



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 June 30, 2017 Compared to 2016					
	Reported Amount ^(a)	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	\$ 671.3	(7.4) %	- %	(7.4) %	(0.7) %	(6.7) %
Other Americas	385.6	8.3	(2.3)	10.6	(3.7)	14.3
	<u>1,056.9</u>	(2.2)	(0.7)	(1.5)	(1.7)	0.2
Southern Europe:						
France	1,356.3	8.3	(2.7)	11.0	-	11.0
Italy	366.5	22.2	(3.0)	25.2	(4.1)	29.3
Other Southern Europe	412.9	8.8	(0.9)	9.7	(3.7)	13.4
	<u>2,135.7</u>	10.6	(2.3)	12.9	(1.4)	14.3
Northern Europe	1,281.7	(3.1)	(5.4)	2.3	(4.4)	6.7
APME	643.4	4.7	(0.5)	5.2	(1.3)	6.5
Right Management	57.1	(21.6)	(1.8)	(19.8)	(1.4)	(18.4)
Consolidated	<u>\$ 5,174.8</u>	3.0	(2.6)	5.6	(2.2)	7.8

(a) In millions for the three months ended June 30, 2017.

	6 Months Ended June 30, 2017 Compared to 2016					
	Reported Amount ^(b)	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	\$ 1,332.8	(6.7) %	- %	(6.7) %	- %	(6.7) %
Other Americas	750.3	7.4	(2.2)	9.6	0.2	9.4
	<u>2,083.1</u>	(2.1)	(0.8)	(1.3)	-	(1.3)
Southern Europe:						
France	2,493.8	7.0	(3.2)	10.2	-	10.2
Italy	660.9	17.4	(3.5)	20.9	-	20.9
Other Southern Europe	784.9	8.2	(1.5)	9.7	(0.5)	10.2
	<u>3,939.6</u>	8.9	(2.9)	11.8	(0.1)	11.9
Northern Europe	2,520.4	(0.6)	(6.0)	5.4	-	5.4
APME	1,275.8	7.1	0.6	6.5	0.1	6.4
Right Management	113.1	(17.3)	(1.9)	(15.4)	-	(15.4)
Consolidated	<u>\$ 9,932.0</u>	3.4	(2.7)	6.1	(0.1)	6.2

(b) In millions for the six months ended June 30, 2017.