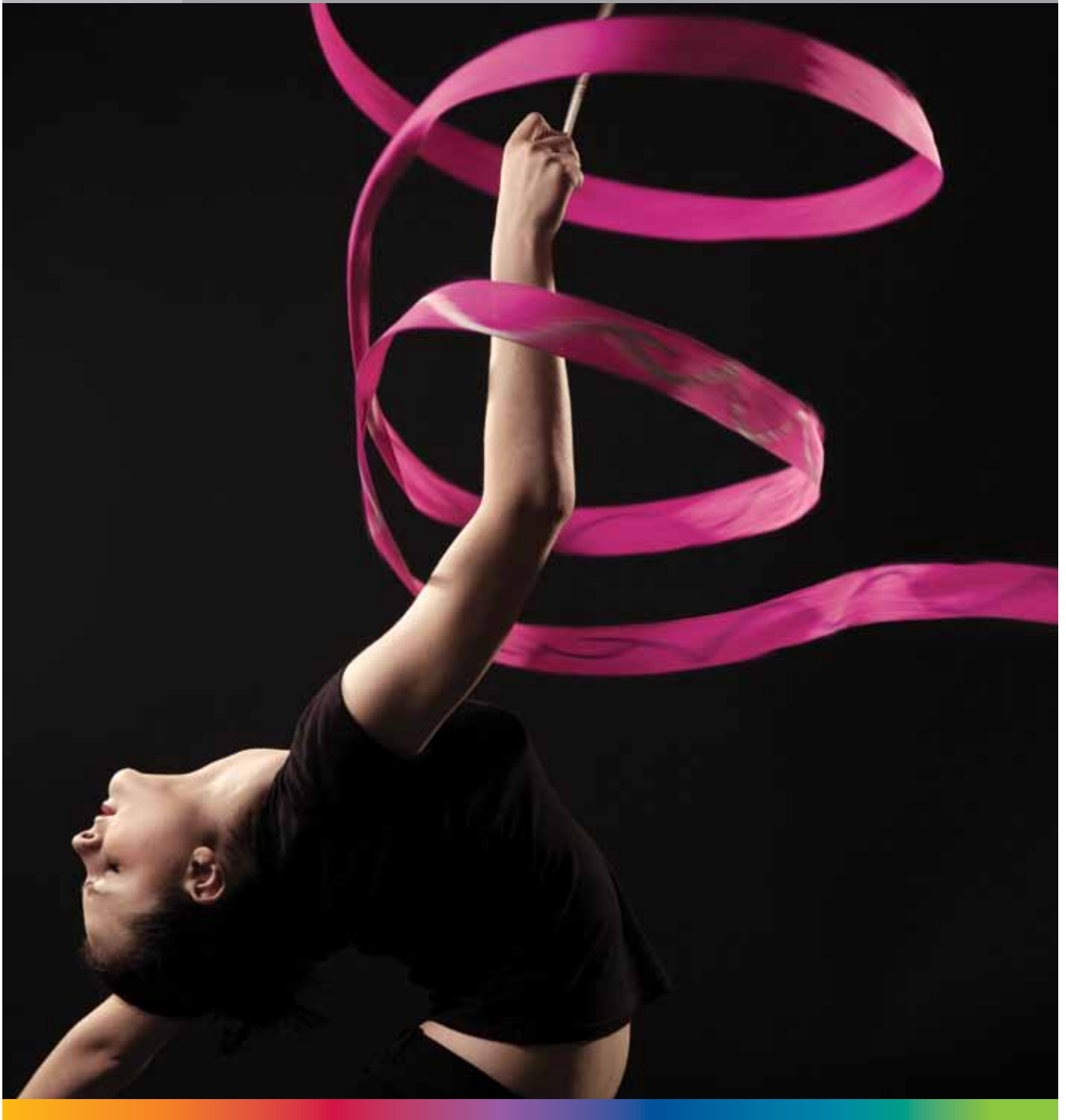




Shaping operational excellence

Underpinning the success
of your organisation

Business Process Outsourcing Services Overview



Real solutions to tough challenges



Welcome...

With step changes in public sector funding, reduced consumer spending and cash flow pressures, your organisation faces many challenges in achieving the operational excellence you need to keep pace with these changes.

Outsourcing or contracting out of specific tasks to a third party service provider can help to improve business performance, regulatory compliance and innovation, while freeing up management time and cutting the costs of doing business.

As a world class provider of Business Process Outsourcing (BPO) services our integrated delivery model gives you the freedom to choose from where and how your services are delivered. From cost control and customer engagement, to governance, innovation and sustainability, our BPO services offer a range of options built on an in-depth understanding of your organisation.

These services are designed to meet your individual needs, minimising risk and supporting you in your drive for operational excellence. We have already safely transitioned over 200 processes for more than 130 clients, so you can be safe in the knowledge that you are working with the right partner.

Read on to find out how we can help you to transform your organisation to meet the challenges of today.

Yours sincerely,

Roger Murphy
Director BPO

Be confident with Steria

We are a market leading global business offering world class Business Processing Outsourcing (BPO) services. We search for the art of the possible and push the boundaries.

Our wide ranging capability means we can offer comprehensive services which combine consulting, BPO and IT expertise to help you meet your business challenges. Also with our on, off and nearshore integrated delivery model you have the freedom to choose from where and how your services are delivered. As you become more confident on your journey to the highest standards of performance the delivery model can change as your needs do. And with our close links to key regulatory bodies you can be sure that you stay on top of their constantly changing requirements.

Driving operational excellence

Working with us you draw on Steria resources and repeatable processes for labour intensive work, preparing your organisation for flexible and rapid response to change. Our aim is to build a long term relationship with you rather than just focusing on managing process transactions. This enables us to bring continuing value to the way your organisation works.

Through the enforcement of rigorous service level agreements we ensure you are supported by constantly developing compliant world class processes that offer improved performance and control.

You also enjoy cost reduction through the economies of scale that come from using shared services, intelligent cost management processes and faster more efficient service delivery.

NHS Shared Business Services (NHS SBS) is Steria's 50:50 joint venture with the UK Department of Health. Using a shared service business model, NHS SBS is achieving huge economies of scale and is set to deliver £224 million savings over a ten year period.



We're incredibly proud of the progress NHS SBS has made. The business is regularly benchmarked against leading lights in the private sector and in this year's Hackett report NHS SBS was in the top quartile, acknowledged as world class for the second year running."

John Neilson, Chief Executive, NHS Shared Business Services





Underpinning your success

Typically 80% of the cost in a business process is caused by hard to call decisions and problems that are difficult or costly to automate. Large organisations, in particular, can lose flexibility and agility as they grow, with assets getting tied up in performing low value activities rather than those which help the organisation to thrive.

Our strength lies in being able to handle anything from volume transactional work to complex, judgement and rules based back office BPO and the exceptions that result. With a range of innovative, function-specific outsourcing services, we can provide you with the step changes in efficiency, profitability, agility and competitiveness you need to be successful. And using our global resourcing model, delivery is structured to what you are comfortable with and best meets your needs.

All our services are supported by experts who fully understand the challenges that face support functions, enabling us to develop solutions that best fit the current structure of your organisation. They are designed to free up time for your key people across the range of functional activities by simplifying, standardising and automating all your transactional driven tasks.

Shared services for shared benefit

With the option of using shared common resources to support and manage organisational processes you can benefit from:

- Reduced duplication and effort
- Improved data accuracy from having all your information stored on a single standardised IT platform
- Lower IT maintenance and change costs
- Easier measurement of cost and benchmark efficiency paving the way for better continuous improvement processes.

Cleveland Police Authority selected Steria as its partner for the delivery of the Force's control room, community justice and back office functions through a shared service partnership that will deliver £50 million in cashable savings.



The partnership with Steria will make a direct and positive impact on the local community of Cleveland, improving our service, generating more jobs for local people and significant cost savings for the authority."

David McLuckie, Chairman of Cleveland Police Authority

Services that meet your evolving needs

You can start by using a single service and buy more on an incremental basis as your confidence in outsourcing grows. Or you can start with a bundled range of services. Designed to give you a choice of what suits you best, the route you take is up to you.

For example, you might start by outsourcing your finance services and then once you have experience of working in this way, you can extend it to your HR function.

Finance and Accounting

Finance is at the heart of any organisation and underpins the strategic decision making process. And it needs to do more than just performing tactical transactional work. It has to be agile and keep pace with change, acting as a partner of the organisation and identifying opportunities that can deliver real value.

As you'd expect from a leading provider of outsourced Finance and Accounting (F&A) services in Europe, we cover every aspect of the function, from day to day transactional needs to our added value advisory and analytics services. We use our deep experience of both F&A processes and specific industry challenges to provide you with a more rounded and progressive partnership. This means you can concentrate on leveraging financial data to provide the strategic insight you need to drive your organisation forward.

We provide a range of world class outsourced F&A services including general accounting, accounts payable, order to cash, purchasing, cash management and employee expenses to name but a few.

Human Resources

Recognition is increasing that Human Resources (HR) can play a vital strategic role. But it can only achieve this if it moves from a heavily transactional based business model, to one that is able to align and manage talent strategically to create a responsive and customer focused culture.

Our flexible and innovative outsourced HR services cover all aspects of the employment life cycle from recruitment of new joiners to exit administration, providing the specialist skills when and where you need them. So while we're optimising your back office transactional activity, your HR team can continue delivering the HR strategy. And by giving you access to best practice, innovation and analysis we can help you to benefit from savings and productivity improvements that result.

Our outsourced HR services include payroll management and employee life cycle management.

Procurement

Procurement provides an opportunity to deliver major benefits to the bottom line in terms of savings. Other benefits include cost avoidance, efficiency and excellent customer service.

Improving the procurement function means addressing a number of issues. These include complex supplier portfolios with large numbers of active suppliers, limited procurement control, lack of transparency and IT systems that don't talk to each other. Inconsistent classification of spend and different ways of describing suppliers also adds to the challenge.

We provide an extensive outsourced procurement service ranging from sourcing to payment, encompassing quote to contract, procurement and payment cycles, and including procurement technology.

Learning Services

Successful transformational change relies on having the right level of skills and knowledge. Better trained people are more productive and open to new ways of working to improve performance.

Our outsourced learning services aim to improve the efficiency and cost effectiveness of your training function with a range of services that includes training for major IT roll outs, managed learning services for IT and end user training. Using a variety of methods, our highly experienced team deliver professional education and consultancy services that result in measurable improvements to your organisation's performance. We also provide additional flexible resources to meet fluctuating learning demands.

But we don't just deliver training - we manage it as well through our Training Administration services, freeing you up to concentrate on developing your business.

As a fully accredited member of the Institute of IT Training (IITT) we can support small to major IT projects with efficient and cost effective customised learning programmes to get end users up and running quickly and get the best return on your investment.

Customer Services

Giving your customers great service is the route to success for any organisation and doing this relies on every part of your back office processes working effectively. Often these processes are very labour intensive and prone to human error.

By automating many tasks we can help you reduce error and speed up your response times. From counter services to billing and debt management, we help you put your customer first by targeting 'pain points' in specific areas of your organisation to increase their efficiency.

We achieve this by using a solid foundation of Customer Relationship Management (CRM) tools and techniques derived from the National CRM project and Contact Centre Association, which help us to minimise any associated risks. Underpinned by a deep insight into your customer data we help you build a complete picture of what your customers want from you.

Since taking over BT's F&A service, Steria has delivered on 99.9% of KPIs in a contract that has generated in excess of £100 million cost savings to BT.



Working together, Steria and BT have established a strong partnership framework to move towards BT's goal to achieve a world class finance function."

Andrew Kemp, Group Controller & Director – Planning and Analysis, BT

Delivering tailored solutions for industry

The inherent complexities of many organisations make addressing the problem of ensuring processes are joined up and working effectively together a real challenge. Inefficient processes often result in valuable resource being diverted away from the front line meaning that you do not always have the specialist skills where you need them.

Our knowledge and expertise across a variety of industries enable us to tailor our BPO solutions to fulfil the specific requirements of your industry. And our balanced approach of employing people from the industries we serve to work alongside our specialist BPO professionals, means that we build a deep understanding of the markets you operate in and the challenges you face. This includes the growing range of regulatory controls demanded, for example, by SARBOX and OFCOM.

Our services are designed to support you across all your process tasks – from simple to complex. By making a difference to the way your organisation operates you get increased flexibility to respond to change, so you can always maintain service levels during times of high activity. For example, our bank and retail clients benefit from tailored BPO card services such as fraud charge backs, dispute resolution, reconciliations and loyalty card applications processing. Our media clients outsource their contractor payments or rights and royalties management to our media specialists. Our industry experience is extensive and includes providing solutions to a diverse range of clients from the BBC to the NHS.

A leading player in BPO, each year Steria:

- **Manages over €55 billion of payments**
- **Pays five million invoices to over half a million businesses**
- **Generates over 900 thousand purchase orders**
- **Schedules and administers over 28,000 training courses**
- **Responds to 1.75 million customer letters and emails, and handles 1.3 million helpdesk calls**
- **Administers eight million customer life and pension policies**
- **Recovers €tens of millions of fraud under global card rules**
- **Oversees over €19 million worth of money-in transactions each day.**

Driving innovation

Recognising that change is a constant, we are always looking to develop new and innovative BPO services for our clients. For example, we are looking at the growth of Cloud computing to understand how we can best exploit it to provide new ways to deliver services to our customers. And often we test initiatives on ourselves to ensure they are robust enough to use with our clients.

Our imagination and creativity can be seen in an initiative that came about from our recognition of how labour intensive remortgaging is. This led us to develop an outsourcing solution that enables legal firms to benefit from our processing strength, shared approach and deep understanding of this area.

On the page opposite you can find further examples of our innovation in action.

Energy Payment Analytical Services (EPAS)

With better visibility of your power and water consumption, you can focus on building your organisation's energy strategy and optimising how much you spend. We can help you achieve this by monitoring usage and managing payments to identify potential savings, while at the same time ensuring you are compliant with current regulations.

We are also developing a 'green' EPAS offering to support your sustainability objectives. Using it to identify hot spots of energy usage we will be able to recommend changes that will help you achieve reductions in both cost and carbon footprint.

Steria Connect Series

We recognise that it is not always cost effective to buy bespoke solutions to give you access to best practice processes. You may be under pressure to reduce cost or want more affordable solutions or you may also have recently been through significant changes such as a merger or acquisition.

Our objective is to produce solutions that can be replicated to bring cost effective outsourcing services to a wider range of organisations. This gives you the opportunity to benefit from BPO using a common platform and well-defined controls and practices but without the upfront capital expenditure.

Our scalable next generation services deliver everything you need to help transform your organisation. These services use a standardised service delivery platform and best practice processes, providing your organisation with streamlined business functions.

Based on a clear commercial structure with competitive utility based pricing, the resulting economies of scale allow you to refocus cash and resources on mission-critical activities, as well as enabling fast, seamless change.

Our Steria Connect services cover a range of key business functions including F&A, HR and procurement.

Shaping the future together

We are a pioneering global outsourcing and technology company that brings its clients the benefits of a full portfolio of integrated on, off and nearshore solutions. Our aim is to become your trusted partner. To achieve this we are committed to delivering holistic solutions in a flexible partnership with you that can be measured, evaluated and most importantly provide you with choice.

Our breadth of capability means we can also provide the infrastructure and applications you need to give you a comprehensive approach which underpins the whole of your organisation. But we do understand that offshoring will not always be the right answer and so our model also embraces near and onshore capabilities. Utilising intelligent cost management principles, we help you understand how investment in automating one area of your business has the potential to deliver many times more income by value, for very little cost.

We recognise it is not just about cutting costs but increasing efficiency and productivity and managing change effectively. The tools and techniques we use are designed to de-risk the process of outsourcing by keeping one eye on the future and building in the flexibility to adapt to your unique changing needs. And when we take on responsibility to deliver a service we always look at ways to continuously improve, standardise, automate and innovate at all levels.

In summary we aim to provide flexibility and choice when deciding on an outsourcing model that best suits your organisation, providing informed advice and reassurance that allows you to evolve the model as your needs change.



Sharing the success

2009 – Award for BPO Project of the Year – NHS SBS

NHS Shared Business Services (NHS SBS), a unique joint venture between Steria and the Department of Health (DH), has won the National Outsourcing Association (NOA) 'BPO Project of the Year' award. The project, which leads the way in developing and providing Finance & Accounting, Payroll, e-Procurement and Family Health Services to all types of NHS organisations, is credited with transforming the NHS SBS's accounts payable function. More than 21 million people in the UK have NHS healthcare delivered by NHS SBS clients.

A winning team



Steria has an outstanding track record in outsourcing as demonstrated by their repeated successes at the NOA's Awards for Best Practice in Outsourcing. This is a clear sign of a company that, time and time again, endeavours to deliver the highest level of benefits to its clients."

Martyn Hart, Chairman, National Outsourcing Association



About Steria

Steria delivers IT enabled business services which help organisations in the public and private sectors operate more efficiently and profitably. By combining in depth understanding of our clients' businesses with expertise in IT and business process outsourcing, we take on our clients' challenges and develop innovative solutions to address them. Through our highly collaborative consulting style, we work with our clients to transform their business, enabling them to focus on what they do best.

Our 18,300 people, working across 16 countries, support the systems, services and processes that make today's world turn, touching the lives of millions around the globe each day.

Founded in 1969, Steria has offices in Europe, India, North Africa and SE Asia and a 2009 revenue of €1.63 billion. 19.3% of Steria's capital is owned by its employees. Headquartered in Paris, Steria is listed on the Euronext Paris market.

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