

We are fortunate to work with an extraordinary team.
We strive to ensure that Adecco will always be the best place
to work for each and every employee.

Our team

Talent management

To strengthen our role as the industry leader it is our priority to assist our employees in developing their individual potential. Their development is the main factor in the success of our business.

Talent Management has been a critical component of the HR strategy within the Adecco Group for many years, through a collaborative effort between the Group initiatives and the local programmes in the countries where we operate. Our ultimate goal is to attract and retain the best talent and to ensure that our leaders can 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.

Group development programmes



The Adecco Academy

The Adecco Academy runs the Group's global development programmes spanning multiple levels. The programmes are organised under two pillars: leadership and service & sales.

Leadership

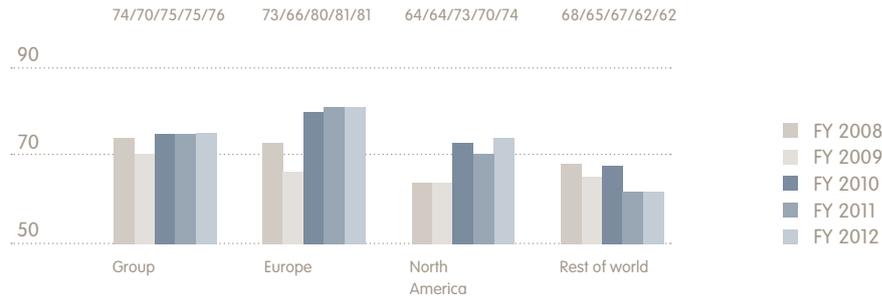
Through our leadership programmes, in cooperation with two of the best business schools in the world, INSEAD in France and IMD in Switzerland, more than 700 of Adecco's managers have been trained to improve their leadership skills.

The Senior Leadership Programme 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 I³ Leadership Development Programme delivers cutting-edge theory and experiences to best equip Adecco leaders to live the values of the Group and grow throughout their careers.

The MBA Highlights Programme broadens knowledge of a range of topics such as Strategy, Corporate Finance and Innovation with an overall theme of value creation.

Retention rate 2008–2012 in %



Service & sales

Service Excellence Course (SEC) is specifically designed for a very important group of employees – the branch managers, who have a big 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. During 2012, 800 employees in Europe, North America and Australia attended the SEC and it will be launched in South America, India and Asia during 2013. The impact of the course is seen and felt, not only by our employees, but also by our candidates, associates and clients and is an important factor of our success. In 2012 we presented the first Service Excellence award to an employee who attended the course and best demonstrated how its learnings can be put into practice.

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.

Our core values

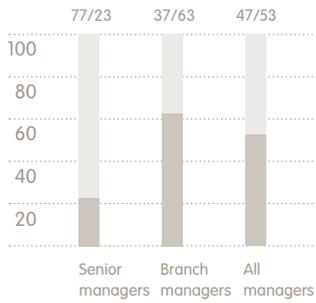
Our core values – team spirit, customer focus, responsibility and entrepreneurship – are at the very heart of how we operate. They are shared and brought to life by all our employees around the globe. On Group level, the Win4Youth initiative is a global manifestation of how we live by our values and is now being run for the fourth consecutive year (you can read more in our corporate social responsibility section on page 31).



Retention and employee engagement

Our retention rate of 75.5% is among the best in the industry. In most of our major markets the rate is close to 80%. Retention is a strategic priority for Adecco and is tracked on a quarterly basis across the Group. Almost 70% of our employees remain in the company for more than two years and close to 50% for more than five years. In France – our largest market – close to 70% of our employees stay with us for more than five years.

Gender distribution in 2012 in %



■ Male managers
■ Female managers

Employees per region 2012



Great place to work 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 6% in 2012 versus the prior year. The greatest improvement was seen in the dimensions respect and camaraderie. Through the Great Place to Work survey we are able to measure the engagement levels of our employees year over year and get a good understanding of our strengths and where we have room to improve. Through action plans and sharing across countries we are able to leverage our best practices across the Group.

In 2012 DIS AG in Germany ranked first on the Best Workplaces list in Germany and third on the European Best Workplaces list. In addition, Adecco Netherlands, Adecco Sweden, Tuja Germany and Atrias Germany were on the Best Workplaces lists in their respective countries. Office Angels, Adecco, Spring and Roevin 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 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, disability 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.

Diversity awards received in North America in 2012:

- Diversity Promoter Award – Tri-State Diversity Leadership Conference
- Diversity Champions Awards presented to Lois Cooper and William Rolack at the 8th Annual World Diversity Leadership Summit
- Distinguished Speak Award presented to Lois Cooper – National Association of Asian-American Professionals
- 2012 Workplace Company Partner of the Year Award – Dress for Success
- Innovation & Entrepreneurship Award – OFC Venture Fund
- CEO Breakfast Co-Chair – Urban League of New York City