

Engaging with our colleagues 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 colleagues 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 development is the main factor in the success of our business.

Our core values

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 global Win4Youth and Adecco Way to Work initiatives are two examples of how we live by our values (you can read more in our corporate social responsibility section on page 25). These are our shared core values:



Engagement

Our retention rate of 76% is among the best in the industry. In most of our major markets the rate is close to 80%. Engaging with our employees is a strategic priority for Adecco and the retention rate is tracked on a quarterly basis across the Group. In 65% 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 70% of our employees remain in the Company for more than two years and 50% for more than five years. In France – our largest market – 75% of our employees stay with us for more than five years.

Equal treatment and diversity

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

Diversity awards received in 2014:

Adecco USA named as a Top Company for Hiring Individuals with Disabilities by Abilities, Inc. • Adecco USA recognised as a Top Supporter for Hiring Individuals with Disabilities by the Helen Keller National Foundation • Adecco USA recognised by the South Huntington School District as a Mentoring Partner • Adecco Belgium received a Special Great Place to Work® Award for Diversity in the Workplace.



Great Place to Work

Our goal is for Adecco 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, a survey in which we have participated since 2004. In 2014, almost 95% of our employees from around 30 countries participated in the survey. Through the survey we are able to measure the engagement levels of our employees year over 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 2014 the Adecco Group made it to the Best European Multi-national Workplaces list for the first time, straight in the ranking at 19th place. This was possible due to the large number of countries on the local lists: Adecco Belgium, Adecco Denmark, Adecco Luxembourg, Adecco and Ajilon Netherlands, Adecco Sweden, Adecco Spain, and Adecco, Office Angels, Computer People, and Spring Technology in the UK. Outside Europe, Adecco Canada also made it to the list. This is an all-time high for us and we aim for even more countries on the list next year. The secret to these successes is our open Company culture, which is firmly based on our Group values and leadership principles: Cool Head, Warm Heart, Working Hands.



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 potentials, development, performance management, and last but not least, succession planning.

Group global development programmes

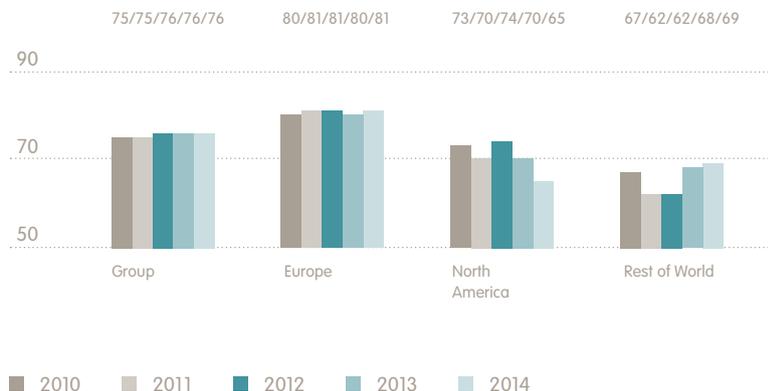
The Adecco Academy

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.

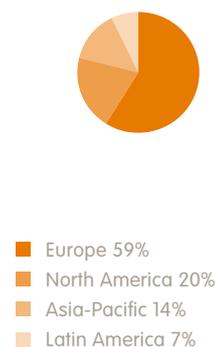
Leadership

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 1,100 of Adecco's managers have been trained to improve their leadership skills.

Retention rate 2010–2014 in %



Employees per region 2014



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 Management team.

Attending colleagues engage in active and practical discussions concerning various initiatives and leave the programme with a clearer focus and a personal action plan on what we can do to further progress on specific initiatives.

Furthermore, participants have the chance to apply the concepts introduced to real business challenges they face at the Adecco Group.

I³ Leadership Programme

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

Colleagues work in small teams with an experienced leadership coach: learning through deep self-assessment, role play, outdoor exercises and debriefs, case studies, group work, and video (observing their own behaviour on film). The emphasis is on experiences – they experiment with their own behaviour and actions to find out more about themselves and others.

Leading with Innovation

Through this course colleagues 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. Colleagues get to experience digital media through tangible tasks and explore digital opportunities within their own business. The programme showcases best practice examples of what other organisations have implemented, with a special emphasis on the service industry.

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 the world-class faculty members.

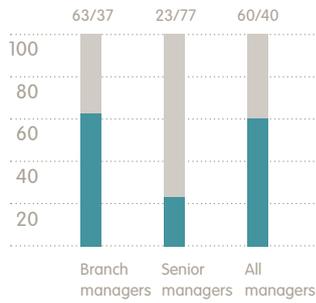
Service & sales

Service Excellence Course

The Service Excellence Course has been designed and built and is delivered by Adecco, for Adecco. It is aimed at raising awareness of our customer needs and expectations, and how we can exceed these.

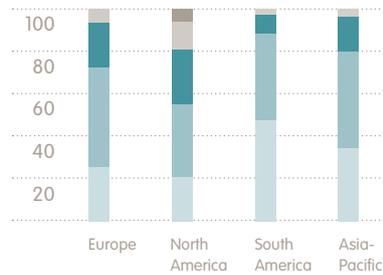
The course is designed especially for Branch and Business Unit Managers as they have the most access to and impact on our customers. Participants work through a series of discussions, activities, and experiences to adapt a common customer service framework for key interactions with their customers. Since the launch of the programme at the end of 2011 more than 3,500 colleagues have been trained.

Gender distribution in 2014 in %



■ Male ■ Female

Age distribution 2014 in %



■ >60 ■ 51-60 ■ 41-50 ■ 31-40 ■ <30

Sales Leadership Course

The new Sales Leadership Course was launched in January 2015. It provides our sales leaders with tools and models that enable greater success with existing and prospective clients.

Permanent Placement Programme

The new Permanent Placement Programme will be launched in spring 2015. This programme is designed for permanent placement consultants and their managers. It provides tools to effectively lead a permanent placement team and deliver superior permanent placement services.

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 Adecco colleagues in over 18 countries since 2009.

Colleagues learn how to engage clients in a way that helps them understand what is important to our clients (value) and how to then customize a solution to meet those wants and needs. The course introduces a process with a practical application that guides colleagues throughout the entire sales process, giving them a better way to qualify and quantify the sales potential.

High Intensity Training

High Intensity Training, or HIT as it is commonly referred to, has been enhancing Adecco colleagues’ sales and recruiting skills in over 28 countries since 2006.

This training programme is targeted at colleagues with a retail focus, both in the Professional and General Staffing businesses.

Colleagues learn the basics of sales, recruiting, order maintenance, and operational efficiencies. We discuss global best practices and work through techniques in a classroom setting, to adapt these best practices to local realities. Learning techniques include large group discussion, role plays, and culturally adapted small group discussions.