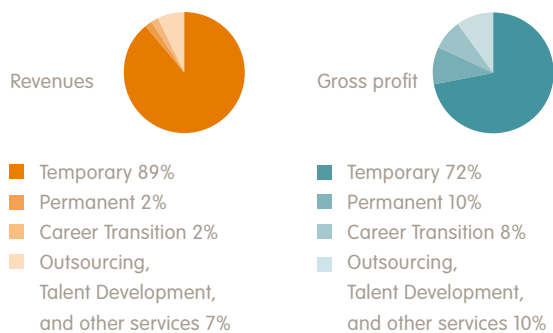


The Adecco Group offers the full range of HR solutions, tailored to meet the evolving needs of clients and associates around the globe.

Our services and business lines

The Adecco Group's business can be viewed from different perspectives: by service line, 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 2015 performance by segment can be found in the Financial Review section starting on page 37.

2015 split by service line



Our services

Temporary Staffing

In 2015, 89% of revenues and 72% of gross profit of the Adecco Group stemmed from temporary staffing services. We place associates both in roles requiring general skills and those demanding professional qualifications, as described in the section 'Our business lines and brands' on the next page.

At the Adecco Group, we handle all the logistics for the provision of temporary staff. We make contact with candidates through online channels and our branch network. We conduct interviews and match the client's requirements with the candidate's skills and needs to ensure a good match. We perform

all administrative tasks, such as payrolling and remittance of social security payments. And we always strive to find consecutive assignments for our associates to ensure they are continuously employed.

Permanent Placement

Permanent Placement services accounted for 2% of revenues and 10% of gross profit of the Adecco Group in 2015. Our largest markets for permanent placement are North America and the UK & Ireland, followed by the Emerging Markets, France, Japan, and Germany & Austria. In all our markets we have access to a wide range of talents, including hard-to-reach professionals who are not actively looking for a job. We search for candidates, screen the CVs, and conduct interviews and assessments. We are committed to finding the right people for the client's business. To ensure a successful fit, we will propose only candidates who have passed our in-depth screening process. We support candidates in reaching their career goals, guiding them in selecting the right role for their skills and aspirations so that they can realise their potential.

Career Transition

Revenues generated from Career Transition represented 2% of the Adecco Group's total revenues and 8% of gross profit in 2015. Thanks to our large global network, we can offer consistent support to complex organisations in multiple countries. 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 expanding and recruiting. We reduce transition and recruitment costs by redeploying employees affected by a downsize to areas in need of talent.

Adecco Group business lines

STAFFING	
General Staffing	Professional Staffing
<ul style="list-style-type: none"> • Office • Industrial 	<ul style="list-style-type: none"> • Information Technology • Engineering & Technical • Finance & Legal • Medical & Science

SOLUTIONS	
Business Process Outsourcing	Career Transition & Talent Development
<ul style="list-style-type: none"> • Managed Service Programmes (MSP) • Recruitment Process Outsourcing (RPO) • Vendor Management System (VMS) 	<ul style="list-style-type: none"> • Outplacement • Leadership Development • Career Development • Change Management Solutions • Training • Consulting

Outsourcing, Talent Development, and other services

In 2015, 7% of revenues and 10% of gross profit of the Adecco Group were generated in Outsourcing, Talent Development, and other services. In Outsourcing, the Adecco Group is not paid according to the hours an associate works but based on a task-related measure. Our largest markets for this service are Iberia, Japan, and the Emerging Markets. In Business Process Outsourcing, clients transfer large-scale HR processes to the Adecco Group through Managed Service Programmes (MSP), Recruitment Process Outsourcing (RPO), and our Vendor Management System (VMS). This trend began in the USA, but clients increasingly demand these services globally. Talent Development services include career and leadership development programmes and change management solutions. We assist our clients in maintaining productivity through changes, engaging and retaining talent, and developing leaders at all levels.

governance and the development of our brand portfolio is managed by the Group’s Brand Steering Committee.

General Staffing

In 2015, General Staffing made up 74% of the Adecco Group’s revenues. We offer tailored solutions to small, medium, and large clients with the aim of building long-lasting relationships with both associates and clients. Given the relatively lower-margin nature of the General Staffing business, an efficient delivery model is key to optimising our own costs and being competitive. General Staffing includes the two business lines Office and Industrial.

Office

Office represented 24% of revenues of the Adecco Group in 2015. We offer temporary staffing and the permanent placement of administrative and clerical personnel. In order to provide the right combination of personal 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. Our main brands in this business line include Adecco, Adecco Office, and Office Angels.

Industrial

Industrial accounted for 50% of the Adecco Group’s revenues in 2015. We serve our clients with temporary staffing and permanent placement mainly in sectors such as Automotive, Manufacturing & Heavy Industry, Construction, Transportation & Logistics, and Hospitality. Our main brands in this business line include Adecco, Adecco Industrial, and Tuja.

Our business lines and brands

2015 revenue split by business line



The Adecco Group’s portfolio includes brands that are active globally such as Adecco Staffing, Modis, Badenoch & Clark, Spring, Lee Hecht Harrison, Pontoon, and Beeline. The portfolio also includes local brands such as Accounting Principals, Entegee and Soliant in North America, DIS and euro engineering in continental Europe, and VSN in Japan. Each brand is targeted to specific candidate and client segments. The brand

Professional Staffing

Professional Staffing accounted for 23% of the Adecco Group’s total revenues in 2015. We take an ‘experts talk to experts’ approach and offer a high-end specialist point of contact for our clients and associates alike. 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 comprises the business lines Information Technology, Engineering & Technical, Finance & Legal, and Medical & Science.

Information Technology

The Information Technology business line represented 12% of the Group's revenues in 2015. 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. Our main brand is Modis.

Engineering & Technical

In 2015, we generated 5% of the Group's revenues in Engineering & Technical. In this field our associates take on projects or assignments on a temporary or permanent basis for key industries such as Electronics, Automotive & Transportation, Energy, Oil & Gas, Utilities, Medical Products, Aerospace, Chemicals, and Raw Materials. Our main brands include Adecco Engineering & Technical, Entegeer, and euro engineering.

Finance & Legal

The Finance & Legal business line accounted for 4% of revenues of the Adecco Group in 2015. 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 who work in sectors including Accounting, Finance, Banking, Legal, Construction, Property, HR, Management, and Marketing & Communications. Our main brands include Badenoch & Clark, Accounting Principals, and Special Counsel.

Medical & Science

The Medical & Science business line represented 2% of the Adecco Group's revenues in 2015. We recruit and place therapists, nurses, pharmacists, doctors/physicians, and other healthcare professionals on a permanent or temporary basis in the fields of Speech Therapy, Pharmacy, Clinical Research, Regulatory Affairs, and Sales & Products Support. Our main brands include Soliant and Adecco Medical.

Solutions

Solutions accounted for 3% of revenues of the Adecco Group in 2015, including revenues generated with Business Process Outsourcing and Career Transition and Talent Development solutions.

Business Process Outsourcing

Business Process Outsourcing includes revenues generated in Managed Service Programmes, Recruitment Process Outsourcing, and Vendor Management System. With Managed Service Programmes we manage all or parts of a client's contingent workforce, and with Recruitment Process Outsourcing we undertake a similar role for all or parts of their permanent recruitment needs. Our global brand name for these services is Pontoon. We are the only major staffing company that can also provide the technology platform that underpins Managed Service Programmes. Such a platform is known as a Vendor Management System, and our market-leading product is branded Beeline. Our Beeline offering includes a Freelancer Management System that allows companies to manage their use of freelancers/independent contractors.

Career Transition and Talent Development services

In our Lee Hecht Harrison business, we focus on delivering career transition, leadership development, career development, and change management solutions for organisations committed to developing the best talent and becoming employers of choice. We are the world's leading career transition and talent development services provider and our truly global footprint continues to be highly attractive to our clients.