

Adecco Group



This is our Communication on Progress in implementing the principles of the United Nations Global Compact. We welcome feedback on its contents.



The proud Adecco Chile team during the Way to Work Street Day 2016, providing especially young people with advice and strategies on how to stand out in the labour market.



"Bella" Jefferson Bellaguarda, a Swiss Olympic beach volleyball player, participated in the London 2012 Olympic Games – achieving a dream. With the support of the Swiss Olympic Athlete Career Programme, he was then able to make a smooth transition into the labour market.



The Win4Youth 2015 team of 80 ambassadors from 37 countries at the Skoda Triathlon in Palma de Mallorca in September 2015 after successfully completing their challenge. A strong team with a clear goal came together to excel.

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Our vision

We inspire individuals and organisations to work more effectively and efficiently, and create greater choice in the domain of work, for the benefit of all.

Our business has a positive impact on millions of people every day. Helping people find gainful employment is our common purpose and our contribution to society.

Key figures

Industry facts & figures¹

71.9 MILLION PEOPLE ENABLED TO WORK IN 2014

The role of our industry

Providing access to the labour market

- 30 million full-time jobs filled by agency work in 2014
- Agency workers represent about 11.3 million in Europe
- India represents 27.8 million workers
- USA represents 14.6 million workers
- China represents 8.1 million workers
- Average growth of agency work between 2013 and 2014 was 3%

PROVIDING WORKPLACE ACCESS TO YOUNG PEOPLE

Agency workers tend to be young

- On average, 50% of agency workers are under 30 years old
- On average, 25% of agency workers are between 31 and 45 years old

76% OF AGENCY WORK ASSIGNMENTS ARE OVER 1 MONTH

Close to half assignments last for longer than three months.

- 49% of assignments are over 3 months
- 25% of assignments are between 1 and 3 months
- 26% of assignments are shorter than 1 month

4.9 MILLION TRAINED THROUGH AGENCY WORK

Agency work contributes to employability

Providing up skilling for millions

- EUR 535 million spent to train people in agency work in 2014

TOP 10 COMPANIES' SALES REVENUES 2014

Major companies in the Employment and Recruitment sector (in EUR billions)

- 19.7 Adecco Group
- 17.3 Randstad
- 15.8 Manpower
- 7.2 Allegis Group
- 5.6 China Intl. Intellectual Corporation
- 3.9 Beijing Foreign Enterprises Services
- 3.8 Kelly Services
- 3.5 Hays Plc.
- 3.1 Eastbest

AVERAGE LEVEL OF EDUCATION

Over 50% of agency workers have secondary education

- 55% completed secondary education
- 26% completed higher education
- 19% did not complete secondary education

AGENCY EMPLOYMENT WORK BY SECTOR

Close to 50% of assignments last for longer than three months.

- 40% Services
- 32% Manufacturing
- 10% Construction
- 8% Public Administration
- 3% Agriculture
- 17% Other

30% UNEMPLOYED BEFORE, ONLY 11% AFTER AGENCY WORK

Agency work contributes to employability

Providing employment for millions

- 76% of agency workers would recommend it to their families and friends
- 82% is the average satisfaction rate of agency workers

DIVERSITY OF SERVICES INCREASES

Services that ABU² members provide (% of the members)

- 92% Assignment of workers
- 76% Recruitment & selection
- 66% Secondment of professionals
- 64% Payroll services
- 43% Education & training
- 32% Freelance services
- 22% HR consultancy
- 22% Outplacement
- 20% Reintegration
- 19% Pool management/in-house services
- 9% Outsourcing/contracting
- 8% RPO
- 7% MSP

¹ Source: Ciett – [Economic Report 2016 edition](#) (based on 2014/2015 data).

² ABU: The Federation of Dutch Private Employment Agencies.

About us



32,000+

FULL-TIME EQUIVALENT
EMPLOYEES¹



700,000~

ASSOCIATES ON
ASSIGNMENT DAILY²

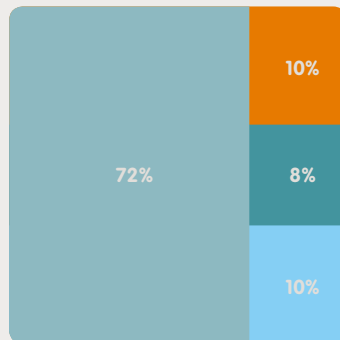


5,100~

BRANCHES IN OVER 60
COUNTRIES AND TERRITORIES¹

THE SERVICES WE OFFER

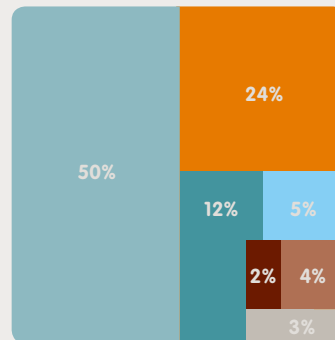
Gross profit split by service line



- Temporary Staffing 72%
- Permanent Placement 10%
- Career Transition 8%
- Outsourcing, Talent Development, and other services 10%

THE PROFILES OF OUR CANDIDATES

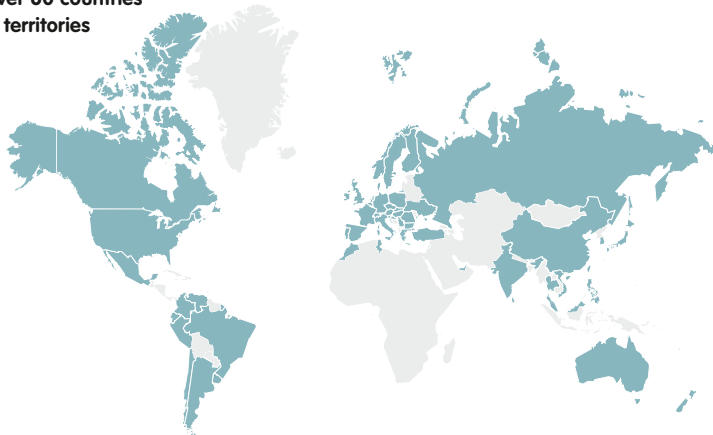
Revenue split by business line



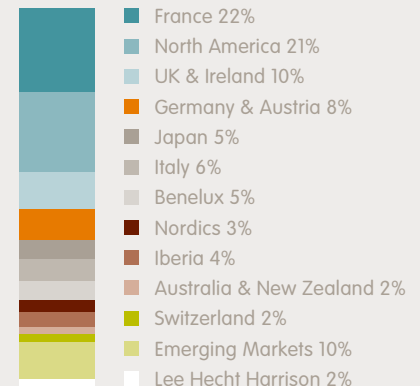
- Industrial 50%
- Office 24%
- Information Technology 12%
- Engineering & Technical 5%
- Finance & Legal 4%
- Medical & Science 2%
- Solutions 3%

OUR GEOGRAPHIC PRESENCE

In over 60 countries
and territories



Revenue split by segment



¹ Year end 2015.

² Average 2015.

2015 in brief

REVENUES UP 4% ORGANICALLY

Revenues increased to EUR 22.0 billion.

GOOD CASH GENERATION

Cash flow from operating activities increased to EUR 799 million.

DIVIDEND INCREASED

Dividend per share of CHF 2.40, up 14% compared to last year.

EBITA MARGIN EXCLUDING ONE-OFFS UP BY 40 BPS

EBITA margin excluding one-offs increased to 5.2%.

NEW MANAGEMENT TEAM

New CEO and CFO, and additional changes in the Executive Committee.

WAY TO WORK REACHING 1.2 MILLION JOB SEEKERS

More than 7,300 employees in over 1,130 cities in 54 countries hit the streets to help combat youth unemployment, supporting 1.2 million job seekers.

3.4 MILLION KM FOR WIN4YOUTH

Employees worldwide clocked up a record 3.4 million kilometres by swimming, cycling, and running, ensuring a donation of USD 370,000 to eight foundations worldwide.

NEW TARGETS THROUGH-THE-CYCLE¹

Organic revenue growth at least in line with main peers.

EBITA margin 4.5–5.0%.

Operating cash flow conversion above 90%.

28,000 ATHLETES SUPPORTED

To date, the IOC and IPC Athlete Career Programmes have supported more than 28,000 elite athletes from over 185 countries with career guidance, job counselling, and placement.

¹ On average through-the-cycle.

Overview Candidate International Mobility 2015

Adecco Group



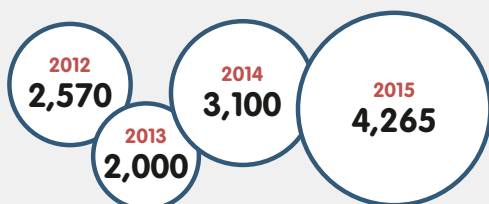
4,265

candidates found an international work opportunity thanks to the Adecco Group in 2015

+38% compared with the previous year

Four years of international candidate placement success

Number of international candidates:

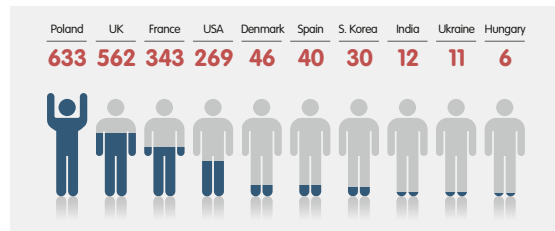


Which countries welcomed our international candidates?

The top 15 Adecco Host Countries are:

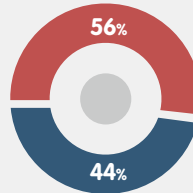


THE TOP 10 COUNTRIES THEY CAME FROM



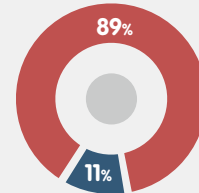
The type of placements for those candidates

Professional Staffing



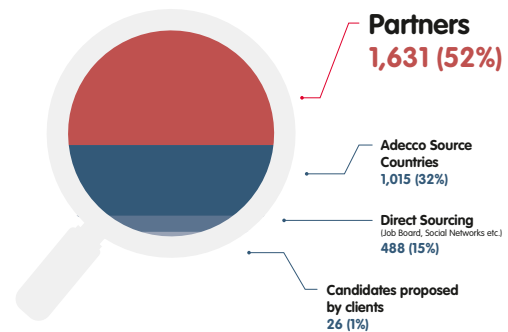
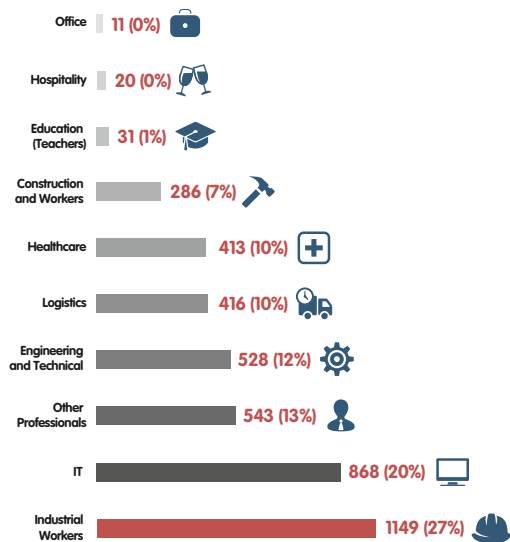
General Staffing

Temporary Contracts



Permanent Contracts

THE SOURCES USED TO FIND OUR INTERNATIONAL CANDIDATES



For the Adecco Group, Corporate Social Responsibility is standard business practice, inseparable from our service and solution offerings.

Dear Stakeholder,

In September 2015, the United Nations unveiled its [‘2030 Agenda for Sustainable Development’](#) which 193 UN member states formally adopted. Among the challenges are curtailing poverty and hunger, raising health and education standards, sustaining economic growth and advocating decent work for all, combating climate change and making cities more sustainable.

Such aspirations, of course, have implications for private companies too. Their fulfilment requires a determination to implement change and measure success going well beyond traditional financial reporting. For global enterprises like the Adecco Group, the world’s leading workforce solutions provider, acting responsibly means constantly developing the core business by driving innovation, prompting better performance and greater prosperity. We see our responsibility in creating, fostering and nurturing conditions where people, companies and societies can thrive. That means reducing poverty through education and productive employment; providing the widest access to the labour market and thereby stimulating economic growth to achieve better social conditions and less inequality.

The HR services and solutions industry participates in many links of this chain. Primarily, we work with people; our employees, associates, clients, suppliers and governments. So we need to lead by example, through our own responsible business practices, new business models and use of technology. The diversity of roles played by the employment services sector has climbed in recent years. Our services portfolio has stretched far beyond traditional temporary staffing, and includes permanent placement, business process outsourcing, career transition, talent and leadership development, outplacement, training and consulting.

That means the way we report about our business practice is evolving too. Investors, analysts as well as research and rating agencies are demanding a more comprehensive picture of listed companies – the Adecco Group included. Traditional financial reporting understandably excludes certain factors impacting a company’s reputation – and hence value. We understand that reporting that goes beyond purely financial performance offers broader information about our capacity to create value, allowing those interested to better assess risks and opportunities. That is why sustainability reporting has gained prominence in recent years both nationally and internationally and is already published voluntarily by many listed companies – in our case, since 2003, when the Adecco Group joined the UN Global Compact.

In our home market, the [SIX Swiss Exchange](#) suggests sustainability reporting should remain voluntary for now. But if a company does choose to produce a sustainability report, it insists that it complies with internationally recognized content quality standards. It is increasingly evident that large corporations must develop a strategic approach to corporate social responsibility and report on it as a standard business practice.

We have identified five key drivers for the labour market. Today’s globalised **economy** is subject to continuous and unpredictable change, meaning a contingent workforce is essential to address businesses’ need for flexibility to remain competitive. In **technology**, digitalisation has triggered a major automation of jobs. Initially that impacted routine and repetitive positions. But now, ‘knowledge workers’ are being affected. Employees must keep investing in lifelong learning to boost their employable skills and promote innovation and competitiveness. The Adecco Group contributes by helping to re-skill or upskill, and by guiding associates about emerging professions or pursuits.



Demographics is the third driver as people live longer and have fewer children. By 2030, those aged 65 and above will be the fastest growing slice of the population. Meeting labour shortages (and funding pension schemes) means we will need to work to a later age. By 2020, many countries will still be experiencing a labour excess. But by 2030, that will have turned into a massive shortfall for many – although a few will retain surpluses. Mobility of workers across borders, guided by appropriate immigration policies, will help to balance such global disparities, and countries' openness will be central to tackling skills gaps and productivity issues. Employers, meanwhile, will have to accept the realities of having three – or even four – different generations at work.

Workers too will be adjusting, making **sociology and inclusion** the fourth key driver. In the global economy, employees will become more mobile and flexible, turning increasingly into independent contractors as the 'job for life' becomes rarer. A culture of personal responsibility, flexibility and greater creativity will gain importance. Companies in turn will have to foster mobility and diversity through novel contractual arrangements, job sharing, or even less regard for employees' gender, age, disability or geographical and cultural origins. Always in the background will be **regulation**. Research shows countries liberalising labour markets and exploiting technological ad-

vances and the 'Uberization' of work trends, instead of resisting them, enjoy significant competitive advantages. Our sector plays a pivotal role here, shaping more efficient labour markets.

The Adecco Group's '4Ps' approach (people x purpose x performance = profit) is our formula for success. It starts with our people and continues by considering our company's strategy and the creation of shared value for stakeholders and shareholders. With our new leadership team, strategic goals have been adjusted and we embed CSR even more deeply into our standard business practice. That means, increasingly, gathering both financial and non-financial information for a broader perspective, allowing better understanding of the importance of economic, social and environmental performance – qualities that make companies resilient and fit for the future.

We thank all our stakeholders – especially our colleagues who work for the Adecco Group every day – our associates and candidates, clients, suppliers and investors – for their continuing support and confidence in our company.

Alain Dehaze
Chief Executive Officer

Wanda Rapaczynski
Member of the Board of Directors,
Chairwoman, Corporate Governance Committee

We believe work is a basic human need. Our responsibility is to bring to life the principle of 'better work, better life' amongst all our stakeholders.

Our business & CSR

How CSR relates to our business

In our global organisation, spanning over 60 countries, CSR is part of our business strategy, overseen by the Corporate Governance Committee and the CEO and is the designated responsibility of management throughout our business operations.

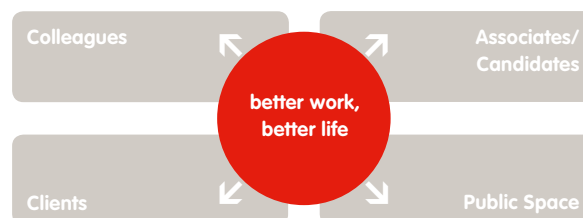
CSR Governance within the Adecco Group



In 2016, we participate in the Carbon Disclosure Project, and the FTS4Good Index Series. We also submit our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the Global Reporting Initiative GRI Guidelines.

The current CSR Report is prepared 'in accordance' with the 'Comprehensive' option of the Global Reporting Initiative's GRI G4 guidelines.

better work, better life



As the world's leading provider of workforce solutions, the Adecco Group believes work is a basic human need. Our responsibility is to bring to life the principle of 'better work, better life' amongst all our stakeholders. 'better work, better life' is our job. Every day, we help many companies to succeed by bringing together work teams with skills and attitudes that best match their needs. Every day, we ensure that 700,000 associates worldwide have the best possible jobs. We help our employees and associates to succeed and grow by training, coaching and recognition of their achievements. In effect, they choose to work with us.

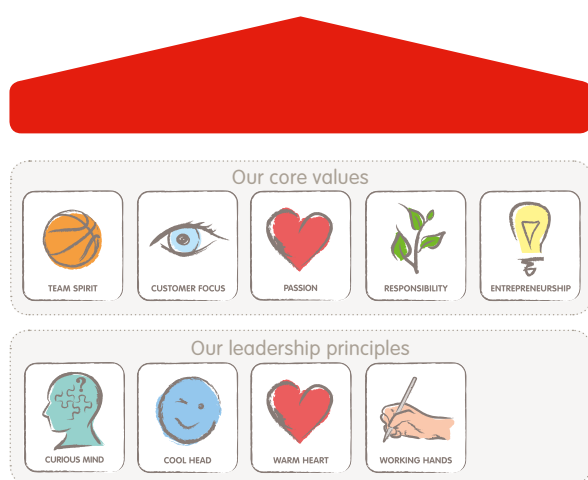
Better work, better life is what our more than 32,000 colleagues around the world live up to every day when they support people to achieve their full potential, irrespective of ethnicity, ability, gender, or age.

Work is the foundation of personal and family life, corporate and organisational success, social stability and economic development. Choice in the domain of work supports people to develop and apply their talents and it gives a purpose to people's lives by building a sense of inclusion in society. This is what we at the Adecco Group are all about.

Our values & leadership principles

Our core values are at the very heart of how we operate. They are shared and brought to life by all our employees around the globe. Our global Win4Youth and Adecco Way to Work™ initiatives are two examples of how we live by our values (you can read more in our Social Programmes and Initiatives' section starting on page 30). These are our shared core values:

Values & Leadership Principles



- We are passionate about people: our colleagues, candidates, associates and clients
- We make a difference for millions of people every year
- We find people work, give them experience and the opportunity to build their future
- Quite simply, what we do is not a job, it's our passion



- Work is a basic need and a basic right: by finding people the right job, we provide them and their family with an income, status and a future
- We promote diversity, equality and inclusivity in the workforce
- We lead by example, we act with integrity and respect
- We volunteer personal time and contribute to our communities



- We take ownership and stand by our own results
- We act upon opportunities
- We learn fast from success and failure
- We inspire others and continuously seek innovative solutions

Leadership principles

Values



- We share clients and associates across branches, business units and countries
- We share ideas and best practises
- We help our colleagues to grow personally and professionally
- We work hard and play hard; we have fun in what we do.



- We build lasting relationships with our clients and associates
- We create value for our clients:
 - We provide them with the best talent on time
 - We help them to be competitive through flexibility
- We partner with our associates in their career development
 - We find them the best jobs to fit with their personal and professional life
 - We advise them in their career progression and support their learning



- People who have values and make decisions, who establish priorities, who can analyse and solve problems and who answer questions concretely and appropriately without letting their 'sense of self' cloud their answers.



- People who know how to reach out to other people's hearts, who are able to make the most of others, appreciating and respecting them, and are able to focus the energies of their co-workers and colleagues on a common objective.

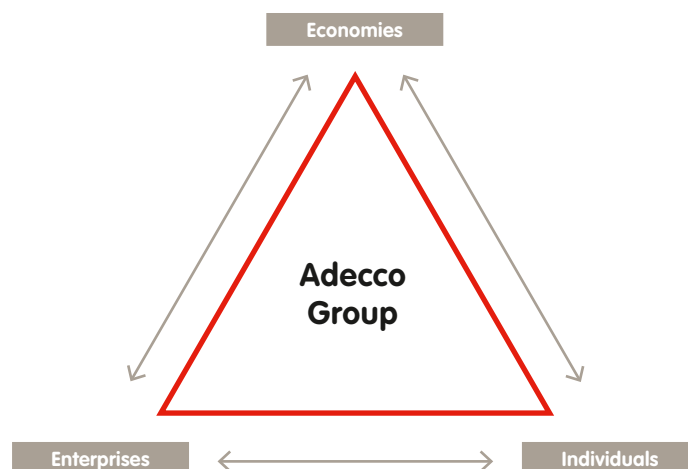


- People who love their work and are willing to go the extra mile.



- People who actively seek new experiences, information, knowledge and feedback enabling them to form new ideas, behaviours and bring about positive change.

Our role as labour market intermediary



Our role

We are conscious of our role towards all stakeholders in the markets where we operate. We maintain a constant dialogue with employers and employees as well as with social, government, and business stakeholders to create more and better work opportunities for individuals worldwide. Economies, enterprises, and individuals all have to face seasonal, cyclical, and structural market changes. As a labour market intermediary, we help them to adapt and react to these challenges.

Economies As a workforce solutions provider, we create jobs and thereby support economic growth. Labour market efficiency is increased through our deep understanding of companies' needs and people's work or education aspirations to provide the needed match between supply and demand. We increase labour market participation by enhancing the employability of workers, creating new work solutions, and fostering geographic and occupational mobility. As a result, our industry provides economies with the required flexibility for increased competitiveness and sustained economic growth.

HR services companies reduce the time lag between recovery and job creation, and increase the range of employment choices and opportunities for people.

Research studies¹ increasingly recognise the positive role that HR services companies play in the economy. They reduce the two dimensions of unemployment: structural and frictional. Countries with higher agency work penetration rates are also the ones with lower unemployment rates. Agency work is not a substitute for permanent contracts: 74% of user organisations would not consider hiring permanent workers as an alternative to taking on agency workers, and 62% of them would not create jobs if they had no access to private employment services.

Individuals For individuals, we offer legally recognised and regulated work opportunities, facilitate on-the-job training, and enhance occupational and geographic mobility. HR services companies also create stepping-stone opportunities and enhance labour market participation for under-represented or disadvantaged groups to gain work experience and to secure complementary incomes (e.g. students, part-timers, retirees, long-term unemployed, youngsters, people with a disability). By offering flexible work solutions, we increase labour market access and also enable workers to improve their work-life blend. Individuals benefit from a greater choice of work and from improved employability.

Evidence¹ shows that temporary agency work facilitates the transition from unemployment to work, from temporary to permanent jobs, and from education to work for young people. In the USA, nearly 90% of agency workers report that agency work made them more employable by developing new or improving work skills (62%), receiving on-the-job experience (59%), strengthening their CV (59%), and helping to get a foot in the door for a permanent job (49%). Across Europe, agency work is recognised as an effective channel to find a permanent job as well as a first job. In Europe, 35% of agency workers are below 25 years of age; for them, agency work is often the first opportunity to gain work experience. According to agency workers, most of them use agency work to gain experience, develop their skills, and find a job quickly. In several European countries, training funds managed by social partners have been established to facilitate access to vocational training for agency workers.

¹ Source: Confederation of Private Employment (Ciett). Various publications.

Our industry increases the efficiency of labour markets, creates jobs that would not otherwise exist and raises the competitiveness of companies.

Enterprises HR services companies help enterprises to adapt better and faster to economic cycles, thereby maintaining and increasing their competitiveness. Expertise in workforce management and speed of execution make HR companies a valuable partner for enterprises to manage their complex workforce planning as well as the risks. Companies gain access to talents or improved skills of workers. Through increased flexibility, companies are in a position to protect core activities and cope with unpredictable changes in the market environment.

Research² suggests that an estimated 76% of employers use agency work to respond to changing business demands and fluctuations in activity.

The industry's contribution to the labour market² Each day, 12 million workers (FTE employees) are employed through agency work.

In 2014, our industry:

- Supported 70.9 million people with access to a job
- Employed 67.2 million people globally
- Helped 24.4 million young people enter the labour market
- Trained 4.9 million people, giving them more work choices
- Filled 30 million full-time positions
- Employed 1.6 million people worldwide in an employment or recruitment agency.

Improving economic trend At the beginning of a recession, companies react to lower demand by reducing staff. Typically, the first ones to be let go are temporary workers, while companies try to keep permanent employees. However, at the beginning of a recovery, temporary workers will usually be the first to be hired. Permanent jobs will only be created when the economic environment becomes more stable and confidence improves. Therefore, permanent employment growth lags behind temporary growth. The position in the cycle also has a strong impact on career transition. The longer and deeper a recession, the more career transition is needed.

Increased flexibility Greater flexibility in dealing with peaks and troughs in demand is achieved by companies employing temporary workers as a part of their workforce. Current production trends, oriented towards made-to-order, are structurally increasing the need of companies for flexible staffing levels. The inventory-to-sales ratio in all businesses in the USA declined by 14%³ between 1992 and 2014. These trends are expected to continue and should further drive demand for temporary staffing.

Wider skills gap While demand for labour in many economies has shifted to more specialised roles, the supply of labour has not been able to adapt. The unemployment rate among workers with lower qualifications has increased in the developed countries and a high number of specialised roles remain vacant. The staffing and recruitment industry can help to narrow this gap by accessing additional demographic groups (e.g. students, part-timers, retirees), by taking full advantage of its global presence and pool of candidates, and by facilitating mobility. It exemplifies that our business is not just about recruitment, but also about training and providing life-long learning to increase employability.

Greater mobility and more independent contractors Nowadays, individuals are more willing to move across borders to pursue work opportunities and enhance their careers. At the same time, more experienced people increasingly offer their services as independent contractors. These trends satisfy the need of companies for greater flexibility and better job profile matches in order to overcome the growing talent shortage in many industries.

Appropriate regulation The regulatory framework of labour markets in individual countries has a significant influence on the size of HR services markets and growth rates. The appropriate regulation of the HR industry, and in particular the temporary labour market, balances flexibility with security for companies and workers alike, and drives the efficiency of labour markets. Each market requires appropriate regulation to increase efficiency and allow HR services companies to play their role in creating jobs and increasing labour market participation.

² Source: Confederation of Private Employment (Cieff). Various publications.

³ Source: United States Census Bureau.

The role of the public sector is fundamental and pivotal, while the private sector contribution is indispensable.⁴

Regulatory environment

To maximise the benefits of HR services in delivering greater labour market efficiency, relevant regulation should balance flexibility with security for both workers and businesses. Adecco is supportive of international instruments that provide guidelines to properly regulate private employment services, such as the ILO Convention at global level and the EU Agency Work Directive at European level.

ILO Convention 181 Along with its accompanying Recommendation 188, [ILO Convention 181](#) encourages the effective operation of services provided by private employment agencies, and especially temporary work agencies. The convention was adopted in 1997. The Convention recognises the role HR services companies play in a well-functioning labour market and emphasises the protection of the workers using their services. As ILO Convention 181 only provides the framework within which HR services companies should operate, member countries implement it in accordance with their national labour legislation.

To date, ILO Convention 181 has been ratified by [32 countries](#). Adecco supports efforts at national level with national legislators to ratify ILO Convention 181.

EU Agency Work Directive The EU member countries were required to implement the [EU Agency Work Directive](#) in their own legislation by the end of 2011. Key elements of the Directive are the recognition of agency work, the removal of unjustified restrictions against the use of temporary work, and the establishment of the equal treatment principle (unless national collective labour agreements with social partners set exceptions to the principle). Since the end of the transposition deadline, the industry has faced an uneven implementation of the Directive across the EU. The Adecco Group, Eurociett, and the national associations continue to advocate for the [correct implementation of the Directive](#), focusing on the appropriate regulation and lifting of unjustified restrictions.

Local laws Across the globe, the Adecco Group encounters considerably different regulatory schemes and drives the efforts of national associations to improve labour market efficiency. In most markets where the Group operates, company representatives are engaged in the dialogue with national authorities to foster appropriate labour market regulation and define the proper regulatory environment for the provision of private employment services. In regions where the staffing industry is less mature, much emphasis is placed on setting up the proper regulation of the industry in order to differentiate properly regulated agencies from rogue providers.

Europe 2020 - smart, sustainable and inclusive growth

Europe 2020 is the European Union's ten-year jobs and growth strategy. It was launched in 2010 to create the conditions for smart, sustainable and inclusive growth. The strategy was initiated against a background of lower growth and productivity levels than in other developed countries and a rapidly deteriorating economic and social environment, in the wake of the worst global financial crisis the EU has ever faced. The aim is to improve the EU's competitiveness while maintaining its social market economy model and improving significantly its resource efficiency. There are five main priorities that have been agreed for the European Union to achieve by the end of 2020:

Employment

- 75% of the 20- to 64-year-olds to be employed

Research and development (R&D)

- 3% of the EU's GDP to be invested in R&D

Climate/energy

- Greenhouse gas emissions down 20% to 30% compared to 1990
- 20% of energy from renewables
- 20% increase in energy efficiency

Education

- Reduce the rates of early school leaving below 10%
- Achieve that 40% of 30- to 34-year-olds complete third-level education

Social inclusion and poverty reduction

- Have 20 million fewer people in or at risk of poverty and social exclusion progress towards the Europe 2020 targets is encouraged and monitored throughout the EU's yearly cycle of economic and budgetary coordination. All Member States have committed to achieving the Europe 2020 targets and have translated them into national targets.

[Read more](#)

The Global Goals for Sustainable Development (SDGs) At the beginning of the new millennium, world leaders met at the United Nations to shape a broad vision to fight poverty. That vision was translated into [eight Millennium Development Goals \(MDGs\)](#), which was the overarching development framework for the world for the past 15 years. Although significant achievements have been made on many of the MDG targets worldwide, progress has been uneven across regions and countries, leaving significant gaps. In 2015, as the MDGs were coming to their target date, the world built on their successes and momentum, embracing the [17 Sustainable Development Goals \(SDGs\)](#) to set the roadmap for the next 15 years until 2030. The SDGs were presented during the [United Nations Sustainable Development Summit 2015 between 25 and 27 September](#). Their purpose is to transform the world to better meet human needs and the requirements of economic transformation, while protecting the environment, ensuring peace and realising human rights. The SDGs were agreed upon by 193 countries being universal and applying to all countries and people. Their agenda also includes issues that were not in the MDGs such as climate change, sustainable consumption, innovation and the importance of peace and justice for all.

⁴ [UNCTAD World Investment Report 2014](#).

Materiality – choosing our sustainability priorities

Our stakeholders' concerns Work is a key part of life and contributes to a well-functioning society. The labour market influences and is influenced by individuals, small and medium businesses, global corporations, investors, and society at large. Their concerns in the CSR ambit co-shape our agenda.

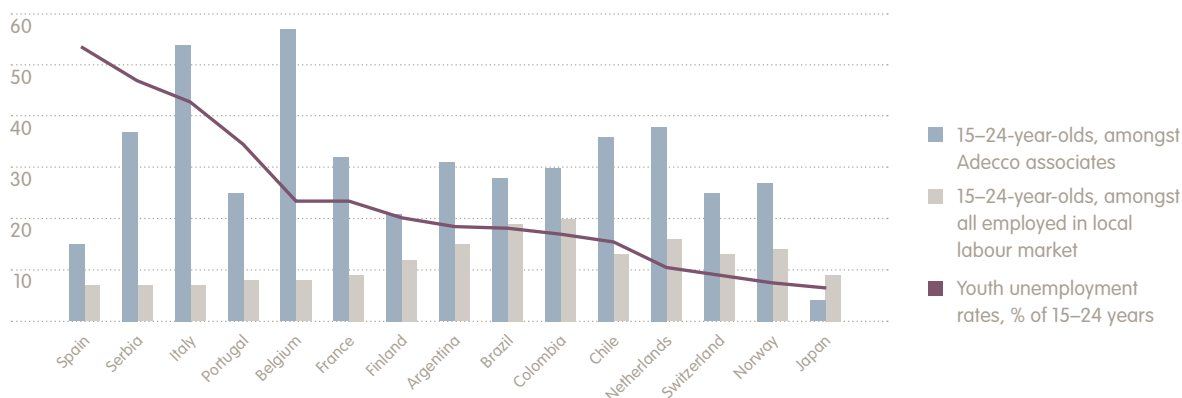
Our main stakeholders and their concerns (blue = corresponding to UN Global Compact principles)

Our employees and associates	Concerns
Our employees Employees, candidates and associates, all socio-economic backgrounds, ages and abilities	<ul style="list-style-type: none"> • Work as a basic need • Work generates income, is a basis for independence • Work as opportunity, as a pathway into a personal future • Work as social value which creates and fosters relationships
Our clients Small and large, global and local, private and public employers from all industry sectors	<ul style="list-style-type: none"> • Human Resources management as a key factor for competitive advantage and growth • Top talents for top jobs • The right person at the right time • Flexibility in the ever-evolving markets
Our investors Individual and institutional investors, analysts and stock market index providers	<ul style="list-style-type: none"> • Profitability and return on investment • Sustainable growth • Corporate Governance • Risks and opportunities • Socially and environmentally responsible investments
Society at large Communities, governments and related bodies, media, research institutes, etc.	<ul style="list-style-type: none"> • Employment rates • Work as social integration for vulnerable groups • Undeclared work as a burden for social costs • Decent work conditions

The concerns we learn from stakeholder dialogue help us to prioritise our CSR core subjects and issues.

Adecco provides needed opportunity for young people:

15–24 years, as % of Adecco's and local labour force 2015



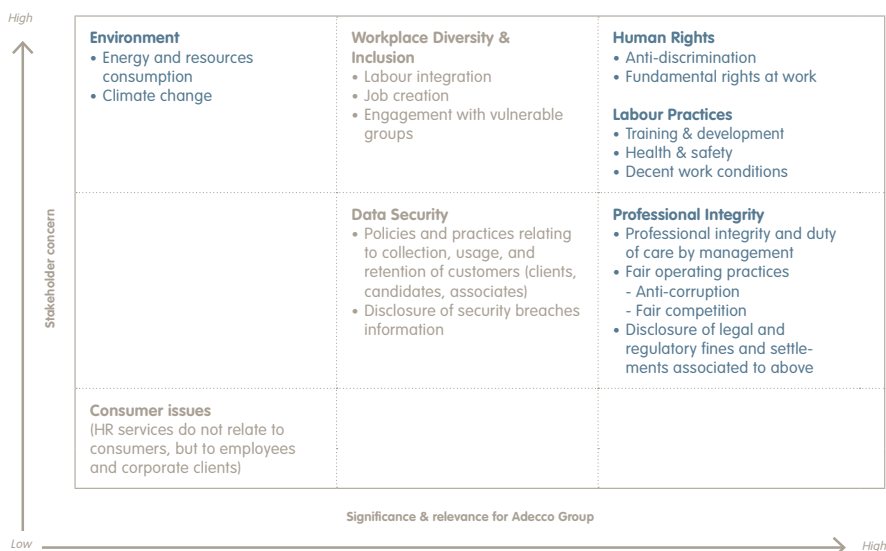
Adecco's age distribution amongst associates shows substantially higher rates of young people compared to the national labour markets. This demonstrates Adecco's contribution to fight youth unemployment (source of statistical data: ILOSTAT).

Choosing our sustainability priorities To define our priorities, we assessed the generic CSR core subjects as provided by [ISO 26000](#), the [GRI G4 guidelines](#) and the [Integrated Reporting \(IR\) framework](#) and [SASB](#)⁵ (i.e. organisational governance, human rights, labour practices, the environment, fair operating practices, consumer issues, community involvement and development⁶) against our stakeholders' concerns as well

as against the nature of our HR services business, the scope of our company and our sphere of influence. This resulted in the following **materiality matrix**, from which we derived our **six strategic focus areas** (page 21). Our strategy reflects how CSR relates to our business and mirrors our core competences, strengths and operational abilities, as well as supporting how we can make a difference in the world of work.

Materiality matrix: How we prioritise issues in respect of the nature of our business and the concerns of our stakeholders

(blue = corresponding to UN Global Compact principles)



How we prioritise the ISO 26000 core subjects and issues related to our business and the concerns of our stakeholders.

⁵ SASB: Sustainable Accounting Standards Board

⁶ [ISO 26000, 7 core subjects](#)

We are working with a purpose, assuming our economic, social and environmental responsibility.



Our CSR strategy

The three dimensions of CSR

Our CSR strategy is aligned with our core business, in response to global trends in our industry and to the requests and feedback we receive from our employees, associates/candidates and our clients.

Corporate Social Responsibility is the responsibility of companies towards the three dimension of sustainability which culminates in a 'triple bottom line':

1. Economic
2. Social
3. Environmental

It is all about how we manage our impact on the economy, social affairs and the environment. The goal is to integrate economic, social and environmental targets into our corporate activities in a way that fulfils the requirements of each of the three dimensions without compromising on any one of them. For the Adecco Group, this means the following:

Economic dimension: Our Corporate Governance disclosure reflects the requirements of the [Directive on Information Relating to Corporate Governance](#), issued by the SIX Swiss Exchange¹ the Adecco Group's principles take into account the recommendations set out in the [Swiss Code of Best Practice for Corporate Governance](#)².

Identifying, mitigating and managing risks is part of our culture. Our enterprise risk management process at the Adecco Group has strategic and operational dimensions. Whilst the focus is on analysing, managing, and mitigating risks, we also aim to identify opportunities for business development. The process is overseen and approved by the Board of Directors. The enterprise risk management process comprises two interacting and integrated levels: country/global business lines and corporate. On a regular basis, all countries and global business lines perform risk assessments on the risk categories that can have a significant impact on their operations, quantifying both Gross Risk and Net Risk. Furthermore, our risk management process is used to identify business opportunities, to improve our performance towards employees as well as services and data protection towards clients and associates. All countries perform risk assessments on a regular basis and report their results to Group Management. Risks identified at country and corporate level are treated as opportunities for improvement. The key risk areas include: economic environment; employee, associate and client attraction and retention; IT technology and data protection; changes in the regulatory/legal and political environment; compliance with laws; and disruptive technologies³. We are dedicated to earning the trust and loyalty of our employees, associates, clients, shareholders and the communities in which we operate by performing our work in accordance with our [Code of Conduct](#) which is anchored in our Core Values and in our Leadership Principles. It sets forth the standards and expectations that we must fulfil in our work and the way we do business, aiming at high standards with regards to ethical and legal conduct.

¹ As amended on 29 October 2008.

² As amended on 29 September 2014.

³ Adecco Group Annual Report 2015, p. 29–31.

Customer satisfaction as a result of our services rendered is key. Our core competences include providing flexible work-force solutions and matching clients' needs with the right candidates' skills. In an environment of cyclical and seasonal changes in demand, we help our clients to adapt their work-force needs accordingly and provide people with diverse work experiences and educational backgrounds with employment. In the economy at large, more customisation and made-to-order strategies impact the production cycle and reduce the predictability of our clients' business development. To keep our **associates' satisfaction** high, we offer interesting jobs and conditions through consecutive assignments, attractive wages and training modules that improve their skills and qualifications.

Ensuring transparent and ethical practices, the **Supply Chain** has become increasingly important in recent years. In 2012, we issued a [Supplier Code of Conduct](#) and questionnaire for our major suppliers to ensure that our supply chain adheres to the highest ethical principles. In 2015 and 2016, we have further strengthened the focus on our major suppliers by working together with [EcoVadis](#)⁴ through its collaborative platform which provides access to the sustainability scorecards of our main suppliers. EcoVadis ratings will further support us to reduce risks, as well as drive performance and eco-innovation in their supply chain.

Social dimension: Through the yearly release of our dedicated **Communication on Progress** (CoP), which is published on our website and submitted to [the UN Global Compact](#), we report on the processes and tools used to identify and prioritise critical social issues within our business and CSR strategies. We apply the [Global Reporting Initiative](#) (GRI) Sustainability Reporting Framework as it helps us to measure and report transparently and with accountability on our CSR performance. The materiality matrix according to [ISO 26000](#) and [GR4 guidelines](#) enables us to report the sustainability information that matters to our business and the concerns of our stakeholders and to operate in a socially responsible way. In addition, we respond to and are measured by the [Carbon Disclosure Project's](#) Investor/Climate Change and Supplier Modules, and the [FTS4Good Index Series](#) as well as by additional indices such as the [Ethibel Sustainability Index](#), the [ECPI® INDICES Ethical index](#) and others.

As a strategic partner of the [World Economic Forum](#) and participant in their regional meetings around the globe, we support the Forum's commitment to improving the state of the world by creating greater choice in the domain of work and by unlocking potential in individuals, enterprises and society in general.

The Adecco Group adheres to the [Universal Declaration of Human Rights](#). In November 2003, the Adecco Group became the first company in its industry to sign the [United Nations Global Compact](#) (UNGC). In October 2008, UNI Global Union and Ciett Corporate Members, including the Adecco Group, signed a [Memorandum of Understanding](#) (MoU) to consolidate the industry's global social dialogue to achieve fair conditions for the temporary agency work industry. These two public endorsements are due to the fact that Adecco Group acknowledges also recognises to the:

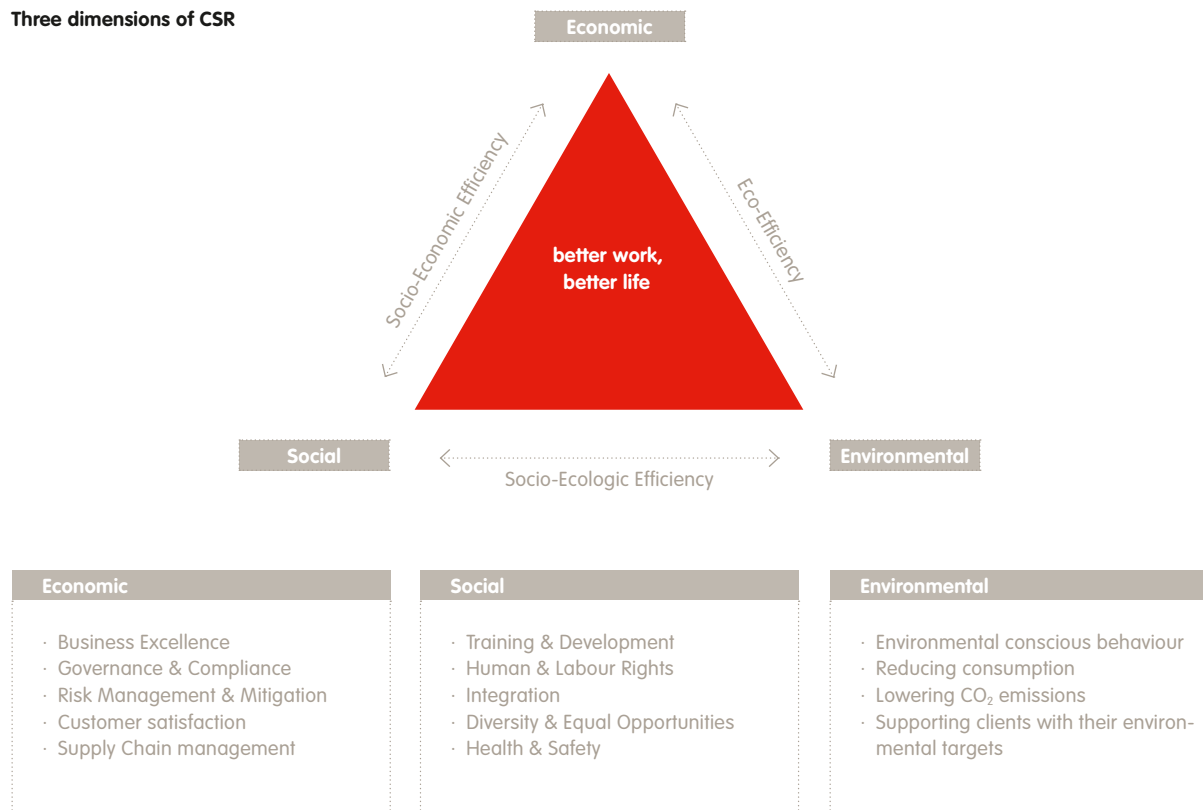
- [ILO Declaration on Fundamental Principles and Rights at work](#)
- [ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy](#)
- [OECD Guidelines for Multinational Enterprises](#)

Human & Labour Rights practices are fundamental for the Adecco Group's successful business operations with employees, associates and candidates as well as client companies and its supply chain.

To strengthen our role as the industry leader, it is our priority to assist our employees in achieving their full individual potential. **Talent Management** has been a critical component of the HR strategy within the Adecco Group for many years, through a collaborative effort between the Group initiatives and the local programmes in the countries where we operate. Our ultimate goal is to **attract and retain the best talent** and to ensure that our leaders can continue to deliver on the overall Adecco Group strategy. The four components of the Adecco Group Talent Management framework are: identification of high potentials, development, performance management, and, finally, succession planning. For our candidates and associates, the acquisition and ongoing development of vocational and transferable skills is a passport to employment, income and a sustainable career in a changing economic and labour market environment. Public and private employment services play an important role in developing and delivering training and re-skilling programmes.

⁴ EcoVadis through its collaborative platform provides Supplier Sustainability Ratings for global supply chains. Its CSR assessment methodology that covers 150 purchasing categories, 110 countries, and 21 CSR indicators.

Three dimensions of CSR



Much of our day-to-day work involves **integrating people into the workforce**: from unemployment to work; from education to work; from job to job; from temporary to permanent employment. Agency work creates jobs that would not otherwise exist, enhancing companies' competitiveness and workers' employability. Through select global and local projects and our three Foundations in France, Italy and Spain, we make sure that **people at risk of exclusion** because of disabilities, age, ethnicity, gender or long-term unemployment get additional support to achieve integration and play an active role in society.

The Adecco Group strives to **prevent accidents, injuries and diseases and furthers health, safety and well-being** in the workplace through special training and measures for employees and associates. We conduct risk assessments of workplaces in order to provide health and safety training to our associates who are exposed to certain hazards when entering new and unfamiliar workplaces. We instruct our employees about how to improve their workstation through the correct use of equipment. The Adecco Group strives to meet all statutory health and safety obligations. In addition, we encourage our employees and associates through global and local initiatives to engage in sports activities to enhance their physical and mental well-being.

Environmental dimension: As the global leader in workforce solutions, we are conscious of the environmental impact our operations can have and the difference we are able to make by acting responsibly. We have introduced **processes and tools** to identify and prioritise critical environmental issues within our business operations as part of our focus on improving our environmental performance. In order to evaluate and reduce our carbon footprint in a consistent and structured manner, we measure and report on environmental commitments in the Adecco Group's CSR Report and CoP as well as through our participation in the Carbon Disclosure Project (CDP). The measurement of our CO₂ emissions is centralised thanks to the 'myclimate' database which helps us to break down our environmental impact into Scope 1, 2 and 3 emissions. We have replaced our environmental policy with more comprehensive [environmental guidelines](#) which outline to all stakeholders, where the priorities lie in considering the impact of our daily operations. Our country organisations in Spain, Norway and Sweden are currently [ISO 14001](#) certified.

The six strategic focus areas have been defined in alignment with our company strategy and cover the most material issues for our main stakeholders.

Our six strategic focus areas

Every day, we help companies succeed by bringing together work teams with skills and attitudes that best match their needs. We ensure that our associates worldwide have the best possible jobs. Employment is key to a healthy economy and reduces the welfare burden. Most importantly, it gives people dignity and purpose through their contributing to society every day.

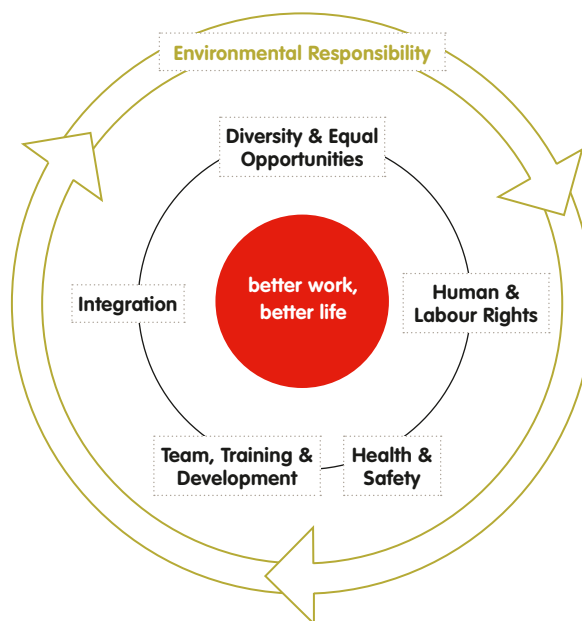
To demonstrate our commitment to improve the world of work for all our stakeholders and to constantly improve our performance, we respond to Investor and Supplier modules in the Carbon Disclosure Project and to the FTSE4Good Index Series review. Additionally, we are a constituent of the Stoxx and SXI Switzerland Sustainability 25 Index®. Since 2003, we have submitted our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the GRI Guidelines. Corporate social responsibility for Adecco is our responsibility towards the three dimensions of sustainability: economic, social, and environmental.

Our goal is to integrate all economic, social, and environmental aspects into our CSR strategy so that we fulfil the requirements of each of the three dimensions without compromising on any one of them. At the same time, our strategy supports the challenges and demands of our core business, taking into account global trends in our industry as well as requests and feedback from our employees, candidates and associates, clients, and the broader public.

Our corporate social responsibility reflects our business values and goals, which is why we report on the following six strategic focus areas, as they have a major impact and value for our Company and society in the current labour market environment.

Team, Training & Development: Currently, around 7 million jobs don't get filled despite the fact that 200 million people are unemployed. This is especially true in European countries such as Greece, Spain, Italy, and France but also in Australia, Japan, and the US with 5.4 million unfilled vacancies in 2015. This is to a large extent due to a mismatch between available skills and educational qualifications and the requirements of the business world. The Adecco Group and its industry can contribute to solving these issues by retraining and upgrading workers' skills and through such initiatives as our Candidate International Mobility programme. HR services companies help people enhance their employability through career counselling, education, and continuous training, connecting people with job opportunities globally.

Our six strategic focus areas



Integration: Every company's workforce needs people with diverse skills sets and from all backgrounds with regard to abilities, age, ethnicity, or gender. In 2015, 15-24-year-olds accounted for 16% of the workforce, over 60-year-olds for 8%, while women were still highly underrepresented at 50%. Of the one billion persons with disabilities globally – that is, 15% of the world population⁵ – at least 785 million are of working age but in Europe, only 47% of people with a basic disability aged between 15 and 64 are working.⁶ Integrating people into the workforce through agency work and making companies' workforces more diverse is a central part of our business. Jobs offer people work experience and an income. Consecutive assignments provide people with a variety of work experiences, enhance their adaptability to different roles and teams, and serve as a stepping stone to a permanent position for individuals who otherwise could become marginalised.

⁵ ILO: Disability Inclusion Strategy and Action Plan 2014–17.

⁶ Eurostat: [Infographic Disability statistics](#)

Diversity and equal opportunities: Our employees and associates are key contributors to our success. Therefore, our approach to diversity and equal opportunities and our open company culture help the Adecco Group to attract, motivate, and retain talented people. Through the Adecco Academy, we develop our talents and give them the tools and experience to continuously improve their performance and boost their motivation. Through our global programmes and cooperation with organisations such as the [World Economic Forum](#), the [Global Apprenticeships Network](#), the [European Alliance for Apprenticeships](#), as well as our [Candidate International Mobility programme](#), we stay at the forefront together with experts and our clients to increase diversity and create new job opportunities.

Health & Safety: We are committed to the health and safety of our employees and of the associates working with our clients. Our industry is unique. We do not directly control the workplace of our associates. Therefore, we must properly select, train, and equip our associates before assigning them to a job. It is of utmost importance to ensure that our clients adhere to the highest safety standards for associates to conduct their tasks in a safe and healthy workplace with adequate supervision. For our employees, we encourage a healthy lifestyle through our Win4Youth programme whereby all employees around the world can ensure a Group donation to children in need by taking part in sports activities.

Human & Labour Rights: In recent years, human and labour rights have become an increasingly important aspect to businesses and within corporate social responsibility. On June 16 2011, the UN Human Rights Council endorsed the "[UN Guiding on Business and Human Rights](#): Implementing the United Nations 'Protect, Respect and Remedy' Framework" proposed by UN Special Representative John Ruggie which rests on three pillars:

1. The state duty to protect against human rights abuses by third parties, including business
2. The corporate responsibility to respect Human Rights
3. Greater access by victims to effective remedy, both judicial and non-judicial. The Guiding Principles on Business & Human Rights define what companies and governments should do to avoid and address possible negative human rights impacts by business. In the meantime, a number of guiding materials were published and the development of national action plans is addressed by the CSR peer review process with EU Member States.

In October 2011, the European Commission published a [new policy on CSR](#) for the period 2011–2014 in order to create conditions favourable to sustainable growth, responsible business behaviour and durable employment generation in the medium and long term. As a result, in June 2013, the European Commission issued Sector Guides on Implementing the UN Guiding Principles on Business and Human Rights for three business sectors including a [guide for the Employment and Recruitment Agencies' sector](#). Thanks to a multi-stakeholder consultation, including Ciett and its members, the content of the guide is balanced and reflects the real issues faced by our industry. Adecco has published [guidelines on Human & Labour Rights](#) which reflect the size and maturity of our company.

They provide guidance and raise awareness amongst all our stakeholders.

Environmental responsibility: Since 2010, environmentally conscious management, monitoring, and reduction is carried out in the following areas:

1. Electrical energy consumption
2. Mobility: company car mileages and air miles flown
3. Office supply: paper and toner consumption
4. Office equipment: computers bought and replaced

This applies to 15 of our largest markets and emerging markets as of 2014 (France, North America, UK & Ireland, Germany, Japan, Italy, Netherlands, Belgium, Norway, Sweden, Spain, Singapore, Switzerland, Argentina and Mexico) as well as to the joint global and Adecco Switzerland headquarters.

The countries represent over 85% of our business operations in terms of revenues. By reducing our CO₂ emissions, we will save costs due to the lower consumption of resources which will benefit the Company's overall performance as well as our clients' through the services they receive from us.



Our main programmes and initiatives in the Economic dimension

Global programmes and initiatives

Excellence Awards In 2015, the Adecco Group Excellence Awards were presented to nine winning teams recognised for the outstanding results they achieved living our five core values of team spirit, customer focus, passion, responsibility and entrepreneurship.

Adecco Group Italy won the overall Excellence Award. Adecco Spain was recognised for its outstanding employee engagement – one of the Adecco Group's strategic priorities. The 2015 award for Service Excellence was presented to a colleague from Adecco Serbia. Adecco Czech Republic was awarded as the best performing country in the Emerging Market.

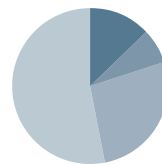
In 2015, Groupe Adecco France won the Way to Work™ Excellence award which was given for the first time to the Groupe. The team in France showed the most innovative and engaging performance in delivering this global programme. For Win4Youth, Adecco Luxembourg was awarded for the most kilometres per person and the country with most kilometres achieved overall was Adecco Japan.



Representative of Adecco Italy celebrating the reception of the overall Excellence Award 2015.

EcoVadis Supply Chain Management

Adecco Group EcoVadis supplier assessment

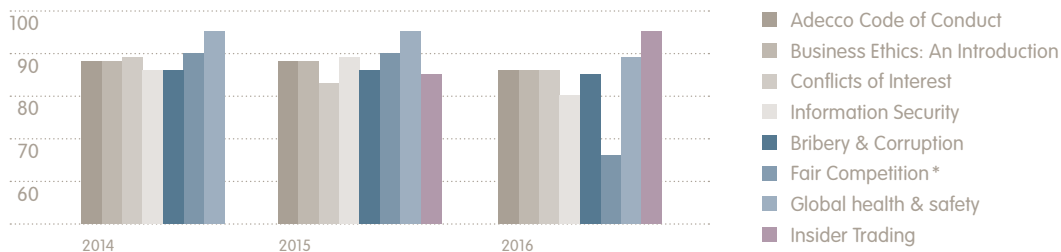


- No badge
Global score < 37
- Bronze
Global score between 37 and 45
- Silver
Global score between 46 and 61
- Gold
Global score > 61

Focus on our suppliers In July 2012, we published our **Supplier Code of Conduct** as well as a supplier questionnaire. They are distributed to our major suppliers in order to ensure they adhere to the highest standards. The Code of Conduct describes the expectations of the Adecco Group towards its suppliers, vendors, contractors or any other organisation with whom the Group conducts business. In 2015, the Adecco Group signed up for a Corporate subscription with EcoVadis to further manage supply chain CSR risks and stimulate innovation with our providers which in many cases are also our clients. Between November 2015 and June 2016, 60% of our largest 25 suppliers had responded to our request via EcoVadis with an average score rate of 58 out of 100.

All employees of the Adecco Group are asked to perform their business activities with the highest level of integrity and compliance within the laws and regulations of the markets where the Adecco Group operates. This also reflects our expectations towards our suppliers. We recognise the variety of legal and cultural environments, in which our suppliers operate, therefore our Supplier Code of Conduct provides a framework of minimum requirements, which are applicable in the vast majority of situations. In 2013, we increased our focus on Bribery & Corruption prevention. Our employees are expected to perform a high-level check on the supplier's reputation with regards to Anti-Bribery & Corruption.

Training on fundamental ethical business practices (% of all employees) 2014–2016



NB: Dependant on usual staff turnover, the actual training completion rate stays always below the ideal of 100%.

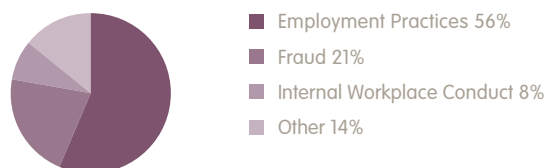
* The new custom-built competition module was launched in October 2015 in all the English-speaking countries and even later in some others. France to launch the module in August 2016. The completion rate 2016 is based on this new module for the countries that had launched it at the time of reporting.

Enterprise Risk Management The enterprise risk management process at the Adecco Group has strategic and operational dimensions. While the focus is on analysing, managing, and mitigating risks, we also aim to identify opportunities for business development. The process is performed on a regular basis, it is steered by Group Management, and is overseen and approved by the Board of Directors. The enterprise risk management process comprises two interacting and integrated levels: segment and corporate. All segments perform risk assessments on the risk categories that can have a significant impact on their operations, quantifying both Gross Risk and Net Risk. Gross Risk is an estimate of the likelihood of risk occurrence and the potential impact on the financial results in the worst-case scenario. Net Risk is an estimate of the likelihood of risk occurrence and the potential impact on the financial results taking into account the risk mitigation effect of management controls. More information can also be found in our [Annual Report 2015](#).

ACE training & reporting The Adecco Group Compliance & Ethics (ACE) training is our ten-module online training programme for employees on the following topics: *Code of Conduct; Business Ethics; Bribery & Corruption prevention; Global Health & Safety; Resolving Conflicts of Interest; Global Competition; Information Security & E-mail and Insider Trading; Group Data Protection Policy*; the latter was introduced in 2016. In October 2015, the Global Competition module was re-launched and rolled out in close to 80% of our countries after having been further customised, which is the reason for the 66% completion rate after the first seven months. In France, our largest market, the module will only be introduced on August 1, 2016. It is designed to educate the Adecco Group employees on the basic issues relating to competition law compliance in a practical context. It further provides an understanding of the types of conduct that competition laws are designed to prevent as well as some guiding principles that help ensure compliance in practice.

ACE reporting

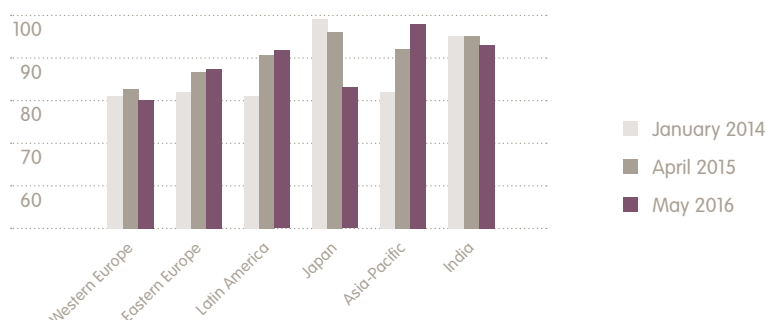
Allocation of reported issues in 2015, in %



All ACE training modules prepare our employees to handle ethical, legal and regulatory challenges, which they may encounter in their day-to-day work. All colleagues are required to complete eight of the mentioned training modules. The module on Global Competition is specifically targeted to Sales professionals and the Health & Safety module to branch managers.

The [Adecco Group Compliance & Ethics \(ACE\) Reporting Tool](#) is designed to assist employees, associates and other stakeholders in reporting actual or potential violations of the law or Adecco Group policies, procedures, ethical standards or of the Code of Conduct. Any stakeholder can seek help, advice and speak up. Anyone raising concerns in good faith is making the right decision. All issues will be taken seriously, followed up and reported to the Board of Directors if deemed appropriate.

Completed online training on Bribery & Corruption prevention (% of all employees in question)



USA and Canada run their own ACE awareness training, not the global one, thus not included in this statistics.

Corporate Governance – Remuneration In accordance with the [Swiss Ordinance Against Excessive Compensation](#) in Public Corporations (the “Ordinance”), the Chairman, the members of the Compensation Committee and the Independent Proxy Representative have been elected by the shareholders of the Adecco Group as of the Annual General Meeting ([AGM](#)) 2014. The Adecco Group has conducted yearly individual elections of its Board of Directors for more than ten years. The Company committed to following best practices in Corporate Governance. As of the AGM 2015, in line with the requirements of the Ordinance, the Adecco Group submits to its shareholders for approval: the Maximum Total Amount of Remuneration of the Board of Directors for the upcoming office period (AGM to AGM) and the Maximum Total Amount of Remuneration of the Executive Committee for the next fiscal year. In continuation of its existing practice, and as per its [‘Articles of Incorporation’](#), the Adecco Group submits the annual Remuneration Report to an advisory vote of its shareholders. As a result, the shareholders have the possibility to examine the remuneration actually paid against the Maximum Total Amount of Remuneration that was approved by the AGM and to voice their opinion.

In 2016, shareholders approved the Maximum Total Amount of Remuneration of the Board of Directors for the office period from the AGM 2016 until the AGM 2017 as well as the Maximum Total Amount of Remuneration of the Executive Committee for the fiscal year 2017, with 95% and 93% favourable votes respectively. The [Remuneration Report 2015](#), which includes details of the actual remuneration paid, was approved by shareholders in an advisory vote with 86% of votes in favour.

Bribery & Corruption prevention and detection The Adecco Group, with its global business practice, is constantly working on enhancing its anti-corruption and anti-bribery programmes in order to prevent and detect potentially improper payments that could put the company at risk. The Adecco Group’s Bribery & Corruption prevention and detection programme has been developed to ensure the Group’s compliance with applicable legislation while remaining flexible to business needs

and cultural differences. It expresses our attitude towards Bribery & Corruption in all its forms: It is one of zero tolerance. Fundamental to the programme is the ‘tone from the top’ by which business leaders are expected to provide visible and explicit support and commitment to the programme. Employees and any third party acting on the Adecco Group’s behalf may not provide anything of value to either government officials or private parties to obtain or retain business or a business advantage. Similarly, employees may not request or accept bribes or other improper financial advantages. The Adecco Group’s Board of Directors has approved the Group Policy on Bribery & Corruption prevention. The Bribery & Corruption prevention and detection programme includes a policy, risk assessment, education/guidance and training, due diligence procedures and audit-testing processes. We are committed to doing business lawfully, ethically and with integrity. A guide provides employees with a broad understanding of the Adecco Group’s five Bribery & Corruption prevention principles:

1. Do not offer or accept bribes
2. Understand the policies and corruption risks
3. Respond
4. Document
5. Report

These principles have to be followed along with the relevant local management policies that apply in addition to specific work responsibilities.

In order to further show our CEO level commitment, we have signed the [World Economic Forum ‘Partnering Against Corruption Initiative’ \(PACI\)](#), a global platform centred on the PACI Principles for Countering Corruption. The initiative creates a more visible, dynamic and agenda-setting platform, working with committed business leaders, international organisations and governments to address corruption, transparency and emerging-market risks. Comprising numerous companies with global business activities, PACI is considered a leading business voice on anti-corruption.

GTCI 2015–16 – the third edition of the Global Talent Competitiveness Index

In January 2016, the third edition of the Global Talent Competitiveness Index (GTCI) was released the evening prior to the opening of World Economic Forum 2016 in Davos, Switzerland. The GTCI is an annual study developed in partnership with the Adecco Group, INSEAD and the Human Capital Leadership Institute of Singapore (HCLI). The annual benchmarking report was launched for the first time in 2013 based on the awareness that talent – not trade, not capital – is the most powerful resource to drive the sustainable development of countries and companies. The GTCI measures countries' competitiveness, based on their ability to grow, attract and retain talent. By analysing data on 109 countries, the study provides a practical and strategic tool for government, businesses and not-for-profit organisations, helping countries overcome the talent mismatch and remain competitive in the global marketplace.

The 2015–16 edition focuses on 'Talent Attraction and International Mobility'. In addition to citing the concrete example of talent champion countries, the study demonstrates that, aside from helping fill skills gaps and combating global unemployment, international mobility is key to fostering networks, innovation, and entrepreneurship, and ultimately, developing talent.

As in previous editions, the GTCI ranking is dominated by European countries, with only six non-European countries in the top 20: Singapore (2), the United States (4), Canada (9),

New Zealand (11), Australia (13), and Japan (19). Overall, the recurrent key factors of the GTCI 2015–16 talent champions include a focus on flexible labour markets, excellent formal education, combined with well-rooted vocational training, openness to trade and talent, and professional management practices. In the top 20, a significant number of small high-income economies are included such as Switzerland at number one, followed by Singapore and Luxembourg in second and third place, respectively. Faced with specific challenges (including a scarcity of raw materials), such economies developed socio-economic policies in which talent growth and management are central priorities. Larger economies figuring in the 'top 20' include countries with a strong immigration tradition and/or longstanding reputation in higher education, such as the United States, the United Kingdom, Canada and Australia. Nordic countries can also be found in this high-performance group, reflecting a continuous priority to education and exemplary management practices.

[Read the GTCI Press Release](#)

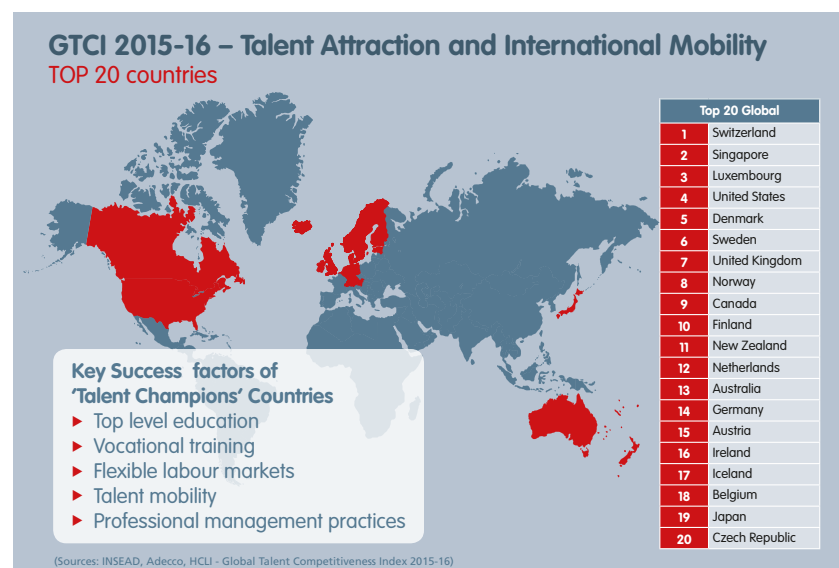
[Visit the GTCI website](#)

[Download the GTCI 2015-16 infographic](#)

[Download the full report 2015-16](#)

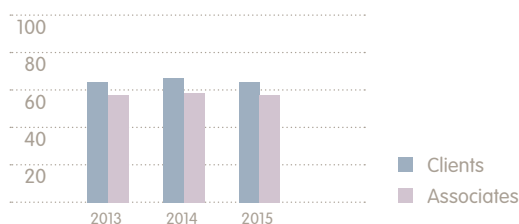
[Watch the GTCI 2015-16 video graphic](#)

Follow on Twitter: #GTCI



Customer Satisfaction (G4-26) The Global Satisfaction Survey (GSS) was introduced in July 2008 across the Adecco Group as a mandatory tool to measure client, associate and candidate satisfaction and as a way to anticipate potential business risks. Not only does the survey measure satisfaction, it is also used as a way to assess potential market-specific business risks. It aims to provide the Adecco Group leadership team with strategic insights on customer needs and wants and our competitive positioning in the market to capitalise on our strengths, address our shortfalls and shape our service delivery. The goal was to implement an effective measurement system that enables systematic, fast measurements of client, associate and candidate satisfaction through web surveys at country level. For the 2015 reporting period, we tracked the satisfaction of our clients, associates and permanent placement candidates from 43 business units in 29 countries. To date, 15 brands of the Adecco Group are participating in the GSS covering over 90% of the Group's business. Countries are encouraged to add their country-specific questions to the survey. The GSS is also a major source of information for the preparation and rollout of global strategic initiatives (e.g. Global Market Segmentation Programme; Global Branding Project). The GSS methodology is a key element to measure the success and impact of such global actions from an external perspective as well as to derive concrete actions ensuring a continuous improvement cycle across the globe.

GSS Results: Global Share of Satisfied Respondents 2013–2015, in %



Note: Share (%) of satisfied respondents is a combined category of "satisfied" (5) and "very satisfied" (6) on the scale 1–6.

Getting close to Gen Y – the Adecco Group associate boards

Knowing and understanding one of your main stakeholder groups is key. That is why the Adecco Group has created its associate boards. The global associate board has 200 Gen Y (18- to 26-year-old) members from five regions, 19 different countries coming from rural and urban settings, with diverse educational levels. The platform allows us to be in close contact with representatives of Gen Y, understand their perception of our company, detect trends, exchange ideas, know about their needs and wishes on the 'Future of work' and inspire our employees. The interaction which is structured around the four key themes 'celebrating life', 'live and learn', 'social bonding' and 'on- or offline, there is no line' will support the Adecco Group to get closer to the next generation of colleagues, candidates and associates and to develop future-proof solutions and services. In France, a local associate board is running to address the most relevant labour market topics for French people such as economic recession; how to enter the job market; and job security. The Advisory Board, a new initiative sponsored by the Regional Head of France was launched to allow business teams to express themselves and get involved in shaping the strategy of the Group. At the end of March 2016, the first encounter took place during the visit of the global Group CEO and CFO in Lyon. This was a great opportunity for five young Advisory Board members to openly ask their questions and get direct answers from the Adecco Group's top management!

In addition to the French associate board launched in 2015, another local candidate board was created in Belgium in 2016. It is the exchange platform for 150 candidates and associates between 21- and 60-years-old. The objective is to develop our associates' value proposition in a market that frequently operates with short-term employment contracts – even daily contracts – on many occasions. We aim to improve our customer satisfaction scores and reinforce our positioning as employer of choice among our associates.

Data security & protection The Adecco Group has implemented an IT Policies and Standards Framework and IT General Controls around Financial Reporting legacy Sarbanes-Oxley controls, called RIM (Records & Information Management) which specify the protection, the sustainability and the quality of the information. This Framework has Policies and Standards, which are aligned to both [ISO27001](#) and [COBIT](#). Additionally, the Adecco Group has in place a Global Data Protection Policy (and other local Policies) with special emphasis on personal data.

The purpose of this global Policy is to provide an adequate level of protection for all personal data collected and used by the Adecco Group, on- or offline, or by manual or automatic means, including digital recording (audio or video) through different requirements including the compliance of the IT Policy Framework. In June 2016, the Adecco Group started rolling out an e-learning module as part of the Adecco Ethics & Compliance (ACE) training to educate colleagues globally on Data Protection. The training module provides Group employees with an understanding about the basic principles of data protection and how to apply them in their day-to-day work.

Select country initiatives and programmes

The Observatory for Innovation and Employment: OIE In 2014, the 'Observatorio de Innovación en el Empleo' (OIE) was created by Adecco Spain as an incubator for creative initiatives and actions in employment and has since grown. Its goal is to foster societal change thanks to the collaboration of private [companies from all sectors](#), looking for solutions to improve the labour market situation in Spain, which despite reforms is still challenging for many people and companies. Adecco promotes the OIE as an initiative for action not reflection together with its now 27 member companies.

In July 2015, a report was published by the OIE entitled '[Youth and the Labour Market: The Path from the Classroom to the Workplace](#)'. The transition from the classroom to the workplace is a vital moment in a student's life which is often times accompanied by feelings of uncertainty and disorientation. This is compounded by the current youth unemployment rate in Spain of 52.4% which makes finding employment seem like an almost unattainable goal. According to the report, the main factors contributing to this is the discrepancy between the skills universities teach and those companies are looking for in their future employees.

[OIE website](#)

[Check out the OIE blog](#) (Spanish)

[Find more information on the OIE TV](#)

Follow them on twitter: @ObservatoriOIE



At the EuroCham meeting in Singapore, Femke Hellemons, country manager Adecco Singapore, on the panel about Human capital development.

Human Development Strategies in ASEAN¹ In December 2015, the EuroCham held an event especially dedicated to Human Development Strategies in ASEAN. The regional integration of ASEAN raises the question of potential unity within the great variety of religions, cultures and political systems across ASEAN countries, similar to the EU's philosophy: 'unity in diversity'. Adecco Singapore's country manager actively participated to share our views on key areas in human capital development and on how to close the gap between what companies in ASEAN are looking for and what is missing in terms of quality and quantity of the workforce. For this purpose, a White Paper was launched in cooperation with the European Foundation of Management Development (EFMD) entitled 'Human Development Priorities for the ASEAN Economic Community' as the result of exchanges concerning the opportunities and challenges of ASEAN Economic Integration. Five priorities were defined to overcome labour market challenges:

1. Increase mobility of workers
2. Increase mobility of students
3. Set up an ASEAN internship mobility network
4. Increase Master degrees related to business and technology
5. Increase English language skills proficiency

[EuroCham Singapore website](#)

[Download the White paper](#)

¹ The Association of Southeast Asian Nations

Providing youngsters with ICT skills ‘Young Digital’ is a Modis Italy initiative to train and provide employment for young people in the ICT sector. It is part of Adecco Italia’s broader programme to increase the employability of the young generation called ‘Youth Guarantee’. Adecco Italy’s country manager and the Minister of Labour and Social Policies, Giuliano Poletti, presented the programme which will kick off in September. The scheme aims to tackle the ‘Digital Mismatch’ by providing 1,000 youngsters with an intense 12-month training course in those ICT skills that enterprises need, but are failing to find among applicants. Indeed, a recent Modis Italy analysis has shown that it takes an average of 4 months to fill an ICT vacancy and in 22% of cases, it is proving very difficult to find the required profiles. That’s where this scheme can make a major contribution by supporting clients and candidates alike and matching the newly trained ICT specialists with companies looking for those very skills.

[Read the Press Release \(Italian\)](#)



The Italian Minister of Labour, Giuliano Poletti, together with Andrea Malacrida, Country Manager Adecco Italy, promoting ICT skills amongst young people.



Adecco Turkey's Melda Özkan at the Ministry of Foreign Affairs' conference, advocating to increase women's integration into the labour market.

The Turkish women's labour and employment initiative platform (KEiG)

Although the employment of women is one of the areas in which discrimination is most prevalent, it was not on the agenda of Turkey or of women's organisations until recently. With the start of negotiations with the European Union, both the issue of gender equality, covered under the heading of Social Policies, and the issue of employment, defined under its own separate heading, was discussed at greater length in Turkey. The number of meetings and reports on the topic have increased, including policy proposals to increase the women's employment rate of women. The KEiG Platform includes 32 separate women's organisations from 16 different provinces, all working on different aspects of the issue of gender equality – such as labour, male violence against women, and the political participation of women. The KEiG platform believes it is essential to analyse the situation in Europe and Turkey in the process of constituting private employment agencies. The goal is to prevent the consolidation of the unfair treatment of women due to unequal practices in work life. In light of Turkey's experience, cooperation with private employment agencies was initiated to improve policy demands on the subject. Adecco Turkey was a contributor at a conference in October 2015 in Istanbul on 'Private Employment Agencies and the Effect of Temporary Work Relationship on the Employment of Women' together with ILO Turkey Director Numan Özcan and representatives from UNI GLOBAL UNION, Academia and others.

Adecco Turkey together with the Ministry of Foreign Affairs conducted a conference for married women (both Turkish and foreign spouses) on CV writing and interview techniques and built a spouse talent pool.

[Visit the KEiG website](#)



Our main programmes and initiatives in the Social dimension



The Adecco Group ambassador team, energized and ready to compete in the Škoda Triathlon in Palma de Mallorca on September 6 2015.

Win4Youth

This highly successful employee engagement programme has continued to grow over the past six years. Employees all over the globe take part in sports events, united behind a great cause that allows us to live our core values to the full and embrace a healthy lifestyle. In their free time, employees clock up kilometres and turn them into a Group donation to foundations supporting youth development and families from disadvantaged communities to gain a better start in life and work. In many countries, our associates and clients join our events and contribute to our goal.

In 2015, the sixth year of Win4Youth, triathlon was our chosen sport, which meant that all employees could clock up kilometres by swimming, cycling, running or walking. Our goal was to achieve 1.75 million kilometres. We rose to this new challenge and delivered an astonishing 3,435,739 kilometres completed in 2015 by swimming, cycling and running! Over 17,031 colleagues, more than 2,000 associates and over 1,000 clients took part in more than 10,000 events in over 60 countries. This outstanding result ensured a donation of USD 375,000 by the Adecco Group to eight foundations in [Australia](#),

[Belgium](#), [Brazil](#), [Bulgaria](#), [Cambodia](#), [Colombia](#), [Greece](#), and the [USA](#), which were selected by our employees.

The Win4Youth 2015 team of 80 ambassadors trained to take part in the Škoda Triathlon in Palma de Mallorca on September 6 2015. Nine employees also had the opportunity to each spend one week in one of the eight foundations, contributing through their professional backgrounds and their passion to make a difference in youngsters' lives. In 2015, we were fortunate to have [Nicola Spirig](#) in the role of the programme's godmother. Nicola is the three-time Swiss Olympic triathlete, gold medallist in London 2012, and five-time European Champion. She motivated employees and was a true inspiration to us all.



Win4Youth Godmother 2015 and Olympic Gold medallist Nicola Spirig, with Adecco Group CEO Alain Dehaze, global 'CEO for One Month' Ayumi Kunori and two of the 80 ambassadors at the finish line of the Škoda Triathlon in Palma de Mallorca.



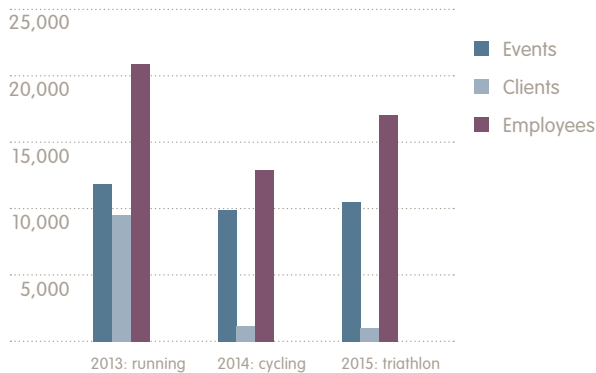
“Being an ambassador has been an amazing experience. It was great to get to know colleagues from 37 countries around the world, but the last six months have also shown that Adecco is so much more than the sum of its parts.”

David Hancock, Head of Investor Relations, Adecco Group

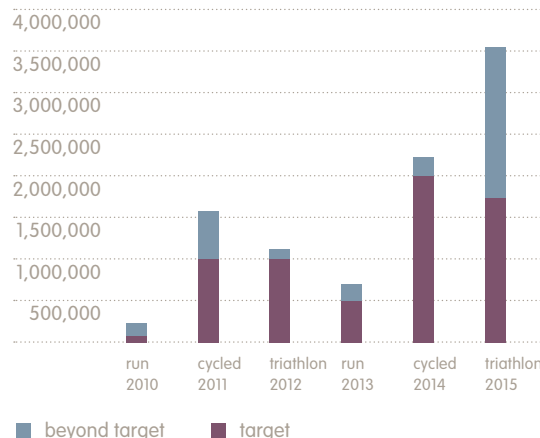


Win4Youth activities in more than 60 countries

Nr. of events, involved clients and employees

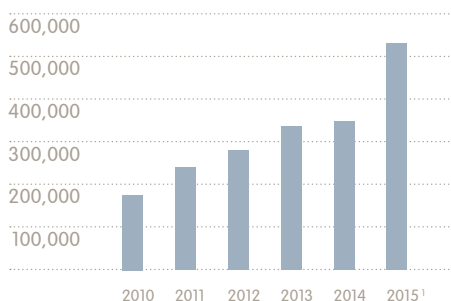


Win4Youth performance: run, swum, cycled, in km



Charitable donations from Win4Youth

Donations (in EUR) for integration initiatives 2010–2015



As in previous years, the outstanding efforts of our employees were rewarded. Adecco Luxembourg was awarded in the category of most kilometres per person with an average of 619 kilometres – and for the second consecutive year, Adecco Japan ranked first overall with an outstanding 517,185 kilometres collected – more than doubling last years' result. All our contributing colleagues, associates and clients can be very proud of this achievement.

Since the launch of Win4Youth in 2010, sports events have been organised in all our countries in running, biking and swimming contributing to Group donations each year to youth employment and development programmes around the world. By the end of 2015, a total of 2 million Euros had been donated by the Adecco Group and country organisations over the six years of the programme's existence.

Win4Youth Global Solidarity Day 2015

As a consequence of the worst refugee crises, the Adecco Group decided to use Win4Youth to organise a Global Solidarity Day on 26 October. According to the UN Refugee Agency (UNHCR), the number of people displaced globally by conflict has reached a staggering high of 63.5 million, with 21.3 million refugees and 10 million stateless people. In the light of the worst refugee crisis ever, the Adecco Group organised a Win4Youth Global Solidarity Day on 26 October.

We encouraged our employees around the world to swim, run and cycle for refugee children to reach the goal of 50,000 kilometres within 24 hours, guaranteeing a donation of EUR 100,000 to 'Save the Children Switzerland'. We more than doubled the goal and accumulated an amazing 118,997 kilometres with over 8,000 employees, associates and clients participating. The cheque of EUR 100,000 was handed over to 'Save the Children' by our global CEO Alain Dehaze and funds were used to provide refugee children with life-saving assistance and protection in Europe, their countries of origin and in transit countries.

[Save the Children Switzerland website](#)



¹ An additional EUR 100,000 were contributed through the Win4Youth Global Solidarity Day 2015.

“Thank you for a wonderful experience that I will never forget. I had the chance to push myself more than I could have ever imagined.”

Stephanie Morris, Manager Soliant Health, USA

In 2014, in order to expand and deepen employee engagement in Win4Youth and the charitable foundations, we launched volunteering weeks in our chosen foundations. 10 selected employees have the opportunity to spend at the foundation, geographically closest to them. It is meant to be a learning experience for our employees but also for the foundation, which can tap into the expertise of our employees who are asked to prepare a workshop around employment topics. The selection criteria for employees wishing to volunteer include: job performance, good communication skills, proficiency in English, willingness to contribute five days of vacation and of course enthusiasm for and involvement in Win4Youth. In 2015, ten volunteers from Australia, New Zealand, North America, Japan, Belgium, the Netherlands and Norway had the chance to spend an unforgettable experience with our eight foundations.



The Foundation for Young Australians (FYA), one of eight supported by Win4Youth in 2015, with the Adecco Australia volunteer Glenda Kirkby.

In 2016, the seventh year of Win4Youth, we are again practicing triathlon sports, which means that all colleagues can clock up kilometres by swimming, cycling running or walking. This year's goal is to achieve more than 3,500,000 kilometres, doubling last year's goal! The Adecco Win4Youth 2016 team of [73 ambassadors](#) – 39 women and 34 men from 37 countries – are training to face this year's challenge, the [Ocean-Lava Triathlon](#) in Lanzarote, Spain, in October 2016. And, of course, our ambassadors have the full support of 32,000 colleagues in more than 60 countries who will be swimming, cycling and running throughout the year to ensure we reach our goal. This year's donation will be supporting nine foundations in [Brazil](#), [Bulgaria](#), [Colombia](#), [Greece](#), [Hungary](#), [Indonesia](#), [Serbia](#) and [Slovakia](#) along with a [global foundation](#) that is assisting civilian victims of natural disasters, wars and economic collapse. The foundations for 2016 were chosen by the countries, thanks to the global selection process that we introduced in 2014. Every country had the chance to hand in their favourite foundation, and more than 40 foundations were put forward. The nine foundations from three continents will equally benefit from the funds raised by Win4Youth in 2016.

[Win4Youth Kick-off Camp 2015](#)

[Win4Youth 2015 Press Release Palma de Mallorca Triathlon](#)

[Win4Youth 2015 Palma de Mallorca Triathlon](#)

[Win4Youth 2015 'a year in review'](#)



Frederik Van Lierde, Win4Youth Godfather and World Champion in Ironman 2013, in full action.

Also in 2016, we have an inspirational Win4Youth godfather who motivates and challenges our ambassadors and employees with his own achievements: [Frederik Van Lierde](#). The Belgian began his career in swimming and moved into triathlon in 1997. He was the World Champion in Ironman in 2013 and was amongst the top three at various Ironman competitions internationally, including the Ironman of Hawaii and at European Championships. Frederik has a bachelor in physical education, is married and a father of two. He will accompany the 73 ambassadors at the Ocean-Lava Triathlon, exemplifying how goals can be achieved with hard work, focus, discipline and passion.

[Win4Youth 2016 – a new challenge](#)
[Win4Youth Kick-off Camp 2016](#)
[Win4Youth website](#)

Select country initiatives and programmes



Adecco Romania with its employees and clients during the Win4Youth cycling event in Bucharest in 2016.

Adecco Romania's Win4Youth client focus Our employees [Gabriela Szabó](#), former Romanian Olympic athlete who competed in the 1,500 m and 5,000 m events at the 1996 and 2000 Olympic Games, winning gold, silver and bronze med-

als, has joined Adecco Romania in 2016. She is in charge of Win4Youth amongst other programmes which she is driving with passion and energy. In partnership with World Class, Adecco Romania organised a sport day at the Victoria Square in Bucharest, providing 125 static bicycles for clients and Adecco colleagues. In total, 690 kilometres were collected for Win4Youth! Another event was held in Cluj.

[Watch the video](#)



Adecco Group Japan wins Win4Youth award In 2015, Adecco Group Japan – the commitment and initiative of all 1,809 employees together with clients and associates – achieved the top award for clocking up the most kilometres achieving 517,185 kilometres. This was possible thanks to such events as a Win4Youth mini triathlon and the aim of employees to stay healthy and fit. Nearly 100 colleagues went running and 17 took to the bike to cycle across the city.

The Modis North America Win4Youth challenge Modis in the US started the Win4Youth challenge campaign in June 2015. It was inspired by the Ice Bucket Challenge a couple of years ago which went viral. In a nutshell, one Modis branch challenged another one to run, swim, and bike. Once the branch accepted the challenge, employees had seven days to complete it and prove they had done so by producing a video. The Win4Youth challenge ran for two months with the goal to have all Modis branches in North America involved. It was a great way for the Modis team, spread all over the continent to join together, log kilometres in support of Win4Youth, stay active, and keep the Win4Youth fever going. In addition to the videos, an email campaign went out to all Modis employees on a weekly basis highlighting the challenge videos that were produced.

[Watch the Modis Win4Youth SDC challenge](#)
[Watch the Modis Win4Youth Orlando challenge](#)
[Watch the Modis Win4Youth Atlanta challenge](#)
[#ModisChallenge](#)

WAY TO WORK

by Adecco Group

INTERNSHIP OPPORTUNITIES

- Commitment to provide young people with quality internships and work-based training opportunities
- Adecco Way to Work™ joins the European Alliance for Apprenticeships in June 2015 and pledges 5,000 apprenticeships for young people in Europe by the end of 2017
- Launch of Groupe Adecco France Apprenticeship school in September 2015. The goal is to provide 10,000 work-study contracts in 3 years
- Globally, over 3,000 internship opportunities were allocated in 2015
- The goal is to globally provide over 5,000 internship opportunities by the end of 2016

STREET DAY

- 17 March: 4th Global Adecco Group Street Day in 53 countries
- Workshops, career advice and coaching sessions to job seekers in public spaces, schools and universities
- Over 3 million people have been supported through Adecco Group Street Day since its launch in 2013

CEO FOR ONE MONTH

- Over 53,400 online registrations received
- Local 'CEO for One Month' appointed in 50 Adecco countries during July and August 2016
- Top 10 country 'CEOs' attend the 'CEO for One Month' boot camp to run for the Adecco Group 'CEO for One Month'
- The Adecco Group 'CEO for One Month' on assignment during October 2016

Adecco Way to Work™ At 13% globally, youth unemployment is still running at an alarming rate, with levels of over 15% in the USA, 22% in Europe, and around 30% in the Middle East and North Africa. A whole generation is at risk of wasting a crucial opportunity for professional development and endangering its long-term prospects. Worldwide, more than 200 million people are without work¹ and almost 40% of them are 25 or younger. At the same time, eight million jobs are vacant in the USA and Europe alone. In the rest of the world too, skills shortage and talent mismatch are important issues, damaging human capital and productivity. The Adecco Group's clear goal with Adecco Way to Work™ is to tackle youth unemployment actively.

This global initiative involves employees of the Adecco Group in over 50 countries around the world. The Adecco Way to Work™ initiative consists of three programmes: Street Day, internship opportunities, and the 'CEO for One Month'.

Street Day On 17 March, the fourth global Street Day was held. In 53 countries and 670 cities, spanning 6 continents, over 6,700 Adecco employees shared their expertise, tips and tools during around 3,500 workshops and coaching sessions. More than 3 million people have been supported through Adecco Street Day since its launch in 2013.

During around 3,500 career guidance workshops and seminars, Adecco's experts trained job seekers on key topics, such as assessing potential career paths, improving CVs and perfecting interview techniques. The Street Day programme also included job 'speed dating' and social media identity and reputation checks for effective online job seeking.

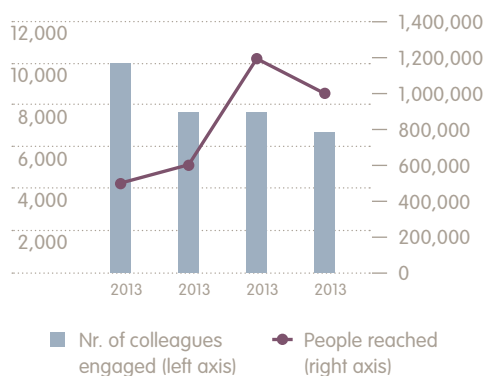
[Way to Work™ Street Day](#)

[Watch the Adecco Way to Work™ Street Day 2016 kick-off video](#)

[Watch the Adecco Way to Work™ Street Day 2016 video](#)

#AdeccoStreetDay 2016

Adecco Way to Work™ Street Day
employee engagement & people reached

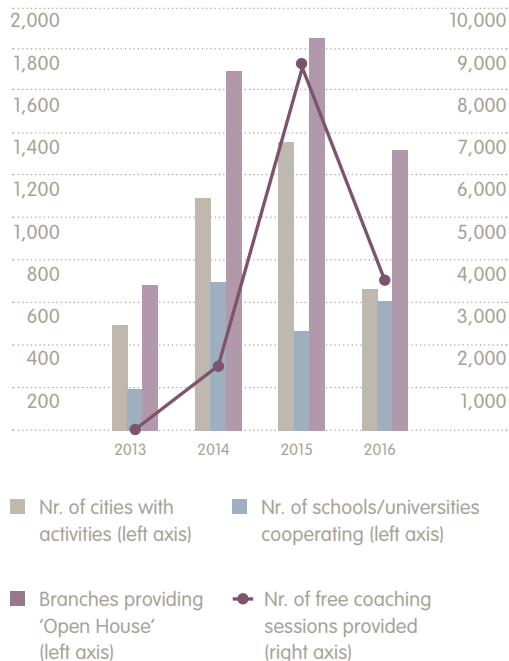


WAY TO WORK

by Adecco Group

¹ Source: International Labour Organization 2016.

Adecco Way to Work™ Street Day Activities and engagement



Internship Opportunities As part of the Adecco Way to Work™ programme, the Adecco Group offers internship opportunities internally and with our clients to support young people's first steps in the world of employment. Some 40% of employers say they cannot find the skills needed to develop their businesses and identify lack of experience as the main barrier to entry-level vacancies. New educational and training systems as well as work-based training opportunities, such as internships, and apprenticeships, are essential to help young people gain experience and get onto the career ladder. In 2015, over 3,000 internships were allocated around the world, and the Group aims at 5,000 by the end of 2016.

A special focus is put on the quality of the internships in terms of length (minimum one month or 160 hours); fair compensation; it must be a learning experience which is inspiring and valuable to the youngster; and it has to be concluded with a feedback and final evaluation process. The Adecco Group is offering its services with regards to selection and recruitment process to clients free of charge.

[Way to Work™ Internship Opportunities](#)

[Watch the Way to Work™ video on Internship Opportunities](#)

[Download the European Youth Forum Employers' Guide to Quality Internships](#)

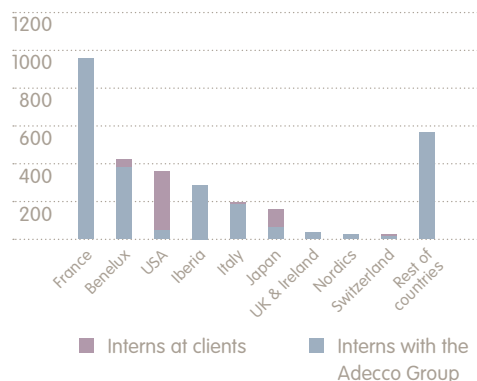


EU Commissioner Marianne Thyssen, Clemence Lemonnier, French 'CEO for One Month' 2015 and Adecco Group's Mark De Smedt.

In 2015, the Adecco Group has the European Alliance for Apprenticeships (EaFA) and made a pledge to provide 5,000 young people with an apprenticeship, as defined by the EaFA between 2015 and 2017. By combining company-based training with school-based education, the apprenticeship model has been recognised in Europe as one of the most effective schemes to develop employable skills and facilitate youngsters' transition from education to the labour market. The Adecco Group will contribute its expertise and develop innovative solutions for both partner companies and young employees. Successful examples are already in place in countries like France, where Adecco has developed the most comprehensive offering of 'Agency Apprenticeship Contracts' in the country. Belgium has also recently launched a new solution with 'The Beginners' Contract', offering youngsters an internship at partner companies, followed by a temporary or permanent contract.

[Read the Press Release](#)

Adecco Way to Work™ – Internships for young people in select countries nr. of interns in 2015



A woman with dark hair and sunglasses, wearing a red t-shirt, is holding a microphone and speaking to a man. The man has dark hair and is wearing a grey t-shirt with a Mickey Mouse graphic and white shorts. He is gesturing with his hands while listening. In the background, there is a large banner with the word 'TRIUNFO' in a red arrow pointing left. Below it, there are images of smiling people. A sign in the background reads 'CONSEJOS EN' and 'waytowork'.

TRIUNFO

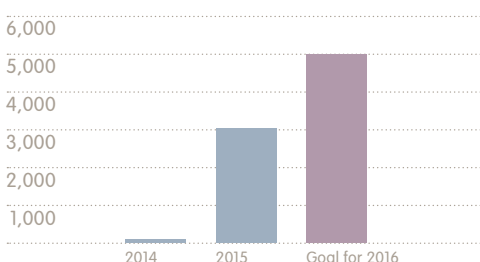
"We are giving career advice and guidance to you, youngsters looking for a job. And I am very proud to support the Street Day together with all my colleagues to make a difference for you."

Alain Dehaze, CEO, Adecco Group

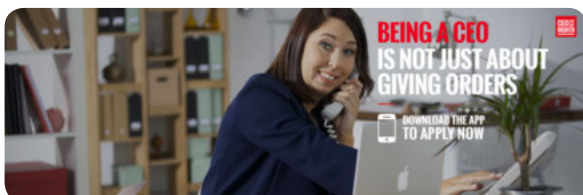
"I did not know that I could ever come this far. In the 'real' world, you always start to work from bottom to top. As a 'CEO for One Month' you can just see how a CEO runs the company and this is amazing!"

Ayumi Kunori, 'CEO for One Month' Adecco Japan and Adecco Group 2015

Adecco Way to Work™ – Internships for young people overall
nr. of interns 2014–2016



'CEO for One Month' 2015 The third initiative under the umbrella of the Adecco Way to Work™ programme, is the 'CEO for One Month' where in 2015, the Adecco Group offered 33 young people, from as many countries, the chance to learn directly from the highest level leaders of a Fortune 500 company. The selected candidates had a unique opportunity to gain the personal experience of a lifetime and boost their future career prospects. Under the mentorship of the Adecco Group CEO, the selected global 'CEO for One Month' also got the chance to learn about running a company with 32,000 employees and EUR 22.0 billion euros in revenues in 2015. Young people from all over the world were encouraged to apply via [the 'CEO for One Month' website](#).



The selected 33 talented youngsters, from as many countries, were chosen from more than 18,000 applicants. The young CEOs comprised young men and women from as far afield as Italy, Australia, Mauritius, and Taiwan. They were chosen after

a challenging selection process including the application via the App, an assessment of their CVs as well as their English language skills. The national finalists underwent a complete assessment to test their customer focus, entrepreneurship, team spirit, passion and sense of responsibility – the Adecco Group's core values.

Finally, the selected 33 'CEO's' were placed into one-month internships during July and August 2015, alongside the Adecco country managers.

The [ten most successful candidates](#), aged between 20 and 25, hailed from Japan and Australia, as well as Czech Republic, Denmark, France, Greece, Italy, Ireland, the Netherlands and Spain. The selection process based on performance, business cases and additional interviews, was conducted during a three-day 'CEO for One Month' [boot camp](#) in Madrid, Spain, between 30 August and 3 September 2015. All ten finalists were evaluated by an Adecco jury representing different functions and countries.



The ten 'CEO for One Month' 2015 finalists during the boot camp in Madrid, Spain.

CEO FOR ONE MONTH

After the three-day boot camp, [Ayumi Kunori](#) was appointed the 2015 Group 'CEO for One Month'. The 21-year-old Japanese had her once-in-a-lifetime opportunity to work alongside Group CEO Alain Dehaze, gaining a taste of how to run a multinational company with 32,000 employees in 60 countries during the month of October. She spent a month working at the Adecco Group Headquarters in Zurich, travelled to nine countries in three continents and worked directly with the CEO. During her one-month assignment, Ayumi Kunori had the chance to put herself to the test, participating in international business reviews, public events and client meetings. Following her 'CEO for One Month' assignment, Ayumi got an offer from the Regional Head of Adecco Asia to join the company full time, upon completion of her graduation in International Business from the University of Ritsumeikan in Kyoto in March 2017. Three of the ten finalists have already become Adecco Group employees: [Ernesto Lamaina](#) and Dick Boreel started working in the Adecco Group's International Sales and Innovation team and Claire Houston was employed by the Adecco Group UK & Ireland.

[Read the Press Release](#)

[Watch the 'CEO for One Month' 2015 video](#)

[Access the profiles of the 10 'CEO for One Month' finalists](#)

[Watch the testimonial of Ayumi Kunori, 'CEO for One Month'](#)

[2015 Adecco Group & Adecco Japan](#)

[Watch the testimonial of Alexa Tirziu, 'CEO for One Month'](#)

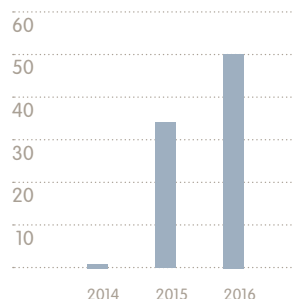
[2015 Adecco Romania](#)



'CEO for One Month' 2015 Ayumi Kunori on stage with the Adecco Group CEO Alain Dehaze at the VBO FORUM – 'Young Talent in Action' in Belgium.

'CEO for One Month' 2014–2016

nr. of youngsters who became 'CEO for One Month' at the Adecco Group



'CEO for One Month' 2016 The Adecco Group is giving 50 entrepreneurial and ambitious youngsters the chance to become the 'CEO for One Month' alongside the Adecco Group top management in their home countries in 2016. More than 53,400 online applications were submitted between beginning of March and mid-April 2016. The [50 selected youngsters](#) took up their roles during the summer months. For one only, there is the once-in-a-lifetime chance to become Group 'CEO for One Month'. For all, it will be a chance to enhance their CVs and improve their future prospects in the world of work. Again this year, the top ten 'CEOs for One Month' will proceed to a boot camp in September following which one will be appraised the Adecco Group 'CEO for One Month'. During October, Group CEO Alain Dehaze will personally mentor the candidate, sharing his knowledge and experience.

[Read the Press Release](#)

[Announcement of 50 country 'CEOs for One Month'](#)

[Get to know the 50 'CEO for One Month' 2016 candidates](#)

[Watch the 'CEO for One Month' 2016 video](#)

Select country initiatives



A consultant of Adecco Spain is providing advice to two youngsters who attended the Street Day 2016 in Madrid.

Adecco Spain reached out to over 92,000 young people

during Street Day 2016 1,600 Adecco Spain employees were out on the street on March 17, 2016, providing young people with career orientation, advice, training and an outlook of the most sought-after skills for the coming five to ten years. The 'Campus Adecco' was introduced this year – an event which took place on two days in March at the 'Complutense' University in Madrid, where personalities from sports, politics, entertainment and media shared their personal career and success stories with young people. Additionally, workshops and interviews were held for young people on the topic of the future at various locations around the country.

[Visit the website](#) (Spanish)

[Read the blog](#) (Spanish)

[Watch the video](#) (Spanish)

Adecco Netherlands committed to providing opportunities

Young people need access to the labour market, this is clear for Adecco Netherlands offering 60 internships per year, ranging from one to six months, internally and in cooperation with the [KNVB talent team](#) (Royal Dutch Football Association), the largest sports association in the Netherlands. But they also discuss quality internships with clients. On March 31, 2015, Adecco together with 75 organisations [signed an agreement](#) with the Dutch Ministry of Social Affairs, committing to increase job opportunities for young people as part of the Adecco Way to Work™. During the 2016 Street Day, Adecco was present in seven cities providing workshops on social media, personal branding and skills testing. Adecco Netherlands worked together with local universities such as the Erasmus University Rotterdam and the University in Amsterdam. A bus drove around hosting interview sessions open for people to hop on and off.

[Watch the video](#)



'CEO for One Months' sparks interests amongst clients

Adecco Slovenia was contacted by its client McDonalds who heard about the 'CEO for One Month' during a presentation by the Adecco Slovenia team at an HR conference. McDonalds wanted to join forces on the selection and employment of the 'CEO for One Month'. The result was that two 'CEOs for One Month' were selected: one for McDonalds and one for Adecco Slovenia. Both CEO's – [Ana Čuk](#) (Adecco) and [Tim Lep](#) (McDonalds) worked for one month at the respective companies as 'CEOs' and have the chance to get offered a permanent position following the internship. In the selection process of the two 'CEOs', McDonald's CEO and HR Director were assisting together with the Adecco Slovenia management team. All 'CEO for One Month' finalists were interviewed for other permanent position with McDonald's and Adecco with a total of three getting their first job opportunity.

[Watch the video](#) (Slovenian)

[Watch the video about the two 'CEO's'](#) (Slovenian)

[Adecco Way to Work™ website](#)

[Adecco Way to Work™ on Facebook](#)

[Adecco Way to Work™ on Twitter](#)

#CEO1month

“Athletes are disciplined, competitive, determined and have the ability to adapt. These incredible traits are transferable into the workforce. Together with the Olympic Council of Malaysia, we see it as our responsibility to ensure that athletes, who have made our country proud, have a future after their sports career.”

Alma Othman, Country Manager Adecco Malaysia



International Olympic Committee & International Paralympic Committee Athlete Career Programmes

Succeeding on the field of play and in a corporate environment require similar personal traits and qualities. There are many transferable skills acquired by athletes during their sporting career that can prove to be invaluable in a professional capacity, such as the ability to perform under pressure, dedication, self-motivation, time management, and a winning attitude.

Making the transition from a sports career into the job market can be a difficult process, which is why the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) Athlete Career Programmes are proving to be such a vital resource for Olympians and Paralympians.

Since 2005 and 2007, respectively, the IOC and IPC in cooperation with the Adecco Group have been providing educational, life skills, career development, and job placement expertise to help elite athletes successfully transition into the workforce. Since the programmes were launched, more than 30 National Olympic and Paralympic Committees have cooperated with the Adecco Group to deliver the programmes in their countries. Together with outreach activities, delivered in countries that do not currently have a local agreement in place, and during the Youth Olympic Games as well as through open online courses, more than 30,000 elite athletes from over 185 countries have received support since the start of the programmes. For the first time, in 2015 Paralympic athletes joined outreach trainings together with Olympic athletes in Colombia, Sri Lanka, Mongolia, Lithuania, and during the IPC Powerlifting European Open Championship in Hungary.

The IPC Athlete Career Programme has increased its focus on workplace inclusion and workplace accessibility of Paralympic athletes through a series of events attended by both athletes and clients, which began in 2014 in Italy and Belgium and was further increased in 2015 to a total of eight events, which took place in Brazil, Belgium, France, and Italy. This series of events will culminate in the second IPC [Inclusion Summit](#) during the Rio 2016 Paralympic Games on 15 and 16 September.

A further 8-year commitment to elite athletes

In the 2012 Olympic and Paralympic year, the IOC and the IPC both extended their commitment to the Athlete Career Programme by each signing a further eight-year contract with the Adecco Group in July and September 2012, respectively.

[Press release IOC ACP](#)

[Press release IPC ACP](#)



“Combining sport with education or work has become increasingly challenging for athletes nowadays. This is where the ACP can help, by providing them with training opportunities and job placements, and thus achieving both sport and life goals.”

IOC President Thomas Bach



“The transition from competition to the workplace can be a difficult and daunting task for many. However, thanks to the cooperation with Adecco it will be far easier for athletes, who have many skills ideal for the workplace, to make the move smoothly and successfully.”

IPC President Sir Philip Craven

Outreach

ACP delivery beyond NOC/Adecco agreements or global reach Adecco works with the IOC and NOCs around the world to deliver career development workshops in countries beyond the Adecco Group global footprint. Outreach training in 2015 and 2016 continued to grow and took place in the following regions: **Africa** (Burkina Faso, Gabon, Kenya, Malawi, Mauritius, Niger, Seychelles, Tanzania, Togo, Tanzania, Tunisia), **Asia** (Bhutan, Indonesia, Kazakhstan, Kyrgyzstan, Mongolia, Tajikistan), **Europe** (Lithuania), **the Americas** (Chile, Ecuador, Mexico, Paraguay) and **Oceania** (Solomon Islands). In 2016, the Outreach was extended to International Federations. At the end of May 2016, a total of 37 people from 21 International Federations of Summer and Winter Olympic sports met, including representatives from Africa, the Americas, Asia, Oceania and Europe. The group gathered in Lausanne for a train-the-trainer workshop. By collaborating with sports Federations, the IOC ACP leadership believe they can reach more Olympic athletes with the programme.

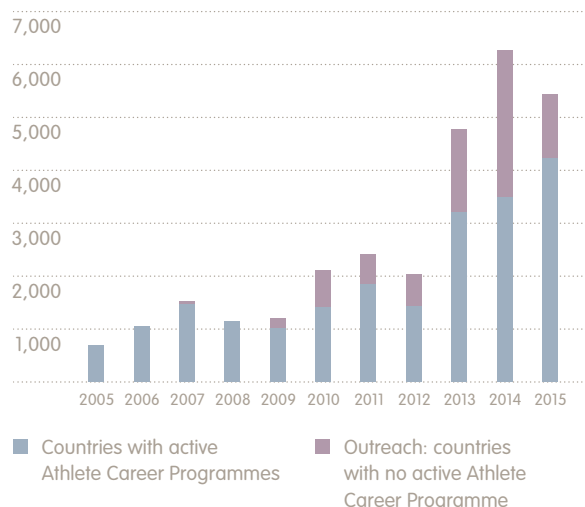


Engaged athletes during the IOC ACP Outreach training in Kazakhstan in 2016.

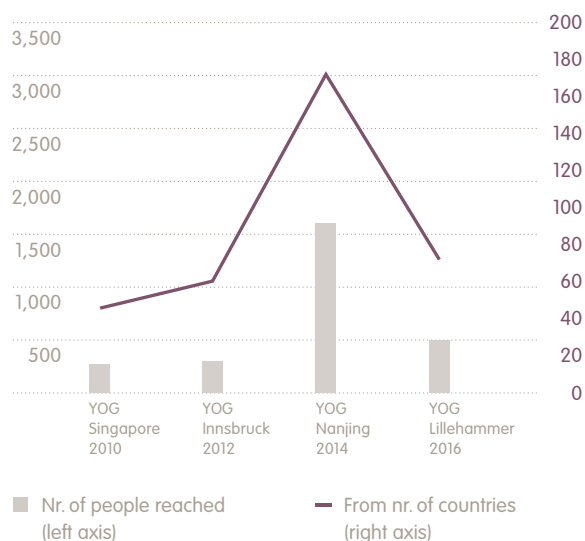
All these efforts show the Olympic Movement's global commitment to prepare athletes for life after sports whatever country they come from.

For the Paralympic athletes, the IPC ACP team is working together with the '[Proud Paralympian](#)' providing Outreach workshops during championships and at the Rio Paralympic Games at the beginning of September. Two pilot workshops already took place in 2015, one in Hungary at the IPC Powerlifting European Open in Eger and the second one in Rio in January 2016. The workshops focused on career aspirations of para-athletes and how they can translate the skills acquired in their sports career to the labour market.

IOC & IPC Athlete Career Programme development nr. of athletes reached



Outreach Trainings 2010–2016 Activities during the Youth Olympic Games (YOG)



With outreach activities during the Youth Olympic Games (YOG), close to 4,800 elite athletes from over 185 countries have received support since the start of the programmes, also from countries that do not currently have a local agreement in place.

“Having competed in high-level sport, I learned a lot about prioritising and scheduling. Priorities are different for each of us, but it was great to see how I was able to provide some guidance and knowledge to young athletes who struggle to effectively time-manage their days and duties.”

Christine Nesbitt, Olympian and eight-time World Champion in speed skating, Canada



“The course reinforced how important it is for me to finish high school and also gave me some new tools to prepare my CV, tips to look for a job and attract a sponsor!”

Lucas Gareca, Para-Powerlifter, Argentina

Second Winter Youth Olympic Games 2016 in Lillehammer

The International Olympic Committee Athlete Career Programme (IOC ACP), in cooperation with the Adecco Group, reached more than 500 young athletes during the Lillehammer Youth Olympic Games (YOG). Athletes aged between 15 and 18 from 71 nations received dedicated coaching sessions to help them improve their life skills, succeed on the field of play and prepare for their career after sport. As part of the [Compete, Learn & Share experience](#), the IOC and the Adecco Group delivered educational modules through two digital games. ‘[Balance Your Act](#)’ offered counselling on the value of a supportive network, while ‘[Act on Your Time](#)’ guided youngsters in time management to combine sports, education and eventually a job. A dedicated workshop, delivered by the Norwegian ACP team for coaches and athletes, addressed how to cope financially with dual careers and the challenges in the transition from junior to master level. The workshop also underlined the role of coaches as ‘trainers for life’ who focus on building complete persons alongside great athletes. Additionally, the YOG athletes benefitted from ‘[Sport Up Your Life](#)’, a specially designed online quiz to help them learn about the wide range of careers in sport and direct them about those best matching their talents and interests.



IOC Athletes' Commission Member Todd Nicholson during the Lillehammer Youth Olympic Games 2016, interacting with participating athletes.

The IOC and the Adecco Group ACP teams, with the support of members of the [IOC Athletes' Commission](#) and [15 Athlete Role Models](#) (ARMs) delivered the modules. The ARMs included famous Olympic and World champions, who acted as mentors and offered the young athletes advice by sharing their stories. [Press Release Youth Olympic Games 2016](#)

IOC Athlete Learning Gateway Following the IOC Athletes' MOOC which was launched during the Sochi Winter Games in 2014, the Athlete Learning Gateway was developed. The online platform provides resources for elite athletes to study while training and competing. The content is categorised into four series: 'Sports Coaching', 'Business of Sport', 'Sport in Society' and 'Science of Sports' and provides courses as well as articles and videos. The Athlete Learning Gateway is available for all athletes at any time free of charge and features academic lecture, videos created by leading academics and professionals from the world of sport and content from the IOC ACP. They also include practical insights from top athletes, coaches and inspirational leaders. [‘Athlete Learning Gateway’ website](#)

The Olympic Athletes' Hub This online platform, re-launched in 2016, is meant to be the digital home for Olympians and elite athletes. The goal of the Olympic Athletes' Hub is to connect with athletes, share health and training tips, provide exclusive offers from the IOC and its partners such as jobs, courses and services specifically designed for athletes. And of course, it provides relevant news and information around the Olympic Games. The Hub also issues a weekly newsletter, stories and articles relevant to any sportspersons' life. The Hub has a page dedicated to Olympians' social media profiles to make it easy for fans and fellow athletes to follow their journey. And last but not least, athletes can stay tuned about the [IOC Athletes' Commission](#) election in Rio. [Olympic Athletes' Hub website](#)

A winner in sport and employment before and after athletic retirement

The Adecco Group applied for an EU grant with regards to 'Dual Career' handing in May 2016. Experienced partners were identified to collaborate such as the Vrije Universiteit Brussel (VUB) in Belgium. In total, the team consists of six Universities, six sport organisations, and six Adecco representatives from across Europe with experts from the IOC, the IPC, and the EU Athletes' Commission. The goal is to leverage the group's current knowledge, research new strategies led by the Universities, and develop profiles of competences, tools and evidence-based best practices, which can be adopted by participating Member States.

IOC President and Adecco Group CEO meet In July 2016, the Adecco Group CEO Alain Dehaze and IOC President Thomas Bach met at the IOC Headquarters in Lausanne, Switzerland, to reaffirm their joint vision to help elite athletes achieve life-long success through the IOC Athlete Career Programme. The two leaders set ambitious targets for 2020 with regards to reach and number of athletes being able to benefit from the Programme.



The IOC President and the Adecco Group CEO met in July 2016 in Lausanne, Switzerland to agree on the IOC ACP's ambitious targets for 2020.

Select country initiatives

Adecco hosts 'Road to Rio' dinner Adecco New Zealand had the honour to host a dinner for Paralympics New Zealand, kicking off the 'Road to Rio' fund raising. At the event, 14 of New Zealand's best para-athletes joined the Prime Minister Mr John Key, selected members of Parliament and some of New Zealand's top business men and women. Our country manager, Mike Davis and Tracy Smith, ACP manager Adecco New Zealand, were in charge of this fantastic initiative which supports para-athletes with funds for their sports, providing them the possibility to train hard to reach their goal: Rio 2016.



A fundraiser was organised by Adecco New Zealand for the Paralympics Team New Zealand, kicking off their 'Road to Rio'.

Adecco Sweden holds a workshop for para-athletes In May 2016, 35 Paralympians aiming to compete in Rio, were invited by the Elite Sports Academy, Parasport Sweden to a workshop which helped them better understand their transferable skills for any future career outside of sports. Together with ACP Manager Karl Meesters, they worked on their communication and networking skills. In addition, discussion focused on sports psychology, mental training, nutrition, and transition. The athletes who were between 16 and 30 years old, came from several sports, including wheel chair basketball, wheel chair table tennis, swimming and wheel chair tennis.



At the West University in Timisoara, the ACP was presented by Adecco to Romanian athletes and coaches.

University event with athletes, coaches, students and teachers in Romania In December 2015, Adecco Romania organised the first ACP presentation at the West University in Timisoara. The audience was composed of active and former athletes from volleyball, basketball, football, swimming and gymnastics as well as sports coaches. In addition, representatives from the country sports administration and Olympic Academy were present. Teachers from the faculty of physical education and sports attended together with their students. In total, around 100 participants gathered and the Adecco ACP team as well as Adecco recruitment consultants provided insights on the Athlete Career Programme as well on the importance of combining elite sports and an education in order to be prepared for a future career at any point in time.

Team Denmark and Adecco ACP awareness campaign To bring the country into the Olympic spirit and to cheer on their athletes, Team Denmark and Adecco launched a campaign three weeks prior to the start of the Rio 2016 Olympic Games. They distributed pictures of their athletes representing the country in Rio via various social media channels such as Facebook, LinkedIn, Twitter and Instagram, wishing them the best of luck for the upcoming competitions. This helped to raise awareness amongst elite athletes, clients, employees and associates about the ACP, the support offered to them and of course fosters great pride for their national Olympic team. Adecco Denmark together with the National Olympic Committee not only provides support to their athletes through the ACP, but they are also an official partner of Team Denmark.



Media and Social Media training for athletes and coaches

During May and June, 2016, the Belgian Olympic Committee (BOIC) and Adecco Belgium organised several media and social media trainings for their athletes and coaches to make them communication-savvy for Rio. The topics included [Rule 40 of the Olympic Charter](#), social media and blogging guidelines as well as training on the BOIC Code of Conduct.



One of the Belgian Olympic athletes simulating the situation in front of media.

[Adecco ACP pages](#)

[Adecco Intern & Olympic Hopeful blog](#)

[Adecco ACP YouTube channel](#)

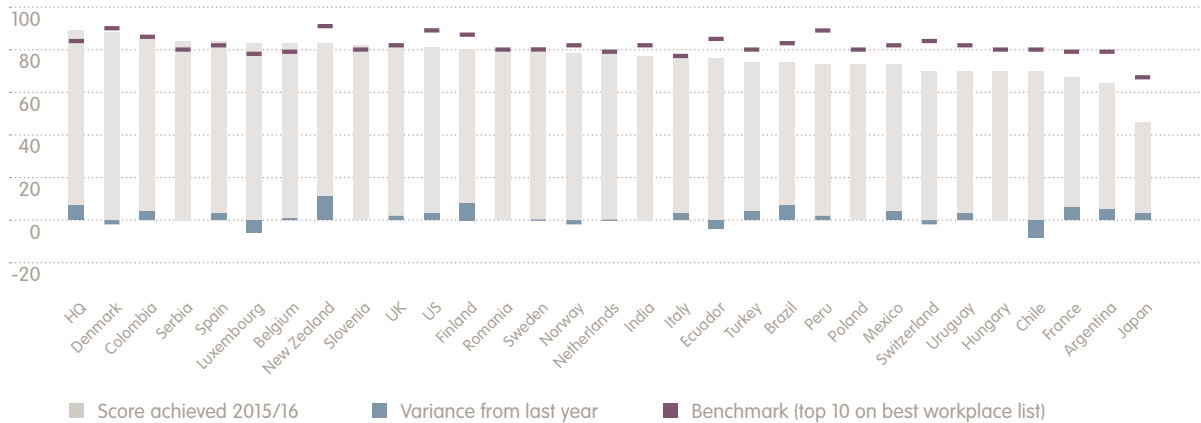
[IOC ACP pages](#)

[IPC ACP pages](#)

[IOU ACP YouTube channel](#)

Great Place to Work® results – survey cycle 2015/2016

Trust index average (average of organisation & workgroup results as used for the Great Place to Work Trust Index®)



Our global programmes and initiatives in the strategic focus areas

Team, Training & Development

Global programmes and initiatives



Great Place to Work® Every year since 2004, we have been conducting the Great Place to Work® survey. The survey is now carried out in 43 countries and across our global business lines, representing almost 95% of our employees. Our goal is to be recognised as an employer of choice, not just in our own industry, but amongst other world-leading companies. The Great Place to Work Trust Index® is an employee survey tool that measures the level of trust, pride and camaraderie within workplaces. The overall result for the Group improved in 2016 compared to 2015. The greatest improvement was seen in the dimensions ‘trust, pride and team spirit’.

For the third time, the Adecco Group made the ranking of top multinational workplaces in Europe – jumping to rank 8 in the top 25 Best Multinational Workplaces in Europe list. The Group advanced by 5 places compared to 2015. The Adecco Group first entered the rankings in 2014.

In 2016, 16 Adecco subsidiaries in 11 European countries qualified for the Great Place to Work® national ranking, including Denmark, Germany, Luxembourg, Belgium, the Netherlands, Norway, Sweden, Spain, the UK, Italy and the Swiss head-quarters.

More than 2,300 companies in 19 European countries participated to compile this year’s list and determine Europe’s Best Workplaces.

10,000 Adecco Group employees in 11 countries participated, responding in conjunction with a Cultural Audit conducted by Great Place to Work®. The results show Adecco Group employees feel they work for a company with a great purpose – providing people with opportunities, a job, professional development and a future.

[Read the Press Release](#)

[Read more about the Great Place to Work®](#)

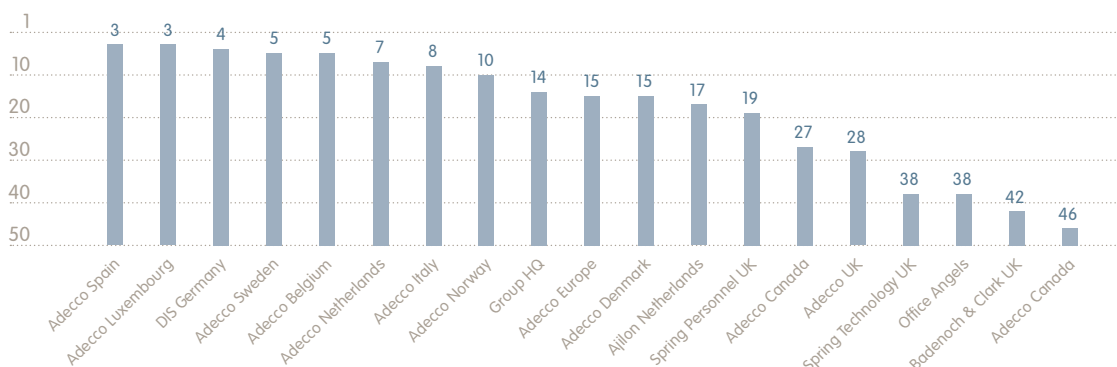


The Adecco Group Europe HR representatives, during the awards ceremony in London in 2016 acknowledging the Group’s 8th rank.

Employee satisfaction

Great Place to Work® Ranking 2015/2016

Adecco Group subsidiaries ranked amongst the top 50 within their category in their countries



The Adecco Academy The Adecco Academy provides a solid foundation for the Group's global training and development offerings, catering for a wide variety of employees. The programmes are organised under three pillars: leadership, service & sales and operations. In 2015, the Academy ran 29 courses bringing together 2,100 employees from 55 countries.

Leadership Through our leadership programmes, in cooperation with three of the best business schools in the world, INSEAD in France, IMD in Switzerland, and Hyper Island in Sweden, more than 1,300 managers have been trained to improve their leadership skills.



This programme is designed around our six strategic priorities. The basic concept is to combine each of these with cutting-edge academic thinking, practically addressing the challenges facing the Adecco Group and its Senior Leadership team.



This course focuses on leadership situations our employees experience and the behaviours they require to be an effective leader. The employees receive intense individual feedback and coaching and gain a better understanding of why people behave as they do.



Through this course, employees gain a greater awareness of a changing world and develop an understanding of the impact digital media and technology have on society, communication, and brands. It challenges existing ways of thinking and working whilst building competence and confidence within the digital space.



This highly intensive programme develops the skills that are needed to meet the demands of general management responsibilities and effective leadership in an operations environment. The content is geared to the challenges of our industry and the unique needs of our business, while still bringing innovation from other industries and leveraging the expertise of world-class faculty members.

Service & sales



The Service Excellence Course has been designed, built, and is delivered by the Adecco Group. It is aimed at raising awareness of our customer needs and expectations, and how we can exceed these. The course is designed especially for Branch and Business Unit Managers, those with close customer contact. Since the launch of the programme at the end of 2011, more than 4,600 employees have been trained.



The Sales Leadership Course is designed for all sales leaders. The programme builds on the Service Excellence Course and has been designed, built, and is delivered by the Adecco Group. It provides our sales leaders with tools and models that enable greater success with existing and prospective clients. Client portfolio analysis constitutes the key pillar of the programme. Since its launch at the beginning of 2015, more than 850 employees have been trained.



The Permanent Placement Programme was launched in June 2015. This programme is designed for permanent placement consultants and managers. It provides tools to effectively lead a permanent placement team and to deliver superior permanent placement services. We are rolling out this programme globally in 2016.



Value Focused Selling goes beyond basic sales techniques and delivers a tried-and-tested approach focused on consultative selling methodologies. It

has been delivered to employees in over 18 countries since 2009. Employees learn how to engage clients in a way that helps them understand what is important to our clients and how to then customise a solution to meet those wants and needs.



The High Intensity Training has been enhancing employees' sales and recruiting skills in over 28 countries since 2006.

This training programme is targeted at employees with a retail focus, both in the Professional and General Staffing businesses. Employees learn the basics of sales, recruiting, order maintenance, and operational efficiencies.

Operations



STEP stands for 'Short Term Exchange Program'. It is offered to colleagues at branch manager level or equivalent who have the opportunity to work for the Adecco Group in another country for one month, either job-shadowing a colleague or through an exchange by switching workplaces with an employee who works in the same function.



The High Performers Exchange is providing employees at levels CEO-2 to CEO-4 with a short-term international exchange

that lasts between two and four weeks. The learning experience is achieved by job-shadowing a colleague or colleagues in another country to get real-time day-to-day learning.

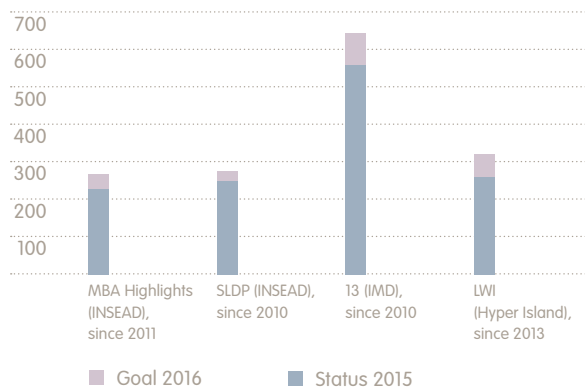


For a global company, which has operations in over 60 countries, it is essential that employees are able to understand and express themselves in more than one language.

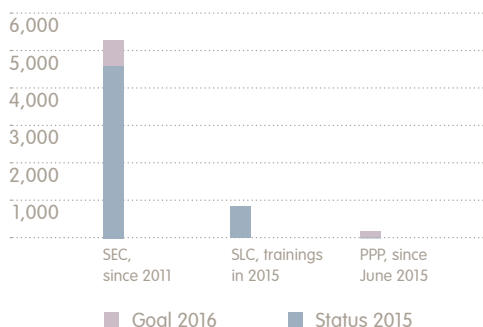
Speexx is an online and mobile language training system, providing courses in five European languages: English, Spanish, French, Italian and German with 13 user interface languages. Speexx offers students even more flexibility and motivation to learn anytime, anywhere.

[Speexx website](#)

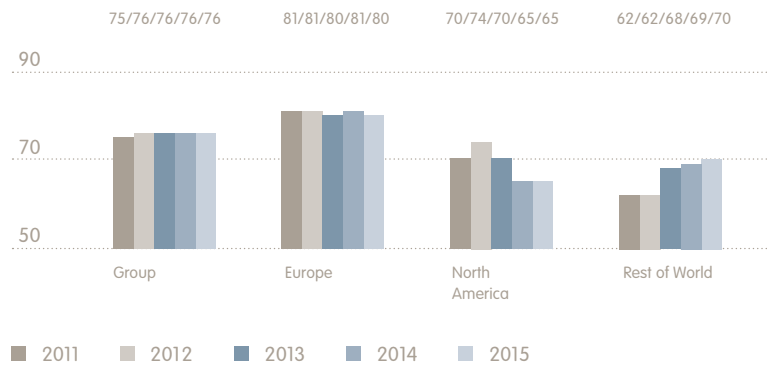
Adecco Academy's Leadership courses nr. of employees trained



Adecco Academy's Service & Sales courses nr. of employees trained



Since 2011, 57 countries participated in our Service & Sales courses, such as the Service Excellence Courses (SEC), Sales Leadership Courses (SLC) and the Permanent Placement Programme (PPP).

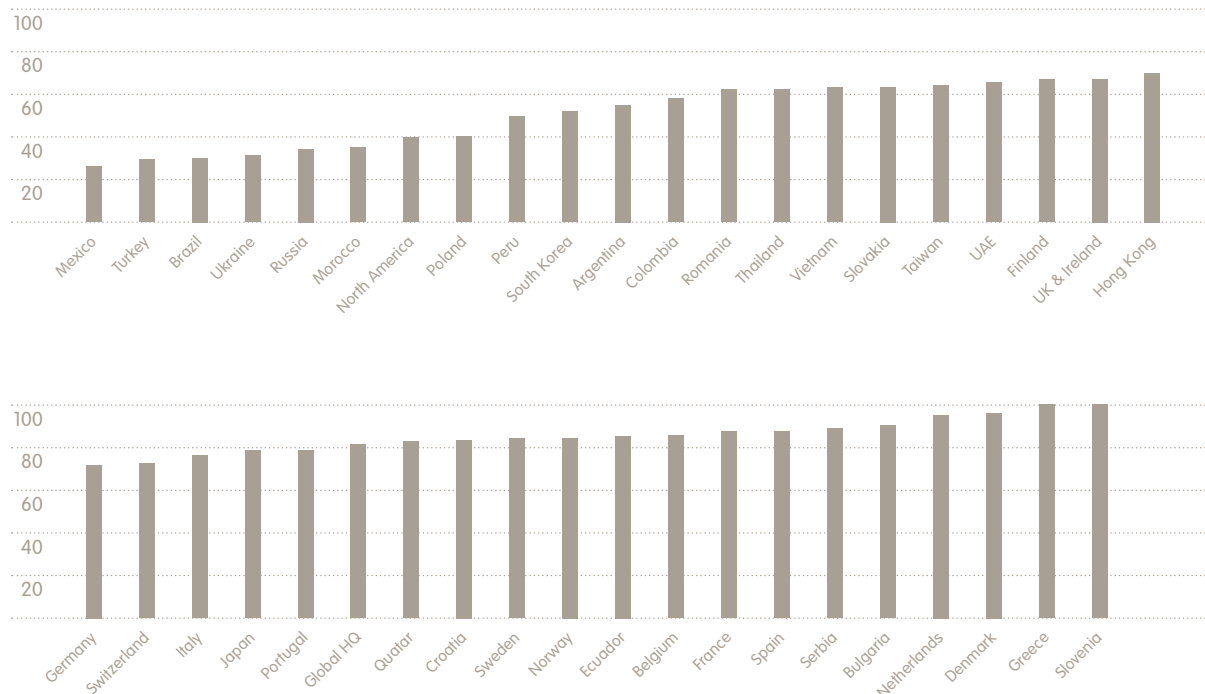
Retention rate 2011–2015 in %**Select country initiatives**

The Advisory Board: Young talents speak up This is a new initiative sponsored by the Regional Head of Groupe Adecco France. The purpose of the Advisory Board is to allow business teams to express themselves and get involved in shaping the strategy of the Group.

At the end of March, the first encounter took place during a visit of the Group CEO and CFO in Lyon, France. The meeting was a great opportunity for five young Advisory Board members to have some face-to-face time and to openly ask their questions directly to the top management of the Adecco Group. This is a great initiative and a huge opportunity for employees to share, discover, but also to constructively challenge the strategic decisions made by the management.

Retention rate:

Newly hired employees retained after 2 years in %



“Adecco people are warm and engaging. They understand that creating a happy environment for each other ensures that we serve our external and internal customers with passion and commitment to delivery. We want to inspire talented people to grow with us and our clients. It is a strategic business priority to engage our people and to become an even better place to work.”

Shanthi Flynn, Chief HR Officer, Adecco Group



Andrea Malacrida, country manager Adecco Italy, explaining Adecco's important job contribution as largest employer in Italy.

Top Employer: Adecco Italy Two new online and offline campaigns with that very claim – “We are Italy's No. 1 employer” were launched by Adecco Italy at the opening of a conference attended by clients, the media, opinion leaders and institutions to show the exceptional achievements of the Adecco Italy team in 2015.

This is what makes Adecco Italia the No. 1 employer in Italy:

- 5,000 people hired on long-term contracts in 2015
- 160,000 people provided with a job opportunity
- 100,000 hours of training to young people.

These results were possible thanks to the broad range of services offered by Adecco as well as by the specialist brands in the country, namely Badenoch & Clark, Spring Professional, LHH, Modis and euro engineering.

As part of this great thought leadership campaign, a survey was also launched with the participation of 1,000 associates. The aim: to understand what Italians think of the so-called ‘long-term’ contract and what their priorities are when they look for a job. Do they still want a permanent job or is it one of today's myths? Where do they see themselves in five years?

[Access the infographic](#) (Italian)

[Infographic about labour market ambitions of young Italians](#)

‘The Adecco Way of life’ A blog was launched called ‘The Adecco Way of life’ by Adecco Spain, which is part of a greater initiative called ‘Adecco's guidance on employment’. This an online platform including the blog and an array of information with regards to work:

- Testimonials from people who found work
- Insights from Adecco experts on employment topics; surveys;
- Things to do after work, which can help people's performance overall
- Sustainability
- Innovation and how famous people manage work and life.

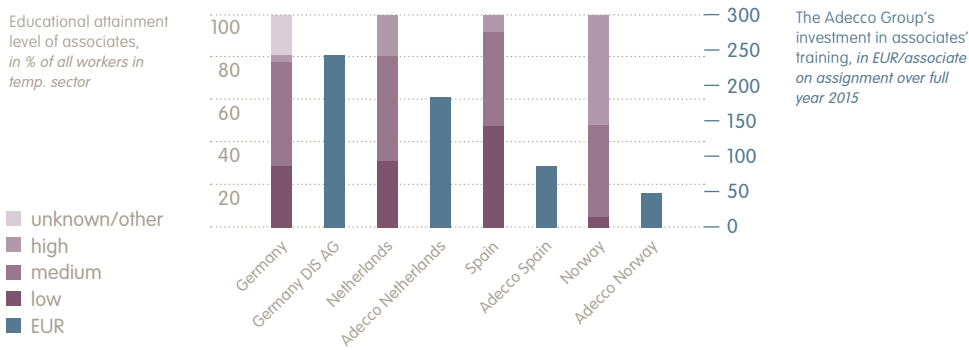
[Visit the blog and website](#) (Spanish)

#Adeccowayoflife

Thank you to our consultants! Adecco Belgium introduced a ‘consultant day’ in 2016 to show their appreciation for the fantastic work its client, candidate and associate facing employees do every day. In Belgium, around 450 employees were celebrated and surprised with a gift box and a social media campaign. Some lucky ones could even win a trip to Rio this summer to watch to the world's largest sporting event and follow Olympic and Paralympic athletes ‘at work’. On two radio channels, Q Music and [Radio Contact](#), their great contribution to the company and its stakeholders was especially acknowledged.

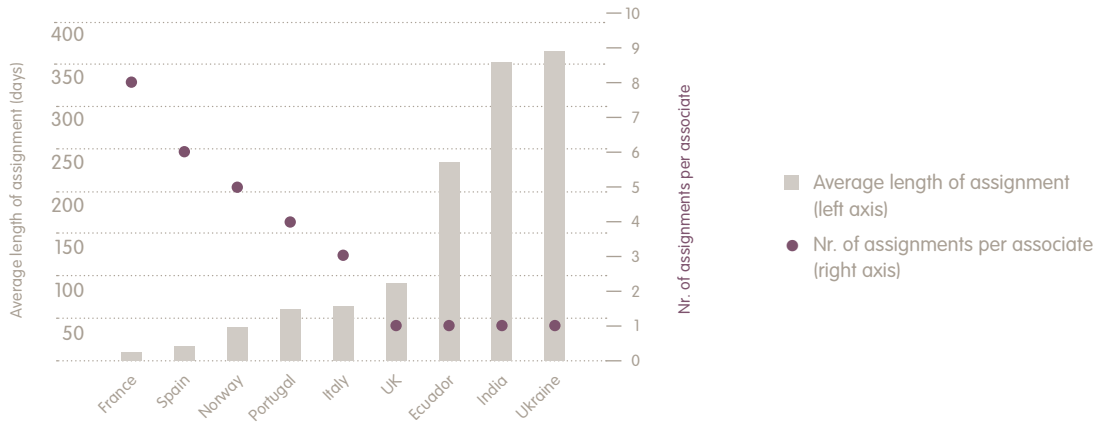


Training investment in associates
select countries 2015

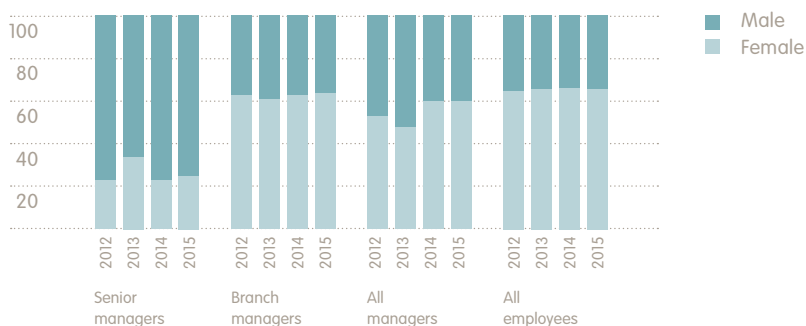


The average educational attainment levels of temporary associates vary very much from country to country (source: Cielit economic report 2015), and therefore require different training needs.

Number and length of assignments per associate
select countries 2015



Temporary work legislation and culture vary from country to country. This leads to different temporary work patterns: from many but short assignments (e.g. France, Spain) to few but long assignments (e.g. Ecuador, India, Ukraine).

Gender distribution 2012–2015, in %

Human & Labour Rights

Global programmes and initiatives

Adecco Human & Labour Rights Guidelines Working with over 32,000 employees, 700,000 associates on daily assignments in over 60 countries, requires a strong focus on Human and Labour Rights. In 2013, we published our Guidelines on Human & Labour Rights which also address adherence of our clients and suppliers. Adecco upholds the principle that the inherent dignity and the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world as set forth in the [Universal Declaration of Human Rights](#). The responsibility to respect Human & Labour Rights is a global standard of expected conduct for all business enterprises wherever they operate, even beyond national laws and conventions.

Our company aims to implement the United Nations 'Protect, Respect and Remedy' framework which was endorsed by the United Nations Human Rights Council on 16 June 2011. Adecco recognises that the Guiding Principles provide an authoritative global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity. [Adecco's Guidelines on Human & Labour Rights](#)

Signing of European Works Council Agreement Between 1999 and 2011, the Adecco Group engaged in a European-wide exchange of transnational information through the 'Platform for Adecco Communication in Europe' (PACE). On 11 December 2013, the Adecco Special Negotiation Body signed the Adecco European Works Council Agreement, in accordance with the provisions set out in the:

- Directive 97/74/EC and Directive 2009/38/EC
- UK Statutory Instrument 1999 No. 3323
- Community Charter of Fundamental Rights for Workers and
- Institutional Treaties of the European Union.

The purpose of a European Works Council (EWC) is to bring together employee representatives from the various European countries in which a multinational company has operations. The EWC process foresees that employee representatives are informed and consulted by central management on transnational issues of concern to the company's employees. The Adecco Group EWC is composed of employee representatives from all EU Member States where Adecco has operations – including Norway and Switzerland – as well as management representatives and is led by our global Chief Human Resources Officer. UNI Europa was involved with a representative in the negotiation process as an expert to the employee representatives. Its third annual two-day meeting took place in June 2016. Action points were agreed upon, which will provide guidance with regards to the way transnational information and consultation is being implemented by the representatives from the EU Member States, Norway and Switzerland.

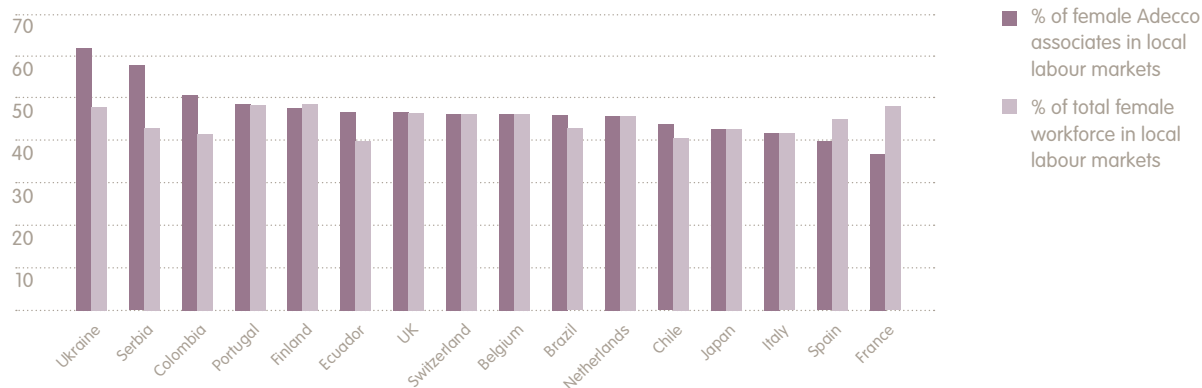
[Background on European Works Council](#)



Adecco representatives during the meeting of the Adecco Group Works Council in June 2016 at our global Headquarters in Zurich.

Gender distribution amongst the Adecco Group associates:

female employment rates compared to Adecco female associates in select markets, in %

**Commission E&RA¹ Sector Guide on Business & Human Rights**

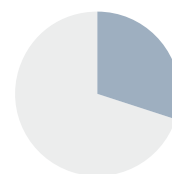
In December 2011, IHRB² and Shift³ were selected by the European Commission (Directorate-General for Enterprise and Industry) to develop sector-specific guidance on the corporate responsibility to respect human rights, as set out in the UN Guiding Principles on Business and Human Rights.

The development of sector-specific human rights guidance is one of the deliverables of the European Commission's policy on corporate social responsibility, adopted in October 2011. Further to a public consultation, the services of the European Commission decided that guidance would be developed for employment and recruitment agencies (E&RA), information and communications technologies (ICT) companies, and oil and gas companies. The development of this Guide involved extensive research and multi-stakeholder consultation. Ciett, the World Staffing Association, was involved in the drafting process from the beginning with a mandate on the Advisory Board. The Adecco Group has actively supported and contributed to the various drafting and consultation phases. The final guidelines were published in June 2013.

[Download the E&RA Sector Guide](#)

Employees covered by CLA

More than 30% of our employees are represented by an independent trade union or covered by collective labour agreements.

**Associates covered by CLA**

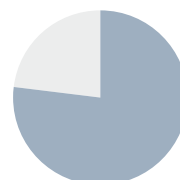
About 30% of our associates are represented by an independent trade union or covered by collective labour agreements.

**ILO Convention 181**

About 37% of our Associates are hired in those 32 countries, where ILO Convention 181 on Private Employment Agencies is ratified.

**Non-discrimination**

More than 77% of our recruiters went through a country-specific training on non-discrimination.



¹ Employment & Recruitment Agency.

² Institute for Human Rights and Business.

³ Shift is an independent, non-profit center for business and human rights practice.

“We live in a global economy. Building a diverse workforce will enable us to respond to the needs of an equally diverse customer base.”

Bruce Roch, Director CSR, Groupe Adecco France

The European Network Against Racism (ENAR) The Adecco Group has been an active member of the ENAR Equal@work initiative since 2009. This pioneering expert group brings together businesses committed to diversity and inclusion (Adecco Group, EY, Groupe La Poste, L'Oréal and Sodexo) with non-governmental anti-racist organisations, Trade Union representatives, State Authority representatives and Equality Bodies. Together, we work on developing new ways to ensure the full participation of ethnic and cultural minorities in the labour market. ENAR Equal@work has issued recommendations to the EU authorities on monitoring diversity; best practices addressing reasonable accommodation of cultural diversity in the workplace; and glass ceilings for migrants, amongst other topics. At the same time, a focus has been set on driving and creating research to achieve equality for all in the labour market since 1999.

In December 2015, the Adecco Group participated in the 7th Equal@Work Platform Seminar in Brussels. The main topic was equality at work with a specific focus on religion and belief at the workplace. The ENAR Equal@work platforms are yearly events which bring together businesses, social partners, NGOs, public authorities and academics committed to diversity and inclusion and to finding solutions so that ethnic and religious minorities can fully participate in the labour market. The diversity management practices as well as concrete actions and recommendations are shared with EU and national decision makers.

[Read more](#)

[6th ENAR Equal@work meeting Report](#)

[ENAR Shadow Reports](#)

@ENAREurope

Select country programmes and initiatives

Groupe Adecco France committed to non-discrimination

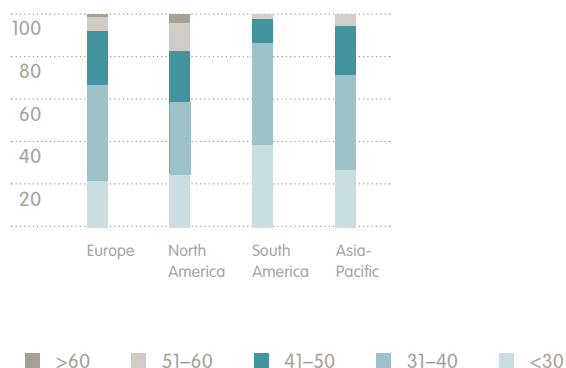
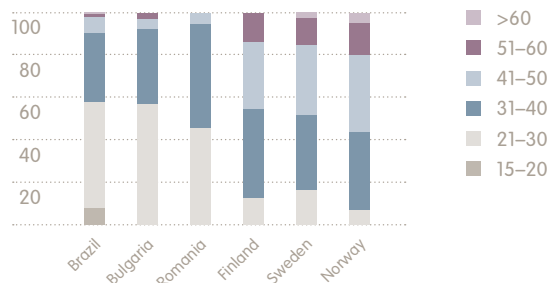
Discriminatory practices in the labour market are a reality and need to be addressed actively. Therefore, since 2010, Groupe Adecco France has been using a 5-module e-learning training – mandatory for all employees – providing practical and legal support on non-discrimination. The training was stepped up in 2013 with the participation of the Regional Head and Adecco diversity specialists, and one-hour interactive group learning sessions. Since 2001, the ‘[Pôle de lutte contre les discriminations](#)’ has put in place tools, awareness training and audits of business services. They also provide a hotline for employees and associates. Every complaint received is analysed and addressed accordingly. A diversity charter was signed between Adecco and [Mozaiik HR](#) experts joining forces to increase employment of people living in sensitive urban zones where unemployment is at around 38% for people actively looking for work. This will allow companies offering employment opportunities to increase their workforce diversity.

[Groupe Adecco France CSR Report 2014](#)

USCIB membership in the US Adecco Staffing USA joined the United States Council for International Business (USCIB) promoting open markets, competitiveness and innovation, sustainable development and corporate responsibility, supported by international engagement and regulatory coherence. USCIB's vision and strength are provided by an active membership of leading corporations and organisations. Adecco Staffing USA will have representatives on various committees such as for Corporate Responsibility and Labour Committees in order to drive decent work on all levels as well as workplace inclusion.

[Visit the website](#)

Age distribution 2015: regions in %

Age distribution 2015: select countries in %
Our youngest and most mature workforces

Adecco Colombia and 'Fundación Ideas para la Paz' Adecco Colombia is engaged in a multi-stakeholder initiative resulting from the Free Trade Agreement between the Colombian and the Swiss Government. Various companies, the Swiss and the Colombian Governments and the NGO '[Fundación Ideas para la Paz](#)' signed the 'compromiso ético', focusing on the respect of Human Rights. Since the beginning of 2012, regular meetings have taken place, focusing on explaining the concept and importance of International Humanitarian Law and the '[Guías Colombia](#)' on Human Rights and International Humanitarian Law, led by the NGO 'Fundación Ideas para la Paz'. The 'Guías Colombia' share the purpose of defining, promoting and adopting clear patterns and standards pertaining to Human Rights and International Humanitarian Law for business operations in complex scenarios like contemporary Colombia. On an industry level, within [ACOSET](#)⁴, Adecco has been co-driving two initiatives under the Human Rights umbrella:

- The focus on Health and Safety at work, with the objective of Adecco Colombia reaching the target of zero employee and associate accidents.
- The potential support of collective bargaining and freedom of association measures, as the workers representation landscape is poor in Colombia.

[Guidelines for implementation: Ethical Commitment of Swiss Companies in Colombia](#)
[Business & Human Rights Resource Centre](#)



Adecco Argentina a member of CONAETI Since 2007, Adecco Argentina has been one of 90 members of the network of companies against child labour which undertakes initiatives in cooperation with the Argentinian Ministry of Labour, Employment and Social Security and the National Commission for the eradication of child labour (CONAETI). On 12 June, the International Day against Child Labour,

Adecco participated in the awareness campaign against child labour organised by the ILO, the Argentinian Ministry of Labour, Employment and Social Security and CONAETI.

[Network of companies against child labour website](#)



Adecco Italy certified with SA8000 In 2014, Adecco Italy received its SA8000 certification, one of the first auditable social certification standards for decent workplaces, across all industrial sectors. It is based on the UN Declaration of Human Rights, conventions of the ILO, UN and national law and measures social performance. The certification takes a management systems approach that companies must adopt in order to ensure that compliance with the standard are continuously reviewed. SA8000 requires companies to have adopted policies and procedures that protect the basic human rights of workers.

[Access the certificate](#)

⁴ ACOSET is the Confederation of Colombian Staffing Agencies (Asociación Colombiana de Empresas de Servicios Temporales).

“The challenge of finding opportunities for youth is ever increasing, therefore we are very fortunate to have Alain Dehaze as our new Chair given his experience and commitment to youth and skills development.”

Shea Gopaul, Executive Director, GAN

Diversity & Equal Opportunities

Global programmes and initiatives

Select country programmes and initiatives



The Adecco Group CEO, Alain Dehaze, during the World Economic Forum in Davos, interviewed by the Swiss Television on the topic of talent.

World Economic Forum – winning talent The Adecco Group joined the World Economic Forum as an Industry Partner in September 2009. In December 2011, the Company became a Strategic Partner together with 110 global companies. In January 2016, the Adecco Group was represented at the World Economic Forum Annual Meeting in Davos by a delegation of five representatives from the Group's Executive Committee and Adecco Staffing North America. The Chairman of the Board was also present. In addition, our CEO took part in three out of the seven major sessions on the challenge of 'Employment, Human Capital & Skills'.

The goal of the Annual Meeting is to improve the state of the world which gave the Adecco Group representatives the chance to participate and contribute to the following sessions:

'The Future of Education: Lessons in Uncertainty'. Other panellists included politicians, entrepreneurs and business leaders.

Our CEO also participated in the Trustee meeting about **'Employment, Skills and Human Capital Global Challenge'**, to discuss the latest trends and developments in employment, skills and education and explore innovative talent strategies to 2020, in particular through public-private collaboration. In addition, a review of progress of the Global Challenge initiative in 2015 was discussed to consider strategies for 2016 and 2017.

Our VP of Adecco Staffing USA, Joyce Russell hosted the first edition of the **'Women Leaders Cocktail'** where she gathered more than 150 leading women from the international business community. In total, the Adecco Group team met with 40 clients, attended 25 events and hosted two.

As Strategic Partner, Adecco is also involved and present in the World Economic Forum's Regional Meetings. In 2016, at the World Economic Forum East Asia (Malaysia), on Latin America (Colombia), on East and North Africa (Egypt) and the India Economic Summit. The Summer Davos took place in China. Adecco will have a presence at most of these with our local leaders to co-shape the future of work.

In January 2016, the third edition of the [Global Talent Competitiveness Index \(GTCI\)](#) was released the evening prior to the opening of World Economic Forum 2016 in Davos, Switzerland. The GTCI is an annual study developed in partnership with the Adecco Group, INSEAD and the Human Capital Leadership Institute of Singapore (HCLII).

[Read the article by the Group CEO about the 4th industrial revolution](#)

[LinkedIn article by our Group CEO on 'Future education'](#)
[World Economic Forum 'Women & Work' pages](#)

[Read the quotes from the Summer Davos 2016](#)

The Adecco Group part of global apprenticeships coalition

In May 2014, Adecco joined the Global Apprenticeships Network (GAN), a global coalition of companies calling for greater commitment and investment in work-based training. The GAN and its members seek to address global skills shortages and to create opportunities for young people. The coalition focuses on improving the status of apprenticeship programmes by offering apprenticeships as well as internships and by sharing best practices with other companies and labour administrations. International companies such as Ericsson, Hilton Worldwide, Nestlé, IBM, Huawei Technologies, Samsung Electronics, Telefónica and UBS, have to date also joined the GAN initiative. The network is supported by the International Organisation of Employers (IOE) and the Independent International Business Association (BIAC) which advises government policy makers at the OECD and related platforms. In April 2014, at the G20-OECD-EC conference on 'Quality Apprenticeships' in Paris, representatives from the G20 and OECD governments, as well as social partners and companies, concurred on the importance of focusing on work-based training schemes to ensure job opportunities for youth and skills for business. A survey on apprenticeship practices conducted in the G20 countries by the IOE, BIAC and GAN found that governments' efforts were inadequate in involving business in apprenticeship systems.

Further milestones on the journey of the GAN were the launches of the local GAN networks, in Indonesia, Turkey and Spain – all in 2015 and the expansion to Latin America with Colombia and [Argentina](#) in 2016. The following countries are in scope for the near future: Netherlands, Mexico, Malawi and Tanzania. The GAN is a driving force in creating work opportunities for youth in several countries all over the world.

On January 14 2016, the GAN [announced the appointment](#) of Adecco Group CEO Alain Dehaze as its Chair.

[GAN Global website](#)

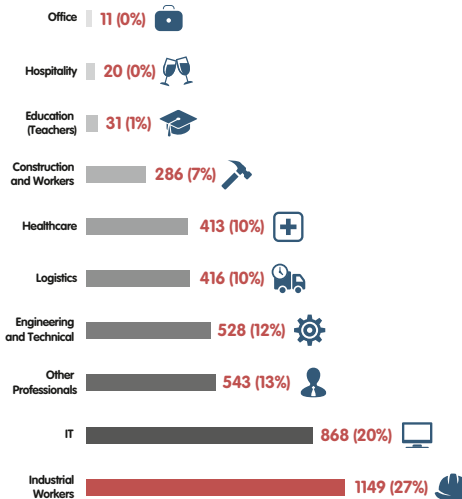
[GAN Mid-year review 2016](#)

[GAN principles](#)

[GAN on Facebook](#)

[GAN 2016 events calendar](#)

The profiles of our international candidates



Candidate International Mobility (CIM) – providing the right skills and diverse teams

Adecco's Candidate International Mobility programme continues to extend its activities. In June 2014, the CIM Global Transition Centre was launched with an expert team of three working out of Poland to match candidates with job opportunities transnationally with our clients. In 2015, Adecco found 2,400 candidates an international job. The main source countries include Poland, France, the UK, USA, Philippines and Denmark, providing more than 100 candidates each. The main host countries, welcoming over 100 people each, were Norway, Switzerland, the Netherlands, Singapore and New Zealand. Profiles most in demand were trade and construction workers, IT specialists, healthcare professionals, logistics experts and engineers/technicians.

[Visit the CIM website](#)

[CIM LinkedIn pages](#)

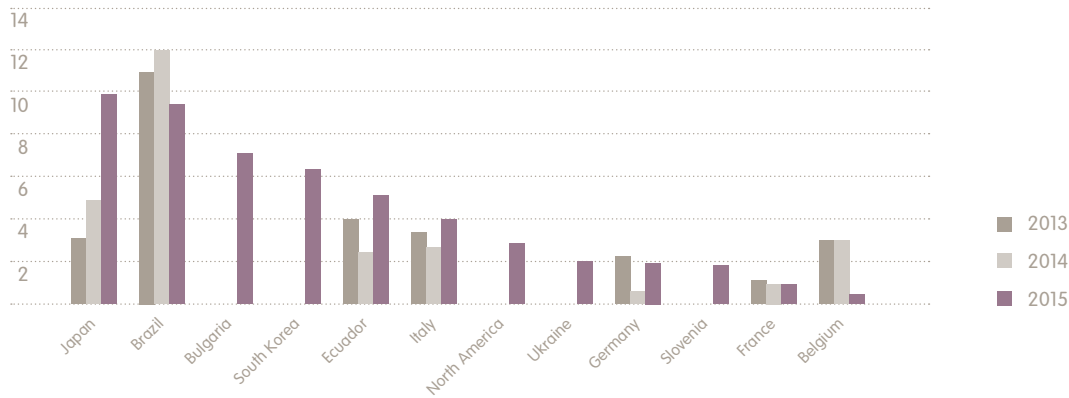
Which countries our international candidates came from

The Top Adecco Source Countries:

Poland	UK	France	USA	Denmark	Spain	S. Korea	India	Ukraine	Hungary
633	562	343	269	46	40	30	12	11	6



**Employees with a disability in select subsidiaries,
% of headcount**



The chart shows Adecco subsidiaries, which reported more than 1% employees with a disability between 2013 and 2015. This diversity indicator depends also on local definitions on disability. Private data protection laws in many countries do not allow this indicator to be tracked.

Adecco Way to Work™ joins the European Alliance for Apprenticeships

In June 2015, the Adecco Group through its Adecco Way to Work™ initiative joined the European Alliance for Apprenticeships (EAfA). By pledging 5,000 apprenticeships in Europe by the end of 2017, Adecco confirms its commitment to fight youth unemployment and boost young people's employability through valuable work-based training opportunities. Through practical training combined with school-based education, the apprenticeship model has been recognised in Europe as one of the most effective schemes to develop employable skills and facilitate youngsters' transition from education to the labour market.

The Adecco Group will meet the EAfA pledge by contributing its expertise and developing innovative solutions for both partner companies and young employees.

Successful examples are already in place in countries like France, where the Adecco Group has developed the most comprehensive offering of 'Agency Apprenticeship Contracts' in the country. Belgium has also recently launched a new solution with 'The Beginners' Contract', offering youngsters an internship at partner companies, followed by a temporary or permanent contract.

[Read more](#)

[Visit the EAfA website](#)

Adecco Group contributes to the Employers' Guide for Quality Internships

The European Youth Forum launched the Employers' Guide to Quality Internships, a "how-to guide" for employers wishing to establish quality schemes – with the aim to address and increase the quality of internships across Europe. The Employers' Guide to Quality Internships has been developed in cooperation with partner companies including Abbvie, Adecco Group, EPACA, EUK Consulting, Microsoft and TITAN CEMENT GROUP. The Guide outlines key criteria that make an internship a good experience for both the young person and the employer. Employers can actively contribute to the development of young people by ensuring that an internship provides a learning experience with proper supervision and the opportunity for career development. It is a win-win situation: Companies get access to new talents, increase motivation and engagement of their teams, and can leverage opportunities for public-private partnerships. The Adecco Group also signed the Youth Forum's European Charter for Quality Internships and Apprenticeships. The Charter advocates for employers and politicians to commit to quality standards and to apply a clear and coherent code of conduct.

[Access the guide](#)

[Read the Charter](#)

[Read the press release](#)

[Visit the European Youth Forum website](#)



The Adecco Group represented during the European Alliance for Apprenticeship meeting in Riga in 2015.

The Adecco Group and a further 200 companies joined forces under the Nestlé Alliance for YOUTH As part of our commitment to fight youth unemployment and provide young people with work experience, the Adecco Group joined the Nestlé Alliance for YOUTH programme in June 2014. The 200-company strong European network met in September 2014, pledging to create more than 100,000 opportunities for young people in the coming years. The Alliance for YOUTH committed to work hand in hand with policy makers and the education sector to foster both youth employability and job creation.

According to a survey which was carried out for the Alliance, 23% of young people in Europe see unemployment as the biggest problem faced by society over the next five to ten years. And some 55% of those questioned who were unemployed said that governments were most to blame for not resolving the lack of opportunity for young people.

Around 2,000 young people across the UK, Germany, France, Italy and Spain, aged between 18 and 29, took part in the survey. The results also revealed that 40% of those within the 21 to 24 age group feared that job prospects in their country were not good over the next 12 months.

A moderated panel discussion with company leaders followed by a debate with youngsters took place at Nestlé's Headquarters in Switzerland where all participants could share and discuss their concerns as well as the way forward to accomplish the ambitious goals of creating the needed workplace opportunities for future generations.

[Learn more about the Alliance for YOUTH](#)

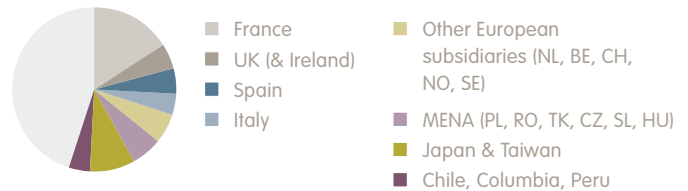
[Watch the webcast](#)

[Alliance for YOUTH YouTube channel](#)



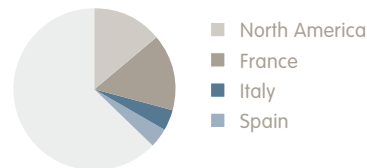
Helping students in their school to work transition: in 55% of the Adecco Group's markets

Internships through Adecco Way to Work™



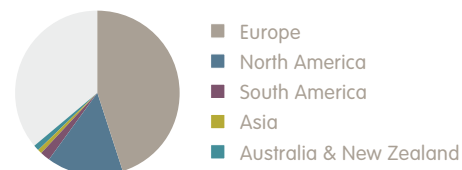
In 55% of its global markets, the Adecco Group provides internships for young people to support their school to work transition.

Helping immigrants and other groups of vulnerable unemployed: in 36% of the Adecco Group's markets



In 36% of its global markets, the Adecco Group runs specific programmes to integrate immigrants, long-term unemployed and other vulnerable groups into the labour market.

Helping elite athletes: in 65% of the Adecco Group's markets



In 65% of its global markets, the IOC and IPC Athlete Career Programmes in cooperation with the Adecco Group are currently being delivered to integrate active and retiring athletes into the labour market.

Select country programmes and initiatives



Adecco Students AB connects companies with young talents who can gain valuable work experience and insights into a variety of companies.

Adecco Students AB – provides jobs for students In 2004, Adecco Sweden launched a dedicated business unit for students. First, they had their own branch network around the country, but changed the concept to a central contact centre which acts as the intermediary between the students and the Adecco branches. Its main task is to recruit talented students for jobs with clients – especially during the summer months due to holiday absences – and feeding their CVs to the respective branch. They work with 25 student ambassadors who are well connected to the target group via regular visits and interaction on [Social Media](#). Adecco Sweden also looks for their ‘CEO for One Month’ through Adecco Students AB: over 7,000 applications for the role were received in 2016. Adecco interacts with their students on a regular basis via newsletters and an online tool, called ‘Adecco Direct’ which is a booking system that they developed and which is now also used in Finland, Norway and Denmark.

Adecco Sweden also launched a [scholarship programme](#) where students can apply online with a motivational letter to get a 100 Euro scholarship for one month. Every month, three students will get a grant and so far, over 13,000 students applied. Adecco Sweden has been awarded ‘Best in its Industry’ every year since 2013 among Business and IT students. [Visit the website](#)

La Grande École de l’Alternance Groupe Adecco France launches first apprenticeship school With around 10% of the population unemployed despite some 500,000 job vacancies, the Groupe Adecco France wanted to take action to better equip young people with the much needed skills, companies are looking for. In September 2015, the Groupe Adecco France launched the first apprenticeship school in the country, ‘La Grande École de l’Alternance’ in order to create a stronger link between educational institutions and the business world. An ambitious three-year target was set: to train 10,000 apprentices, 100% of whom will be placed into jobs after completing their apprenticeship.

The Groupe Adecco France is working closely together with educational institutions such as [AFPA](#), the [Montpellier Business School](#), [EM Lyon Business School](#), [IESEG School of Management](#) and [Groupe IGS](#). 17 apprenticeship profiles were identified in consultation with some of our clients in the following sectors: industrial, logistics, IT, transportation, telecommunications, aerospace and finance.

Website ‘La Grande École de l’Alternance’ (French)

[Read the press release](#) (French)

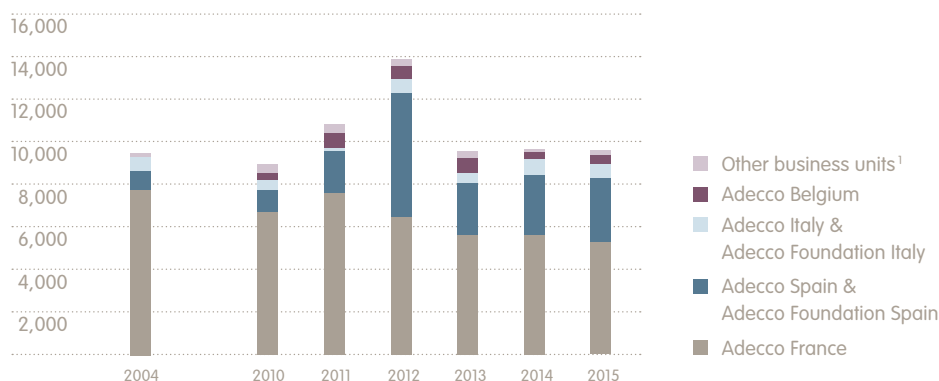
[Find out how Microsoft contributes](#) (French)

How Adecco Staffing US’ web-based application helped in a natural disaster In early October 2015, Columbia, South Carolina, a city in the south-eastern part of the United States, experienced devastating flooding. Hundreds of roads, highways and bridges closed. Nobody anticipated an emergency of that magnitude and it affected everything in the region. Adecco Staffing US recruiters were able to provide support in this state of emergency by using their web-based application called ‘Fetch’. In normal business operations, ‘Fetch’ empowers Adecco recruiters to call, email and text message candidates and associates. It was designed exclusively for Adecco Staffing US to enable recruiters to communicate with hundreds of candidates at once via text message. Fetch’s cloud-based technology proved to be very useful in this life-threatening situation letting the Adecco team access and message their contacts from any computer instantaneously, making sure that our associates were safe.

[Learn more about ‘Fetch’](#)

[Read the blog](#)

People with a disability integrated into the labour market



¹ 2015: Argentina, Germany, Hungary, Mexico, Netherlands, Russia, Serbia. We run similar integration programmes in further countries. Private data protection laws in many countries (such as the USA) do not allow tracking the number of individuals with a disability integrated into the labour market.

Integration

Global programmes and initiatives

The Adecco Group's involvement with the Global ILO Business and Disability Network People with disabilities make up around 15% of the world's population. This amounts to over one billion people, making them the largest minority group. As an employer of over 10,000 people with disabilities per year, we bring considerable experience to the Global ILO Business and Disability Network through our membership and role on the [Steering Committee](#). The Network is comprised of representatives from multinational enterprises, employers' organisations and business networks, and selected non-governmental and disabled peoples' organisations. It assists companies with the inclusion of people with disabilities into the workforce and fosters the development of a workforce culture that is respectful and inclusive; promoting the hiring, retention and professional development of people with disabilities. The ILO Global Business and Disability Network strives to be recognised by international organisations, multinational enterprises and employers' organisations as the global reference network to address disability in the workplace.

In 2015, 11 major international companies became the first signatories of the newly created '[ILO Global Business & Disability Network Charter](#)' in a ceremony held at ILO headquarters in Geneva. In June 2016, an additional four multinational companies joined a network event in Paris.

They all shared their experiences and ideas on transforming their workplaces into inclusive environments for people with disabilities. The event was also a platform where the company highlight publication was launched which showcases good initiatives and highlights on disability inclusion initiatives and programmes of the Network member companies.

Since its existence, the Network has organised 15 meetings (regional and national) to promote disability-related employment policies and practices among companies and employers' organizations around the world. In 2015 and 2016, they took place in China, Brazil and Turkey. The meetings have addressed questions on hiring people with disabilities, benefits of creating a diverse workforce, disability and equality trainings and how the private sector as well as employers' organisations can play a more active role and drive the disability inclusion topic forward.

[ILO Business & Disability website](#)

[Press Release signing Network Charter](#)

[ILO Member publication 'Business as Unusual'](#)

[Publication Disability in the Workplace](#)

[Self-assessment tool for companies](#)



ILO Director General Guy Rider with the 11 company representatives who became the first signatories of the 'ILO Global Business & Disability Network Charter'.

“The ILO Global Business and Disability Network has brought companies and other organisations working on disability inclusion closer together. Through the sharing of experience and examples of best practice, they work together so that people with disabilities can be more effectively integrated into the workplace.”

Mathilde Tabary, Chair ILO Global Business & Disability Network and Director of Social Development and Diversity, Carrefour

Our charitable foundations Adecco Group and its three major foundations in France, Spain and Italy – often in partnership with respected organisations – are involved in a range of international, national and local programmes to help groups ‘at risk’ of exclusion from the workforce because of disability, age, ethnicity or gender. Our foundations are funded by contributions from the Adecco Group and other companies and organisations committed to supporting our integration efforts.

Adecco Foundation France, created in 2002

- Purpose: assist, support and train disadvantaged people to ensure their integration into the workforce.
- Activities: the foundation develops and runs social partnerships with various non-profit organisations in three fields: education, career orientation and professional integration.

In 2015, 56 non-profit organisations were supported and 400 Adecco employees volunteered time to participate in local solidarity initiatives.

- The Foundation also runs the French Athlete Career Programme helping elite, Olympic and Paralympic athletes with their transition into the labour market. 97 athletes received career advice/job training and placement and 200 athletes were informed about the ACP and its services through workshops.
- Employees (FTEs): 2.8 (400 volunteers)
- Annual donation by Groupe Adecco France: EUR 350,000
- Foundation budget: EUR 600,000 (EUR 350,000 in donation, EUR 200,000 in training tax)
- Community investment: 2,750 h
- Beneficiaries from the Adecco Foundation France activities: 11,088 people
- Beneficiaries from Groupe Adecco France programmes (Disability & Skills programme, Espace Emploi Handicap & Compétences): 5,600.

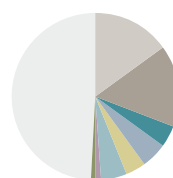
[Adecco Foundation France website](#) (French)

[Adecco Foundation France Annual Report 2015](#) (French)

[Adecco France Humando website](#) (French)

[Adecco France LAB'HO website](#) (French)

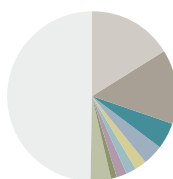
Helping people with disabilities: in 51% of the Adecco Group's markets



North America	Japan
France	Other: Serbia, Ukraine
Italy	Argentina
Spain	
Netherlands & Belgium	

In more than 50% of its global markets, the Adecco Group runs specific programmes to integrate people with disabilities into the labour market.

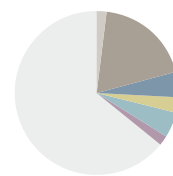
Helping young job seekers: in 53% of the Adecco Group's markets



France	Netherlands
North America	Colombia
Japan	Argentina
Italy	Other: Greece, Serbia, Sweden, Thailand, Turkey
Poland	

In more than 50% of its global markets, the Adecco Group runs specific programmes (Way to Work™ not included) to integrate young job seekers into the labour market.

Helping mature job seekers: in 46% of the Adecco Group's markets



Argentina
France
Italy
Netherlands
Spain
Other: Argentina, Serbia

In more than 45% of its global markets, the Adecco Group runs specific programmes to integrate mature job seekers into the labour market.

Adecco Foundation Italy, created in 2001

- Purpose: assist, support and train disadvantaged people to ensure their integration into the workforce.
- Activities: the foundation runs several partnerships and initiatives to integrate people with disabilities, single women with family responsibilities, long-term unemployed, mature workers (50+).
- Employees (FTEs): 7
- Annual donation by Adecco Group Italy: EUR 350,000; other companies: EUR 97,633
- Foundation budget: EUR 600,000
- Beneficiaries from Adecco Foundation Italy: 374 (351 vocational training, 206 integrated)
- Beneficiaries from Adecco Group Italy programmes: 19,528 (661 people with disabilities, 5,281 mature [50+], 13,586 young [18–24]).

[Adecco Fondazione website](#) (Italian)

[Social Bilan Fondazione 2013/2014](#) (Italian)

[Annual Report Fondazione 2014](#) (Italian)

Adecco Foundation Spain, created in 1999

Purpose: to be the social partner and leader for diversity and integration for Spanish companies. Fundación Adecco Spain aims to enhance the social responsibility for the Adecco Group Spain with regards to labour market challenges and special needs of groups at risk of exclusion. Employment is the main strategic tool for inclusion for the Fundación Spain.

- Activities: the foundation runs several partnerships with Spanish companies by offering support on diversity strategy, social awareness, employee training, volunteering, career guidance, research, publication of reports.
- Employees (FTEs): 115
- Annual donation by Adecco Group Spain: EUR 225,996
- Foundation budget: EUR 11,890,991 (2015)
- Foundation budget: EUR 11,911,638 (2016)
- Investments in public-private/Community Partnerships: EUR 10,345,282
- In 2015, employment was made possible for 3,016 people with a disability, for 753 single mothers and/or victims of domestic violence, for 1,083 mature people (45+), and finally for 1,378 people at risk of social exclusion.
- Beneficiaries from Adecco Foundation activities: 19,744

[Adecco Fundación website](#) (Spanish)

[Annual Report Adecco Fundación 2015](#) (Spanish)

#empleoparatodos

#DiversidadSinEtiquetas

Select country programmes and initiatives

Adecco Groupe France drives inclusion through Humando

The 'Réseau Adecco Insertion', the first temporary employment integration network in France, launched Humando in September 2014 through the merger of three brands. The network's goal is to accompany more than 8,000 people with their career development annually. In total, 65 branches across the country are part of the 'Réseau Adecco Insertion'. Humando is positioned as a key player for integrating people at the edge of exclusion into the workplace thanks to its presence with 15 branches, its 1,385 clients and 1,914 candidates supported in 2015.

[Humando website](#) (French)

[Réseau Adecco Insertion website](#) (French)

[CSR Report Réseau Adecco Insertion](#) (French)

Adecco Soleil Ltd. provides careers for people with a disability

Adecco Japans' subsidiary, Adecco Soleil Ltd. promotes 'barrier-free' employment for people with disabilities. Adecco Soleil's goal is to make the world of work a naturally welcoming environment (ATARIMAE) for every person who wishes to contribute. The subsidiary currently hires 6.5 times more people with a mental disability compared to other private companies in Japan. Adecco Soleil employs specialists in the following areas: data cleaning, interviewing and candidate matching, amongst them 47 teleworkers in 18 locations around the country. With the remotely working employees, Adecco is in contact on a daily basis via text messaging and video chat to make sure, our Adecco Soleil team has all the support they need to thrive. In total, 191 people are engaged through Adecco and Adecco Soleil to contribute to improving the labour market for everyone.

[Adecco Soleil website](#) (Japanese)



FESCO Adecco employees spend time with infants in need

'Baby's Home' is a Chinese NGO, which takes care of orphans and children with a disability in China. FESCO Adecco gives employees time off during two to three days per month to visit the NGO and spend time playing with the children. The intention is to building a long-term relationship between the employees and these children in need.

[Visit the website](#) (Chinese)

“The Adecco Group will maintain a Workplace Health, Safety and Quality Management System based on the requirements of the ISO 9001 and AS/NZS 4801 Standards, and management will continue to support the certification of our system to these standards.”

Trudy Windebank, Workplace Health & Safety, Ajilon & Adecco Australia

Health & Safety

Global programmes and initiatives

A safe and healthy working environment for associates

The Adecco Group strives to prevent accidents, injuries and diseases in the workplace. Recognising the risks our associates exposed to when entering new and unfamiliar workplaces, the Adecco Group meets all statutory health and safety obligations. In order to ensure a fair basis for comparison of safety performance among our country organisations, we look at the development of accident frequency rates (AFR), rather than comparing absolute AFR values. This is due to the fact that our involvement in the various business sectors – and thus various risk potentials – varies significantly from country to country.

Our standard measures are based on five cornerstones:

1. Health and safety coordinators and committees
2. Risk assessment in the workplace with regular follow-ups
3. Employee testing, training and induction
4. Medical checks in accordance with local regulations
5. Personal protection equipment provided by Adecco or client companies.

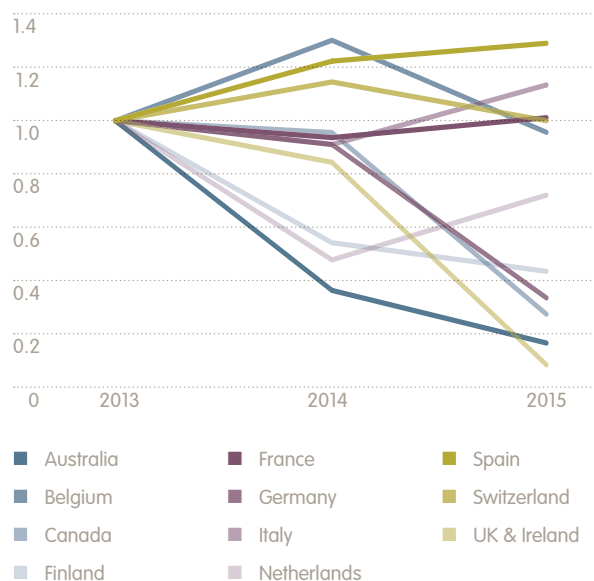
Employee Global ACE Training on Health & Safety In 2015, 95% of all required global employees successfully completed the online Global Health & Safety ACE training module on work-related hazards and illnesses. The training emphasises the importance of safety training and accident and incident reporting. Employees also learn ways to increase safety in the workplace and how to implement healthy workplace behaviours by giving advice on ergonomics, and how people interact with workplace tools, equipment and their working environment.

Supporting employee health and well-being In most countries, we have health and safety guidelines for employees and offer psychological hotlines or even direct access to a psy-

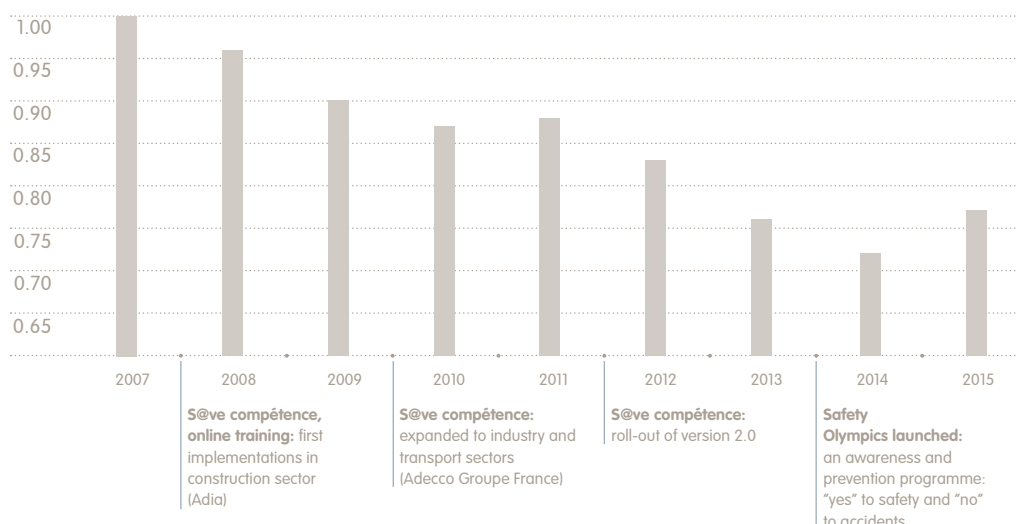
chologist. We provide our employees – if their job allows – with the necessary IT tools to work from home or any other place, helping them to fulfil their daily tasks in the best and most productive way possible. In many countries, we grant paternity leave and offer childcare assistance through agencies or cooperate with local day-care facilities in order to keep women in the workforce.

Through our Win4Youth project, we also engage our employees to join in sports events during and after working hours. This contributes to enhanced passion, camaraderie, team spirit and well-being across departments and hierarchies. In many countries, there are several yearly events for our employees to celebrate as a team and enjoy themselves in an informal setting.

Development of Accident Frequency Rates for associates 2013–2015 in select countries (rebased to 1 as of 2013)



Development of accident frequency rates 2007–2015 in France, our largest market
(22% of Adecco Group's associates), rebased to 1 as of 2007



Select country programmes and initiatives

Groupe Adecco France – Health & Safety awareness and training for employees, associates and clients S@ve compétence is an online training tool to evaluate the know-how of associates with regards to safety issues in a working environment. The test is focused on how risks are evaluated as well as the behaviour and technical knowledge of the associates. After the assessment, the associate is debriefed by a consultant, who highlights good and bad practice.

By the end of 2015, all branches were using the online training for positions in the industrial, logistics and transportation industry. The training has helped to reduce accidents significantly in past years.

The goal for 2016 is to reduce accidents by an additional 15%. Another measure which will be implemented is to analyse all accidents that lead to associates and employees being absent from work for more than four days.

Adecco Argentina takes care of employees' well-being

Several initiatives have been launched to make Adecco Argentina employees feel well and supported. New mothers have the option to get back to work for six hours every day until their child reaches the seventh month. In addition, up to USD 500 is reimbursed to employees per year for childcare services for children between zero and three years.

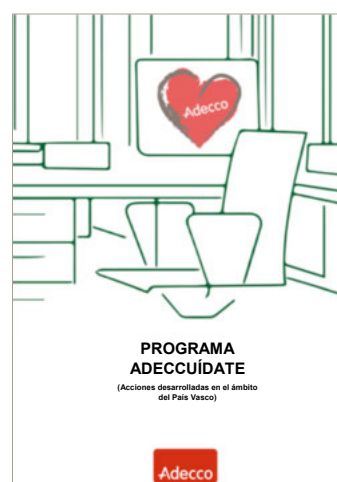
Adecco Argentina also encourages its employees to stay physically active by subsidising up to 50% of membership fees for sports clubs. A dedicated manual on how to prevent accidents and illnesses at the workplace is handed out to all employees entering the company.

On-boarding programme about Health & Safety for associates

Adecco Canada's associates receive a customised one-week on-boarding programme to help prevent accidents. Moreover, they perform client site safety evaluation at all client locations before any associate performs work. Adecco Canada also utilises the 'Job Servicing Guidelines' to assess risks on most jobs and industries they serve. To avoid greater risk, Adecco Canada is not providing associates for certain jobs and industries.

'Adeccuúdate' helps employees to feel good Adecco Spain launched 'Adeccuúdate', which means 'Adecco takes care of you'. The initiative promotes and celebrates a healthy lifestyle and work environment. A weekly newsletter is issued to all employees with health tips around nutrition, sports and offerings around well-being such as a helpline, support with tasks at home, physical therapy, childcare and more. Adecco also celebrates World Health Day with special actions to remind employees about the importance of taking care of their most important possession: their health.

#Adeccuúdate





Our main programmes and initiatives in the Environmental dimension

Global programmes and initiatives

Further reducing our CO₂ emissions Since 2010, environmental-conscious management, subsequent monitoring and reduction are carried out in the areas of:

1. Electrical energy consumption
2. Mobility: company car mileages and air miles flown
3. Office supply: paper and toner consumption
4. Office equipment: computers bought and replaced

in our 15 largest markets and emerging markets (France, North America, UK & Ireland, Germany, Japan, Italy, Netherlands, Belgium, Norway, Sweden, Spain, Argentina, Mexico and Singapore), including the joint global & Adecco Switzerland headquarters. These countries represent over 86% of our business operations in terms of revenues. In the past three years, we have made the following steps:

1. Identified our Carbon Footprint in 15 major countries and markets including global HQ
2. Used the data for all stakeholder enquiries
3. Started reducing our CO₂ emission through targeted projects
4. Communicated it accordingly to all stakeholders. In addition, in 2012, the Adecco Group set an emission reduction target of 12% by 2022 and we expect to reach this goal through concrete action points. For the measurement and calculation of our data according to Scope 1, 2 and 3 emissions, we use a customised platform called 'myclimate'.

With our business activities as a service provider, our action points include:

- Decreasing our use of electricity and fossil energy
- Decreasing the amount of CO₂ emissions through the reduction of air miles flown
- Increasing the number of environmentally friendly cars in our fleets or decreasing car usage
- Decreasing the amount of paper used and increasing the use of electronic documents

- Increasing the proportion of environmentally friendly paper where paper is needed
- Encouraging the re-use and recycling of paper
- Encouraging the use and recycling of other recyclable products such as toners, cardboard, PET containers
- Encouraging our Business Units to incorporate environmental considerations into the procurement of goods and services.

The Adecco Group expects that improving its environmental performance will impact the following:

1. Our CO₂ footprint on the environment
2. Financial performance
3. Being a credible company for investors and analysts
4. Being a trustworthy partner and employer to our clients, associates/candidates and employees.

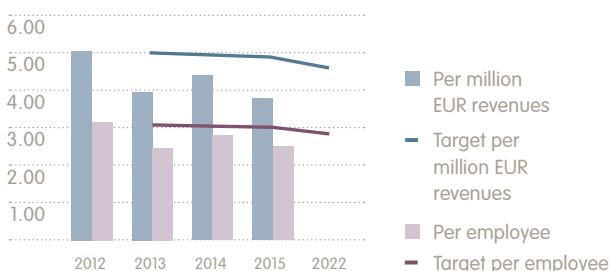
Our Environmental Guidelines In 2012, we published Environmental Guidelines which build on and replace our 2007 Environmental Policy. We are conscious of the impact of our operations on the environment and of the difference we can make by acting responsibly. Our environmental commitments and progress are reported annually in the Adecco Group's CSR Report and CoP as well as through our participation in the Carbon Disclosure Project (CDP). In 2016, we did not participate in the RobecoSAM's Dow Jones Sustainability assessment due to re-assessment of our materiality and CSR strategy, as we will be moving into an integrated reporting strategy.

[Access our Environmental Guidelines](#)

Greenhouse gas efficiency performance:

Average CO₂e emissions

Carbon dioxide equivalents, Scopes 1, 2 & 3, in metric tonnes



Global performance indicators

Our Scope 1, 2 and 3 emissions (based on the Greenhouse Gas Protocol)

Source	Scope	Total emissions extrapolated to Group level (100% FTE employees) metric tonnes CO ₂ e (CO ₂ equivalent)				
		2015	2014	2013	2012	2011
Own business cars	1 (direct)	49,843	54,422 ²	39,551	51,562	81,423
Electricity	2 (indirect)	33,184	33,379	37,408 ¹	52,372 ³	62,609
Electricity	3 (indirect)	10,311	9,231	10,231 ¹	14,351 ³	27,275
Own business cars	3 (indirect)	23,866 ¹	11,791 ²	8,569	12,686	45,989
Air travel	3 (indirect)	29,212	25,429	11,608	12,908	7,372
Paper	3 (indirect)	2,062	1,593	1,974	2,045 ¹	2,368
Toner	3 (indirect)	513	397	492	509 ²	596
New lap & desktops	3 (indirect)	2,552	1,152	2,681	2,694	2,497

More details on emissions and measurement methodology are provided in our Carbon Disclosure Project assessment: www.cdproject.net

Our materials and water consumption

Source	Total consumption extrapolated to Group level (100% FTE employees)				
	2015	2014	2013	2012	2011
Materials					
Purchased paper (office supply, does not include printed matter)	991 metric tonnes	1,094 metric tonnes	2,080 metric tonnes	994 metric tonnes	1,845 metric tonnes
Toner (calculated from paper consumption)	99 kg	109 kg	208 kg	100 kg	185 kg

Our electricity and vehicle petrol consumption

Source	Total consumption extrapolated to Group level (100% FTE employees)				
	2015	2014	2013	2012	2011
Energy source					
Electricity (from national grids)	66,465 MWh	76,018 MWh	114,202 MWh	138,182 MWh	145,081 MWh
Green electricity (from 100% renewable sources)	1,020 MWh	520 MWh	1,444 MWh	3,275 MWh	n.a.
Gasoline	2,583,400 litres	21,476,760 litres ²	15,608,240 litres	21,502,000 litres	n.a.
Diesel	16,474,800 litres				

¹ Business car's Scope 3 emissions include gasoline/diesel upstream emissions, – and new since 2015: also infrastructure emissions, from cars' life cycles and streets building/maintenance. This explains why Scope 3 emissions from business cars is substantially higher than the reported values in previous years.

² GHG emissions from business cars were restated for 2014 due to a reporting error, revealed in context of activity data collection 2015.

³ Emission coefficients for electricity (Eco invent Database v2.2) have been updated since 2011 due to latest scientific findings. This resulted in substantial lower emission values.

Select country programmes and initiatives

Norway, Sweden and Spain ISO 14001 certified To date, Adecco in Norway, Sweden and Spain have been ISO 14001 certified and renewed certifications. The ISO 14000 family of standards addresses various aspects of environmental management and provides practical tools for companies and organisations looking to identify and control their environmental impact and constantly improve their environmental performance.

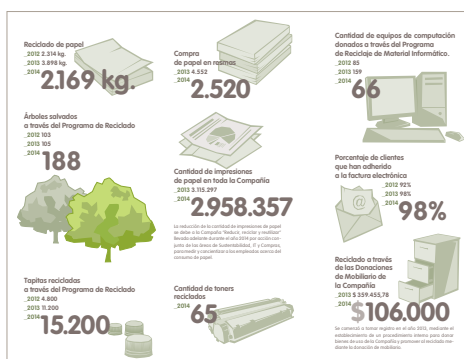
Groupe Adecco France's 'Covoiturage' with BlaBlaCar

To minimise their emissions, in 2012 Groupe Adecco France introduced a service called 'Covoiturage', or car-pooling, for its employees and associates. The Groupe Adecco France has a partnership with BlaBlaCar and offers the service to all its employees and associates. The dedicated website gives employees the opportunity to share cars and find potential passengers. 'Covoiturage' has grown to 4,000 users and is used by all subsidiaries and major brands within Groupe Adecco France.

[Visit the new 'Covoiturage' website](#)

In Argentina, the focus on the environment has increased

In December 2011, some 60% of Adecco Argentina's clients received electronic invoices. By December 2012, the percentage had risen to 92% with a further increase by 2014 to 98% which has helped to reduce paper consumption significantly: from 3,115,297 sheets in 2013 to 2,958,357 by the end of 2014. This also contributes to cost reduction and supports clients indirectly with their own paper disposal. Adecco Argentina also runs campaigns on specific days such as during the World Water Day, the International Day of CO₂ emission reduction, and the International Energy Day which increases awareness amongst employees to contribute to environmental protection and cost reduction by introducing small changes in behaviour.



Adecco UK & Ireland's focus on waste collection and recycling The goal of this initiative is to improve the way Adecco UK & Ireland manages their confidential and general waste. The idea stemmed from the facility management team as well

2015 Greenhouse Gas emissions split by source



The GHG split indicates Adecco Group's environmentally most material issues:

- 1) **Mobility** business cars and air travelling: high impact with 68%.
- 2) **Electricity** consumption: highest impact with 29%.
- 3) **Office supply** (paper & toner) and IT equipment: reasonable impact with 2%, each.

as their provider. They wanted a collection process to be done with only one company for confidential and other waste which improved the way they disposed of waste before (shred versus incinerate). Their goal was to also increase the amount of recyclable waste and educate colleagues to reduce waste production but also to recycle it correctly. Initially, there was an immediate increase in the quantity of waste collected for recycling. However, this changed quickly and a waste reduction is the result. Employees fully appreciate the need to keep waste production to a minimum. As a result they now have only one vehicle collecting recycling waste from all their 200 plus sites which reduces emissions significantly.

Reducing emissions from leased company cars

Adecco Sweden as part of their pool car renewal process, which included replacing the existing fleet with cars (less than 88 g/km) in most of the branches, also assessed the possibility of introducing automatic driver logs in leased cars. This resulted in a framework agreement for small devices that are mounted in the cars to log all usage activity.

The first were installed only in newly purchased cars in order to test their effectiveness. After the initial test phase, devices have been mounted in all pool more eco-friendly cars. The reason for this initiative is to increase compliance with legislation as well as measuring the exact CO₂ emission per car. It also helps to track how frequently the car is used which leads to potentially relocate rarely used pool cars. Resulting benefits include the reduction of our CO₂ emissions as well as an effective use of our car pool.

Sourcing natural energy

Adecco Group Switzerland and Group Headquarters share the office building. Part of our energy usage, a total of 240,462 kWh, stems from naturally produced electricity, i.e.

97% from water and 3% from wind energy. This supports the certified production of water energy as well as the construction of biomass-wind production sites.



Our sustainability performance and goals

In order for us to steadily improve our business and CSR performance and identify shortfalls, we have introduced clear KPIs for the various areas in the Economic, Social and Environmental dimension. This will support our goal of 'better work,

better life' amongst all our stakeholders and make us a responsible player in our industry and beyond. Outlined below are the areas of measurement and the respective KPIs as well as the current status of performance.

Dimension	Area	KPIs	Status
Economic	Corporate Governance	<ul style="list-style-type: none"> • Board structure • Non-executive Chairman • Responsibilities & Committees • Transparency • Diversity • Board Effectiveness • Transparency Senior Remuneration • Median compensation 	■
	Risk & Crisis Mgmt.	<ul style="list-style-type: none"> • Responsibility • Risk mapping • Risk Response Strategy 	■
	Codes of Conduct/Compliance/Corruption & Bribery	<ul style="list-style-type: none"> • Focus • Systems/procedures • Policies • Coverage • Reporting & breaches 	■
	Customer Relationship Mgmt.	<ul style="list-style-type: none"> • Satisfaction measurement • Feedback process • Market segmentation 	■
	Supply Chain Mgmt.	<ul style="list-style-type: none"> • Supplier segmentation (tier 1, 2 and high-risk) • Risk management process • Risk management measures • Supplier Standards, Policy, CoC • Capacity building/joint initiatives • Leveraging opportunities 	■

■ Very good to good performance

■ Good to medium performance

■ Improvements needed

Dimension	Area	KPIs	Status
Social	Social Reporting	<ul style="list-style-type: none"> • CoP/CSR Report • Materiality framework 	■
	Diversity & Equal Opportunities	<ul style="list-style-type: none"> • Measuring diversity internally • Measuring diversity with associates • Partnerships • Training employees 	■
	Integration	<ul style="list-style-type: none"> • Integration of mature, young, disabled, athletes, women with family responsibilities into labour market • PPP and community initiatives • Company partnerships • Community hours by employees • Financial investment 	■
	Human and Labour Rights	<ul style="list-style-type: none"> • Global/local initiatives and commitments • Employee training discrimination • Coverage Freedom of Association/collective bargaining • Strike days employees/associates • Code of Conduct/ACE training • Reporting & breaches • Human & Labour Rights guidelines • Forums/events participation 	■
	Health & Safety	<ul style="list-style-type: none"> • Accident Frequency Rate associates • Nr. of accidents associates • Occupational fatalities associates • Absenteeism employees • Health and well-being initiatives employees • Health & safety training • Health & safety policy • Psychological hotline 	■
Environmental	Environmental Reporting	<ul style="list-style-type: none"> • Coverage • Public reporting on performance • Results from assessments (DJSI, CDP, other) 	■
	Environmental Policy/ Mgmt. System	<ul style="list-style-type: none"> • Environmental Guidelines • Certification (ex. ISO 14000) 	■
	Eco-efficiency	<ul style="list-style-type: none"> • Measuring Scope 1, 2, 3 emissions in centralised system • Reduction targets 	■

■ Very good to good performance

■ Good to medium performance

■ Improvements needed

External acknowledgements of our sustainability performance

The Adecco Group decides to not participate in the 2016 DJSI assessment

In September 2015, the Adecco Group received notification by RobecoSAM that it was no longer included in the Dow Jones Sustainability World and Europe Indices. The notification followed a continuous inclusion in both Indices since 2011, with an industry lead in the Commercial & Professional Services Industry in 2013. The yearly DJSI assessment benchmarked our organisation against the largest companies worldwide by undergoing an in-depth analysis of financially material economic, environmental and social practices.

These include innovation and supply chain management, climate strategy and stakeholder engagement, with a special focus on industry-specific risks and opportunities. Each year, RobecoSAM invites over 3,000 publicly traded companies, including 800 companies in emerging markets, to report annually on their sustainability practices.

Following the 2015 DJSI assessment result, the Adecco Group decided to not participate in the 2016 DJSI assessment but to focus on the goal to move towards an integrated reporting process which requires an in-depth review of material topics, KPIs and targets.

[Read more about RobecoSAM and S&P Dow Jones Indices on the DJSI review 2015 website.](#)

Other ratings we have received:

Enhanced rating in the Carbon Disclosure Project (CDP)

Adecco's efforts in measuring and reporting its greenhouse gas emissions were acknowledged in CDP's evaluations 2015: Adecco achieved a disclosure score of 86 (CDP Supply Chain average 60) and was placed in performance category Band D (CDP Supply Chain average D).

[CDP website](#)

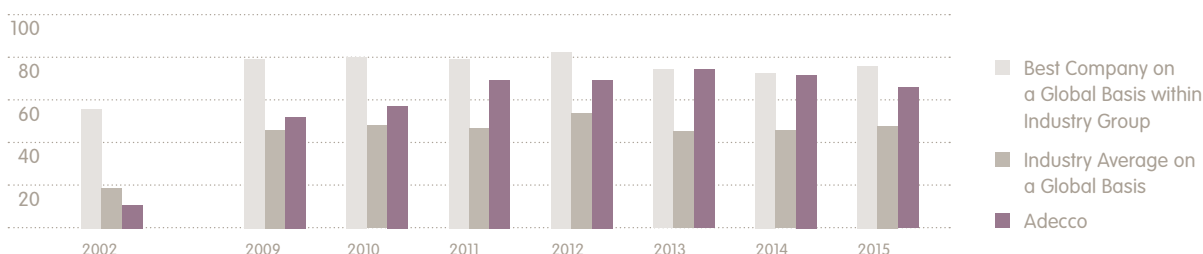
EcoVadis – Gold ratings

The Adecco Group and Groupe Adecco France were both given gold rating in the EcoVadis 2015 assessment which indicates our advanced CSR engagement. The EcoVadis methodology framework assesses companies' policies and also measures the reporting published on the environment, labour practices & human rights, fair business practices and sustainable procurement. The assessment conducted by CSR experts is made on the basis of the company's responses and supporting documents to a survey which is dynamically adapted to country, sector and size, as well as public and stakeholder (NGOs, trade unions, press) information publicly available.

[EcoVadis website](#)

DJSI Assessment – Results for Adecco Group

Scorecards 2002–2015



The Adecco Group's long-standing commitment with the Dow Jones Sustainability Index.

SXI Switzerland Sustainability 25® – Adecco amongst the most sustainable Swiss companies in 2014

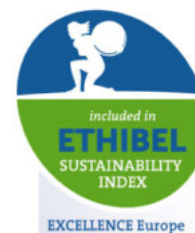
The SXI Switzerland Sustainability 25 Index® includes 25 stocks from the SMI® Expanded Index with the best sustainability scores. The Index is weighted based on free-float market capitalisation, with a single component's weight capped at a maximum of 15%. A total score is derived for each company provided by a third-party research provider. The higher the score, the more sustainable the company. All companies that are considered sustainable and belong to the SMI expanded are eligible and ranked according to their total score. The index is built out of the SMI expanded and a rebalancing is implemented yearly as part of the ordinary review in September. The SXI Switzerland Sustainability 25® was launched on June 17, 2014.

[Read more](#)

- DJSI World
sustainability-indexes.com
- DJSI Europe
sustainability-indexes.com
- FTSE4GOOD Global Index
ftse.com/ftse4good
- FTSE4GOOD Europe Index
ftse.com/ftse4good
- ECPI Ethical Index Global
ecpigroup.com
- ECPI Ethical Index Euro
ecpigroup.com
- Ethibel EXCELLENCE Investment Register
forumethibel.org
- DAXglobal® Sarasin Sustainability Germany (TR) EUR
dax-indices.com
- Pictet-Ethos CH – Swiss Sustainable Equities
pictetfunds.com
- Standard Ethics – Standard Ethics Rating (SER)
standardethics.eu
- STOXX® Global ESG Leaders indices
stoxx.com
- Vontobel Fund – Global Responsibility Swiss Equity
vontobel.com



FTSE4Good



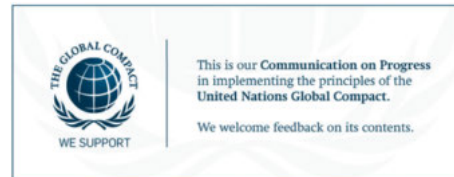
GRI G4 Content Index

UN Global Compact Communication on Progress (CoP)

Content guidance

UN Global Compact Communication on Progress (CoP)

The various case studies featured in this report give an insight into our activities in line with the ten principles of the UN Global Compact. For more details on our progress in relation to the [UNGC principles](#), please refer to the GRI G4 Content Index on next pages.



GRI Reporting Framework The current CSR Report is prepared in accordance with the Global Reporting Initiative's G4 guidelines; it is actually an update of our last year's CSR Report, which had successfully completed the GRI Materiality Disclosures Service.

The Global Reporting Initiative GRI™ is an international independent organization that has pioneered corporate sustainability reporting since 1997. With thousands of reporters in over 90 countries, GRI provides the world's most trusted and widely used standards on sustainability reporting.

As of 2017, we plan to communicate our progress through an Integrated Report.

Reporting on country level For further examples of **Adecco Group's CSR engagement at country level**, please refer to the respective country websites. We would like to highlight the [CSR Reporting of Groupe Adecco France](#), following the law known as 'Grenelle II', voted by French Parliament on 29 June 2010 and promulgated on 12 July 2010 which newly defined public reporting on sustainable development for major corporations in France. Furthermore, we recommend the [CSR Reporting of Adecco Argentina](#).

Legend

- Reported
- Partly reported
- Not reported, see reference provided for reason of omission

- AR15 Reference to page number in [Adecco Group Annual Report 2015](#)
- www Link to Internet document
- CSR14/15 Reference to page number in [Adecco Group CSR Report 2014/2015](#)

GRI G4 Code	UNGC principles	Description	Reference or short answer
Strategy and analysis			
G4-1	1–10	■ Statement from the most senior decision-maker	9–10
G4-2		■ Description of key impacts, risks and opportunities	Key impacts: 4–6, 11–17; risks and opportunities: AR15 29–31, 103
Organisational profile			
G4-3		■ Name of the reporting organisation	AdeccoGroup AG
G4-4		■ Primary brands, products, and/or services	5; AR15 18–20
G4-5		■ Location of organisation's headquarters	Glattbrugg, Switzerland
G4-6		■ Number and names of countries in which the Adecco Group operates	5; AR15 118
G4-7		■ Nature of ownership and legal form	The AdeccoGroup AG is a stock corporation (société anonyme) organised under the laws of Switzerland.
G4-8		■ Markets served, including geographic breakdown, sectors served and types of customers	5
G4-9		■ Scale of the Adecco Group	5–6; AR15 173
G4-10	6	■ Total workforce	5, 50, 53, 56; AR15 43, 24
G4-11	3	■ Percentage of employees covered by collective bargaining agreements	54
G4-12		■ Adecco Group's supply chain	23, 70, 72
G4-13		■ Significant changes during the reporting period	adecco.com (click on 2015)
Commitments to external initiatives			
G4-14		■ Explanation of whether and how the precautionary approach or principle is addressed	17–20, 24, 67 AR15 102 (note 17)
G4-15		■ Externally developed, voluntary charters and sets of principles which the organisation endorses	15, 18–20
G4-16		■ Principal memberships in industry and business associations	18–20; CSR14/15 72–77
Identified Material Aspects and Boundaries			
G4-17		■ The entities included in the organization	5, AR15 117
G4-18		■ Process for defining report content	16–17
G4-19		■ List of the material aspects (materiality matrix)	17
G4-20		■ Aspect boundaries within the organisation	CSR14/15 78
G4-21		■ Aspect Boundaries outside the organisation	CSR14/15 78
G4-22		■ Explanation of the effect of any restatement of information	CSR14/15 78
G4-23		■ Significant changes from previous reporting periods	No significant changes

GRI G4 Code	UNGC principles	Description	Reference or short answer
Stakeholder engagement			
G4-24	■	List of stakeholder groups	16
G4-25	■	Basis for identification and selection of stakeholders with whom to engage	11, 13–17
G4-26	■	Approaches to stakeholder consultation	23, 27, 47–48; CSR14/15 78
G4-27	■	Key topics and concerns	4, 6–8, 16, 21–22
Report profile			
G4-28	■	Reporting period for information provided	Calendar year 2015 (some important developments from 1 st HY 2016 are included)
G4-29	■	Date of most recent previous report	CSR Report 2014/2015 published in August 2015
G4-30	■	Reporting cycle	Annually
G4-31	■	Contact point for questions regarding this report	93
G4-32	■	GRI Content Index	75–82
G4-33	■	Current practice with regard to seeking external assurance for this report	This report has not been assured externally. Our Annual Report is assured externally. AR14 104–105
Governance			
G4-34	■	Governance structure	AR15 130–143
G4-35	■	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	AR15 139
G4-36	■	Executive-level positions with responsibility for economic, environmental and social topics	AR15 140–144
G4-37	■	Processes for consultation between stakeholders and the highest governance body	CSR14/15 78 ; AR15 140–145
G4-38	■	Composition of the highest governance body and its committees	AR15 130–134
G4-39	■	Executive functions of the Chairman of the Board	The Chairman has no executive functions.
G4-40	■	Nomination and selection processes for the highest governance body and its committees	CSR14/15 78 ; AR15 138 (point 3.4.3)
G4-41	■	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	AR15 140–144
G4-42	■	Highest governance body's role in setting purpose, values and strategy	AR15 139
G4-43	■	Processes for enhancing the Board of Directors' own collective knowledge of economic, environmental and social topics	AR15 135–139 . The Board of Directors takes care of enhancing its collective knowledge of economic, environmental and social topics.
G4-44	■	Processes for evaluating the Board of Directors' own performance	AR15 135–139 . The Board of Directors discusses and assesses its own and its members' performance.
G4-45	■	Board of Directors' role in risk management	AR15 29, 31, 102 (note 17)
G4-46	■		
G4-47	■		
G4-48	■	Highest committee or position that formally reviews and approves the organisation's sustainability report	Board of Directors.
G4-49	■	Process for communicating critical concerns to the highest governance body	24; www

GRI G4 Code	UNGC principles	Description	Reference or short answer
G4-50	■	Nature and number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	24
G4-51	■	Remuneration policies and performance criteria for the Board of Directors and the Executive Committee	AR15 151–153
G4-52	■	Process for determining remuneration and involvement of remuneration consultants	AR15 151–153 . Adecco had engaged Towers Watson AG, Zurich, Switzerland, to provide a compensation benchmark analysis in 2013 and 2014.
G4-53	■	Stakeholders' views taken into account regarding remuneration	25; CSR14/15 78
G4-54	—	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees	Not yet tracked on country level; on global level the ratio is ca. 0.01.
G4-55	—	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country to the median percentage increase in annual total compensation for all employees	Not yet tracked.
Ethics and Integrity			
G4-56	10 ■	Values, principles, standards and norms of behavior Adecco Group Code of Conduct Adecco Group Human and Labour Rights Guidelines Adecco Group Supplier Guidelines Adecco Group Environmental Guidelines	12 www www www www
G4-57	10 ■	Internal and external mechanisms for seeking advice on ethical and lawful behavior	24–25, 65
G4-58	10 ■	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior	24; www
Economic Performance Indicators			
DMA EC	■	Disclosure on management approach EC	AR15 14–17
G4-EC1	■	Economic key data – Investments in philanthropic activities	6; AR15 173 32, 63–64, CSR14/15 80
G4-EC2	7 ■	Financial implications of climate change	CSR14/15 80
G4-EC3	■	Coverage of the organisation's defined benefit plan obligation	AR15 83–85
G4-EC4	■	Significant financial assistance received from government	CSR14/15 80
G4-EC5	6 —	Range of ratios of standard entry level wage compared to local minimum wage	Reason for omission: CSR14/15 80
G4-EC6	6 ■	Procedures for local hiring and proportion of senior management hired from the local community	CSR14/15 80
G4-EC7	—	Development and impact of infrastructure investments and services supported	Not relevant.
G4-EC8	■	Significant indirect economic impacts	23–62, CSR14/15 80–85
G4-EC9	■	Policy, practices, and proportion of spending on locally based suppliers	CSR14/15 85 ; supplier code of conduct: www .

Code	UNGC principles	Reported	Description	Reference or short answer
Environmental Performance Indicators				
DMA EN		■	Disclosure on management approach EN	67; www
G4-EN1	7, 8	■	Materials used by weight or volume	68
G4-EN2	8	—	Percentage of materials used that are recycled input materials	Percentages not known
G4-EN3	7, 8	■	Energy consumption within the organisation	68
G4-EN4	8	—	Energy consumption outside the organisation	Not known
G4-EN5	8	—	Energy intensity	Not tracked, but cf. EN18
G4-EN6	8, 9	—	Energy saved due to conservation and efficiency improvements	Not known
G4-EN7	8, 9	—	Reduction in energy requirements of products and services	Not known
G4-EN8	7, 8	—	Total water withdrawal by source	Not relevant
G4-EN9	8	—	Water sources significantly affected by withdrawal of water	The Adecco Group is a work-force solutions provider; its operations therefore do not have a significant impact on water sources, protected areas, habitats and biodiversity.
G4-EN10	8	—	Percentage and total volume of water recycled and re-used	
G4-EN11	8	—	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
G4-EN12	8	—	Significant impacts on biodiversity in protected areas	
G4-EN13	8	—	Habitats protected or restored	
G4-EN14	8	—	Conservation list species affected by operations	
G4-EN15	7, 8	■	Direct greenhouse gas emissions (Scope 1)	68, 69
G4-EN16	7, 8	■	Energy indirect greenhouse gas emissions (Scope 2)	68, 69
G4-EN17	7, 8	■	Other indirect greenhouse gas emissions (Scope 3)	68, 69
G4-EN18	8	■	Greenhouse gas emissions intensity	67
G4-EN19	8, 9	■	Reductions of greenhouse gas emissions	67, 68
G4-EN20	7, 8	—	Emissions of ozone-depleting substances by weight	Not relevant
G4-EN21	7, 8	—	NO _x , SO _x , and other significant air emissions by type and weight	Not relevant
G4-EN22	8	—	Total water discharge by quality and destination	Not relevant
G4-EN23	8	—	Total weight of waste by type and disposal method	Not relevant
G4-EN24	8	—	Total number and volume of significant spills	Not relevant
G4-EN25	8	—	Weight of transported, imported, exported, or treated waste deemed hazardous	The Adecco Group is an HR workforce solutions provider and therefore does not deal with waste/water deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.
G4-EN26	8	—	Water bodies significantly affected by discharges of water	
G4-EN27	7, 8, 9	—	Extent of impact mitigation of environmental impacts of products and services	Not relevant
G4-EN28	8	—	Percentage of products sold that have their packaging materials reclaimed	Not relevant
G4-EN29	8	■	Fines and sanctions for non-compliance with environmental regulations	The Adecco Group is not aware of any incidents or fines for non-compliance with any applicable international, national or local environmental regulations in 2015.
G4-EN30	8	—	Significant environmental impacts of transportation	Not relevant

Code	UNGC principles	Reported	Description	Reference or short answer
G4-EN31	7, 8, 9	—	Total environmental protection expenditures and investments by type	The Adecco Group currently does not have any specific environmental protection budgets. Our investment is reducing our CO ₂ emissions.
G4-EN32	8	■	Percentage of new suppliers that were screened using environmental criteria	No percentage available yet. However, cf. page 23 and supplier code of conduct: www .
G4-EN33	8	■	Significant actual and potential negative environmental impacts in the supply chain	The Adecco Group is not aware of any negative environmental impacts in its supply chain.
G4-EN34	8	■	Number of grievances about environmental impacts filed, addressed, and resolved	The Adecco Group is not aware of any grievances.
Social Performance Indicators: Labour Practices				
DMA LA		■	Disclosure on management approach LA: overview	18–22; AR15 21–24, 25–28
G4-LA1	6	■	Total number of new hires and employee turnover	50; AR15 43
G4-LA2		■	Benefits provided to full-time employees that are not provided to temporary or part-time employees	47–49; CSR14/15 86
G4-LA3	6	■	Return to work and retention rates after parental leave, by gender	CSR14/15 86
G4-LA4	3	■	Minimum notice period(s) regarding operational changes	53; CSR14/15 86
G4-LA5		■	Percentage of total workforce represented in formal joint management – worker health and safety committees	CSR14/15 86
G4-LA6		■	Type and rates of injury, occupational diseases, lost days, work-related fatalities	65–66; CSR14/15 86
G4-LA7		■	Workers with high incidence or high risk of diseases related to their occupation	CSR14/15 86
G4-LA8		—	Health and safety topics covered in formal agreements with trade unions	Reason for omission: CSR14/15 86
G4-LA9	6	—	Average hours of training per year per employee	Reason for omission: CSR14/15 86
G4-LA10		■	Programmes for skills management and lifelong learning	47–52; AR15 22–24
G4-LA11	6	■	Percentage of employees receiving regular performance and career development reviews	80–100%. More info: 47–52; AR15 22–24
G4-LA12	6	■	Composition of governance bodies and workforce	53–56; CSR14/15 86 ; AR15 23, 24, 130–145
G4-LA13	6	—	Ratio of basic salary of men to women	Reason for omission: CSR14/15 87
G4-LA14		■	Percentage of new suppliers that were screened using labor practices criteria	23, Supplier code of conduct: www
G4-LA15		■	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	The Adecco Group is not aware of any negative labor practice impacts in its supply chain in 2015.
G4-LA16			Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	The Adecco Group is not aware of any substantial grievances related to Human Rights filed in 2015.

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Human Rights				
DMA HR		■	Disclosure on management approach HR: overview	18–22, 53–56; www
G4-HR1		■	Significant investment agreements that include Human Rights	CSR14/15 87
G4-HR2	1, 2	■	Employee training on policies and procedures, concerning aspects of Human Rights	24; CSR14/15 87
G4-HR3	6	■	Total number of incidents of discrimination and actions taken	24, 54, CSR14/15 87
G4-HR4	3	■	Operations and suppliers in which the rights for freedom of association and collective bargaining are at significant risk – and actions taken	see HR9
G4-HR5	5	■	Operations and suppliers in which child labour is identified as significant risk – and measures taken	CSR14/15 88
G4-HR6	4	■	Operations and suppliers in which forced labour is identified as significant risk – and measures taken	CSR14/15 88
G4-HR7	1	■	Percentage of security personnel trained in Human Rights	Adecco Group is not in need of specific security personnel to protect its offices.
G4-HR8	1	■	Total number of incidents of violations involving rights of indigenous people	See HR3
G4-HR9	1	■	Operations that have been subject to human rights reviews or impact assessments	54, CSR14/15 88
G4-HR10	2	■	Percentage of new suppliers that were screened using human rights criteria	23, supplier code of conduct: www
G4-HR11	2	■	Significant actual and potential negative human rights impacts in the supply chain and actions taken	The Adecco Group is not aware of any negative human rights impacts in its supply chain in 2015.
G4-HR12	1	■	Number of grievances related to Human Rights filed, addressed and resolved through formal grievance mechanisms	The Adecco Group is not aware of any substantial grievances related to Human Rights filed in 2015.

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Society				
DMA SO		■	Disclosure on management approach SO: overview <ul style="list-style-type: none"> • DMA on business ethics • DMA on community involvement • DMA on compliance 	18–22; 18–22, 23–25; 13–15, 30–64 15, 18–22, 23–25; AR15 31, 54, 123–150
G4-SO1	1	■	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Up to 65%, depending on programme. More details: 60.
G4-SO2	1	■	Operations with significant potential or actual negative impacts on local communities	In 2015, we did not become aware of any Adecco Group operations with significant negative impacts on local communities.
G4-SO3	10	■	Business units analysed for risks related to corruption	CSR14/15 88, AR15 31
G4-SO4	10	■	Communication and training on anti-corruption policies and procedures	24–25
G4-SO5	10	■	Confirmed incidents of corruption and actions taken	In 2015, no incidents of corruption were reported.
G4-SO6	10	■	Total value of political contributions by country and recipient/beneficiary	CSR14/15 88
G4-SO7		■	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices and their outcomes	In July 2013, the French competition authority commenced an investigation of Adecco and certain of its competitors in France with regards to alleged violations of French competition law. Adecco is fully cooperating with the authorities www
G4-SO8		■	Significant fines and sanctions for non-compliance with laws and regulations	EUR 50,000 regarding a case in Belgium dating back to 2001. CSR14/15 90
G4-SO9		■	Percentage of new suppliers that were screened using criteria for impacts on society	23 and supplier code of conduct: www
G4-SO10		■	Significant actual and potential negative impacts on society in the supply chain and actions taken	The Adecco Group is not aware of any negative human rights impacts in its supply chain in 2015.
G4-SO11		■	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	On 10 February 2015, after closing a discrimination case from 2001, Adecco Belgium was found guilty and had to retroactively pay EUR 25,000 to SOS Racisme and FGTB each.

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Product Responsibility				
DMA PR		■	Disclosure on management approach PR	11, 18–20
PR1		■	Percentage of significant product and service categories for which health and safety impacts of services are assessed for improvement	Both our staffing process with our clients and our job placement processes with our candidates/associates foresee specific health and safety measures and assessments: cf. 65–66.
G4-PR2		■	Incidents of non-compliance with regulations concerning health and safety impacts of products and services	Adecco Group is not aware of any significant incidents of non-compliance with regulations in this context in 2015.
G4-PR3		■	Type of product and service information required and services subject to such information requirements	The essential product and service information with regards to HR services is set forth in the respective recruitment, staffing, placement and employment agreements. These comply with respective local laws and regulations.
G4-PR4		■	Incidents of non-compliance with regulations concerning product and service information	The Adecco Group is not aware of any significant incidents of non-compliance concerning our HR services information in 2015.
G4-PR5		■	Results of surveys measuring customer satisfaction	27, 72–73
G4-PR6		■	Sale of products that are banned in certain markets respectively subject of stakeholder questions or public debate	Perceptions and regulations of temporary staffing differ from market to market. More info on this product and its regulations: Cf. 4, 13–15, CSR14/15 102 .
G4-PR7		■	Incidents of non-compliance with regulations concerning marketing communications	The Adecco Group is not aware of any relevant infringements of the law in this context in 2015.
G4-PR8		■	Substantiated complaints regarding breaches of customer privacy and losses of customer data	The Adecco Group is not aware of any such breaches in 2015.
G4-PR9		■	Significant fines for non-compliance with laws and regulations concerning products and services	In the HR services industry, PR9 comes up to SO8 (see above).

Publications by the Adecco Group and other industry-related studies

For further knowledge resources, please visit Adecco Group's 'Industry Insights' on: www.adecco.com

Adecco Group global & local insights

Adecco Group: Global Talent Competitiveness Index (GTCI) 2015–2016

In January 2016, the third edition of the Global Talent Competitiveness Index (GTCI) was released the evening prior to the opening of World Economic Forum 2016 in Davos, Switzerland. The GTCI is an annual study developed in partnership with the Adecco Group, INSEAD and the Human Capital Leadership Institute of Singapore (HCLI). The annual benchmarking report was launched for the first time in 2013 based on the awareness that talent – not trade, not capital – is the most powerful resource to drive the sustainable development of countries and companies. The GTCI measures countries' competitiveness, based on their ability to grow, attract and retain talent.

[Read more](#)

[Watch the video](#)

Adecco Group Work Trends Study 2015 (2016)

The 2015 Adecco Work Trends Study builds on the findings of the Adecco Global Social Recruiting Study 2014. It looks at further aspects of the future of work, namely smart working solutions. The scope of the study thus encompasses not only social recruiting and social job seeking, but how job seekers and recruiters think about new methods of working and where they are applicable. The study was conducted in 26 countries, with more than 31,793 job seekers and 4,168 recruiters participating. The study was developed in partnership with the [Università Cattolica in Milan, Italy](#).

[Read more](#)

#wtsadecco

euro engineering France publishes first CSR Report (2015, French)

The first CSR Report 2014 of euro engineering France, part of the Adecco Group, was published in 2015. The three-page document provides an overview of the companies' activities in the ambit of health & safety, training and development, the environment, sharing values through joint sporting activities and innovation.

[Read more](#)

Réseau Adecco Insertion publishes CSR Report (2015)

The 'Réseau Adecco Insertion', the first temporary employment integration network in France presents its CSR Report 2015. The report provides an overview of the importance that the temporary sector has concerning inclusion of everyone into employment and what has been achieved since 1994 by the 69 branch-strong network spread across France.

[Read more](#)

Groupe Adecco France: CSR Report 2014 (French, 2015)

Groupe Adecco France published its 2014 CSR Report in September 2015. The Group puts to work each day around 130,000 people through its 1,000 branches with 5,100 employees across the country. Their CSR Report shows their strategic priorities including health & safety, inclusion, training & development, anti-discrimination and environmental responsibility.

[Groupe Adecco France CSR website](#)

[Read more](#)

Adecco Argentina: CSR Report 2014 (Spanish, 2015)

Adecco Argentina published its 9th CSR Report. Sustainability is an integral part of Adecco Argentinas business and how they operate. Adecco also holds regular meetings with its main stakeholders such as employees, associates and candidates as well as clients and suppliers to address concerns and new solutions and programmes to meet stakeholders needs.

[CSR website](#)

[Read the CSR Report 2014](#) (full version)

[Read the CSR Report 2014](#) (exec. summary)

Adecco Medical France: CSR Report 2014 (French, 2015)

For the first time in 2015, Adecco France Medical publishes its CSR Report according to French legislation which requires companies with more than 500 employees to provide an insight into their CSR activities at least every three years. The report focuses on five priorities: raise awareness amongst employees for people with a disability; engagement with one of the main stakeholder groups – our associates; focus on our employees; reward our associates' business conduct through certification; and a focus on environmentally sustainable business operations.

[Read more](#)

Adecco Australia's 'The reality of talent' series on CSR (2015)

Do we really care about how companies treat their employees? How they engage with local communities, and how ethical they are? Does it make a difference when we consider buying their product or working for them? Companies hope it does matter. They spend millions on CSR (Corporate Social Responsibility) activities. But where is the return on investment? A global study on reputation and CSR by the Reputation Institute suggests that there is actually a strong business case when it comes to CSR.

[Read more](#)

**Fondazione Adecco per le pari opportunità:
Report on progress/Progetti 2014 (Italian, 2015)**

The Adecco Foundation for Equal Opportunity published its Report on Progress 2014. It provides an overview of how the Italian Foundation promotes and develops projects for people at risk of exclusion and how it supports their integration into the labour market.

[Social Bilan Fondazione 2013/2014](#) (Italian)

[Annual Report Fondazione 2014](#) (Italian)

Adecco USA's employer resources

Learn more about the world of work with interesting insights from Adecco Staffing USA's latest publications on topics around work and inclusion.

[Read more](#)

[Blogs](#)

Adecco Australia: Adecco Employment & Talent Report (2015)

This is the second edition of the Adecco Employment and Talent Report. It provides expert analysis of the Australian labour market and a detailed review of sectors. The report also includes results from the Adecco candidate and client surveys which provide important insights into the job market.

[Read more](#)

Modis USA: Fostering Diversity and Inclusion in the Tech Workforce (2015)

The IT industry is not exactly setting the world on fire when it comes to diversity. The good news is we can only improve from here. But what are the current demographics? What are the benefits of having a diverse workforce? And how do you build a diverse team of tech pros? The Modis White Paper provides answers to those questions.

[Read more](#)

Adecco Group Asia: Whitepaper – Creating value from internship programmes (2015)

Every year across Asia, thousands of fresh graduates and college students on school break look towards adding to their résumés by securing an internship at a prestigious company. Regardless of how internships are viewed, one thing has always been true – not only can the right internship make a significant difference to a future career – but it can also support organisations to receive new ideas and input.

[Read more](#)

[Watch a short introduction](#)

Adecco Australia: Whitepaper series on 'The reality of talent' (2015)

Adecco Australia is covering the hottest topics in human resources, talent management and engagement, in its series of Whitepapers. Uncover the latest HR industry insights, news and views about social media, diversity and the workplace of tomorrow.

[Read more](#)

Adecco Vietnam: Children Career Survey (2015)

The fourth annual 'Adecco Children's Career Survey' in Vietnam has revealed that becoming a Doctor is still the top choice – similar to results from the same survey conducted in Thailand. The survey also shows that 85% of the young respondents believe it is more important to spend time with family than to make lots of money – proof that our children do care a lot.

[Read more](#)

[Watch the video summary](#)

Adecco Thailand: Five Ways For HR To Change From Cost To Profit Centre (2015)

The human resources function is often considered a cost centre, because technically it does not directly generate revenue. However, remove the HR department and see how quickly critical services like hiring, retention and staff training are challenged.

[Read more](#)

Adecco Fundación Spain: Annual Report/Memoria 2015 (Spanish, 2016)

The Adecco Foundation Spain has been supporting labour market integration for over 15 years. Their team of 131 employees with 16 subsidiaries across Spain, work every day to achieve one single goal: making the workplace more inclusive and a place where all abilities and backgrounds are represented.

[Read more](#) (Spanish)

[Grandes Profesionales](#) (Spanish)

#empleoparatodos

#DiversidadSinEtiquetas

Adecco Thailand: The Role Of HR In Developing Brand Equity (2016)

Brand Equity is something that every company wants to attain to make itself more attractive to its customers. However, only fairly recently have organisations begun to realise the potential power of brand equity in attracting talent. This is where HR departments are able to change the game for their companies, if they are willing to move with the times and take forward thinking initiatives.

[Read more](#)

Badenoch & Clark: Women in Leadership (2016)

Badenoch & Clark, part of the Adecco Group has published a study on women in leadership with astonishing findings. A third of working women still feel disadvantaged in the workplace despite that there are more women in the workplace than ever before, a narrowing of the pay and employment gap, and greater flexibility for working parents. Women remain under-represented at a senior level.

[Read more](#)

Adecco Spain's 'Future of employment' study (Spanish, 2016)

Who has not asked himself about how the future will look like? And how will the future workplace look like? Actually many factors influencing our lives currently will also be decisive in the future such as technology and digitalisation. This study shows how these and many other factors will influence our work lives going forward and create new forms of employment.

[Read more](#)

Adecco USA: The Definitive Guide to Building a Better Workforce (2016)

For this guide, 536 C-Suite executives for their feedback on the types of talent they need, the skills that are most difficult to find, how they're using contingent labour and progressive recruiting methods to enhance their workforces, employee retention techniques and more.

[Read more](#)

Modis USA: 2016 Tech Employment Report by Region (2016)

Get the technical lowdown on tech employment, from recent and future unemployment trends, to the projected growth for specific IT jobs, to what U.S. political leaders think about this field. This Report allows businesses to take action and not be caught off guard. It will also help you build a fast, powerful and secure tech team.

[Read more](#)

Adecco New Zealand: White Paper on Diversity (2016)

Diversity is a significant point of debate in the employment sector. But what are the issues surrounding diversity in the New Zealand workforce?

[Read more](#)

Adecco Canada: The Art of Candidate Attraction (2016)

Candidate attraction is an art in and of itself. It can be delicate and time consuming, but if you master this craft you will build the beginnings of a superstar team. Take the time to figure out where these candidates are coming from, identify who they are, develop a strategy to draw them in, and add the finishing touches with the candidate experience.

[Read more](#)

Adecco Singapore: Salary Guide 2016

Singapore anticipate a healthy labour market in 2016 with an increasing hiring demand and good job opportunities for locals especially in engineering, IT, tourism and retail sectors. MNCs continue to establish their regional headquarters in Singapore. Despite a slower employment growth in 2015 compared to previous years, the employed pool grew by 31,800 (or 0.9%) while foreign employment hiring will continue to moderate.

[Read more](#)

Adecco Mexico: Coaching blogs

The Adecco Coach blog provides tips and tools that make it easier and faster for people to access employment. The blog provides articles, videos, event information and various training tools that give employees a broader view of the market requirements and the correct way to address the various stages of recruitment and selection processes in leading companies.

[Read more](#) (Spanish)

Global insights

Industry-related publications

EU: Diversity Management (2014)

From 2004 to date, 13 national Diversity Charters have been established across Europe aiming at encouraging companies to implement and develop diversity policies. The charter is a short document voluntarily signed by companies which outlines the commitment of the undersigning organisation to promote diversity and equal opportunities in the workplace, regardless of, for example, age, disability, gender, race or ethnic origin, religion or sexual orientation.

[Read more](#)

EY: Bribery & Corruption, the easy way to growth?

Fraud Survey 2015: Europe, Middle East, India and Africa (2015)

Corporations are confronted with increasingly complex challenges, which can hinder their growth amongst other, market volatility, geopolitical instability, oil price volatility and economic sanctions. At the same time, companies are under immense growth performance pressure. Is therefore unethical behaviour the easy way to growth? The study by EY interviewing 3,800 company representatives from 38 countries shows the risk that some individuals tend to unethical behaviour.

[Read more](#)

Harvard Business Review: With big data comes big responsibility (2015)

Big data and the 'internet of things' in which everyday objects can send and receive data – promise revolutionary change to management and society. But their success rests on an assumption: that all the data being generated by internet, companies and devices scattered across the planet belongs to the organisations collecting it. What if it doesn't?

[Read more](#)

ILO: Global employment trends for youth 2015: Scaling up investments in decent jobs for youth (2015)

After the period of rapid increase between 2007 and 2010, the global youth unemployment rate settled at 13% for the period 2012 to 2014. At the same time, the number of unemployed youth declined by 3.3 million from the crisis peak: 76.6 million youth were unemployed in 2009 compared to an estimated 73.3 million in 2014. But recovery is not universal and many young women and men remain shaken by changing patterns in the world of work.

[Read more](#)

Deloitte: IOE and BIAC: The youth employment opportunity – Understanding labour market policies across the G20 and beyond (2015)

The International Organisation of Employers (IOE), Business and Industry Advisory Committee to OECD (BIAC), and Deloitte Global (Deloitte) collaborated to develop a youth employment policy survey to better understand national initiatives and policies to combat youth unemployment. The survey was distributed to a wide group of employer organisations, with 27 responses received, including those in the G20 group

[Read more](#)

KPMG: Survey of Integrated Reports in Japan 2015 (2016)

Together with the implementation of the Corporate Governance Code, Japanese companies are increasingly expected to demonstrate the ability to think in an integrated manner. Companies need to look into processes which allow them to create value with a variety of stakeholders. The survey looked at 142 reports by Japanese companies in order to understand the current state of business reporting, which is the foundation of corporate communication.

[Read more](#)

RobecoSAM: Smart ESG Integration: Factoring in Sustainability

Smart ESG integration is an advanced ESG integration method developed by RobecoSAM's Quantitative Research team. In a first step, an improved sustainability score is set up in terms of a predictive model of expected investment success. Significant evidence from RobecoSAM's comprehensive sustainability database is incorporated into the model, while biases induced by the heterogeneous and diverse nature of sustainability data are effectively removed, leading to more explanatory and predictive power of the resulting score.

[Read more](#)

The World Economic Forum Future of Jobs Report (2016)

The Future of Jobs Report is a first step in becoming specific about the changes at hand. It taps into the knowledge of those who are best placed to observe the dynamics of workforces – Chief Human Resources and Strategy Officers – by asking them what the current shifts mean, specifically for employment, skills and recruitment across industries and geographies.

[Read more](#)

The World Economic Forum Global Risk Report (2016)

The 11th edition of The Global Risks Report is published at a time of profound change. Global risks materialise in new and unexpected ways and are becoming more imminent as their consequences reach people, institutions and economies.

[Read more](#)

ILO: Disability in the Workplace (2016)

The ILO Global Business and Disability Network (GBDN) would like to thank the employers' organisations and business and disability networks that have contributed to this revised publication of Disability in the Workplace: Employers' Organisations and Business Networks. The first edition was published in 2011 to share practices on how different business organisations support and promote employment of people with disabilities. In this publication, 14 organisations introduce and share their initiatives and practices on disability inclusion.

[Read more](#)

Ciett 2016 Economic Report (2016)

The Ciett 2016 Economic Report, released today, and based on the very latest available data, demonstrates the pivotal role the sector plays in contributing to more efficient labour markets. The employment and recruitment industry is a labour market enabler supporting companies and workers in adapting to changing demographics, demands and skills. It adds value in four key areas by enabling work, adaptation, security and prosperity.

[Read more](#)

Ethical Corporation: State of Corporate Responsibility and Sustainability (2016)

As part of the annual State of the Corporate Responsibility and Sustainability report companies were surveyed to get an understanding of the top trends and issues for 2016. This mini-report highlights some key findings from the community based in North America.

[Read more](#)

MITSloan Management Review: Investing For a Sustainable Future (2016)

Investors see a strong link between corporate sustainability performance and financial performance, so they're using sustainability-related data as a rationale for investment decisions like never before.

[Read more](#)

Sustainable Stock Exchanges Initiative: Model Guidance on Reporting ESG Information to Investors (2016)

The Model Guidance on Reporting ESG Information to Investors was prepared by the United Nations Sustainable Stock Exchanges (SSE) initiative. The report serves as a voluntary technical tool for stock exchanges.

[Read more](#)

RepRisk Special Report: Tax Optimisation (2016)

Taxes usually rank as one of the most significant expenses that a company or organisation faces. Particularly in the case of globally active companies, strategic board room decisions can and do mean substantial cost differences that can number in the USD millions, or – in the case of the major players – billions. With so much at stake, companies can face immense pressure to optimise their tax structure and reduce their tax liability as much as possible. However, the decisions taken in this regard are often the difference between compliance and non-compliance, as well as between the perhaps ethically questionable practice of tax optimisation, and outright tax evasion

[Read more](#)

Business Europe: Diversity is Good for Business (2016)

European economies and companies must cope with demographic ageing, a shrinking workforce, paradoxically coexisting with significant unemployment, and increased pressure on public finances. At the same time, European companies need to find ways to overcome skills shortages or mismatches whilst facing increasing global competition for talents. Promoting diversity can therefore play a positive role in addressing today's and tomorrow's challenges in the labour markets and in workplaces.

[Read more](#)

PwC: Sustainability Reporting and Disclosure (2016)

Sustainability reporting has become more mainstream, as companies respond to stakeholders' expectations for more transparency regarding how environmental, social, governance, and other non-financial measures impact their strategy, operations, and long-term prospects. This is because financial metrics, in many instances, tell only part of a company's value story.

[Read more](#)

Adecco Group Foundations The Adecco Group Foundations in France, Spain and Italy are not-for-profit organisations that directly or indirectly help disadvantaged groups enter the labour market. The foundations focus on the needs of target groups, and build an important basis for the Adecco Group's social commitments.

Ageing workforce The next few decades will see substantial demographic changes due to the ageing of the workforce. This development will reshape all aspects of our lives, including businesses, workplaces, health and education systems, requiring active intervention by all concerned.

Candidate Any person interested in becoming an associate or having a permanent placement.

Carbon Disclosure Project (CDP) Independent not-for-profit organisation holding the largest database of primary corporate climate change information in the world. cdp.net

Carbon footprint The sum of all emissions of CO₂ (carbon dioxide), which are induced by activities in a given time frame.

Ciett The International Confederation of Private Employment Agencies. Ciett is the authoritative voice representing the common interests of the agency work industry and consists of 40 national federations from EU and Efta and six of the largest staffing companies worldwide. Its main objective is to help its members to conduct their businesses in a legal and regulatory environment that is positive and supportive.

ciett.org

CO₂ equivalent (CO_{2e}) An accounting value for greenhouse gas (GHG) emissions: These are generally expressed as a weight of carbon dioxide equivalent (CO_{2e}). This is because other GHGs may have a different global warming potential from carbon dioxide and it is usual to combine the effect of all greenhouse gases into one number for CO_{2e}.

Code of Conduct A document referring to companies' policy statements that define ethical standards for proper practices for individuals and the organisation.

CoP Business participants in the UN Global Compact make a commitment to comply with the Global Compact's ten principles, including them in their business strategy and their day-to-day operations. At the same time, companies are required to issue an annual Communication on Progress (CoP), a public disclosure to stakeholders on progress made in implementing the ten principles, and in supporting broad UN development goals. unglobalcompact.org

Corporate governance Corporate governance encompasses the full range of principles directed towards shareholders' interest, seeking a good balance between direction, control and transparency at the highest company level while maintaining decision-making capacity and efficiency (source: Swiss Code of Best Practice for Corporate Governance).

Corporate (Social) Responsibility (CR or CSR) The definition CR/CSR is still evolving. It addresses the concept that, beyond merely conducting its business and adhering to legal guidelines, an organisation has obligations such as looking after

the welfare of its employees, the community, society at large and the environment. CR encompasses corporate governance, economic, social and environmental responsibilities. CR is backed by UN initiatives such as the Global Compact and is the subject of several standardisation initiatives such as the GRI, the AA1000 series and the ISO 26000 guide.

DAXglobal Sarasin Sustainability Switzerland The DAXglobal Sarasin Sustainability Switzerland Index tracks Swiss companies with sustainable performance. The Swiss index is based on the 50 largest companies in terms of market capitalisation and on the sustainability criteria defined by the Sarasin Sustainability Matrix, which combines an industry rating and a company rating, and takes into consideration direct and indirect ecological and social effects. dax-indices.com

Diversity A range of visible and invisible differences that exist between people. By managing diversity, we can take advantage of these differences and create a productive environment in which everybody feels valued, where talents are fully utilised, and in which organisational goals are met.

Dow Jones Sustainability Indices (DJSI) The Dow Jones Sustainability World Index was launched in 1999 as the first global sustainability benchmark. The DJSI family is offered cooperatively by RobecoSAM Indices and S&P Dow Jones Indices. The family tracks the stock performance of the world's leading companies in terms of economic, environmental and social criteria. The indices serve as benchmarks for investors who integrate sustainability considerations into their portfolios, and provide an effective engagement platform for companies who want to adopt sustainable best practices.

sustainability-indices.com

EIRIS A leading global independent, not-for-profit organisation which conducts independent research into the environmental, social, governance and ethical performance of companies.

eiris.org

ESI Ethibel Sustainability Indices provide a comprehensive perspective on the financial performance of the world's leading companies in terms of sustainability, for institutional investors, asset managers, banks, and retail investors. Ethibel Sustainability Indices list the pioneering companies, as well as those whose performance is rated within the average for the sector and which meet certain financial criteria. The ESI are owned by Vigeo. Ethibel.org

Ethical Index Euro The Ethical Index Euro is part of E. Capital Partners' ECPI Index Family. The development of the underlying criteria for the indices is based on client consensus, sustainability and good business behaviour, the UN Declaration of Human Rights, the ILO Protocol, as well as the work of academic institutions and NGOs involved in human rights and environmental questions. e-cpartners.com

Eurociett The European Confederation of Private Employment Agencies. See under 'Ciett'. eurociett.eu

Eurofound The European Foundation for the Improvement of Living and Working Conditions is a European Union body. It was set up to contribute to the planning and design of better living and working conditions in Europe. Eurofound's core business is both research and communicating the results of that research. eurofound.europa.eu

Flexicurity The term refers to the combination of labour market flexibility in a dynamic economy with security for workers. Flexicurity is a three-sided mix of flexibility in the labour market, combined with social security and an active labour market policy with rights and obligations for the unemployed.

FTSE4Good The FTSE4Good Index Series is a series of benchmarks and tradable indices for socially responsible investors. The indices are used as a basis for regional and global index tracker funds – a range of structured products – and as a stock selection platform for actively managed funds. The index inclusion criteria have been designed to identify companies that meet globally recognised and accepted, socially responsible criteria as they evolve. ftse.com

GHG Greenhouse gases are those gases which trap the heat in the atmosphere and thus cause global warming. The principal greenhouse gases that enter the atmosphere because of human activities are: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (NO₂) and various fluorinated gases. The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. ghgprotocol.org

Global Compact Launched at the UN headquarters, New York, in July 2000, the Global Compact is a voluntary corporate citizenship initiative with a vision of a more sustainable and inclusive global economy. It has two objectives: to encourage the adoption of its 'Ten principles' in business activities around the world, and to help achieve the UN's human and labour rights goals. unglobalcompact.org

GRI Global Reporting Initiative. GRI is an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others. GRI provides the world's most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters. globalreporting.org

ILO The International Labour Organisation (ILO) is the tripartite UN agency that brings together governments, employers and workers of its member states in common action to promote decent work throughout the world. ilo.org

ILO Global Business & Disability Network The ILO Global Business and Disability Network consists of multinational enterprises, employers' organisations, business networks and disabled persons' organisations who share the conviction that people with disabilities have talents and skills that can enhance virtually any business. businessanddisability.org

Integrated reporting (IR) IR is enhancing the way organisations think, plan and report the story of their business. Organisations are using IR to communicate a clear, concise, integrated story that explains how all of their resources are creating value. It is an outcome of integrated thinking about material issues, both – financial and non-financial, that aim to increase business performance and success.

ISO 26000 A Guidance on social responsibility issued by the International Organisation for Standardisation for all types of organisation in both the public and private sectors. It provides guidance on how businesses and organisations can operate in a socially responsible way. This means acting in an ethical and transparent way that contributes to the health and welfare of society. iso.org

Key performance indicator (KPI) A parameter used to determine whether the desired input or outcome has been achieved.

OECD The goal of the Organisation for Economic Co-operation and Development (OECD) is to promote policies that will improve the economic and social well-being of people around the world. oecd.org

Public-Private Partnership (PPP) All forms of cooperation between public authorities and the private sector. PPP is becoming an increasingly important factor in the labour market owing to the need for greater flexibility on the part of companies, safeguarding of social security for employees and the growing importance of career changes.

RobecoSAM An investment specialist focused exclusively on Sustainability Investing. It offers asset management, indices, engagement, voting, impact analysis, sustainability assessments, and benchmarking services. Asset management capabilities cater to institutional asset owners and financial intermediaries and cover a range of ESG-integrated investments (in public and private equity). robecosam.com

Ruggie Guidelines The United Nations Human Rights Council endorsed a new set of Guiding Principles for Business and Human Rights designed to provide for the first time a global standard preventing and addressing the risk of adverse impacts on human rights linked to business activity. The Guiding Principles are the product of six years of research led by Professor Ruggie from Harvard University, on how States and businesses should implement the UN 'Protect, Respect and Remedy' Framework. business-humanrights.org

Scope 1, 2 and 3 greenhouse gas (GHG) emissions The concept of Scopes defines the boundaries between three different types of indirect and direct emissions: Scope 1 are direct emissions, Scope 2 are emissions associated with the generation of electricity, heating/cooling, or steam purchased for own consumption, and Scope 3 are indirect emissions other than those covered in Scope 2. ghgprotocol.org

Secondary HR suppliers Other recruitment agencies, which Adecco Group, in the role as first human resources supplier to a specific client, may use for staffing procurement.

Skill shortage Is an economic condition in which there are insufficient qualified candidates/employees to fill the market-place demands for employment at any price.

SRI Stands for Socially Responsible Investment, an investment strategy that takes into account a company's ethical, social and environmental performance as well as its financial performance.

Stakeholder Individuals in, or representatives of, a group who have for various reasons an interest in a company such as the Adecco Group. This includes people who are directly or indirectly affected by the Company and its actions.

Sustainability This is based on a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic and other requirements of present and future generations.

UNI Global Union The global union for skills and services. It is the biggest grouping of individual trade unions in the world with more than 900 affiliated unions in 150 countries and 20 million affiliated members. uniglobalunion.org

CSR Governance and contacts within the Adecco Group

Board of Directors

Rolf Dörig	Chairman of the Board of Directors
Thomas O'Neill	Vice-Chairman, Nomination & Compensation Committee, Corporate Governance Committee

BoD responsibilities at committees

David Prince, Chairman	Audit Committee
Dominique-Jean Chertier	
Jean-Christophe Deslarzes	
Alexander Gut	
Kathleen P. Taylor	
Alexander Gut, Chairman	Nomination & Compensation Committee
Thomas O'Neill	
Wanda Rapaczynski	
Wanda Rapaczynski, Chairwoman	Corporate Governance Committee
Didier Lamouche	
Thomas O'Neill	
David Prince	

Corporate functions

Alain Dehaze	Chief Executive Officer
Hans Ploos van Amstel	Chief Financial Officer
Shanthi Flynn	Chief Human Resources Officer
Federico Vione	Chief Sales & Innovation Officer
Sandrine Dorin-Blanchard	Head Group Internal Audit
Hans Brüttsch	Head Group Compliance Reporting & Corporate Secretary
Stephan Howeg	Global Head Group Marketing, Communications and CSR
Patrick Kleffel	General Counsel
Robert James	Chief Information Officer

Country contacts

Argentina	Director Social Responsibility
Esther Parietti	
Australia & New Zealand	Group Manager CSR
Fiona Gardener	
Tracy Smith	Executive Assistant, CSR Manager
Belgium	HR and Product Manager Disability
Anke Rinkes	
Canada	VP Talent & Communications, HR and CSR
Shari Angle	
Denmark	HR Manager and CSR
Vibeke Jacobsen	
Eastern Europe	Marketing Manager and CSR
Evangelia Isari	
Finland	Intl. Account Manager and CSR
Arto Toyra	

France	
Christophe Catoir	President, Adecco Group Foundation France
Jean-François Connan	Head Responsibility & Social Innovation, Groupe Adecco France
Bruce Roch	CSR & Solidarity Manager Groupe Adecco France, General Delegate, Adecco Group Foundation France
Johan Titren	Equal Opportunities Manager, Groupe Adecco France
Estelle Boulinguez	Manager Sport & Insertion programme, Adecco Group Foundation France
Iberia & LATAM	
Francisco Mesonero Fernández de Córdoba	General Manager Fundación Adecco and CSR Adecco Iberia & LATAM
Pablo García Menchén	Communications & Marketing Director Fundación Adecco and CSR Adecco Iberia & LATAM
Marc Ponce Torras	Communications Manager Fundación Adecco and CSR Adecco Iberia & LATAM
India	
Anviti Sangwan	HR Director and CSR
Italy	
Claudio Soldà	General Secretary Adecco Fondazione and Public Affairs Adecco Italy
Japan	
Tsuyoshi Nakano	CSR Japan & Asia
Mexico	
Erika de la Barrera	Analyst and CSR
Netherlands	
Rinus Wittenberg	Marketing Manager and CSR
Norway	
Anne-Stine Talseth	Director Corp. Communications and CSR
North America	
Tyra Tutor	Corporate Development and CSR
Rachelle Chapman	'Career Connections Programme'
Pierce Raven	Manager Culture & Inclusion, Diversity
Switzerland	
Christina Lamprecht	Media Relations and CSR
Sweden	
Charlotte Norden	Director Marketing and CSR
UK & Ireland	
Lee Jackson	Health & Safety and Environmental Manager
Gemma Jones	Health & Safety Manager

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