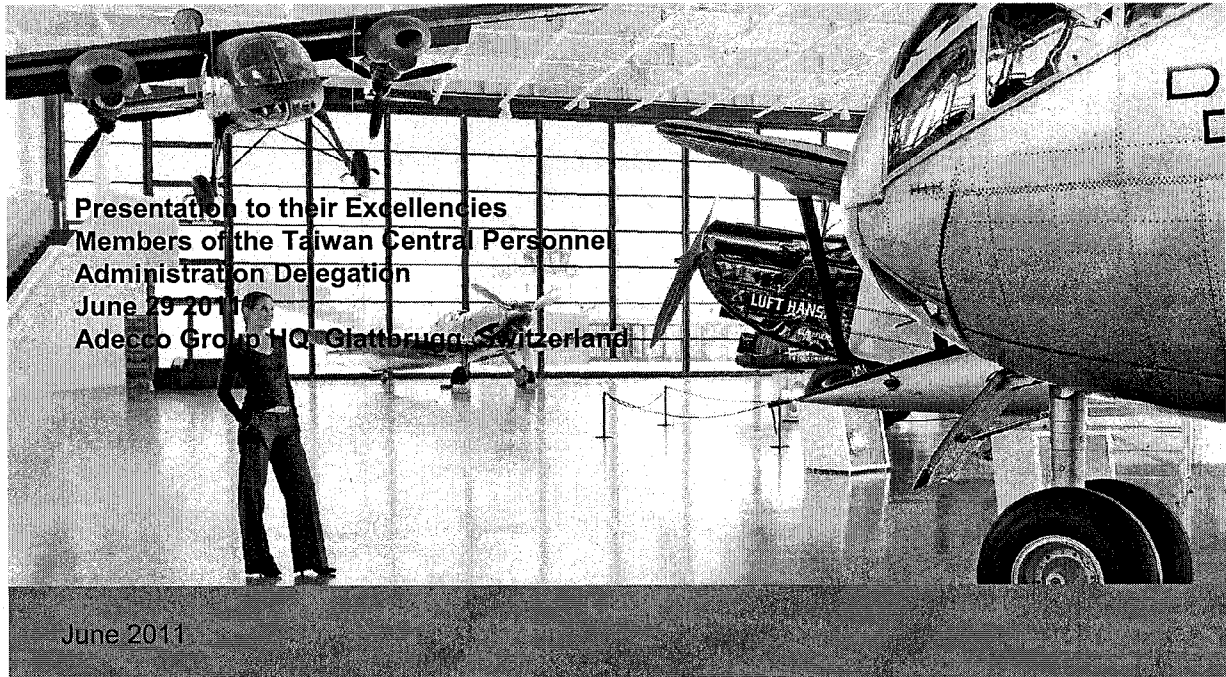


行政院人事行政局 100 年度
赴荷蘭、瑞士、比利時考察報告
附 錄 四 資 料

- 4、 Adecco 國際人力資源公司瑞士總部簡報資料



About Adecco Group

- Our Vision
- Our Global Reach
- Our Strategy
- Our Business – focus on Public Sector
- Best practice: Labour Law in Switzerland
- Our Future Perspective



Our Vision

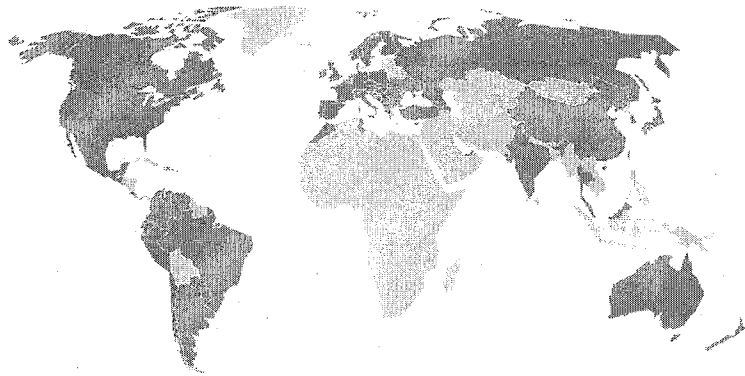
Our Vision

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.

Our Global Reach

Our Global Reach

- Adecco Group operates in over 60 countries and territories worldwide



We help over 700,000 people find work every day through our network of more than 32,000 full-time employees and over 5,500 offices in over 60 countries and territories.

The Adecco Group is the world's leading provider of HR solutions. The services offered fall into the broad categories of temporary staffing, permanent placement, outsourcing, consulting and outplacement.

Our Strategy

Adecco Group Strategy

Overview of staffing and other HR-related services market

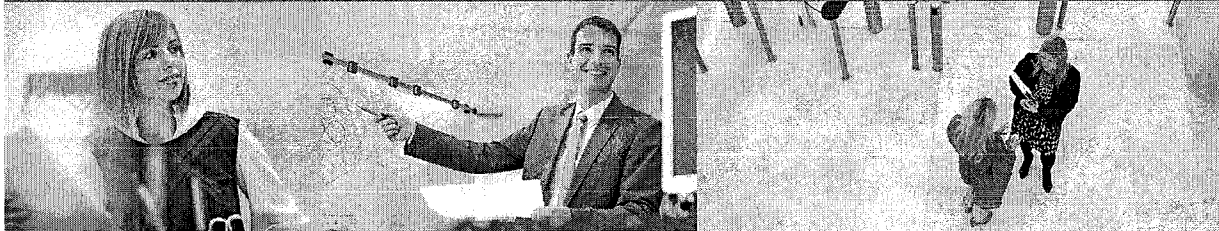
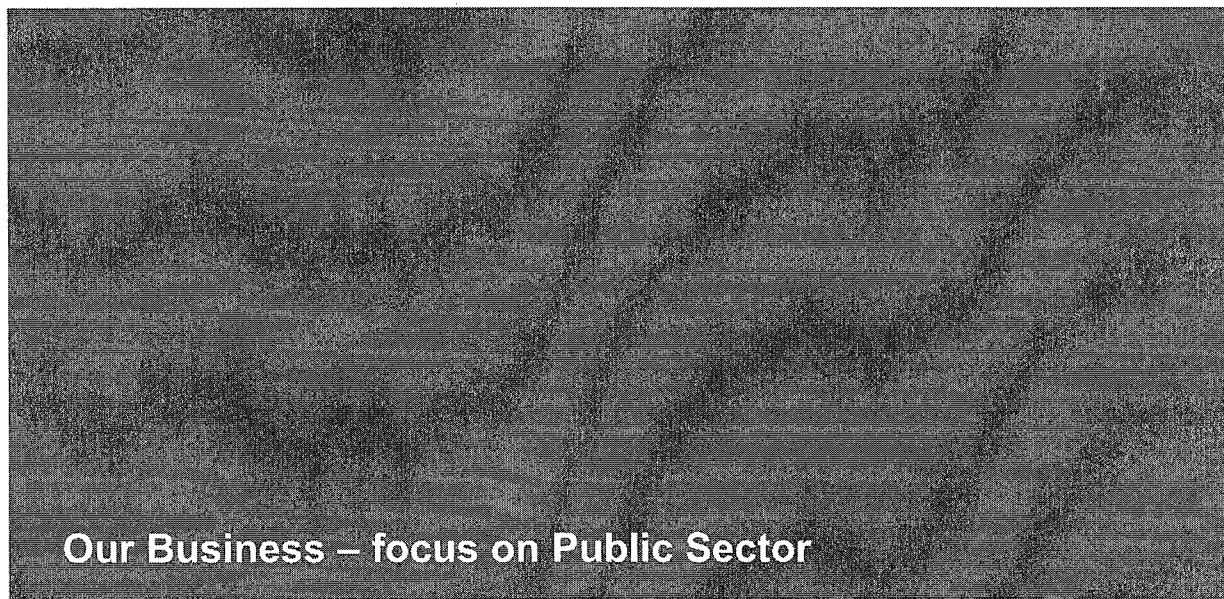
<p>HR services</p> <ul style="list-style-type: none"> • Permanent • Temporary • Secondment • Outsourcing • Training • Assessment 	<p>General staffing</p> <ul style="list-style-type: none"> • Office & Industrial
<ul style="list-style-type: none"> • Restructuring • Career transition • Talent management • Training 	<p>Professional business lines</p> <ul style="list-style-type: none"> • Professional staffing • Information Technology • Engineering & Technical • Finance & Legal • Medical & Science • Sales, Marketing & Events
<ul style="list-style-type: none"> • HR process management services 	<ul style="list-style-type: none"> • Professional services • Human Capital Solutions <p>RPD (Recruitment Process Outsourcing) MSP (Managed Services Provider) VMS (Vendor Management System)</p>

For more information:
www.adecco.com/AboutAdecco

Adecco Group Strategy

Our twofold approach to the market

	General skilled	Professional skilled
Expertise	<ul style="list-style-type: none"> Tailored solutions 	<ul style="list-style-type: none"> Experts talk to experts
Continuous relationships	<ul style="list-style-type: none"> Attract and retain associates Provide serial assignments Client-driven training 	<ul style="list-style-type: none"> Attract and retain associates Provide challenging serial projects Enhance their skills
	<ul style="list-style-type: none"> Cost leadership 	<ul style="list-style-type: none"> Higher gross margins



Our Business – Public Sector: 3 approaches

I – USA: Adecco Government Solutions

Adecco Government Solutions (“AGS”) specializes in identifying and capturing workforce solutions opportunities presented by the US Federal Government and its prime contractors. The solutions that AGS delivers to these clients represent the entirety of the Adecco / Ajilon / LHH offering platform toward a single market and include:

- Temporary and Contract Staffing
- Permanent Recruitment
- Outplacement and Career Services
- Training
- Professional Consulting
- Project Management
- HRO/RPO
- Managed Services
- Telecommunication Services

Our Business – Public Sector: 3 approaches

I – USA: Adecco Government Solutions

Why a separate company (legal entity) for US Government business?

- * **Contract Compliance:** Federal contracts (including subcontracts) contain certain legal obligations that cannot be efficiently or effectively met by the Adecco Group’s commercial business lines, including invoicing, contract cost accounting, and personnel clearance requirements. (Practice of many companies which do not derive a majority or substantial portion of their revenues via US Federal contracts.)
- * **Market expertise:** AGS has the capabilities and expertise to meet these obligations under US federal contracts and subcontracts. For example, many Government contracts require Adecco Associates to hold **security clearances**. Adecco cannot employ those Associates because it is part of a Swiss corporate group, and US law prohibits non-US citizens or businesses from holding these clearances. However, as a result of a special agreement with the US Department of Defense, AGS is able to hold a federal top secret facility clearance so long as specific rules are followed.

Our Business – Public Sector: 3 approaches

I – USA: Adecco Government Solutions

Responsibilities

- Identifying potential clients and opportunities through relationships with government agencies
- Responding to appropriate RFP opportunities
- Identifying Job Fairs and other situations for acquiring new talent sources
- On-going recruiting for personnel with clearances
- Background investigations
- Attending training and updating the knowledge database of government issues and requirements
- Ensuring the Adecco family stays compliant with federal procurement regulations

Our Business – Public Sector: 3 approaches

II – Australia: Public Sector

Services to the Public Sector (mostly Commonwealth Government)

- Temporary work and permanent placement
- Recruitment Outsourcing Process
- Consulting

Adecco's Public Sector services and added value in Australia:

- "Good value for money"
- Capability to handle and answer a vast amount of tenders
- Capability to adjust to Public Sector needs, focusing stronger on procurement process and negotiation than private customers.

Our Business – Public Sector: 3 approaches

III – Japan: Global Public Sector client activities

Business with two UN entities:

- The United Nations University
- United Nations Industrial Development Organization

Services:

- General office staffing to UN on a long term basis
- Event staffing
- Translators

Volume:

- Adecco holds most of the market share for the UNs general office staffing
- 10 temps on assignment at present
- No plan to increase number of temporary workers at present.

Our Business – Public Sector

Key indicators

Total revenue of sales in Public Sector for 2010: 650 million Euro (+32% compared to 2009).

Average Length: (longer than in the Private sector) from one year to several years (4-5)

Profile of the temporary employees: mostly white collar workers, e.g.:

- Administrative employees
- Teachers or teacher assistants
- Elderly & Children care assistants
- Nurses (in Hospital)
- Call Center Agents
- IT support

Salaries: In most of the countries, calculated according to the local legislation (i.e. according to job description or sector agreement)

Legislation and regulation:

- Most of the European Countries use current legislation for temporary work (i.e Norway, UK, Italy...)
- Some European Countries have a specific for Public Sector legislation (Spain, France)
- Others don't allow the use of temporary work in the Public Sector (Greece)

Our Business – Public Sector

Differences to Private Sector client handling

- Public entities need to “feel comfortable” with our proposal: good combination of price and quality needed.
- Sales should not be pushy! It is important to understand the “Public Sector Culture” (“Tax monies”).
- Qualitative tender process is key, services:
 - Regularly inform public entities (nationally and locally)
 - Help public entities define needs and write a tender, technical dialogue (at least one year before)
 - Social responsibility (ethnic diversity, sustainability...)
 - Use of technology (i.e e-commerce)
 - Compliance key point all steps (i.e security clearance...)
- References key to win new markets...

Best practice: Labour Law in Switzerland

Labour Law in Switzerland – Staffing activities

AVG / LSE / LC – SR 823.11

(Temporary) Staffing activity in Switzerland regulated by a Federal Law and two Federal Ordinances.

Sources: Law: www.admin.ch/ch/f/rs/823_11/index.html / Ordinances: www.admin.ch/ch/f/rs/823_111/index.html and www.admin.ch/ch/f/rs/823_113/index.html

Key parametres:

- Staffing activity in Switzerland submitted to the previous grant of a Government license
- Conditions – Withdrawal of temporary agency work license
- Previous deposit of a caution: guarantee of dispatched employees' salaries
- Modalities
- Law does not
 - prohibit any specific dispatching of workers for any sector
 - limit the dispatching regarding its duration
- The dispatched worker has a written working contract; the same to the user undertaking, who signs a delegation contract
- Mandatory content of each of these contracts

Labour Law in Switzerland – Key parametres

AVG / LSE / LC – SR 823.11

- When the user undertaking is submitted to a collective labor agreement which is declared mandatory by Decree of the Government, the staffing company has to apply the regulation of the collective agreement regarding the salary and the duration of the working time in the employee's working contract.
- Contractual elements:
 - Minimal basis hourly salary
 - Holiday allowance
 - 13th salary, & other allowances
 - Maximal hourly duration of the week
 - Indemnity for supplementary, Sunday, & night work
- Swiss legislation on labor dispatching is completed by all general labor, contractual and social compensation laws of the Swiss legal system, as for all other "regular workers" in Switzerland, benefits covered:
 - Social security
 - Pension Found
 - Accident
 - Family, Maternity & Military Allowances etc.

Labour Law in Switzerland – Public Sector

AVG / LSE / LC – SR 823.11

- Last Official Statistics on Temporary Staffing Market in Switzerland (2007):
 - 58'000 people FTE working on a temporary basis in our economy
 - (= 1.9% of active population)
 - 272'000 people accomplished a temporary mission during 2007
 - 3 billions Swiss Francs of paid salaries
- No statistics regarding the ratios for dispatched workers between public and private Sector.
- Private sector is significantly prevalent.
- Selection process same for both sectors, which have the same status of user undertaking regarding the regulation.
- Both local or federal authorities can hire temporary staffing.
- Reasons for use:
 - replace administration workers in maternity leave, in sickness, or
 - for specific projects, (white collars), be it high or low or routine positions.
 - In case of blue collars: can be hired to specific works or peaks of activity.
- Modalities of employment in the private and government sectors are the same, as described above (same working / delegation contracts).



Our future perspective

Our Future Perspective Adecco and Taiwan Central Personnel Administration

Global outreach and know-how with a local reach: Adecco Personnel Co. Ltd Taiwan

Key services Adecco can deliver:

- Expertise
- Skilled workforce
- Full range of HR solutions
- Competitive pricing
- Quality / Responsibility
- Safety / Confidentiality

Thank you

