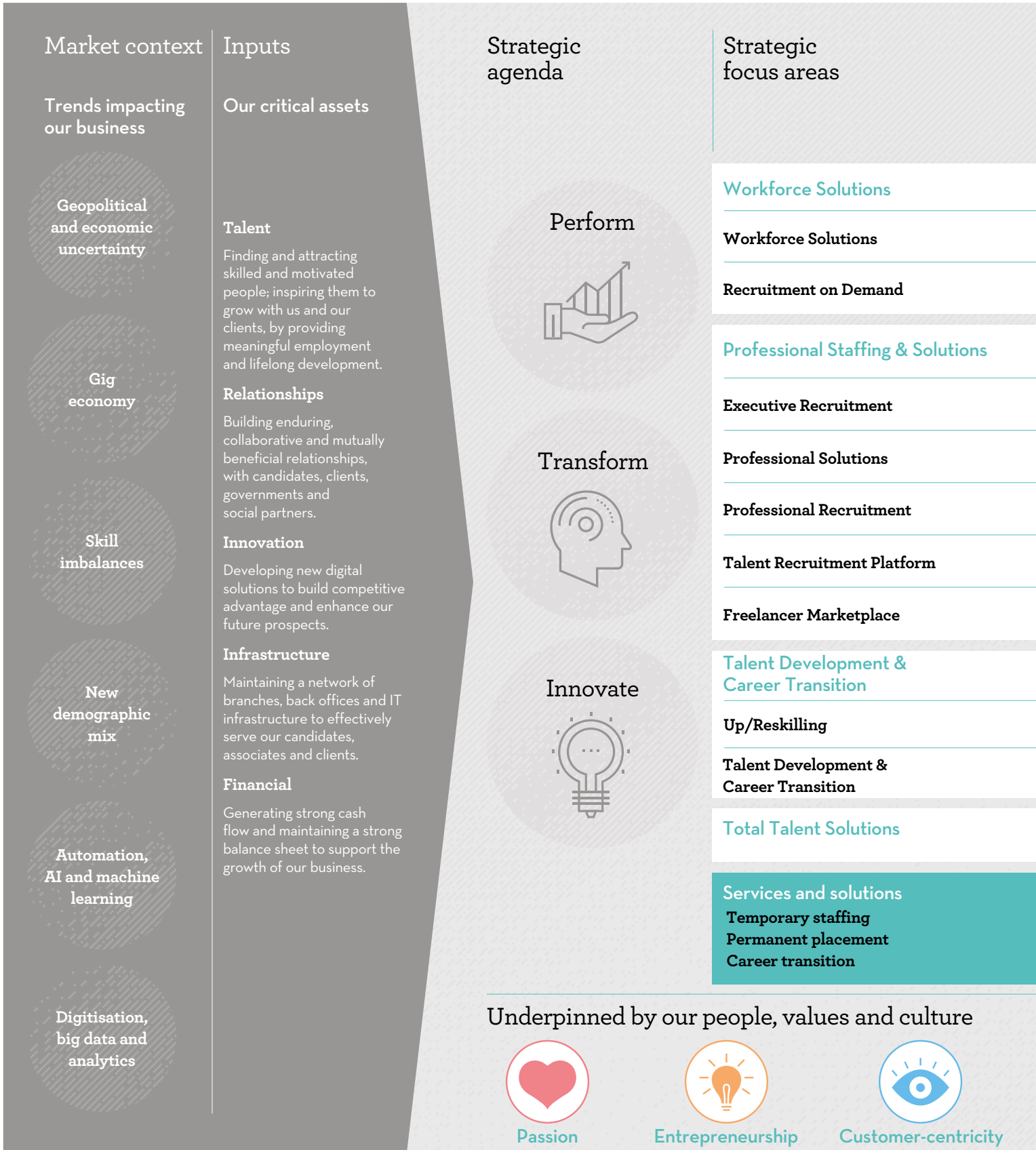


Delivering value in

We combine differentiated solutions, a clear vision and strategy, and focused execution, to deliver long-term sustainable value for all our stakeholders.



the world of work

Our brands

Adecco



BADENOCH
+ CLARK

modis

Spring
Professional

VETTERY

YOSS

GENERAL ASSEMBLY

LEE HECHT
HARRISON

pontoon

Outsourcing
MSP and RPO
Talent Development

Performance management

Our KPIs and targets

Revenue growth

Gross margin

Conversion ratio

EBITA margin

DSO

Cash conversion

Great Place To Work®

Net Promoter Score

Read more on pages 18-19

Value created...

EUR 350m

dividends paid

5th

in World's Best
Multinational Workplaces
Great Place to Work®

700,000

associates working
each day

130,000

permanent placements

15

Client Net
Promoter Score

EUR 290m

income taxes paid

75/100

2018 EcoVadis
Gold rating

...and shared

Investors

We benefit from attractive industry dynamics; by managing our capital with care, we are able to grow our profits, cash flow and returns. This supports our progressive dividend policy and our aim of delivering attractive total returns for our investors.

Employees

We provide rewarding employment for our colleagues. We enable them to achieve their career goals, supported by our continuous investment in training programmes through the Adecco Academy and in co-operation with renowned institutions INSEAD and IMD.

Candidates and Associates

Our expertise, tools and network connect people with job opportunities, providing them with purposeful work in a safe environment. We advise people on their careers, and help them develop their talents with training and lifelong learning.

Clients

As a trusted advisor on total talent solutions, we help clients to structure and manage their workforce for flexibility, productivity and growth. We work with and for our clients to find, hire, develop and transition people according to their needs.

Suppliers

We build strong partnerships of mutual trust with our suppliers, many of whom are also our clients.

Governments and Social Partners

We are trusted advisors and active enablers, sharing our labour market insights and experience to support and shape sustainable and responsible growth and job creation.



Responsibility



Team spirit