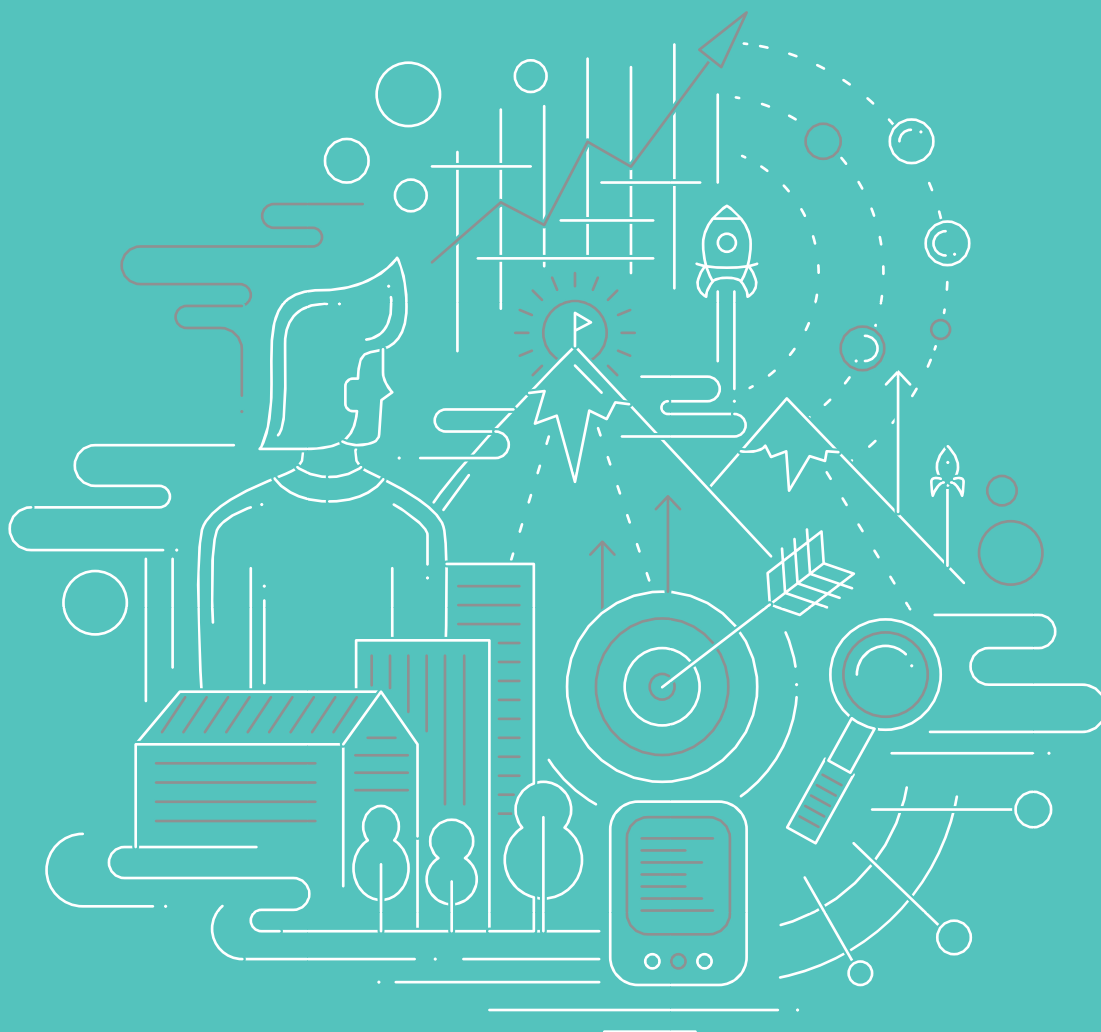




THE ADECCO GROUP

Making the future work for everyone



Delivering progress

2017 performance highlights

2017 has been a year of strategic transformation while we continued to deliver strong financial and non-financial performance for our stakeholders.



Organic revenue growth

6%

Growth accelerated, driven by strong performances in most European markets

EBITA¹ margin excluding one-offs

4.9%

Continued performance, while investing for the future

Gross margin

18.4%

Price and mix effects in temporary staffing not fully mitigated

Cash conversion²

80%

Strong underlying cash flow, reflecting revenue growth acceleration and working capital investment

Dividend per share³

CHF2.50

An increase of 4% year on year and representing a 46% payout ratio

Share buyback programme

EUR150m

Returning excess capital to shareholders, in line with our capital allocation policy

Great Place to Work[®] ranking

2nd

Out of >6,000 participating multinational companies

IOC and IPC Athlete Career Programmes

7,000

Elite athletes supported in 2017

Win4Youth

49,814

Participants swam, ran and cycled for Win4Youth in 2017, accumulating more than 7 million km

¹ EBITA is a non-US GAAP measure and refers to operating income before amortisation and impairment of goodwill and intangible assets.

² Cash conversion is a non-US GAAP measure and is calculated as free cash flow before interest and tax paid divided by EBITA excluding one-offs. Free cash flow is a non-US GAAP measure and is calculated as cash flows from operating activities less capital expenditures.

³ For 2017, as proposed by the Board of Directors.

Leaders in the changing world of work



Rolf Dörig
Chair of the Board

Alain Dehaze
Chief Executive Officer

Dear Adecco Group shareholders,

The Group had another solid year in 2017, with a good financial performance and significant progress made against our strategic agenda. Organic revenue growth accelerated to 6%, as economic conditions in many of our end markets improved, and we held our EBITA margin excluding one-offs broadly stable at 4.9%. Cash flow generation also remained strong, and we ended the year with a robust balance sheet. All this was achieved while making significant investments in the new digital solutions and IT infrastructure that will transform our business and allow us to create more value for our clients, candidates, associates, colleagues and other stakeholders.

Leveraging opportunities in the changing world of work

The Adecco Group is the leader in the world of HR solutions. Every year we provide more than 3.5 million people with permanent and flexible employment opportunities, contributing positively to society, both for individuals and for communities.

The world of work and our industry are evolving, reshaped by megatrends that create both opportunities and challenges. We firmly believe that, by delivering our strategy, we will harness these changing industry dynamics to further strengthen our competitive position.

The Group's strategic agenda is summarised in three words: Perform, Transform and Innovate. A simple formula that pervades everything we do as an organisation.

'Perform' means that we will keep delivering revenue growth, in the cost-disciplined, returns-focused way that we always have. It means achieving strong cash flow to underpin a progressive dividend and financial investment.

With 'Transform', we are strengthening our core business to differentiate our offering from that of our competitors, and to take profitable market share. Through our GrowTogether programme, we are leveraging technology to enhance client and candidate experience while, at the same time, reducing our cost-to-serve as we improve productivity.

'Innovate' describes how we will capture new growth opportunities in markets adjacent to our existing businesses and in doing so, capitalising on the megatrends. Our digital ventures, such as Adia and YOSS, co-created with Infosys and Microsoft, are examples of this focus on innovation. The acquisition of Vetterly, in early 2018, will further strengthen the Innovate agenda, providing a platform to expand into the fast-growing digital professional permanent recruitment market.

Creating value for shareholders

The Adecco Group's businesses generate substantial free cash flow throughout the business cycle. While we invest in the transformation of our business, we remain committed to a progressive dividend policy, and will hold our Swiss Franc DPS at least in line with the prior year, even in a recession. At the AGM on 19 April 2018, the Board will propose a dividend of CHF 2.50, up 4% year-on-year. The Group is also committed to returning excess capital to shareholders and, for 2017, the Board will propose a share buyback of EUR 150 million.

Making the future work for everyone.

We recognise that the Adecco Group has a responsibility which goes beyond our commitment to our shareholders. Our mission is to make the future work for everyone. From helping candidates find fulfilling work, and reshaping how clients obtain the requisite skills, to developing our own employees and advising policymakers globally, we are helping people to successfully navigate the changing world of work. That means offering and enabling greater flexibility while, at the same time, ensuring security for all in the labour market. From facilitating policy development to shifting social trends, we are at the table working to address the systemic challenges that affect us all.

With the new Adecco Group Foundation, we will be focusing on helping underserved people make the transition into the workforce, and supporting the role of employers to encourage workforce vitality.

We look forward to continuing this important work, and creating more shared value for all our stakeholders in 2018. We recognise and appreciate the contribution of our 34,000 employees, and we thank you, our shareholders, for your ongoing trust and support.

Rolf Dörig
Chair of the Board

Alain Dehaze
Chief Executive Officer

One company, many strengths

Our lead brands and global footprint

Workforce Solutions



We provide candidates with generalist skills to small, medium and large clients, mainly through temporary staffing, permanent placement and outsourcing services. Workforce Solutions operates across all sectors, under the global Adecco brand. Our 'recruitment on demand' online staffing platform operates under the relaunched Adia brand, mainly focusing on hospitality and events. Workforce Solutions comprises two business lines:

Office
We provide clerical and support personnel in all areas of office-based employment.

Industrial
We provide candidates for blue-collar job profiles across many industrial and service sectors.

Contribution to Group revenues:
76%

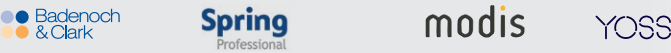
Office:	24%
Industrial:	52%

Our global footprint

Contribution to Group revenues



Professional Staffing & Solutions



We support our clients in finding and attracting talent with professional and highly sought-after skills. Our global lead brands in Professional Staffing & Solutions are: Badenoch & Clark, Modis, Spring Professional and YOSS.

Information Technology (IT)
We support organisations across all industries in their IT workforce requirements.

Engineering & Technical
We provide candidates with skilled professional profiles across all engineering and technical disciplines to clients in a wide range of industries.

Finance & Legal
We support organisations by finding qualified professionals in the accounting, finance and legal disciplines.

Medical & Science
We recruit and place medical professionals on a permanent or temporary basis in medical and science-related industries.

Contribution to Group revenues:
21%

Information Technology:	10%
Engineering & Technical:	5%
Finance & Legal:	4%
Medical & Science:	2%

More than
34,000
full time equivalent employees

100,000+
clients

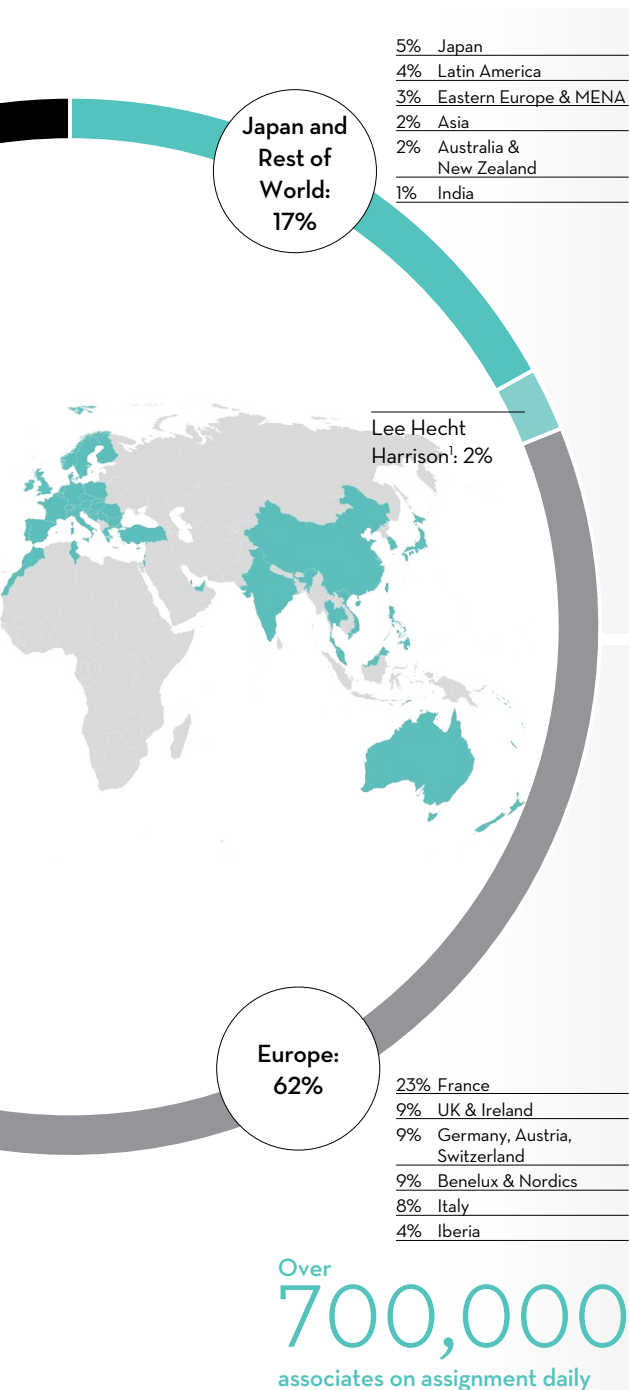
Our services

Temporary staffing
We supply associates to organisations on a temporary basis, providing flexibility to employers and new opportunities to candidates.

Permanent placement
We help employers to recruit talent for permanent roles, securing the skills needed for an organisation's ongoing success.

Career transition
We support organisations and their employees through changes that require individuals to transition out of their existing roles.

Outsourcing
We offer flexible HR solutions in which we staff and manage the whole of a labour-intensive activity, such as warehouse logistics, call centre operations, or IT support.



¹ Lee Hecht Harrison is managed as a global business line.

Talent Development & Career Transition

LEE HECHT HARRISON

We offer services under the global brand Lee Hecht Harrison, providing solutions to large and small clients around the world.

Contribution to Group revenues:

2%

Workforce Transformation

Lee Hecht Harrison is the world's leading career transition and talent development brand, helping individuals and organisations navigate workforce change.

MSP & RPO

PONTOON

We offer full HR outsourcing solutions, including MSP and RPO, through Pontoon, a global leader in contingent and permanent workforce acquisition and talent advisory solutions across all industries.

Recruitment Process Outsourcing (RPO)

Recruitment Process Outsourcing enables clients to outsource the entire permanent recruitment process to us to harness the full benefit of our expertise and experience in hiring large numbers of employees.

Managed Service Programmes (MSP)

Managed Service Programmes involve taking over part of the HR function within an organisation to manage all of its contingent and flexible workforce needs.

Contribution to Group revenues:

1%

MSP & RPO

Managed Service Programmes

We manage all parts of the flexible workforce at organisations using a large number of contingent workers.

Recruitment Process Outsourcing

We handle the entire hiring process for organisations recruiting large numbers of permanent employees.

Talent development

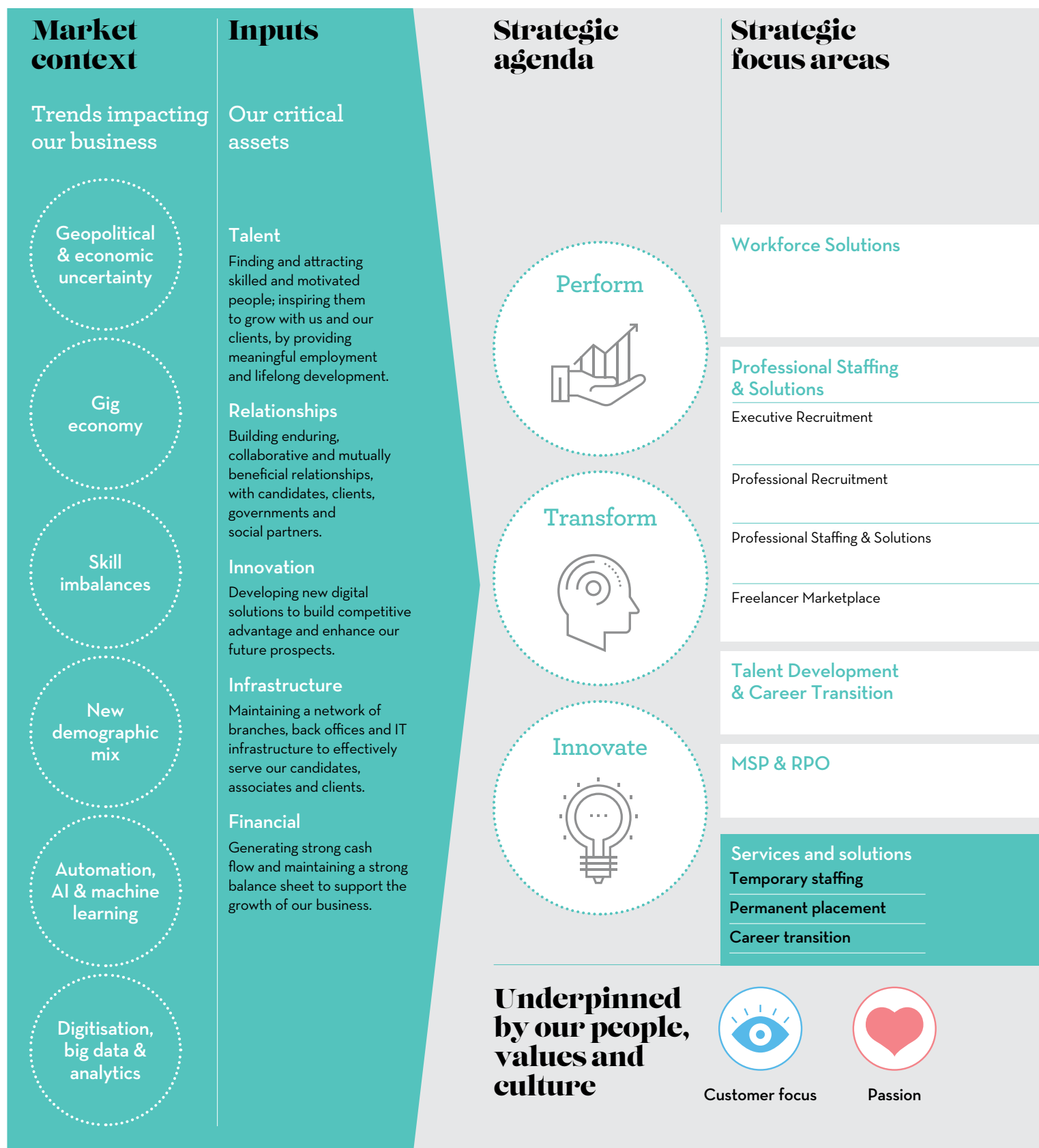
We provide leadership coaching, career development programmes and change management support.

Revenue %






Gross profit %

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

Our brands	Performance management	Value created...	...and shared
	Our KPIs and targets		
Adecco	Revenue growth	€374m dividends paid	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.
Adia	Gross margin	€150m share buyback announced	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.
Badenoch & Clark	Conversion ratio	2nd rank 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.
Spring Professional	EBITA margin	>700,000 associates working each day	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.
modis	DSO	~110,000 permanent placements	Suppliers We build strong partnerships of mutual trust with our suppliers, many of whom are also our clients.
YOSS	Great Place To Work®	86% client global satisfaction score	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.
LEE HECHT HARRISON	Net Promoter Score	€258m income taxes paid	
pontoon		71/100 2016 EcoVadis Gold rating	
Outsourcing MSP & RPO Talent Development			
 Entrepreneurship	 Responsibility	 Team spirit	

Six megatrends shaping the world of work

The world of work is changing. Rigid workforce structures are being replaced with more flexible arrangements, better reflecting the needs of employers and individuals. Technology is substituting some tasks, changing the nature of many jobs, while creating others. Shifting skills requirements and demographics are causing talent scarcity.

The Adecco Group stands as a trusted partner, helping our stakeholders manage these changes, in order to make the future work for everyone.

Megatrends



Geopolitical & economic uncertainty

Organisations recognise that flexibility and agility are the key to prospering in an uncertain and fast-changing world. Having the right skills 'on-demand' is becoming the new normal.



Automation, AI & machine learning

Combining automation with flexible HR solutions will drive a step change in productivity, for our clients and for the Adecco Group.



Digitisation, big data & analytics

New distribution channels and data-driven business models are emerging as HR solutions go digital.



The 'gig' economy

People are choosing to work 'gigs' – performing shorter tasks or services – instead of traditional full-time jobs. Online platforms are helping to efficiently match supply and demand.



Skills imbalances

New jobs require new skills, which remain in short supply. A new approach to education, and especially up-skilling and re-skilling, must be embraced if the economy and society are to prosper.



New demographic mix

Populations are ageing and the workforce is shrinking in many countries, leading to talent shortages. Individuals are choosing to work in 'retirement', often flexibly. Millennials are digital-natives and expect different things from their careers.

Our vision for the future

The Adecco Group is uniquely positioned to remain at the forefront in the new world of work, expanding its market share over time.

Our investment story



Global megatrends are changing the world of work

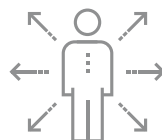
Employees will work when, where and how they wish, doing the work that matches their skills, interests and compensation needs.

Employers will employ workers to meet carefully defined needs, through a broad range of relationships across all skill levels.



The Adecco Group is taking the lead in this transformation

We are reshaping the world of work, reinventing ways of operating, and developing and acquiring new capabilities. We provide innovative solutions that enable employers to flexibly manage their workforces and employees to flexibly manage their careers, while safeguarding security for all in the labour market.



New employment models bring exciting growth opportunities

We are the leading global provider of HR solutions, yet we have less than a 2% share of the total addressable market for flexible and permanent HR solutions.

Strengthening and expanding our service offerings will allow us to grow revenues even if economic growth remains modest.



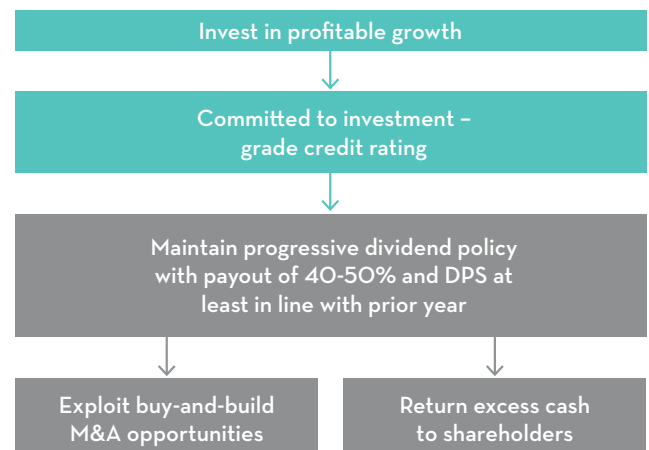
Higher value, lower costs, less capital will drive shareholder returns

By combining data, technology and talent, we increase our value to clients and candidates and strengthen our competitive position.

Digitising our processes reduces our cost-to-serve, and improves our capital efficiency. This will help us to expand our operating margin and generate strong cash flow.

Keep driving cash flow while investing for the future

To realise the potential of our strategic agenda, we are making targeted investments, both organic and by means of buy-and-build M&A. The strong cash generation of our underlying businesses allows us to fund these investments while continuing to reward our shareholders with a progressive dividend, and also additional capital returns, when we have 'excess cash'. Our capital allocation criteria and our commitment to maintain our dividend, even in a cyclical downturn, remain clear.



How the Adecco Group will make the future work for everyone

Our strategic agenda describes how we are turning the opportunities created by the megatrends into reality.



“Perform is intended to create and embed a culture of outperformance across the organisation.”

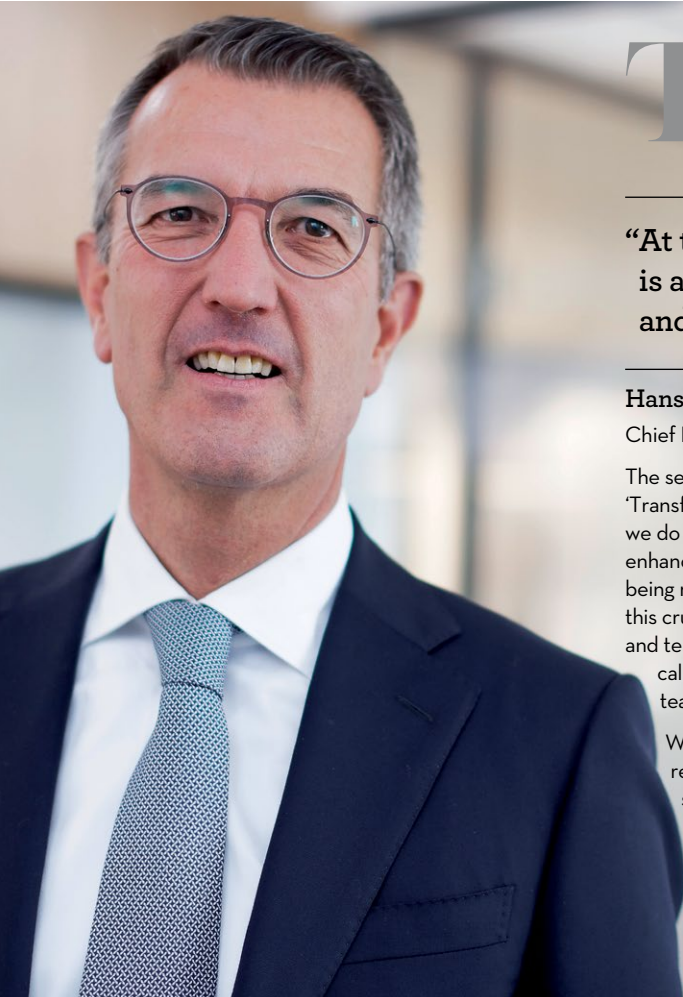
Alain Dehaze
Chief Executive Officer

Perform

The first step in our strategic agenda is ‘Perform’. This is about doing what we do better than anyone else, and acting with urgency to improve the areas of our global business that have yet to reach their potential. It will ensure we continue to deliver the performance necessary to lead and shape our industry for many years to come.

Perform is intended to create and embed a culture of outperformance across the organisation. A big part of that is financial, of course, but our ambition is much wider than that. It is about how we deliver results, not just the outcome: the journey, not just the destination.

‘Perform’ empowers us to finance and deliver the ‘Transform’ and ‘Innovate’ agendas of our strategy. How does it do this? In two ways: cash and credibility. By generating cash flow, ‘Perform’ enables investment in our transformation programme and in innovation such as Digital Ventures. It also builds credibility; only by performing can we truly retain the trust and support of our shareholders. That trust and support is crucial for us as we transform our business.



Transform

“At the heart of ‘Transform’ is a reimagining of the client and candidate experience.”

Hans Ploos van Amstel

Chief Financial Officer

The second part of our strategic agenda is ‘Transform’. It is our plan to strengthen what we do in every aspect of the world of work, enhancing client and candidate experience, and being more productive and efficient. To deliver this crucial pillar successfully across our brands and territories, we have created a programme called GrowTogether, managed by a core team of change management experts.

We are a people business with a reputation for customer service, so we see technology and innovation very much as an enabler to improve and enhance that face-to-face service, rather than a substitute.

GrowTogether is designed to accelerate the transformation of our business and to capitalise on megatrends that can help us grow and build closer, stronger relationships with our customers. It is strengthening our core business, and it’s driving differentiation so that we stand out from and above our competitors in order to take profitable market share.

GrowTogether

Objective

- Strengthen the core of our business

Goal

- Accelerate profitable growth
- Improve client & candidate experience
- Enhance productivity through omni-channel

Measure of success

- Market share
- Client & candidate Net Promoter Score
- Cost-to-serve

Innovate

“Our customers need tools and services that help them thrive in the digital era.”

Franz-Josef Schürmann

Chief Sales and Innovation Officer

The third and final stage in our strategic agenda is ‘Innovate’. We are empowering our entire business and team to think creatively and to reimagine the world of work. To do this, we are growing the scope of our offer by investing in digital ventures that take advantage of technological innovation, open up new markets, and cater to the changing needs of our clients and candidates.

We want to be the digital leader in our industry, but also its disruptor: combining the expertise and experience of a large company with the energy and ideas of a start-up. Led by our digital incubator, Adecco Group X, we are searching the HR technology landscape to find, build and invest in the most promising tools and

emerging business models. Through our Digital Ventures programme we then bring these tools and businesses to life at the Adecco Group.

Our ‘Innovate’ agenda means creating differentiation and competitive advantage, thanks to talent and technology, because only innovation can guarantee sustainable development.

Digital Ventures

Objective

- Add new profitable businesses

Goal

- New adjacent revenue streams
- Margin enhancement
- Become the global leader in digital HR solutions

Measure of success

- Revenues from new markets
- Client & candidate NPS
- Margin enhancement



Providing 360 HR solutions



Workforce Solutions

The world of work is complex and changing rapidly. Depending on the local nuances of the labour markets, the impact of megatrends, and the health of specific industries, the needs of individuals and companies across the globe vary widely.

The Adecco Group provides valuable, flexible and efficient solutions for every aspect of the global labour market throughout the economic cycle, from freelancing to entire workforce outsourcing. We offer these solutions across a wide range of industries and skills profiles, from office administration and hospitality to life sciences and finance, placing more than 700,000 candidates in work every day and supporting over 100,000 companies and organisations.

The Adecco Group's core services include:

- Temporary staffing – providing talent on a temporary basis to clients across various industries. We manage the entire recruitment process from candidate search and screening to payroll and administration. Associates are employed by the Group while on assignments, which often run consecutively to ensure continuous employment. In some countries we employ associates on a permanent basis. Temporary staffing accounts for 88% of Group revenues and 69% of gross profit.
- Permanent placement – placing talent into permanent roles with our clients. We source candidates, screen CVs, and conduct interviews and assessments.

We have access to a wide range of talent, including hard-to-reach professionals who are not actively looking for a job. Permanent placement accounts for 2% of Group revenues and 11% of gross profit.

- Career transition – helping organisations and their employees through changes that require individuals to transition out of their current roles. Career transition represents 2% of Group revenues and 8% of gross profit.
- Outsourcing, Managed Service Programmes (MSP), Recruitment Process Outsourcing (RPO) and Talent Development – providing a range of holistic HR solutions, including managing the full scope of activities such as call centre operations or entire flexible workforces for companies, handling wholesale recruitment and the management of large contingent workforces, and providing training and career development. These activities account for 8% of Group revenue and 12% of gross profit.

To effectively deliver these services and meet the needs of our customers, the Group is organised into four strategic focus areas, each representing different business lines and supported by our leading global brands.

- Workforce Solutions
- Professional Staffing & Solutions
- Talent Development & Career Transition
- Managed Service Programmes (MSP) & Recruitment Process Outsourcing (RPO).

Each strategic focus area plays a crucial role in the successful delivery of the Group's Perform, Transform, Innovate agenda, including our Digital Ventures programme and our GrowTogether initiative.

This section explores these four strategic focus areas in depth, explaining what they contribute to the business, which sectors and services they cover and how they position the Group to continue leading and shaping the world of work.

Objective

- Drive differentiation and profitable growth through an omni-channel approach and digitisation

Outlook

- Good market growth prospects due to economic uncertainty, skills imbalances, and need for flexibility
- Significant scope to expand market share

Strategy

- Accelerated transformation through GrowTogether
- Greater differentiation and pricing power
- Omni-channel approach opens small customer segment
- Enhanced candidate and client experience

Action

- Standardise and automate internal processes to reduce cost-to-serve
- Put AI and automation to work, starting with the large segment (e.g. Mya)
- Fully digital solutions for small clients (e.g. Adia)

Key brands:

Adecco





Professional Staffing & Solutions

Objective

- Focus on the most attractive verticals and expand market share by leveraging new technologies

Outlook

- Growth supported by megatrends: skills imbalances, demographics, the 'gig' economy
- Different verticals require different strategies and strong brands

Strategy

- Strengthen global brands in IT and Engineering
- Capitalise on local brand strength in Finance, Medical and Legal
- Expand solutions to the 'gig' economy workforce
- Leverage digital within permanent recruitment

Action

- Combining brands with exciting technology (e.g. Special Counsel and D4)
- Provision of 'staff augmentation' to address skills shortages (e.g. training, up-skilling)
- Strengthening portfolio with strategic M&A (e.g. BioBridges)
- Roll out freelancer marketplace YOSS
- Scale up Vetterly, an innovative online recruitment platform

Key brands:

Executive
Recruitment



Professional
Staffing &
Solutions

modis

Professional
Recruitment

Spring
Professional

Freelancer
Marketplace

YOSS



Talent Development & Career Transition

Objective

- Strengthen position as global leader in workforce transformation

Outlook

- Pace of workforce change likely to accelerate, impacted by technological disruption; strategically important for enterprises
- Transition and re-skilling offer attractive growth and margin profile

Strategy

- Expand market-leading transition offering with new solutions
- Develop leading talent development and re-skilling businesses
- Grow organically and by targeted acquisitions – a proven strategy for Lee Hecht Harrison

Action

- Drive innovation and hybrid services (e.g. Lee Hecht Harrison Active Placement)
- Become 'translator' between private sector, government and candidate
- Support clients & governments in large re-skilling transformations

Key brand:

LEE HECHT
HARRISON



MSP & RPO

Objective

- Be the leading total talent solutions partner for large organisations

Outlook

- Demand for workforce-related insights is rising as megatrends create more complex working models
- Big data revolution offers scope for higher-value solutions

Strategy

- Leverage our rich data assets to provide insight for clients
- Develop new business models based on data insights
- Become the thought leader in workforce design

Action

- Make existing data assets accessible and exploitable
- Invest in and develop advanced workforce analytics capabilities
- Leverage Adecco Analytics as a key differentiator

Key brand:

pontoon

Social innovation and shared values

The Foundation is structured as a social innovation lab, designing and testing new models and ways of working that marry both social and business value.

The Foundation

The Adecco Group Foundation (AGF) was created in 2017 as the first global, corporate foundation for the Group. The purpose of the AGF is to create a central framework and narrative for the Group regarding how we drive social impact and shared value creation. It leverages the long history of social value creation by our four national foundations (Spain, Italy, France and Germany) and numerous local programmes. No other global HR solutions company has a global, programme-based foundation that is focused on creating social impact in the employment space. This social innovation lab allows us to scope and pilot new solutions through short-cycle development projects, which can then be shared more widely. Thus, we have the opportunity to create ripples of impact across our industry, our clients and the workforce at large.

Win4Youth

The Win4Youth programme brings Adecco Group employees, associates and clients together to share their passion for sport and to have a positive impact on the lives of young people around the world. By taking part in Win4Youth, our people also improve their own health and wellbeing and reinforce the Adecco Group core values of: team spirit, customer focus, entrepreneurship, responsibility, and passion. Since Win4Youth started in 2010, we have raised over EUR 2.5 million for youth charities through our amazing colleagues, clients and associates who dedicate their time to sport.

Every year a group of 70 Win4Youth Ambassadors are selected to face our highlight challenge – which is likely to be the sporting challenge of their lives. They train together, support each other and

promote the programme across the network. But engagement does not stop there. Being an Ambassador is a life-changing experience and alumni become part of a life-long community of sport lovers, helping each other and their colleagues become healthier and stay more active.

Their enthusiasm brings the programme to life, driving the spirit of Win4Youth.

Global Sport and Inclusion Day 2017

In 2017 we hosted the first annual Global Sport and Inclusion Day. Over 49 countries took part, with the participation of 2,474 colleagues and 70 professional athletes. The aim was to put the spotlight on the importance of creating an inclusive workforce. It was a chance for the public and our employees to better understand the skills and histories that make people valuable. We partnered with the international and national Olympic and Paralympic committees to create hands-on activities to showcase the use of sport to drive inclusion, healthy lifestyle and work-life balance.

This year, among 49,000 participants we logged 7,328,932km, which translated into a donation of CHF 500,000 divided among six charities.



NUORI.FI
LASTEN JA NUORTEN SÄÄTIÖ

EPIDE
ÉTABLISSEMENT
POUR L'INSERTION
DANS L'EMPLOI

ASHINAGA

**Take Stock in
Children®**

**GRAEME DINGLE
FOUNDATION**

**WE ARE
MACMILLAN.
CANCER SUPPORT**

Way to Work

Today, 71 million young people are unemployed. Yet 40% of employers say that lack of experience is the main barrier to hiring young people. The ultimate goal of Way to Work is to positively impact the lives of young people, to prepare them for future employment, and to empower them with the skills and experience necessary to navigate and succeed in the world of work. Over the past five years, Way to Work has evolved tools, support and programming to enable this transition. It has two primary components: CEO for One Month and Experience Work Day.

Apprenticeships and internships

11,000+

Work-based training provided within our own operations and in cooperation with our clients

'Experience Work Day'

9,000

Young people from 46 countries participated

CEO for One Month

117,222

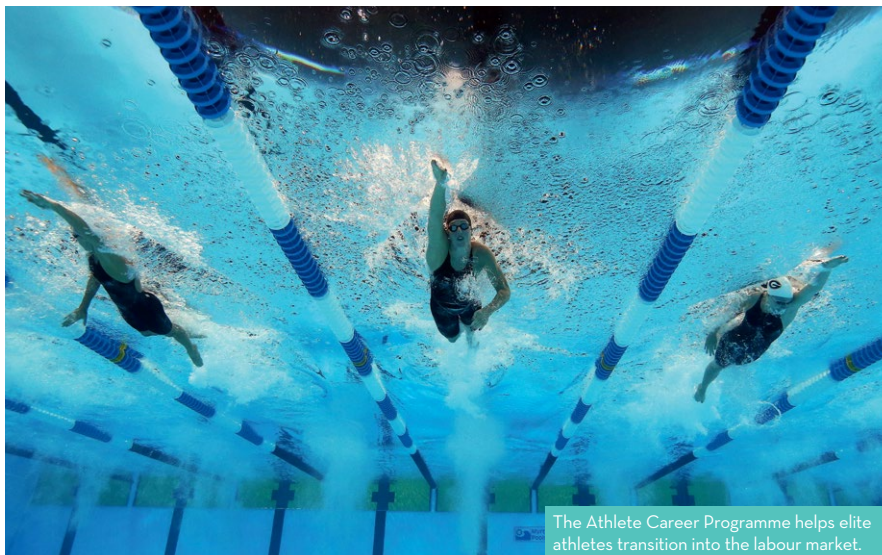
Candidates attracted, a testament to the programme's success in helping young people to transition into work

CEO for One Month

This global programme invites young people to demonstrate their leadership potential, innovation and creativity to shape the profile of the 'CEO of the future'. They participate in a series of challenges, first at the country level, and one is selected to shadow the national Adecco Group CEO for One Month, working side by side to see the life of a busy and influential executive. Then the 48 country-level CEOs for One Month participate in a rigorous process of individual and collaborative projects, individual assessments and a collective bootcamp. The selected Global CEO for One Month has the opportunity to shadow the Adecco Group CEO, Alain Dehaze, for one month.

Experience Work Day

Experience Work Day is designed to provide a hands-on taste of the working world for young people. It is underpinned by two concepts, 'open doors' and 'shadow your dream'. This year over 4,000 Adecco Group employees became mentors for one day, sharing their expertise with over 9,000 young people, across 46 countries.



The Athlete Career Programme helps elite athletes transition into the labour market.

Athlete Career Programme

Under the Group, but aligned with the aims of the Foundation, the Athlete Career Programme (ACP) supports Paralympic, Olympic and other elite athletes with career training and employment. From workshops to individual advice, the programme aids elite athletes as they build employable skills alongside their athletic careers. Since its inception, the programme has reached more than 40,000 athletes from over 185 countries.

In the past year we have started two thought leadership projects supporting athletes to build a business career alongside their sport career.

In 2017, the 8th IOC ACP Forum was held in Beijing and provided a unique opportunity for over 80 participants to exchange best practice, gain from global learnings, and refine the strategy to continue to enhance the programme. Participants included representatives from National Olympic Committees, Adecco Group ACP managers and leadership, the IOC and IOC Athletes Commission, and invited guests.

Sustainability and social responsibility

Similarly, the Foundation will work in close collaboration with the sustainability function within the Group. By joining forces to showcase shared value creation and how it is embedded in the group, the Foundation and sustainability can strengthen social value as a competitive asset for the Company.

Global collaboration

In addition, the Group works with a number of global and regional bodies to further policies, programmes and practice that support employment and skills across specific communities.

ICRC

In 2017, the Adecco Group Foundation joined the International Committee of the Red Cross' (ICRC) Corporate Support Group and kicked off a strategic partnership. The initial three-year collaboration will focus on supporting and growing the ICRC's Physical Rehabilitation Programme (PRP), which uses sport to enable the rehabilitation and social inclusion of people with an impairment, in conflict zones and other fragile environments.

Plan International

At the end of 2017, the Foundation and Plan International launched a new collaboration. In addition to becoming the charity partner for Win4Youth, Plan International will team up with the Foundation to focus on co-creation of new solutions to help young people in marginalised groups to build the skills and confidence to make the transition to the world of work.

Nestlé Alliance for YOUTH

As a member of the Nestlé Alliance for YOUTH, the Foundation supports the network's engagement with policy-makers across Europe to help young people to prepare for the world of work and to provide meaningful work experience and training opportunities.

Global Apprenticeship Network

The Adecco Group and the Foundation are committed to promoting and facilitating apprenticeships as an answer to youth unemployment and skills mismatch. Through engagement with the Global Apprenticeship Network, the Foundation will continue to track global best practices alongside the Group's own pilot programmes, to identify promising models that could be scaled or replicated.



**Find out
more online**

adeccogroup.com