

Our people are our most important resource. We ensure that they are selected through a consistent and fair process and appropriately trained and developed in line with their own wishes and skills. This will create a workforce best suited to develop Adecco and sustain our growth in the future.

Our people

Talent management

To remain the leader in our industry, it is one of our main priorities to help our employees progress in their careers according to their individual aspirations and potential. Their development contributes to the success of our business every day.

Talent Management is a critical component of the HR strategy within the Adecco Group and is a collaborative effort between the Group initiatives that are run at a company-wide level and the in-country programmes that are created and administered locally. Our ultimate goal is to attract and retain the best talent and to ensure that our leaders are able to continue to deliver on the overall Adecco Group strategy.

The four components of the Adecco Group Talent Management framework are: identification of high potentials, development, performance management and finally succession planning.

The Group Talent Management strategy goes beyond the identification of talent and works to develop the depth and strength of our talents. As such, we have expanded the existing leadership programme with IMD business school in Switzerland (run since 2004) by designing and delivering a programme with INSEAD business school in France for our senior leaders. The addition of the MBA Highlights programme, as of the end of 2011, gives us a comprehensive Group leadership development offering.

Group development programmes



The Adecco Academy

Training and development has high priority at Adecco and we are committed to ensuring that our employees have a continuous learning experience regardless of their level or position. The Adecco Academy runs the Group's global development programmes spanning multiple levels. The programmes are organised under three pillars: leadership, service and sales, operations.

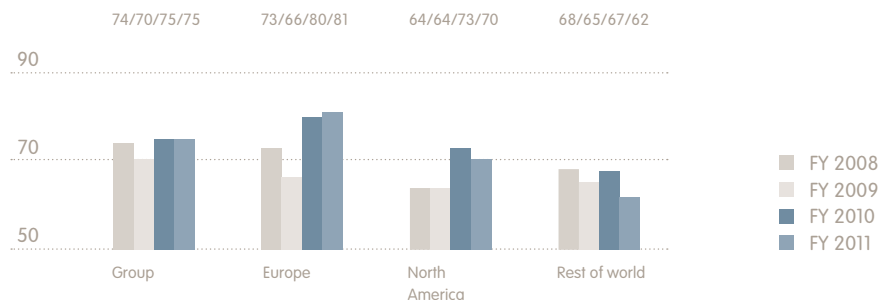
Leadership

We have placed an increased emphasis on ensuring that we know the development needs of our high potentials. We target our development programmes to these individuals and on the areas they need to focus on in order to progress to becoming our leaders of tomorrow. More than 600 of Adecco's senior managers have completed a leadership programme at INSEAD or IMD.

The Senior Leadership Program has been designed and developed in cooperation with the INSEAD Business School in France and takes senior leaders through a series of experiential activities, individual and group reflection as well as group work. Participants practice and hone their leadership skills in a team context.

The 1st Leadership Development Program has been developed in conjunction with IMD business school in Switzerland to deliver cutting-edge theory and experiences to best equip Adecco leaders to live the values of the Group and grow throughout their careers.

Retention rate 2008–2011 in %



The MBA Highlights Program, developed and run in cooperation with INSEAD, broadens knowledge of a range of topics such as Strategy, Corporate Finance and Innovation with an overall theme of value creation.

Service and sales

Value Focused Selling (VFS) is a workshop which goes beyond basic sales techniques and delivers a tried and tested approach focused on consultative selling methodologies. The course teaches effective ways to engage clients in order to understand what is important to them and how to customise solutions to those wants and needs.

High Intensity Training (HIT) is a programme that teaches the basics of sales, recruiting, order maintenance and operational efficiencies. The programme discusses global best practices and works through techniques to adapt them locally. Learning techniques include large group discussion, role play and culturally adapted small group discussions.

Service Excellence Course (SEC) is designed for employees who have access to and impact on our customers. The participants work through a series of discussions, activities and experiences to learn how to adapt a common customer service framework to the key interactions they have with their customers. 100 branch managers attended the first SEC in October 2011 and by the end of 2012 another 1,100 will have done so.

Operations

Short-Term Exchange Programme (STEP) In addition to vocational training, Adecco has developed a Short-Term Exchange Programme, which gives our top performers at branch level the opportunity to gain work experience in another country. This is done through an exchange with another colleague doing the same job. This programme, which started in 2011, is very successful, and to date employees from nine countries have benefited from this experience with many more exchanges in the pipeline.

Our core values

Our core values – team spirit, customer focus, responsibility and entrepreneurship – were rolled out across the Group in 2010. They define the areas where we aim to excel and are a distillation of the fundamental attitude and character of our organisation. On Group level, the Win4Youth initiative is a global manifestation of our values and is now being run for the third consecutive year (you can read more in our corporate social responsibility section on page 30).

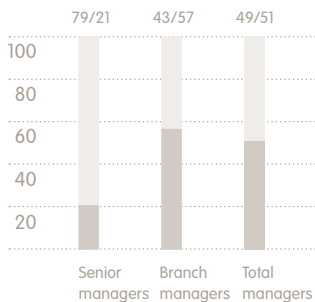


Retention and employee engagement

Our retention rate of 75% is among the best in the industry, particularly in the major markets. Retention is a strategic priority for Adecco and is tracked on a quarterly basis across the Group. Almost 65% of our colleagues remain in the company for more than two years and approximately 44% for more than five years. In France – our largest market – close to 60% of our employees stay with us for more than 5 years and in Italy this figure is close to 70%.

Our goal is for Adecco to be recognised as an employer of choice, not just in our own industry, but alongside other world-leading companies. The Great Place to Work Trust Index® is an employee survey tool that measures the level of trust, pride and camaraderie within workplaces, a survey in which we have participated since 2004. The overall result for the Group improved by 11% in 2011, versus the prior year. The greatest improvement was seen in the dimensions respect and camaraderie. Through the Great Place to Work survey we

Gender distribution in 2011 in %



■ Male managers
■ Female managers

Employees per region 2011



are able to measure the engagement levels of our employees year over year. Based on the results we have developed action plans which we share on a regular basis across the Group.

In 2011 DIS AG in Germany ranked 1st on the Best Workplaces list in Germany and fourth on the European Best Workplaces list. In addition, Adecco Denmark, Adecco Netherlands and Tuja Germany were on the Best Workplaces lists in their respective countries. Office Angels, Adecco and Spring were on the Sunday Times Best Companies to Work For list in the UK. The secret to these successes is our open company culture which is firmly based on our Group values and our leadership principles; cool head, warm heart, working hands.



Equal treatment and diversity

At Adecco we foster a culture of equal opportunity, good training and career possibilities regardless of gender, age, disabilities or ethnic background. We see diversity as a great competitive advantage. Over time the demographics of our candidates and clients have changed and today are very different from only a few years ago. It is important for us to follow this development closely and create a workforce that is diverse and can understand the changing needs of our customers. In the Great Place to Work survey we scored very highly on the aspect of diversity in all countries.

With large and rising numbers of unemployed across the country, Adecco Spain decided to take action. In October 2011 all 1,500 employees took part in a huge initiative to give a helping hand to job-seekers by taking their know-how and offer of advice onto the streets. The Adecco brand colour featured strongly and they called it – REDvolución.

Diversity awards received in North America in 2011:

- Adecco Group North America was named as a Champion of Diversity by the New York Urban League
- Adecco Group North America was named as one of the Top 40 Companies For Diversity & Inclusion by Uptown Professional Magazine
- Adecco received the 'Kemp Spirit Award' at the Annual Employer Recognition Breakfast – acknowledging employers who are committed to integrating individuals with disabilities into the workforce
- 2011 Corporate Diversity Award by UPTOWN Professional Magazine presented on the floor of the New York Stock Exchange during the World Diversity Leadership Summit (WDLS) in New York City
- Lee Hecht Harrison received the 2011 Central Texas Corporate DiversityFIRST Award presented at the 8th Annual Central Texas DiversityFIRST™ Awards Luncheon

In essence it all comes down to our employees. They are and will remain our most important resource. Only through developing our employees and assisting them in their growth can we ensure the future success of our company.