

# CSR Report 2015/2016

## Executive Summary



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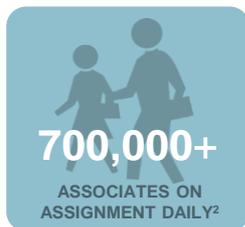
# Adecco key figures 2015

## Labour market facts & trends 2015/2016

**71.9 MILLION PEOPLE  
ENABLED TO WORK IN 2014**



60.9 MILLION PEOPLE GAINED ACCESS  
TO THE LABOUR MARKET GLOBALLY  
THROUGH OUR INDUSTRY.  
40.2 MILLION WORKING AS AGENCY  
WORKERS.



**Adecco** Group



ON AVERAGE, 50% OF  
AGENCY WORKERS  
ARE UNDER 30 YEAR-  
OLD



30% UNEMPLOYED  
BEFORE, ONLY  
11% AFTER AGENCY  
WORK

76% OF AGENCY WORK  
ASSIGNMENTS ARE OVER 1 MONTH

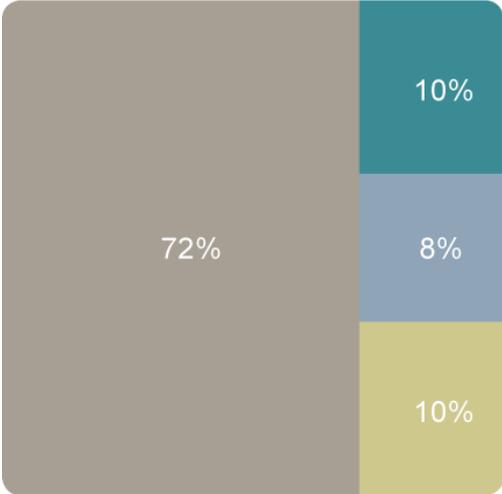
1 Year end 2015 2 Average 2015.

# Our business 2015

## Services, candidate profiles, revenue split

### The services we offer

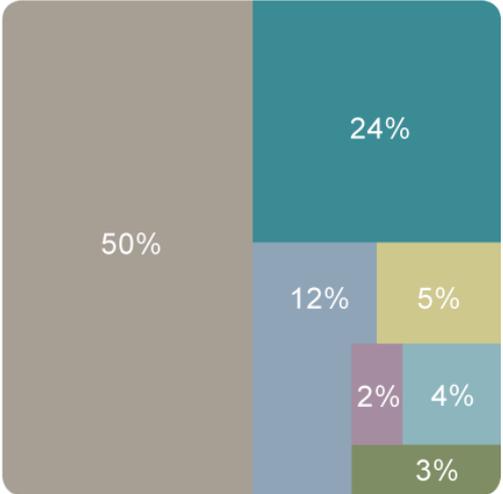
Gross profit split by service line



- 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 CSR strategy

## Main stakeholders

### Our main stakeholders and their concerns

(blue = corresponding to UN Global Compact principles)

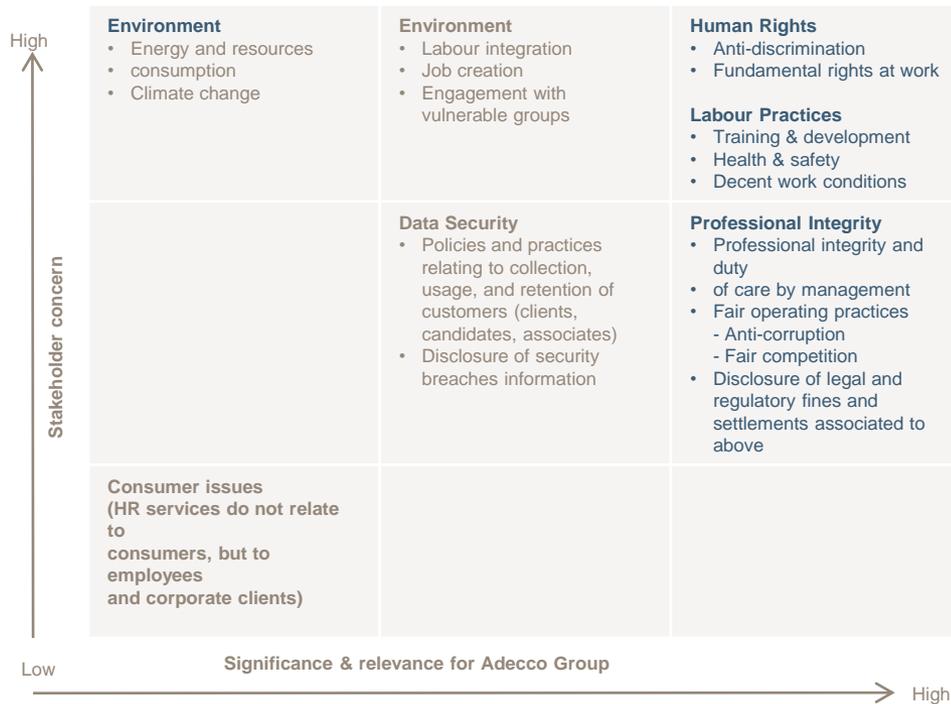
Our employees and associates	Concerns
<b>Our employees</b>	
Employees, candidates and associates, all socio-economic backgrounds, ages and abilities	<ul style="list-style-type: none"> <li>• Work as a basic need</li> <li>• Work generates income, is a basis for independence</li> <li>• Work as opportunity,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

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

# Our CSR strategy

## Materiality matrix

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



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

# Our CSR strategy

'Improving the world of work'

**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.**

## Three Dimensions of CSR



### Economic

- Business Excellence
- Governance & Compliance
- Risk Management & Mitigation
- Customer satisfaction
- Supply Chain management

### Social

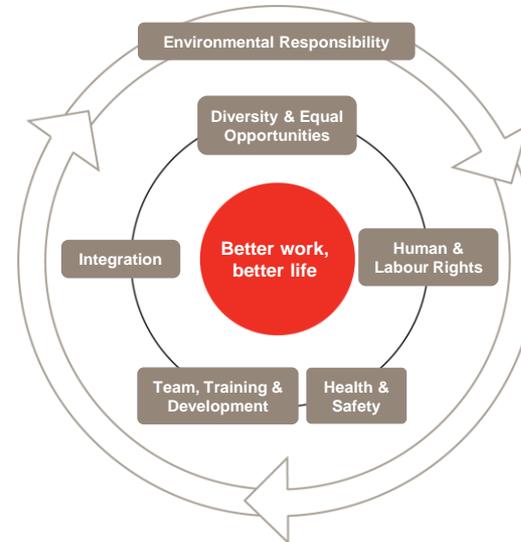
- Training & Development
- Human & Labour Rights
- Integration
- Diversity & Equal Opportunities
- Health & Safety

### Environmental

- Environmental conscious behaviour
- Reducing consumption
- Lowering CO2 emissions
- Supporting clients with their environmental targets

**Embracing the three Dimensions of CSR** In 2015 and 2016, we further strengthened our CSR strategy, aligning it with our core business and responding to global trends in our industry as well as to the request and feedback received from our employees, associates/candidates, our clients, suppliers and the broader public. .

## Our six strategic focus areas

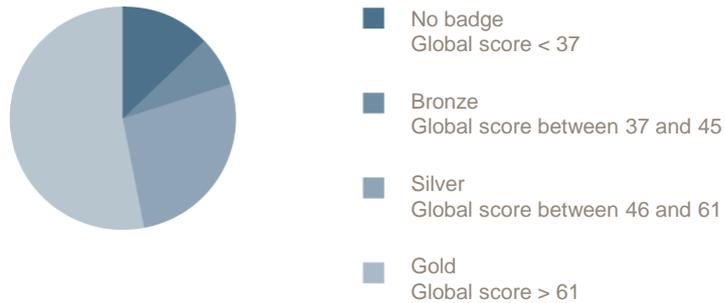


**Focusing on where our business can make a difference** CSR needs to reflect our business and values, while addressing social, environmental and economic challenges. The six strategic focus areas have the greatest value and impact for our company and society in the current labour market environment.

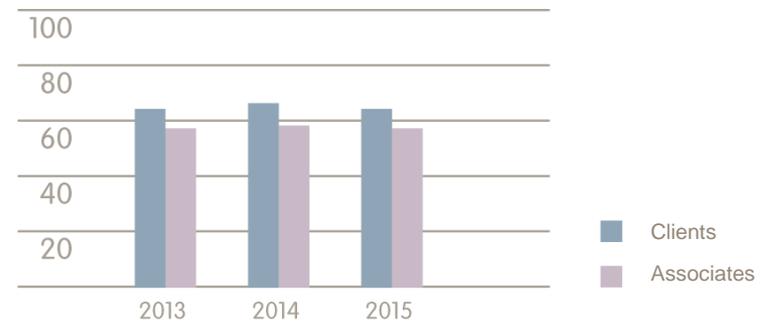
# The Economic Dimension – our performance

## Supply Chain Assessment & Client Satisfaction

### EcoVadis Supply Chain Management – Adecco Group supplier compliance overview 2015



### GSS Results: Global share of satisfied respondents 2013-2015, in %

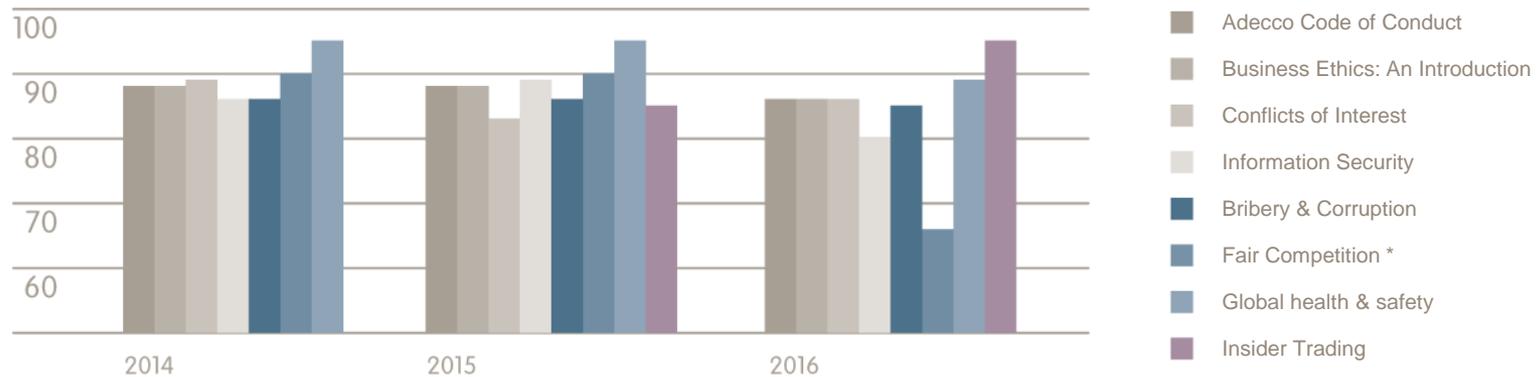


Note: Share (%) of satisfied respondents is a combined category of “satisfied” (5) and “very satisfied” (6) on the scale 1–6.

# The Economic Dimension – our performance

## Compliance & Ethics

### Completed online training on fundamental ethical business practices 2013-2016



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.

# The Economic Dimension – our performance

## Compliance & Ethics

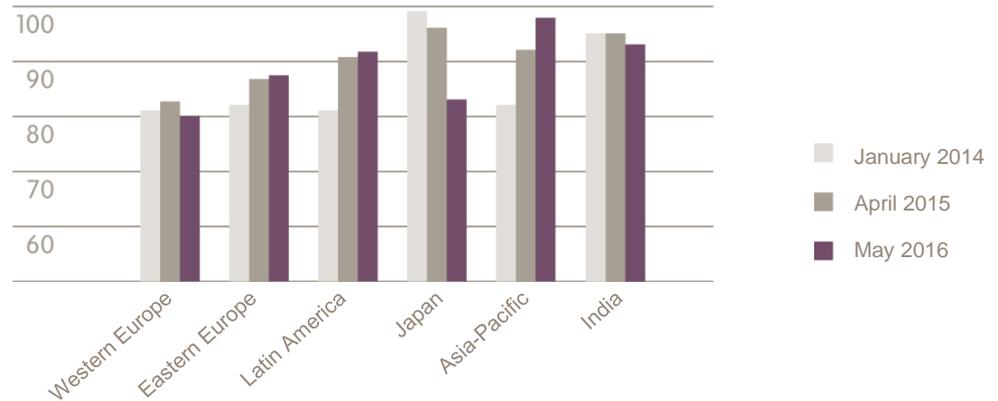
### ACE reporting 2015

Allocation of reported issues, *in %*



### Completed online training on Bribery & Corruption prevention 2015

(% of all employees in question)



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

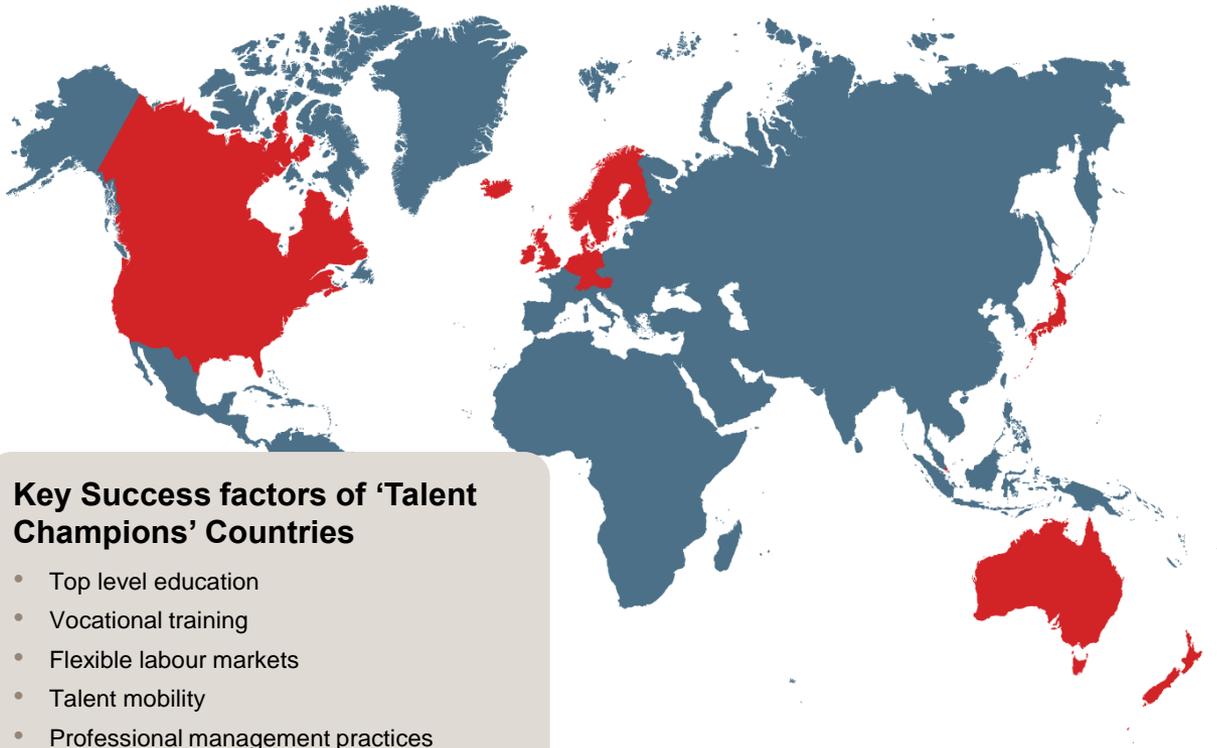
NB: According to usual staff turnover, completion rate stays always below the ideal of 100%

# The Economic Dimension – our performance

## Global Talent Competitiveness Index

### Global Talent Competitiveness Index

#### TOP 20



#### Key Success factors of 'Talent Champions' Countries

- Top level education
- Vocational training
- Flexible labour markets
- Talent mobility
- Professional management practices

#### Top 20 Global

1	Switzerland
2	Singapore
3	Luxembourg
4	United States
5	Denmark
6	Sweden
7	United Kingdom
8	Norway
9	Canada
10	Finland
11	New Zealand
12	Netherlands
13	Australia
14	Germany
15	Austria
16	Ireland
17	Iceland
18	Belgium
19	Japan
20	Czech Republic

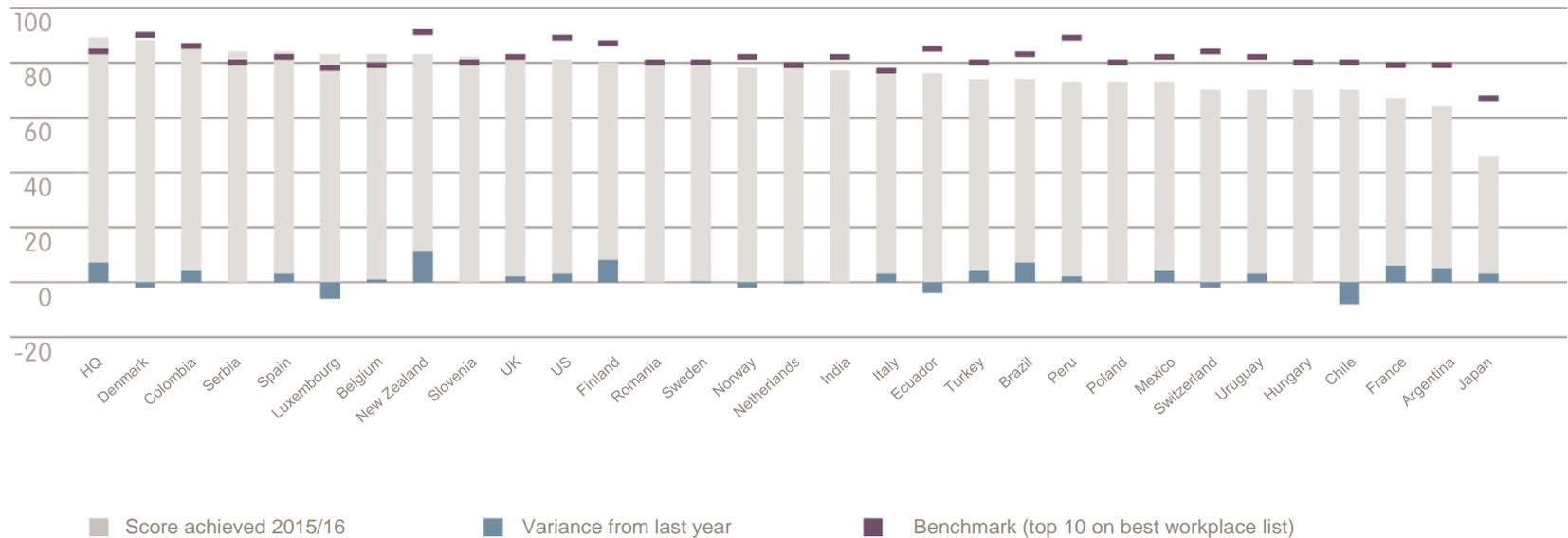
(Sources: INSEAD, Adecco, HCLI - Global Talent Competitiveness Index 2015-16)

# The Social dimension – our performance

## Strategic focus areas – Team, Training & Development

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

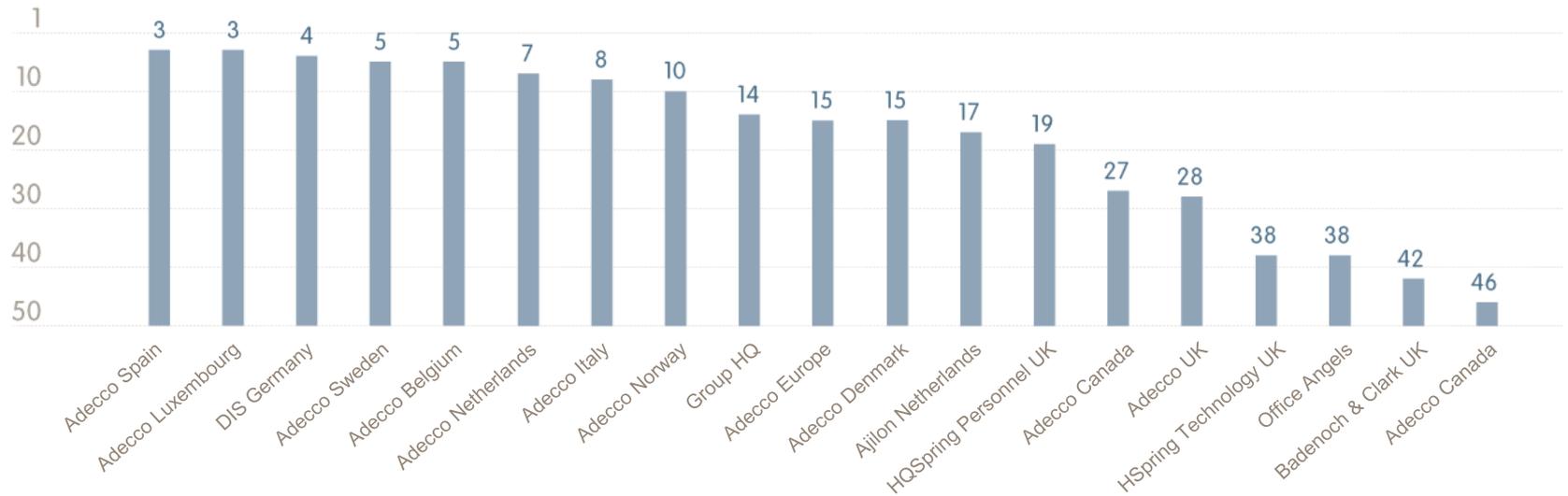
Trust index average (average of organisation & workgroup results as used for the Great Place to Work Trust Index©)



# The Social dimension – our performance

Strategic focus areas – Team, Training & Development

Employee satisfaction - Great Place to Work rankings 2010 – 2015 in %



# The Social dimension – our performance

## Strategic focus areas – Team, Training & Development

### Adecco Academy's Leadership courses

nr. of employees trained 2015/2016



### Adecco Academy's Service & Sales courses

nr. of employees trained 2015/2016

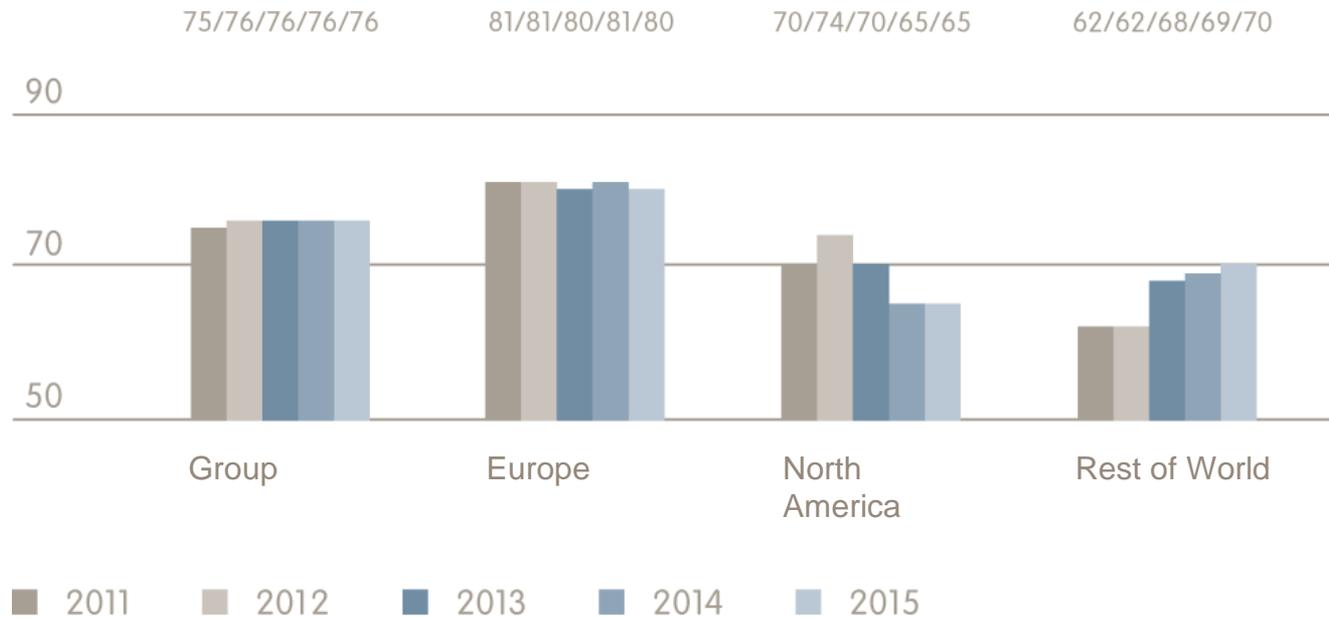


Since 2011, 57 countries participated in our Service & Sales courses, such as the Service Excellence Courses (SEC), Sales Leadership Courses (SLC) and the Permanent Placement Programme (PPP).

# The Social dimension – our performance

Strategic focus areas – Team, Training & Development

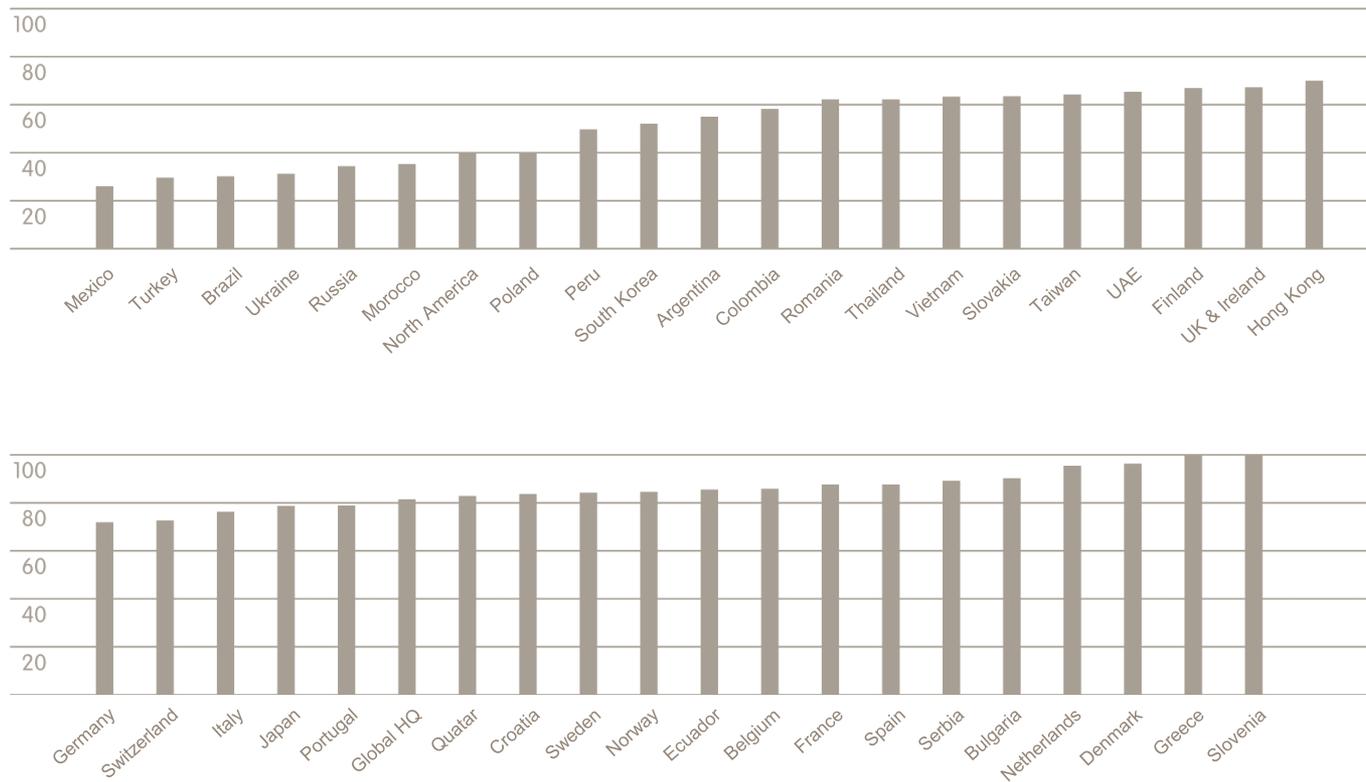
Retention rate 2011– 2015 in %



# The Social dimension – our performance

## Strategic focus areas – Team, Training & Development

Retention rate: Newly hired employees retained after 2 years *in %*



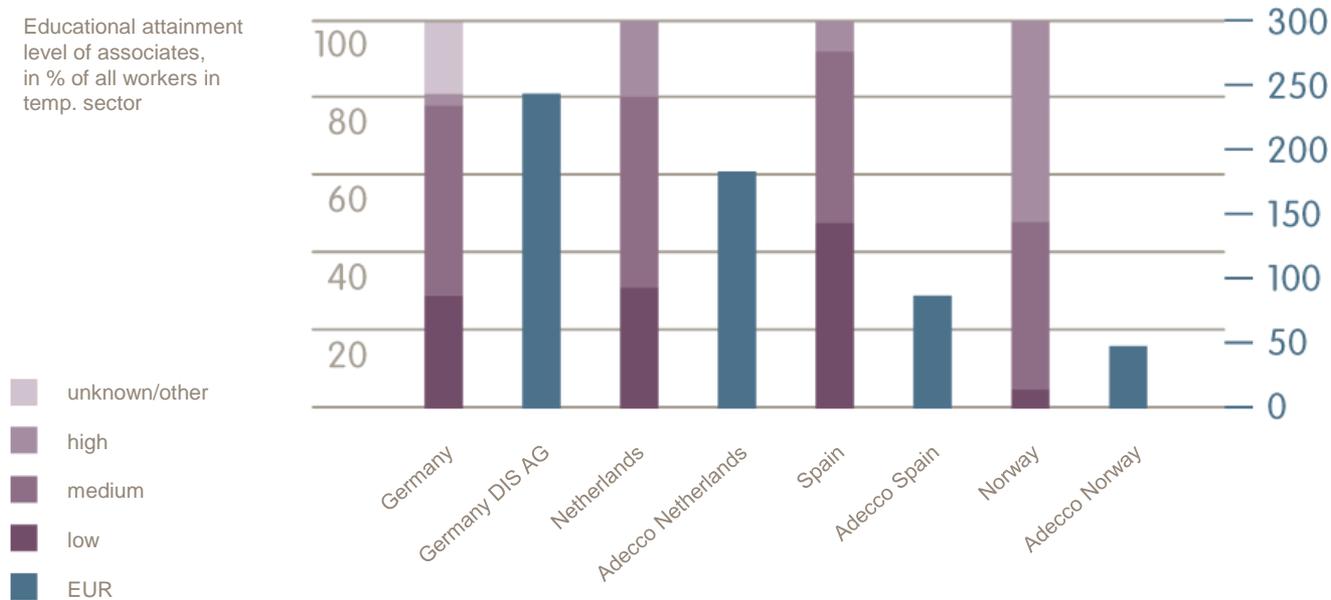
# The Social dimension – our performance

## Strategic focus areas – Team, Training & Development

### Training investment in associates

Select countries 2015

Educational attainment level of associates, in % of all workers in temp. sector



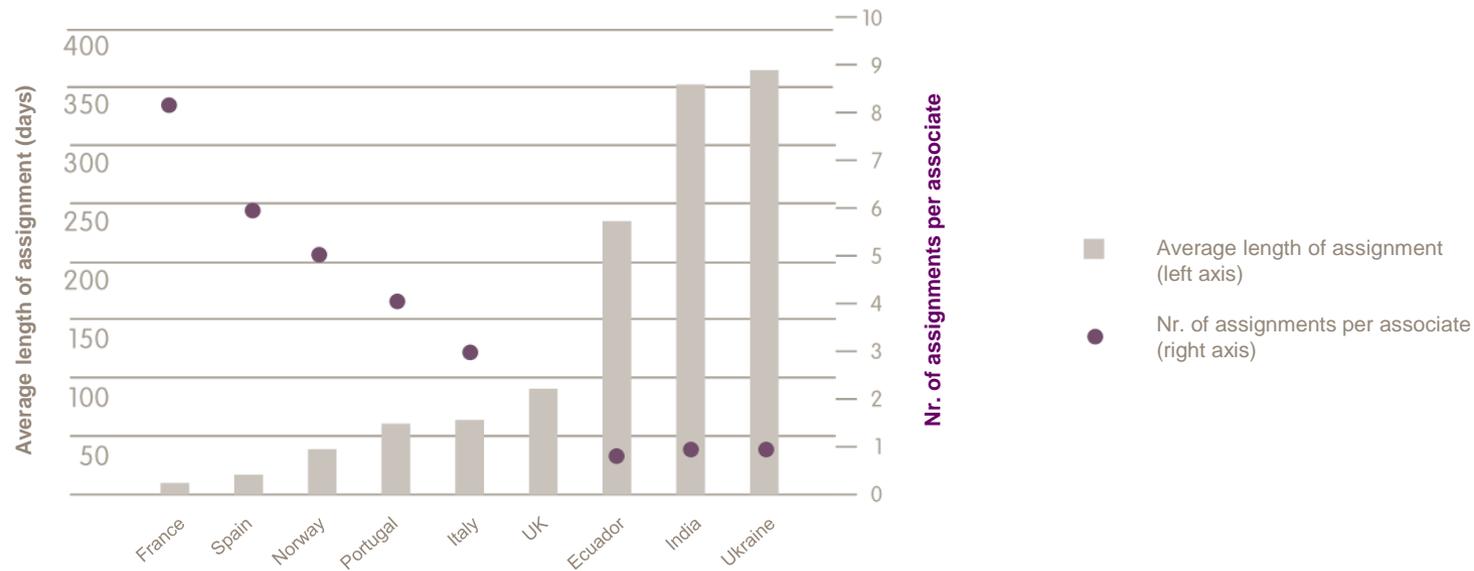
The Adecco Group's investment in associates' training, in EUR/associate on assignment over full year 2015

# The Social dimension – our performance

## Strategic focus areas – Team, Training & Development

### 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).

# The Social dimension – our performance

## Strategic focus areas – Business & Human Rights

### Freedom of Association & Collective Bargaining 2015

Situation of our associates in %, worldwide

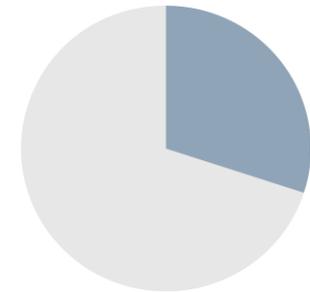
#### Employees covered by CLA

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



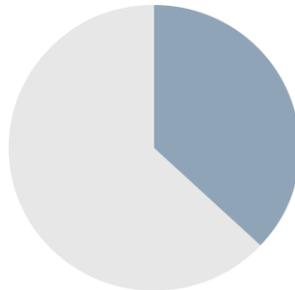
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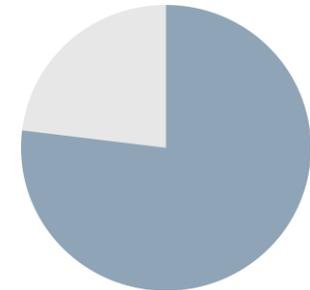
#### ILO Convention 181

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.



# The Social dimension – our performance

## Strategic focus areas – Business & Human Rights

**Gender distribution amongst the Adecco Group employees 2012-2015, in %**

(Select countries)

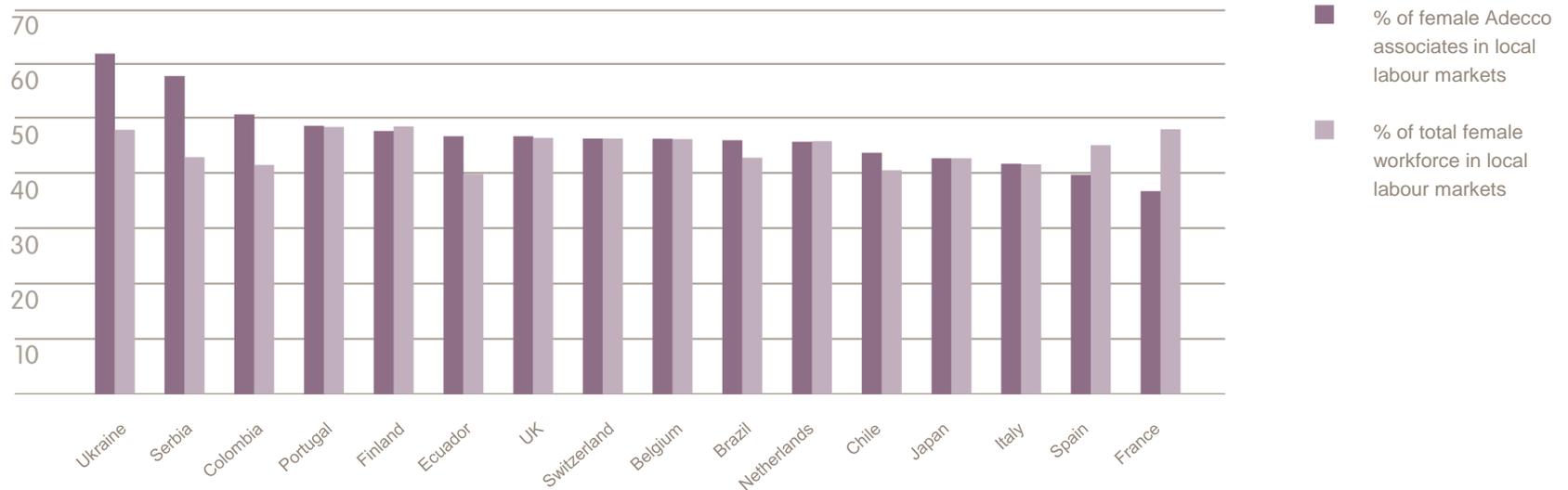


# The Social dimension – our performance

## Strategic focus areas – Business & Human Rights

### Gender distribution among the Adecco Group associates

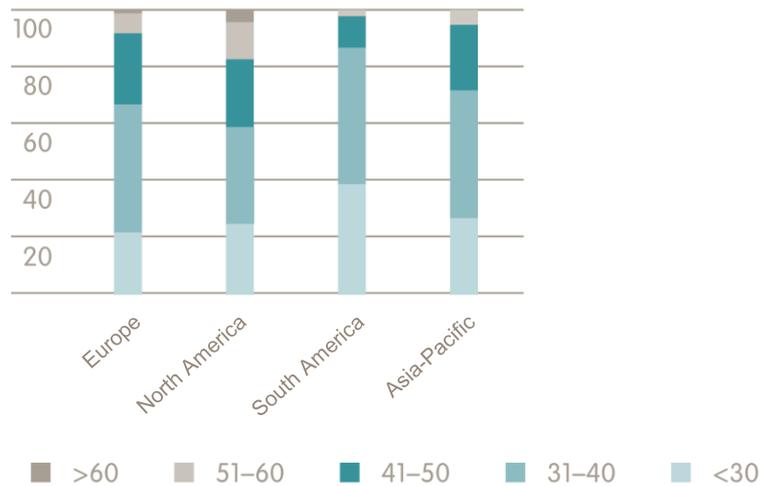
Female employment rates compared to Adecco female associate in select markets *in %*



# The Social dimension – our performance

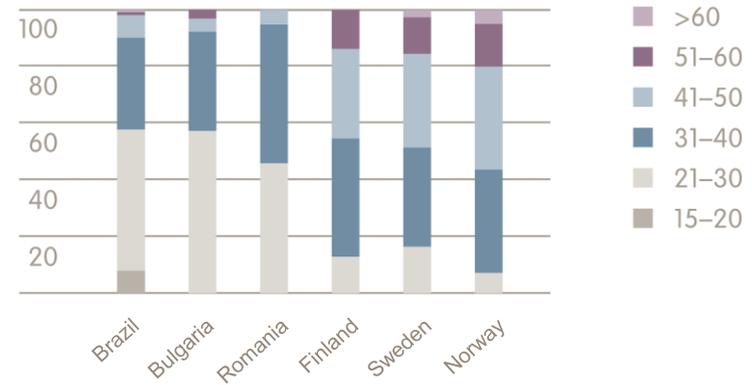
## Strategic focus areas – Business & Human Rights

Age distributions: regions *in %*



Age distributions 2015: select countries *in %*

Our youngest and most mature workforces

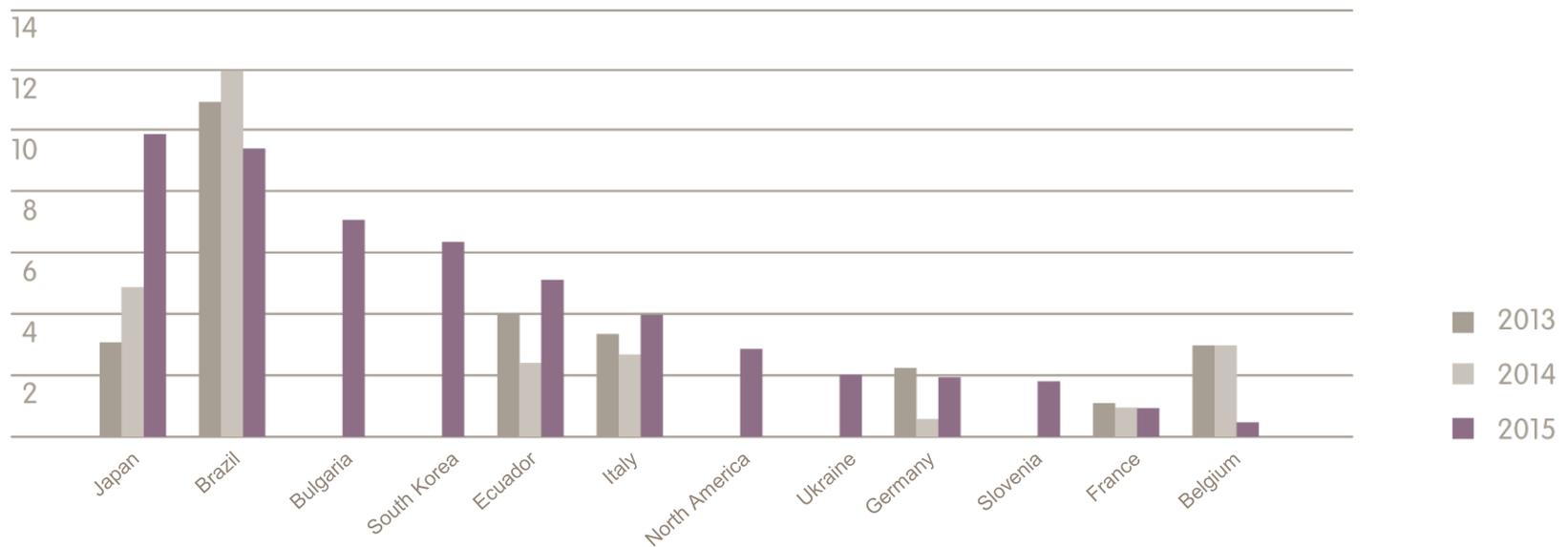


# The Social dimension – our performance

## Strategic focus areas – Diversity & Equal Opportunities

### Employees with a disability in select subsidiaries

in % of headcount



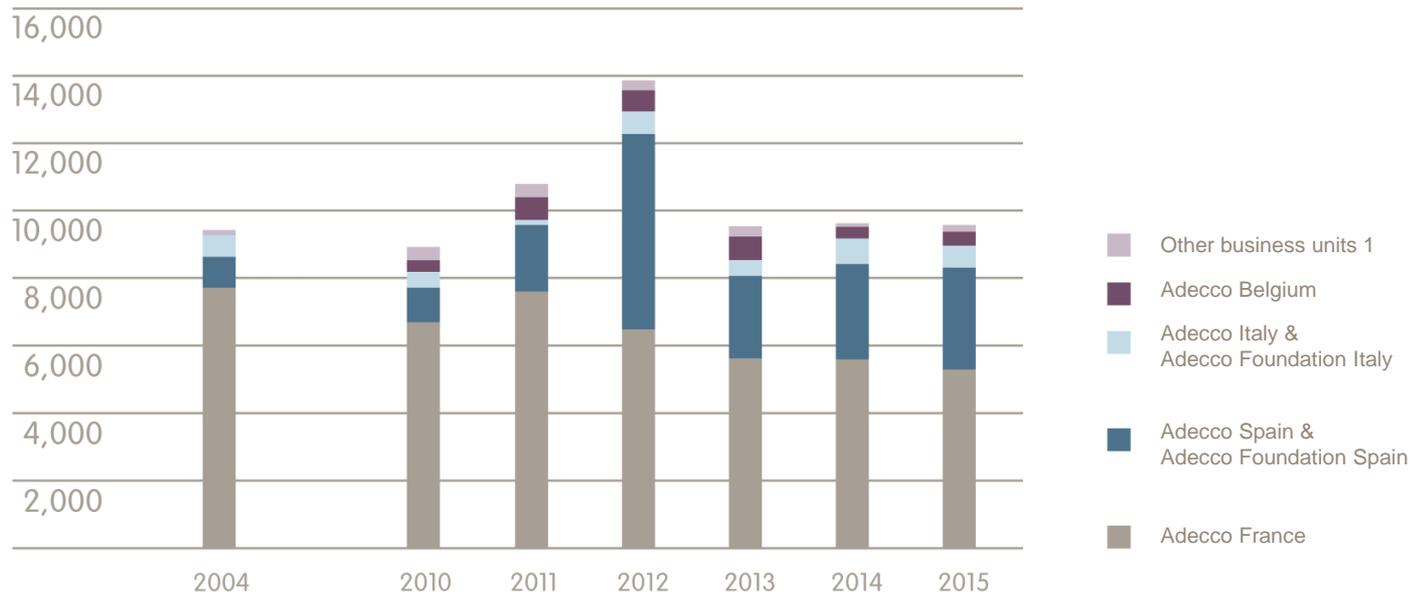
The chart shows Adecco subsidiaries, which reported more than 1% employees with a disability between 2013 and 2015. This diversity indicator depends also on local definitions on disability. Private data protection laws in many countries do not allow this indicator to be tracked.

# The Social dimension – our performance

## Strategic focus areas – Diversity & Equal Opportunities

### People with a disability integrated into the labour market

in % of headcount



<sup>1</sup> 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.

# The Social dimension – our performance

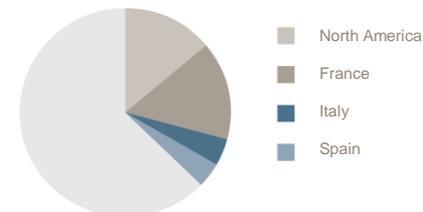
## Strategic focus areas – Diversity & Equal Opportunities

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



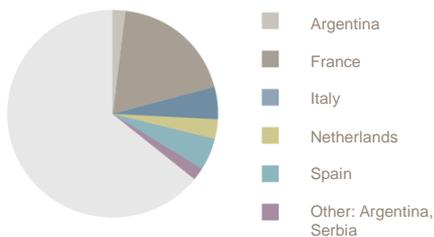
In close to 51% of its global markets, the Adecco Group runs specific programmes to integrate people with disabilities into the labour market.

### Helping immigrants and other vulnerable groups: 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 mature job seekers: in 46% of the Adecco Group's markets

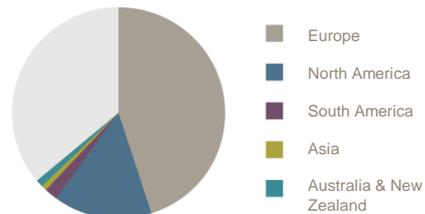


In close to 53% of its global markets, Adecco Group runs specific programmes (Adecco Way to Work™ not included) to integrate young job seekers into the labour market.

# The Social dimension – our performance

## Strategic focus areas – Integration

### Helping elite athletes: in 65% of Adecco'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.

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



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 young job seekers: in 54% of Adecco's markets



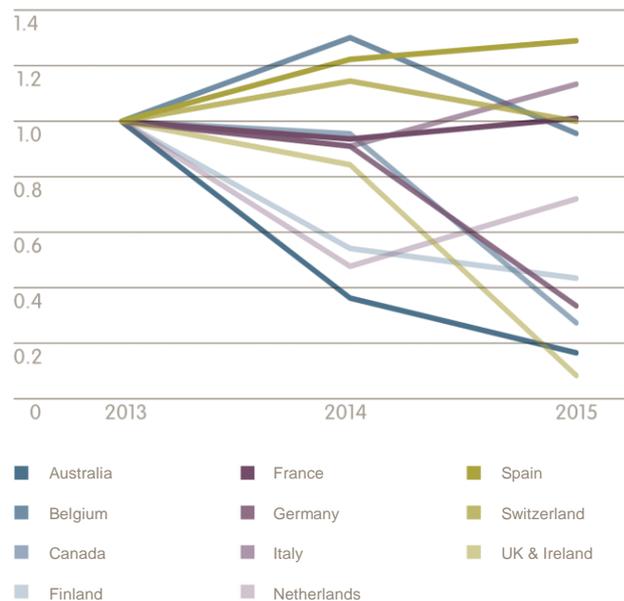
In close to 53% of its global markets, Adecco Group runs specific programmes (Adecco Way to Work™ not included) to integrate young job seekers into the labour market.

# The Social dimension – our performance

## Strategic focus areas – Health & Safety

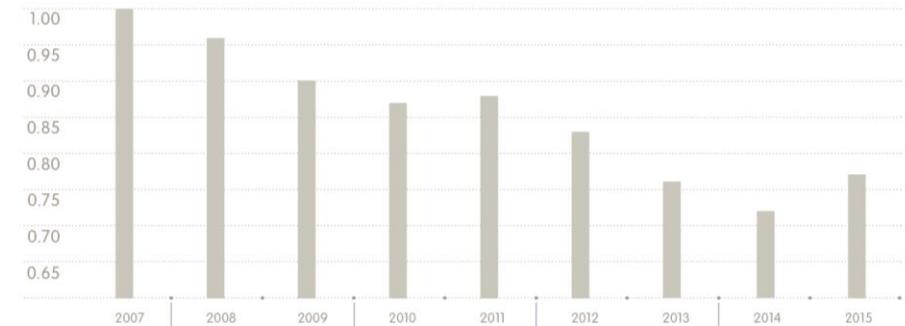
### Development of Accident Frequency Rates for associates 2013 – 2015 in select countries

(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)



S@ve compétence: first implementations in construction sector (Adia)

S@ve compétence: expanded to industry and transport sectors (Adecco Groupe France)

S@ve compétence: roll-out of version 2.0

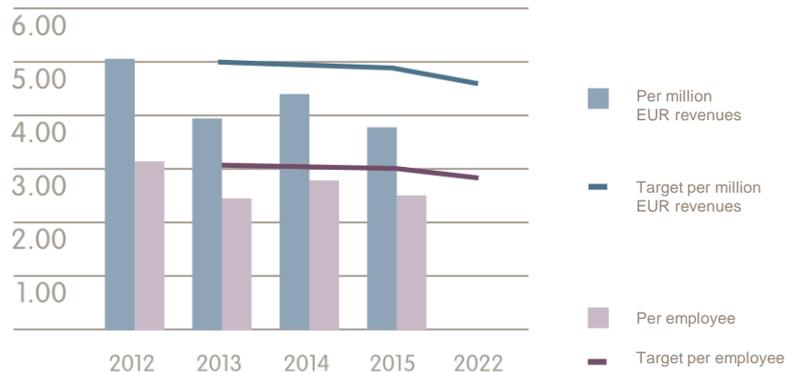
Health&Safety Plan 2010–2014 Implementation

# The Environmental dimension – our performance

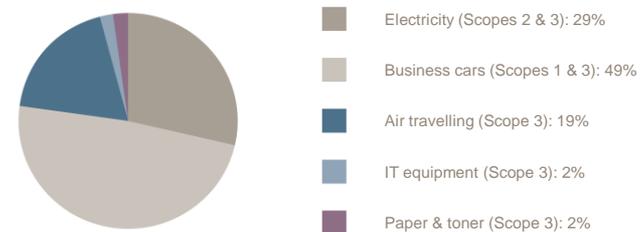
## Strategic focus areas – Environment

### Greenhouse gas efficiency performance 2012 – 2015

(Carbond dioxide equivalent, scopes 1, 2 & 3, in metric tonnes)



### 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.

# The Environmental dimension – our performance

## Strategic focus areas – Environment

### Our scope 1, 2 & 3 emissions

(based on the green house gas protocol)

Source	Scope	Total emissions extrapolated to Group level (100% FTE employees) metric tonnes CO2e (CO2 equivalent)				
		2015	2014	2013	2012	2011
Own business cars	1 (direct)	49,843	54,422 <sup>2</sup>	39,551	51,562	81,423
Electricity	2 (indirect)	33,184	33,379	37,408 <sup>1</sup>	52,372 <sup>3</sup>	62,609
Electricity	3 (indirect)	10,311	9,231	10,231 <sup>1</sup>	14,351 <sup>3</sup>	27,275
Own business cars	3 (indirect)	23,866 <sup>1</sup>	11,791 <sup>2</sup>	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	2,0451	2,368
Toner	3 (indirect)	513	397	492	5092	596
New lap & desktops	3 (indirect)	2,552	1,152	2,681	2,694	2,497

More details on emissions and measurement are provided in our Carbon Disclosure Project assessment : [www.cdproject.net](http://www.cdproject.net) <

<sup>1</sup> 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.

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

<sup>3</sup> 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.

# The Environmental dimension – our performance

## Strategic focus areas – Environment

### Our office materials and water consumption<sup>4</sup>

(based on the green house gas protocol)

Source	Total consumption extrapolated to Group level (100% FTE employees)				
	2015	2014	2013	2012	2011
<b>Materials</b> 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
<b>Energy source</b> 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 <sup>2</sup>	15,608,240 litres	21,502,000 litres	n.a.
Diesel	16,474,800 litres				

More details on emissions and measurement are provided in our Carbon Disclosure Project assessment : [www.cdproject.net](http://www.cdproject.net).

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

<sup>4</sup> Compared to our CSR Report 2012/2013, the Adecco Group is no longer reporting its water consumption due to not being material for our daily business operation. The decision was taken on the grounds of our materiality assessment, see also the GRI G4 Content Index.

# Our three global figurehead programmes



**Win4Youth** is an opportunity for every Adecco Group colleague, associate and client to step forward and contribute through sports activity to raise money which is donated to select foundations that all have a common purpose: They help give young people a future in life, education and work. Since its start in 2010, the Win4Youth has seen an amazing number of our people enthusiastically take the opportunity to bring vital aspects of our four core values to life. Showing team spirit, the willingness to take responsibility by promoting fairness, diversity and equality and by demonstrating passion to engage with Win4Youth and make a positive difference for youngsters in need and often times to their own lives.

<http://www.win4youth.com/>  
<https://www.facebook.com/win4youth>  
#Win4Youth @Win4Youth



**The Adecco Way to Work™ programme** was launched in 2013, when Adecco decided to act by giving a helping hand and making its expertise available to young job seekers and school leavers. Adecco Group employees in over 50 countries go out on the streets, or visit schools and universities to offer career guidance and free training workshops targeted to help youngsters improve their employability. The programme has grown and now also offers youngsters a unique experience through the 'CEO for One Month' in 50 countries and through quality internships. It is our way of giving young people an opportunity to unlock their potential. The Adecco Way to Work™ website provides job seekers with various resources to get their job hunting on track.

<https://www.adeccowaytowork.com>  
[@AdeccoWaytoWork](https://www.facebook.com/AdeccoWayToWork) #WayToWork  
#CEO1Month



**The IOC & IPC Athlete Career Programmes – 'developing lifelong success'** Since 2005 and 2007 respectively, the IOC & IPC Athlete Career Programmes (ACP), delivered in cooperation with the Adecco Group, support elite athletes while they prepare for and go through their career transition. It provides resources and training to athletes enabling them to develop their life skills and maximise their education and employment opportunities. Adecco, through career guidance and job placement, helps athletes identify where their interests and skills lie and how to make the successful transition and use their experience and traits acquired from world-class competition in the workplace.

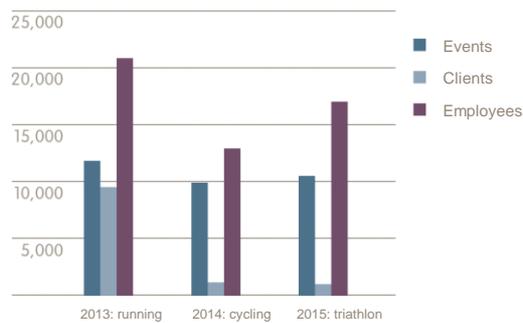
<http://athletes.adecco.com>  
<https://keithricks.wordpress.com/>  
#IOCACP #IPCACP

# Three Global figurehead Programmes – our performance

Strategic focus areas – Win4Youth (Health & Safety; Team, training & development, integration)

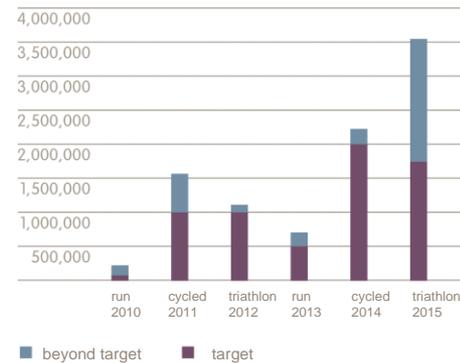
## Global engagement Win4Youth

Nr. of events, involved clients and employees in more than 60 countries



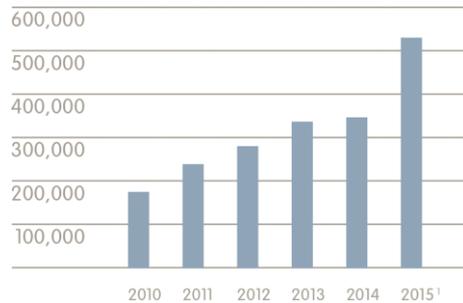
## Win4Youth performance

(in km) Sport activity: Running, cycling, swimming



## Charitable donations from Win4Youth

Donations (in EUR) for integration initiatives 2010-2015



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

# Three Global figurehead Programmes – our performance

Strategic focus areas – Way to Work™ (Team, Training & Development; Integration

## Overview Way to Work™ 2015/2016

**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

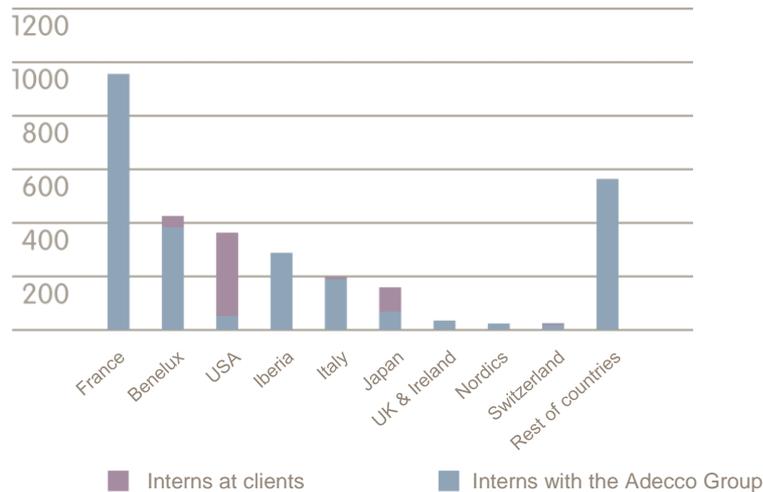
# Three Global figurehead Programmes – our performance

Strategic focus areas – Way to Work™ (Team, Training & Development; Integration)

## Global engagement Way to Work™

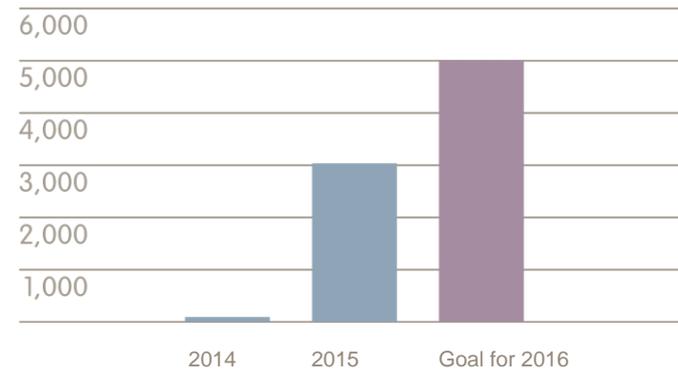
### Internship for young people in select countries

(nr. of interns in 2015)



### Internship for young people overall

(nr. of interns 2014-2016)

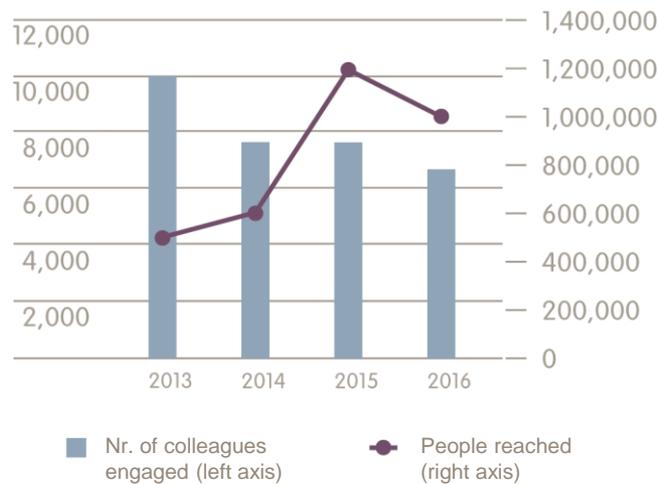


# Three Global figurehead Programmes – our performance

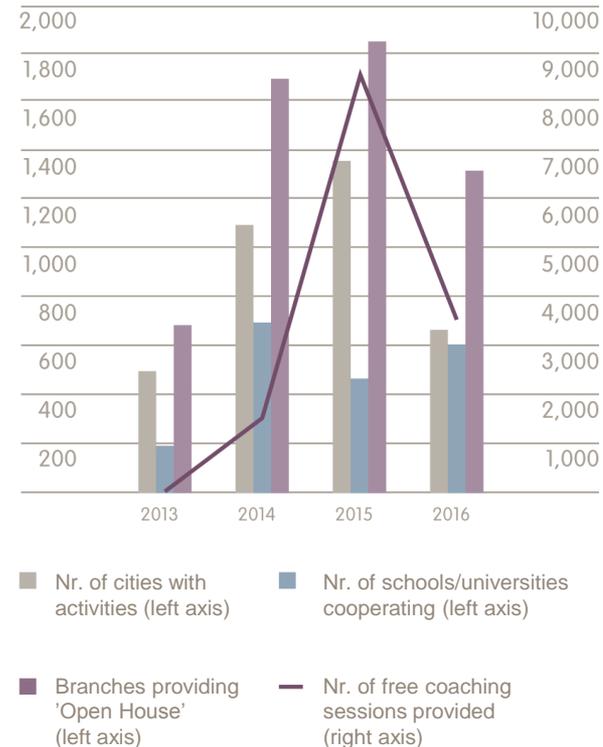
Strategic focus areas – Way to Work™ (Team, Training & Development; Integration)

## Global engagement Way to Work™

### Street Day 2015 – Engagement & people reached



## Street Day - Activities and engagement



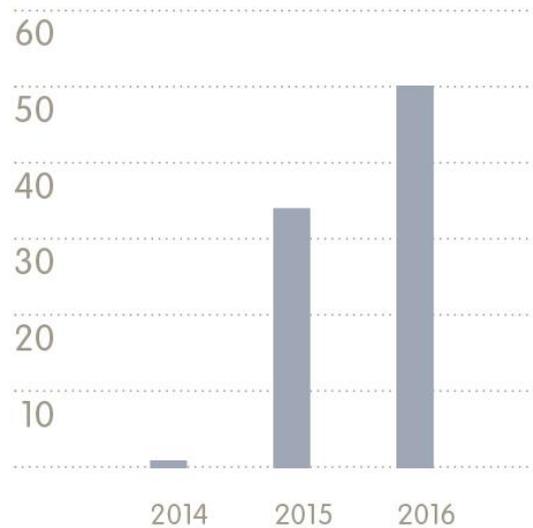
# Three Global figurehead Programmes – our performance

Strategic focus areas – Way to Work™ (Team, Training & Development; Integration)

## Global engagement Way to Work™

### 'CEO for One Month' 2014-2016

(nr. of youngsters who became 'CEO for One Month' with the Adecco Group)



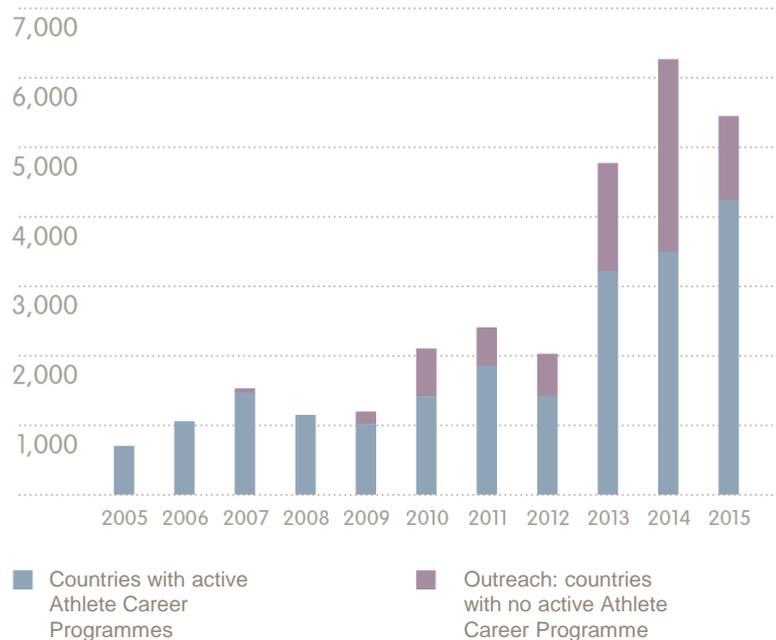
# Three Global figurehead Programmes – our performance

Strategic focus areas – IOC & IPC Athlete Career Programmes (Team, Training & Development; Diversity & inclusion; Integration, Health & Safety)

## Global engagement IOC & IPC Athlete Career Programme (ACP)

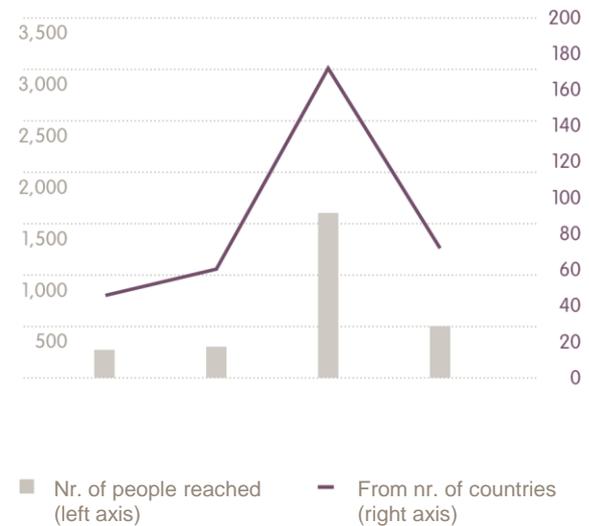
### IOC & IPC Athlete Career Programme development

(nr. Of athletes reached)



### Outreach Trainings 2010 – 2016

Activities during 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.