



## ADDITIONAL INFORMATION TO SHAREHOLDERS ON THE 2018 REMUNERATION REPORT (AGENDA ITEM 1.2. AT THE ANNUAL GENERAL MEETING ON 16 APRIL 2019)

This supplementary information is provided in conjunction with the advisory vote on the 2018 Remuneration Report at the upcoming Annual General Meeting on 16 April 2019 for further consideration. The Remuneration Report is available in the recently published [Annual Report](#).

The remuneration philosophy of the Adecco Group is to reward performance, to create a strong alignment between management's and shareholders' interests and to ensure internal fairness and external competitiveness. The Board of Directors aims to ensure that the structure of executive remuneration adheres to market best practices and that shareholders receive adequate information on remuneration matters.

Since publication of the 2018 Annual Report, some shareholders and shareholders' representatives have requested further disclosure with regard to changes to the Long Term Incentive (LTI) target amount of the Group CEO, which was increased to 120% of annual base salary in 2018, compared to 100% in 2017 and 80% in 2016. Shareholders want to better understand the rationale behind these changes.

The Board would like to address the questions regarding the Group CEO's compensation and provides additional information to support shareholders in making fully informed voting decisions at the upcoming Annual General Meeting:

- Mr. Dehaze was promoted internally to the Group CEO position in 2015. At that time, the Board decided to set his compensation below the market level to reflect that it was his first role as CEO of a large public company.
- The intention was to gradually adjust his target remuneration over time, in alignment with the market median, subject to his performance and specific achievements related to the Group's strategy ('Perform, Transform and Innovate').
- The base salary and short-term incentive (STI) target of Mr. Dehaze have remained unchanged since his promotion to CEO in 2015. In order to gradually align his total remuneration to market, as originally foreseen, the Board decided to adjust the LTI target amount. The LTI is the compensation element that is most aligned with shareholders' interests, as it rewards relative long-term performance and is delivered in Adecco Group shares. After recent changes, the CEO's total target compensation remains below the median of the peer group, as defined in the Remuneration Report.
- Following the gradual increases of the LTI target, the target variable remuneration (i.e. STI plus LTI) represents 66% of total compensation for the CEO, which reflects Adecco Group's remuneration principle of 'pay-for-performance' and strengthens the alignment with shareholders' interests.
- In parallel, the Board decided to introduce minimum shareholding requirements for the Group CEO (and the other Executive Committee members) in 2018.

The Board of Directors is convinced that the above-mentioned decisions are reflective of the remuneration philosophy of the company and are well aligned with shareholders' interests. The Board kindly asks shareholders to take into consideration the above when casting their vote on the agenda item 1.2 'Advisory Vote on the Remuneration Report 2018' at the 2019 Annual General Meeting.



THE ADECCO GROUP

For further information please contact:

### The Adecco Group Investor Relations

investor.relations@adecgroup.com or +41 (0) 44 878 88 88

### The Adecco Group Press Office

media@adecgroup.com or +41 (0) 44 878 87 87

adecgroup.com

Facebook: facebook.com/theadecgroup

Twitter: @AdeccoGroup

## Financial Agenda

- Annual General Meeting 16 April 2019
- Ex-dividend date 23 April 2019
- Q1 2019 results 7 May 2019
- Q2 2019 results 8 August 2019
- Q3 2019 results 5 November 2019

## Forward-looking statements

Information in this release may involve guidance, expectations, beliefs, plans, intentions or strategies regarding the future. These forward-looking statements involve risks and uncertainties. All forward-looking statements included in this release are based on information available to Adecco Group AG as of the date of this release, and we assume no duty to update any such forward-looking statements. The forward-looking statements in this release are not guarantees of future performance and actual results could differ materially from our current expectations. Numerous factors could cause or contribute to such differences. Factors that could affect the Company's forward-looking statements include, among other things: global GDP trends and the demand for temporary work; changes in regulation of temporary work; intense competition in the markets in which the Company operates; integration of acquired companies; changes in the Company's ability to attract and retain qualified internal and external personnel or clients; the potential impact of disruptions related to IT; any adverse developments in existing commercial relationships, disputes or legal and tax proceedings.

## About the Adecco Group

The Adecco Group is the world's leading HR solutions partner. We provide more than 700,000 people with permanent and flexible employment every day. With more than 34,000 employees in 60 countries, we transform the world of work one job at a time. Our colleagues serve more than 100,000 organisations with the talent, HR services and cutting-edge technology they need to succeed in an ever-changing global economy. As a Fortune Global 500 company, we lead by example, creating shared value that meets social needs while driving business innovation. Our culture of inclusivity, fairness and teamwork empowers individuals and organisations, fuels economies, and builds better societies. These values resonate with our employees, who voted us number 5 on the Great Place to Work® - World's Best Workplaces 2018 list. We make the future work for everyone.

The Adecco Group is based in Zurich, Switzerland. Adecco Group AG is registered in Switzerland (ISIN: CH0012138605) and listed on the SIX Swiss Exchange (ADEN). The group is powered by ten global brands: Adecco, Adia, Badenoch & Clark, General Assembly, Lee Hecht Harrison, Modis, Pontoon, Spring Professional, YOSS and Vetterly.