



## 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 December, 2018 Compared to 2017					
	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	\$ 632.3	(5.1) %	- %	(5.1) %	- %	(5.1) %
Other Americas	411.9	1.6	(12.4)	14.0	4.7	9.3
	<u>1,044.2</u>	<u>(2.6)</u>	<u>(4.7)</u>	<u>2.1</u>	<u>2.4</u>	<u>(0.3)</u>
Southern Europe:						
France	1,430.6	(4.7)	(3.0)	(1.7)	1.5	(3.2)
Italy	403.8	(5.9)	(3.1)	(2.8)	2.2	(5.0)
Other Southern Europe	459.6	(1.9)	(4.4)	2.5	2.5	-
	<u>2,294.0</u>	<u>(4.4)</u>	<u>(3.3)</u>	<u>(1.1)</u>	<u>1.7</u>	<u>(2.8)</u>
Northern Europe	1,272.6	(10.3)	(3.7)	(6.6)	1.0	(7.6)
APME	732.3	5.3	(3.6)	8.9	1.1	7.8
Right Management	50.1	(6.3)	(2.3)	(4.0)	1.5	(5.5)
Consolidated	<u>\$ 5,393.2</u>	<u>(4.3)</u>	<u>(3.6)</u>	<u>(0.7)</u>	<u>1.6</u>	<u>(2.3)</u>

(a) In millions for the three months ended December 31, 2018.

	Year Ended December 31, 2018 Compared to 2017					
	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	\$ 2,522.3	(5.1) %	- %	(5.1) %	- %	(5.1) %
Other Americas	1,637.0	5.1	(7.3)	12.4	2.8	9.6
	<u>4,159.3</u>	<u>(1.4)</u>	<u>(2.7)</u>	<u>1.3</u>	<u>1.5</u>	<u>(0.2)</u>
Southern Europe:						
France	5,827.7	6.4	4.5	1.9	0.4	1.5
Italy	1,670.6	13.2	4.9	8.3	0.6	7.7
Other Southern Europe	1,873.3	9.9	3.1	6.8	0.3	6.5
	<u>9,371.6</u>	<u>8.3</u>	<u>4.3</u>	<u>4.0</u>	<u>0.4</u>	<u>3.6</u>
Northern Europe	5,370.5	1.2	3.2	(2.0)	-	(2.0)
APME	2,890.3	9.6	0.2	9.4	(0.5)	9.9
Right Management	199.5	(8.5)	0.9	(9.4)	0.2	(9.6)
Consolidated	<u>\$ 21,991.2</u>	<u>4.5</u>	<u>2.0</u>	<u>2.5</u>	<u>0.4</u>	<u>2.1</u>

(b) In millions for the year ended December 31, 2018.