

Board of Directors as of January 1, 2012



Rolf Dörig

- *Chairman*



Andreas Jacobs

- *Vice-Chairman*
- *Chairman of the Nomination & Compensation Committee*
- *Member of the Audit Committee*

Board of Directors, Executive Committee, and compensation

3. Board of Directors

As of December 31, 2011, the Board of Directors of Adecco S.A. consisted of eight members.

3.1 Biographies of members of the Board of Directors

The following sets forth the name, year of birth, entry date, terms of office, nationality, professional education, and principal positions of those individuals who served as members of the Board of Directors as of December 31, 2011:

Rolf Dörig

- Swiss national, born 1957. Rolf Dörig has been Chairman since January 2009 and a member of the Board of Directors since May 2007. He was a member of the Nomination & Compensation Committee from May 2007 until the end of 2008 and of the Corporate Governance Committee until May 2008. His one-year term of office ends on the day of the General Meeting of Shareholders in 2012.
- Rolf Dörig obtained a doctorate degree in law (Dr. iur.) from the University of Zurich, Switzerland, and was subsequently admitted to the Bar.
- After joining Credit Suisse in 1986, he held a number of executive positions in various areas of banking and different geographical markets. As a member of the Group Executive Board, he was assigned responsibility for Swiss corporate

and retail banking from 2000 onwards. In 2002, he held the position of Chairman, Switzerland. Rolf Dörig was Chief Executive Officer of the Swiss Life Group from November 2002 until May 2008, when he was elected to the Board of Directors.

- Rolf Dörig is Chairman of the Board of Directors of Swiss Life Holding AG¹, Vice-Chairman of the Board of Directors of Kaba Holding AG¹, Chairman of the Board of Directors of Danzer AG, member of the Board of Directors of Walter Frey Holding AG, all in Switzerland. Furthermore, Rolf Dörig is a member of the Board Committee of *economiesuisse*, Switzerland.

Andreas Jacobs

- German national, born 1963. Andreas Jacobs has served as Vice-Chairman of the Board of Directors since January 1, 2012, as a member of the Board of Directors since May 2006, as Chairman of the Nomination & Compensation Committee since May 2008, and as a member of the Audit Committee since April 2011. His one-year term of office ends on the day of the General Meeting of Shareholders in 2012.
- After studying law at the universities of Freiburg and Munich (Germany) and Montpellier (France), Andreas Jacobs obtained a doctorate degree (Dr. iur.) in European competition law from the University of Freiburg, Germany. He also holds an MBA from INSEAD in Fontainebleau, France.
- Andreas Jacobs has been an independent entrepreneur since 1992, with a stake in several European and North American companies. From 1991 to 1993, he worked as a consultant and project manager at Boston Consulting Group in Munich, Germany.



Wanda Rapaczynski

- *Chairwoman of the Corporate Governance Committee*
- *Member of the Nomination & Compensation Committee*



Thomas O'Neill

- *Member of the Corporate Governance Committee*
- *Member of the Nomination & Compensation Committee*

- Andreas Jacobs is Executive Chairman of Jacobs Holding AG, Chairman of Barry Callebaut AG¹, Minibar AG, Jacobs Venture AG, Triventura AG, and of Niantic Finance AG, all in Switzerland. He is Chairman of Maine Chance Farms Pty Ltd., South Africa. Furthermore, he is a member of the Board of Directors of various smaller private companies.

Wanda Rapaczynski

- United States national, born 1947. Wanda Rapaczynski has been a member of the Board of Directors since May 2008. She has been serving as Chairwoman of the Corporate Governance Committee since April 2011 (member since May 2008) and as a member of the Nomination & Compensation Committee since April 2011. Her one-year term of office ends on the day of the General Meeting of Shareholders in 2012.
- Wanda Rapaczynski holds a Master's degree in management from Yale University, USA and a PhD in psychology from the City University of New York, USA. Wanda Rapaczynski was a postdoctoral fellow at the Educational Testing Service at Princeton University, USA. Between 1980 and 1982, she held the position of Project Director at the Family Television Research and Consultation Center at Yale University, USA. She held leading positions at Citibank and was co-founder and Chief Executive Officer of the Polish media group Agora S.A.¹, Poland, where she currently serves on the Supervisory Board and as head of the Compensation Committee.
- Wanda Rapaczynski is a member of the Board of Trustees and head of the Audit Committee of the Central European

University in Budapest, Hungary. She is a member of the International Advisory Board of The Brookings Institution, Washington, D.C., USA. She is a member of the Polish group in the Trilateral Commission.

Thomas O'Neill

- Canadian national, born 1945. Thomas O'Neill has served as Vice-Chairman of the Board of Directors from January 2009 to December 2011, as a member of the Board of Directors since June 2004, as a member of the Corporate Governance Committee from May 2006 to May 2010 and from January 2012 onwards, as a member of the Audit Committee from June 2004 to April 2011, and as a member of the Nomination & Compensation Committee since April 2011. His one-year term of office ends on the day of the General Meeting of Shareholders in 2012.
- Thomas O'Neill graduated with a Bachelor of Commerce degree from Queen's University in Kingston, Ontario, Canada. He obtained his designation as FCA in 1988. In 2005, he was granted an honorary doctorate degree in law (LL.D.) by Queen's University, Kingston, Canada.
- Thomas O'Neill joined the audit staff of Price Waterhouse in Toronto in 1967, and became a partner in 1978. Until his departure in 2002, he held various leadership positions in both the Canadian firm (Toronto) and in the global firm (New York), including the position of CEO and Chairman of PwC Consulting (global). Thomas O'Neill was a member of the Board of Dofasco Inc., Canada, from May 2003 to February 2006, and of the Ontario Teachers' Pension Plan from January 2003 until April 2007. Thomas O'Neill was Vice-Chairman of Queen's University, Kingston, Ontario, (Canada) from 2004 to 2006, and a member of the International

¹ Listed company.



Alexander Gut

- *Chairman of the Audit Committee*
- *Member of the Corporate Governance Committee*



David Prince

- *Member of the Audit Committee*

Monetary Fund's External Audit Committee (from January 2008 until November 2010).

- Thomas O'Neill is Chairman of the Board of BCE Inc.¹ and is a member of the Board of Loblaw Companies Ltd¹, Nexen Inc.¹ and Bank of Nova Scotia (Scotiabank)¹, all in Canada.
- Furthermore, he is Vice-Chairman of the Board of Trustees of St. Michael's Hospital, Canada.

Alexander Gut

- British and Swiss national, born 1963. Alexander Gut has been a member of the Board of Directors since May 2010, since then he has been serving on the Audit Committee and on the Corporate Governance Committee. Since April 2011 he has served as Chairman of the Audit Committee. His one-year term of office ends on the day of the General Meeting of Shareholders in 2012.
- Alexander Gut holds a doctorate degree in business administration (Dr. oec. publ.) from the University of Zurich, Switzerland and is a Swiss Certified Accountant.
- From 1991 to 2001 he was with KPMG in Zurich and London and from 2001 to 2003 with Ernst & Young in Zurich, where he became a partner in 2002. From 2003 to 2007 he was a partner with KPMG in Zurich, where he became a member of the Executive Committee of KPMG Switzerland in 2005.
- Alexander Gut is the founder and managing partner of Gut Corporate Finance AG. Furthermore, he is a member of the Board of Directors of Holcim AG¹, Switzerland.

David Prince

- British national, born 1951. David Prince has been a member of the Board of Directors since June 2004. He has been serving on the Audit Committee from June 2004 to April 2006 and from May 2008 onwards, and on the Corporate Governance Committee from June 2004 to May 2006. His one-year term of office ends on the day of the General Meeting of Shareholders in 2012.
- David Prince is an associate member of the Chartered Institute of Management Accountants (CIMA) and the Chartered Institute of Purchasing and Supply (CIPS).
- He started his career in the oil and gas industry as part of a management trainee scheme at British Gas, later attending business school in the UK. Following accountancy roles at Philips Industries and TRW, he joined Cable & Wireless, holding accountancy, general management, and group marketing positions in the UK and in Hong Kong. From 1994 to 2000, he worked for Hong Kong Telecom plc (HKT) as Group Finance Director, followed by an appointment as Deputy CEO. In 2000, David Prince became Group CFO of PCCW plc, Hong Kong. From 2002 to 2004, he worked for Cable & Wireless as Group Finance Director. Since 2004 he has acted as investment advisor to companies based in Asia, China, and Australia.
- David Prince is a member of the Board of Directors and Chairman of the Audit Committee of ARK Therapeutics¹, UK, and is a member of the Board of Directors of Smartone Telecommunications Holdings Ltd¹, Hong Kong.



Jakob Baer

• *Member of the Corporate Governance Committee*



Didier Lamouche

• *Member of the Corporate Governance Committee*

Jakob Baer

- Swiss national, born 1944. Jakob Baer has served as a member of the Board of Directors and a member of the Corporate Governance Committee since October 2004 and served as Chairman of the Audit Committee from October 2004 to April 2011. His one-year term of office ends on the day of the General Meeting of Shareholders in 2012.
- Jakob Baer obtained a doctorate degree in law (Dr. iur.) from the University of Berne, Switzerland, and was subsequently admitted to the Bar.
- He was a member of the executive team of KPMG Switzerland from 1992 until 1994. From 1994 to 2004, he held the position of Chief Executive of KPMG Switzerland, and was a member of KPMG's European and International Leadership Board.
- Jakob Baer is a member of the Board of Directors of Allreal Holding AG¹, Barry Callebaut AG¹, Rieter Holding AG¹, Stäubli Holding AG, Swiss Re¹ and of a smaller private company, all in Switzerland.

Didier Lamouche

- French national, born 1959. Didier Lamouche has been a member of the Board of Directors and a member of the Corporate Governance Committee since April 2011. His one-year term of office ends on the day of the General Meeting of Shareholders in 2012.
- Didier Lamouche obtained a PhD in semiconductor technology from Ecole Centrale de Lyon, France. He was CEO of Altis Semiconductor, a joint venture between IBM and Infineon. From 2003 to 2005, he held the position of Vice President of Worldwide Semiconductor Operations at IBM Microelectronics. From 2005 to 2010, Didier Lamouche was

Chairman and Chief Executive Officer at Bull, a French IT group with a worldwide presence. Since January 2011, he has been Chief Operating Officer and Vice-Chairman of the Corporate Strategic Committee of STMicroelectronics¹, Switzerland. Furthermore, since December 2011, he has been President of the Executive Board and CEO of ST-Ericsson S.A., Switzerland.

- Didier Lamouche was a member of the Board of Directors of STMicroelectronics from 2006 to 2010. Didier Lamouche was a non-executive Director of the boards of various listed (Atari¹, France) and non-listed companies (CAMECA, France), and is a member of the Board of Directors of Soitec S.A.¹, France.

¹ Listed company.

3.2 Other activities and vested interests of the Board of Directors

Except those described in section 3.1 "Biographies of members of the Board of Directors", no permanent management/consultancy functions for significant domestic or foreign interest groups and no significant official functions or political posts are held by the members of the Board of Directors of Adecco S.A. The Board of Directors assesses the independence of its members.

As of December 31, 2011, all members of the Board of Directors were non-executive. The members of the Board of Directors do not have important business connections with Adecco S.A. or with any of its subsidiaries or affiliates.

The Company provides services in the normal course of business at arm's length terms to entities that are affiliated with certain of its officers, members of the Board of Directors, and significant shareholders through investment or Board directorship.

3.3 Cross-involvement

Section 3.3 of the Directive on Information Relating to Corporate Governance of SIX Swiss Exchange has been deleted from the Directive without replacement.

3.4 Elections and terms of office

Pursuant to the Articles of Incorporation, the Board of Directors consists of five to nine members (Art. 20 sec. 1 of the Articles of Incorporation; Internet: www.aoi.adecco.com). Members of the Board of Directors are elected for a term of office of one year, until the date of the next Annual General Meeting of Shareholders, and may be re-elected for successive terms (Art. 20 sec. 2 and 3 of the Articles of Incorporation; Internet: www.aoi.adecco.com). Adecco S.A.'s Articles of Incorporation do not limit the number of terms a member may be re-elected to the Board of Directors. Candidates to be elected or re-elected to the Board of Directors are proposed by the Board of Directors to the General Meeting of Shareholders.

3.5 Internal organisation structure

The Board of Directors holds the ultimate decision-making authority of Adecco S.A. for all matters except those reserved by law or the Articles of Incorporation to the shareholders. It determines the overall strategy of the Company and supervises the management of the Company. The Board of Directors operates under the direction of the Chairman and the Vice-Chairman who are appointed by the Board of Directors. As of December 31, 2011, the Board of Directors is composed of eight non-executive members. The agenda of the Board of Directors' meetings is set by the Chairman. Any member of the Board of Directors may request that an item be included on the agenda. Members of the Board of Directors are provided, in advance of meetings, with adequate materials to prepare for the items on the agenda. The Board of Directors recognises the importance of being fully informed on material matters involving the Company and seeks to ensure that it has sufficient information to make appropriate decisions through, at the decision of the Chairman, inviting members of management or other individuals to report on their areas of responsibility, conducting regular meetings of the respective committees (the Audit Committee, the Corporate Governance Committee, and the Nomination & Compensation Committee) with management, and retaining outside consultants and external auditors where appropriate, as well as through regular distribution of important information to its members. Decisions are taken by the Board of Directors as a whole, with the support of its three committees. The Chairman has no casting vote. If a member of the Board of Directors has a personal interest in a matter, other than an interest in his/her capacity as a shareholder of Adecco S.A., such member shall abstain from voting, where adequate. Amongst others, the Board of Directors has established Statements of Policy on Insider Trading as well as on Conflicts of Interest. The compliance with all Statements of Policy is closely monitored.

Each committee has a written charter outlining its duties and responsibilities, and regularly meets with management and, where appropriate, outside consultants. Committee members are provided, in advance of meetings, with adequate materials to prepare for the items on their agenda.

In 2011, the Board of Directors held twelve meetings and phone conferences.

Attendance at meetings and phone conferences during 2011:

	Full Board of Directors	Audit Committee	Corporate Governance Committee	Nomination & Compensation Committee
Number of meetings in person	5	4	4	4
Number of phone conferences	7	5		1
Average duration:				
• Meetings in person	4 hrs	3 hrs	³ / ₄ hr	1 ¹ / ₂ hrs
• Phone conferences	¹ / ₂ hr	1 hr		³ / ₄ hr
Rolf Dörig	12	3 ¹		1 ¹
Andreas Jacobs	11	3		5
Wanda Rapaczynski	11		4	3
Thomas O'Neill	12	3	1 ¹	2
Alexander Gut	12	9	4	
David Prince	12	9		
Jakob Baer	11	4	4	
Didier Lamouche ²	6		1	
Francis Mer ³	2		2	3
Judith A. Sprieser ³				

¹ Guest, without voting right.

² Member of the Board of Directors since April 19, 2011.

³ Member of the Board of Directors until April 19, 2011.

The Board of Directors has discussed and assessed its own and its members' performance. The Board of Directors concluded that the Board performed well and has the necessary resources and capacities available.

3.5.1 Audit Committee ("AC")

The AC's primary responsibility is to assist the Board of Directors in carrying out its responsibilities as they relate to the Company's accounting policies, internal controls, and financial reporting practice, thus overseeing management regarding the:

- Integrity of the Company's financial statements and other financial reporting and disclosure to any governmental or regulatory body and to the public and other users thereof;
- Adequacy and effectiveness of the systems of the Internal Controls Over Financial Reporting ("ICOFR") and of the disclosure controls;
- Performance of the Company's internal audit function;
- Qualifications, engagement, compensation, independence, and performance of the Company's independent auditors,

their conduct of the annual audit and interim reviews, and their engagement for any other services (refer to section 8. "Auditors"); and

- The Company's compliance with legal and regulatory requirements relating to accounting, auditing, financial reporting, and disclosure, or other financial matters.

In 2011, the AC held nine meetings and phone conferences. For specific subjects, the CEO represents the Executive Committee in the meetings. The Chief Financial Officer ("CFO"), the Head of Group Accounting, the Head of Group Internal Audit, and the partners of the external auditors typically participate in the meetings.

As of December 31, 2011, the members of the AC were:

Name	Position
Alexander Gut	Chairman of the AC
Andreas Jacobs	Member
David Prince	Member

3.5.2 Corporate Governance Committee ("CGC")

The CGC's primary responsibility is to assist the Board of Directors in carrying out its responsibilities as they relate to Corporate Governance principles. The CGC is charged with developing and recommending appropriate Corporate Governance principles and independence rules to the Company, including principles and measures on Corporate Responsibility as well as reviewing and reassessing such principles and rules to

ensure that they remain relevant and in line with legal and stock exchange requirements. Recommendations as to best practice are also reviewed to ensure compliance.

In 2011, the CGC held four meetings. For specific subjects, the CEO represents the Executive Committee in the meetings. The Chief Human Resources Officer and the Head of Group Compliance Reporting typically participate in the meetings.

As of December 31, 2011, the members of the CGC were:

Name	Position
Wanda Rapaczynski	Chairwoman of the CGC
Jakob Baer	Member
Alexander Gut	Member
Didier Lamouche	Member

3.5.3 Nomination & Compensation Committee ("NCC")

The NCC's primary responsibility is to assist the Board of Directors in carrying out its responsibilities as they relate to the Company's nomination and compensation matters. The NCC is mainly responsible for the following functions:

- Providing recommendations to the Board of Directors regarding the general compensation policy of the Company, including incentive compensation plans and equity-based plans;
- Providing recommendations to the Board of Directors regarding the selection of candidates for the Executive Committee, the terms of their employment, and the evaluation of their performance;
- Reviewing and approving the objectives relevant to the compensation of the Executive Committee and a further group of senior managers;

- Assuring talent management including retention and succession planning; and
- Establishing criteria for the selection of candidates and recommending candidates for election or re-election to the Board of Directors, including candidates for Committees of the Board of Directors, and including recommendations on compensation of the members of the Board of Directors.

In 2011, the NCC held five meetings. For specific subjects, the CEO represents the Executive Committee in the meetings. The Chief Human Resources Officer typically participates in the meetings. Members of the management do not participate in NCC meetings when their individual compensation matters are discussed.

As of December 31, 2011, the members of the NCC were:

Name	Position
Andreas Jacobs	Chairman of the NCC
Thomas O'Neill	Member
Wanda Rapaczynski	Member

3.6 Responsibilities of the Board of Directors and the CEO

In addition to the determination of the overall strategy of the Company and the supervision of management, the Board of Directors addresses key matters such as acquisitions, long-term financial commitments, management structure, risk management, budget approval, compensation policy, corporate identity policy, guidelines, and policy statements. The Board of Directors approves the strategy and objectives of the Company and the overall structure of Adecco developed by the CEO together with the Executive Committee. With the support of the AC, it reviews and approves the statutory financial statements of Adecco S.A. and the consolidated accounts of the Company. The Board of Directors also considers other matters of strategic importance to the Company. Subject to the powers reserved to the Board of Directors, the Board of Directors has delegated the coordination of the day-to-day business operations of the Company to the CEO. The CEO is responsible for the implementation of the strategic and financial plans as approved by the Board of Directors and represents the overall interests of the Company vis-à-vis third parties.

3.7 Information and control instruments

The Board of Directors' instruments of information and control vis-à-vis management consist of the following main elements:

- All members of the Board of Directors regularly receive information about current developments.
- The CEO reports to the Chairman of the Board of Directors on a regular basis, while extraordinary events are communicated immediately.
- Formal meetings of the Board of Directors and of the Board's Committees including sessions with the CEO and with other members of the Executive Committee or other individuals, at the invitation of the Chairman.
- Informal meetings and phone conferences between members of the Board of Directors and the CEO, as well as with other members of the Executive Committee.
- The management information system of the Company which includes (i) the monthly financial results including key performance indicators and (ii) a structured quarterly operational review of the major countries. Summarised consolidated monthly reports are distributed to each member of the Board of Directors; further details are provided to the members of the Board of Directors upon request.
- The Internal Audit function as established by the Board of Directors; the Head of Group Internal Audit reports to the AC; the responsibilities of Internal Audit are defined by the AC as part of their oversight function in coordination with the CEO and CFO. Internal Audit is concerned with the assessment of how the Company (i) complies with pertinent laws, regulations and stock exchange rules relating to accounting, auditing, financial reporting and disclosure or other financial matters and (ii) conducts its related affairs and (iii) maintains related controls.
- The Company has a risk management process in place which focuses on managing risks as well as identifying opportunities. The process is embedded in the Company's strategic and organisational context and covers the significant risks for the Company including financial, operational, and strategic risks. The Board of Directors oversees the management's risk analysis and the measures taken based on the findings of the risk review process.
- External Audit: Refer to section 8. "Auditors".



Patrick De Maeseire

• Chief Executive Officer



Dominik de Daniel

• Chief Financial Officer and Head of Global Solutions



Alain Dehaze

• Regional Head of France

4. Executive Committee

4.1 Biographies of the members of the Executive Committee

The following sets forth the name, year of birth, year of entry to the Company, nationality, professional education, and principal positions of those individuals who served as members of the Executive Committee of the Company as of December 31, 2011.

Patrick De Maeseire

- Chief Executive Officer and member of the Executive Committee since June 2009.
- Belgian national, born 1957. Patrick De Maeseire joined the Adecco Group as CEO in June 2009.
- He trained as a commercial engineer at the Solvay Business School of Brussels University (ULB), Belgium, and studied marketing management at Ghent University. Patrick De Maeseire also completed studies in business management at the London Business School and INSEAD, Fontainebleau, France.
- From 1980 to 1997, he held executive positions at Sun International and Apple Computer, as well as senior positions at Wang in Belgium and Arthur Andersen Consulting.
- Patrick De Maeseire held leading positions within the Adecco Group between 1998 and 2002, starting as Country Manager for the Benelux region before leading the Adecco Group's worldwide professional staffing business from New York. He served as Chief Executive Officer of Barry Callebaut from June 2002 to May 2009.
- In 2007, Patrick De Maeseire was granted the title of Baron by King Albert II of Belgium.

Dominik de Daniel

- Chief Financial Officer and member of the Executive Committee since April 2006. In addition, Dominik de Daniel is Head of Adecco's Global Solutions: Lee Hecht Harrison ("LHH", since 2011), as well as Managed Service Programmes ("MSP"), Recruitment Process Outsourcing ("RPO"), and Vendor Management System ("VMS") (all since 2010).
- German national, born 1975. Dominik de Daniel joined the Adecco Group as CFO in April 2006, following Adecco's acquisition of DIS Deutscher Industrie Service AG.
- Dominik de Daniel was a bank trainee at Deutsche Bank AG before completing vocational studies in banking and business administration at the Bankakademie. Starting in 1993, he worked for Deutsche Bank in Germany in various roles, including stock analyst. Dominik de Daniel joined DIS AG in 2000, and was appointed to the Executive Board in 2001 with responsibility for Investor Relations, M&A and Strategic Controlling, and became CFO in 2002.

Alain Dehaze

- Regional Head of France since August 2011, Regional Head of Northern Europe from October 2009 to July 2011, and member of the Executive Committee since October 2009.
- Belgian national, born 1963. Alain Dehaze joined the Adecco Group in September 2009.
- Alain Dehaze trained as a commercial engineer at the ICHec Brussels Management School, Belgium.
- From 1987 until 2000, Alain Dehaze held senior positions in a number of European countries at Henkel and ISS. In 2000, he became Managing Director of Creyf's Interim in Belgium (now Start People). From 2002 to 2005, he was Chief Executive Officer of Solvus. Following the acquisition of Solvus by



Theron I (Tig) Gilliam Jr.

• *Regional Head of North America*



Peter Searle

• *Regional Head of UK & Ireland*



Andreas Dinges

• *Regional Head of Germany & Austria*

USG People, the Netherlands, in 2005, he became Chief Operating Officer of USG People, with overall responsibility for operations, including the integration of Solvus. From September 2007 until joining Adecco, he was CEO of the staffing services company Humares, the Netherlands.

- Alain Dehaze is Vice President of the Board of the European Confederation of Private Employment Agencies (Eurociett). He is a member of the Board of the International Confederation of Private Employment Agencies (Ciett).

Theron I (Tig) Gilliam Jr.

- Regional Head of North America since October 2009. Member of the Executive Committee since January 2007.
- United States national, born 1964.
- Tig Gilliam holds an MBA from Columbia University, USA and an MS in Systems Engineering from the University of Virginia's School of Engineering and Applied Sciences, USA.
- He was a partner with Price Waterhouse and, prior to its acquisition by IBM in October 2002, with Pricewaterhouse-Coopers Consulting, where he spent 15 years leading consulting practices and client engagement in operational improvement, technology enablement, organisational change and performance management. From 2002, Tig Gilliam held positions at IBM, including Global Supply Chain Management Leader and Consumer Products Industry Leader for Global Business Services. He was also a member of the Integration and Values Team. Tig Gilliam joined the Adecco Group in January 2007 as Country Manager for the USA and Canada.
- Tig Gilliam is a member of the Board of Directors of Lennar Corporation¹, USA.

Peter Searle

- Regional Head of UK & Ireland and member of the Executive Committee since October 2009.
- British national, born 1962. Peter Searle rejoined the Adecco Group in October 2009 as Regional Head of UK & Ireland.
- Peter Searle holds an honours degree in business and a post-graduate diploma in marketing.
- Following Adecco's acquisition in 1999 of Delphi Group, of which he was Group Managing Director, Peter Searle took on responsibility for all the European and Asia Pacific offices of the professional services companies of the Adecco Group, under the brand name of Ajilon. In 2005, he became Chief Executive of Adecco UK in a role that covered a variety of sectors, including general recruitment, IT, engineering, finance, and RPO. From 2006, he was Chief Executive Officer of Spring Group which was acquired by Adecco in 2009.

Andreas Dinges

- Regional Head of Germany & Austria and member of the Executive Committee, both since October 2009.
- German national, born 1959.
- Andreas Dinges graduated in business administration from the University of Cologne, Germany.
- Andreas Dinges started his career at 3M Company in 1988, working in various positions, with a focus on marketing and sales. From 2002 to 2006, he was the spokesman of the Executive Board of 3M ESPE AG, assuming responsibility for 3M's dental business in Europe, including Eastern Europe, the Middle East, and Africa. He joined the Adecco Group in 2006 as CEO of DIS Deutscher Industrie Service AG. In January 2009, he was appointed Country Manager for Germany.



Mark Du Ree

• Regional Head of Japan & Asia



Martín Alonso

• Regional Head of Northern Europe



Federico Vione

• Regional Head of Italy, Eastern Europe & India

• Andreas Dinges is a commercial judge at the district court in Dusseldorf, Germany. He is a member of the board of the Bundesverband Zeitarbeit Personal-Dienstleistungen, Germany.

Mark Du Ree

- Regional Head of Japan & Asia and member of the Executive Committee since October 2009.
- United States national, born 1961.
- Mark Du Ree holds a BA in International Relations and Asian Studies from Brigham Young University, USA.
- Mark Du Ree began his career at Adecco Japan (formerly Adia) in 1985 as a sales representative and held various functions before transferring to the USA in 1993 to work in strategic planning for the Adia Group. In 1996, he became Director of Strategic Planning and Financial Planning & Analysis, including responsibility for coordination of Adecco's M&A activities. In 1999, he returned to Japan to manage the acquisition and integration of Career Staff into Adecco Japan. He has been the Country Manager of Adecco Japan since January 2002, serving concurrently from July 2002 to December 2005 as Zone CEO Asia Pacific. Since 2006, Mark Du Ree has been a visiting professor at Ritsumeikan Asia Pacific University, Japan. Mark Du Ree is a member of the board of Japanese staffing organisations.

Martín Alonso

- Regional Head of Northern Europe and member of the Executive Committee since August 2011.
- Spanish national, born 1964.
- Martín Alonso graduated in business administration from the University of Vasque Country, Spain.

• Martín Alonso joined Adecco Spain in 1993 as Branch Manager. In 1998, after having held various operational positions, he was appointed Finance Manager for Adecco Spain and Portugal. From 2003 to 2005, he was the Regional Finance Manager for Adecco Central Europe. As of 2007, he also took on the role of Operational Manager for Adecco Portugal. From 2009 to June 2011, he held the position of Finance Manager for Iberia & South America.

Federico Vione

- Regional Head of Italy, Eastern Europe & India since September 2011; Regional Head of Italy & Eastern Europe and member of the Executive Committee since October 2009.
- Italian national, born 1972.
- Federico Vione graduated in economics from G. D'Annunzio University, Pescara, Italy.
- He joined the Adecco Group in 1999 as Branch Manager and was soon appointed Manager of the Abruzzo-Molise area. In 2001, he became the first National Key Account Manager for the Chemical and Pharma sector, and subsequently for the Large-Scale Trade sector. In 2002, he was appointed General Manager of the newly created Professional Staffing business Ajilon S.r.l., and in 2004 he became General Manager of Ajilon Switzerland. In 2005, Federico Vione was appointed Project Leader Global Account Management Adecco Group and subsequently Head of Eastern Europe Adecco Group. In January 2009, he was appointed Country Manager Adecco Italy.
- Federico Vione is President of Assolavoro (Associazione Nazionale delle Agenzie per il Lavoro), Italy.

1 Listed company.



Enrique Sanchez

• Regional Head of Iberia & South America



Sergio Picarelli

• Chief Sales Officer



Christian Vasino

• Chief Human Resources Officer

Enrique Sanchez

- Regional Head of Iberia & South America and member of the Executive Committee since October 2009.
- Spanish national, born 1967.
- Enrique Sanchez obtained a degree in psychology at Complutense University, Madrid, Spain, and holds an MBA from IESE, Madrid, Spain.
- Enrique Sanchez joined Adecco Spain in 1993 as Branch Manager. In 1995, he became Regional Manager of the Central Region. Two years later, he was appointed Operations Manager, and in 2001 President and General Manager of Adecco Spain and Portugal. From 2003 to 2005, Enrique Sanchez was General Manager for Spain and Portugal, and was also responsible for the development of the company in Latin America and Eastern Europe. In 2005, he returned to Spain, becoming responsible for Adecco Group Iberia.

Sergio Picarelli

- Chief Sales Officer and member of the Executive Committee since October 2009.
- Italian national, born 1967.
- Sergio Picarelli graduated in business administration from Bocconi University, Milan, Italy.
- In 1993, Sergio Picarelli joined Adecco in Italy, starting as Managing Director of an Adecco Group Company (Permanent Placement). In 1997, he was appointed Chief Sales and Marketing Director Italy. From 2002 to 2004 Sergio Picarelli served as Regional Head for Central Europe and was there-

after appointed Chief Operating Officer of Adecco Staffing Division Worldwide. From 2005 to 2009 he served as Country Manager of Adecco Italy & Switzerland (Switzerland until the end of 2008). From January 2009 until his appointment as Chief Sales Officer, he served as Chief International Sales Officer of the Adecco Group.

Christian Vasino

- Chief Human Resources Officer and member of the Executive Committee since April 2007.
- Italian national, born 1972.
- Christian Vasino holds a law degree from Turin University, Italy, and started his career as a lawyer.
- From 1998 to 2001, he held various management functions in HR management and from 2001 to 2003, he was Director of Human Resources of Irisbus Italy (IVECO Group). In December 2003, he joined Adecco Italy as HR Director, based in Milan. In May 2005, he became Vice President Group Human Resources.