

KELLY[®]

SERVICES

THE MARKET

Founded more than 60 years ago, the staffing industry has grown into a \$250 billion-plus global business. Contingent labor and the strategies for managing it now play a key role in most large companies' business plans. As the industry founder, Kelly Services has evolved from a provider of traditional office/clerical help to a talent management partner offering innovative human resource solutions that span the entire spectrum of staffing, outsourcing, and consulting.

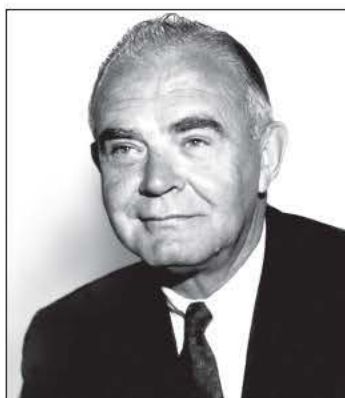
ACHIEVEMENTS

As a Fortune 500 industry leader, Kelly[®] has won numerous awards from many well-known global companies that have recognized its excellence in corporate citizenship, supplier diversity, customer service, and quality. However, the company counts its proudest achievements as those that make a difference in people's lives. Kelly provides employment to more than 530,000 people annually across thousands of skill areas, from engineers and scientists to substitute teachers. Kelly also partners with employees looking to transition into the full-time workforce. Connecting talented people with rewarding work is considered the company's most meaningful achievement.



HISTORY

In 1946, with the postwar economic boom just beginning,



William Russell "Russ" Kelly started Russell Kelly Office Service, which offered to pick up typing work from customers and complete it at his office. It wasn't long before one of Russ's customers called in desperate need, not for work to be picked up, but for a worker to fill in for his secretary who hadn't shown up that day. Following his service-oriented instincts, Russ

offered to loan the customer his own secretary for the day.

Then a steel company called. They needed help with payroll, but were reluctant to send sensitive company records over to Russ's office. They asked if he'd consider sending one of his typists to their office to do the work.

These customer requests gave Russ an idea. He realized that booming Detroit-based businesses wanted clerical help to come to their offices, often for short or last-minute assignments. His idea? Instead of picking up typing work and doing it in his own office, he'd start sending his two employees on temporary assignments to wherever they were needed.

From Russ's small office in Detroit, that idea quickly caught on. With a qualified staff ready at a moment's notice, Russ saved his customers time and money. Thus, the modern staffing industry was born.

THE PRODUCT

For its partner companies, Kelly Services offers innovative solutions to meet a full spectrum of workforce management needs. This approach has resulted in a wide array of job opportunities well beyond the traditional temporary office roles that Russ Kelly filled in the 1940s. Expert Kelly recruiters now find and deliver screened, qualified talent across thousands of skill sets and in temporary and full-time positions. Kelly's dedicated professional and technical business units specialize in career options in all levels of engineering, creative services, finance, health care, information technology, law, and science, placing advanced professionals in top firms around the world. Kelly managers reside on-site at hundreds of customer locations to provide personalized solutions to customer staffing needs. Kelly also places substitute teachers, contact center



representatives, and individuals with government security clearances. Beyond staffing, the Kelly Outsourcing and Consulting Group delivers total workforce management solutions



1946-1950s	1960s	1970s	1980s
Kelly Services is founded in Detroit, Michigan, and rapidly expands throughout the United States.	From hundreds of employees to thousands — Kelly now fills light industrial, marketing, and technical positions.	Kelly Girl goes abroad! First European office opens in Paris, France.	Kelly's workforce diversifies, and the company continues to introduce innovative solutions for customers. Sales exceed \$1 billion.

GREEN FOCUS

Kelly Services recognizes its responsibility to protect the planet. The company's formal sustainability program, called Recognize, highlights Kelly's commitment to a policy of preservation, conservation, and waste reduction on a company-wide, community-wide, and worldwide scale.



— from vendor management to business process outsourcing to executive search. This suite of products is among the fastest growing in the industry, and Kelly is leading the way.

RECENT DEVELOPMENTS

As advocates of the flexible workforce, Kelly has always been interested in helping people achieve their ideal work/life balance. As a result, the company broadened its KellyConnect® product to include a work-at-home component. Employees can essentially work anywhere — home,



office, or mobile location — achieving the flexibility they desire, while companies continue to receive the talented employees they need.

Kelly also launched islands in the virtual world of Second Life, offering a global community of online residents innovative ways to explore career opportunities while learning about Kelly Services. In 2007 Kelly took interactive recruiting to a whole new level when it became the first staffing

company to place a Second Life resident in a real-world job.

Rounding out Kelly's most recent developments, Independent Contractor Solutions gives companies safe access into the growing pool of independent contractors while ensuring full compliance with U.S. labor laws.

The company continues to expand its portfolio of solutions and its geographic footprint, making strategic acquisitions to ensure Kelly Services is wherever its customers need it to be, with the right solution, at the right time.

PROMOTION

The iconic Kelly Girl brand was created and leveraged by Russ Kelly, a marketing genius who made it a household phrase synonymous with temporary staffing. In those early days, the company proudly displayed images of smiling women seated at typewriters, and rented buses with banners proclaiming "More Kelly Girls going to work" as they transported Kelly employees to customer locations. As the industry and the workforce diversified and evolved, so did the image of Kelly employees. The company changed its name from Kelly Girl Service to Kelly Services in 1966, and in the following decades promoted its ability to provide skilled employees of both genders across numerous industries and disciplines.

When the company expanded into professional and technical staffing, it made the key decision to resist going off-brand. Instead, Kelly pursued a branding strategy that enabled it to sell its full suite of solutions to large customers under one Kelly umbrella. This decision led to Kelly Scientific Resources®, Kelly Financial Resources®, and so on — evolving the Kelly brand beyond its office/clerical beginnings while still linking it to the company's heritage of integrity and excellence.

Today, that brand evolution continues well beyond staffing with the Kelly Outsourcing and Consulting Group. Its promotional anchor, Think Outside, positions the company as an innovative provider of total workforce management solutions.

This powerful display of options, opportunity, and strategy reflects Kelly's proven ability to develop expert solutions that stand the test of time and define the workplace of tomorrow.

BRAND VALUES

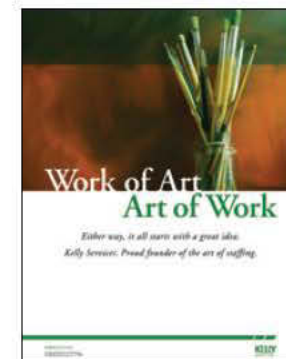
Leading the way and standing out from the crowd, Kelly Services has remained the most trusted name in staffing — and has come through the decades with a well-earned reputation for service excellence. The Kelly brand today



reflects the same practice Russ established from day one: treat every customer like they're the only customer. Kelly Services has never aspired to be the biggest in the industry; instead, it has always sought to be recognized as the best by those that matter most: its customers and its employees.

THINGS YOU DIDN'T KNOW ABOUT KELLY SERVICES

- Kelly Services has joined the Detroit Audubon Society and has implemented Project Safe Passage, which helps migratory birds passing through Michigan. Each year approximately 100 million birds die during their night migrations. Kelly Services minimizes these losses by turning off lights in its headquarters buildings, thus preventing confusion with the bird's navigation system.
- Kelly Services works with more than 90 percent of the Fortune 500 and Fortune 100 companies.
- Each year the Kelly Global Workforce Index presents opinions about work and the workplace from a generational perspective. Almost 100,000 people from three regions — the Americas; Asia-Pacific; and Europe, the Middle East and Africa — responded to the 2011 survey. Results are published quarterly.



1990s

Kelly launches its engineering, information technology, law, finance, education, health care, and science specialty business units.

2000-

Kelly makes key acquisitions and expands its presence to 40 countries and territories. Products and services further expand and diversify to meet changing customer needs. The Kelly Outsourcing and Consulting Group becomes a global leader in Total Workforce Management.

Always an advocate of work/life balance, Kelly now enables talent to work from home.