

Fact sheet, Adecco Group

Adecco Group

The Adecco Group, based in Zurich, Switzerland, is the world's leading provider of HR solutions. With more than 33,000 FTE employees and a network of over 5,500 branches, in over 60 countries and territories around the world, Adecco Group offers a wide variety of services, connecting around 700,000 associates with more than 100,000 clients every day. The services offered fall into the broad categories of temporary staffing, permanent placement, career transition and talent development, as well as outsourcing and consulting. 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 provider of HR solutions – 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

Andreas Jacobs

Chief Executive Officer

Patrick De Maeseeneire

Chief Financial Officer

Dominik de Daniel

Group sales 2011

20.5 billion Euro with 519 million Euro net income

Daily number of associates on assignment

Around 700,000

Worldwide full-time-equivalent employees

Over 33,000

Global client base

More than 100,000 clients served every day

Global office network

Over 5,500 branches in over 60 countries and territories

Key markets

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

Adecco S.A. is registered in Switzerland (ISIN: CH0012138605) and listed on the SIX Swiss Exchange (ADEN).

Company History

Adecco Group

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

Adecco Group

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.

Adecco set up a joint venture in Shanghai with leading Chinese HR services company Fesco. FESCO Adecco began operations on January 1, 2011 with over 100,000 associates and a well-established local and multinational client base.

Company History

Adecco Group

2011

Adecco announces the acquisition of US-based Drake Beam Morin, Inc., taking the worldwide lead in career transition and talent development services. The acquisition considerably expands the global footprint of Lee Hecht Harrison beyond its main markets, the U.S. and France, into new geographies, and enhances its scale in markets with an existing presence.

The acquisition of Drake Beam Morin, Inc. was successfully completed by Adecco after having received all necessary regulatory approvals.

2012

Adecco announces the acquisition of VSN Inc., a leading provider of professional staffing services in Japan. VSN Inc. doubles the exposure to professional staffing of Adecco in Japan and reinforces Adecco's strong position in an attractive structural growth market.

Our corporate social responsibility

Adecco Group

Dear stakeholder

In 2010, thanks to the commitment of our 32,000 employees, over 700,000 associates worked through Adecco every day, amounting to more than 3 million people in the workforce each year. Their income supported many families' lives. Their skills and efforts contributed to the productivity and sustainable success of around 100,000 Adecco clients. Employment reduces the welfare burden and enables people to contribute to society at large. At the same time, it gives individuals independence, a purpose and may even fulfil a dream. At Adecco, we unlock potential in the domain of work for the benefit of all stakeholders.

Unlocking potential

For our candidates and associates, our goal is to help unlock their potential at every stage of their career life cycle, from leaving school to retirement. We equip people of all abilities, ages, and ethnic backgrounds to integrate into the workforce and sustain their employability in a fast-changing global economy. We assess associates' changing capabilities, motivations and training needs, connect them to a choice of opportunities and help them gain skills and the confidence required to grow in their career roles.

Clients face challenges throughout their business life cycle. Securing and managing talent is a major issue, especially in mature markets where aging populations and skills mismatches between education systems and labour market needs drive scarcity. Using our broad industry expertise and geographical reach, we provide the right talent, at the right time and in the right place. By connecting clients with talent – hired on a temporary or permanent basis – they gain the resources and flexibility they need in an increasingly made-to-order economy. Change has become a dominant corporate characteristic and we provide solutions to help clients navigate mergers, restructuring and geographical expansion.

Our own employees are the foundation of Adecco Group's ability to support the life



cycles of associates and clients. We offer training and development opportunities, manage and measure retention and benchmark employee satisfaction through the Great Place to Work® survey.

Our commitment to unlocking potential can only be realised through a responsible approach to every aspect of our business at local and global level. We constantly improve our programmes to ensure employees and associates work in safe working environments, have equal opportunities and fair terms and conditions. On a global level, we were the first in our industry to sign the UN Global Compact in 2003, we have leading roles in industry associations such as Ciett and Eurociett and are a partner of the World Economic Forum. Our engagement with governments, unions as well as the ILO and networks such as ENAR underlines our commitment to stakeholders. Equally, we must adhere to high standards of corporate governance and environmental management.

Adecco Group's Corporate Social Responsibility is embedded in our business strategy, our day-to-day work and our shared values and leadership principles. Together, we strive to achieve excellence, enable integration and build skills in the world of work. To strengthen our commitment in 2010, we launched our Global Excellence Awards, further expanded the IOC and the IPC Athlete Career Programmes and introduced the Win4Youth charitable project.

As the world's leading HR services company, we are conscious of our role and responsibility.

Patrick De Maeseneire

Biographies, Board of Directors

Adecco Group

Rolf Dörig Chairman

Swiss national, born 1957. Rolf Dörig has been Chairman since January 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 2013. 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. Rolf 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. Rolf Dörig is Chairman of the Board of Directors of Swiss Life Holding AG¹, Vice-Chairman of the Board of Directors of Kaba Holding AG¹, Chairman of the Board of Directors of Danzer AG, member of the Board of Directors of Walter Frey Holding AG, all in Switzerland. Furthermore, Rolf Dörig is a member of the Board Committee of economiesuisse, Switzerland.

¹ Listed company.

Photographs of Rolf Dörig (high and low resolution) are available on adecco.com.

Andreas Jacobs

Vice-Chairman,
Nomination & Compensation Committee
Chairman, Audit Committee

German national, born 1963. Andreas Jacobs has served as Vice-Chairman of the Board of Directors since January 1, 2012, and as a member of the Board of Directors since May 2006. He has been Chairman of the Nomination & Compensation Committee since May 2008 and is a member of the the Audit Committee since April 2011. His one-year term of office ends on the day of the General Meeting of Shareholders in 2013. 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. Andreas Jacobs is Executive Chairman of Jacobs Holding AG, Chairman of Barry Callebaut AG¹, Minibar AG, Jacobs Venture AG, Triventura 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 smaller private companies.

¹ Listed company.

Photographs of Andreas Jacobs (high and low resolution) are available on adecco.com.

Biographies, Board of Directors

Adecco Group

Dominique-Jean Chertier

Audit Committee

French national, born 1950. Dominique-Jean Chertier has been a member of the Board of Directors and a member of the Audit Committee since April 2012. His one-year term of office ends on the day of the General Meeting of Shareholders in 2013.

Dominique-Jean Chertier obtained a doctorate degree (arts) from Sorbonne University, France. From 1992 to 2002, he held the position of Chief Executive Officer at Unedic (French Unemployment Insurance). From 2002 to 2003, he was Social Advisor to the French Prime Minister. Dominique-Jean Chertier was Executive Vice President of Safran Group from 2003 to 2011. Since 2011, he has been Deputy CEO of Safran Group¹ (France).

Dominique-Jean Chertier has been a member of the Board of Directors of Air France¹ since 2004 and was Chairman of POLE EMPLOI (French employment and unemployment national agency) from 2008 to 2011.

¹ Listed company.

Photographs of Dominique-Jean Chertier

(high and low resolution) are available on adecco.com.

Alexander Gut

Audit Committee Chairman, Corporate Governance Committee

British & Swiss national, born 1963. Alexander Gut has been a member of the Board of Directors since May 2010 and since then he has been serving on the Audit Committee and on the Corporate Governance Committee. Since April 2011, he has been serving as Chairman of the Audit Committee. His one-year term of office ends on the day of the General Meeting of Shareholders in 2013.

Alexander Gut holds a doctorate degree in business administration (Dr. oec. publ.) from the University of Zurich, Switzerland, and is a Swiss Certified Accountant. From 1999 to 2001, he was with KPMG in Zurich and London and from 2001 to 2003 with Ernst & Young in Zurich, where he became a partner in 2002. From 2003 to 2007, he was a partner with KPMG in Zurich where he became a member of the Executive Committee of KPMG in Switzerland in 2005. Alexander Gut is the founder and managing partner of Gut Corporate Finance AG. Furthermore, he is member of the Board of Directors of Holcim AG¹, Switzerland.

¹ Listed company.

Photographs of Alexander Gut

(high and low resolution) are available on adecco.com.

Biographies, Board of Directors

Adecco Group

Didier Lamouche

Corporate Governance Committee

French national, born 1959. Didier Lamouche has been a member of the Board of Directors and a member of the Corporate Governance Committee since April 2011. His one-year term of office ends on the day of the General Meeting of Shareholders in 2013. Didier Lamouche obtained a PhD in semiconductor technology from Ecole Centrale de Lyon, France. He was the CEO of Altis Semiconductor, a joint venture between IBM and Infineon. From 2003 to 2005, he held the position of Vice President of Worldwide Semiconductor Operations at IBM Microelectronics. From 2005 to 2010, Didier Lamouche was Chairman and Chief Executive Officer at Bull, a French IT group with a worldwide presence. Since January 2011, he is Chief Operating Officer and Vice Chairman of the Corporate Strategic Committee of STMicroelectronics¹, Switzerland. Furthermore, since December 2011, he has been President of the Executive Board and CEO of ST-Ericsson S.A., Switzerland. Didier Lamouche was a member of the Board of Directors of STMicroelectronics from 2006 to 2010. Didier Lamouche was a non-executive Director of the boards of various listed (Atari¹, France) and non-listed companies (CAMECA, France), and is a member of the Board of Directors of Soitec S.A.¹, France.

¹ Listed company.

Photographs of Didier Lamouche (high and low resolution) are available on adecco.com.

Thomas O'Neill

Nomination & Compensation Committee,
Corporate Governance Committee

Canadian national, born 1945. Thomas O'Neill served as Vice-Chairman of the Board of Directors from January 2009 to December 2011. He is a member of the Board of Directors since June 2004. He was as a member of the Corporate Governance Committee from May 2006 to

May 2010 and again from January 2012 onwards. He was a member of the Audit Committee from June 2004 to April 2011 and is a member of the of the Nomination and Compensation Committee since April 2011. His one-year term of office ends on the day of the General Meeting of Shareholders in 2013. Thomas O'Neill graduated with a Bachelor's degree in Commerce from Queen's University in Kingston, 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, Ontario 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). Thomas 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. Thomas O'Neill was Vice-Chairman of Queen's University, Kingston, Ontario Canada from 2004 to 2006, and a member of the International Monetary Fund's External Audit Committee (from January 2008 until November 2010). Thomas O'Neill is Chairman of the Board of BCE Inc.¹ and is a member of the Board of Loblaw Companies Ltd¹, Nexen Inc.¹ and Bank of Nova Scotia (Scotiabank)¹, all in Canada. Furthermore, he is Vice Chairman of the Board of Trustees of St. Michael's Hospital, Canada.

¹ Listed company.

Photographs of Thomas O'Neill (high and low resolution) are available on adecco.com.

Biographies, Board of Directors

Adecco Group

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 onwards 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 2013. David 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, David Prince became Group CFO of PCCW plc, Hong Kong. From 2002 to 2004, he worked for Cable & Wireless as Group Finance Director. Since 2004, he has acted as investment advisor to companies based in Asia, China and Australia. David Prince is a member of the Board of Directors and Chairman of the Audit Committee of ARK Therapeutics¹, UK, and is a member of the Board of Directors of SmarTone Telecommunications Holdings Ltd¹, Hong Kong.

¹ Listed company.

Photographs of David Prince (high and low resolution) are available on adecco.com.

Wanda Rapaczynski Corporate Governance Committee Chairwoman, Nomination & Compensation Committee

United States national, born 1947. Wanda Rapaczynski has been a member of the Board of Directors since May 2008. She has been serving as Chairwoman of the Corporate Governance Committee since April 2011 (member since May 2008) and as a member of the Nomination & Compensation Committee since April 2011. Her one-year term of office ends on the day of the General Meeting of Shareholders in 2013. 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. Wanda 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 S.A.¹, Poland, where she currently serves on the Supervisory Board and as head of the Compensation Committee. Wanda Rapaczynski is a Member of the Board of Trustees and head of the Audit Committee of the Central European University in Budapest, Hungary. She is a member of the International Advisory Boards of The Brookings Institution, Washington, D.C., USA. She is a member of the Polish group in the Trilateral Commission.

¹ Listed company.

Photographs of Wanda Rapaczynski (high and low resolution) are available on adecco.com.

Biographies, Executive Committee

Adecco Group

Patrick De Maeseneire

Chief Executive Officer and member of the Executive Committee since June 2009.

Belgian national, born 1957. Patrick De Maeseneire joined the Adecco Group as CEO in June 2009. He trained as a commercial engineer at the Solvay Business School of Brussels University (ULB), Belgium, 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. From 1980 to 1997, he held executive positions at Sun International and Apple Computer, as well as senior positions at Wang in Belgium and Arthur Andersen Consulting. Patrick De Maeseneire held leading positions within the Adecco Group between 1998 and 2002, starting as country manager for the Benelux region before leading the Adecco Group's worldwide professional staffing business from New York. He served as Chief Executive Officer of Barry Callebaut from June 2002 to May 2009. In 2007, Patrick De Maeseneire was granted the title of Baron by King Albert II of Belgium.

Photographs of Patrick De Maeseneire (high and low resolution) are available on adecco.com.

Dominik de Daniel

Chief Financial Officer and member of the Executive Committee since April 2006.

German national, born 1975. Dominik de Daniel joined the Adecco Group as Chief Financial Officer in April 2006, following Adecco's acquisition of DIS Deutscher Industrie Service AG. Dominik de Daniel was a bank trainee at Deutsche Bank AG before completing vocational studies in banking and business administration at the Bankakademie. Starting in 1993, he worked for Deutsche Bank in Germany in various roles, including stock analyst. Dominik de Daniel joined DIS AG in 2000, and was appointed to the Executive Board in 2001 with responsibility for Investor Relations, M&A and Strategic Controlling, and became Chief Financial Officer in 2002.

Photographs of Dominik de Daniel (high and low resolution) are available on adecco.com.

Christian Vasino

Chief Human Resources Officer and member of the Executive Committee since April 2007.

Italian national, born 1972. Christian Vasino holds a law degree from Turin University, Italy, and started his career as a lawyer. From 1998 to 2001, he held various management functions in HR management and from 2001 to 2003, he was Director of Human Resources of Irisbus Italy (IVECO Group). In December 2003, he joined Adecco Italy as HR Director, based in Milan. In May 2005, he became Vice-President Group Human Resources. Christian Vasino was appointed Chief HR Officer in April 2007.

Photographs of Christian Vasino (high and low resolution) are available on adecco.com.

Sergio Picarelli

Chief Sales Officer and member of the Executive Committee since October 2009.

Italian national, born 1967. Sergio Picarelli graduated in business administration from Bocconi University, Milan, Italy. In 1993, Sergio Picarelli joined Adecco in Italy, starting as Managing Director of an Adecco Group Company (Permanent Placement). In 1997, he was appointed Chief Sales and Marketing Director Italy. From 2002 to 2004 Sergio Picarelli served as Regional Head for Central Europe and was thereafter appointed Chief Operating Officer of Adecco Staffing Division Worldwide. From 2005 to 2009 he served as Country Manager of Adecco Italy & Switzerland (Switzerland until the end of 2008). From January 2009 until his appointment as Chief Sales Officer in October 2009, he served as Chief International Sales Officer of the Adecco Group.

Photographs of Sergio Picarelli (high and low resolution) are available on adecco.com.

Biographies, Executive Committee



Alain Dehaze

Country Manager of France and member of the Executive Committee since October 2009.

Belgian national, born 1963. Alain Dehaze joined the Adecco Group in September 2009 as Regional Head of Northern Europe. He was appointed Regional Head of France in July 2011. He trained as a commercial engineer at the ICHEC Brussels Management School, Belgium. From 1987 until 2000, Alain Dehaze held senior positions in a number of European countries at Henkel and ISS. In 2000, he became Managing Director of Creyf's Interim in Belgium (now Start People). From 2002 to 2005, he was Chief Executive Officer of Solvus. Following the acquisition of Solvus by USG People, the Netherlands, in 2005, he became the Chief Operating Officer of USG People, with overall responsibility for operations, including the integration of Solvus. From September 2007 until joining Adecco, he was CEO of the staffing services company Humares, the Netherlands. Mr. Dehaze is Vice President of the Board of the European Confederation of Private Employment Agencies (Eurociett). He is a member of the Board of the International Confederation of Private Employment Agencies (Ciett).

Photographs of Alain Dehaze (high and low resolution) are available adecco.com

Robert P. (Bob) Crouch

Regional Head of North America and Member of the Executive Committee as of May 2012.

United States national, born 1968. Bob Crouch holds a Bachelor of Science from the University of Florida and a master's degree in Accounting from the University of North Carolina at Chapel Hill. He was a Senior Auditor with Arthur Andersen LLP between 1992 and 1995. Thereafter, he joined Accustaff (later MPS Group). From 2001 until 2010, Bob Crouch was Chief Financial Officer of MPS Group Inc. and was elected to the Board of MPS in 2008. Bob Crouch played a key role in developing MPS Group into the leading provider of Professional Staffing solutions in North America. From January 2011 until

May 2012, he was the President of RPC Partners Inc., a consulting services firm with a primary emphasis on Financial & Management Consulting.

Photographs of Robert P. Crouch (high and low resolution) are available on adecco.com.

Marfin Alonso

Regional Head of Northern Europe and member of the Executive Committee since August 2011.

Spanish national, born 1964. Marfin Alonso joined Adecco Spain in 1993 as Branch Manager. In 1998, after having held various operational positions, he was appointed as the Finance Manager for Adecco Spain and Portugal. From 2003 to 2005, he was the Regional Finance Manager for Adecco Central Europe. As of 2007, he also took on the role of Operational Manager for Adecco Portugal. Since 2009, he has held the position of Finance Manager for Iberia & South America.

Photographs of Marfin Alonso (high and low resolution) are available adecco.com.

Mark Du Ree

Regional Head of Japan & Asia and member of the Executive Committee since October 2009.

United States national, born 1961. Mark Du Ree holds a BA in International Relations and Asian Studies from Brigham Young University, USA. He began his career at Adecco Japan (formerly Adia) in 1985 as a sales representative and held various functions 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 Financial Planning & Analysis, including responsibility for coordination of Adecco's M&A activities.

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

Biographies, Executive Committee



Asia Pacific. Since 2006, Mark Du Ree has been a Visiting Professor at Ritsumeikan Asia Pacific University, Japan. Mark Du Ree is member of the board of Japanese staffing organisations.

Photographs of Mark Du Ree (high and low resolution) are available on adecco.com.

Andreas Dinges

Regional Head of Germany & Austria and member of the Executive Committee, both since October 2009.

German national, born 1959. Andreas Dinges graduated in business administration from the University of Cologne, Germany. Andreas Dinges started his career at 3M Company in 1988, working in various positions, with a focus on marketing and sales. From 2002 to 2006, he was the spokesman of the Executive Board of 3M ESPE AG, assuming responsibility for 3M's dental business in Europe, including Eastern Europe, the Middle East and Africa. He joined the Adecco Group in 2006 as CEO of DIS Deutscher Industrie Service AG. In January 2009, he was appointed Country Manager for Germany. Andreas Dinges is a commercial judge at the district court in Dusseldorf, Germany. He is a member of the board of the Bundesverband Zeitarbeit Personal-Dienstleistungen, Germany .

Photographs of Andreas Dinges (high and low resolution) are available on adecco.com.

Federico Vione

Regional Head of Italy, Eastern Europe, India & the Middle East and member of the Executive Committee since October 2009.

Italian national, born 1972. Federico Vione graduated in economics from Università G. D'Annunzio in Pescara, Italy. He joined Adecco in 1999 as Branch Manager and was soon appointed Manager of the

Abruzzo-Molise area. In 2001, he became the 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 Vione was appointed Project Leader Global Account Management Adecco Group and subsequently Head of Eastern Europe Adecco Group. In January 2009, he was appointed Country Manager Adecco Italy and in September 2011, he also took responsibility for India. Federico Vione is President of Assolavoro (Associazione Nazionale delle Agenzie per il Lavoro), Italy.

Photographs of Federico Vione (high and low resolution) are available on adecco.com.

Enrique Sanchez

Regional Head of Iberia & South America and member of the Executive Committee since October 2009.

Spanish national, born 1967. Enrique Sanchez obtained a degree in psychology at Complutense University, Madrid, Spain, and holds an MBA from IESE, Madrid (Spain). Enrique Sanchez joined Adecco Spain 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 President and General Manager of Adecco Spain and Portugal. From 2003 to 2005, Enrique Sanchez was General Manager for Spain and Portugal, and was also responsible for the development of the company in Latin America and Eastern Europe. In 2005, he returned to Spain, becoming responsible for Adecco Group Iberia. He was appointed Regional Head of Iberia & South America in October 2009.

Photographs of Enrique Sanchez (high and low resolution) are available on adecco.com.

Biographies, Executive Committee



Peter Searle

Regional Head of UK & Ireland and member of the Executive Committee since October 2009.

British national, born 1962. Peter Searle rejoined the Adecco Group in October 2009 as Regional Head of UK and Ireland. Peter Searle holds an honours degree in business and a post-graduate diploma in marketing. Following Adecco's acquisition in 1999 of Delphi Group, of which he was Group Managing Director, Peter Searle took on responsibility for all the European and Asia Pacific offices of the professional services companies of the Adecco Group, under the brand name of Ajilon. In 2005, he became Chief Executive of Adecco UK in a role that covered a variety of sectors, including general recruitment, IT, engineering, finance and Recruitment Process Outsourcing (RPO). From 2006, he was Chief Executive Officer of Spring Group which was acquired by Adecco in 2009.

Photographs of Peter Searle (high and low resolution) are available on adecco.com.