

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.

Market context	Inputs	Our solutions
Geopolitical and economic uncertainty	Talent Finding and attracting skilled and motivated people; inspiring them to grow with us and our clients, by providing meaningful employment and lifelong development.	Temporary staffing Deploying associates to organisations on a temporary basis, providing flexibility to employers and new opportunities to individuals.
Gig economy	Relationships Building enduring, collaborative and mutually beneficial relationships with candidates, clients, governments and social partners.	Permanent placement Helping employers recruit talent for permanent roles, securing the skills needed for an organisation's ongoing success and fulfilling employment for individuals.
Skills imbalances	Innovation Developing new digital solutions to build competitive advantage and enhance our future prospects.	Career transition Supporting organisations and their employees through changes that require individuals to transition out of their existing roles, underpinned by expert coaching and training.
New demographic mix	Infrastructure Maintaining a network of branches, back-offices and IT infrastructure to effectively serve our candidates, associates and clients.	Other solutions A broad range of complementary HR solutions, including: Outsourcing; Managed Service Programmes (MSP); Recruitment Process Outsourcing (RPO); and Talent Development (training, career development, and up/reskilling).
Automation, AI and machine learning	Financial Capital Generating strong cash flow and maintaining a strong balance sheet to support the growth of our business.	
Digitisation, big data and analytics		

[Read more on pages 16-17](#) [Read more on pages 6-11](#) [Read more on page 34](#)

Focus areas

Workforce Solutions

Adecco
Adia
BADENOCH + CLARK
modis

Professional Solutions

Spring Professional
VETTERY
YOSS

Talent Solutions

GENERAL ASSEMBLY
LHH
pontoon

[Read more on pages 35-37](#)

Performance management

Revenue growth

Gross margin

Conversion ratio

EBITA margin

DSO

Cash conversion

Great Place To Work®

Net Promoter Score

[Read more on pages 22-23](#)

Value created 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.

EUR 360m
Dividends paid

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.

11th
In World's Best Multinational Workplaces Great Place to Work®

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.

600,000+
Associates working each day

100,000+
Permanent placements

Clients
As a trusted advisor on HR 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.

23
Client Net Promoter Score

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

66/100
2019 EcoVadis Gold rating

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.

EUR 256m
Income taxes paid

Strategic agenda

[Read more on pages 20-31](#)

Perform

Transform

Innovate

[Read more on page 39](#)

Underpinned by our people, values and culture

Passion **Entrepreneurship** **Customer-centricity** **Responsibility** **Team spirit**