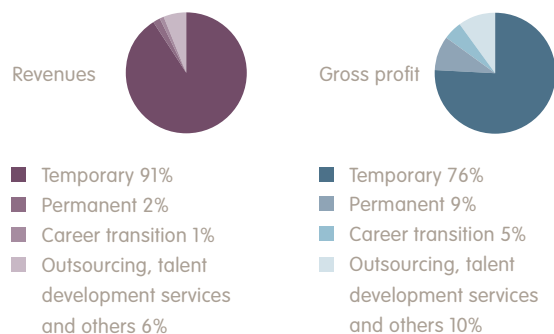


As the world leader, Adecco offers the full range of HR solutions which are tailored to meet the evolving needs of clients and associates around the globe.

# Our solutions and services

Adecco Group's business can be viewed from different perspectives: by service, by business line and by segment. In this chapter we describe our services and solutions together with the business lines and brands through which we deliver these services. A review of our 2011 performance by segment can be found in the chapter 'Our results' on page 20.

## 2011 service line split in %



## Our services

**Temporary staffing** In 2011, 91% of revenues and 76% of gross profit of the Adecco Group stemmed from temporary staffing services, which include general and professional skill sets, as described in the section 'Our business lines and brands' on page 13. Companies increasingly use temporary staffing services to quickly adapt to seasonal and cyclical

fluctuations as well as structural changes in the economy. Employers can manage the market dynamics by adding either flexible resources, by hiring temporary workers, or fixed resources, by adding permanent employees. But enterprises are similarly challenged to decide how to fill the gap when employees retire, change jobs or are absent (e.g. maternity leave, sickness or unpaid leave). For individuals seeking employment, we provide work opportunities and experience that increase their employability.

As a labour market intermediary, we make contact with candidates through our existing database, or the Internet, including various social media tools, but we also make use of traditional contact channels like our branches. We conduct interviews and match the client's requirements with the candidate's skills and needs to ensure a perfect match. Adecco performs all administrative tasks, like contract handling and payrolling. We always strive to find consecutive assignments for our associates to ensure they are continuously employed.

**Permanent staffing** Permanent placement services accounted for 2% of revenues and 9% of gross profit of the Adecco Group in 2011. When employers are confident on the economic development and their need to fill certain key positions, they hire staff on a permanent basis. We have access to a wide range of top talents, including the hard-to-reach professionals who are not actively looking for a job. We search for candidates, screen the CVs, conduct interviews and assessments. We are committed to finding the right people for the client's business and will only propose candidates who have passed our in-depth screening process to ensure a perfect fit. We support our associates in ensuring that they reach their career goals, guiding them in selecting the right role for their skills and aspirations.

**Adecco Group HR solutions and services**

| TEMPORARY AND PERMANENT STAFFING SERVICES  |  | HR PROCESS MANAGEMENT SOLUTIONS  |   |
|--|--|--|---|
| <b>General Staffing</b> <ul style="list-style-type: none"> <li>· Office</li> <li>· Industrial</li> </ul> | <b>Professional Staffing</b> <ul style="list-style-type: none"> <li>· Information Technology</li> <li>· Engineering &amp; Technical</li> <li>· Finance &amp; Legal</li> <li>· Medical &amp; Science</li> </ul> | <b>Workforce Management Solutions</b> <ul style="list-style-type: none"> <li>· Managed Services Programmes (MSP)</li> <li>· Recruitment Process Outsourcing (RPO)</li> <li>· Vendor Management System (VMS)</li> </ul> | <b>Career Transition &amp; Talent Development Solutions</b> <ul style="list-style-type: none"> <li>· Outplacement</li> <li>· Leadership Development</li> <li>· Career Development</li> <li>· Change Management Solutions</li> <li>· Training</li> <li>· Consulting</li> </ul> |

**Career transition services (outplacement)** Revenues generated from career transition services represented 1% of Adecco's total revenues and 5% of gross profit in 2011, including the results of acquired Drake Beam Morin Inc. (DBM)<sup>1</sup>. We assist clients in the effort to reorganise their workforce due to mergers and acquisitions or when pressured to downsize as a result of reduced business activity. During the transition phase we support affected employees with training and facilitate their move to the next step in their career. We have the capabilities and expertise to manage an entire process be it for a few people or thousands. We ensure that affected employees are engaged in transition activities and that retained employees remain productive, committed and focused on their work. It often happens that some areas of an organisation are downsizing while others are recruiting. We reduce transition and recruiting costs by redeploying employees affected by a downsize to areas in need of talent.

**Outsourcing, talent development services and others** 6% of revenues and 10% of gross profit of the Adecco Group in 2011 stemmed from outsourcing, talent development and other services. Outsourcing includes clients transferring processes and capabilities to the Adecco Group through Managed Service Programmes (MSP), Recruitment Process Outsourcing (RPO) and Vendor Management Systems (VMS). These workforce management solutions are described in the next section 'Solutions' on page 15. Talent development services include training, assessment, change management solutions and leadership programmes. We assist our clients in engaging and retaining their people, developing their leadership strength and helping their managers become more effective, proactive coaches.

**Our business lines and brands**

**2011 Revenue split by business line in %**



**General Staffing**

In 2011, General Staffing made up 78% of the Adecco Group's revenues. Given the relatively lower-margin nature of the business, we typically offer tailored solutions to retail and large clients with the aim to build longer-lasting relationships with associates and clients. An efficient delivery model for us is key to optimising our own costs and being competitive. General Staffing includes the two business lines Office and Industrial, as described below.

**Office** Office represented 26% of revenues of the Adecco Group in 2011. We are specialised in the temporary and permanent placement of administrative and clerical staff. In order to provide the right combination of personnel and technical skills, we mainly focus on the business areas Administrative/Clerical, Assistance, Customer Service, Human Resources, Import/Export, Project Management, Purchasing, Secretarial/Personal Assistant and Sales, Marketing & Events. Main brands in this segment include Adecco Office and Office Angels.

<sup>1</sup> Results of Drake Beam Morin Inc. included since September 1, 2011.

**Industrial** The Industry segment accounted for 52% of Adecco's revenues in 2011. We serve our clients in the temporary and permanent placement of staff mainly in sectors such as Automotive, Manufacturing, Construction, Hospitality, Transportation and Logistics. Main brands include Adecco, Adecco Industrial and Tuja.

#### **Professional Staffing**

Professional Staffing accounted for 21% of Adecco's total revenues in 2011. With the 'experts talk to experts' approach we establish relationships with line managers at enterprises to better understand the skills sets of candidates needed. This ensures successful matching of candidates' profiles with clients' needs for positions requiring higher qualifications. In turn, expert points of contact enable us to offer high-level assignments for candidates and to attract talented, qualified and sought-after individuals. Professional Staffing includes the business lines Information Technology, Engineering & Technical, Finance & Legal and Medical & Science as described below.

**Information Technology** The Information Technology segment represented 11% of the Group's revenues in 2011. At Adecco, our Information Technology experts partner with clients to integrate, structure and streamline their IT services and activities. Among others, we provide temporary assignments and permanent positions for IT Developers, Programmers, Consultants, Project Managers, Systems Engineers or Analysts and IT Support for any industry. Main brands include Modis and Computer People.

**Engineering & Technical** In 2011, we generated 5% of the Group's revenues in Engineering & Technical. In the field of Engineering & Technical our associates take on assignments and projects on a temporary or permanent basis for key industries such as Electronics, Automotive and Transportation, Energy, Oil & Gas, Utilities, Medical Products, Aerospace, Chemicals and Raw Materials. Main brands include Adecco Engineering & Technical, Entegee and euro engineering.

**Finance & Legal** 3% of revenues of the Adecco Group in 2011 stemmed from the Finance & Legal business line. In a rapidly changing world, new standards, systems and regulatory requirements are emerging all the time. Finance & Legal specialises in the temporary and permanent placement of talented accounting, finance and legal professionals that work in sectors including Accounting, Finance, Banking, Legal, Construction, Property, HR, Architecture, Management and Marketing & Communication. Main brands include Badenoch & Clark and Accounting Principals.

**Medical & Science** The Medical & Science segment represented 2% of Adecco's revenues in 2011. We recruit and place doctors, nurses, therapists, pharmacists and other allied healthcare professionals on a permanent or temporary basis in the field of Clinical Research, Regulatory Affairs, Pharmacists, Medical Writers, Laboratory Research Scientists and Sales & Products Support. Our main brands include Soliant and Adecco Medical.

### **Solutions**

Solutions accounted for 1% of revenues of the Adecco Group in 2011 including revenues generated in Workforce Management, Career Transition and Talent Development Solutions as described below.

**Workforce Management Solutions** As a provider of **Managed Service Programmes (MSP)**, clients increasingly ask Adecco to manage all or parts of their contingent workforce. There are clear advantages in outsourcing the management of contingent labour to us: one single point of contact, speed, enhanced recruitment process and transparency. We can manage the contingent workforce solutions, programme management, reporting and tracking, supplier selection and management, order distribution and even consolidated billing.

Clients can also keep the management of their contingent workforce in-house by using our market-leading **Vendor Management System (VMS)** called Beeline. This web-based tool is used to manage vendors and to track every step in the sequence. Our powerful, fully automated solution provides robust workforce analytics capabilities, as well as score carding to help improve the quality of candidates and overall vendor performance. The Beeline software interfaces seamlessly with common office and enterprise ERP solutions and is known throughout the industry for its leading functionality and ease of use.

Our **Recruitment Process Outsourcing (RPO)** solution is suited to companies that want to outsource their recruitment process for permanent employees. The entire process includes the search for candidates, CV screening, interviews and candidate assessment. We can take care of the whole or part of the process or act as a partner for all the permanent recruitment needs. We reduce costs and complexity for our clients and ensure that they get the right people, with the right skills at the right time.

**Career Transition and Talent Development Solutions** In our Lee Hecht Harrison (LHH) branded business, we focus on delivering career transition (outplacement), leadership development, career development and change management solutions for organisations committed to developing the best talent and becoming employers of choice. Following the acquisition of DBM<sup>1</sup> we are the world's leading career transition and talent development services provider. While LHH historically had a strong presence in the USA and in France, through the combination with DBM we also attained leading positions in the UK, Canada and Brazil, which are among the largest markets in the career transition and talent development services sector.