



THE ADECCO GROUP

# Empowering Fuelling Enriching

2016/17 Corporate Social Responsibility Report



Visit our website for further information  
<http://adecco.com>

# Performing Transforming Innovating

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At the Adecco Group, we make the future work for everyone by empowering people, fueling economies, and enriching societies.

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Our working lives are changing and creating new opportunities in the world of work today and tomorrow. As the leading workforce solutions partner, we embrace this exciting ever evolving journey and empower our colleagues and stakeholders through a blend of digital expertise and face-to-face engagement.

At the Adecco Group, unlocking potential is at the heart of everything we do.

For a more detailed discussion of our investment story and financial management, please see our [Annual Report 2016](#)

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## Five dimensions of value creation

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The Adecco Group's sustainability reporting has been prepared in accordance with the GRI Standards, version 2016 (comprehensive option).

# One company, many strengths

## Our services

### Temporary staffing

We supply associates to organisations on a temporary basis, providing flexibility to employers and new opportunities to candidates.

### Outsourcing

We offer flexible workforce solutions in which we staff and manage the whole of a labour-intensive activity, such as warehouse logistics, call centre operations, or IT support.

### Permanent placement

We help employers to recruit talent for permanent roles, securing the skills needed for an organisation's ongoing success.

### MSP & RPO

#### Managed Service Provider (MSP)

We manage all parts of the flexible workforce at organisations using a large number of contingent workers.

#### Recruitment Process Outsourcing (RPO)

We handle the entire hiring process for organisations recruiting large numbers of permanent employees.

### Career transition

We support organisations and their employees through changes that require individuals to transition out of their existing roles.

### Talent development

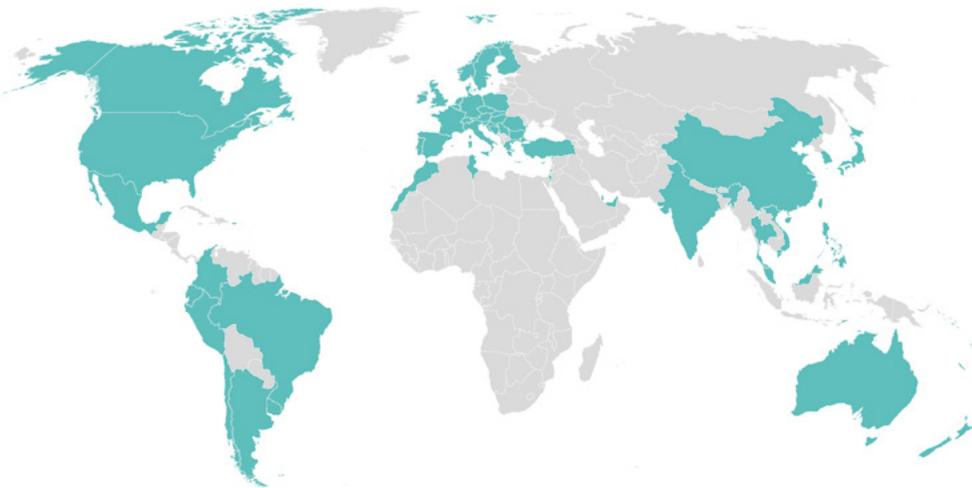
We provide leadership coaching, career development programmes, and change management support.

## Revenue (%)



## Gross profit (%)

## Our global footprint



Over **700,000** associates on assignment daily

**1,000,000** people provided with career opportunities, guidance and insights

More than **33,000** full time equivalent employees

FY revenue 2016 **EUR 22.7bn**  
FY 2015: EUR 22.0 billion

Europe: 60%  
North America: 20%  
Rest of World: 18%  
Lee Hecht Harrison: 2%



22% France	6% Japan
10% UK & Ireland	4% Latin America
10% Germany, Austria, Switzerland	3% Eastern Europe & MENA
8% Benelux & Nordics	2% Asia
6% Italy	2% Australia & New Zealand
4% Iberia	1% India

1 Lee Hecht Harrison is managed as a global business line.

## Our business lines

### General Staffing

We provide candidates with generalist skills to small, medium-sized and large clients, mainly through temporary staffing, permanent placement and outsourcing services. General Staffing comprises two business lines:

#### Office

We provide clerical and support personnel in all areas of office-based employment. We operate the majority of our activities under the 'Adecco' brand.

#### Industrial

We provide candidates for blue collar job profiles across many industrial sectors. We operate the majority of our activities under the 'Adecco' brand.

### Professional Staffing

We support our clients in finding and attracting talent with professional qualifications and highly sought-after skills. Professional Staffing comprises four business lines:

#### Information Technology (IT)

We support organisations across all industries in their IT workforce requirements. Our global lead brand for IT is Modis.

#### Engineering & Technical

We provide candidates with skilled professional profiles across all engineering and technical disciplines to clients in a wide range of technical industries. Our global lead brand for Engineering & Technical is Modis.

#### Finance & Legal

We support organisations by finding qualified professionals in the accounting, finance and legal disciplines. Our global lead brand for Finance & Legal is Badenoch & Clark.

#### Medical & Science

We recruit and place medical professionals on a permanent or temporary basis in medical and science related industries.

### Digital Staffing

The first brand of its kind, delivering recruitment on demand in a digital world, giving clients easy, instant access to temporary staff in hospitality, catering, events and more. \*

### Solutions

We provide organisations and individuals with career transition and talent development solutions and business processes outsourcing to clients.

#### Career Transition & Talent Development

We offer services under the global brand Lee Hecht Harrison, providing solutions to large and small clients around the world.

#### Business Process Outsourcing

We offer outsourcing under the global brand Pontoon, delivering solutions to more than 150 industry-leading companies.

\*Launched in 2017.

### Contribution to Group revenues:

75%

Office: 24%

Industrial: 51%

**Adecco**

### Contribution to Group revenues:

22%

Information  
Technology: 11%

Engineering &  
Technical: 5%

Finance &  
Legal: 4%

Medical &  
Science: 2%

**MODIS**

**Spring**  
Professional

**Badenoch  
& Clark**

**Adia**

### Contribution to Group revenues:

3%

Career Transition & Talent Development: 2%

Business Process Outsourcing: 1%

**LEE HECHT  
HARRISON**  
**pontoon**

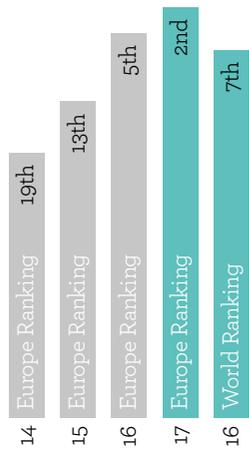
# Delivering progress

## Performance highlights

Great Place to Work® ranking

7th

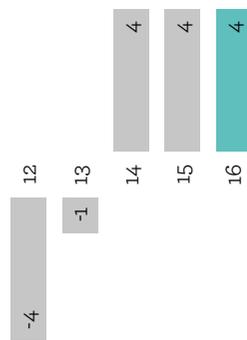
Out of >6,000 participating multinational companies



Organic revenue growth

4%

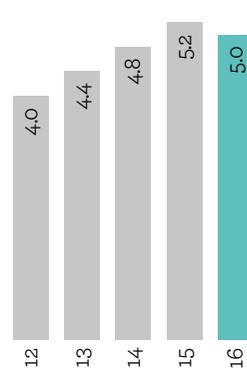
Continued steady trend, in line with or better than our major peers



EBITA margin excluding one-offs

5.0%

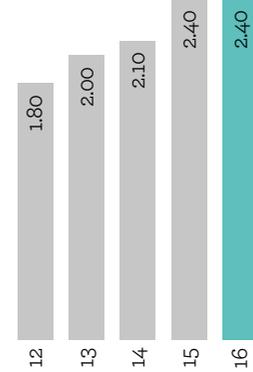
Margin leadership maintained while investing for the future



Dividend per share

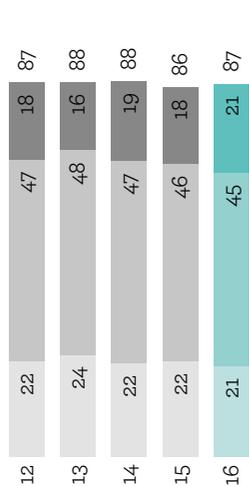
CHF 2.40

In line with last year, and representing a 50% pay-out ratio



Share of satisfied clients (%)\*

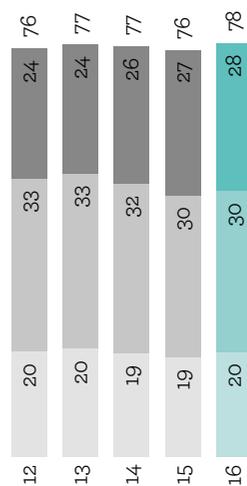
87%



Score 4  
Score 5  
Score 6

Share of satisfied associates (%)\*

78%



Score 4  
Score 5  
Score 6

Win4Youth performance: run, swum, cycled

4,12m kms

In million kms

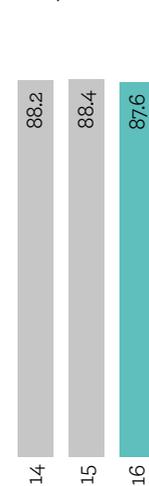


Beyond target  
Target

ACE training on fundamental ethical business practice

87.6%

% employees completed.



Note:

\* Share (%) of respondents (clients) by category on a scale of 1 (very dissatisfied) to 6 (very satisfied), answering the question "Overall, how satisfied are you with Adecco?"

\* Share (%) of respondents (associates) by category on a scale of 1 (very dissatisfied) to 6 (very satisfied), answering the question "Overall, how satisfied are you with Adecco?"

For more financial performance highlights, please see our [Annual Report 2016](#).

# Key milestones and achievements

## Great Place to Work® recognition

The Adecco Group ranked 5<sup>th</sup> in Europe and 7<sup>th</sup> in the 2016 World's Best Multinational Workplaces selected from more than 6,000 participating companies.



EUR  
2 million

donated by the Adecco Group through our Win4Youth programme to 41 foundations in all five continents between 2010 and 2016.

The first Global Sports & Inclusion Day is celebrated in 2017 with over 30 countries participating. Employees, clients, associates and partner organisations joined together, playing sports with elite Olympic and Paralympic athletes, to bring Win4Youth and the ACP together to live Nelson Mandela's legacy of unity through sports and #BeMore!



Over  
7,000

apprenticeships and internships provided. Within our own operations and in cooperation with our clients, we provide work-based training to thousands of young people. We also promote such schemes through our involvement with the Global Apprenticeships Network (GAN).

Over 1 million

people reached during our fourth annual 'Street Day'. Almost 7,000 Adecco Group employees took to the streets across 53 countries and 670 cities on 17 March 2016 to give free career advice to jobseekers.

## Our chosen foundations in 2017



15,200 employees

swam, ran and cycled for Win4Youth in 2016, reaching 4 million kilometres. A Group donation of EUR 427,809 was made to nine Foundations supporting children's development needs in Latin America, Asia, Middle East and Eastern Europe.

FTSE Russell confirms that the Adecco Group has been independently assessed according to the FTSE4Good, satisfying all requirements to continue to be a constituent of the FTSE4Good Index Series in 2017. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices.

7,000  
athletes  
supported  
through the  
ACP in 2016



On the first global 'Work Experience Day' 2017, close to 8,000 young people around the world gained invaluable insights from the Adecco Group experts in 700 branches and offices in 46 countries.

# The new world of work brings exciting opportunities



Dear Stakeholder

In our 2016 annual report, we set out a clear agenda based on the themes of **Perform**, **Transform** and **Innovate**. That trio encapsulated our need to develop the business in ways to ensure profitability and growth while always retaining the long-term focus essential to anticipate future labour market developments and trends. This will finally support our aspiration to empower individuals, fuel economies and enrich societies through our business activities.

On the horizon is a new world of work that brings exciting opportunities for the Adecco Group. Economic, social and technological changes are prompting our clients and candidates to think differently about jobs and about each other. Global megatrends in technology, sociology, demographics, regulation and political economy are already starting to transform the world of work, a process that will likely accelerate in the years ahead and for which companies need to be prepared.

While such developments may challenge our industry, they will also create new opportunities. Ageing and fertility trends in Europe, North America and parts of Asia point to shrinking workforces. Automation and robotisation may partly plug the gap. Talent and skills shortages seem inevitable, while new forms of social interaction will drive innovative employment models in the 'sharing,' 'on-demand' and 'away from home' economies. These new systems will change work-life patterns, especially among younger (Generation Y and Z) and older workers.

Technologies like robotics, artificial intelligence and 3D printing will create jobs that do not exist today. Such novel positions should enable more efficient and effective labour market intermediation. At the same time, traditional employment structures are in rapid flux, accentuating inequalities in income and wealth and incubating conditions for greater social unease, political upheaval and regulatory intervention.

We foresee a time, only a few years hence, when the employment market will have evolved significantly – as will the role of workforce solutions providers like the Adecco Group. Those conditions will put all the greater emphasis on our **purpose**. That is to provide the talent and flexibility organisations need to stay competitive. And it means guidance and support for candidates and associates through our recruiters and HR professionals who are now developing increasingly into career coaches. We also wish to maintain our traditional function of providing employment opportunities and security through meaningful and fulfilling careers for everyone. And our role as a trusted expert advisor to governments and social partners is fundamental to our purpose.

To achieve these aims, we will **Perform** by strengthening our current operations and enhancing our competitive position by reinforcing our operating disciplines and improving our efficiency through better IT structures and a streamlined brand portfolio.

*For the Adecco Group, Sustainability is standard business practice, inseparable from our service and solution offerings.*

We will **Transform** by evolving our business to enhance the solutions and experience that we provide to our clients, candidates, associates and colleagues. We are expanding our capabilities in professional staffing and solutions and in permanent placement. And we are introducing new delivery models and enhancing digitization.

We will **Innovate** by building new capabilities to capture the opportunities in the changing world of work through multiple pilot projects to address a much larger segment of the workforce, to offer new services to employers, to change our relationship with workers.

This strategic agenda is intended to reinforce the satisfaction, motivation and commitment of our employees, associates and clients, measured yearly through the [Great Place to Work®](#) and the Global Satisfaction surveys. We expect to achieve and maintain good results, making us proud, through a new talent framework introduced in 2016 and built around five elements: **Get, Keep, Grow, Enable, Inspire**. This framework helps ensure our people are the most talented, passionate and committed within the workforce solutions industry, a people business where interpersonal relations are a key success factor.

As part of that, we have a focus on the well-being of our employees. They, along with associates and clients, will be invited to participate in joint sports activities around the world through our [Win4Youth](#) Programme, operating since 2010. The employee engagement programme encourages healthy lifestyles, volunteering and raises funds through sports achievements of our people which are converted into a donation to select foundations, chosen by our employees around the world, that support children's development needs.

We are a business of passionate people dedicated to supporting others. That makes constantly inspiring and enabling others a fundamental. Only by being a great place to work and attracting, developing and retaining the best talent will we deliver outstanding results.

It is our declared goal to improve societies and prospects for young people through a relentless focus on apprenticeship and internship schemes. These aid the workforce of tomorrow and companies to find the talent required. Our commitment is expressed through joint ventures, such as the [Global Apprenticeship Network \(GAN\)](#), and our own schemes. Many of the latter, including 'CEO for One Month' are combined under the [Adecco Group Way to Work™](#). The [International Olympic Committee \(IOC\)](#) and [International Paralympic Committee \(IPC\) Athlete Career Programmes](#), run in cooperation with the Adecco Group since since 2005 and 2007 respectively ensure workplace accessibility for elite athletes. Those exceptional individuals who gave their best on the field of play, earning our admiration, and also deserving the support they need for a next career.

Doing business in a truly holistic way will help us grow beyond financial figures, strengthening and further developing a unique company culture and way of doing business. This requires a lasting commitment, with a long-term focus and full dedication starting with leadership, involving every single employee. By demonstrating our resilience to quick wins, we will make the future work for everyone.

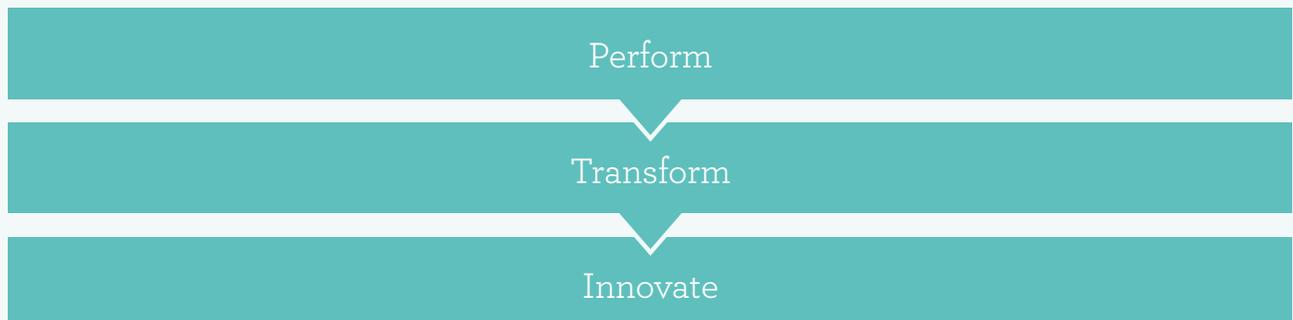


Alain Dehaze  
Chief Executive Officer



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

We are developing our business with a strategic agenda that has three levels:



# A leader and force for good in the world of work

The Adecco Group aspires to empower people, fuel economies, and enrich societies by providing opportunities for meaningful lifetime employment. Our goal is to give security and prospects for individuals and provide companies with the critical talent and solutions to stay competitive. We continuously strive to offer lifelong opportunities and purposeful work to all our colleagues employed with or through the Adecco Group. We make our labour market insights and experience available to governments and society at large to shape policies for the welfare of economies and society and aim to be a thought leader in the world of work. As a result, we will be able to generate good returns for our investors.

To achieve our ambitious goal, we have to take into account the capitals we need in an ever-changing environment and the global megatrends impacting our industry in the areas of: Technology, Demographics, Sociology, Regulation, and Political economy. We want to become the 'go-to' partner for all issues relating to the world of work and a true value creator for our stakeholders and society at large.

Today, businesses are only as good as their ability to adapt to new developments. Our goal, in the rapidly transforming world of work, is to become the most credible and trusted workforce solutions partner, ensuring our success and subsequently success for our stakeholders. Our material factors are critical to our ability to create value and are highly relevant to our economic, social and environmental contribution.

It is essential for businesses today to look at their value creation process. We can no longer only look at profit and loss or income statements as value has to be quantified and qualified rather than only monetized over the short- medium- and long-term. The definition and reporting process of the relevant pre-financial KPIs is highly valuable for everyone in the organisation. It influences the thinking process on how we perceive what good performance means and how we want to engage with our stakeholders. But most importantly, what is measured can be improved and lays the basis for an informed decision-making process.

We are developing our business with a strategic agenda that has three levels:

## Perform

means pushing our performance to its limits every day, focusing on the metrics that matter to our stakeholders, and creating capital to sustainably invest in our transformation.

## Transform

means embracing a spirit of positive change to make our organisation faster, leaner and stronger across its entire business value chain.

## Innovate

means growing our skills and capabilities to reinvent the Adecco Group and the world of work, putting the spirit of entrepreneurship at the very heart of our global business, moving up the value chain.



*Material factors are those that have, or may have, an effect on the organisation's ability to create value in the short- medium- or long-term. This is determined by considering their effect on the organisation's strategy, governance, performance or prospects.*

### Materiality process

Our most material factors are those that have the greatest impact on our ability to create value. To assess and prioritise material factors, we continuously seek to understand the concerns of our key internal and external stakeholders, while taking into account global and industry key trends.

As part of this process, in 2016 we engaged with a range of internal stakeholders from various departments including HR, Compliance Reporting and Risk Management, Investor Relations, Procurement, International Sales, Tax and CSR at both Group and country level. We gathered and analysed their insights regarding the most material factors for our business, particularly in relation to stakeholder groups and industry key drivers.

In 2016, we also launched a project called 'Face' to engage with a range of stakeholders to design the future of the Adecco Group Customer Experience. In total, over 700 interactions took place with clients, associates and candidates. We created focus groups and interviewed Adecco Group branch managers and HR consultants. In addition, we held insight sessions with representatives from Gen Z and start-up companies. Out of this experience, we defined 'Moments of Truth' in the interaction between the various groups of people. These help us to understand what we do well, where we must do better, and how we can improve to meet and exceed expectations.

Engagement in stakeholder dialogue with an even wider range of groups around material factors will be an increased priority for us going forward. We believe it is the best way to understand the needs of the various groups we serve and interact with, and it enables us to appropriately assess the value we create through our 'Perform, Transform and Innovate' approach.

For each material factor, we take into account relevant risks and opportunities. Actively managing both – risks and opportunities – needs to be done through an integrated risk management process that leads to organisational understanding of uncertainties across business units and functions, creating a cultural change. The following table shows the value we create, the material factors, risks and opportunities as well as the metrics we use to assess progress.

Successful implementation of CSR needs the right governance in order to create engagement throughout the organisation vertically and horizontally. Therefore, an effective governance structure to guide and manage all material topics which support to create long-term business success is essential. The people who are effectively driving the implementation and progress of sustainable practices have access to the Board of Directors and the Executive Committee on one side and must be empowered to reach across core functions of the organisation. This allows to set clear directions, establish goals and create policies, programmes and training to execute the strategy. A sound structure requires multi-level, cross functional leadership committees at the board, executive leadership and management levels of the organisation.



## OUR STAKEHOLDERS

# Prioritising what matters most to our stakeholders

### Stakeholder

### Engagement process

#### Investors

We benefit from attractive industry dynamics; by managing our capitals with care, we are able to grow our profits, cash flow and returns. This supports our progressive dividend policy and our aim of delivering attractive total returns for our investors.

We strive for an open dialogue with the financial community, the media and all key stakeholders by communicating our financial performance in our comprehensive quarterly results where management discusses with the financial community via conference call and webcast. We also offer meetings with management and investor relations at roadshow conferences, at our headquarters and as part of our biennial Capital Markets Day where provide clear insight about our ambitions and strategy.

#### Employees

We provide rewarding employment for our colleagues. We enable them to achieve their career goals, supported by our continuous investment in training programmes through the Adecco Academy and in co-operation with renowned institutions INSEAD and IMD.

We believe that transparent communication is essential in ensuring employee satisfaction. That is why we actively promote a way of working that is open fair, inclusive, efficient, and collaborative. Compensation packages are competitive with remuneration plans closely aligned with our targets. We invest in mentoring and talent development, including comprehensive performance and development review processes. And we involve our employees in our global programmes, and provide opportunities to an entrepreneurial way of work.

#### Associates & candidates

Our expertise, tools and network connect people with job opportunities, providing them with purposeful work in a safe environment. We advise people on their careers, and help them develop their talents with training and lifelong learning.

We depend on our ability to attract and retain associates who possess the skills and experience to meet our clients' needs. With talent shortages in some highly-qualified skill sets providing suitably qualified associates can be a challenge. Candidates are attracted through a variety of channels from the traditional physical branch to online platforms and technologies as well as our various labour market inclusion programmes. Key to retention is the ability to offer associates consecutive assignments, training to improve their skills and attractive wages. Our Global Satisfaction Survey which also includes our associates is designed to help us identify and respond appropriately to their needs.

#### Clients

As a trusted advisor on total talent solutions, we help clients to structure and manage their workforce for flexibility, productivity and growth. We work with and for our clients to find, hire, develop and transition people according to their needs.

We emphasize the importance of acting as a partner to clients to help them satisfy their workforce solutions needs. On a regular basis, we conduct our client Global Satisfaction Survey to be aware of any changing requirements and our own performance. The results are used to train and support sales teams to draft and execute action plans and to further enhance the services we deliver. At the same time, we continuously strive to improve our delivery channels and to optimize sales processes, leading to enhanced client attraction.

#### Suppliers

We build strong partnerships of mutual trust with our suppliers, many of whom are also our clients.

Through solid partnerships, based on mutual trust with our suppliers, many of whom are also our clients. We look to involve them in our global programmes and engage them in existing cooperations to ensure we share the same values and goals when it comes to sustainable business conduct. Regular exchanges and guidance to share our expectations on key issues such fair recruitment, working conditions and environmental sustainability helps both side to mitigate potential risks and ensure continuity of a strong business relationship

#### Governments & Social Partners

We are trusted advisors, sharing our labour market insights and experience to support sustainable and responsible economic growth and job creation.

Understanding the challenges and needs of Governments and social partners means to be in constant dialogue, jointly shaping educational systems and labour market conditions for people and companies so that societies and economies thrive as well as individuals. The Global Talent Competitiveness Index (GTCL) is a resource for decision makers to develop strategies which help increase their current and future needs for talent to stay competitive.

Key:



People management



Corporate citizenship



Customer relationship management



Compliance & risk management



Infrastructure

Value created

EUR 372m  
dividends paid  
EUR 300m  
share buyback announced

2nd rank  
in Europe's Best Multinational Workplaces Great Place to Work®  
33,000  
employees in 60 Countries  
7th rank  
in World's Best Multinational Workplaces Great Place to Work®

>700,000  
associates working each day  
~110,000  
permanent placements

87%  
client global satisfaction score

71/100  
2016 EcoVadis Gold rating

EUR 259m  
income taxes paid

Material factor



# MATERIAL FACTORS IMPACTING OUR BUSINESS

Material factors	Dimension of value creation	Risks
<p><b>People management</b></p> 	<p>Meaningful lifetime employment: we further strengthen our worldwide leadership position by creating rewarding careers with a purpose and lifelong development opportunities. We do this by attracting and retaining skilled people who are passionate, dedicated and focused to continuously strive for excellence.</p>	<p>Failure in finding, managing, valuing and keeping people can impact many aspects of our ability to conduct business and deliver results. These include the ability to maintain a stable work environment, service quality, satisfy our clients, candidates and associates, and further develop our business.</p>
<p><b>Customer relationship management</b></p> 	<p>Trusted advisor on total talent solutions: our business is built on relationships and the confidence and trust of our clients, candidates, and associates. Understanding our stakeholders' needs, fostering and maintaining relationships and growing together are vital to progressing our business and tapping into new ways of working together.</p>	<p>If we are not able to provide solutions that help our clients, candidates, and associates navigate the changing world of work, we may miss growth opportunities or be negatively impacted by industry consolidation. Not being able to foster long-term relationships with customers and analyse as well as actively manage key data to improve interactions and service can result in customer loss.</p>
<p><b>Compliance &amp; risk management</b></p> 	<p>Expertise in all areas of total workforce solutions: we are a people business and a trusted advisor to our clients when navigating in and preparing for an increasingly complex regulatory environment. Leading by example and adhering to highest ethical standards is therefore part of our licence to operate.</p>	<p>Failure to conduct business ethically and in a compliant manner will negatively impact our reputation and financial performance. As a result, our credibility to provide employees, clients, candidates, and associates with the guidance they expect from us will be impacted and can result in reduced satisfaction and subsequently in customer loss as well as diminish our attractiveness as an employer.</p>
<p><b>Corporate citizenship</b></p> 	<p>Recognised thought and change leader: being at the pulse of economies, we can lead and shape societal and workplace change, ensuring that our business makes a positive difference in co-creating more inclusive societies and workplace environments that focus on talent and skills.</p>	<p>There must be a strategy to contribute to the 'greater good' by investing time, money and in-kind contributions into specific co-operations and programmes. If activities are not tied to the business strategy and follow a clear purpose, there is a risk of underleveraging synergies between philanthropy and business objectives. In addition, not being able to concretely measure investments as well as missing KPIs can result in unsatisfactory results and random, uncoordinated action.</p>
<p><b>Infrastructure</b></p> 	<p>Improving our productivity: Because productivity and efficiency go hand-in-hand, investing in our effectiveness through new delivery models and enhanced digitalisation will do both, support business growth and reduce our environmental impact as well as that of our clients.</p>	<p>Without the right infrastructure, we will not be able to compete in offering new services and delivery models. This will have a significant impact on our growth and profitability. Without continuously striving for efficiency and adapting our infrastructure to a changing labour market environment, we will risk losing client, candidate and associate engagement and miss improving our cost structure and environmental footprint.</p>

## Opportunities

## Metrics

We seek to lead by example. We are in the people business which means that inspiring and enabling the best people is fundamental. Being a great place to work and attracting, developing, and retaining the best talent, demonstrates that our expertise enables us to deliver outstanding results.

- Great Place to Work® results
- % of employee retention rate
- % of female share of employees/females per hierarchy level (Global)
- % of age distribution of employees
- % of people with a disability in select subsidiaries
- # of global programmes for employee development
- # of achieved kilometres through Win4Youth sports performance by employees

By broadening our service offerings and anticipating economic, social, and technological change, we seek to become a more valuable service partner – both to those who seek employees and those who seek employment. By working hand-in-hand with our clients, we may reduce the degree of cyclicity inherent to our industry.

- % of share of satisfied clients and associates
- # of clients engaged in Win4Youth
- # of Adecco Way to Work™ interns with clients
- Associate safety

Working closely together with governments and regulators will ensure that we can anticipate and shape labour market developments. It also ensures that we are operating in compliance with local laws and have a focus on longer-term risks and opportunities in the workplace.

- The Adecco Group Compliance & Ethics (ACE) training on fundamental ethical business practices (completion rate in %)
- ACE reporting according to issues
- Labour rights
- EcoVadis Supply Chain assessment

By working collaboratively to create positive societal value and thought leadership regarding workplace change, we can build long-term strategic alliances with clients, governments, and institutions. This will help attract and engage our employees, candidates, and associates while creating deep and lasting relationships.

- Amount of money donated to Win4Youth foundations
- # of employees engaged in Win4Youth
- # of sports events organised for Win4Youth
- # of internships created through Adecco Way to Work™
- # of Adecco Group countries and brands with a 'CEO for One Month'
- # of athletes supported in their career development through the IOC & IPC Athlete Career Programmes
- % of Adecco Group markets with specific integration programmes for vulnerable groups

Becoming a leading innovator in emerging digital trends and successfully leveraging data could improve our efficiency and better serve our clients, candidates, and associates. It will also enable us to predict trends in specific markets and enables us to adapt or change our delivery models in a timely manner.

- Score EcoVadis
- Score CDP Disclosure Project (Investor & Supplier Module)
- Scope 1, 2 and 3 CO<sub>2</sub> emission reduction



THE ADECCO GROUP

# People Management

## People management

# Our approach

We are convinced that passionate people with great purpose and outstanding performance create long-term business success.

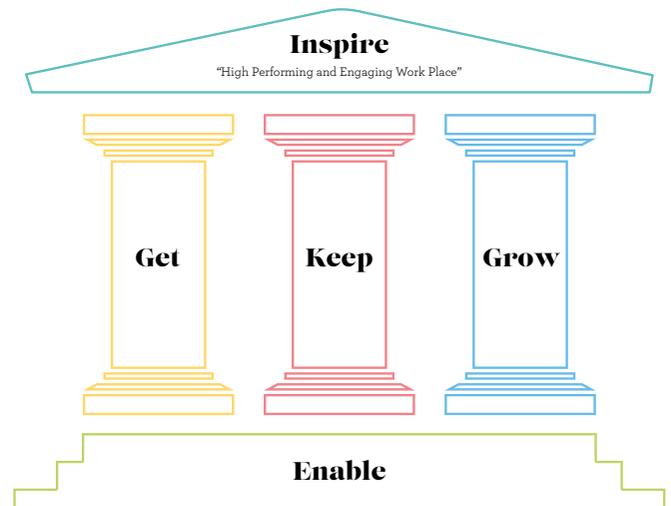
Employees with a true sense of engagement go that extra mile, push boundaries and achieve results. Especially in countries facing skills shortages, or serious demographic challenges, the need for talent attraction and engagement is all the greater. Therefore, we are prioritising training and development, and empowering our people to perform at the very top of their game through a variety of initiatives such as our Academy as well as local and global engagement programmes like Win4Youth.

We have been measuring our employee satisfaction since 2004 on a regular basis through the Great Place to Work® survey. The survey results show that employees feel they work for a company with a clear sense of purpose, through the role we play providing people with work opportunities, as well as coaching and guidance throughout employees' careers. Our colleagues are also inspired by the company's active engagement in the local communities aimed at fostering inclusion and diversity in the workplace.

### Empowering talented employees - the Adecco Group talent framework

Recognising and rewarding talented individuals is core to our business. We work tirelessly to empower our employees, so they can in turn inspire our associates and customers. We want talented people to join our business and grow with us in a high-performing, international, and engaging environment. The Adecco Group talent framework, introduced in 2016, is a key element of our approach to people management and development.

Engagement and development of our exceptional employees is the main factor in the success of our business. By supporting our people at every step of their career through the talent framework, we help them realise their full potential.



The Adecco Group talent framework is built around the following five elements:

**Inspire** - Create an inspiring culture that demonstrates our inherent purpose and values. Motivate and engage teams in global and local social initiatives such as Win4Youth, Adecco Way to Work™, and the Adecco Street Day.

**Get** - Attract diverse and talented people by communicating how they can contribute to our purpose of empowering people, fuelling economies, and enriching societies, while also growing personally and professionally. Our brand position as a thought leader contributes to this. Predictive tools show individuals which roles will enable them to grow and realise their potential with us.

**Keep** - A well-established performance management approach that retains our highly valued people by connecting individual and team needs to a common purpose.

**Grow** - Provide opportunities to develop our people through valuable work experience, informed career choices, and learning opportunities.

**Enable** - Provide a strong foundation to enable people to flourish with us. This includes clear job descriptions, giving people the tools they need to do their jobs, relieving them of unnecessary administrative burdens, and having a rewards strategy that incentivises the right behaviours.

7<sup>th</sup>

rank on the 2016 World's Best Multinational Workplaces' list by Great Place to Work®

2<sup>nd</sup>

place on the Great Place to Work Europe list in 2017 (up from 5<sup>th</sup> place in 2016)

4.1 million

kilometres reached for Win4Youth in 2016

76%

employee retention rate

### In this section

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## Employee satisfaction

We seek to lead by example. An inspired workforce demonstrates our expertise as a people business.

Being a great place to work is fundamental to our success. This means attracting, developing and inspiring our employees and delivering outstanding results for our customers. The work we do every day – providing people with opportunities and employment – has a strong inherent purpose. Over our more than 50-year history, we have built a strong culture in the Adecco Group.

At the heart of this culture sit our five core values: Team Spirit, Customer Focus, Passion, Responsibility, and Entrepreneurship.

We encourage our employees to live our values, reflect our mission and contribute to our purpose through many inspiring programmes and social initiatives including Win4Youth, Adecco Way to Work™, and the IOC & IPC Athlete Career Programmes. It is this purpose and mission to make a difference to people’s lives that attracts and inspires our employees.

### A great place to work

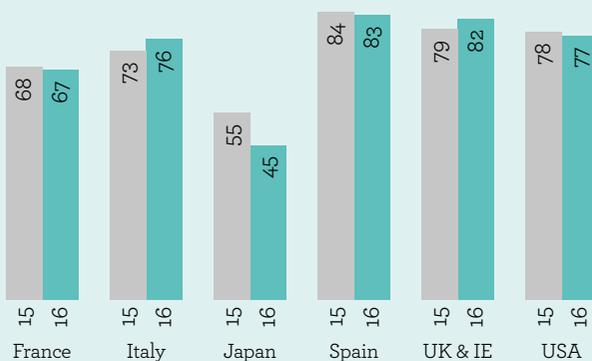
We’re very proud that the Adecco Group ranked as the 7<sup>th</sup> best multinational to work for in the world, amongst 6,000 multinationals participating in the 2016 Great Place to Work® survey. The survey measures the level of trust, pride, and camaraderie within workplaces and is a key measure of engagement levels year-by-year across our business. It covers close to 95% of our employees.

Since first participating in the survey in 2004, our position has risen continuously amongst the Best Workplaces in Europe. The Group ranked 2<sup>nd</sup> in the 2017 Best Workplaces in Europe, up from 5<sup>th</sup> place in 2016. We’re delighted to feature on Great Place to Work® Best Company lists in Belgium, Canada, Denmark, Germany, Italy, Luxembourg, Norway, Spain, Sweden, Switzerland, the Netherlands, and the United Kingdom among others.

We also act on the results. The survey helps us understand our strengths, but also where we need to improve. Through action plans and sharing across countries, we leverage our best practices across the Adecco Group. It confirms that we truly live our values, and this recognition helps us to attract more great talent to join us in fulfilling our mission.

### Employee satisfaction: Select larger markets (%)<sup>1</sup>

+70% Employee satisfaction score achieved in 27 of 32 countries ranked in the Great Place to Work index



<sup>1</sup> Great Place to Work trust index average, 2016



*“We are really proud of the Great Place to Work™ ranking because it shows that our people recognise our efforts to create a shared culture of trust. Research shows that high-trust companies also have higher performing teams. Our business depends on the passion and ability of our people to deliver a great service to our clients, candidates, partners and to their fellow colleagues.”*

Shanthi Flynn,  
Chief Human Resources Officer, The Adecco Group

# Employee training and development

We're dedicated to developing our talent, and we understand the value of rewarding work. Providing meaningful employment and lifelong learning is central to our people strategy.

We do everything we can to enable our employees to achieve their potential. This requires a relentless focus on developing careers and rewarding talent. In 2016, we strengthened our talent review and succession planning processes, and feedback from employees has been very positive.

The 'Grow' pillar of the Adecco Group Talent Framework (see page 15) is dedicated to creating rewarding careers. Individual development and career plans are based on the well-established principle of 70:20:10. This is the idea that of a person's learning and development, 70% comes from 'on the job' experience, 20% is added by specific guidance from others (such as mentors and coaches), and 10% is due to behavioural, technical or competency-based training.

The Adecco Academy is at the core of the Group's formal training and development programmes. Academy courses cater for a wide variety of employee profiles and aim to develop competencies in three areas crucial to succeeding in our industry: leadership, service & sales, and operations. [Academy courses](#) cover areas such as service excellence, value-focused selling, innovation and social media, MBA highlights, and presenting with impact. The Academy collaborates with world-leading business schools including INSEAD in France, IMD in Switzerland, and Hyper Island in Sweden. We also operate a global exchange programme for high performers as well as mentoring and coaching. In 2016, learning and development initiatives were focused on the 'Keep' and 'Grow' pillars of our talent framework, and we aligned our learning programmes to the competency framework for senior managers and leaders. We also further developed online learning solutions through the e-Academy, including online language training.

We track progress by monitoring retention rates. We regularly review metrics for different profiles – tenure, role, leadership and talent pipelines, along with other indicators to assess progress and improve performance.

*"We attract and grow leaders to be Corporate Triathletes who can strategise, steer and motivate. Their impact is felt with our people, customers, candidates, partners and communities."*

Philippe Michecoppin,  
Head of Global Learning & Development, The Adecco Group

## Forming future leaders

The Adecco Group has a specific competency framework and development programme for our leaders of today and tomorrow. Our aim is to attract and grow leaders who can strategise, steer and motivate, and have an impact with our people, customers, partners, and communities. Leadership competencies include abilities such as strategic planning and judgement, driving financial results and innovation, and learning agility and curiosity; they also cover behaviours such as collaboration, leading teams, and community impact. The Adecco Academy supports the development of leadership talent with two flagship courses run in partnership with renowned business schools. In 2016, more than 160 leaders and future leaders took part in a course to improve their leadership skills.

**+160**  
leaders and future leaders trained in 2016

**+1,500**  
employees from 39 countries completed a service or sales excellence course in 2016

**+60**  
mentees were paired with a mentor through AIM, the Adecco Group International Mentoring programme in 2016

**+950**  
employees completed language training through the SPEEXX online training course in 2016

Retention rate of Adecco Group Employees (%)

76%



## Diversity and equal opportunities

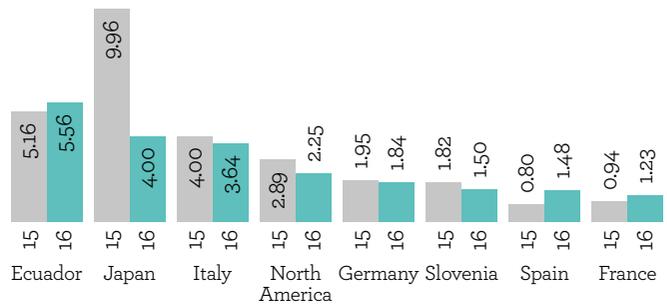
We're only interested in ability. We strive to create a workplace where every employee feels valued, regardless of age, gender, ethnicity, social background or physical attributes.

Our commitment to diversity and equal opportunities benefits our people, our customers and our business. It gives us access to a pool of talented people, helps us to attract and retain top talent and increases creativity and efficiency across our workforce. Different perspectives also benefit our associates and customers and helps us access new markets as we serve an equally diverse customer base.

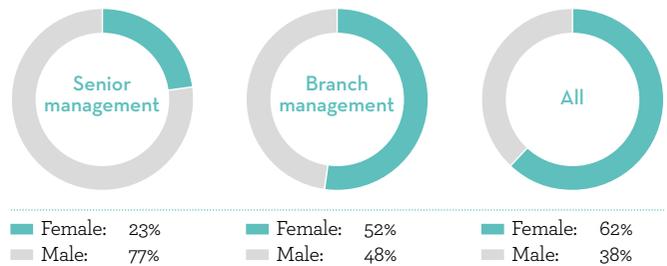
Inclusiveness is about respecting and valuing difference. Unconscious and conscious bias can be barriers to an effective workplace. Our commitment is to ability, and to equal opportunity for everyone working with or through the Adecco Group. We go beyond a 'tick box' culture when it comes to inclusion. Respect for diversity is embedded throughout our organisation, in hiring employees and supporting associates, candidates and customers.

We're working to increase the number of women in middle and senior management by supporting women to make the step from branch manager to regional and country manager. Programmes are in place to increase the number of under-25s through apprenticeships and internships, along with encouraging more mature workers (over 50s) to join or stay with the business.

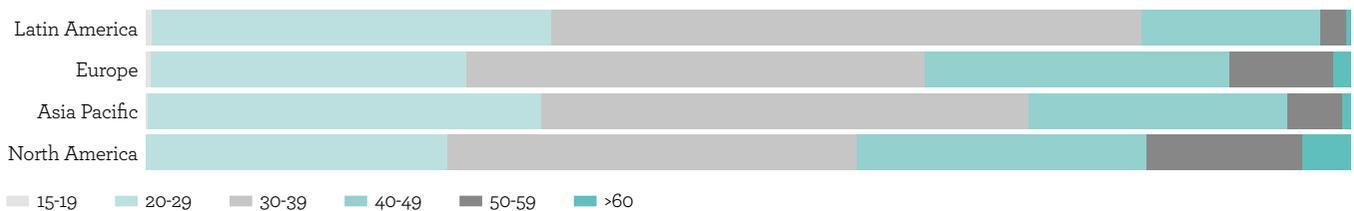
Employee disability ratios in select subsidiaries (%)



Gender distribution of Adecco Group employees (%)



Age distribution of Adecco Group employees (%)



## Our initiatives

Country level initiatives promote greater inclusion. For example, in 2016/17 The Adecco Group Spain has launched its initiative 'Talento sin Etiquetas' (Talent without Labels) which allows us to overcome existing stereotypes and assumptions of specific groups of people through the labour market inclusion.

'Talent without Labels' advocates for everyone to be supported through education, training and employment, leading to greater labour



integration and eventually, cultural change, looking only at what people can do versus what they cannot do.

In July 2017, we brought together employees, elite, Olympic and Paralympic athletes along with our partners and customers in over 30 countries for the first [Global Sports & Inclusion Day](#). Olympic and Paralympic athletes involved in the IOC and IPC Athletes Career Programme joined forces with Win4Youth for a day of global sports events. The day uses sport as a catalyst for change and greater inclusion, highlighting the need to increase diversity, engagement and well-being in the labour market. It also urges organisations to encourage healthier lifestyles among their workers to improve well-being, team spirit and performance. Elite athletes and para athletes took part in events across the world, including former Olympic runner, Gabriela Szabo, in Romania and in Switzerland athletes involved included Olympic heptathlete Ellen Sprunger, Paralympic cyclist Armin Köhli, Paralympic swimmer and Ironman triathlete Chantal Gavin, and Olympic triathlon hopeful Florin Salvisberg among others.

As well as increasing diversity in our own business, we campaign for more inclusive employment worldwide through our collaborations with partners and contribution to initiatives such as the Global Apprenticeship Network (GAN), Alliance for Youth, European Alliance for Apprenticeships and the Global ILO Business and Disability Network and IOC & IPC Athletes Career Programme (See 'Inclusive employment', page 48ff).



The Adecco Group team, partners and athletes during our first Global Sports & Inclusion Day in Nottwil, Switzerland on July 18, where we played floorball next to three other sports.



THE ADECCO GROUP

# Win4Youth

Through sporting challenges our employees change their lives and the lives of others

# Engaging employees to join together for a good cause

By encouraging employees to clock up kilometres for youth charities, we unite our people, promote their health and well-being and reinforce our core values.

Since 2010, the Win4Youth programme has inspired and encouraged our employees, associates and clients across the world to take part in sports events that make a difference. We turn every kilometre that they run, swim or cycle into Group donations to youth foundations. The charities work with disadvantaged young people and their families to give them a better start in life.

Win4Youth events and team activities take place locally and globally in all our 60 countries, with every kilometre tracked individually or in teams. Training together builds an unrivalled team spirit, encouraged by Win4Youth country coordinators and ambassadors. It unites our employees and clients behind a great cause, promotes exercise and a healthy lifestyle and is a strong example of how we live our core values in work and outside it.

4.1 million

kilometres achieved by employees for Win4Youth raised since 2010

## Win4Youth supports our core values of:



**Team spirit:** employees and clients swim, cycle and run as one team – with a team spirit that stretches across 60 countries



**Customer focus:** our clients and associates join us for Win4Youth events around the world



**Entrepreneurship:** participants are constantly coming up with new ideas for Win4Youth events to raise as much as possible for charity



**Responsibility:** participants swim, cycle and run for a good reason – to transform the lives of young people and create a future for them through our foundations



**Passion:** our employees, clients and associates come together to share their passion for sport.

Employees have told us that a clear sense of purpose and making a difference to peoples' lives is an important part of our culture and what makes the Adecco Group a great place to work.

### Our chosen foundations in 2017

Each year, our employees nominate the foundations around the world that they want to support through Win4Youth. For 2017, we are supporting six foundations:

#### Finland: The Children and Youth Foundation

The CYF enhances young people's life skills, strengthening their self-esteem, social skills and ability to take part in their community.

#### France: Etablissement pour l'insertion dans l'emploi

EPIDE aims to empower young people to successfully integrate in society and in the labour market. It provides accommodation, food, medical care and uniforms.

#### Japan: Ashinaga – The Tohoku Rainbow Project

Ashinaga provides scholarships and emotional support to children who have lost one or both parents, and children who have a parent with a disability that prevents them from working.

#### New Zealand: Graeme Dingle Foundation

The Dingle Foundation Career Navigator program provides advice, guidance and direction to students from lower socio-economic backgrounds before they leave school.

#### North America: Take Stock in Children

Take Stock in Children Duval enables low-income students to break the cycle of poverty through successful education. It provides students with college scholarships, volunteer mentors, in-school support and hope for a better life.

#### United Kingdom: Macmillan Cancer Support

Macmillan help to improve the lives of everyone living with cancer. A cancer diagnosis can affect everything, from your health, to your employment prospects and your finances. Macmillan support people from the moment they are diagnosed, through their treatment and beyond.



## Snapshot of 2016/17 activities



In 18 May 2017, **73 ambassadors from 37 countries** around the world arrived in Gent, Belgium to start a four-day kick off camp. Employees participated in swimming lessons, biking workshops, technical sessions, a 10k city run and a mini triathlon.



"Win4Youth is a fantastic programme, helping people across the world who have struggled to find work because of their age, background, disability or other factors. I am truly honoured that the Adecco Group have asked me to be godfather for the programme. I will do everything I can to encourage everyone involved – from employees, to clients and associates – to take part and give their all to this great initiative."

Fabian Cancellara, Win4Youth Godfather 2017



### Nine charities

supported around the world in 2016

### 4,123,689 kilometres

collected in 2016 for Win4Youth by employees, associates and clients around the world who ran, swam and cycled.

### 55 days

contributed by

### 12 employees

from

### 11 countries

who volunteered at the nine foundations supported by Win4Youth in 2016.

## From France to Norway by bicycle

In June 2017, Michel Pichon from Adecco Group France cycled from Lyon to Norway's North Cape, collecting 4,500 kilometres for Win4Youth.



### 70 Win4Youth ambassadors

participated in the 2016 highlight event – the Oceanlava Triathlon in Lanzarote

### Our Win4Youth Godfather

Every year, a professional athlete supports our employees, associates and clients all the way to achieving their sporting goals. In 2017, Olympic champion **Fabian Cancellara** is our Godfather. He is accompanying 73 Win4Youth ambassadors to complete their greatest challenge yet – the Gavà Triathlon in Spain.

# Outcomes and impacts

Our employees, associates and clients unite to share the passion of sports, improve their health and have a positive impact on the lives of children and their families.

We are proud of what we have achieved together since Win4Youth began in 2010. In that time over half of our 33,000 employees, as well as many of our associates and clients have come together in 60 countries to change the lives of children and young people. In total, we have raised over EUR 2 million for youth charities across the world through the amazing sporting efforts of everyone involved.

Win4Youth is an amazing engagement programme that inspires and encourages our employees and even our associates and clients globally to take part in sports events that make a difference. In their free time, participants clock up kilometres which we turn into donations supporting disadvantaged youngsters, children and their families through select foundations.

To support our goals, 15,200 employees swam, ran and cycled more than four million kilometres for Win4Youth in 2016. This added up to a Group donation of EUR 427,809 to nine foundations supporting children's development needs in Latin America, Asia, Middle East and Eastern Europe.

Our incredible employees and clients dedicated their personal time to train alone and in groups to collect kilometres. Japan achieved the greatest total distance, reaching close to 700,000 kilometres, and colleagues in New Zealand clocked up the most kilometres per employee, achieving 830 per person.

Some highlights of our Win4Youth events in 2016/17 included:

- Global Sport & Inclusion Day on July 18, 2017 brought together participants of Win4Youth and the IOC & IPC Athlete Career Programmes, to promote sport as a catalyst for change and inclusion.

Employees around the world tried new sports, were inspired by Olympic and Paralympic athletes and collected kilometres for Win4Youth.

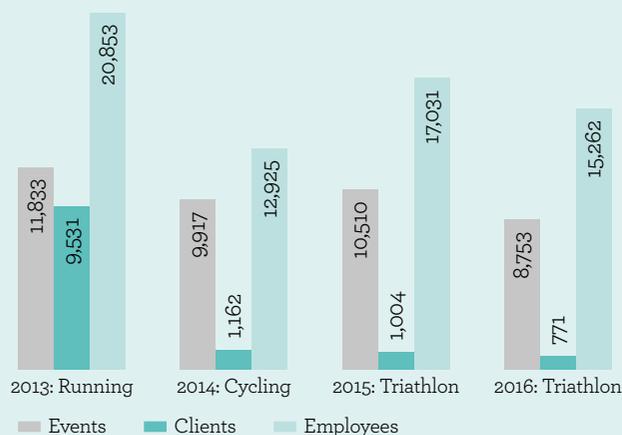
- Win4Youth Action Day at Adecco Australia saw 2,400 kilometres logged in just one day.
- Adecco France teamed up with young people at one of the Win4Youth 2017 foundations, the [Centre EPIDE de Montry](#), to collect 1,484 kilometres.
- 120 employees from Adecco and [Modis](#) in the US came together in Chicago to walk 5 kilometres in the city, logging 600 kilometres for Win4Youth.
- 73 ambassadors from 37 countries are training hard to get ready to take part in the next highlight challenge – the Gavà Triathlon near Sitges, Spain in Autumn 2017.

Win4Youth is about more than sport. It's about engaging our employees to make a positive difference to their own lives, and to the lives of young people in need. Our network of Win4Youth ambassadors and alumni ambassadors support employees to coordinate sports activities in their countries. Win4Youth Alumni ambassador in the Netherlands, Jolanda Muilenburg, said, "Win4Youth was a life changer. On a personal level, I can't live without sports anymore. It helps you to become a healthier person, but also a better professional at work. I also felt proud about helping others through Win4Youth."

In addition to the donations made to charities, a selection of employees spend a week volunteering at the foundations in their region to get first-hand experience of how we support them and the difference they make to people's lives. In 2016, 12 employees volunteered at youth charities in Brazil, Bulgaria, Columbia, France, Greece, Hungary, Indonesia, Serbia and Slovakia. Kumbulani Madziwanyika, an employee at the Adecco Group in the UK, spent a week at the 'Make a Wish' foundation in Greece. Speaking about his experience as a volunteer, he said, "It has been an amazing week, getting to know incredible people, and above all, helping to make the wishes of many children come true."

## Win4Youth activities in more than 60 countries

Nr. of events, involved clients and employees



## Win4Youth performance: run, swum, cycled

In million kms



## Charitable donations from Win4Youth

Donations (in EUR) for integration initiatives



\* An additional EUR 100,000 were contributed by the Adecco Group through the Win4Youth Global Solidarity Day 2015.



THE ADECCO GROUP

# Customer Relationship Management



# Our approach

The world of work is transforming rapidly and we're with our customers every step of the way.

We want to be a trusted advisor on total talent solutions. Our business is built on relationships and the confidence and trust of our clients, candidates, and associates. Understanding our stakeholders' needs, fostering and maintaining relationships and growing together are vital to progressing our business and tapping into new ways of working together.

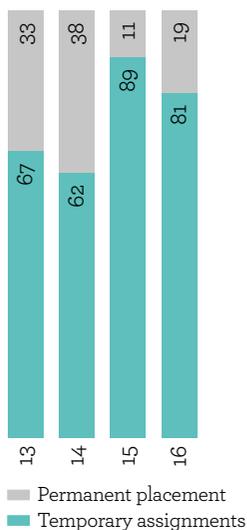
We take every opportunity to broaden our service offerings. This requires staying ahead of labour market developments and anticipating economic, social, and technological change. We're always striving to become a more valuable service partner – both to those who seek employees and those who seek employment. That's why we work tirelessly to foster strong relationships with our clients and provide solutions that help clients, candidates, and associates navigate the changing world of work.

At the Adecco Group we see digitization as a real opportunity to grow employment. We see it as our responsibility to prepare people for the shift in competences and behaviors that a more digitised world of work will create.

Robots, Cobots, RPA (Robotic Process Automation), Augmented reality, all these new technologies redefine the type of employees requested by our clients and the type of training that they will have to propose.

By listening to our clients through an in-depth experience process, we have been able to identify new tools requested by them which helps us create an ecosystem of solutions by mixing traditional approaches with new technologies to serve our clients, associates and candidates.

## Type of international mobility placements (%)



**87%**  
share of satisfied clients in 2016

**78%**  
share of satisfied associates in 2016

**90%**  
recruiters have had anti-discrimination training

**770+**  
clients involved in Win4Youth sporting events

For example, through [Talentoday](#) – the world's largest People Analytics Solution – we can detect diverse competencies that could not be detected by traditional tools. Our digital brand [Adia](#), launched in May 2017 is a fully digitalized end to end, online staffing platform. It meets the constantly increasing demand for temporary jobs, while facilitating the search for temporary staff in food and beverage outlets, hotels and in the catering, events and promotion sector for small and medium enterprises. The app allows employers to quickly and easily recruit temporary staff for short or long-term assignments. Job seekers register for free, subscribe to personalised job offers, and work according to their preferred location and availability.

## Candidate International Mobility (CIM)

Companies around the globe are looking for skilled people which can sometimes not be found locally. To help connect talents with international employment opportunities, we launched the Candidate International Mobility (CIM) programme in 2011, leveraging our expertise and international network as well as our extensive database and trusted sourcing methodologies. We receive requests coming from our countries which are looking for international candidates. Our recruitment consultants then search their local databases in our main source countries to find profiles that match the specific requests. Candidates are then contacted by the nearest branch in the source country to start the recruitment process. It is our responsibility to make sure, the candidates have all the information they need to understand and successfully fulfill their mission abroad. We support them through the VISA application process and provide them with intensive language or specific technical training. Additionally, we welcome the candidates in the host country and remain at their side for any assistance during their stay abroad.

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## Candidate and associate training and development

We invest in supporting, training and guiding our candidates and associates as if they were our own employees.

We help candidates and associates find meaningful and secure employment that is well-matched to their skills. In our role we don't stop at providing employment opportunities, we invest further in our candidates and associates to develop their skills and ensure they're equipped for the challenges ahead. We depend on the ability to attract and retain associates who possess the skills and experience to meet our clients' needs as well as prepare them for consecutive assignment opportunities through up-skilling.

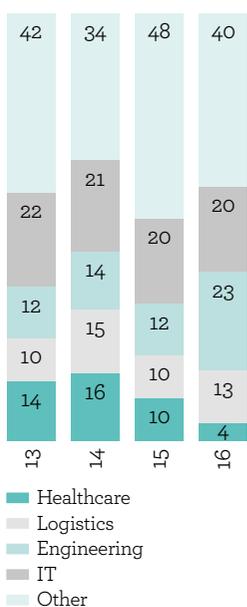
Our recruiters and HR professionals are increasingly developing into career coaches. We listen carefully to candidates' needs to find them the right role. For example, in 2016/17 we developed an approach piloted by our Spanish business into a new global competency framework for candidates. The framework identifies candidates' core competencies, such as 'teamwork' or 'innovation', and helps to match them to jobs outside of their typical industry or position. This approach is also good for clients as they can find suitable associates more quickly, and associates bring a greater breadth of experience and skills to their role.

We're also increasingly working with our customers to identify the skills they need and develop partnerships and programmes to build the talent

their business needs now, and in the future. In 2016, through the Candidate International Mobility (CIM) programme we placed almost 4,000 candidates in an international job, with most candidates coming from Poland, the UK, France, the USA and Denmark to work in Norway, the Netherlands, Switzerland, Germany and the UAE. Customers found the skills they were struggling to recruit including engineering, IT, healthcare and logistics specialists. In Italy we work with our clients to run an initiative called 'TecnicaMente' where students graduating from technical schools present their project to clients. In return, they receive career coaching support with their job search post-graduation, while our clients meet talented young professionals with technical skills. Since the programme started in 2014, more than 2,500 students have taken part, of which 52% were placed into a job via the Adecco Group Italy within 3 months. By placing candidates from all backgrounds into temporary and permanent positions, we're increasing our clients' access to the talent pool and improving inclusion for candidates. For example, we're helping more women access work opportunities. In 2016 the ratio of female associates we placed into work was the same or higher than the national ratio of women in the workforce in ten countries. We're also supporting more people to find work regardless of age. In 2016, the percentage of young candidates (under 25 years-olds) we placed into work was higher than 40 percent in Belgium, Slovenia, the Czech Republic and Argentina. The countries where we placed relatively high numbers of mature workers (over 45 years-olds) were the US, Switzerland, the UK and Ireland, France, Italy and Germany.

### Candidate international mobility (%)

Share of candidates working in different sectors



### Collaborating with clients to develop industry skills at the Adecco Group France

In France, 10% of the working-age population is without a job and 25% of the population under the age of 25 is unemployed. Yet, between 300,000 and 1,000,000 jobs remain unfilled as companies are not able to find the right candidates with the right skills.

To address this problem, the Adecco Group France created 'La Grand Ecole de l'Alternance', a training programme that develops the candidates most requested by clients. From industry to construction and digital to transportation, the Adecco Group France partners with the best universities in these sectors and large companies, such as Microsoft, to develop appropriate training programmes for the skills needed.

The apprenticeship schemes are tailored to blend academic study and work experience. They focus on creating long-lasting employment and addressing the gap between companies' needs and workers' skills and qualifications, for the jobs of today and the emerging jobs of tomorrow. Since its launch, the scheme is committed to train 10,000 people through apprenticeships by 2019. Currently, 1500 out of the 3000 apprentices are employed by the Adecco Group with an apprenticeship or training scheme contract. Every single participant is in employment and 75% will stay in their host company.

Over  
**3,000**  
apprenticeships created  
since January 2016

Training provided for  
**17**  
professional careers  
in 8 sectors

**77%**  
of people who looked for  
employment have been  
trained

# Customer satisfaction

In our industry, relationships are the key to success.

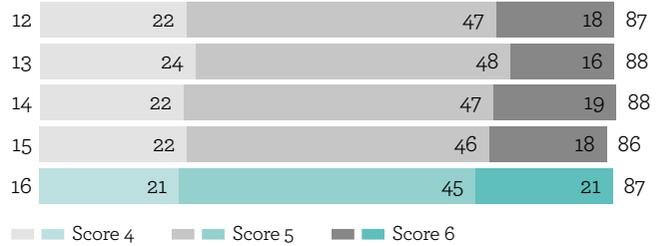
Our business hinges on the satisfaction, motivation and commitment of our clients, associates and candidates. Working hand-in-hand with our clients, we evolve our business to find new staffing and employment solutions which helps us to stay ahead of the competition and ensure our clients get the best service.

We foster long-term relationships with clients and associates and encourage them to get involved in many of our global programmes. We're delighted that so many customers and partner organisations took part in our sporting, employability and social inclusion initiatives in 2016/17, including Win4Youth, Adecco Way to Work™, the IOC and IPC Athlete Career Programme and the first [Global Sports and Inclusion Day \(GS&ID\) 2017](#).

Customer satisfaction is measured annually through the Global Satisfaction Survey (GSS). We've used the GSS as a mandatory tool to track client, candidate and associate engagement since 2008. It also enables us to assess potential business risks and gives our leadership team insights on customer needs and our competitive position in the market. For the 2016 reporting period, we tracked the satisfaction of our clients, associates, and permanent placement candidates from 44 business units in 29 countries. To date, 13 brands of the Adecco Group are participating in the GSS, covering over 90% of the Group's business. The share of satisfied clients increased by 1% and satisfied associates by 2% in 2016, compared with 2015.

Going forward, we will use the Net Promoter Score as a leading indicator to analyse customer experience and loyalty as outlined in our Annual Report 2016.

## Share of satisfied clients (%)



Note: Share (%) of respondents by category on a scale of 1 (very dissatisfied) to 6 (very satisfied), answering the question "Overall, how satisfied are you with Adecco?"

## Share of satisfied associates (%)



Note: Share (%) of respondents by category on a scale of 1 (very dissatisfied) to 6 (very satisfied), answering the question "Overall, how satisfied are you with Adecco?"

## Promoting diversity through sport

In Spain our employees, associates and clients came together for the 8<sup>th</sup> 'Carrera de las Capacidades' running event in 2017. The purpose of the day was to use sport to raise awareness of the importance of diversity and inclusion in the workplace and in life. More than 750 people ran in the race, and more than half of runners had a disability. The event brought together senior management and other employees from the Adecco Group Spain and the Spanish Foundation, along with nine foundations – focusing on people with a disability – and participants from 20 Spanish companies.

*"The Adecco Group and our Foundation have been, once more, supporting those who really need us. This event could only be done thanks to the help of more than 80 volunteers from our company. It was a unique experience for us to be able to enjoy a sports & inclusion day with colleagues and their families. I am proud of having the chance to share that time with so many colleagues helping people with disabilities."*

Enrique Sánchez,  
Regional Head Adecco Group Spain & Latin America



During the Spanish 'Carrera de las Capacidades' which took place in Vizcaya on May 27 and in Alcobendas on June 11 2017, employees, associates, clients and their family members came together to raise awareness on the importance of inclusion in the workplace for all.



THE ADECCO GROUP

# Way to Work

Tackling youth  
unemployment  
and developing  
future leaders

## Employability for young people

We want to make a real, long-lasting difference to the lives of young people across the world.

Youth unemployment remains a major global challenge. More than 200 million people are without work worldwide, of which almost 40% are 25 or younger. The unemployment rate stands at 10% in the US and nearing 20% across Europe, while rates reach double that in some countries.<sup>1</sup> Supporting young people to find work is crucial to give them the best chance of a better life and future through better work.

We use our role in the employment industry to create change. That's why we launched the Way to Work™ initiative to tackle youth unemployment and indirect discrimination against young people in the job market. The programme offers a range of activities for young people including, internships, pop-up career workshops done through our Street Day, which has evolved into the 'Experience Work Day' in 2017, and the 'CEO for One Month' initiative.

*“Way to Work epitomises the Adecco Group’s purpose to provide young people with opportunities and make them thrive through the power of work. Our ‘CEO for One Month’ programme specifically targets ambitious young talent, providing them with a unique opportunity. They can boost their employability by learning on the job at the helm of a leading multinational company. The programme is also a great opportunity for us. Through reverse mentorship we get exposed to fresh approaches to business challenges, while also strengthening our talent pipeline with exceptionally skilled and diverse candidates from all over the world.”*

Alain Dehaze,  
The Adecco Group CEO

The 'Experience Work Day' is critical for developing young people's skills and knowledge. Previous research by the Adecco Group has found that countries with established systems of vocational training, such as Switzerland and Germany, are particularly successful in tackling youth unemployment. Through internships and work-based learning programmes, 'Street Day' and 'Experience Work Day', we offer young people career guidance and access to valuable experience which helps them secure better, long-term job prospects.

'CEO for One Month' programme gives talented young people unparalleled exposure to top management experience. Shadowing the Adecco Group executives in their home countries, the apprentice CEOs join reviews and meetings with clients, national and international institutions. They learn about the workforce solutions industry and deal with themes ranging from human capital management to talent and leadership development, as well as corporate strategy and the definition of concerted actions to tackle today's labour market challenges.

We strongly advocate for structural reforms to expand education systems with vocational schemes, such as apprenticeships through private and public partners and programmes like the Nestlé Alliance for Youth, European Alliance for Apprenticeships and the Global Apprenticeship Network.

### International Youth Day

On August 12, 2016 the International Youth Day, we published a survey on the expectations of young people, about to enter the labour market. Interestingly, findings showed a stark contrast to the prevailing narrative that finding a first opportunity is hard. Almost 8 out of 10 (77.47%) respondents believe they will find a job within a year of finishing their studies, and believe they are equipped with the right skills to land their dream job. Young Swiss adults are the most confident (89.66%), followed by their peers in the USA (84.38%). Their Spanish counterparts are the least so (57.84%), understandable given a youth unemployment rate of 45.8%. The survey covered 9,572 young adults, aged between 18 and 30 in 13 countries.

WAY TO WORK

CEO FOR ONE MONTH

#ExperienceWorkDay

<sup>1</sup> <https://data.oecd.org/unemp/youth-unemployment-rate.htm>

## Snapshot of 2016/17 activities



Camille Clément from France was the 2016 Adecco Group 'CEO for One Month'. Camille was chosen from more than 54,600 applicants from across the world to earn the remarkable opportunity to work alongside Group CEO Alain Dehaze.

*"CEO for One Month' has had a huge impact on my career. It has helped me understand that, as a leader, you have an impact on the world. And you should do all you can to make sure the impact is a positive one. It's not about one person making decisions in isolation, otherwise you live in your own bubble and things will never truly change."*

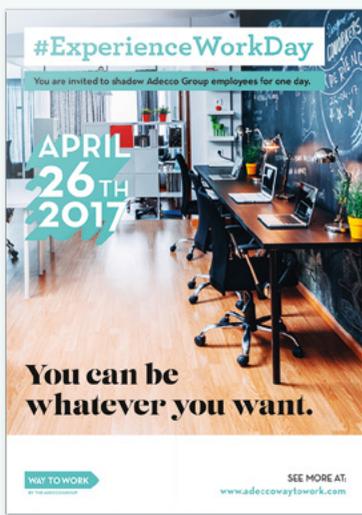
Joël Cleopatre,  
'CEO for One Month' 2015, Mauritius

*"Being a 'CEO for One Month' really developed me as a leader. You see that change rests in your hands. It teaches you to think about the kind of statement you are making, and about what kind of leader and organisation you want to be. It sharpened my desire to work in an ethical organisation that is contributing to the future of work."*

Sera Kazmi,  
'CEO for One Month' 2016, United Arab Emirates

**3 million**  
young job seekers have been supported through the annual 'Street Day' since 2013.

**40%**  
of employers say they cannot find young people with the right skills for their business, with lack of skills often identified as the main reason for entry level vacancies. At the same time, 40% of European workers actually believe their skill levels do not match those required in their job profile. We explored this and other issues relating to youth unemployment in a white paper published in June 2017 on 'The Challenge of Youth Unemployment'.



23 young women and 25 young men were selected from almost 120,000 applicants for this year's 'CEO for One Month' programme. The successful candidates work alongside the Adecco Group country managers in their home countries, learning on the job and gaining a privileged overview of management in a complex, global organisation. Get to know the 48 'CEO's for One Month' 2017

# Outcomes and impacts

## Increasing the employability and career prospects of thousands of young people

In 2016/17 we supported thousands of young people through Way to Work. Our employees and clients came together to help increase young people's employability and career prospects through work-based training, work experience and programmes to develop future leaders.

### Increasing access to work experience

Over 6,700 Adecco people in 53 countries shared their expertise, tips and tools to help fight youth unemployment and talent mismatch through the fourth global 'Street Day' in March 2016. During 3,500 career guidance workshops and seminars, Adecco's experts trained job seekers on topics such as potential career paths and how to improve their CV and interview techniques. The Street Day also included job 'speed dating' and social media identity and reputation checks for effective online job seeking.

One million young job seekers were supported in 2016, with a total of three million young people reached since the first Street Day in 2013.

We reached a further 8,000 young people through the first 'Experience Work Day' in April 2017. This was an opportunity for young job seekers to visit an Adecco office to get invaluable guidance on careers, job hunting, applications and interviews. In total 4,000 staff at 700 offices and branches in 46 countries opened their doors to thousands of job seekers. Participants spent the day shadowing our employees in different departments and roles, to get first-hand insights into specific jobs and the variety of career paths open to them.

Through Way to Work we also offered an online career centre with tips, career guidance material and internship opportunities. In 2016, over 7,500 apprenticeships and internships were provided around the world, and we're aiming to reach 10,000 for 2017.

### Developing responsible future leaders

A record 120,000 young people applied to be 'CEO for One Month' in 2017. Across the world, 48 young men and women were chosen to join the Adecco Group country managers in their home countries, learning on the job and gaining a privileged overview of management in a complex, global organisation. Successful candidates shadowed Group executives, joining internal operations reviews and meetings with clients, national and international institutions.

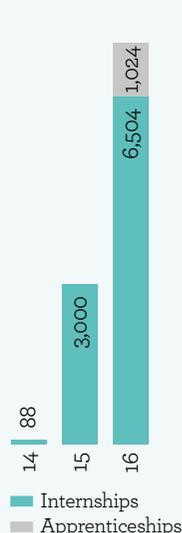
Since the scheme's introduction four years ago, more than 140 successful candidates have joined the Adecco Group 'CEO for One Month' network. Initiated with the goal of helping young people to enhance their employability, the programme has become an outstanding talent scouting process for the Adecco Group and its clients, with many successful candidates subsequently joining the company and receiving further professional opportunities.

Each participant also has the chance to work alongside Alain Dehaze, the Adecco Group's global CEO as 'Global CEO for One Month'. From 10 shortlisted candidates, Camille Clément from France was selected to be the 'Global CEO for One Month' in 2016. Camille had a front-line view of how executives approach the challenges of running a EUR 22 billion, global Fortune 500 company.

She is now completing her master's degree at Emlyon business school, and started an internship in January 2017 with joined Humando, part of the Adecco Group France's initiative to improve inclusion for people struggling to find work. Her role was to coordinate an integration project for 47 refugees, mostly from Afghanistan, Sudan, Somalia and Eritrea, by building the professional bridge between those refugees and hiring companies.

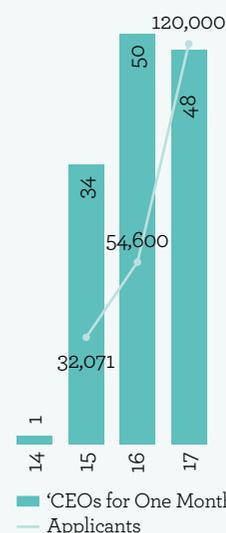
### Way to Work Internships

Nr. of interns

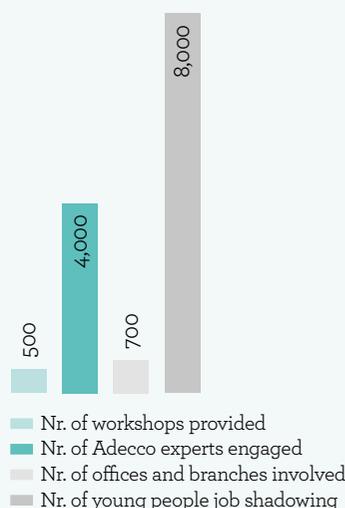


### Way to Work 'CEO's for One Month'

Nr. of youngsters who took a CEO-internship at the Adecco Group

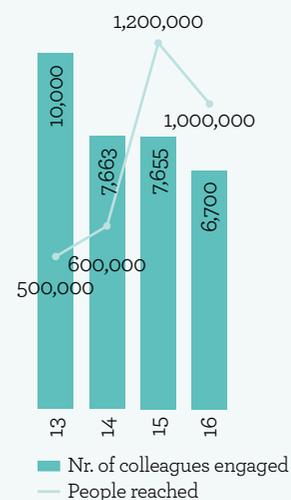


### 'Experience Work Day' 2017: run in 46 countries



### Way to Work Street Day (2016 in 53 countries)

Engagement & people reached





THE ADECCO GROUP

# Compliance and Risk Management



## Our approach

Our goal, in the rapidly transforming world of work, is to be the most credible and trusted workforce solutions provider.

To be trusted, we must be credible. We put our principles into action and build our business on an unwavering commitment to behaving responsibly, ethically and in compliance with the law. Without this foundation of ethical and responsible behaviour, we jeopardise our business and our reputation, and risk losing our social licence to operate.

As a people business, we strive to meet the expectations and standards of our employees, clients, candidates, associates and investors. We have identified the issues that matter most to our business and our stakeholders through our materiality process. Performance on these topics is reported annually in our Sustainability Report and through our participation in the UN Global Compact, assisted by the ISO 26000 guidance and in accordance with the Global Reporting Initiative (GRI). Our engagement with sustainability rankings and indices including the Carbon Disclosure Project (CDP) Investor and Supplier Modules, the FTSE4Good Index Series, SXI Switzerland Sustainability 25 Index, STOXX®Global ESG Leaders Indices, Ethibel Sustainability Index and the ECPI® INDICES Ethical index, enables investors and other stakeholders to further track our progress.

As a trusted advisor to clients, we support them in navigating and preparing for an increasingly complex regulatory environment. We contribute our expertise to help shape the future of the labour market, engaging with peers, industry groups and associations, non-governmental organisations (NGOs), national governments and institutional bodies. We work with regulators and industry peers to advocate for the effective implementation of key regulations and frameworks including: ILO Convention 181 that establishes the general parameters for Private Employment Agencies, regulating recruitment, placement and employment of workers engaged by private employment agencies; Europe 2020, the EU's ten-year plan for sustainable growth and jobs; and the EU Agency Work Directive which recognises the use of temporary and agency work.

By working closely with governments and policy makers, we are better placed to anticipate future developments.



FTSE4Good



50%+

suppliers achieved EcoVadis gold rating

88%

employee completion of Compliance & Ethics training

90%+

recruiters have had anti-discrimination training

89%

of employees completed anti-bribery and corruption training

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## Ethical business conduct

We understand that our legal, governance and ethical conduct is crucial for long-term success and encourage employees to raise concerns.

Every day we are working with clients large, medium and small, as well as with candidates and over 700,000 associates in various geographies. This makes us never complacent about potential legal risks to our business. We are committed to uphold the highest ethical standards, particularly when it comes to corporate governance, competition-corruption- and bribery laws, employment- and discrimination laws. Compliance with the law is fundamental for us and any businesses if we want to succeed in the long-term. Our Group Code of Conduct, internal policies and guidelines reach beyond legal regulations, establishing processes and responsibilities in the following main areas: Legal, Human Resources, Accounting, Tax, Treasury, IT and Supply Chain.

### Corporate Governance

We have been doing annual individual elections of our Board of Directors, and we adhere to the requirements of the Swiss Ordinance Against Excessive Compensation in Public Corporations.

All remuneration proposals for both the Board of Directors and the Executive Committee are submitted to our shareholders for their approval. At the AGM 2017, shareholders approved the remuneration of the Board of Directors and Executive Committee for 2018, which details the actual remuneration paid. As per the Adecco Group's 'Articles of Incorporation', the annual Remuneration Report was also submitted to an advisory vote of its shareholders. Further information about corporate governance at the Adecco Group is available in the Group Annual Report 2016.

### Anti-bribery and corruption

We have a zero-tolerance approach to bribery and corruption, as outlined by the Adecco Group Policy on Bribery & Corruption, approved by the Board of Directors. Employees and third parties acting on the Adecco Group's behalf may not provide or receive any bribes, payments or anything of value to government officials or private parties to obtain or retain business or a business advantage. The Group's prevention and detection programme includes risk assessments, employee training and guidance, due diligence and audit-testing procedures, to ensure the company is not at risk from potential unethical practices. The Adecco Group is also a signatory to the World Economic Forum (WEF) 'Partnering Against Corruption Initiative' (PACI), a global initiative that brings governments, businesses and international organisations together to address bribery & corruption.

*"Conducting business with integrity, even if nobody is watching and even if our competitors may not always subscribe to the same high ethical business standards, is the foundation for the trust of our stakeholders in the world's leading HR company."*

David Huegin,  
Group Compliance Director, the Adecco Group

We are a member of the following institutions and organisations which allows us to co-shape and drive fair, ethical and innovative labour market environments for all stakeholders.

#### *Engaging at Sector / Industry level*

The Adecco Group is a founding member of the **World Employment Confederation** (WEC). The Adecco Group is engaged in all World Employment Confederation working groups, across the globe.

#### *Engaging in key platforms touching on Labour Market issues*

The Adecco Group has been a member of the **G20/B20 Employment Task Force** since 2011.

#### *Engaging in key platforms touching on Labour Market issues*

The Adecco Group is engaged in the Youth Employment policy initiatives driven by the **Organisation for Economic Cooperation and Development** (OECD).

#### *Engaging with European employers*

The Adecco Group is member of the Advisory and Support Group of **BUSINESSEUROPE**, the representative body for employers in Europe.

#### *Engaging for (agency) workers' rights*

We engage with **UNI Global Union** on a regular basis to drive a well-regulated labour market, improve the conditions of temporary agency staff and temporary agency workers and to raise the standards of the industry.

#### *Engaging to bring Jobs to Youth and Skills to Businesses*

The Adecco Group is a Board Member of the **Global Apprenticeships Network** (GAN). Group CEO Alain Dehaze has been acting as Chair of the GAN since January 2016.

## Compliance and ethics training

Every colleague at the Adecco Group also takes part in 'ACE', our own Compliance & Ethics training programme. The various course modules explain how our colleagues should respond to the legal and compliance challenges they may be confronted with in their daily business dealings, such as **fair competition, data protection, conflicts of interest, insider trading, and bribery and corruption**, among other topics. It equips every employee with the necessary skills to conduct business in an integer and compliant way. The ACE independent Reporting tool empowers anyone spotting a potential violation to seek help and speak up. Any concerns can be reported confidentially and anonymously through the [ACE website](#) or a 24-hour telephone hotline.

Local compliance officers, led by the Group Compliance Director, monitor legal developments, local compliance and conduct training. Periodic audits of branches and local operations support compliance across the 60 countries we operate in.

## ACE training on fundamental ethical business practice

% employees completed



Note: As a result of natural staff turnover, the actual training completion rate remains always below the ideal of 100%.

## ACE Reporting Line: Allocation of reported issues in 2016 (%)



## ACE training completion rate

% employees completed



### Engaging in key platforms touching on labour market issues

The Adecco Group is a committed partner on the side on the employer of the **International Labour Organisation (ILO)**, advocating for workers' rights and conditions in the agency work industry and in the newly established **Global Commission on the Future of Work**.

### Engaging together with key like-minded Partners

The Adecco Group is a Strategic Partner of the **World Economic Forum**. We take part in activities, initiatives and projects on 'Shaping the future of Education, Gender & Work'. We have committed ourselves to contributing to projects focusing on skills shortages, talent mobility, labour market efficiency, gender equality, leadership, HR standards and the future of work.

### Engaging together with key like-minded Partners

The Adecco Group is a Partner of the **International Organisation of Employers (IOE)**, the recognized voice of business in multilateral organisations as the **ILO**, the **G20/B20** and others.

# Risk management

Identifying, mitigating and managing risks is part of our culture.

Our risk management process is used to mitigate our risk exposure. It also helps us identify business opportunities, improve services and increase the value of the Adecco Group.

The enterprise risk management system identifies both strategic and operational risks. Our approach considers the likelihood of a risk occurring, the potential impact on our finances if it does occur, and the depth of management controls and systems in place to prevent or mitigate the impact on our business. If the level or risk is too great or existing systems are not adequate, we revise our approach and put new action plans in place to tackle the issue. Regular risk assessments are made at the local, country or international level, overseen by Group management, and approved by the Board of Directors.

We use the information gathered to improve our performance and identify opportunities that will benefit our employees, our clients and the candidates we deal with.

The principal risks identified for our business in 2016 were:

Economic environment	Client attraction and retention
Associate attraction and retention	Employee attraction and retention
Information technology	Change in regulatory/legal and political environment
Compliance with laws	Disruptive technologies

More information on our risk management principles and processes can be found on page 30 of [the Adecco Group 2016 Annual Report](#).



# Health and safety

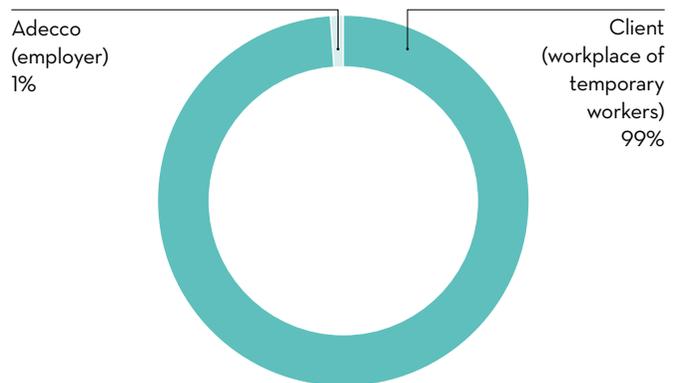
We don't control the workplace environments we place our candidates into but we do ensure highest safety standards are in place and that every candidate is properly trained and equipped to work safely and stay healthy.

Our aim is to prevent accidents, injuries and disease, and to promote well-being at work for everyone involved in our business, including employees and associates.

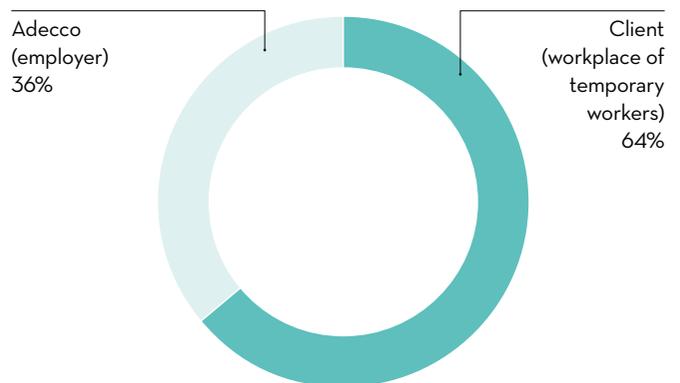
We take our responsibility to our candidates seriously. Every associate who is selected for a job is trained and equipped for the role ahead. We work with clients to check they adhere to excellent safety standards and adequately supervise associates. We go beyond our legal responsibilities when it comes to health and safety for the associates we place in temporary work. We are operationally responsible for the health and safety of only 1% of all the associates we place into temporary assignments with clients. Yet over 80% of our countries and brands have site visits, safety committees and other monitoring in place to ensure that our temporary staff are safe at work. In over 30% of our countries, the Adecco Group provides health and safety training on behalf of our clients to ensure that our associates are prepared and equipped with the right expertise and materials to avoid workplace accidents.

As a workforce solutions provider, our employees do not work in hazardous conditions. Nevertheless, health and wellbeing remains a priority. In 2016, 90% of employees were trained on health and safety through the ACE training programme (see page 35). We encourage a good work-life balance, while promoting healthy lifestyles and sport through our employee and associate engagement programmes. Initiatives such as Win4Youth and the Global Sports and Inclusion Day encourage everyone to get involved in sport and physical activity.

## Operational responsibility for health and safety of temporary workers at workplace



## Proportion of temporary work, where Adecco takes responsibility for health and safety training of its temporary workers



## Percentage reduction in accident frequency rates compared to 2007 in France, our largest market



## Human & Labour Rights

Understanding and respecting Human & Labour Rights is a key responsibility for everyone at the Adecco Group.

Protecting Human & Labour Rights is increasingly important to businesses in every sector, not least our own industry. Within our company, the [Adecco Group Human and Labour Rights Guidelines](#) outlines our commitment to the Universal Declaration of Human Rights. We support the [UN Guiding Principles on Business and Human Rights](#) and work to implement the 'protect, respect, remedy' framework throughout our business. We also adhere to the UN Charter of Human Rights, ILO Declaration on Fundamental Principles and Rights at work, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and the OECD Guidelines for Multinational Enterprises.

As a workforce solutions provider, the Adecco Group has a double responsibility when it comes to human and especially labour rights: towards our own colleagues, but also towards the candidates and associates that we offer access to work at our clients.

That is why as part of a multi-stakeholder consultation, including the World Employment Confederation WEC (formerly 'Ciett') and its members, we contributed to the first ['guide for the Employment and Recruitment Agencies sector'](#). The Guide was developed by the Institute for Human Rights and Business (IHRB) and [Shift](#).

### Working with others to advance human rights and labour market conditions for our candidates and associates

The Adecco Group is committed to provide fair and ethical recruitment practices for workers. The key principles are set out in ILO Convention 181 on Private Employment Agencies. Central to these principles is the prohibition of charging fees to jobseekers. The Adecco Group provided input and adheres to its Code of Conduct, which sets out the norms for professional and ethical conduct for the Employment and Recruitment Industry.

This commitment is underlined by our membership of the World Employment Confederation. As a founding member, the Adecco Group is bound by its Code of Conduct, which sets out the norms for professional and ethical conduct for the Employment and Recruitment Industry.

We contribute our time and expertise to supporting the WEC with our experts:

- Mark De Smedt: Vice President, World Employment Confederation
- Anna Wicha: Board Member, World Employment Confederation – Europe
- Ian Grundy: Board Member, World Employment Confederation – APAC Southern
- Bettina Schaller: Board Member World Employment Confederation and Vice President World Employment Confederation – Europe

On a European level, the Adecco Group is part of the regular Sectoral Social Dialogue with UNI Europa the European services workers union with 272 national trade unions in 50 countries. It is a branch of UNI Global Union. On a global level, the relationship with UNI Global Union is key in protecting workers' rights.

In many countries we have a good relationship with the local trade unions. Social dialogue is a key component for well-regulated labour markets that benefit workers, companies and countries, and where appropriate we – as employers – engage in meaningful social dialogue. The Adecco Group European Works Council (AEWC) is one of the key channels we have for communicating with employees and upholding our commitment to workers' rights. Formed in 2013, we were the first company in our sector to establish a European level employee works council in line with legislative changes. The Council brings together representatives from EU member states plus Norway and Switzerland, providing a forum for constructive debate and consultation on transnational issues. Management consult employee representatives on developments that might affect them, and employees have their voice heard and opinions raised via their country representatives. As per the AEWG agreement, an annual plenary meeting takes place every year, with the 4<sup>th</sup> meeting held at the Adecco Group HQ in Zurich, Switzerland in May 2017.

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*“AEWC is the most important communication tool between the workers and the company’s Management.”*

Representative, Adecco Portugal

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Our commitment to excellent working conditions, social dialogue and accessibility was recognised by the EU funded [OpenCorporation](#) Ranking in 2017. The survey considers how open companies are, along with the quality of employee policies in seven areas: social dialogue, social responsibility, finance, diversity, accessibility for the disabled, environment and working conditions. The Adecco Group was ranked 2<sup>nd</sup> overall out of 100 companies in the first OpenCorporation Ranking in 2017.

Migrant workers can be particularly vulnerable, and therefore their labour rights deserve additional attention. We support migrant workers' rights through:

- **International Labor Organization (ILO):** The Adecco Group partners with the ILO directly as well as via the World Employment Confederation on key initiatives such as the ILO Fair Recruitment Initiative, or the [WEC Business Case for Fair Recruitment](#). These initiatives aim to create a level-playing field for the most responsible organisations in the industry, making the business case for fair recruitment, while eliminating rogue providers. We encourage governments to enforce and monitor compliance with these tools.

- The Global Forum on Migration and Development (GFMD):**  
 The Adecco Group plays a leading role in the GFMD Business Mechanism, which serves as a platform for businesses to engage with governments and other stakeholders on migration. On the topic of Responsible Recruitment, members of the GFMD Business Mechanism promote more transparent, effective and humane migration policies that consider labour market needs and economic perspectives. Through our involvement in the mechanism, we support the UN's efforts to develop a transnational understanding on orderly and regular migration, with the aim of signing a Global Compact for Safe, Orderly and Regular Migration in 2018.

We also advocate for better integration of refugees and asylum seekers into the workplace (see Thought Leadership, page 46).

## Responsible sourcing

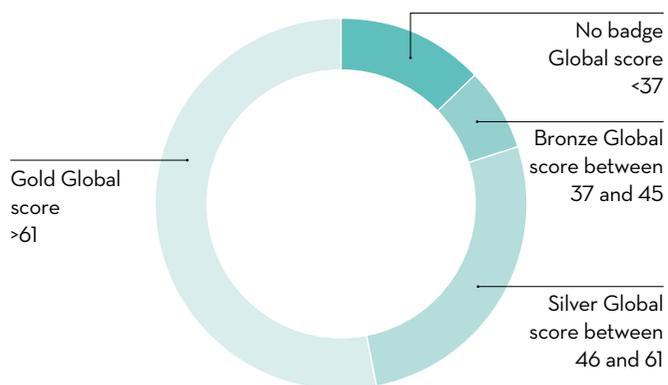
We build strong partnerships of mutual trust with our suppliers, many of whom are also our clients. We expect them to meet the same high standards we set for ourselves in operating responsibly.

The ethical standards we expect of our major suppliers were set out clearly in our [Supplier Code of Conduct](#) and questionnaire in 2012. Since then we have extended the Code and questionnaire with a module on anti-bribery and corruption to all suppliers, vendors and contractors to ensure they adhere to the highest social, ethical and governance standards.

Since 2015, we have worked with EcoVadis, a collaborative platform providing Supplier Sustainability Ratings for global supply chains, to consistently manage supply chain risks, in line with EcoVadis' standards. Our goal is to go beyond compliance and encourage suppliers to collaborate and find new ways to improve standards and reduce their environmental impact. Between November 2015 and December 2016, 60% of our largest 25 suppliers had responded to our request for information via EcoVadis, with an average score of 58 out of 100. We are working with suppliers that have not yet responded, as well as those with a score below 40 to improve their standards. We encourage collaboration across our supply base by connecting the lower scoring respondents to higher scoring suppliers so they can share best practice on social, environmental and ethical issues.

## EcoVadis Supply Chain Management

Adecco Group EcoVadis supplier assessment



## Data security

As a workforce solutions company that interacts with thousands of employees, candidates, associates and clients across the world, the security and privacy of data is a top priority.

We have implemented an IT Policies and Standards Framework and IT General Controls around the Financial Reporting legacy Sarbanes-Oxley controls, called RIM (Records & Information Management). They specify the protection, the sustainability and the quality of the information. This Framework has Policies and Standards, which are aligned to both ISO 27001 and COBIT. In light of the increasing cyber threats to organisations in the last years, we've decided to invest in cutting-edge technologies to further strengthen the security of the Adecco Group's systems and data. Additionally, we have a Global Data Protection Policy (and other local policies) in place 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. This applies to both on- and offline data, or by manual or automatic means, including digital recording (audio or video) through different requirements, including the compliance of the IT Policy Framework. Furthermore, we've launched a Global Data Protection Programme that aims to maintain and improve compliance with data protection laws around the world further embedding privacy in business operations.



THE ADECCO GROUP

# Corporate citizenship

# Our approach

As a global organisation, we strive to have a positive impact on society, well beyond the boundary of our day-to-day work.

We believe every company has a responsibility to empower individuals, fuel economies and enrich societies.

The significant size and reach of our business means we have an opportunity to continuously help transform our world for the better: both in and outside of the workplace. At the Adecco Group, we understand the benefit of looking at our business in a holistic way, going far beyond financial indicators in order to understand what actually leads to those results. We understand that in order to thrive, we have to focus on short, middle and long-term goals equally.

Our commitment to good corporate citizenship and acting responsibly ensures we retain our 'licence to operate' today and continue to sustainably grow our business in the future. Furthermore, our citizenship and thought leadership strategies support our business goals by helping us to attract and engage our employees, candidates, associates, clients and partners while creating deep and lasting relationships.

We know we can make more meaningful and valuable contributions to projects that are aligned with our business objectives. That's why our corporate citizenship strategy is focused on improving integration and employability for all. We work collaboratively, focusing on long-term strategic alliances with clients, governments and institutions across the world. These include the ILO, the ILO Global Business & Disability Network, the IOE, the G20/B20 Employment task force, the Global Apprenticeship Network (GAN), the International Olympic and Paralympic Committees, among others. Our Foundations in France, Spain and Italy work and innovate continuously to promote labour integration for groups at risk of exclusion in their markets.

In 2016/17 Thought leadership was made a strategic priority to use our brand voice and global reach to contribute to the public policy debate around employment. We use our knowledge and insights to drive awareness, social change and inclusion to make the world of work more diverse fair and innovative.

13,500

jobs and work-based training opportunities for young people provided through Nestlé's Alliance for YOUth.

7,000

athletes supported through the IOC & IPC Athlete Career Programmes with career guidance, training and job placements in 2016.

14,000

internships have been provided through the Adecco Group Way to Work™ programme since 2015.

over

1 million

people are being provided with career opportunities, guidance and insights by the Adecco Group per year.

10,000

work-based learning opportunities with an emphasis on apprenticeships by 2020, pledged by the Adecco Group North America.

10,000

young job seekers are enabled by Adecco Mexico per year to connect with potential employers through an online application system.

*“Countries big and small and companies representing IT, robotics, consulting, and HR industries are joining our mission to promote Skills for Business and Jobs for Youth. In an age where the workforce needs to constantly adapt to technological disruptions and economic and demographic shifts, our coalition of key public and private stakeholders is needed more than ever.”*

Shea Gopaul,

Founder and Executive Director, Global Apprenticeship Network (GAN)

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## Inclusive employment

We have a responsibility to contribute to the prosperity of individuals, economies and countries. This means making the world of work inclusive for everybody.

Our mission is to transform workplaces and make them more inclusive. We want to improve everyone's chances of being part of the workplace, regardless of age, ethnicity, gender, disability or social situation. As a people business, we support candidates and associates from any background to get into work through our core business activities as a workforce solutions provider. We go beyond this with our global programmes and local foundation projects, supporting people to get better access to the jobs and life prospects they deserve.

Globally, the ILO predicts 71 million young people (around 13%) will be unemployed in 2017, and many young people live in poverty despite having a job.<sup>1</sup> Around one billion people have a disability – that's one in seven people across the world – yet employment rates remain low.<sup>2</sup> The same is true for the millions of refugees and asylum seekers that have fled their home countries. In Europe, the refugee employment rate stands at 56%, ten percentage points below the native population.<sup>3</sup>

Yet 40% of employers say they cannot find the skills and workers they need. Increasing diversity in the workplace brings many benefits: an untapped pool of talent and creativity, employees with different approaches to problem solving and better retention and loyalty among all staff.

That's why we put our expertise, our energy and our enthusiasm into improving workplace inclusion and participation for everyone.

### Tackling youth unemployment

High unemployment among young people remains a critical labour market challenge. Today, 71 million young people are out of work globally, with unemployment rates increasing after a small dip in recent years. We cannot afford to stand by and watch a generation of young people miss out on professional development and meaningful, long-term work. Around 19% of young Europeans are looking for jobs in large cities or in southern Europe, the rates can reach up to 50%.

The reason for youth unemployment is manifold. A lack of available jobs, often related to a lack of open and dynamic labour markets is one element. Another is a skills gap between young people who leave education, and the needs of businesses.

We're tackling youth unemployment across the globe through programmes that provide internships, apprenticeships and training to upskill the under 25-year-olds. This helps establish the link between the world of work and the world of education. Upskilling young people is also good for business, as 40% of employers claim they are unable to find people with the necessary skills.

As a workforce solutions provider, we're delivering high quality internships and apprenticeships, and developing young people's employability through a range of initiatives including the Adecco Group's Way to Work™ (see 'Customer relationship management', page 28ff) and 'CEO for One Month' (see page 28ff, as well as the IOC & IPC Athlete Career Programmes (see 'Corporate citizenship', page 48 ff).

Percentage of the Adecco Group global markets with programmes to integrate vulnerable people into the job market:

53%

of markets run programmes to integrate young job seekers

50%

of markets run programmes to integrate people with disabilities

45%

of markets have initiatives to integrate mature job seekers

41%

of markets have initiatives to integrate immigrants, long-term unemployed people and other vulnerable groups

Our commitment to ending youth unemployment and skills mismatches comes right from the top of the company. The Adecco Group CEO Alain Dehaze chairs the Global Apprenticeship Network (GAN), a global coalition of companies and institutions calling for more investment in work-based learning. The Adecco Group joined this coalition in 2014, when it was set-up as an outcome of the G20 process, along with international companies and partner institutions including the OECD and ILO. Currently, the GAN operates National Networks in nine countries, with more than 150 companies across the world part of the network.

In 2016, the Adecco Group North America pledged to facilitate 10,000 work-based learning opportunities by 2020 and signed a new memorandum of understanding with the Ohio Department of Education to bridge the skills gaps through work-based learning and apprenticeship models in Ohio.

1 [http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_513728/lang-en/index.htm](http://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_513728/lang-en/index.htm)

2 <http://www.ilo.org/infostories/stories/employment/the-win-win-of-disability-inclusion#the-win-win-of-disability-inclusion>

3 <http://www.adeccogroup.com/wp-content/themes/ado-group/downloads/labour-market-integration-of-refugees-focus-europe-executive-summary.pdf>

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*“The European Alliance for Apprenticeships shows how investing in youth is also good for business. These alliances are making good headway to boost the employability of young people through quality apprenticeship and work opportunities.”*

Marianne Thyssen,  
European Commissioner for Employment

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In addition, the Adecco Group Mexico is enabling 10,000 young job seekers a year to connect with potential employers through an online application system. These pledges form part of the Adecco Group's GAN commitment.

In 2016/17, we continued our work to meet a pledge made to the EU Commission's European Alliance for Apprenticeships to provide 5,000 young people in Europe with an apprenticeship between June 2015 and June 2018. The Adecco Group is an active member of the Alliance, regularly sharing best practices and advocating for work-based learning opportunities and apprenticeships.

Since 2014, the Adecco Group has been a founding partner of the Nestlé's Alliance for YOUth, a business-driven movement to address the youth unemployment crisis in Europe. In 2016, we proudly renewed our commitment to the Alliance for YOUth 2020 goals. So far, we have contributed almost 13,500 jobs and work-based training opportunities for young people, and we won't stop there.

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*“Youth unemployment is not a fatality. We need to extend the boundaries of hope to create an inclusive environment where every person can dare and be who they want. Nestlé, together with partners like the Adecco Group, can go further and think beyond the scene. Let's shape tomorrow's reality! This is part of global companies' responsibility.”*

Laurent Freixe,  
Nestlé's CEO for Zone Americas

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## The Adecco Group Foundations

Across the world, the Adecco Group foundations in France, Spain and Italy have received funding from the Adecco Group of EUR 1.4 million in 2016/17 to support vulnerable groups such as people with an impairment, young and mature job seekers, single mothers, refugees and long-term unemployed to gain a better start in life and work.

### France

Purpose: Through a deep analysis of the labor market, the Foundation aims at accompanying and developing anyone's potential and anyone's professional perspectives.

- Employees (FTEs): 3.4
- Annual donation by Adecco Group France: EUR 350,000
- Foundation budget: EUR 600,000 (EUR 350,000 in donation, EUR 200,000 in training tax)
- Community investment: 400 volunteers for 2,800 hours
- Beneficiaries from the Adecco Foundation France activities: 11,088 people

### Spain

Purpose: The mission of Adecco Foundation Spain is to assist and empower people at risk of social exclusion to get an employment, as the main strategic tool for their social inclusion.

- Employees (FTEs): 139
- Annual donation by Adecco Group Spain: EUR 335,500
- Foundation budget: EUR 11,911,638 (2016)
- Foundation budget: EUR 13,291,635 (2017)
- Investments in public-private/Community Partnerships: EUR 10,982,718
- Beneficiaries from Adecco Foundation activities: 17,599

### Italy

Purpose: assist, support and train disadvantaged people to ensure their integration into the workforce.

- Employees (FTEs): 8
- Annual donation by Adecco Group Italy: EUR 670,000; other companies: EUR 133,466
- Foundation budget: EUR 743,920
- Beneficiaries from Adecco Foundation programmes: 381
- Beneficiaries from the Adecco Group Italy programmes: 52,043

### Promoting inclusion of people with different abilities

There are one billion people worldwide with a physical or mental disability, yet many disabled people are excluded from the job market. We employ more than 10,000 people with a disability every year so we understand the significant challenges people with a disability face in the workforce. We use our experience and insights to promote greater inclusion and to help employers see the valuable contribution that people with disabilities can make.

Through membership of the [ILO Global Business and Disability Network](#), we partner with others to bring about change. The Network brings together 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 any business.

In 2016/17 we continued our commitment to the ILO Global Business and Disability Charter and chaired the network's Steering Committee and attended the ILO GBDN and USCIB event on global disability inclusion in June 2017. We also joined two working groups to share good practice and policies on digital and physical accessibility in the workplace and to lead on the development of relevant publications and tools for employers.

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*“In my role I have witnessed the positive impact of employing persons with disabilities at our company. By focusing on the skills and professional potential of people with disabilities rather than on stereotypes, we have been able to access a pool of talent which often goes untapped.”*

Bruce Roch,  
Corporate Social Responsibility & Solidarity Manager, the Adecco Group France

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We also support Paralympians to transition from their athletic career to the world of work through the IPC Athlete Career Programme (see page 48ff).

### Talent without labels

People deserve to be defined by their skills and abilities, and not by a label. The Adecco Group Spain is leading with their initiative 'Talento sin Etiquetas' ('Talent without labels'). The initiative helps to change mindsets when it comes to workplace inclusion of individuals who are often excluded from the workplace, by just focusing on what they can do not what they cannot do. The Adecco Group Spain developed a new model for recruitment and sharing CVs that focus on skills and talent, it educates employees and clients on the benefits of hiring from a wider talent pool, it supports vulnerable people to get their first job through Adecco Spain or places them into positions with clients. 'Talento sin Etiquetas' ('Talent without labels'), raising awareness of the unique knowledge, skills and talent that candidates have, regardless of their age, gender, background or physical ability.

Talent without Labels' helps to change mindsets when it comes to workplace inclusion of individuals who are often excluded, by just focusing on what they can do not what they cannot do. The Adecco Group Spain developed a new model for recruitment and sharing CVs that focus on skills and talent, it educates employees and clients on the benefits of hiring from a wider talent pool, it supports vulnerable people to get their first job through Adecco Spain or places them into positions with clients.

### Helping people with disabilities

In more than 50% of our global markets we run specific programmes to integrate people with disabilities into the labour market.

## Select recognition and awards

We're proud our corporate citizenship efforts were recognised with the following awards in 2016/17:



Adecco North America was awarded as one of the 2017 NAFE Top Companies for Executive Women



Adecco Hong Kong was awarded by the Dutch Chamber of Commerce with the Sustainability Award 2017 for its commitment to fight youth unemployment and other labour market integration challenges



Adecco Romania's Gabriela Szabo has been nominated by the Business Arena Magazine as one of the women who make a difference in business in 2017



Adecco Argentina received the Argentina AmCham Corporate Citizenship Award 'Ciudadania Empresaria' 2016



The Adecco Group North America awarded number 4 in the overall ratings as a Top Military Spouse Friendly Employer by Military Spouse Magazine, receiving the Gold award in 2017 #LoveWhatYouDo



Adecco Canada along with its specialty brands Adecco Professional and Roevin Engineering & Technology was included on the Top 50 list for Large and Multinational organisations and as the 27<sup>th</sup> Best Workplace for Women



The Adecco Group UK & Ireland was recognized in the category of 'Best apprenticeship / school leaver recruitment strategy' by the Recruiter Awards 2016



Lee Hecht Harrison was recognized as one of only two top leadership development firms advancing in the growing leadership development industry by ALM Intelligence

## Thought leadership

We use our knowledge and insights to contribute new thinking on the future of work and the impact of global megatrends.

It is our ambition to guide individuals, companies, governments and social partners with our deep market expertise. We engage with governments and non-governmental organisations (NGOs) in markets where we are active and focus on issues that matter most to our business. From increasing inclusion and diversity in the workforce to the role of digitisation, we contribute to the debate and advocate for change.

The world of work is changing rapidly, driven by technological, social, demographic, regulatory and political megatrends. We're watching these trends closely to understand the future of work and help shape it, through a series of white papers and collaborations on the 'Future of Work'. In August 2017, the International Labour Organization (ILO) has appointed Adecco Group CEO Alain Dehaze to its newly established Global Commission on the Future of Work. The 28-member commission will be headed by ILO Director-General Guy Ryder and co-chaired by Stefan Löfven, Prime Minister of Sweden and Ameenah Gurib-Fakim, President of Mauritius. The Commission will produce an independent report on how to achieve a future of work that provides meaningful and sustainable work opportunities for all.

As a corporate citizen, we share our messages with academics, policy makers, business leaders and other relevant stakeholders. Some of the channels that we use include:

- **G20/B20 Employment Task Force:** Since 2011, the Adecco Group has been a member of the G20/B20 Employment Task Force, which aims to address unemployment, raise labour force participation, improve the education and qualification of the work force and create a framework for quality jobs to ensure the G20's sustainable economic and financial development.
- **World Economic Forum:** As a Strategic Partner to the World Economic Forum and a member of its System Initiative on Work, Education and Gender, the Adecco Group contributes to the Forum's work on many employment related issues, including the Future of Jobs and the topic of Skills. Our ongoing collaboration with INSEAD and Singapore's Human Capital Leadership Institute to publish the Global Talent Competitiveness Index (GTCI) is just one further example. This year the index was extended to 118 countries and 46 cities (see box, below).

We're trying to remove barriers for refugees finding work in Europe. Through advocacy, we hope to achieve a better integration of refugees and asylum seekers into the workplace through thought leadership reports, policy recommendations and a range of pilot projects and established programmes to improve refugees' job prospects. In 2017, we joined the European Union Commission's 'Employers for integration' initiative and became the 150<sup>th</sup> member to join the UNHCR '#WithRefugees' Coalition.

In 2017, we established a long-term partnership with the International Committee of the Red Cross (ICRC), to collaborate to improve social and workplace inclusion, talent attraction and management in volatile environments and exchange knowledge on future workforce trends.

*"Today's humanitarian challenges are immense, causing suffering for many millions of men, women and children around the world. Seemingly there is no end in sight to the conflict, violence, mass displacement of people in the places where ICRC operates. In the face of these entrenched problems, we need new ways to operate, and importantly the collective mind-set to tackle these issues as partners. This is why we are bringing together the diverse skills, experience and resources of private partners to work with us and to work together. It is through partnerships that we will be able to strive for something greater so that humanitarian action advances in impact, effectiveness and scale in ways never seen before."*

Peter Maurer,  
President of the International Committee of the Red Cross

Our efforts to improve labour market integration of refugees and asylum seekers include:

- Matching employers with refugees and asylum networks. For example, Adecco Foundation Italy identifies the most relevant sectors for refugees to find work and matches them with employers.
- Helping refugees make their skills transparent for potential employers. For example, in Germany. The Adecco Group has installed an easy-access electronic recruitment system and a hotline for refugees searching for a job.
- Partnering with others to provide vital additional services. The Adecco Foundation in Italy collaborates with local NGOs to offer language courses, vocational training, internships, and information on the education system.
- Contributing skills and expertise where it's needed. The Adecco Group France enabled local NGOs to access its software 'Adecco Analytics' to help identify and analyse job market integration trends. And the Adecco Group France, through its inclusion subsidiary Humando, designed a training programme including intensive language training, vocational training and job seeking support in collaboration with various stakeholders.

Over the last year, we continued our strategic partnership with the World Economic Forum supporting the Forum's commitment to improving the state of the world and unlocking people's potential to increase inclusion in work, enterprise and society. In January 2017, The Adecco Group CEO Alain Dehaze brought industry leaders together for a Global Apprenticeship Network breakfast meeting at WEF in Davos to discuss how innovative apprenticeship models can be adapted to meet future skills needs.

## Leading the debate – Adecco Group thought leadership 2016/17

### The win-win of refugee integration

Millions of refugees are fleeing war, terror, persecution and poor living conditions every year. In 2015, one million people sought asylum in European countries, yet few find work. Refugees want to work and 70% are of working age, yet it can take more than 15 years for a refugee population to reach the EU's average employment rate.

Refugees have much to offer to employers and governments – they can help fill existing labour gaps, prevent future labour shortages and support economic growth. Better integrating refugees into the workforce is a win-win.

On World Refugee Day 2017, the Adecco Group launched a white paper on 'The labour market integration of refugees', in partnership with researchers from the Reallabor Asyl, an initiative of the Heidelberg University of Education, the Heidelberg University and the Centre for European Economic Research.

The paper highlights the valuable contribution refugees can make, bringing to light new evidence that swifter integration of refugees can reduce their fiscal impact, lead to long-term GDP growth, and correct labour market imbalances. The paper presents best practice from 18 European employers and sets out recommendations for companies and policy makers.



### Talent and technology: shaping the future of work

Demographic, sociological and technological factors are reshaping society and organisations and disrupting working patterns. Automation, artificial intelligence and the rise of the 'sharing economy' are just some of these factors. Failing to adapt could have disastrous consequences for employment and social equality. Developing the right people with the right skills requires a profound shift in education, careers and employment.

Some countries and cities are better placed for these tectonic shifts than others. The annual Global Talent Competitiveness Index (GTCI) benchmarks 118 countries based on their ability to grow, attract and retain talent.

This year's study focuses on how technology is affecting talent competitiveness and it identifies Switzerland, Singapore and the United Kingdom as the leaders. For the first time in 2017, the report includes a new index focused on cities: The Global Cities Talent Competitiveness Index (GCTCI) which explores 46 cities and the factors which cities into talent magnets.





THE ADECCO GROUP



# IOC and IPC Athlete Career Programmes

We enable sports  
champions to become  
life champions

# Supporting athletes in their transition to a life after elite sports

Athletes are incredible role models. They dedicate their lives to succeed and be the best in their sport. They inspire and excite in whatever arena they compete in. They have unrivalled dedication, focus, determination and passion.

Yet there is life beyond sport. Professional athletes know that one day they will retire. The average retirement age for an Olympian is just 27.5 years old, although for some this comes sooner due to injury or upsets that affect their performance. Starting a life beyond elite sport can be daunting. Many athletes have not followed a traditional education or career path and are unclear on how to enter the job market and create a rewarding second career.

We recognise the unique skillset professional sportspeople can bring to the workplace. At the Adecco Group we have the expertise in the world of work to help them achieve life-long success. We use our passion and focus to support elite, Olympic and Paralympic athletes with their transition from sport to their next career. The International Olympic Committee (IOC) and the International Paralympic Committee (IPC) in cooperation with the Adecco Group therefore have been working together since 2005 and 2007 respectively to:

- Provide personalised advice and guidance to help athletes identify their interests and transferable skills
- Run career planning and guidance workshops across the world
- Raise awareness about the Programmes during Olympic, Paralympic and Youth Olympic Games

- Connect sportspeople with employers that understand the challenges current and retired athletes face
- Identify apprenticeship, internship and placement opportunities at a range of employers and organisations, including the Adecco Group
- Develop digital tools that allow athletes to train and plan their future from anywhere in the world.

## Connecting companies with top talent

Adecco understands the world of work like no one else. That's why we know what fantastic assets athletes can be to companies. They are high-performers with exceptional attitude, drive and skills. They are highly coachable and adaptable, have great team spirit, know how to set and reach challenging goals, can manage their time and projects effectively and they never give up. These are all indispensable skills in the business world.

The Athletes Career Programme gives companies access to a pool of world-class talent. Hiring Olympic and Paralympic athletes increases diversity in the workplace. Adding an athlete to a team inspires and supports engagement and retention of employees, as well as demonstrating a company's values and commitment to sport and society.



# Snapshot of 2016/17 activities



The 8<sup>th</sup> IOC Athlete Career Programme (ACP) Forum, held on 15-17 June 2017 in Beijing, was attended by 87 people from over 30 nations, representing all five continents. The forum pledged to increase job placements for athletes, with the aim of achieving a minimum of 1,000 athlete placements by 2020.



South Africa's Olympic rowing gold medallist, Lawrence Ndlovu, inspired athletes at IOC and IPC outreach workshops held in Zimbabwe and Botswana in 2016.



## Stephen Lambdin, Taekwondo, US

Thanks to the ACP, Stephen could balance the financial and time commitments of working and training in the run up to competing in Taekwondo at Rio 2016. Steven found both part and full-time employment at GE transportation, experience that he says enhanced his analytical thinking skills and helped him to be a better sports competitor.



**7000** athletes supported through ACP career development, training and job placements in 2016. Through the Outreach programme in countries where no active programme is in place and through Youth Olympic, Olympic and Paralympic Games, we reached an additional **2,335** athletes in 2016.

Employees in **+65%** of our markets are involved in the IOC and IPC ACP.

## Ayodele Ikuesan, Sprinter, France

Ayodele competed at the Beijing and London Olympic Games, and just missed qualifying for Rio. Unlike a lot of athletes who have difficulty finding their own way after retirement, Ayodele already has an established professional career in the healthcare sector thanks to the ACP.

Argentinian powerlifter Lucas Gareca took part in a 'Proud Paralympian' training camp ahead of the Paralympic Games in Rio 2016. He said, "The course reinforced how important it is for me to finish high school and gave me some new tools to prepare my CV, tips to look for a job and attract a sponsor!" 155 athletes, coaches and sports managers from across the Americas took part in outreach training ahead of the Rio 2016 Games.

# Outcomes and impacts

We bring exceptional athletes together with great companies.

We want to have a lasting impact on the lives of elite sportspeople and match their undeniable talents with exceptional employers. More than 35,000 athletes' lives have been touched through our collaboration with the IOC and IP Athlete Career Programmes between 2005 and 2016.

Local Adecco offices work together with National Olympic and Paralympic Committees in more than 30 countries to help thousands of athletes find part-time and full-time employment, during and after their careers in elite sport. We're always looking for ways to extend our reach and in countries beyond the Adecco Group's global footprint we deliver workshops offering education, life skills and career training. Outreach workshops in countries, where the Adecco Group has no footprint or where no active programme is in place, Youth Olympic Games and the cooperation with International and National Federations extend this further. Our efforts have empowered sportspeople in 185 countries to date.

We've also contributed our knowledge and expertise to create online resources including interactive apps and learning programmes, the [Olympic Athlete's Hub](#) and the [Athlete Learning Gateway](#). These tools enable athletes that are busy balancing their training, education and work schedules to access online courses, connect with sporting peers and download tools.

## Helping Paralympians fulfil their potential beyond sport

Paralympians are inspirational. They push their bodies to the limit, break down barriers and challenge all expectations of what is possible. Yet Paralympians face the same challenges as anyone with an impairment when it comes to finding work. Unemployment laws can be unsupportive and prejudice and discrimination can be rife.

We're dedicated to improving diversity in the workplace and supporting Paralympians with transitioning into a career beyond sport. Employees of the Adecco Group proudly participated in the IPC Inclusion Summit during Rio 2016 which focused on inclusion and accessibility from the unique perspective of the Paralympic movement on and off the field

Speaking at the 2<sup>nd</sup> IPC Inclusion Summit at Rio 2016, Shanthi Flynn, Chief HR Officer at the Adecco Group said,

"It's about changing perceptions and understanding that conscious and unconscious bias are barriers to being an effective workplace. Inclusiveness can help companies be more innovative, engaging and competitive. Watching Paralympians in action is truly inspiring. It is clear they have key skills and attributes that employers seek and need: they are highly driven, focused on success and team players who overcome barriers every day. Why wouldn't you employ individuals with this profile?"



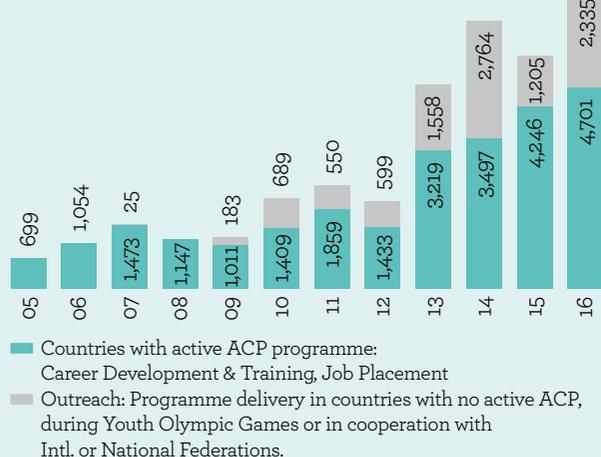
of play. In partnering with the IPC we have helped Paralympians grow their careers and identify fulfilling roles with the right employer.

## Working with young athletes for lifelong success

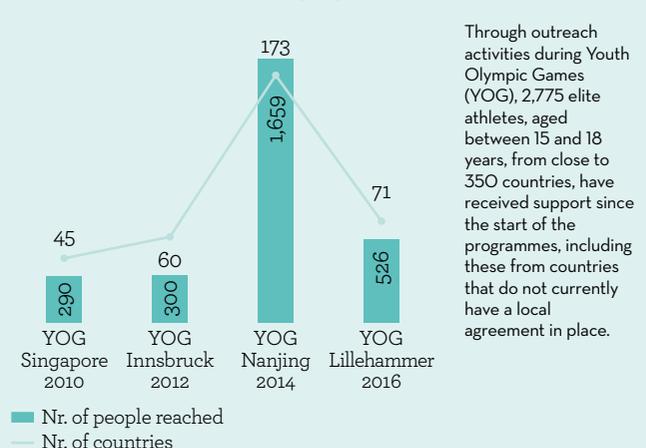
Many athletes are dedicated to their sport from a very young age. They make difficult decisions to pursue their sporting dreams and many do not follow a typical education path. Supporting young athletes with career and transition planning early on is critical to ensuring their lifelong success. The ACP programme gives 15 to 18-year-old athletes the foundations for a successful career during and beyond sport. We've provided close to 10,000 athletes with training through Outreach activities across four Youth Olympic Games since 2009.

In 2016 we reached 500 young athletes from 71 countries at the Lillehammer Youth Olympic Games. Guidance was given on education, life skills and career development and how fundamental time management is to combine sports, education and eventually a job.

Number of athletes supported through ACP and outreach



Outreach at Youth Olympic Games: 2010-2016



Through outreach activities during Youth Olympic Games (YOG), 2,775 elite athletes, aged between 15 and 18 years, from close to 350 countries, have received support since the start of the programmes, including these from countries that do not currently have a local agreement in place.



THE ADECCO GROUP

# Infrastructure

# Our approach

Investing in infrastructure enables us to grow our business, improve our productivity, reduce our environmental impact and better serve our customers.

Our business is only as good as our ability to adapt to new developments. Our relentless focus on improving our productivity is good for our business and our shareholders, as well as being good for the planet.

As a Fortune Global 500 company, we're conscious of the environmental impact our operations have and of our responsibility to protect the planet for future generations. We proactively reduce our environmental impact across our organisation, by reducing consumption and finding new ways to minimise CO<sub>2</sub> emissions. We also contribute expertise to support clients in reaching their environmental goals.

Developing innovative infrastructure and striving for efficiency enables us to compete in offering new services and delivery models. We're constantly adapting to a changing labour market and finding new ways to better serve our clients through digitisation. Better delivery models and greater digitisation support our business growth by reducing costs, reducing our environmental impact and improving our relationships with employees, candidates and customers.

3.6%

reduction in CO<sub>2</sub> emissions in 2016

12% by 2022

targeted reduction in average CO<sub>2</sub>e emissions

Performance category C

Carbon Disclosure Project rating 2016

14 clients

supported through the Carbon Disclosure Project (CDP) supply chain module in 2017 – up from 9 in 2016

## Country best practices

### Adecco Argentina – recycling of IT materials for a good cause

IT equipment which is no longer used but still functioning within Adecco Argentina is collected and recycled by passing it on to the Association 'Civil María de las Cárceles'. The organisation is reusing the IT material for their female prisoners who are educated in workshops on how to repair minor defects of the IT materials so it can be re-used in schools operating in poorer areas. The project both has a positive impact on the environment and on the social side, educating and preparing women for life beyond prison and young people with IT technology.

Read more in Adecco Argentina's [CSR Report 2016](#).

### Adecco Group France's sustainable new headquarters in Lyon

Built in 2016, the Adecco Group Headquarters in Lyon, called 'Adely' is a contemporary showcase for the Adecco Group in France. Composed of three inter-linked buildings of two to four floors and two basement levels, 'Adely' houses over 900 employees of Groupe Adecco France. This new environment provides us with a more modern setting, combining workplace comfort and wellbeing. With its resolutely contemporary architecture putting major emphasis on plants and nature, 'Adely' should, as a minimum, obtain the 'BREEAM Very Good' international certification, a global benchmark for sustainable construction.



## In this section

Environmental efficiency

54

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# Environmental efficiency

We operate in 60 countries and all five continents through a network of approximately 5,100 branches and more than 33,000 employees. This global footprint means we do have an impact on the environment through our operating infrastructure. But it also means we have an opportunity to reduce our impact and lower our costs through greater productivity.

We're working to improve our environmental footprint by:

1. Reducing consumption of all resources
2. Focusing on lowering our CO<sub>2</sub> emissions
3. Supporting our customers to meet their own environmental goals.

The [Adecco Group Environmental Guidelines](#) set out our commitment to improving environmental performance and measuring performance. Environmental ratings and performance are part of the pre-financial indicators we monitor at Group level to steer our operations and drive value creation.

## Reducing consumption

Since 2010 we have become increasingly aware of the importance of reducing consumption across our organisation. We've looked at everything from air miles flown to paper used; computers bought to company car mileage. By improving our physical infrastructure with a customised network of branches, and by enhancing our information technology systems, we're reducing manual processes and shrinking our paperwork burden.

The Adecco Group's new headquarters in Zurich is one example of the improvements we're making across our office locations.

### A building fit for a green city

Zurich in Switzerland topped the Sustainable Cities Index in 2016 and we're pleased to play our part to maintain the city's reputation as a green capital. In 2017, we unveiled a new building as the Adecco Group headquarters in Zurich. Home to close to 250 staff, the building has a number of environmental features. New appliances such as printers and dishwashers are highly energy efficient and the installation of white boards, smart boards and video conferencing facilities encourage greater collaboration while reducing paper waste and carbon emissions from business travel. We're also cutting paper use with new default printer settings and removing handtowels from the toilets, and wherever possible any paper used is from recycled sources. Our goal is to halve paper use in the building by the end of 2017 and save hundreds of trees.

## Working with clients

We work with our clients to support them with their environmental goals. Our experience of setting and meeting environmental targets means we're well placed to help clients do the same. We support clients with expertise virtually or onsite to assess, advise, guide and help implement new initiatives, strategies and ways of working to reduce corporate environmental impact.

## Digitisation

Productivity and efficiency go hand-in-hand. We're investing in more effective models for delivering our services and enhanced digitalisation to support business growth and reduce our environmental impact as well as that of our clients.

Becoming a leading innovator in emerging digital trends and successfully leveraging data has the potential to improve environmental efficiency and better serve our clients, candidates, and associates. It will also enable us to predict trends in specific markets and enables us to adapt or change our delivery models in a timely manner.

## Lowering CO<sub>2</sub> emissions

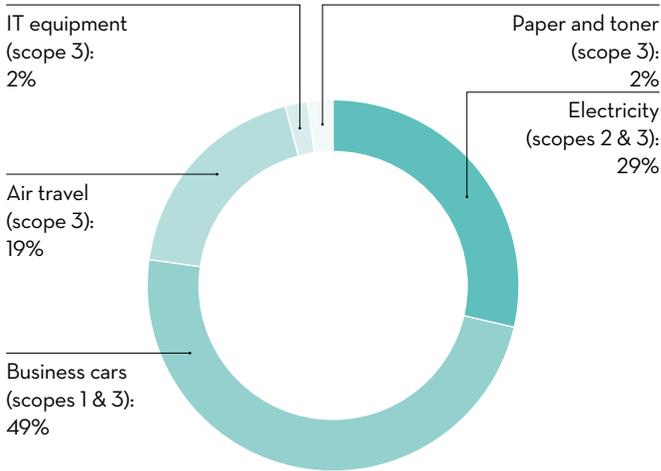
We have measured our CO<sub>2</sub> emissions continuously since 2010 and we're determined to minimise our greenhouse gas emissions as much as possible across our global operations. Our goal is to achieve a 12% reduction in average CO<sub>2</sub> equivalent emissions by 2022. Emissions are monitored centrally via the 'myclimate' database and the data shows us where improvements can be made.

Business travel (by car and by air) makes up the largest part of our greenhouse gas footprint, followed by electricity consumption. In 2016, overall Group emissions decreased by 3-6% compared to 2015.

The greatest reductions came from indirect electricity consumption at our offices (scopes 2 and 3) and in reducing paper consumption (scope 3). While we have reduced GHG emissions from air travel, we are continuing efforts to reduce emission from cars used for business travel.

In 2016 we continued to participate in the Carbon Disclosure Project (CDP) and retained our performance category.

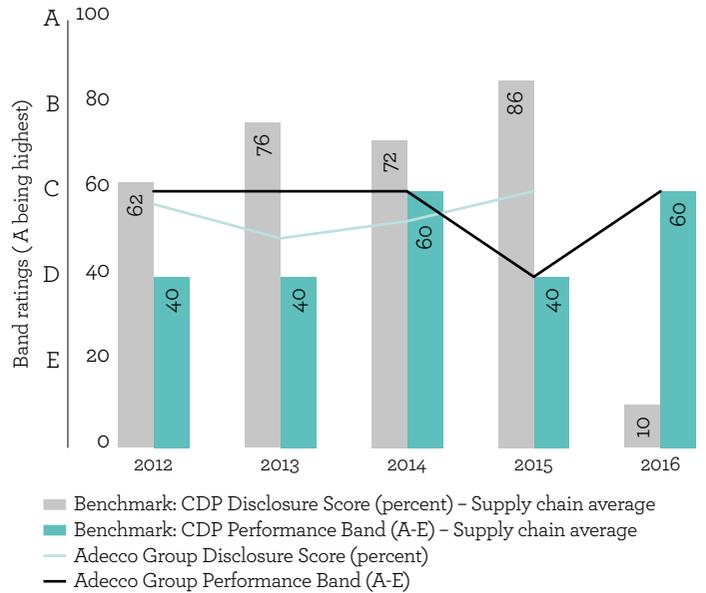
## 2016 Greenhouse Gas emissions split by source



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

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

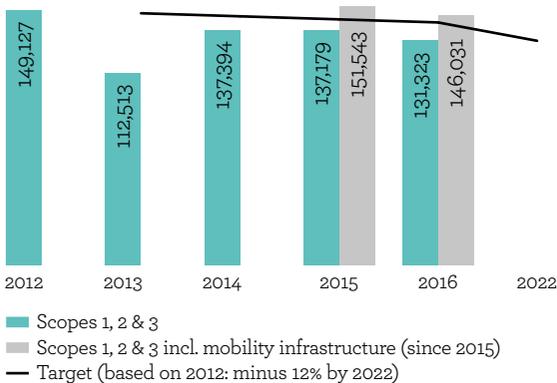
## CDP Scores



Note: The CDP Supply Chain Average serves and comprises all companies which request their suppliers to provide information to CDP. As of 2016, CDP no longer publishes a disclosure score.

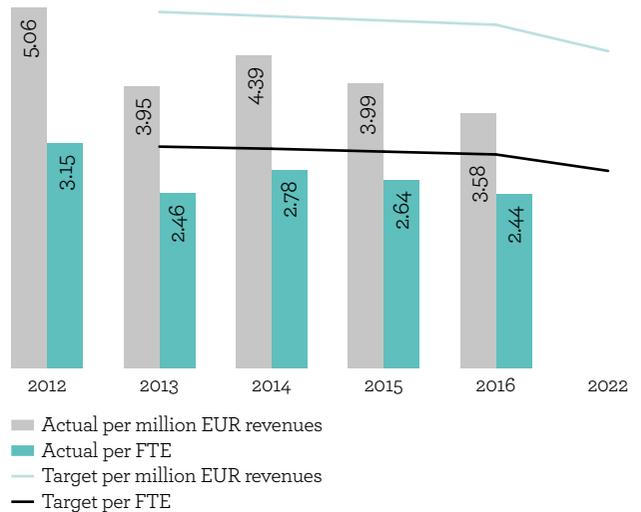
## Total CO<sub>2</sub>e emissions

Metric tonnes



## Greenhouse gas efficiency performance: Average CO<sub>2</sub>e emissions

Metric tonnes





THE ADECCO GROUP



# Additional information

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## About this Report

This is our 11<sup>th</sup> Corporate Social Responsibility Report, published always in accordance with the Global Reporting Initiative (GRI), and submitted as our Communication on Progress (CoP) to the UN Global Compact of which we are a signatory since 2003.

Our CSR Report is further elaborating on what was published in March 2017 in our Annual Report under the chapter of 'Material Factors'. We continuously seek to understand the concerns of our key internal and external stakeholders, while taking into account global and industry key trends to priorities what matters to be a sustainable and successful business which adds value to the world of work.

With regards to our performance, we are measuring data from our largest markets and regions, as outlined on p. 2 of this Report.

Wherever possible, our performance data is shown for the past four years to ensure comparison and measure progress.

Please contact us at [sustainability@adecgroup.com](mailto:sustainability@adecgroup.com) for any feedback or if you are interested to discuss any of our programmes or our performance with us.

## Global Reporting Initiative

The Adecco Group's sustainability reporting has been prepared in accordance with the [GRI Reporting Standards](#) for us to disclose our performance publicly on a range of economic, environmental and social impacts material to the company and its stakeholders.

We are using the modular approach to contribute to more transparency and comparability with regards to pre-financial metrics and performance. The GRI Standards are based on the same principles as G4 but the new structure will enable GRI to update individual standards more regularly, instead of including all changes in three-year cycles and to respond with more flexibility to the demands of GRI stakeholders.

You can access our GRI Standards download at:

[GRI Content Index](#)

We welcome stakeholder feedback on any aspect of our report: [sustainability@adecgroup.com](mailto:sustainability@adecgroup.com)

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