# Adecco

Strategy update

Adecco Group Capital Markets Day 2022

Christophe Catoir, President of Adecco

### Post-pandemic economy creates opportunities...

... while agility is required to cope with a VUCA world



Market growth 2020-2021

Revenues +14%



Industry sector weights

Focus on high-growth sectors



Rapidly evolving client needs

**Increasingly digital** 



Rapidly evolving candidate needs

**Novel flexible solutions** 



Unprecedented talent scarcity

The new world of work

Agility to drive profitable growth

### **Specific levers to drive growth...**

... that we are proactively nurturing

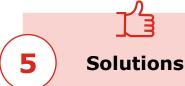


- Focus on the top 5 most-dynamic industries
- Verticalise people & competencies by industry

Driving shift in mix towards high growth sectors

Progress indicators examples:

**+310 bps** growth yoy<sup>1</sup>



- Personalise response to evolving client needs
- Upskill & coach 'potential' to counteract scarcity

Leveraging market demand and accelerating

+c.50%
perm. yoy
+c.20%
outsourcing yoy
+c.30%
training yoy<sup>2</sup>



- Nurture & grow Career Centres & digital channels
- Leverage Onsite for Large & Branches for SME

Fueling game changers and hybrid models

**80%** within **4 hours**<sup>3</sup>

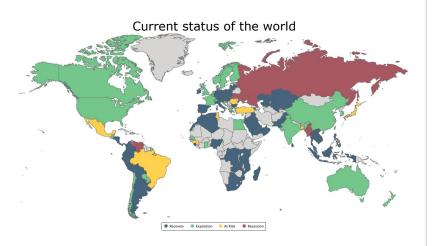
<sup>1</sup>Comparable revenue growth between priority and traditional sectors, 2021 yoy; <sup>2</sup>Revenue growth, organic; Perm. = permanent placement; <sup>3</sup>Time-to-fill through new digital channels

### We are ideally positioned to deliver our growth ambitions...

... while continuously performance managing our investments

#### **Economic cycle**

Targeting geographies with attractive demand dynamics



#### **Our investment**

Balanced approach to gain profitable market share

- Sustain selective investment in structurally growing sectors and geographies
- Capitalise on recent tech developments to lower cost-to-serve
- Leverage omni-channel approach to capture new segments of business
- Leverage our 5x5x5 assets to drive progression in higher-value activities

## Our performance management

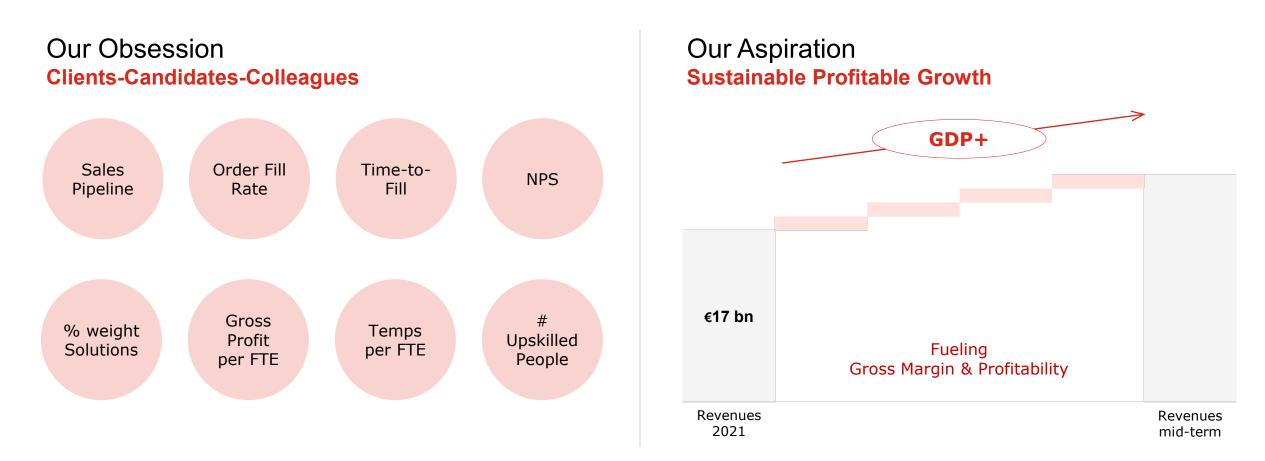
Granular approach, able to respond with agility to changing conditions



Promoting strong focus on our business objectives, steering solid progress, while protecting our investments

### Our business aspirations...

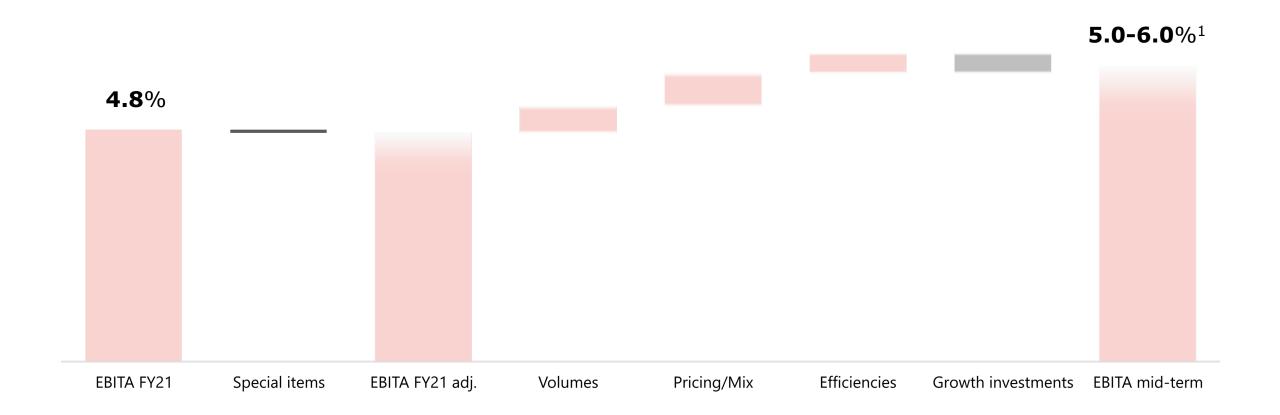
... concentrate on driving sustainable profitable market share gains



Relentless focus on driving our ambitions, anticipating, monitoring, and modulating our investments

### **Driving profitability...**

... through a well-balanced strategy relying on operational and transformation levers



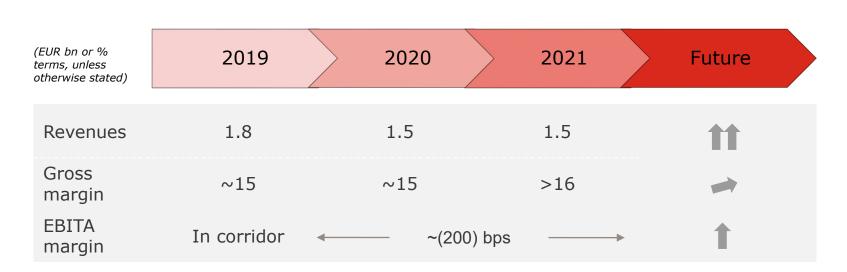
EBITA margin targeted to reach 6% at top of cycle

# Adecco

# ADECCO US

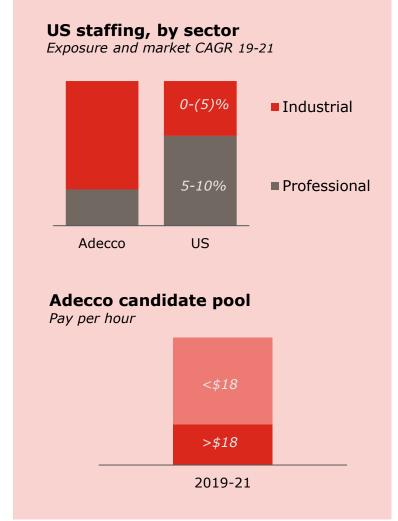
Eileen Sweeney, Head of Adecco US

### **Current context**



#### **Business drivers**





### Turnaround plan centred on 5 strategic initiatives











TALENT EXPERIENCE

**DATA ANALYTICS** 

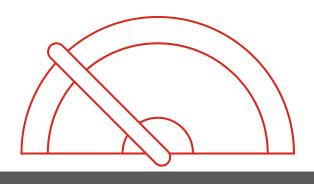
**INDUSTRY MIX** 

HIGHER-VALUE SOLUTIONS

**OMNI-CHANNEL** 

### **Measuring progress and success**

### Example KPIs



**Customer NPS** 

Visits / FTE

Temps / FTE

Career Centre fill rate

% Gross Profit from Solutions

Voluntary attrition rate

7-fold

increase in visits / FTE

last three months

+5%

revenues from higher-growth sectors

Q4 21 yoy

+30%

client NPS

YTD yoy

**Encouraging** 

pipeline build

+80%

end of assignment score

YTD vs Q4 21

+70%

**Gross Profit % from Solutions** 

2021 yoy



## Customer testimonial

Radial, a bpost company
The leader in omnichannel commerce technologies and operations

## **Adecco key takeaways**

- 1 Nurturing specific levers to drive growth
- Continuously performance managing our investments
- 3 US turnaround to gather momentum in 2022
- Targeting 5-6% EBITA margin mid-term<sup>1</sup>



