



6 March 2009

To whom it may concern:

FLUID CONSULTING LTD

We were contacted by Tim Holden, the Managing Director of Fluid, in 2008 then met with him in both Paris and Watford.

As an international brand we recognise that an example of best practice in one geographic location does not always automatically result in similar systems, processes and procedures being undertaken at other sites throughout our European region. Utilising the expertise of a third party provider allowed us to analyse the day to day reality in an objective and impartial fashion. Fluid were selected due to their experience of reducing staff turnover and improving absenteeism, which concern not just Hilton but many hotel and hospitality organisations.

In demanding timescales, Fluid completed 33 in-depth telephone interviews in English with Hilton employees throughout mainland Europe, whilst obtaining answers to an online survey from an additional 380 individuals. These findings were then presented in the form of a PowerPoint document that included extensive research findings relating to attrition and absence from a variety of sources within related sectors and beyond. A list of ten detailed recommendations was then produced, and we are now prioritising which of these initiatives are to be tackled first.

We were highly impressed with Tim's sensitivity to employee concerns and his ability to think laterally, in addition to his probing skills and recognition of local considerations.

With this in mind I would recommend Fluid to organisations with a sizeable HR function but still require an external perspective to add value to their activities.

Yours faithfully

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Director HR Europe

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