

INDUSTRY ADVISORY | QATAR | GCC

MANPOWER CONTRACTING & WORKFORCE SERVICES

EXECUTIVE REALITY

Manpower and workforce-services organisations grow by mobilising people quickly, at scale, across client sites and locations.

A few major clients can hold a significant share of revenue, making contract performance and renewal a company-level revenue dependency. As volumes and client assurance requirements rise, mobilisation alone is not what the business is judged on.

WHERE GOVERNANCE PRESSURE APPEARS

CONTRACTUAL DEPENDENCY

A few major clients can hold a significant share of revenue, making renewal a company-level event.

CLIENT ASSURANCE REQUIREMENTS

Client-mandated assurance covers policies, records, security and continuity before a contract is awarded.

MANAGEMENT VISIBILITY

Leadership needs reliable visibility across contracts, workforce operations, incidents and material risks.

WORKFORCE MOBILISATION AT SCALE

Rapid mobilisation across multi-location operations strains practices built for smaller deployments.

OPERATIONAL DEPENDENCY

Deployment, transport, accommodation, technology and subcontractors create interconnected dependencies.

WHAT THIS MEANS COMMERCIALLY

- 01 Client concentration turns a single contract renewal into a company-level revenue event.
- 02 Mobilisation delays and documentation gaps become service-level and confidence issues with the client.
- 03 Client-mandated assurance often decides eligibility before commercial terms are discussed.
- 04 Subcontracted and supported delivery keeps the obligation with the contracting organisation.
- 05 Worker records held informally are difficult to produce at the moment a client audits them.

WHERE HARBORSTONE FITS

— Enterprise Governance & Risk

— Information Security, Privacy & Digital Trust

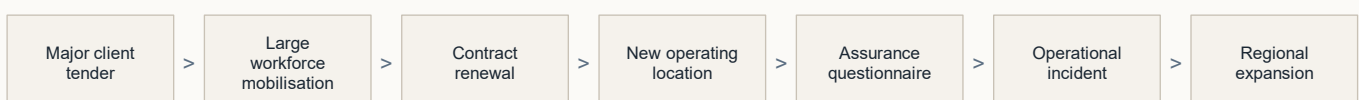
— Operational Resilience & Continuity

— Audit Readiness & Assurance

— Third-Party Risk Advisory

— Strategic Advisory & Fractional Leadership

WHEN GOVERNANCE BECOMES A BUSINESS ISSUE



When a major client tests mobilisation, records and continuity, does the operation hold — and can it be shown?