

# END-TO-END LARGE-MARKET HR OUTSOURCING PROVIDERS

Listed in alphabetical order



Company, Web address	Number of end-to-end clients with 15,000-plus employees in most recent year	Number of end-to-end clients with 15,000-plus employees in previous year	Total company revenue for most recent four quarters	Key clients
ACCENTURE www.accenture.com	17	5	Would not disclose*	Hexion, Kimberly Clark, Caja Madrid, BT Group, Unilever, Thomas Cook, Transportation Security Administration
ADP www.adp.com	27	21	\$6.5 billion	EMC, IHG, Sodexho, Ikea, Rhodia**
AFFILIATED COMPUTER SERVICES www.acs-inc.com	11	9	\$5.96 billion	Motorola, Delta Air Lines, Freescale
ARINSO www.arinso.com	10	5	Not available <sup>§</sup>	Cadbury Schweppes, Philip Morris International, CA Inc., ISS Facility Services
CONVERGYS www.convergys.com	8	6	\$2.84 billion	Fifth Third Bancorp, state of Texas, Boston Scientific, Solectron, Whirlpool, DuPont
EXCELLERATEHRO www.excelleratehro.com	6	6	Would not disclose <sup>§§</sup>	Canadian Imperial Bank of Commerce, ST Microelectronics
FIDELITY HR SERVICES www.fidelity.com/totalhr	5	4	Would not disclose	ABB Inc., the Hartford
HEWITT ASSOCIATES www.hewitt.com	26	23	\$2.99 billion	Air Canada, Centrica, Marriott, Prudential, Rogers Communications, Sun Microsystems, Thomson
IBM GLOBAL SERVICES www.ibm.com/services	18	12	\$2.3 billion <sup>†</sup>	American Airlines, Avon, Cigna, Procter & Gamble, CVS

\*Accenture does not break out revenue per service group. Accenture's total outsourcing revenue for fiscal year 2007 was \$7.84 billion, while its total revenue for fiscal year 2007 was \$19.7 billion.

\*\*ADP and IBM Global Services have a seven-year joint service agreement to provide full-scale HRO services to Rhodia.

§Arinso International was acquired by U.K.-based Northgate Information Solutions in June 2007. Northgate Information Solutions, including Arinso, was acquired by U.S.-based private equity firm Kolberg Kravis Roberts in March 2008. In its four most recent quarters available (through October 2007), Northgate Information Solutions reported revenue of \$882.5 million.

§§ExcellerateHRO is jointly owned by EDS and Towers Perrin, and its revenue figures are not broken out separately.

†Reflects total IBM Global Services business transformation outsourcing segment for 2007. IBM does not report HR outsourcing separately.

Sources: Companies

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