

### Average Daily Revenue Growth in Constant Currency

Average daily revenue (“ADR”) represents our revenues divided by the number of billing days in the period. The ADR growth in constant currency calculation removes the impact of both changes in foreign currency exchange rates and any difference in the number of billing days between periods. We believe that the ADR calculation is a useful measure as it indicates the underlying growth of our operations.

3 Months Ended September 30, 2019 Compared to 2018						
	Reported Amount <sup>(a)</sup>	Reported Variance	Impact of Currency	Variance in Constant Currency	Impact of Number of Days (In Constant Currency)	Average Daily Revenue Growth (In Constant Currency)
Revenues from services:						
Americas:						
United States	\$ 645.7	2.0 %	- %	2.0 %	0.8 %	1.2 %
Other Americas	425.0	4.5	(6.5)	11.0	(2.8)	13.8
	<u>1,070.7</u>	2.9	(2.6)	5.5	(0.4)	5.9
Southern Europe:						
France	1,382.1	(5.4)	(4.4)	(1.0)	1.5	(2.5)
Italy	376.6	(8.2)	(4.3)	(3.9)	1.5	(5.4)
Other Southern Europe	592.9	28.7	(3.2)	31.9	3.0	28.9
	<u>2,351.6</u>	0.9	(4.1)	5.0	1.6	3.4
Northern Europe	1,156.6	(10.1)	(4.8)	(5.3)	1.4	(6.7)
APME	621.9	(12.8)	(0.2)	(12.6)	0.2	(12.8)
Right Management	48.1	2.5	(2.2)	4.7	1.8	2.9
Consolidated	<u>\$ 5,248.9</u>	(3.1)	(3.4)	0.3	1.0	(0.7)

(a) In millions for the three months ended September 30, 2019.

9 Months Ended September 30, 2019 Compared to 2018						
	Reported Amount <sup>(b)</sup>	Reported Variance	Impact of Currency	Variance in Constant Currency	Impact of Number of Days (In Constant Currency)	Average Daily Revenue Growth (In Constant Currency)
Revenues from services:						
Americas:						
United States	\$ 1,880.2	(0.5) %	- %	(0.5) %	(0.2) %	(0.3) %
Other Americas	1,241.2	1.3	(8.9)	10.2	(1.3)	11.5
	<u>3,121.4</u>	0.2	(3.5)	3.7	(0.4)	4.1
Southern Europe:						
France	4,103.7	(6.7)	(5.9)	(0.8)	-	(0.8)
Italy	1,126.5	(11.1)	(5.6)	(5.5)	0.5	(6.0)
Other Southern Europe	1,610.8	13.9	(5.5)	19.4	-	19.4
	<u>6,841.0</u>	(3.3)	(5.7)	2.4	(0.1)	2.5
Northern Europe	3,529.5	(13.9)	(5.9)	(8.0)	0.2	(8.2)
APME	2,030.7	(5.9)	(2.8)	(3.1)	(0.8)	(2.3)
Right Management	144.3	(3.4)	(3.1)	(0.3)	0.6	(0.9)
Consolidated	<u>\$ 15,666.9</u>	(5.6)	(4.9)	(0.7)	(0.1)	(0.6)

(b) In millions for the nine months ended September 30, 2019.