



Building skills to access opportunity

Addressing the tech sector talent gap

Talent scarcity is the result of rapid technological progress and an ageing workforce. Reskilling and workforce transformation services will continue to be in high demand as it becomes ever-more challenging to find scarce talent. It is estimated that 375 million employees - 14% of the global workforce - will need to switch roles by 2030. General Assembly, LHH and Modis are on the frontlines of addressing this challenge and driving synergies across these three businesses will continue to be an important part of our strategy.

Leveraging GA across our ecosystem

The Adecco Group launched Modis Academy in 2019 - an alliance between two of our lead brands, Modis and General Assembly - as a digital talent incubator and skills accelerator. Modis Academy offers candidates with a passion for technology the opportunity to upskill themselves and be matched with potential employers.

With a mandate to advance employment opportunities, build talent pools in areas of skills scarcity, and support candidates to the next level of their careers, Modis Academy enrolls high-potential individuals to be trained for real-life roles through either a virtual "Remote Flex" programme, or the full-time "Immersive" experience.

Training programmes are tailored based on the exact type of positions that businesses are seeking, so graduates can immediately step into in-demand roles. This talent incubation model enables Modis to support clients in finding talent for hard-to-fill positions in areas such as data science, coding and software development, and artificial intelligence.

The programme is testament to the potential of the Adecco Group's ecosystem, and the Group's focus on harnessing portfolio synergies to create value for our stakeholders.

Opening doors for outstanding candidates

"I'd always wanted to work in tech but never believed it was possible. Modis Academy allowed me to learn at my own pace, and connected me with employers. I got the skills to land my dream job and change my life."

Donya Moxley, Modis Academy graduate and web developer for Georgia MLS, Atlanta US



The Modis Academy team is like family to me. Their support for my success was unwavering.

10,000+

Full- and part-time General Assembly course graduates

90%+

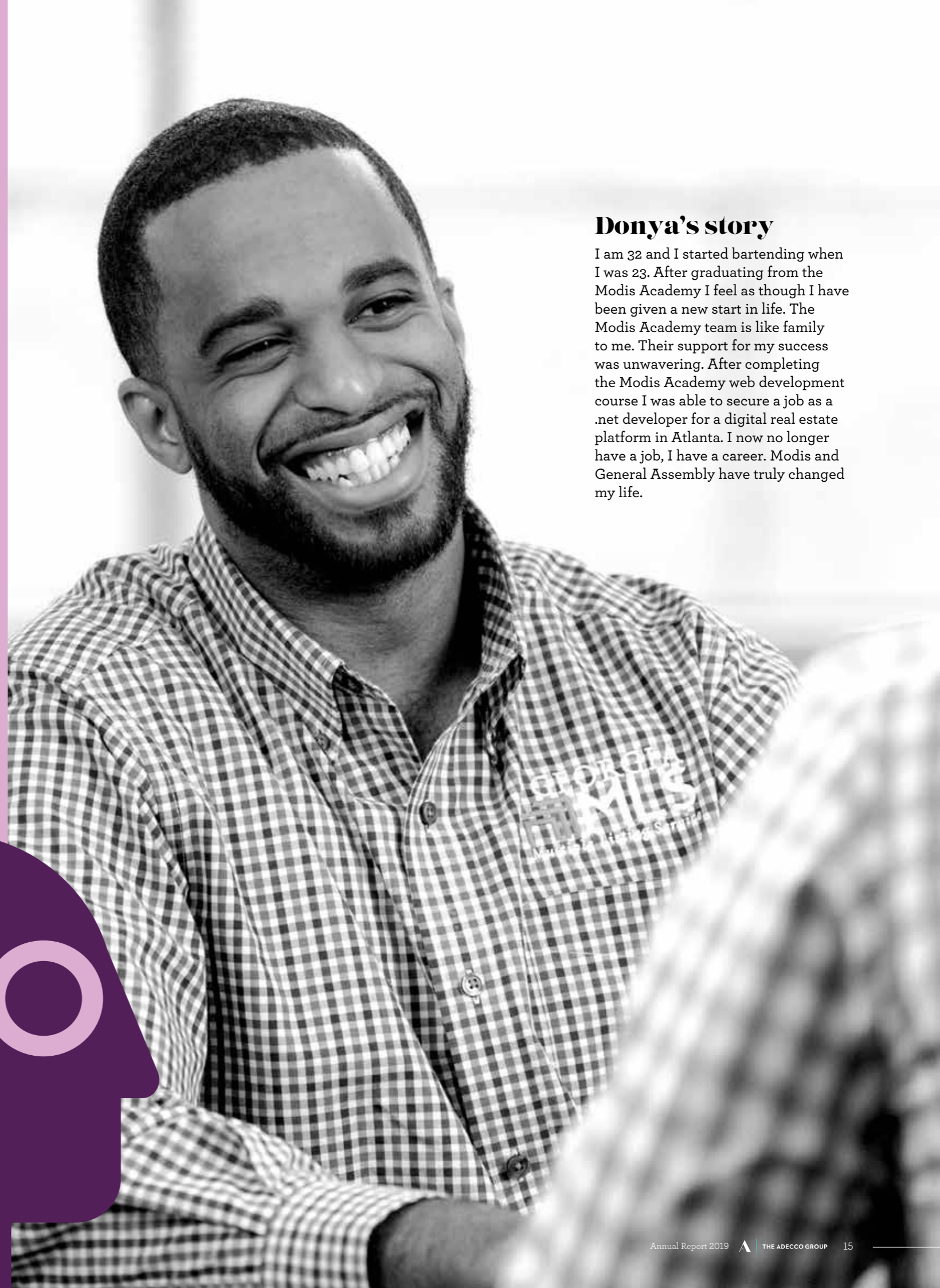
GA graduates find work in their chosen field within six months

10,000+

Hiring partners

5m

People to be upskilled and reskilled by the Adecco Group 2020-2030



Donya's story

I am 32 and I started bartending when I was 23. After graduating from the Modis Academy I feel as though I have been given a new start in life. The Modis Academy team is like family to me. Their support for my success was unwavering. After completing the Modis Academy web development course I was able to secure a job as a .net developer for a digital real estate platform in Atlanta. I now no longer have a job, I have a career. Modis and General Assembly have truly changed my life.



The 360° ecosystem at work

One partner through the work-life cycle

Following the acquisition of Banco Popular, Banco Santander needed to undergo a large-scale workforce transformation initiative. With a mandate to both minimise the social impact of the programme and improve the future employability of the affected employees, the Adecco Group was uniquely positioned to support the client holistically through our 360° HR solutions ecosystem.

A customised solution to enable client success

To meet the complete needs of the client, the Adecco Group designed a comprehensive solution that covered career transition, upskilling and reskilling, temporary staffing, professional staffing and outsourcing across multiple geographies. Adecco Group brand LHH, the market leader in career transition designed and implemented a professional training programme in collaboration with Adecco Training and Modis to upskill and reskill employees. Through Adecco Outsourcing, we are working to place employees into new roles. In addition, Santander is benefiting from the Group's staffing and professional recruitment expertise through our Adecco and Spring Professional brands in several countries.

Success for the client, a bright future for the workforce

Not only did the programme achieve the workforce transformation and cost-saving objectives for the bank, the Adecco Group has been able to enable new career prospects for more than 3,000 employees. With a more complete service offering than any other human capital company, this success underlines the benefit that the Group's holistic approach can deliver.

3,000
employees
given new
career prospects



The Adecco Group brought
knowledge, expertise and
solutions to the table.



Alfredo's story

"When we embarked on our workforce transformation programme we faced multiple challenges. The Adecco Group brought knowledge, expertise and solutions to the table. It was comforting to work with one experienced partner who deeply understood our situation and could not only advise us on the right path, but also deliver the services we needed."

Alfredo Fraile Navas,
Head of HR Strategy, Santander España



EMPLOYER OF CHOICE

Empowering our people to do what they love

Digitising our front office

Our new Integrated Front Office (InFO) solution brings together all candidate and client data in one place, and integrates seamlessly with new digital channels such as the global candidate app and client portals. In 2019, we delivered the tool to 7,500 users in 20 countries and we are continuing the roll-out globally in 2020, including in key markets such as France, Spain and Japan. The advanced CRM capabilities are not only enabling our recruiters to manage all customer touchpoints through a single system, the platform is helping to increase our candidate and client intimacy, be more proactive in our engagement, and increase our sales effectiveness. As a result, our branches are more efficient, and our clients and candidates are happier.

7,500

InFO users

10,000

Colleagues trained in the PERFORM methodology

Outperforming with PERFORM

The PERFORM way of working was rolled out to 10,000 colleagues globally in 2019, with an aggressive ramp-up plan in place for 2020. The UK was one of the early adopters of the PERFORM methodology and has now taken the next step to digitise the process by fully integrating it with the new front office tool. The initiative has not only improved the impact of PERFORM, it has also increased InFO adoption and delivered significant productivity improvements – resulting in higher client satisfaction.

Delivering a fantastic client and candidate experience

This integration of the GrowTogether tools has improved the quality of branch activity. Transactional NPS is now measured in real-time after every placement and has increased from 15 in 2018 to 23 in 2019, which the team attributes to the new way of working.



Nothing drives me more than working with our clients to help them secure the best talent. GrowTogether has cut the red tape and given me next-gen tools so I can spend more time helping our clients succeed.

Laura's story

“I run the largest Adecco branch in the greater London area. I joined Adecco more than 20 years ago and stayed because I’m passionate about helping people find fulfilling careers. Perhaps the biggest change I have seen in my own career is the shift that GrowTogether has brought to the branches. The combination of the PERFORM way of working with the InFO technology platform, has transformed the branch from analogue to digital. We used to huddle around the white board and then spend time with each team member planning their day. Today we have a data-driven culture. We can assess sales performance based on real-time analytics and have the visibility to know when we need to up our game to make sure we hit our numbers. Client visits are up more than 30%. Behaviour has changed and people are more accountable. But perhaps the most important shift is in how the new digital tools have given us the insights – and the time – to build deeper client and candidate relationships. We feel it in our interactions, and we see it in our Net Promoter Scores. GrowTogether has been a gamechanger.”

Laura Edwards, Executive Business Manager, Adecco Retail London





Working well

The wellbeing wave

Today's corporate workforce is under enormous pressure from globalisation, regulation, new technology and demographic change. The lines between work time and personal time are blurring, with the concept of work-life balance evolving into a "work-life integration" paradigm. Across sectors and geographies there is growing recognition of the impact of work and its role in worsening or improving health. Wellbeing matters; how employees feel – not only about their job, but also in their personal lives – influences how and where they work. It affects productivity and ultimately financial results. Further, individuals who are thriving, secure, balanced and connected can not only help improve the workforce, but also the world as we know it.

Doing wellbeing well

While the need for companies to look after the health and wellbeing of their employees is widely recognised, many companies are unsure how to craft a workforce wellbeing program that is effective and takes a holistic view of wellbeing. The Adecco Group is no exception. The Adecco Group Foundation's social innovation lab thus set out to tackle this challenge to create a more holistic model that could benefit employers – and employees – across all sectors and industries. At the heart was the necessity to better understand the needs of employees, both permanent and temporary, looking at what employers could do to promote wellbeing at each stage of their journey. To foster broad-based adoption of employee wellbeing practices, the Foundation used research and design-thinking to create the Workforce Vitality model. We are currently testing the model in different contexts to ensure it works effectively across various types of employers, before launching it in the public domain later in 2020. Test groups to date have included Adecco Group brands and country offices, as well as the International Committee of the Red Cross (ICRC).

The Pontoon vitality programme

Involved in the testing is the Adecco Group brand Pontoon, a leader in contingent and permanent workforce planning and talent advisory solutions. As a result, Pontoon has applied the model to transform how they interact with their colleagues, consultants, and their NextGen associates, with wellbeing and vitality at the core. Pontoon President Corinne Ripoche says, "Workforce vitality and employee wellness is an extremely important subject for our customers and a topic we are often consulted on. We wanted to hear from Pontoon colleagues and understand what wellness meant to them. As a customer-obsessed business it is essential to share our own experience to benefit our clients and this project successfully brought together many areas of the Adecco Group working towards a common goal of engaging with our people and helping them thrive at work."



A positive working environment has a profound impact on job satisfaction and productivity, and on wider society.

Dan's story

"For me, a key learning was that not every solution needed to be complex or truly innovative. It became clear that our consultants often desired support that was very achievable and which we could quickly and easily implement. We were indirectly improving the value proposition for our clients by providing our consultants with the best environment possible in which to operate."

Dan Credand, Head of Client Services, Pontoon

