

2022 – A Year in Review

Reliable Leadership Advice™, whatever conditions our clients face

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Letter from our Chairman



Roger Hagafors,
Chairman of the Group Board & Partner

Despite a year, to a large extent characterised by financial turbulence and uncertainty in the world, our company has had sustained, stable, and strong performance. We have continued our successful way of securing that clients will acquire and develop the leadership they need to outperform.

MU Leader Selection Science® reassures a science-based, precisely tailored, and quality assured service delivered by a certified MU Expert team. The new profile and communication with the market has also been sharpened and strengthened.

2022 highlights

Strengthened client offer with MU Leader Selection Science®

This year the distinct Mercuri Urval way of working was further developed and underpinned. The concept that we use for that is MU Leader Selection Science® which provides a clear foundation for our client offering and brand.



Challenging Conventional Executive Search – MU Leader Selection Science® (Video)



In 2022 the MU Research Institute (MU RI) was established by the company board as an independent entity with the purpose of making sure that MU Experts – and so our clients – always have access to effective, science-based services.

The MU Research Institute

The development of the MU services, methods, and tools, as well as validation and success-rate follow up is run by the MU Research Institute (MU RI).

In 2022 the MU Research Institute was established by the company board as an independent entity with the purpose of making sure that MU Experts – and so our clients – always have access to effective, science-based services.

MU RI is also active in providing the basis for best-in-class capability building, as well as establishing standards for certification. MU RI does important work that strengthens MU for today and for tomorrow.

New study re-confirms Mercuri Urval's high success rate in leader selection

Besides the development and continuous upgrading of MU services, methods, and tools – the MU Research Institute also executes validation studies. One such validation study is the recurring success-rate follow-up. The appointments made by clients supported by MU Experts are systematically reviewed, analysed, and transparently reported to the market by MU RI. Since we know from research that conventional recruitment methods often lead to inaccurate predictions, this kind of recurring follow-up and validation

of the outcome made by MU RI is very important to safeguard the quality and performance of our service-delivery.

The latest MU RI validation report confirms previous results that the appointments that clients make with the support of MU Experts are successful in more than 90% of the cases.

Read the latest validation report [here](#).

New partner appointments

During the last year we had the great pleasure of appointing [5 new equity Partners](#). The newly appointed Partners represent 4 nationalities from our global organisation. Currently, 55 employees from 14 countries are Partners representing all main global markets.



Appointment of new members for the board of Stiftelsen Mercuri Urval

In June 2016 MU was donated to the foundation “Stiftelsen Mercuri Urval” by its original founders and owners. Since that date, “Stiftelsen Mercuri Urval” is the main owner of MU.

The statutes set the foundation’s priorities to reassure the sustainability and long-term survival of MU. The foundation appoints the board of Mercuri Urval Group and provide owners directives that frame MU’s development according to the statutes. The foundation board also appoints shareholding partners in Mercuri Urval. [Read more about MU, and our organisation.](#)

During 2022, new members of the board were appointed:



Stefan Erhag (Chairman)



Peter Clemedtson (Deputy Chairman)



Bettina Kashefi (Director of the Board).

The coming year

In the coming year we will continue the upgrade of MU’s world-class services, methods, and tools. We will continue the development of our industry practices providing clients with the expertise to help them outperform. This focus will ensure we continue to deliver outstanding results for our clients, colleagues and stakeholders.



CEO statement



Richard Moore,
CEO & Partner

2022 was a very strong operational year, and another year in which we strengthened our platform for the future. Our colleagues responded in an extraordinary fashion to the sustained high demand for leadership services from our clients worldwide. Underpinning this strategy in 2022 we:

- ▶ Refreshed our brand in line with the completion of our successful transition into Leadership Acquisition and Advisory services.
- ▶ Initiated the MU Research Institute to help us fulfil our mission of improving the scientific basis for the recruitment and development of leaders.



MU stands for Reliable Leadership Advice™



In 2022 MU Research Institute published the second global validation study of MU's success rate. The study reviewed gender and performance outcomes of the MU Leadership Assessment. As previously, the study indicated exceptional performance outcomes with >90% of MU recommended leaders (employed as internal or external recruitments) meeting or exceeding performance expectations within 18 months. It also confirmed no systematic gender discrimination in our assessment work.

2022 highlights

Leadership advice

Increased client value across our science-based executive search and leadership acquisition services. Our pioneering MU Leadership Assessment and MU Executive Search services saw sustained growth.

Global reach

Our MU Experts' collaborative international business increased by more than 20% in 2022 compared to 2021 as clients took advantage of our global reach and extensive industry practice expertise worldwide.

Science-based services

The MU Research Institute rolled out significant upgrades to our services and laid the foundations for further high-value additions to our experts' tools and methods in 2022 and 2023.

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>90% of MU recommended leaders (employed as internal or external recruitments) meeting or exceeding performance expectations within 18 months.

The study also confirmed no significant gender bias in the MU Leadership Assessment. Our client can continue to trust the highest standard of all in accurate advice about leadership provided by MU Experts – whether the MU Leadership Assessment is within our Executive Search, leader selection or development services.

Positioning

We launched our new corporate identity and refreshed our brand. At the same time, we overhauled our website and market communication platform to share our research into leader effectiveness and underpin our position as being the most well-known for science-based leadership acquisition and advisory services, trusted and respected worldwide to reliably secure effectiveness leadership.

Our team

We strengthened our team through the promotion of a number of our Team Leaders to Team Directors and significantly expanded our teams serving clients in APAC and the Americas. We welcomed five new senior leaders to our team.

Our business

We were very proud to be recognised by Deloitte and Nasdaq as one of Sweden's Best Managed Companies, delighted to be re-certified by DNV-GL in full compliance with ISO 10667-2 (the global standard for open, fair and valid selection and development of leaders) and recognised by Hunt Scanlon as one of the world's top 40 Executive Search firms.

The year ahead

Acquiring and improving leadership is the greatest challenge organisations face – and the only way they can sustainably outperform. Today our clients need effective, sustainable, and diverse leadership more than ever. We plan to grow carefully, to safeguard our profitability.

Key focus areas for management in 2023

- ▶ Continued enlargement of our presence in key markets, industry practices, and global reach through careful and selective hiring of senior consultants and senior delivery experts.
 - Launch of our Board and CEO practice.
- ▶ Further upgrading of our class-leading science-based Executive Search and Leadership Advisory services, including further research and validation studies into leadership recruitment and development.
- ▶ Further strengthening our industry leading quality assurance and certification regime for MU experts: Focus on the scientific basis for predicting leader success, and inclusion and diversity.
- ▶ Significant ongoing upgrades to our services through the MU Research Institute.
- ▶ Continued financial vigilance.



CFO statement



Tomas Hedström,
Group CFO

Stable performance in unstable times

In spite of the turmoil we experienced after Russia's war against Ukraine which resulted in raw material shortages, supply chain issues, rapidly increasing interest rates and at least a temporary rebirth of inflation, the demand for our services was strong in 2022. Net income increased by 6% as we continued to increase the share of business that comes from leader acquisition, now well over 50%.

EBITDA amounted to 12 MEUR and the corresponding margin was 16%, somewhat lower than last year as we continued to invest in our people and activity related expenses moved back to more normal levels after two years of covid related restrictions on travelling and meetings. Earnings after tax amounted to 8,5 MEUR and the net margin was 11%.

The profit in 2021 meant that substantial dividends were paid to partners (the partner company) in 2022, but part of the net profit was also used to fill up the company buffer for unforeseen events. As the financial safety net is now considered strong enough, the full net profit can be paid to partners. The effective tax rate increased as historical tax losses carry forward decreases with good earnings and the 2021 profit included a tax exempt one off gain. Even if the net profit after tax is lower in 2022 than in 2021, expected dividends can be higher as the full net profit will be available for dividends.



*Earnings after tax
amounted to 8,5 MEUR
and the net margin was 11%.*

2022 highlights

- ▶ Strong balance sheet with reserves for uncertain times.
- ▶ High profits and strong margins.
- ▶ Good profitability and a healthy balance sheet makes it possible to continue to invest in our people and in developing the company's service offerings.
- ▶ Record high dividends to partners expected.

The year ahead

Last year I noted that we had a large degree of uncertainty in the world's macroeconomic outlook. Now we have stagflation and a much lower level of economic activity in the year to come. We still have political instability in many parts of the world which naturally leads to increased uncertainty, and perhaps we have come to the point where unpredictability is the new normal. Our company response to these challenges was and will be to continually develop our core services and people, to ascertain that we have good flexibility in our cost base and to act swiftly and forcefully when so needed.





This is MU Leader Selection Science[®] – and MU is its home



We exist to make sure organisations outperform through diverse and sustainably successful leadership. Our expert teams operate worldwide; wherever our clients need us, we are there.

MU is a global Leadership Acquisition and Advisory firm. Our experts provide science-based, precisely tailored, quality assured and ethical Executive Search, Professional Recruitment, Leadership Assessment and Coaching services in partnership with private and public sector clients worldwide.

Today it is clear, that securing effective leadership is one of the biggest challenges organisations face. Comprehensive and repeated research studies show conventional Executive Search, recruitment, and develop-

ment ideas and methods are very often unsuccessful. Despite the many excellent professionals working in the industry, 40-50% of leader appointments fail, and CEOs regularly complain that less than 10% of their leader development expenditure delivers business value. Even more worryingly, as difficulty in selecting and developing leaders increases, success rates are deteriorating.

Read our [article series focused on how leaders can ensure their organisations outperform](#).

Our expert formula for success at work – MU Leader Selection Science®

Our experts have a unique way of working. We call it MU Leader Selection Science®. It is the Mercuri Urval way of working that reassures that our experts provide Reliable Leadership Advice™. The goal is sustainable leadership success, organisational outperformance, and inclusive workplaces.

To secure this and continually improve we conduct validation studies on our performance, and conduct extensive quality assurance activities – including external verification to ISO 10667 standard (the industry standard for effective and ethical work in leader selection development). The MU Research Institute conducts this work and continually develops our services, methods and expert certification procedures to assure MU

We are born in science, with over 50 years in business

The Mercuri Urval way of working was born in the 1960s. Scientific researchers worked with organisations to investigate how their results were impacted by people. Guided by science, they discovered how to effectively increase business results by substantially increasing the accuracy of employee selection. The purpose of Mercuri Urval was, and remains, to increase success at work through the effective and accurate selection and development of leaders.

Mercuri Urval never participated in conventional Executive Search approaches. We chose to pioneer a science-based approach to finding, selecting, and developing business leaders – MU Leader Selection Science®.



Mercuri Urval never participated in conventional Executive Search approaches. We chose to pioneer a science-based approach to finding, selecting, and developing business leaders – MU Leader Selection Science®.

Leader Selection Science® is applied. Our validation work shows a success rate of more than 90%.

Mercuri Urval's services build on a science-based methodology and quality-assured execution. Our solution is uniquely tailored for the client and accurately predicts who will be the next leader of their organisation. We rest on more than 50 years of experience and knowledge of the leadership needed to succeed in an organisation's specific context. We know how specific behaviour impacts results and will help secure the leaders the clients need to get results.

Learn more about [our Executive Search and Leadership Advisory services, guided by science.](#)

MU experts share how they bring success at work through the use of MU Leader Selection Science®

Our Executive Search and Leadership Advisory experts partner with clients to ensure they improve results through accurate appointment of leaders and effective leadership. We have the organisation, expert consultant teams and unique science-based methods required to deliver reliable and quality assured Executive Search and Leadership Advisory solutions wherever in the world the client needs us.

Our experts stand for Reliable Leadership Advice™, and below you can read some success stories from new and old clients.



Carl Pauly, Partner

– “At MU, we have a unique way of working and bringing added value to our clients. I think it’s our tailored, customised, creative approach that allows us to make a statement on the executive search market. This case really brings that unique value to mind.

The key to success? A precisely tailored process built on the company’s need for leadership and expanding the scope of the search. As it turned out, the right candidate was actually around 1,500 kilometres from the headquarters’ office. That was a long way away, but they were the right leader for the job and it has worked out incredibly well so far.”

[Read Carl Pauly’s full story here](#)



Christelle Couesnon,
Principal Consultant

– “Making a decision on people is not easy, and making the best possible choice is always a challenge, especially in uncertain and fast-moving environments. This case involved a pharmaceutical company changing the business model in their sales leadership. They needed to get in touch with medical doctors in a more focused way. However, they only had one sales force for all their products, which wouldn’t be able to deliver on all their needs. They had new medicines that would be more efficient, requiring a different approach to prescribers.

Success was measured by the team being comfortable and believing that this new structure would be successful. We instituted a great deal of trust and confidence in this new team and new competencies. Additionally, it shows up in the speed of their business plan. They got everything set in a few months after everyone was in place, then started to get the foot in the door for new business a few months later. Doctors also told them it was a much more efficient

organisation in place, with specific discussions on some chosen products and not on the whole range.”

[Read Christelle Couesnon’s full story here](#)



Andreas Frische, Partner

– “Sometimes, the work you do to bring people into leadership positions can actually help change the entire culture of an organisation. In a specific case, we helped start the cultural change within an organisation by providing an entirely different look for its people.

It was a client with a very traditional look at people and stereotypical selection criteria for the people within the organisation. Instead, the client looked for people with similar cultural, educational, political, and regional backgrounds. The typical hiring profile was the opposite of diversity.

This created many problems for them, as they were starting to run out of talent – and the selection criteria were obviously outdated and problematic. They also had a long-standing policy of not hiring external consultants, and we were the very first to come in as an external advisor.

We did an individual assessment of 30 leaders and made the analysis with the idea of changing the organisation in our heads. From there, we assessed the people with our standardised, science-based MU leadership assessment and outlined their strengths and weaknesses. Then, we recommended where these people would fit to succeed in the new organisation. This joint endeavour got the management to think about the criteria for hiring and the importance of partnering with outside experts when needed. Once they brought us in, we worked hard to move away from old standards and instead helped to bring the company into its new, modern, successful era.”

[Read Andreas Frische’s full story here](#)



[View more success stories here](#)



Talent without limits for all

Mercuri Urval is an organisation with talent at its heart, and our global team has displayed remarkable talent during 2022. In an unprecedented growth period, client activity, client delivery, and collaboration reached new heights.

Inclusion & diversity

Our commitment

Mercuri Urval's highest priority is for success at work. Success at work requires diverse and sustainably effective leaders and teams. Inclusive workplaces, equal opportunity, and diverse teams are to be pursued and all forms of unjust or unlawful discrimination are to be counteracted.

Mercuri Urval is founded on research and insight into what makes people successful in the workplace. It

is concluded that success at work can be increased through ensuring people decisions are made using a precisely tailored, science-based, quality assured and ethical way of working.

The only basis for an employment decision is a factful match between an individual's competencies – what they bring to work – and the requirements of the role, context, and organisation results needed. Mercuri Urval's advice to clients, candidates and our own employees is therefore based on this founding principle.

Mercuri Urval is owned by an independent foundation – "Stiftelsen Mercuri Urval". Its statutes form a strong and timeless commitment binding all Mercuri Urval colleagues and partners to pursue inclusive workplaces, equal opportunity and diverse teams and counteract all forms of unjust or unlawful discrimination:



As part of the continuous success-rate follow-up of MU projects, The MU Research Institute also investigates how gender proportion among candidates is affected by different steps in the MU selection process.

Inclusive Workplaces: Mercuri Urval believes in treating all people with respect, dignity, and kindness. To pursue inclusive workplaces, we actively promote effective leadership, positive cooperation, open feedback, curiosity, and fairness.

Equal Opportunity: Mercuri Urval is an equal opportunity employer. We commit to inclusion of individuals in recruitment and selection to tasks and positions in our organisation based on facts relevant to requirements for success at work. We reject the use of stereotypes and work actively to minimise subjectivity in decision making in people matters. We recognise that unjust or unlawful discrimination of different categories of people is problematic and must be counteracted. We are not unjustly or unlawfully discriminating in any aspect of employment or appointment.

Diverse Teams: Mercuri Urval recognises the importance of utilising the power of individual differences. To achieve extraordinary results, we need colleagues with different backgrounds to join and work together in effective and well networked teams. We encourage openness and transparency about our way of working and our impact.

Inclusion and diversity matters – especially at executive level. The most diverse companies are now more likely than ever to outperform less diverse peers on profitability. Companies with better gender diversity on executive teams were more likely to have above-average profitability, and likelihood of outperformance was even higher with increased diversity (McKinsey 2019).

Overall progress is still slow and we at Mercuri Urval want to do our part, to strive for inclusion and diversity in leadership recruitment and leadership advisory to help our clients succeed.



Why Progress for More Diverse Leadership Teams Has Been Slow – MU at Nordic Business Forum 2022 (Video)

Highlights

Inclusion and diversity are high priorities for Mercuri Urval, and during 2022 the company made more significant steps forward.

As part of the continuous success rate follow-up of MU projects, The MU Research Institute also investigates how gender proportion among candidates is affected by different steps in the MU selection process.

Conclusions from the study:

- ▶ In assignments executed 2019-2021 gender proportion remains at the same level throughout the

selection process, indicating a selection process without systematic gender discrimination.

- ▶ The female representation in appointments after being assessed by Mercuri Urval experts using the MU Assessment methodology (35%), is slightly higher compared to other studies.
- ▶ The diversity in the candidate pool is key for diversity in appointments. Increased diversity in appointments will require an inclusion oriented candidate recruitment process.
- ▶ We also expanded our support to the [Women's Board Award](#), executed in Sweden and Denmark for the first time during 2022 and early 2023, after being a long-standing partner for many years in Switzerland, followed by partnership in Norway. For us, it is important to contribute to developing organisations based on a modern and competence-based view of leadership. Through our partnership with WBA, we want to focus on the many female talents

who already exist at management and board level, and who will be able to contribute and make an even greater difference in the role of board leader.

- ▶ Mercuri Urval is a continuing, and proud member globally of [Inklusiv](#), which promotes diversity, equity and inclusion in the working life. The purpose of partnering with Inklusiv is to create and share knowledge about Diversity, Equity and Inclusion (DEI), and to support organisations to transform it into action.
- ▶ In 2022, Mercuri Urval joined the [Finnish Foundation for Share Promotion](#) as a partner and support in their annual gala – the “Bourse Gala”. Mercuri Urval nominated the “diversity act of the year award”.
- ▶ In the UK, Mercuri Urval has established a collaboration with the [30% club](#), in order to increase awareness of the how to address the D, E & I agenda in the UK.

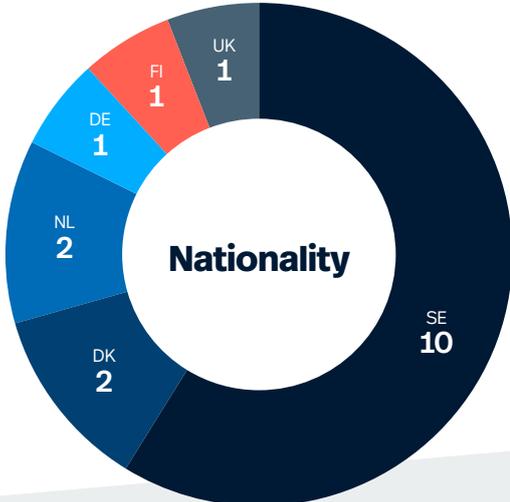
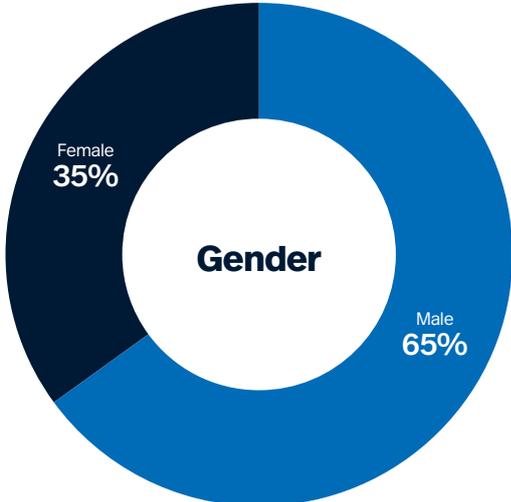


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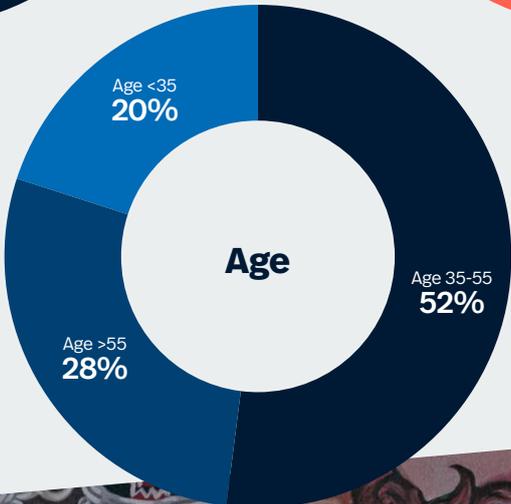
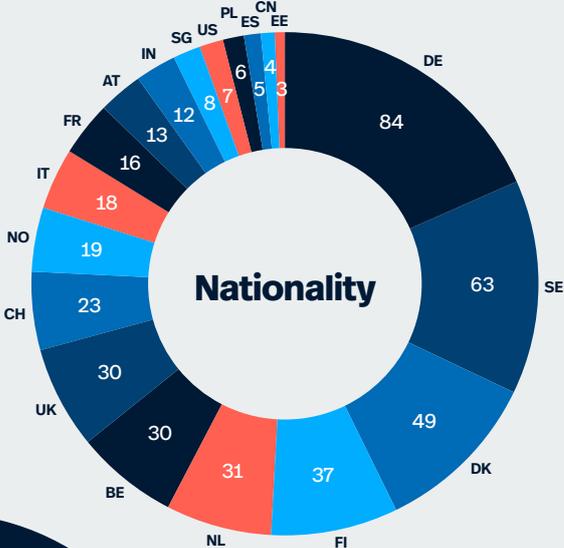
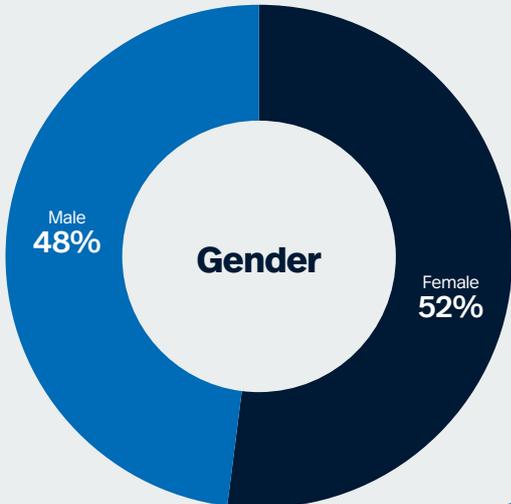
Inclusion & diversity monitoring

At Mercuri Urval we monitor diversity, as we pursue an ever more inclusive workplace, equal opportunities and diverse teams.

Company Board and Leadership Team
Total 17



All Employees
Total 458





I'm a living example of how you can have a life-long career at MU. I have held the role of Consultant, Team Leader, and then MD for 4 countries. When I returned the final time, I knew that I didn't want to be an operational leader, but still contribute to the company's success. And in 2021 I became a Partner, which is so exciting. This company is generous in believing in the potential of people.

– Svein Olsen Mellemsæter, Partner & Director, MU Norway

Bringing our Employee Value Proposition to life in everyday work life

As a Foundation owned, Nordic firm with a science-based solution to clients' needs in the Executive Search and Leadership Advisory Industry, MU offers an Employee Value Proposition (EVP) as unique as our client offering. We are the evident option to the conventional Executive Search industry also for our employees. We are the home of MU Leader Selection Science®.

In our efforts to bring our EVP to life for every colleague, our survey data clearly shows that the primary reasons for our colleagues to stay with us is the freedom to develop clients and oneself with minimum restrictions, in a kind and collaborative environment anywhere in the world, with a broad range of services. Some of our colleagues' stories serve as good examples of this:



Katleen Degreef

Engagement Manager, MU Belgium

– "I joined MU from a competitor as a Senior Consultant many years ago. I loved the work I did with our clients. However, I realised that the work with acquiring new clients did not motivate me as much as before. But I still felt a great passion for delivering high quality services for our clients. It also fitted my life situation much better as a parent of young children to have a more stable working week. I therefore decided to do an internal role change to Engagement Manager, where my primary focus was to deliver high quality services to clients together with the consultant and our Executive Researchers.

After a while, I was asked to help in building up the next generation international delivery community, which gave

me a new exciting challenge in connecting the delivery colleagues from more than 20 countries into one joint force. The highlight of 2022 was our global delivery conference in Barcelona, where we all finally got together and met in real life.

Today, besides being a trusted Engagement Manager for our clients, I am also the Delivery Team Leader for Belgium, where I lead a team of delivery experts.”



Isabella Valentini

Director, MU Denmark

– “As a Director in the MU International Business team, I get my motivation from building cross-border partnerships with clients, candidates and colleagues.

I am born in Italy, spent years in China and Germany and am currently based in Denmark. Therefore, working with global organisations and their people on Executive Search and Leadership Advisory in different countries is a natural match for me.

In my daily activities I combine client work together with development of the MU organisation. During 2022 I have been working on our International Business strategy, supporting our team in China, which I have been part of in the first years of my MU career, and been a trainer in the Large Account Management programme we developed for MU colleagues. I look forward for continuing these initiatives in the year ahead and add more layers to that, as we constantly develop to meet clients’ needs by providing reliable leadership advice.”



Nicklas Jungander

Partner, MU Sweden

– “I am a Partner at MU and have been with the company for over 10 years. What I will particularly bring with me from 2022, is the increase in international projects I did with clients and colleagues. After the pandemic, as we got even more used to connecting across borders digitally, my clients as well as my colleagues started to work in a different, and more collaborative way. This has given me a lot of energy and inspiration, as I make more new relationships than ever.

As the Account Manager for some of MU’s largest clients that operates worldwide, I have built client-centric teams of consultants and delivery colleagues from most of our geographies, with expertise in my client’s sectors. It has never been more natural to work in this way. And frankly, it is more interesting and valuable for me as well. And it really brings more value to our clients, as they are always connected with the best experts we have, no matter where they happen to live.”



Hanne de Linde

Head of Inclusion and Diversity, MU Headquarters

– “This year, I took on the task to articulate MU’s updated approach to Inclusion and Diversity. As the newly appointed



Head of Inclusion and Diversity, I took on a new challenge in my career. It is exciting, because I have a dual role in MU. As a Partner and Consultant for over 20 years, I help clients with Leadership Development, but as a part of our Headquarters' team, I am developing the company as well. I have built up our internal ICF approved Coaching training, I have been the Head of L&D for MU and I am working with our CEO on internal leader development.

For me combining Group HR development work with client work is a positive spiral that feeds each other. And now to be able to ramp up our efforts on one of the most pressing issues for any company, I&D, is truly exciting.”

Strengthening MU Global Leadership through new and old colleagues

Investing and developing in leadership was one of the priorities on the people agenda for 2022. We launched the MU Leadership Development Programme for our own leaders, and it is evident that a new breed of leadership emerges in MU, which is also evident from our Employee Engagement Survey results.



Rachit Sharma



Principal Consultant, MU UK

– “2022 was a fantastic year with an endless number of challenges I tackled. My main motivator is to help my clients to perform better, and to outperform their competition. I thrive in engaging with clients and candidates to enable the best match for the business. After having worked in the industry for many years in MU India, I relocated to London to continue to serve old and new clients.

For me, it is important that I work in a company that enables me to find my next S-curve in development, even if it means relocating to another part of the world. With my strong sector expertise, and well-established network, I am excited to see how well my old and new clients have supported me in the transition. In today's world the world itself has become smaller than ever, and I very much look forward to 2023.”

Additionally, we have strengthened our leadership capabilities through signature hires from our competition. We have selected 4 examples to share with you:

Thorsten Kocherscheidt



Team Director, MU Germany

Thorsten joined MU in the fall of 2022 after a successful career as a top performer in the industry. Prior to that, he held multiple executive positions in the Financial Services sector. In MU he has taken the leadership of our Frankfurt main office and strengthen our global Financial Service Practice:



– “I was attracted by the great opportunity to build something new in Frankfurt: a strong team, focused on their specialised practices – predominantly financial & professional services and digital & transformation – and completely interlinked with the LAD side, as a holistic proposition towards clients. Moreover, the MU DNA and culture is refreshing and different to most of the industry, given by the foundation backed ownership and the Swedish roots. For me, the way we run the business, and the way we treat each other fairly and kindly, makes for a healthier and much more interesting work environment to drive for business results. Sure, we compete fiercely, but on the market – not with each other.”



Suhail Kazmi

Team Director, MU India

Suhail joined MU in 2022 to further strengthen the business in India and APAC, making great use of his prior network and experience. Suhail joined MU after a three-decade long career, including six years in Consumer Goods, sixteen years in Banking and most recently, eight years in Executive Search. In his role as Team Director, his main responsibilities are centred around four key areas.

One key differentiator he’s very excited about is MU’s ability to work seamlessly across the globe:

– “I am seeing great progress in terms of collaboration. Right now, I am working on two international ES projects, working with clients and colleagues ranging from Germany and UK to Singapore and India. This is a key MU promise. And one which actually works!

My greatest insight after one year at MU – which has helped me both professionally and personally – is the ‘art’ of becoming ‘scientific’ in my approach to work and life. Be factual, use data and analytics, follow a process, DO NOT commit the three sins of ‘S’ viz. Shortcutting, Subjectivity, Stereotyping! This has been my great learning which I am paying forward to my friends, family and colleagues.”



Matt Hill

Team Director, MU Singapore

After a long recruitment career of building and growing businesses in both Europe and Asia, Matt joined MU last year to help grow the business in Singapore and across APAC:

– “The focus is certainly on aligning our Singapore and APAC business with the key strategic group objectives, and importantly making MU a place where the best recruiters in Singapore are knocking on our door to come and work for us! I think driving our employee proposition is a key part of how we achieve the growth we want to achieve.

It is nice to not be the oldest, most experienced guy in the room anymore. I have come into a business with very credible and smart people that look at client services in a very different way, compared to the many other recruitment firms there are competing for business. Whether it be a coach, leadership assessment expert, executive search consultant, or advisory expert, we can genuinely have conversations with leaders and organisations about what is keeping them awake at night and what are their leadership priorities. Historically, I was only able to talk about when they were next likely to hire someone! My conversations with leaders now are not only more dynamic and actually relevant but are far more interesting for me!”



Darcie Murray

Team Director, MU US

Darcie joined MU after more than a decade as a leader in the industry. Since taking over the responsibility for MU in the Americas, one of Darcie's main priorities has been to expand the team with industry experts, a crucial part of the long-term strategy. Two highly experienced colleagues brought in over the past year whose expertise certainly will help the team reach new heights.

In order to succeed in such a highly competitive and segmented market as the US, you need to be able to stand out from the competition. Darcie believes that, in addition to cross-border selling, the strength of MU is where the opportunities lie:

– “We have a strong, reputable, quality business, with compelling differentiating factors in our MU Leader Selection Science[®], our culture and history, our repeat business ratio, and our retention rate. This provides us with the tools and framework to replicate what we have done so successfully in Europe, in the US. As we go into 2023, we are even more focused on pinpointing where the opportunities are and showing that we are quality individuals that do quality work.”

Twelve months after joining MU, Darcie is now standing with a bigger and better team than ever, ready to continue to invest in growth, infrastructure and building revenue in 2023.





Mercuri Urval: The company and culture



Reliable Leadership Advice™ has always been our promise to clients. When we ask our clients why they choose an MU expert it is their clear answer. And as of May 2022, it is also our new trademark together with our updated corporate identity.

Updated corporate identity

Over two years ago we started a ‘deep dive’ into MU’s future client and business strategy. It was clear we were established as a experts, working internationally, and with leaders. In this competitive ‘Executive Search’ industry segment, our goal was to further strengthen our brand and develop our distinct message to clients.

Extensive research into our clients, the Executive Search and Leadership Development industry, and

MU were conducted. Findings were analysed and processed under the guidance of top experts in commercial development and strategic marketing (i.e., Doug Holt – find out about Doug Holt and his expertise here: <https://www.culturalstrategygroup.com/>)

What we learned set us on the right path. We could see the basis of how we should appear to clients, candidates, and potential new MU colleagues. And we became even more ambitious about how we could develop MU, together.

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We are proud of our more than 55 years of history, and Mercuri Urval will remain, but since last year we will be predominantly known as MU. For years, it has been a preferred way to express our name amongst ourselves and our clients worldwide, so we made it the default.

– “We are proud to hand out the recognition Sweden’s Best Managed Companies for the fourth year in a row. This year’s companies have shown stability through a pandemic, while at the same time continuing to develop their operation. I am happy to congratulate our Best Managed Companies and look forward to celebrating with them”, says Therese Kjellberg, partner at Deloitte and responsible for Best Managed Companies in Sweden.



Best Managed Company

In June 2022, MU received the “Sweden’s Best Managed Companies” recognition, sponsored by Deloitte in cooperation with Nasdaq.

Best Managed Companies is a quality award recognising the overall success of private Swedish companies based on strategic direction, ability to execute, corporate culture, and financial performance. Best Managed Companies was established in Canada in 1993 and has since then been introduced in more than 20 countries around the world. Sweden’s Best Managed Companies was launched in 2018 by Deloitte in cooperation with Nasdaq. This is the fourth year of the award, and an independent jury selected the 20 companies that received the award.

– “This award recognises companies that demonstrate exceptional leadership and commitment to driving profitable growth. They have a deliberate approach to build strong teams and invest in the future development of their talent”, says Maria Groschopp Dellwik, responsible for strategy and business development at Nasdaq Global Listings in Stockholm.



MU Receives Sweden’s Best Managed Companies Recognition (Video)

Our foundation & partnership

In June 2016 our owner and founder donated the company to the foundation “Stiftelsen Mercuri Urval” with the mission to safeguard Mercuri Urval’s strength and sustainability to secure our continued ability and perseverance in serving our clients. The foundation ensures Mercuri Urval remains a long-standing strong, independent and successful company. The foundation will always hold the majority of shares in Mercuri Urval and Mercuri Urval cannot be sold.

When our company was donated by the founders, statutes were put in place to settle our enduring priorities and describe the super-ordinate frame for how we work. The statutes cover a number of focus areas, mainly being:



Meet the New Partners at MU – MU Partner Event 2022 (Video)



- ▶ Role modelling sustainable business practices.
- ▶ Protecting Mercuri Urval and our colleagues for the long term.
- ▶ Serving clients beyond competition.
- ▶ A healthy culture and a diverse high performing team.

As a foundation owned company, we are able to offer employees partnership. This is a realistic option for all employees who join us. Currently, almost 60 employees from 13 countries are equity partners and shareholders in the company.

Jennifer Heigel



Partner & Group Director, MU Germany

– “I invest a lot of time in MU, I love what we do, and I’m fully behind our MU Leader Selection Science® approach. Becoming a partner made me feel appreciated for what I do and showed the company’s trust in my future and me as a person.”



Kenneth Lean

Partner & Group Director, MU India

– “These are dream moments in one’s career. I have witnessed in the last 15 years the transition of MU from a Europe centric organisation to a true global organisation without borders. Its inclusive and diverse culture is unique; my appointment as partner is a testimony to this. The partners meeting in Stockholm underlines the richness of organisation in terms of its unique culture of entrepreneurship, each partner represents this aspect. To be recognised as an important member of this beautiful organisation is truly a privilege.”



Vincenzo Di Pietro

Partner & Team Director, MU Switzerland

– “For me, being a Partner is stepping into an entrepreneurial role, which means taking a bigger responsibility regarding leadership behaviour, and always thinking how my company could be even more successful. Simply put, being a partner means I pour my whole energy and capacity into the future of Mercuri Urval, and always act with passion and sense of responsibility.”



Doris Hofmeister

Partner & Director, MU Austria

– “Partnership means actively contributing and taking responsibility. Being a partner at MU, for me means acting as an entrepreneur, having the possibility to shape values, strategy and direction of the company’s development, whilst also acting as a role model to make MU the first choice for our employees and clients.”



Report details

Income statement (KEUR)	2018	2019	2020	2021	2022
Net income	95.425	82.099	62.799	75.839	80.822
Cost consultants and admin staff	-55.528	-50.124	-40.287	-43.289	-47.762
Other costs	-32.336	-27.932	-21.916	-18.296	-20.765
Earnings before interest, taxes, depreciations & amortisations (EBITDA), adjusted	7.561	4.043	595	14.254	12.295
Restructuring costs and items affecting comparability			-4.024	971	-110
Earnings before interest, taxes, depreciations & amortisations (EBITDA)	7.561	4.043	-3.429	15.225	12.185
Depreciations	-1.976	-2.018	-1.913	-1.432	-1.454
Earnings before interest & taxes (EBIT)	5.585	2.025	-5.342	13.793	10.731
Financial items	-1.008	-949	312	-883	360
Tax	-1.721	-1.076	-330	-1.621	-2.622
Profit/loss for the year	2.856	0	-5.360	11.290	8.469
Full time employees	534	514	453	373	374

Balance sheet (KEUR)	2018	2019	2020	2021	2022
Intangible assets	5.880	4.880	3.892	3.083	2.275
Tangible assets	2.870	2.850	1.792	1.186	1.084
Financial assets	3.493	3.506	3.130	2.583	1.825
Accounts receivable	15.392	13.376	9.005	12.478	12.135
Other current receivables	6.594	6.901	4.210	4.294	5.525
Cash and bank	14.597	12.592	16.471	28.809	23.553
TOTAL ASSETS	48.826	44.105	38.500	52.434	46.397
Equity	26.731	25.493	19.830	31.431	24.278
Provisions	2.925	2.971	2.840	2.023	2.530
Financial liabilities, long-term	17	6	464	-	-
Other long-term liabilities	-	-	-	-	-
Financial liabilities, short-term	1.000	0	-	1.009	-
Accounts payable	2.496	2.292	1.501	1.491	2.616
Other current liabilities	15.657	13.343	13.865	16.480	16.973
TOTAL EQUITY AND LIABILITIES	48.826	44.105	38.500	52.434	46.397

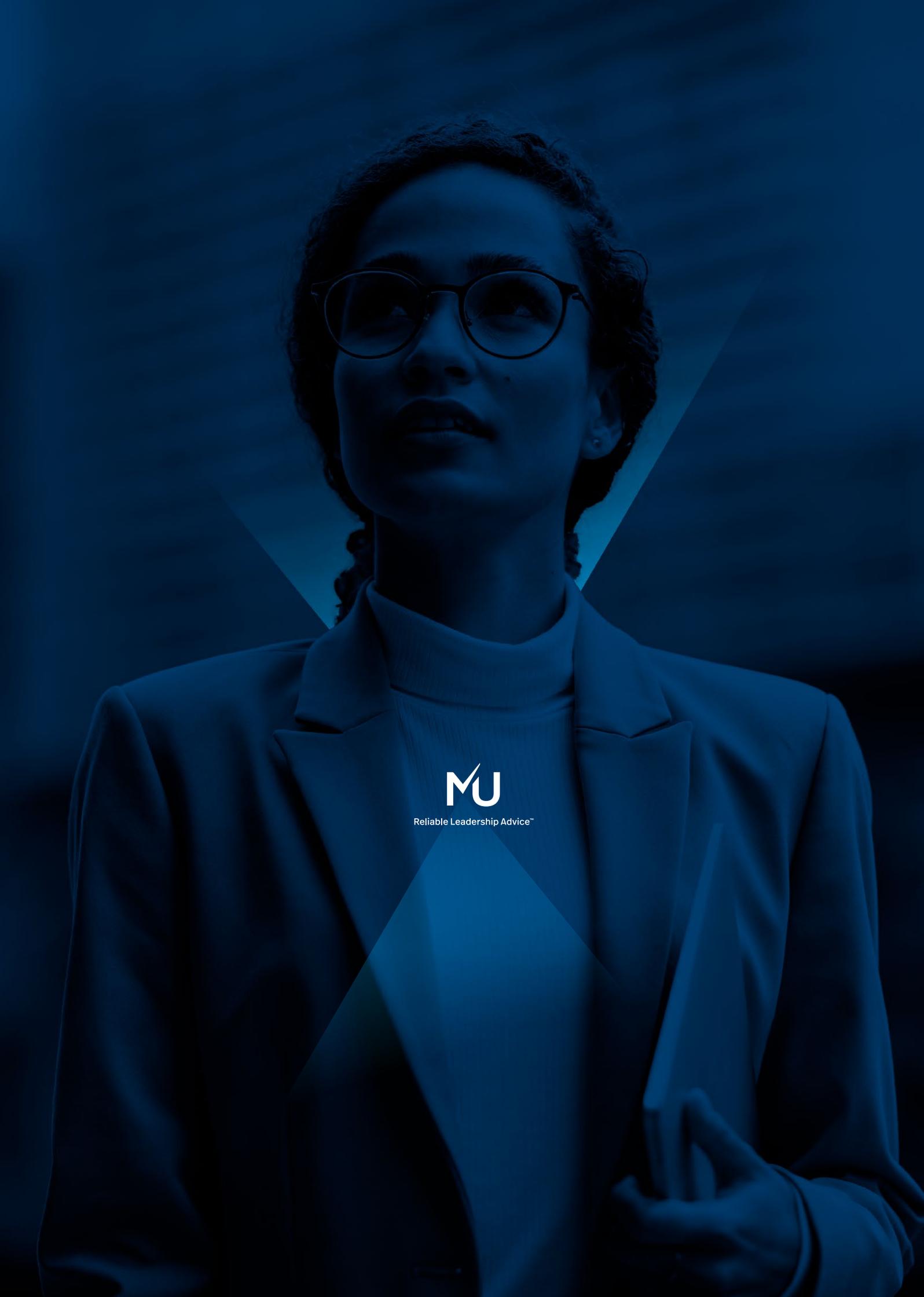
Cash flow (KEUR)

Earnings before interest, taxes, depreciations & amortisations (EBITDA)	7.561	4.043	-3.429	15.225	12.185
Change in net working capital	3.763	643	7.068	-1.042	-1.033
Cash flow from operating activities	7.266	1.827	3.520	11.893	9.771
Cash flow from investment activities	-1.995	-789	-44	774	358
Cash flow from financing activities	-2.271	-1.011	468	-526	-670
Cash flow pre dividend	3.000	27	3.944	12.141	9.459
Dividend	-200	-2.085	0	0	-14.689
Cash flow for the year	2.800	-2.058	3.944	12.141	-5.230

Key ratios

EBITDA %	7,9%	4,9%	-5,5%	20,1%	15,1%
EBITDA %, adjusted	7,9%	4,9%	0,9%	18,8%	15,2%
EBIT %	5,9%	2,5%	-8,5%	18,2%	13,3%
EBIT %, adjusted	5,9%	2,5%	-2,1%	16,9%	13,4%
Equity ratio	54,7%	57,8%	51,5%	59,9%	52,3%
Net working capital ¹⁾	3.833	4.642	-2.151	-1.200	-1.929
% of revenue	4,0%	5,7%	-3,4%	-1,6%	-2,4%
Cash and bank	14.597	12.592	16.471	28.809	23.553
% of revenue	15,3%	15,3%	26,2%	38,0%	29,1%

¹⁾ Based on closing balance values



MU

Reliable Leadership Advice™