position and/or department
- Design of annual and/or interim systems for evaluating the performance and the potential of people
- Design of 360° feedback scheme for the management/supervisory team-possibility to obtain feedback from subordinates, peers and/or external associates-through analysis of results and preparation of personal feedback reports
- Design of relevant completion guidelines and forms, including performance and self-evaluation forms, key performance indicators (KPIs), tools for analysing and processing of results
- Design of a targeted competency framework, specifying the required competencies-knowledge, skills, abilities and behaviours-and alignment with the performance evaluation system
- Provision of support and guidance, including facilitating relevant learning sessions, for the effective implementation of the systems/schemes
- Alignment of the systems/schemes with learning & development activities, with rewards & recognition practices, as well as direct link with career & personal development opportunities
- Support you in the change management process, so as to ensure successful implementation



Rewards & Incentives

An in-depth review of your reward strategies and programs is critical to help ensure that they remain aligned with your current business objectives and help position your business for renewed growth and competitive advantage.



Do your reward programs need revamping?

We provide services designed to help you in your efforts to implement innovative programs that are fact-based, drive productivity and retain talents:

- Conduction of salary surveys, identifying market trends and engaging in comparative analysis of total remuneration packages
- Design of a Compensation & Rewards Strategy to support the achievement of corporate priorities and objectives
- Design of rewards and incentives schemes, including bonus, commission and awards schemes
- Conduction of job evaluation; determination of the relative value impact level and relative size of individual jobs, facilitating the establishment of a representative, fair and equitable platform of job grades, job families, hierarchical levels and consequently salary grading
- Design of a flexible benefits matrix, considering the particularities of your organisation, as well as the respective financial indicators
- Development of practices for rewarding talents and critical workforce segments
- Provision of guidance and support for the effective implementation of the systems/schemes
- Alignment of the reward and recognition practices with the corporate strategy and results, as well as with individuals' performance

Investors in People

Investors in People (IiP) is the only internationally recognised standard in the area of Human Resource Management and Development.

It provides organisations with the opportunity to meet their evolving needs and challenges in the area of Human Resource Management and Development in a tangible manner that drives the business forward.



*A journey that makes a tangible difference
to your business outcomes*

*Showing your people that you care and to your clients
and competitors that you are one step ahead*

Our Team, the largest team of accredited IiP advisors in Cyprus, with an extensive experience in implementing IiP, can support you in the journey to accreditation by:

- Evaluating the organisation's existing HR & business practices, in relation to the IiP requirements, as well as in comparison with international best practices
- Formulating a practical, tailor-made Action Plan, indicating improvement actions to be taken, so as to ensure fulfilment of the IiP requirements
- Guiding and supporting you in the design and upgrade of the associated HR systems/practices
- Providing support for managing the change process and for effectively implementing the relevant systems/practices
- Conducting 'Check-up' assessment to assess the readiness of the organisation in proceeding with the formal IiP Assessment and by extension in achieving accreditation
- Providing support in view of the preparation for the formal IiP Assessment by the external assessor of the IiP International Quality Centre

Talent Management & Succession Planning

The need to attract, engage and retain talented individuals in an “Open Talent Economy”, where employees can be tracked by competitors through a complex network of social media and the internet, is a priority to organisations that aim to excel.

Talent Management and Succession Planning are on the agenda, in order to support you in clarifying critical workforce segments, selecting the right person for the right job and providing the selected individuals with a clear career path.



*Invest in Talent
Invest in Your Future*

Our solution integrates a range of specialized services, such as performance management, recognition and rewards. Specifically, our services include:

- Development of a Talent Management & Succession Planning Strategy, based on corporate priorities and long-term manpower planning, with the aim to attract, engage and retain talents
- Identification of critical positions and design of associated job profiles, including expected professional experience, academic and professional qualifications, specialized knowledge, required skills and job position objectives
- Design of tools, practices and procedures for evaluating potential successors' performance, contribution to business results, readiness level and potential and completion of targeted development plans, with the involvement of individuals
- Design of a Learning & Development Program for talents/successors, based on expected knowledge, skills and behaviours, ensuring the alignment of long-term corporate objectives with the competencies of key individuals
- Design of a targeted Rewards & Incentives Scheme, taking into consideration current market trends, as well as based on the expectations of talents/successors and corporate objectives
- Development of a clear and pre-specified leadership career roadmap
- One-to-one consultation, in order to ensure alignment between personal aspirations and corporate priorities
- Design of the corporate governance principles for the effective implementation of succession plans

Employee Engagement & Cultural Transformation

It is all about the Corporate Culture... It's why people join a company and it's why people stay engaged in a company. It is time to move beyond simple "employee satisfaction" to "employee engagement"; while "satisfied" employees have positive work attitudes, "engaged" employees have intellectual and emotional commitments to their work and organisation, leading to heightened performance and productivity.

How can you get results through enhancing engagement and transforming the corporate culture? It may sound challenging but we have some good news for you; we can make it happen!



*How do your people
feel about their employment experience?
... They should feel nothing but passion!*

Utilizing Deloitte's internationally recognized tools and methodologies, we are in a unique position to help address business-related engagement and cultural challenges:

- Determine what the existing cultural characteristics are, in contrast to 'what are the desired' and identify ways to bridge the gap
- Gain insight into critical behaviours and how these impact on business performance
- Identify the critical success factors for cultural integration between the hierarchical levels and teams
- Analyse engagement levels, as well as enable deep understanding of engagement drivers
- Undertake vulnerability analysis
- Develop strategies and provide targeted and practical recommendations for reinforcing the desired culture; aligning culture with the company's strategy, values and business priorities; enhancing engagement levels by targeting specific motivational factors/areas

Leadership & Management Development Journey

Developing the 21st Century leaders who will inspire others to perform and excel, is considered as one of the top HR priorities for the organisations across the globe.

Deloitte's Leadership & Management Development Journey responds to the contemporary leadership challenges and brings concrete and sustainable value in the leadership development of your organisation.



Put your “future glasses” on and take leadership to the next level

Our experienced Advisory Team knows the right questions to ask to uncover the various challenges your future leaders need to address. We offer more than standard formal training; rather, our solution encompasses the continuous development of the professionals in scope, through abundant methods of development and evaluation that may include, amongst others:

- Thorough blueprint of the desired leadership and management profile
- Design and implementation of a 360° feedback scheme for enabling leaders/managers to receive holistic feedback from subordinates, peers, associates, managers, aiming to identify areas for further development
- Development of management's key leadership skills, through a series of developmental activities
- Provision of consultation and guidance, while enabling people to take the reins of their own development
- Our ideas and solutions are adjusted to the seniority level of the participants, as well as the specific challenges faced

Executive Learning & Development Programs

We focus on the delivery of executive, specialised and customised Learning & Development programs and specifically:

- We offer specialized technical and soft skills development programs, spanning across a wide variety of business related areas, including Leadership and Management Development, Performance Management, Strategic Design, Communication Skills, etc.
- Our trainers are specialised HR and business consultants with a wealth of practical experience across key industry sectors and are certified trainers, who have all successfully participated in Deloitte's Global Train-the-Trainer programme
- Our depth of services, wide sector experience and global reach, enable us to design real life applicable, world class learning programs which react swiftly to local and global market trends and provide up to the minute information on key issues
- We believe that 'one size fits none' and that is why our team works with our clients to design, deliver and evaluate the return on investment of customized, in-house learning programs, based on the client's specific learning requirements and strategic priorities
- Our aim is to create a value-added, unique learning experience, by actively involving participants, as well as by utilizing innovative, flexible tools and techniques, adjusted to the profile of the organisation and to the learning style and preferences of the participants

*Unlock the potential
of your people through Deloitte's
learning initiatives*



Executive Recruitment Services

In most organisations, talent is the essential resource. In fact, your talent is the one thing that can distinguish you from competition.

We can help you identify and select people with the right values, qualifications, skills, capabilities and experience to drive your organisation's growth going forward.

- Determination of the requirements of the job position (skills, knowledge, capabilities, experience, academic qualifications)
- Identification of suitable candidates, through database search and other means such as networking activities, social media, specialised websites and newspapers
- Free placement on our website career section www.deloittecareers.com.cy
- Advert preparation, advise on the media plan and advert placement in the media
- Evaluation of all CVs identified and preparation of CVs assessment report
- Conduction of first interviews (structured approach)
- Administration of targeted Psychometric tests analysis of personality reports
- Design and facilitation of Assessment Centres and preparation of personal feedback reports
- Consultation and guidance in regards to the whole recruitment process, i.e. in determining the total remuneration package, reference checking and preparation of Employment Contract
- Communication with all candidates that were not selected



We maintain the necessary confidentiality throughout the process-looking after the client's and the candidate's interest

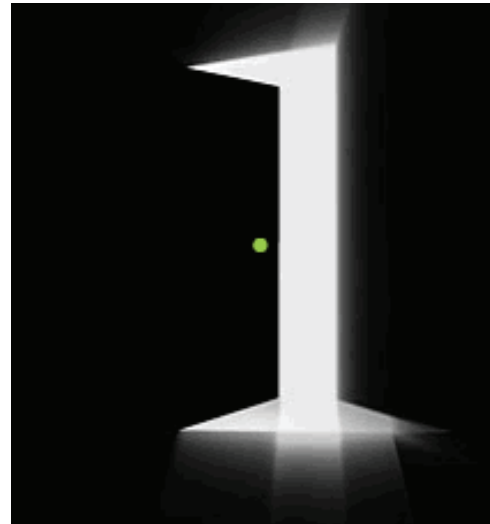
"Deloitte completed the assignment in a timely manner and managed and controlled the entire recruitment process on our behalf in the most efficient and professional way"

Chief Executive Officer - FMCG

Outplacement Services

- Through our Outplacement Services, we provide the opportunity to our clients to manage effectively unavoidable Human Resources issues, such as delayering and redundancies
- The outplacement program is always adjusted to the specific needs of the organisation and the departing employee(s) in scope
- The target is to enhance the departing employees' ability to find alternative employment, in the shortest possible time, by equipping them with the right skills and approach in finding the next step in their career path. This is achieved through a series of one-to-one meetings, to assess the departing employee(s) current situation and provide support and guidance, workshops to enhance their job-search qualities and employability skills and design of job-targeting strategies
- The Advisory Team of Deloitte comprises of experienced recruitment and career counselling advisors, as well as qualified occupational psychologists and can offer timely solutions to the departing employees' market re-entrance, as well as psychological hands-on support to the employees that will enable them to cope with the out of work generated emotions

*Broaden your horizons through
Deloitte's Outplacement Services*



International Migration Solutions

In today's fast moving, global, competitive business environment, a holistic, efficient and effective migration management is of critical importance.



We have flattened migration procedures for you to walk through!

Our International Migration Solution Services team can assist you in managing the global mobility of overseas nationals-EU, non-EU and dependants-by providing specialised migration assistance, in order to:

- Become an eligible employer of third country nationals
- Obtain and/or renew temporary residence and employment permits to third country (non-EU) nationals and dependants
- Obtain registration certificates to European Union citizens and dependants
- Obtain visitor's visas
- Obtain permanent residence permits
- Acquire Cypriot citizenships by exception/naturalization
- Manage all related matters, i.e. employment law, employment contract, remuneration package, medical coverage

Together with our Tax and Financial Advisory teams we can:

- Provide up to date and accurate information to individuals and the company in regards to Cyprus Migration and Tax law, regulations and computations
- Undertake the registration process and act as the representative of the individuals and the company, to Cypriot tax and social insurance authorities
- Ensure that the ongoing employee and employer tax and social security obligations are met
- Coordinate the individuals' and employers' final tax obligations on leaving Cyprus
- Provide independent advice in regards to different investment options

OASYS HR - HR Software

Working Smarter

At Deloitte we have developed Oasys HR, a state-of-the-art Human Resources Software that turns workforce management objectives into a realistic information system. Our intuitive solution enables organisations to undertake their Human Resources tasks successfully, strengthening HR quality of service and allowing HR to focus on delivering its role as a strategic partner.

Oasys HR functionality covers:

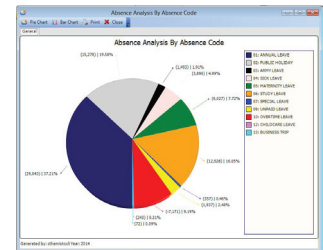
- People Management
- Learning & Development
- Talent Acquisition
- Manpower Planning
- Organisational Charts
- Leaves Management
- Compensation Management
- Inventory Control
- Alerts and Notifications
- Reports & Indicators

The additional web based self-service modules for leaves, timesheets, appraisals, KPIs, employee surveys and events management allow employees to execute their day-to-day HR related tasks, thus reducing the HR department's workload.

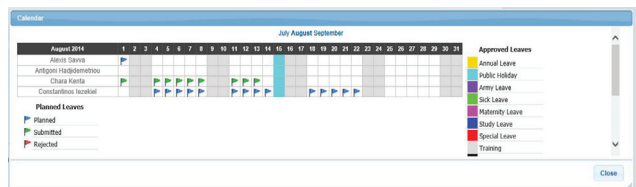
Oasys Online Recruitment completes the HR suite with candidate registration, online applications to published vacancies, document uploads and notifications to candidates and recruiters.



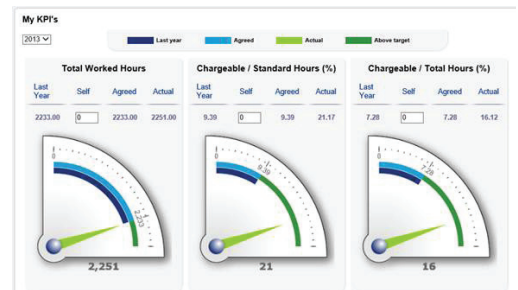
360° Feedback



Leave Analysis



Leave Scheduler



Key Performance Indicators (KPIs)

Get in Touch with Us

Our Offices in Cyprus

Nicosia

24 Spyrou Kyprianou Avenue
CY-1075 Nicosia Cyprus
P.O. Box 21675
CY-1512 Nicosia, Cyprus
Tel.: + 357 22360300
Fax: + 357 22360701

Limassol

Maximos Plaza, Tower 1, 3rd floor
213 Arch. Makariou III Avenue
CY-3030 Limassol, Cyprus
P.O.Box 58466
CY-3734 Limassol, Cyprus
Tel.: + 357 25868686
Fax: + 357 25868600

Larnaca

Patroclos Tower, 4th floor
41-43 Spyrou Kyprianou Avenue
CY-6051 Larnaca, Cyprus
P.O.Box 40772
CY-6307 Larnaca, Cyprus
Tel.: + 357 24819494
Fax: + 357 24661222

E-mail: hrcy@deloitte.com
Website: www.deloitte.com/cy



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