

Delivering value in the world of work

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

Inputs

Our critical capitals

Talent

Finding and attracting skilled and motivated people; inspiring them to grow with us and our clients, by providing meaningful employment and lifelong development.

Relationships

Building enduring, collaborative and mutually beneficial relationships, with candidates, clients, governments, and social partners.

Innovation

Developing new digital solutions to build competitive advantage and enhance our future prospects.

Infrastructure

Maintaining an effective network of branches, back offices, and IT infrastructure to effectively serve our candidates, associates and clients.

Financial

Securing access to funds to sustain and grow our business.

Market context

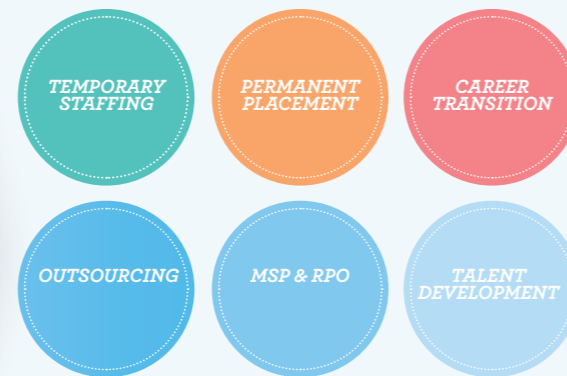
Trends impacting our business



See page 8 for more information.

Activities

Services and solutions



Key differentiators: Breadth of service offering...

Strategy

Strategic agenda

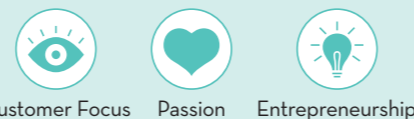


Strategic priorities



Underpinned by our people, values and culture

See pages 28-29 for more information.



Business lines



...Strong brands...

Geographies

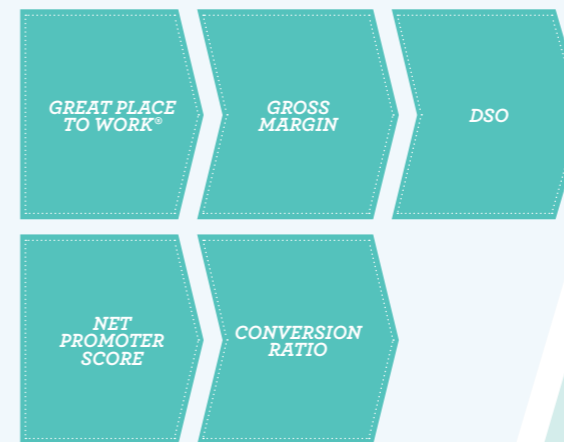


60 COUNTRIES

...Global footprint

Performance management

Our KPIs



Value created...

€372m
dividends paid

€300m
share buyback announced

7th rank
in World's Best
Multinational Workplaces
Great Place to Work®

>700,000
associates working each day

~110,000
permanent placements

87%
client global satisfaction
score

€259m
income taxes paid

71/100
2016 EcoVadis Gold rating

...and shared

Investors

We benefit from attractive industry dynamics; by managing our capitals 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 & 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, sharing our labour market insights and experience to support sustainable and responsible economic growth and job creation.