

# CWID22

**Future@Work digital strategy and innovations**

London | 29 March 2022





# Digital is an enabler of the Future@Work strategy

Digital is a key vehicle for differentiation and drives benefits of scale

Ventures drive dual-track innovation that can be leveraged Group-wide

True acceleration in digital adoption over 2021



## **Digital**

Amplified by Technology & Data

Market-leading product innovation deployed at scale with 24x7 accessibility and superior UX

Integrated processes, systems and technologies to streamline & simplify

World class data science delivers unique insights

# Approaching Talent Services like a Tech Company



**Customer obsession** on future needs, unlocking deep engagements



Hiring **top tech talent**, expanding our tech centre in Berlin



**Partnering** with best-in-class tech; owning the experience & leveraging our data



Digital ventures as new sources of **revenue & innovation** to the core

**Transforming our culture and performance**

# Partnering with best-in-class technologies

Owning the experience and leveraging our data



## Technology Platform (InFO)

A common sales and recruitment platform for colleagues

Global, harmonised processes and data

Common best-in-class integrated technology

Scaled to 26 markets with 11 k monthly active users

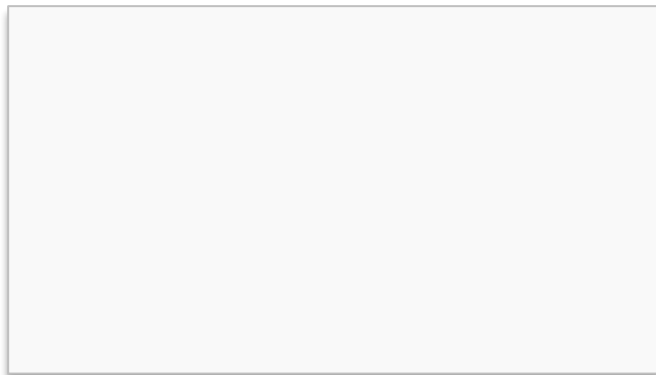


## AI-enabled products

6 core end-to-end products for clients, candidates & associates

Current reach 32 markets

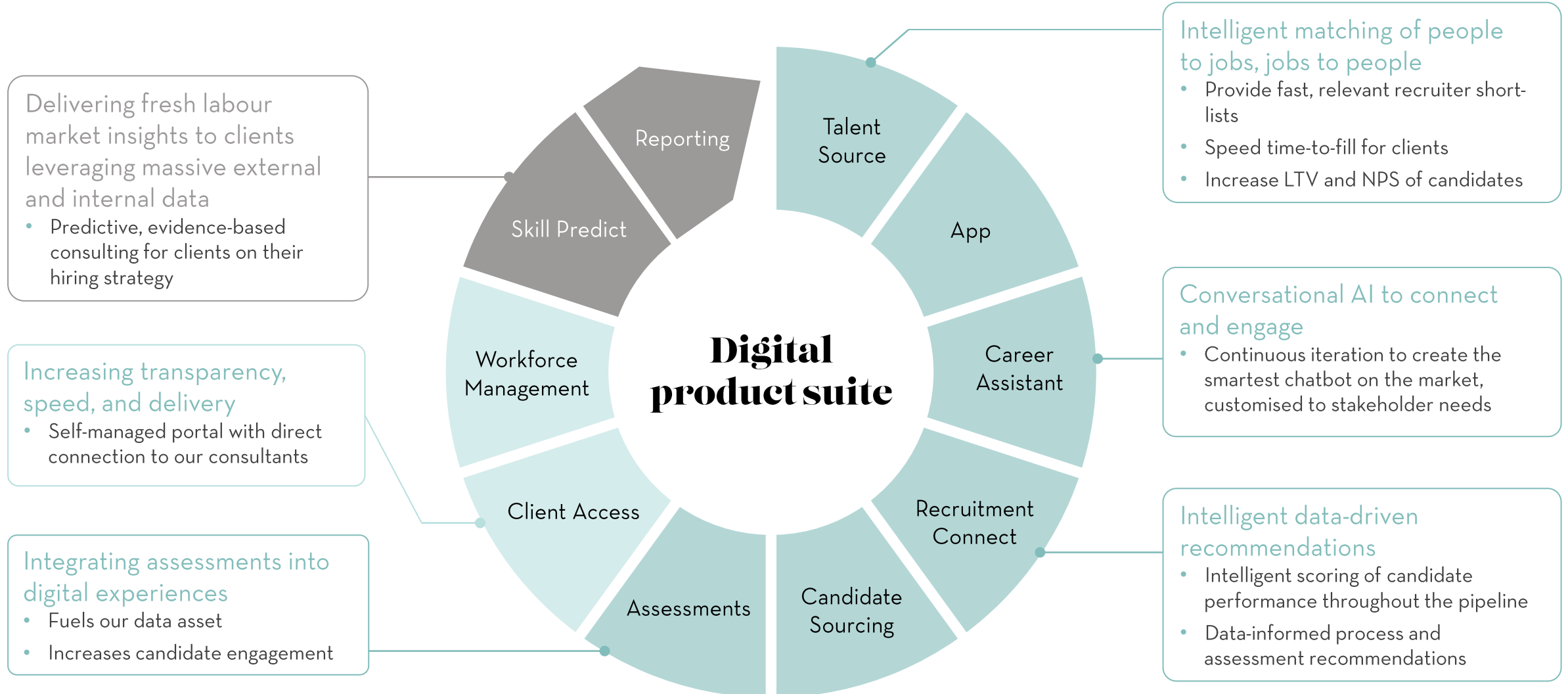
AI innovations based on our proprietary data include conversational AI, smart candidate shortlisting, reverse matching, job recommendations, job order prioritisation, predicting demand,...



Agile, user-centric design increases growth and product adoption

**Step-change in colleagues' productivity, speed and growth**

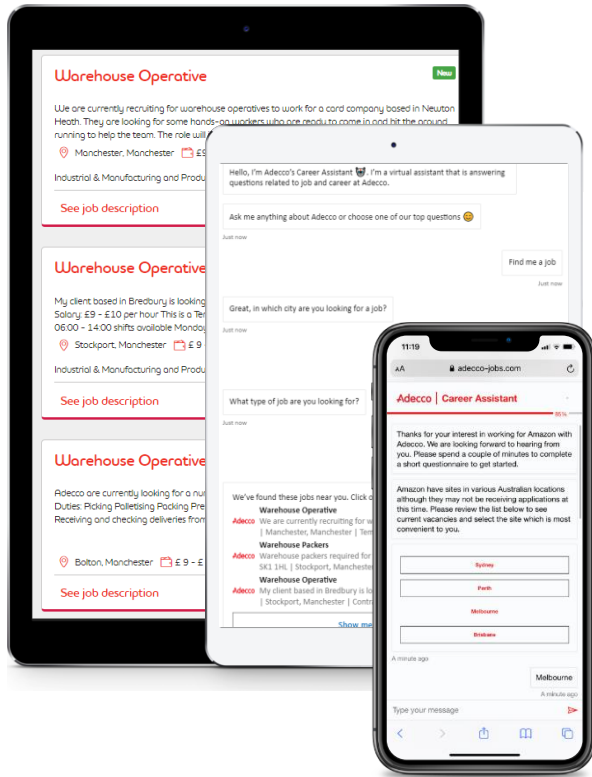
# 6 core end-to-end AI-enabled products



# AI-enabled, personalised career advice, at scale

## Guiding next best actions for candidates & associates

### Career Assistant



### Case study: Global e-commerce leader

**86%**  
of candidates  
self-scheduled  
an interview

Scaled sites from  
**12** to **32**



Recruiters' time is spent on value-add, like  
answering candidates' questions / building  
relationships vs scheduling interviews

**= consulting vs scheduling**

**↑ 10x**

Campaign growth on profiling,  
scheduling and screening between  
Q1 to Q4 2021

**↑ 10x**

Growth opportunity

**Q4 2021 outbound run-rate**

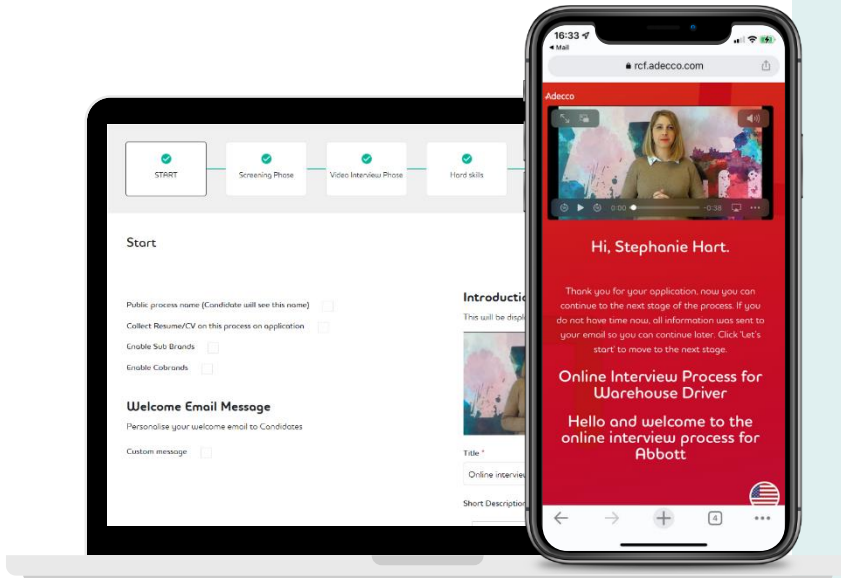
10 mn candidates reached p.a.  
~850 k successful engagements p.a.

# AI-enabled digital recruitment, at scale

## From candidate sourcing to short-lists

### Recruitment Connect

### Case study: Tour de France



**10 k**  
Applicants

**44**  
NPS



**From  
days to  
hours**  
Candidates  
processed

**50%**  
Time saved vs  
traditional  
methods

**↑ 6x**

Growth on candidates reached and  
qualified, Q1 to Q4 2021

**↑ 20x**

Growth opportunity

**Q4 2021 run-rate**

1 mn candidates reached p.a.  
~60 k candidate qualifications  
completed

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ezra.

CMD  
2022



# At a glance: The virtual coaching platform-of-choice for dozens of Fortune Global 1,000 companies

from launch to ARR ~€30 mn in 3 years



Ezra makes coaching available at all organisational levels through a user-friendly app designed to drive tangible outcomes for individuals and organisations



Top 3



+100 k coaching sessions in 2021



500+ certified coaches

**250+ clients** already love Ezra

- Zero cancelled contracts, strong upsell opportunities

Value of the **ecosystem**

- Access to 100,000+ Adecco Group clients
- Expedited procurement benefit

**Engineered for scale**

- Easy alignment with customers' Learning & Development agendas

Truly **global coaching** infrastructure

- Full network of over 2,000 coaches
- Reach into 83 countries, 25 languages

# Uniquely positioned to win

Ezra has made coaching more affordable, accessible and scalable to a higher % of employees

## Strong retention, upsell & renewals



New **client opportunities** from access to Adecco Group's **ecosystem of 100,000+ clients**



**83% expansion rate**, as pilot programs have grown into expansive, long-term relationships

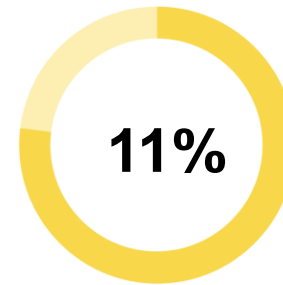


**Multi-year contracts**, to a **diversified, blue-chip client base**

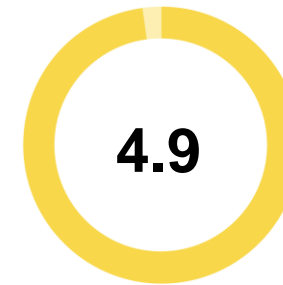


Terms ensure **payment upfront and in full**, providing strong cash flow and visibility

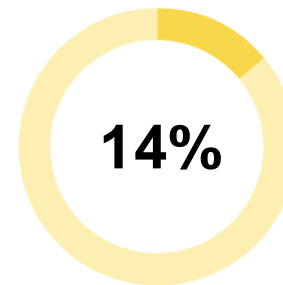
## Proven efficacy and customer ROI



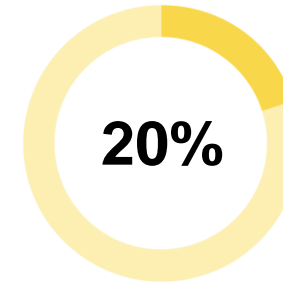
Participants more likely to be promoted



Average coach rating across 100 k sessions (out of 5)



Improvement in retention rates versus those with no Ezra coaching



Up to 20% behavioral change against key leadership behaviours

## 250+ marquee client wins

HSBC 

Kraft *Heinz*

AstraZeneca 



 Spotify

*Coca-Cola*

# A substantial addressable market in which Ezra is thriving

Addressable virtual coaching market ~€53 bn

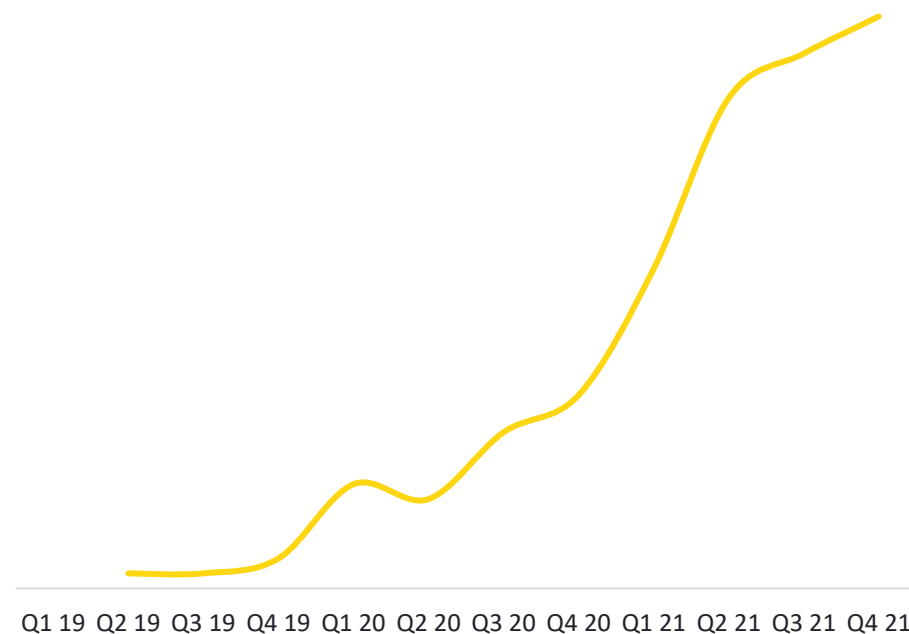


Expansion

**\$370 bn market opportunity**

Total global corporate training spend<sup>1</sup>

## Ezra revenue development



**+480% revenue CAGR**  
since launch in 2019



ezra.

This is just  
the beginning







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Hired\_

# Recruitment technology has never focused on the intersection between quality, intent, and candidate experience ... until Hired

## Inbound recruiting/job boards

- High intent, low quality
- Skills are not easily discoverable or verifiable

LinkedIn

indeed

AngelList

Dice

glassdoor

ZipRecruiter

## Passive outbound recruiting

- Low intent, mixed quality
- Public profile data limits insights into salary, preferences

LinkedIn

entelo

seekout

Beamery

hireEZ

Gem

Avature

ideal



eightfold.ai

## AI-driven talent marketplace



- High intent, high quality
- Private profiles including salary and wish-list preferences
- Skill-based search including assessments
- +90% response rates and 88% savings in sourcing time

Hired

# Trusted as the leading platform to find a job and hire top tech talent





**4.6 stars based on >1800 talent reviews**

 5 days ago



One interview request, one job offer!

One interview request, one job offer! Despite not having a typical background for the tech industry Hired.com put me in front of the right people that ultimately led me to a new position.

 Feb 9, 2022



Really intuitive.

Really intuitive.  
Setting availability is effective.  
The interface and user experience of interviews and conversations is clean and easy to manage.  
Excellent for starting a conversation with multiple employers/recruiters

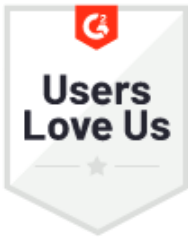


 Feb 16, 2022

Love it

Love it, Got an interview with two tech giants within a few days



**4.3 stars based on >270 employer reviews**



**G2 Top 10 Leader:**

Recruiting Automation Software

Diversity Software

**1,500+ clients across multiple sectors**

















**Hired\_**

## Expertise and tech create barriers to entry



- >60% of job seekers are repeat Hired users
- Average of 4.5 interviews per job seeker

- 9,000+ connections made weekly
- Leveraging Adecco Group ecosystem

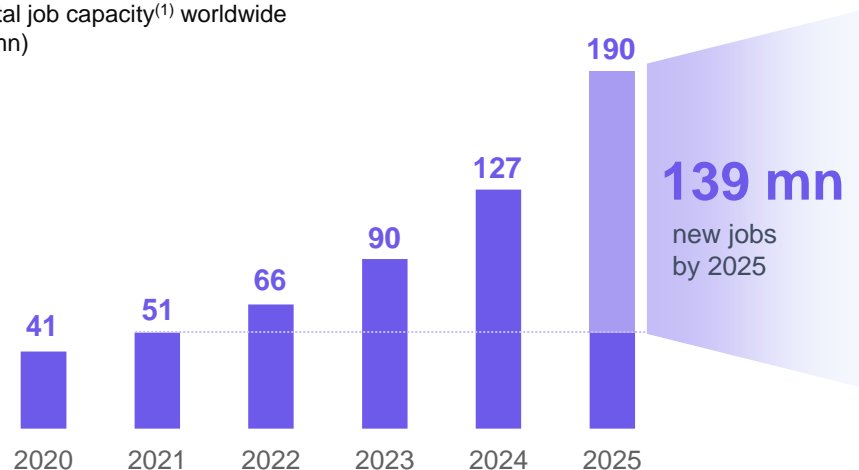
- +50% average cost per hire subscriber savings
- 4x improvement in talent sourcing hours saved



# Significant market opportunity; excellent growth post-COVID

## Addressable market ~€63 bn

Digital job capacity<sup>(1)</sup> worldwide  
(in mn)



### Market drivers

- Remote workforce
- Tech talent shortage
- The Great Resignation

## Hired revenue development



ARR ~€30 mn



*Vetterly and  
Hired merger*

**+400%** Bookings growth in 2021

**88%** Subscription bookings

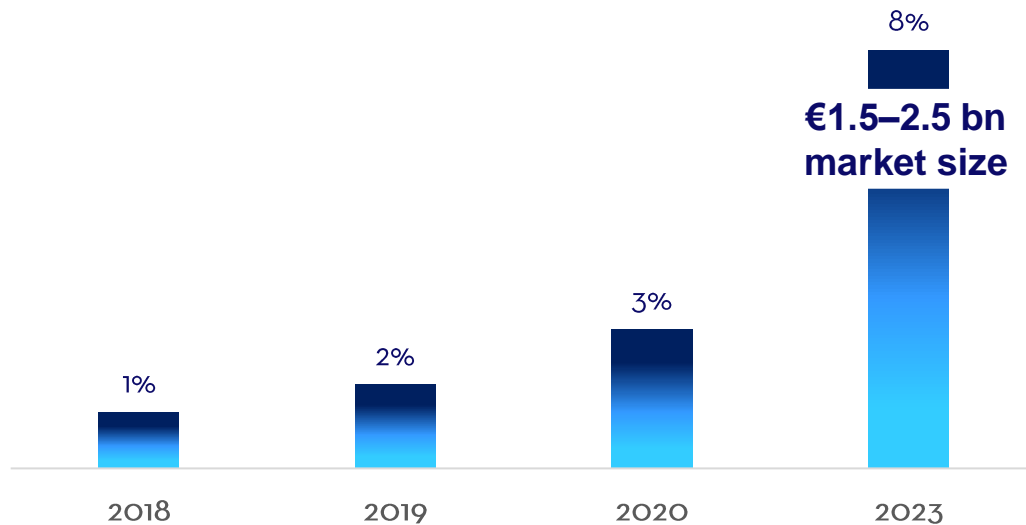
# QAPA

CMD 2022



# A strong, dynamic market

## Share of zero-touch digital services in France's flexible placement market



### Candidates and clients moving to new usages and standards:

- 79% of recruiters entrust AI with contract signing
- 77% to connect with candidates, and
- 65% to source candidates



# QAPA is a leading digital workforce solutions provider

End-to-end, zero-touch digital flexible placement:

- ✓ **Reactivity and 24/7 availability**
- ✓ **Simplicity**
- ✓ **Cost-efficiency**

## For candidates



- Registration
- Job offers selection
- Qualification history

## For our recruiters



- Monitoring
- Dashboards
- Efficiency

## For clients



- Job offer submission
- Candidate selection
- Contract & payroll history



**+70%**  
revenue growth  
in 2021



**4.5 mn**  
registered  
candidates



**80 k**  
monthly candidate  
registrations



**1,000**  
client sites

# An attractive offer to accelerate Adecco France's profitable growth



## Dual-brand strategy

- QAPA: Adecco's separate **zero-touch digital brand**
- Separate organisation securing **operational agility**
- **Expanded offering**, from Adecco services (high proximity, safety training, personal protective equipment, etc.) to QAPA's solution (focus on lesser-skilled roles)
- **Fair pricing** due to lower cost-to-serve



## Strong commercial push

- QAPA as Adecco France's zero-touch digital solution in **all major RFPs**
- **Largest candidate database** in the French market
- Access to Adecco France's extensive **client base**



# With clear growth ambitions



## QAPA's ambitions



**2x** revenues p.a.



Increase value proposition as part of Adecco Group's ecosystem



## 2022 key priorities



Roll-out of lowest-cost payroll offer

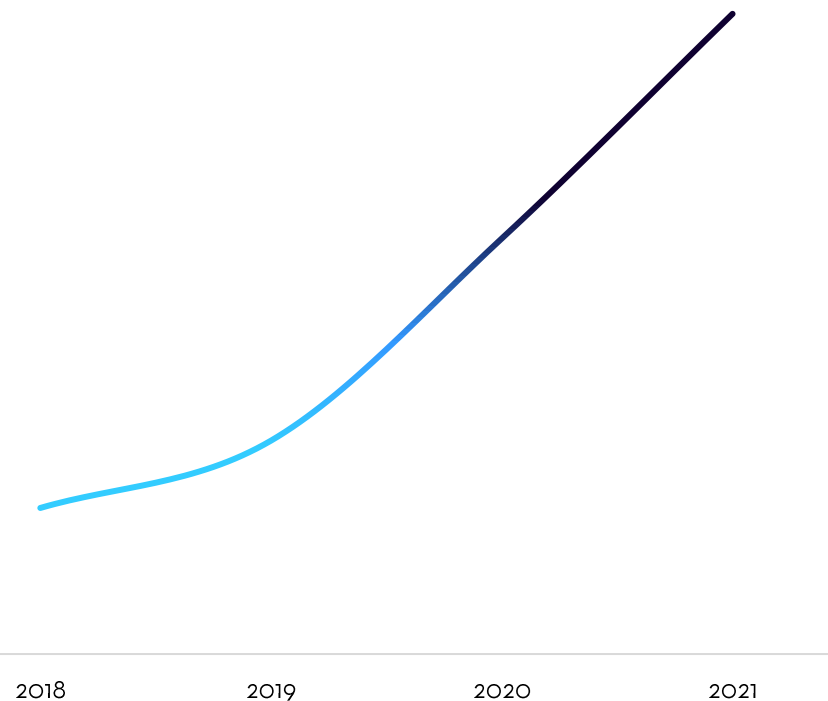


Seasonal workers offer

## QAPA revenue development



**2021 revenue ~€60 mn**



# Approaching Talent Services like a Tech Company

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**Customer  
obsession**



**Hiring top  
tech talent**



**Leveraging  
our data**



**Digital  
ventures  
expansion &  
innovation**



Thank

you