

Engagement is a strategic priority across the Group. Our open company culture is firmly based on our shared values and leadership principles.

Our people

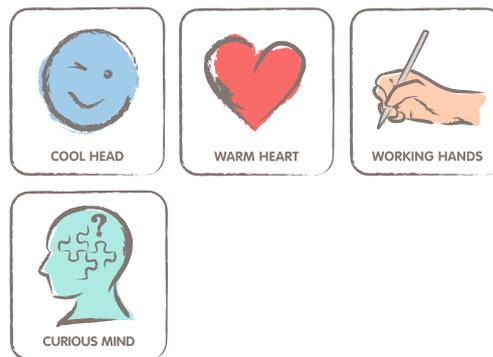
We are fortunate to work with exceptional and engaged employees who live and represent our Group values and leadership principles. To strengthen our role as the industry leader, it is our priority to assist our employees in developing their individual potential. Their engagement and development is the main factor in the success of our business.

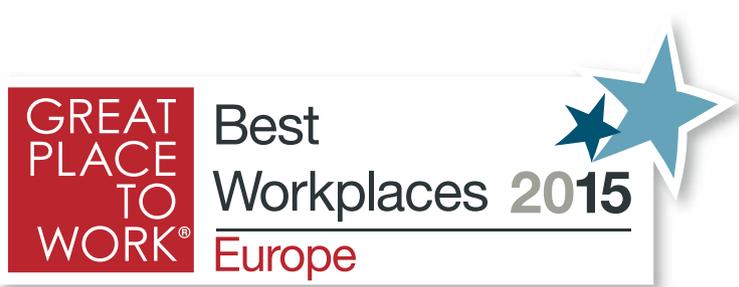
Our core values and leadership principles



Our company culture is firmly based on our core values and leadership principles. Our core values are at the very heart of how we operate. They are shared and brought to life by all our employees around the globe. Our Athlete Career Programmes, Win4Youth, and Adecco Way to Work™ are global initiatives and examples of how we live by our values (you can read more in our corporate social responsibility section on pages 27–28).

The core values are complemented by our leadership principles: Cool Head, Warm Heart, Working Hands. In early 2016, we introduced an additional leadership principle: Curious Mind, with the objective of fostering creativity, innovation, and the desire to try new approaches. The principle is defined as 'People who actively seek new experiences, information, knowledge, and feedback – enabling them to form new ideas, behaviours and bring about positive change'.





Engagement drives performance

Engaged employees drive business performance. We define engagement as a combination of employee satisfaction and retention, both of which we regularly measure and monitor.

Retention

Our Group retention rate of 76% is among the best in the industry. Engaging with our employees is a strategic priority for the Adecco Group and the retention rate is tracked on a quarterly basis across the Group. In more than 50% of the countries the retention rate is above 70% and we are seeing good improvements in the others due to an increased focus and the actions implemented. More than 80% of our employees remain in the Company for more than two years and almost 50% for more than five years. In France – our largest market – 75% of our employees stay with us for more than five years.

Employee satisfaction

Our goal is 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. We have participated in this survey since 2004. In 2015, almost 95% of our employees from 45 countries and business units participated in the survey. Through the survey we are able to measure the engagement levels of our employees year-on-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 2015, the Adecco Group made it to the Top 25 Best European Multinational Workplaces list for the second consecutive year, moving up six places in the ranking to 13th. This was possible due to the inclusion in the rankings of: Adecco Belgium, Adecco Denmark, Adecco Italy (for the first time), Adecco Luxembourg, Adecco and Ajilon Netherlands, Adecco Sweden, Adecco Spain, DIS Germany, and Adecco, Office Angels, Computer People, Spring Technology, and Spring Personnel in the UK. Adecco Group HQ also made it to the list for the first time, ranking in 8th place. This is an all-time high for us and we aim for even more countries on the list in 2016.

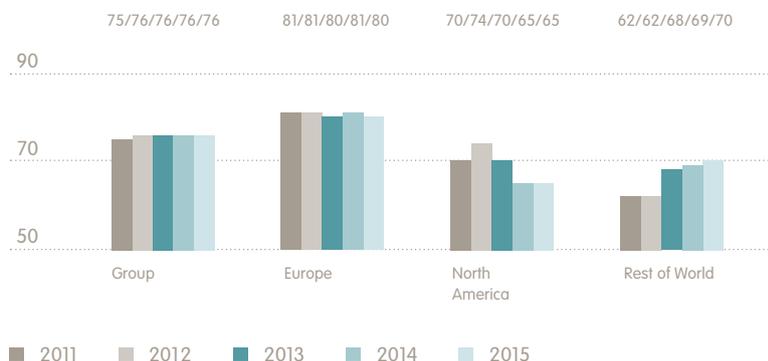
Talent management

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.

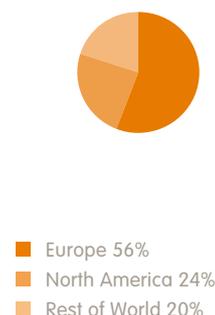
The four components of the Adecco Group talent management framework are:

- Identification of high potential employees
- Development
- Performance management
- Succession planning.

Retention rate 2011–2015 in %



Employees per region 2015¹



Group global development programmes

The Adecco Academy

The Adecco Academy provides a solid foundation for the Group’s global training and development offerings catering for a wide variety of employees. The programmes are organised under two pillars: leadership and service & sales. In 2015, the Academy ran 29 courses bringing together 2,100 employees from 55 countries.

Leadership

Through our leadership programmes, in cooperation with three of the best business schools in the world, INSEAD in France, IMD in Switzerland, and Hyper Island in Sweden, more than 1,300 managers have been trained to improve their leadership skills.

Senior Leadership Development Programme

This programme is designed around our six strategic priorities. The basic concept is to combine each of these with cutting-edge academic thinking, practically addressing the challenges facing the Adecco Group and its Senior Leadership team.

I³ Leadership Programme

This course focuses on leadership situations our employees experience and the behaviours they require to be an effective leader. The employees receive intense individual feedback and coaching and gain a better understanding of why people behave as they do.

Leading with Innovation

Through this course employees gain a greater awareness of a changing world and develop an understanding of the impact digital media and technology have on society, communication, and brands. It challenges existing ways of thinking and working whilst building competence and confidence within the digital space.

MBA Highlights

This highly intensive programme develops the skills that are needed to meet the demands of general management responsibilities and effective leadership in an operations environment. The content is geared to the challenges of our industry and the unique needs of our business, while still bringing innovation from other industries and leveraging the expertise of world-class faculty members.

Service & sales

Service Excellence Course

The Service Excellence Course has been designed, built, and is delivered by the Adecco Group. It is aimed at raising awareness of our customer needs and expectations, and how we can exceed these. The course is designed especially for Branch and Business Unit Managers, those with close customer contact. Since the launch of the programme at the end of 2011 more than 4,600 employees have been trained.

Sales Leadership Course

The Sales Leadership Course is designed for all sales leaders. The programme builds on the Service Excellence Course and has been designed, built, and is delivered by the Adecco Group. It provides our sales leaders with tools and models that enable greater success with existing and prospective clients. Client portfolio analysis constitutes the key pillar of the programme. Since its launch at the beginning of 2015, more than 850 employees have been trained.

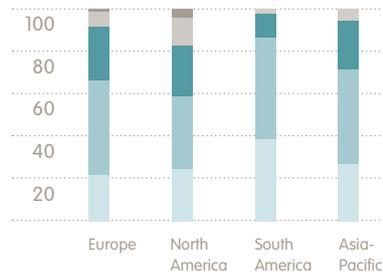
¹ Full-time equivalents, yearly average.

Gender distribution in 2015 in %



■ Male ■ Female

Age distribution 2015 in %



■ >60 ■ 51-60 ■ 41-50 ■ 31-40 ■ <30

Permanent Placement Programme

The new Permanent Placement Programme was launched in June 2015. This programme is designed for permanent placement consultants and managers. It provides tools to effectively lead a permanent placement team and to deliver superior permanent placement services. In 2016, we will roll out this programme globally.

Value Focused Selling

Value Focused Selling goes beyond basic sales techniques and delivers a tried-and-tested approach focused on consultative selling methodologies. It has been delivered to employees in over 18 countries since 2009. Employees learn how to engage clients in a way that helps them understand what is important to our clients and how to then customise a solution to meet those wants and needs.

High Intensity Training

The High Intensity Training has been enhancing employees' sales and recruiting skills in over 28 countries since 2006. This training programme is targeted at employees with a retail focus, both in the Professional and General Staffing businesses. Employees learn the basics of sales, recruiting, order maintenance, and operational efficiencies.

Equal treatment and diversity

At the Adecco Group 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 2015 Great Place to Work® survey we scored very highly on the aspect of diversity in all countries.

Diversity awards

In 2015, Adecco Chile was awarded 'Socially Inclusive Employer' by Mutual de Seguridad for its continuous engagement and support of workplace inclusion for people with a disability. The Adecco Foundation Italy received the Hyatt Community Grant for a project regarding the integration of people at risk of social and labour market exclusion focusing on single mothers, women with disabilities, and female victims of domestic violence.