

# Fact sheet, Adecco Group



The Adecco Group, based in Zurich, Switzerland, is the world's leading provider of HR solutions. With over 31,000 employees and more than 5,500 offices, in over 60 countries and territories around the world, Adecco Group offers a wide variety of services, connecting more than 600,000 colleagues with over 100,000 clients every day. The services offered fall into the broad categories of temporary staffing, permanent placement, outsourcing, consulting and outplacement. The Adecco Group is a Fortune Global 500 company.

#### Our vision:

We inspire individuals and organisations to work more effectively and efficiently, and create greater choice in the domain of work, for the benefit of all concerned. As the world's leading Human Resources services group – a business that has a positive impact on millions of people every day – we are conscious of our global role.

---

#### Global head office

Sägereistrasse 10, P.O. Box  
CH-8152 Glattbrugg, Switzerland

---

#### Chairman

Rolf Dörig

---

#### Vice-Chairman

Thomas O'Neil

---

#### Chief Executive Officer

Patrick De Maeseneire

---

#### Chief Financial Officer

Dominik de Daniel

---

#### Group sales 2009

14.8 billion Euro with 8 million Euro net income

---

#### Daily number of staff on assignment

Currently over 600,000

---

#### Worldwide full-time-equivalent employees

Over 31,000

---

#### Global client base

Over 100,000 clients served every day

---

#### Global office network

More than 5,500 offices in over 60 countries and territories

---

#### Key markets

France, North America, UK & Ireland, Germany & Austria, Japan, Italy, Iberia, Nordics, Benelux, Switzerland, Australia & New Zealand

Adecco S.A. is registered in Switzerland (ISIN: CH0012138605) and listed on the Swiss Stock Exchange with trading on SWX Europe (SIX: ADEN) and Euronext Paris (EURONEXT: ADE).

# Company History



---

## 1957

Adia SA is founded in Lausanne, Switzerland, by Henri Lavanchy. The firm grows rapidly in its home country before expanding abroad.

---

## 1964

Philippe Foriel-Destezet founded Ecco in Lyon. By the early 1980s, Ecco is the largest supplier of temporary personnel in France.

---

## 1961–1980

In the 1960s, Adia opens offices in various European countries and then in 1972 takes a first step overseas, with a branch in Menlo, California. In 1974, Lavanchy recruits Martin O. Pestalozzi and a phase of expansion by acquisitions begins. In the next twelve years, Adia buys over 85 companies, tripling in size and gaining footholds in more than a dozen countries. These include France (1975) and the UK (1977), where it buys the market leader: Alfred Marks Bureau Ltd.

---

## Early 1980s

Adia continues to expand overseas, including Australia, New Zealand, Japan, Hong Kong and Canada. Meanwhile, Ecco is focusing on its home market. By the mid-1980s, it is the market leader in France and a decade later world no.2. The growth of both companies is part of a wider trend: temporary staffing becomes the world's third-fastest growing industry in the 1980s.

---

## Late 1980s

Sales topping USD 1 billion in 1986 make Adia the European leader. Its success is partly down to a focus on quality and high value services. The 1990s sees a growing trend towards specialised skills, e.g. accounting and word-processing, including in-house training programmes.

---

## 1990s

Further acquisitions from the late 1980s onwards strengthen the presence in highly skilled, specialised fields. Also, moves are made into socially related programmes for mature workers in the USA, promoting the benefits of temporary work for retirees and the value for companies of tapping into their experience, skills and dedication.

In 1991, recognising the importance of the industry's role in job creation and its growth potential, Klaus J. Jacobs invests in Adia on the way to becoming its majority shareholder.

---

## 1996

Adia and Ecco merge to form Adecco. Two of the world's top three personnel services firms, with complementary geographical profiles, merge to form a strong global leader with annualized revenues of over EUR 5.4 billion. Operations are combined to form a global network of 2,500 branches. The new company has an exceptional range and quality of services. The core staffing business places around 250,000 people in work each day.

---

## 1997–2000

The 1997 acquisition of TAD Resources International strengthens Adecco's technical and IT staffing business in the USA. In 2000, Adecco acquires the IT and generalist staffing business of the Olsten Corporation to become no.1 staffing services business in the USA and worldwide leader in the IT sector. The merged companies revenues reach over EUR 11.6 billion, reflecting organic growth and successful acquisitions. Partnerships with Monster.com and Jobs.com mark Adecco's intent to be at the forefront of harnessing the web in the recruitment process.

# Company History



---

## 2002

To keep at the forefront of the trend towards increasing demand for professional and expert services Adecco consolidates its business under three operating divisions: Adecco Staffing; Ajilon Staffing/Managed Services, and Career Services/ e-Business.

Legislative change in Germany creates a more favourable environment for the growth of flexible staffing, reflecting greater acceptance of the industry's positive role in generating employment and economic growth.

---

## 2004

The acquisition of PeopleOne Consulting in India signal Adecco's commitment to play a leading role in the industry's development in emerging markets.

---

## 2005 - 2006

In 2005 Klaus J Jacobs, assumes the Chairman and CEO roles, initiating a strategy review. The Group's focus on professional staffing services intensifies. To create a strong platform for growth, Adecco's existing operations are realigned into global business lines defined by specific occupational fields, complementing the established office and industrial offering with professional staffing lines.

Acquisitions of Altedia and Human- Group strengthen Adecco's involvement in professional segments in Europe. In 2006, the acquisition of DIS AG in Germany gives Adecco leadership in the German professional staffing industry. Joining from DIS AG, Dieter Scheiff becomes Adecco Group CEO and Dominik de Daniel becomes CFO. Adecco adopts a dual strategy focused on professional and general staffing.

---

## 2007

The annual General Meeting of Shareholders approves the nomination of Jürgen Dormann, the former Vice-Chairman, as Chairman of the Board. Rolf Dörig becomes Vice-Chairman.

Klaus J Jacobs, hands back his mandate. Adecco acquires Tuja Group, an industry leader in Germany, one of the world's fastest-growing temporary staffing markets.

---

## 2008

Adecco acquires the professional staffing businesses DNC in the Netherlands and IT specialist Datavance in France. Country operations take greater responsibility for growing professional business as the dual professional and general staffing model becomes further embedded.

September 11: Klaus J. Jacobs, co-founder and Honorary President of the Adecco Group passes away. Jürgen Dormann, who made a vital contribution to the successful turnaround of the Group and its long-term strategy, steps down as Chairman of the Board at the end of the year. He is succeeded by Rolf Dörig, Vice-Chairman, on January 1, 2009.

---

## 2009

January 1: Rolf Dörig starts his term of office as Chairman of the Board of the Adecco Group. June 1: Patrick De Maeseneire becomes Chief Executive Officer of the Adecco Group.

Adecco acquires Spring Group in the UK, bolstering the Adecco Group's UK professional and general staffing business, and tables an offer for MPS Group.

---

## 2010

The acquisition of MPS Group is officially closed. With MPS's strength in the USA, Canada and the UK, the Adecco Group becomes world leader in the professional staffing sector.

# Our corporate responsibility



Dear stakeholder,

The work we do every day has a direct impact on the lives of hundreds of thousands of people. The importance of work and what we do to help people find jobs cannot be overstated. Work is one way to define who we are and it can give purpose and meaning to our lives. It permits us to realise our talents and to contribute to society. It is essential for our financial well-being.

To foster and enhance the key role we play is clearly my long-term goal. Adecco wants to be alongside our customers and candidates at each stage of their life cycle. In the midst of the global recession, the value of 'work' has crystallized in the minds of governments, companies, families and individuals. Work is at the core of the Adecco business, and optimizing our positive contribution to economy and society is a vital part of our corporate responsibility.

## **Our areas of focus**

As the world's leading employment services group, operating in 60 markets worldwide and doing business that has a positive impact on more than 500 000 people every day, we are conscious of our global role.

In 2009, our corporate responsibility management system was enhanced by the addition of specific performance indicators to measure accident frequency rates, training and development, retention, as well as diversity and mobility in our organisations. These performance indicators were derived from the three main areas of focus of Adecco's corporate responsibility strategy:

The first, 'safety', encompasses all our efforts to guarantee employees' safety from threats and risks in the workplace.

The second area of focus is 'skills'. Our people benefit from our experience in developing talent, not just finding people their next job, but providing expert career guidance and training. Third is 'integration'. We strive for fair access to the labour market and equal opportunities for all. Integration starts with training in non-discriminatory practices for our consultants and reaches out to our public-private partnerships with governmental organizations to help disadvantaged groups enter the labour market.

Adecco runs many initiatives and programmes at local, national and global level which exemplify these three aspects of our action on corporate responsibility. In this Olympic year, I will allude to our group wide programme which stands as an example of talent development, career guidance and integration: the IOC and IPC Athlete Career Programme, which we run in cooperation with the International Olympic and Paralympic Committees.

The programme helps elite athletes around the world ease the transition from sport to their next career, focusing on their integration into the workforce by leveraging and developing their special skills. These dedicated individuals devote their formative years to training and competition, often at the expense of their education and career prospects.

An in-depth account of our CR strategy, initiatives and performance can be found on our corporate web page or in our latest Corporate Responsibility Report.

Patrick De Maeseneire, CEO

# Biographies, Board of Directors



---

## **Rolf Dörig** Chairman

Swiss national, born 1957. Rolf Dörig has been Chairman since January 1, 2009, and a member of the Board of Directors since May 2007. He was a member of the Nomination & Compensation Committee from May 2007 until the end of 2008, and of the Corporate Governance Committee until May 2008. His one-year term of office ends on the day of the General Meeting of Shareholders in 2010.

Rolf Dörig obtained a doctorate degree in law (Dr. iur.) from the University of Zurich, Switzerland, and was subsequently admitted to the bar.

After joining Credit Suisse in 1986, he held a number of executive positions in various areas of banking and different geographical markets. As a member of the Group Executive Board, he was assigned responsibility for Swiss corporate and retail banking from 2000 onwards. In 2002, he held the position of Chairman Switzerland. Mr. Dörig was Chief Executive Officer of the Swiss Life Group from November 2002 until May 2008, when he was elected to the Board of Directors.

He is Chairman of the Board of Directors of Swiss Life Holding <sup>1</sup>, Vice-Chairman of the Board of Directors of Kaba Holding AG <sup>1</sup>, Chairman of the Board of Directors of Danzer AG <sup>1</sup>, all in Switzerland. Furthermore, Mr. Dörig is a member of the Board Committee of economiesuisse, Switzerland.

<sup>1</sup> Listed company.

**Photographs of Rolf Dörig** (high and low resolution) are available under:  
<http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/BoardOfDirectors/Pages/BoardOfDirectors.aspx>.

---

## **Thomas O'Neill**

Vice-Chairman, Audit Committee,  
Corporate Governance Committee

Canadian national, born 1945. Thomas O'Neill has served as Vice-Chairman of the Board of Directors since January 1, 2009, as a member of the Board of Directors and of the Audit Committee since June 2004, and as a member of the Corporate Governance Committee since May 2006. His one-year term of office ends on the day of the General Meeting of Shareholders in 2010.

Thomas O'Neill graduated with a Bachelor of Commerce degree from Queen's University in Kingston, Ontario, Canada. He obtained his designation as FCA in 1988. In 2005, he was granted an honorary doctorate degree in law (LL.D.) by Queen's University, Kingston, Canada.

Thomas O'Neill joined the audit staff of Price Waterhouse in Toronto in 1967, and became a partner in 1978. Until his departure in 2002, he held various leadership positions in both the Canadian firm (Toronto) and in the global firm (New York), including the position of CEO and Chairman of PwC Consulting (global). Mr. O'Neill was a member of the Board of Dofasco Inc., Canada, from May 2003 to February 2006, and of the Ontario Teachers' Pension Plan from January 2003 until April 2007.

Mr. O'Neill is Chairman of the Board of BCE Inc. <sup>1</sup>. He is a member of the Board of Loblaw Companies Ltd <sup>1</sup>, Nexen Inc. <sup>1</sup> and Bank of Nova Scotia <sup>1</sup>, all Canada. Mr. O'Neill is member of the International Monetary Fund's External Audit Committee.

Furthermore, he is a member of the Board of Trustees of St. Michael's Hospital, Toronto, and recently retired as Vice-Chairman of Queen's University, Kingston, Ontario, both in Canada.

<sup>1</sup> Listed company.

# Biographies, Board of Directors



**Photographs of Thomas O'Neill** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/BoardOfDirectors/Pages/BoardOfDirectors.aspx>.

---

## **Jakob Baer**

Audit Committee Chairman, Corporate Governance Committee

Swiss national, born 1944. Jakob Baer has served as member of the Board of Directors, as well as Chairman of the Audit Committee, and member of the Corporate Governance Committee since October 2004. His one-year term of office ends on the day of the General Meeting of Shareholders in 2010.

Jakob Baer obtained a doctorate degree in law (Dr. iur.) from the University of Berne, Switzerland, and was subsequently admitted to the bar.

He was a member of the executive team of KPMG Switzerland from 1992 until 1994. From 1994 to 2004, he held the position of Chief Executive of KPMG Switzerland, and was a member of KPMG's European and International Leadership Board. Jakob Baer was Counsel at Niederer Kraft & Frey AG, attorneys at law, Zurich, Switzerland, from 2004 to 2009.

Mr. Baer is board member of Swiss Re<sup>1</sup>, Rieter Holding AG<sup>1</sup>, Allreal Holding AG<sup>1</sup>, Stäubli Holding AG, and of two other smaller companies, all in Switzerland.

<sup>1</sup> Listed company.

**Photographs of Jakob Baer** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/BoardOfDirectors/Pages/BoardOfDirectors.aspx>.

---

## **Andreas Jacobs**

Nomination & Compensation Committee Chairman

German national, born 1963. Andreas Jacobs has been a member of the Board of Directors since May 2006, and Chairman of the Nomination & Compensation Committee since May 2008. His one-year term of office ends on the day of the General Meeting of Shareholders in 2010.

After studying law at the universities of Freiburg and Munich (Germany) and Montpellier (France), Andreas Jacobs obtained a doctorate degree (Dr. iur) in European competition law from the University of Freiburg, Germany. He also holds an MBA from INSEAD in Fontainebleau, France.

Andreas Jacobs has been an independent entrepreneur since 1992, with a stake in several European and North American companies. From 1991 to 1993, he worked as a consultant and project manager at Boston Consulting Group in Munich, Germany.

Mr. Jacobs is Executive Chairman of Jacobs Holding AG, Chairman of Barry Callebaut AG<sup>1</sup>, Chairman of Infront Sports & Media AG, Minibar AG, Jacobs Venture AG, Triventura AG, Spectramedia AG, and of Niantic Finance AG, all in Switzerland. He is Chairman of Maine Chance Farms Pty Ltd., South Africa. Furthermore, he is a member of the Board of Directors of various other companies.

<sup>1</sup> Listed company.

**Photographs of Andreas Jacobs** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/BoardOfDirectors/Pages/BoardOfDirectors.aspx>.

# Biographies, Board of Directors



---

## Francis Mer

Corporate Governance Committee  
Chairman, Nomination & Compensation  
Committee, Audit Committee

French national, born 1939. Francis Mer has been a member of the Board of Directors, Chairman of the Corporate Governance Committee and a member of the Nomination & Compensation Committee since June 2004, and a member of the Audit Committee since May 2006. His one-year term of office ends on the day of the General Meeting of Shareholders in 2010.

A graduate of the Ecole Polytechnique in Paris, France, Francis Mer joined the Saint-Gobain Group in 1970. He was appointed Chairman and Chief Executive Officer of Pont-au-Mousson S.A. in 1982. From 1986 to 2002, he was Chairman of the steel group Usinor Sacilor. Chairman of Eurofer from 1990 until 1997, he served as Chairman of the International Iron and Steel Institute from 1997 to 1998. In 2002, Mr. Mer served as Co-Chairman of the Board of Arcelor S.A., Luxembourg. In 2005 and 2006, he was a member of the boards of Alstom S.A., France, and Inco Ltd, Canada.

Francis Mer was French Minister of Economy, Finance and Industry from May 2002 until March 2004, and is a Commandeur de la Légion d'Honneur.

Mr. Mer is Chairman of the Board of Safran S.A.<sup>1</sup> and member of the Supervisory Board of Rhodia S.A.<sup>1</sup>. Furthermore, Mr. Mer is a member of the Supervisory Board of Fondation pour l'Innovation Politique and Chairman of the Foundation Condorcet, all in France.

<sup>1</sup> Listed company.

**Photographs of Francis Mer** (high and low resolution) are available under:  
<http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/BoardOfDirectors/Pages/BoardOfDirectors.aspx>.

---

## David Prince

Audit Committee

British national, born 1951. David Prince has been a member of the Board of Directors since June 2004. He has been serving on the Audit Committee from June 2004 to April 2006 and from May 2008 on, and on the Corporate Governance Committee from June 2004 to May 2006. His one-year term of office ends on the day of the General Meeting of Shareholders in 2010.

Mr. Prince is an associate member of the Chartered Institute of Management Accountants (CIMA) and the Chartered Institute of Purchasing and Supply (CIPS).

He started his career in the oil and gas industry as part of a management trainee scheme at British Gas, later attending business school in the UK. Following accountancy roles at Philips Industries and TRW, he joined Cable & Wireless, holding accountancy, general management and group marketing positions in the UK and in Hong Kong. From 1994 to 2000, he worked for Hong Kong Telecom plc (HKT) as Group Finance Director, followed by an appointment as Deputy CEO. In 2000, Mr. Prince became Group CFO of PCCW plc, Hong Kong. From 2002 to 2004, he worked for Cable & Wireless as Group Finance Director.

Mr. Prince is a member of the Board of Directors and Chairman of the Audit Committee of ARK Therapeutics<sup>1</sup>, UK, and is a member of the Board of SmartTone Telecommunications Holdings Ltd<sup>1</sup>, Hong Kong.

<sup>1</sup> Listed company.

**Photographs of David Prince** (high and low resolution) are available under:  
<http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/BoardOfDirectors/Pages/BoardOfDirectors.aspx>.

# Biographies, Board of Directors



---

**Wanda Rapaczynski**  
Corporate Governance Committee

United States national, born 1947. Member of the Board of Directors and of the Corporate Governance Committee since May 2008. Her one-year term of office ends on the day of the 2010 General Meeting of Shareholders.

Wanda Rapaczynski holds a Master's degree in management from Yale University, USA and a PhD in psychology from the City University of New York, USA. Ms Rapaczynski was a postdoctoral fellow at the Educational Testing Service at Princeton University, USA. Between 1980 and 1982, she held the position of Project Director at the Family Television Research and Consultation Center at Yale University, USA. She held leading positions at Citibank and was co-founder and Chief Executive Officer of the Polish media group Agora, Poland, where she currently serves on the Supervisory Board.

Ms Rapaczynski is a Member of the Board of Trustees of the Central European University in Budapest, Hungary. She is a member of the International Advisory Boards of Yale University, USA, and The Brookings Institution, Washington, D.C. She is a member of the Polish group in the Trilateral Commission.

<sup>1</sup> Listed company.

**Photographs of Wanda Rapaczynski** (high and low resolution) are available under:  
<http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/BoardOfDirectors/Pages/BoardOfDirectors.aspx>

---

**Judith A. Sprieser**  
Nomination & Compensation Committee

United States national, born 1953. Judith Sprieser has been a member of the Board of Directors and of the Nomination and Compensation Committee since May 2008. Her one-year term of office ends on the day of the General Meeting of Shareholders in 2010.

Ms Sprieser holds a Bachelor of Arts degree in linguistics and an MBA from Northwestern University, USA.

From 1987 until May 2000, Ms Sprieser held various senior executive positions at Sara Lee Corporation, USA. Until 2005, she was the Chief Executive Officer of the technology software and services company Transora, Inc., USA.

Judith Sprieser currently serves as a non-executive director of Allstate Insurance Company<sup>1</sup>, USA, USG Corporation<sup>1</sup>, USA, Reckitt Benckiser<sup>1</sup>, USA, Royal Ahold, N.V.<sup>1</sup>, the Netherlands, and Intercontinental Exchange<sup>1</sup>, USA.

<sup>1</sup> Listed company.

**Photographs of Judith A. Sprieser** (high and low resolution) are available under:  
<http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/BoardOfDirectors/Pages/BoardOfDirectors.aspx>

# Biographies, Executive Committee



---

## **Patrick De Maeseneire**

Chief Executive Officer, Adecco Group

Patrick De Maeseneire (1957), a Belgian national, joined Adecco as Chief Executive Officer in June 2009.

Patrick De Maeseneire has served as Chief Executive Officer of Barry Callebaut, the world market leader in high-quality cocoa and chocolate products, since June 2002. He held leading positions within the Adecco Group between 1998 and 2002, starting out as country manager for the Benelux region before going on to lead the Adecco Group's worldwide professional staffing business from New York.

In the period prior to joining the Adecco Group (1980–1997), Patrick De Maeseneire held executive positions at the Belgian TV station VTM, at Sun International and at Apple Computer, as well as senior positions at Wang in Belgium and Arthur Andersen Consulting.

He trained as a commercial engineer at the Solvay Business School from the Brussels University and studied marketing management at Ghent University. Patrick De Maeseneire also completed studies in business management at the London Business School and INSEAD, Fontainebleau (France).

### **Photographs of Patrick De Maeseneire**

(high and low resolution) are available under:

<http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

## **Dominik de Daniel**

Chief Financial Officer, Adecco Group

Dominik de Daniel (1975), a German national, joined the Adecco Group as Chief Financial Officer (CFO) in April 2006. This followed Adecco's acquisition of DIS Deutscher Industrie Service AG, Germany's leading professional staffing services company, where Dominik de Daniel had been CFO since 2002.

He had joined DIS AG in 2000, and was appointed to the board in 2001 with responsibility for Investor Relations, M&A and Strategic Controlling.

From 1993, Dominik de Daniel worked for Deutsche Bank in various roles, including that of stock analyst. Dominik is married.

**Photographs of Dominik de Daniel** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

## **Christian Vasino**

Chief HR Officer, Adecco Group

Christian Vasino (1972), Italian national, joined Adecco in 2003 and was appointed Chief HR Officer of the Adecco Group from April 2007.

Christian Vasino started his career as a lawyer. Since 1998, Christian held leading positions in HR management. In December 2003, he joined Adecco Italy as HR Director, based in Milan. In May 2005, he became Vice-President Group Human Resources. As of April 2007, Christian is Chief HR Officer and a member of the Executive Committee of the Adecco Group.

Christian holds a degree in law from Turin University, Italy. He is married and has two children.

**Photographs of Christian Vasino** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

## **Sergio Picarelli**

Chief Sales Officer, Adecco Group

Sergio Picarelli (1967) was appointed Chief Sales Officer and member of the Executive Committee as of 1 October 2009. Prior to this he was Chief International Officer with effect from 1 January 2009. Previously, he was Country Manager of Adecco Italy & Switzerland (Switzerland till

# Biographies, Executive Committee (continued)



end of 2008) and from 2004 to 2005 Chief Operating Officer of Adecco Staffing Division Worldwide. In 1993 Sergio Picarelli joined Adecco in Italy; he started as Managing Director of an Adecco Group Company (Permanent Placement) and became 1997 Chief Sales and Marketing Italy, where he contributed substantially to position Adecco as the leader of the Italian market.

Sergio Picarelli graduated at Bocconi University, Milan, in Business Administration. A former professional basketball player, Sergio is married and father of two children.

**Photographs of Sergio Picarelli** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

## **François Davy**

Regional Head of France, Switzerland & India

François Davy (1956) joined Adecco as Country Manager of Adecco France as well as member of the Executive Committee in January 2007 and has been appointed Regional Head of France, Switzerland & India as of 1 October 2009. Prior to this appointment, François was Senior VP Sales and Marketing of the Mail Division of La Poste, the French postal services. Before that, François spent five years (2000–2005) with Motorola, where his roles included VP Mergers and Acquisitions, VP Global Accounts, VP for Southern Europe, as well as Country Manager France. Between 1996 and 2000, François was Managing Director of Cadbury Schweppes France, playing a key role in the restructuring of the business unit and doubling profits in four years. He spent the previous fourteen years in sales and marketing at the Danone Group, France (1987–1996) and the Bel Group (1978–1987).

François obtained a Diploma in Food Engineering at ENITIAA Nantes in 1977 and was awarded an Executive MBA at CEDEP

in 1993. He is married and has five children.

**Photographs of François Davy** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

## **Theron I (Tig) Gilliam Jr**

Regional Head of North America

Tig Gilliam (1964) joined the Adecco Group in March 2007 as Country Manager for the USA and Canada as well as member of the Executive Committee and was appointed Regional Head of North America as of 1 October 2009. Prior to joining Adecco, Tig held positions of increasing responsibility at IBM, including Global Supply Chain Management Leader and Consumer Products Industry Leader for Global Business Services. He was also a member of the Integration and Values Team, a group of executives selected by the chairman and charged with integrating IBM's business on the basis of the company's core values. He was a partner with Price Waterhouse and, prior to its acquisition by IBM in October 2002, with PricewaterhouseCoopers Consulting, where he spent 15 years leading consulting practices and client engagement in operational improvement, technology enablement, organisational change and performance management.

Tig holds an MBA from Columbia University and an MS in Systems Engineering from the University of Virginia's School of Engineering and Applied Sciences. He is married and has two children.

**Photographs of Tig Gilliam** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

# Biographies, Executive Committee (continued)



---

## **Alain Dehaze**

Regional Head of Northern Europe

Alain Dehaze (1963) joined the Adecco Group in September 2009 as Regional Head of Northern Europe and has been appointed member of the Executive Committee as of 1 October. Before that, he was Chief Executive Officer (CEO) of the staffing services company Humares since September 2007. Prior to this function, Alain Dehaze held various senior positions during 13 years in different European countries at Henkel and ISS. In 2000, Alain became Managing Director of Creyf's Interim in Belgium (now Start People) in 2000, and from 2002 to 2005 he was CEO of the listed company Solvus. After USG People acquired Solvus in 2005, he became the USG People Chief Operating Officer (COO) and was responsible of all the operations including the successful integration of Solvus in the new combination.

Alain Dehaze trained as Commercial Engineer from the ICHEC Brussels Management School. He is married and has four children.

**Photographs of Alain Dehaze** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

## **Mark Du Ree**

Regional Head of Japan & Asia

Mark Du Ree (1961) was appointed Regional Head of Japan & Asia and member of the Executive Committee as of 1 October 2009. He began his career when he joined Adecco Japan (formerly Adia) in 1985 as a sales representative. From 1987, he served as a branch manager, then as sales support manager before transferring to the USA in 1993 to work in strategic planning for the Adia Group. In 1996, he became Director of Strategic Planning and FP&A, including responsibility for coordination of Adecco's M&A activity. In

1999, he returned to Japan to manage the acquisition and integration of Career Staff into Adecco Japan. He has been the CEO/Country Manager of Adecco Japan since January 2002, and from July 2002 to December 2005 he concurrently served as Zone CEO/Asia Pacific.

In 2006, Mark was appointed as a Visiting Professor at Ritsumeikan Asia Pacific University (APU), through which Adecco helps young people prepare to contribute to society. Mark holds a BA in International Relations and Asian Studies from Brigham Young University. He is fluent in English (native) and Japanese. He is married and has two children.

**Photographs of Mark Du Ree** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

## **Andreas Dinges**

Regional Head of Germany & Austria

Andreas Dinges (1959) was appointed Regional Head of Germany & Austria and member of the Executive Team as of 1 October 2009. He joined the Adecco Group in 2006 as CEO of DIS Deutscher Industrie Service AG, Germany's leading professional staffing services company. In January 2009, he was appointed Country Manager for Germany. Previously, Andreas worked in various positions of increasing responsibility at 3M Company, with a focus on marketing and sales. Before joining DIS AG, he was the spokesman of the Executive Board of 3M ESPE AG, assuming responsibility for 3M's dental business in Europe, Eastern Europe, the Middle East and Africa.

# Biographies, Executive Committee (continued)



Andreas holds a degree in Business Administration from the University of Cologne and was appointed as a commercial judge at the district court in Dusseldorf, Germany. Andreas has two sons.

**Photographs of Andreas Dinges** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

**Federico Vione**  
Regional Head of Italy & Eastern Europe

Federico Vione (1972) was appointed Regional Head of Italy & Eastern Europe and member of the Executive Team as of 1 October 2009. He joined Adecco in 1999 as Branch Manager and soon became Manager of the Abruzzo–Molise area. In 2001, he became first National Key Account Manager for the Chemical and Pharma sector, and subsequently for the Large-Scale Trade sector. In 2002, he was appointed General Manager of the newly created Professional Staffing business Ajilon S.r.l. and in 2004 he became General Manager of Ajilon Switzerland. In 2005, Federico was appointed Project Leader Global Account Management Adecco Group and then Head of Eastern Europe Adecco Group (Russia, Poland, Ukraine, Israel, Czech Republic, Romania, Hungary, and the Balkans). In January 2009 he was appointed Country Manager Adecco Italy.

Federico obtained a bachelor's degree in Economics at Università G. D'Annunzio in Pescara.

**Photographs of Federico Vione** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

---

**Enrique Sanchez**  
Regional Head of Iberia & South America

Enrique Sánchez (1967) was appointed Regional Head of Iberia & South America and member of the Executive Committee as of 1 October 2009. He joined Adecco in 1993 as Branch Manager. In 1995, he became Regional Manager of the Central Region. Two years later, he was appointed Operations Manager, and in 2001 he became President and General Manager of Adecco Spain and Portugal. From 2003 to 2005, Enrique was General Manager for Spain and Portugal, also managing the development and success of the company in Latin America and Eastern Europe. In 2005, Enrique returned to Spain, where he leads Adecco Group Iberia with the objective of guaranteeing that it continues to be one of the most important contributors to the Group.

Enrique obtained a Degree in Psychology at Complutense University, Madrid (Spain), and holds an MBA from IESE.

**Photographs of Enrique Sanchez** (high and low resolution) are available under: <http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.

# Biographies, Executive Committee (continued)



---

**Peter Searle**

Regional Head of Adecco UK & Ireland

Peter Searle (1962) rejoined the Adecco Group in October 2009 as Regional Head of UK and Ireland and has been appointed member of the Executive Committee as of 20 October 2009. Before that, he was Chief Executive Officer (CEO) of Spring Group since 2006. After the purchase of the Delphi Group, of which Peter was Managing Director, by Adecco in 1999, he took on responsibility for all the European and Asia Pacific offices of the professional services companies of the Adecco Group under the speciality brand name of Ajilon. In 2005 he became the Chief Executive of Adecco UK in a role that covered a variety of sectors including general recruitment, IT, engineering, finance and RPO (Recruitment Process Outsourcing) and included brands such as Office Angels, Jonathan Wren, Adecco and Roevin Engineering.

Photographs of Peter Searle (high and low resolution) are available under:

<http://www.adecco.com/MediaRelations/ImageAndVideoLibrary/ExecutiveCommittee/Pages/ExecutiveCommittee.aspx>.