

The Kelly Group

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December 2009

Dear Temp assignees / Flexi workers

The year that is now drawing to a close has been tough for all of us. In a world characterised by continued financial and political turmoil, South Africa's own economic downturn deepened, destroying more than a million jobs through retrenchment and staff optimisation and taking a painful toll of corporate and personal incomes. On top of that, the future of the temporary employment services (TES) industry which you and I are part to was the subject of a sometimes confusing and continuous robust public debate.

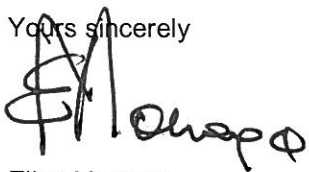
Against that background, the first thing we would like to do is to use this opportunity to thank all of you for your support and understanding during these challenging times. We greatly value our relationship with you and, if anything, the past year has strengthened our resolve to listen to you, partner you and deliver on our promises to you. In the year ahead, we will remain committed to creating opportunities for you, protecting your rights and improving your benefits. On the subject of benefits, it is perhaps worth reminding you, in the light of the recent World Aids Day, that all Kelly employees now have access to the group's Aids protection programme.

Looking ahead, there are some promising signs that 2010 will be better than 2009. In recent weeks, the South African economy has technically moved out of recession, although it will be some time before there is a meaningful recovery at the employment level. We are, of course, all looking forward to the FIFA World Cup and the opportunities it will create, particularly in the TES sector. And there are some industries that are in reasonably good shape and some skills for which there is still a high demand.

As for the future of TES in South Africa, we believe that while the debate has generated criticism from organised labour it has also shed light on the road ahead. The review of existing labour laws, once formalised will amongst other things enshrine the concept of "decent work" in our regulatory framework and ensure compliance throughout the TES industry. Kelly Group welcome this development, we already have a strong commitment to decent work, as is evident in our policies and practices, and enforced compliance for all would-be TES providers will be good for the workers and good for our industry.

Thank you once again for choosing the Kelly Group in 2009. We wish you and your loved ones a happy and restful festive season, and hope that, together, we can continue to work towards a better future for all in 2010.

Yours sincerely



Elias Monage
Group HR Director