The background features large, overlapping teal shapes on a white field. A prominent black line forms a large, stylized letter 'A' that spans the width of the page. Another black line curves across the top and left side, intersecting the 'A'.

The Adecco Group 2018 Sustainability Report

Delivering shared value in the world of work

Our vision and purpose are to ensure that people across the globe are inspired, prepared and empowered to embrace the future of work.

Working lives are changing and creating new opportunities today and tomorrow. As the leading HR solutions partner, we embrace this exciting, ever-evolving journey. Our goal is to give security and prospects for individuals and provide companies with the critical talent and solutions to stay competitive, navigate the current era of transformation, and prepare for the future.

At the Adecco Group, we aim to make the future work for everyone.

2018 performance highlights

<p>Income taxes paid EUR 290m</p> <p>Complying fully with both letter and spirit of the applicable tax laws</p>	<p>Number of associates on assignment/day c.700,000</p> <p>Provided with flexible employment every day</p>	<p>Number of permanent placements c.130,000</p> <p>People placed in permanent employment</p>	
<p>Great Place to Work® Ranking 5th</p> <p>Out of more than 7,000 participating companies globally</p>	<p>New team members hired 9,000+</p> <p>Across the 60 countries in which we operate</p>	<p>Gender distribution 26%</p> <p>Women in Global Leadership positions, with the ambition to move to 50% by 2030</p>	
<p>EcoVadis 75/100 Gold</p> <p>Rating awarded in recognition of our sustainability performance</p>	<p>CEO for One Month applications 201,000+</p> <p>Candidates attracted by our flagship work-readiness programme for young people</p>	<p>IOC Career+ and IPC Athlete Career Programme 1,500+</p> <p>Athletes engaged in 2018</p>	<p>Win4Youth 8.6m</p> <p>Converted kilometers, resulting in a donation of CHF 500,000 to Plan International, our global NGO partner</p>

Embracing sustainability

at the heart of our work

At the Adecco Group, it is our aim to be the world's most trusted and admired HR solutions partner. Sustainability is a core element of this ambition and a tool for positive change in the world of work. For us, sustainability is a strategic choice about how we conduct our business and generate our profits.

Sustainability is no longer a nice-to-have, but a must-have for business continuity, competitiveness and differentiation. This is driven by stakeholder expectations from clients, candidates, investors, associates, employees and the public, and manifested in the UN 2030 Sustainable Development Agenda. Sustainability effectively frames and helps meet these expectations.

And we are well placed to both contribute to and benefit from these developments. Our scale and reach position us as a leader and an influencer, helping our clients, our candidates and associates, as well as our colleagues alike adapt to the big shifts in the workplace. We are strategically positioned to unlock their potential, facilitate access to work and workers, and thus enable wellbeing, livelihoods, and security. At the same time, viewing our business through a sustainability lens can help us drive more profitable growth for our brands by saving costs, mitigating risk, and building trust among our stakeholders, thus creating shared value for all.

With a long history of corporate responsibility and social programmes, we have the advantage of coming from a position of strength. But we cannot be complacent. Sustainability-related issues are inherently dynamic and change over time as our stakeholders' expectations evolve, new issues emerge, science and technology progress, and new regulations are introduced. We do not merely want to meet expectations and run good programmes; we want to be a driver at the forefront of sustainable business. This means having a clear understanding of the company we want to be – today, as well as in five, or ten years from now.

We're pleased to announce that 2018 saw the launch of our global integrated sustainability framework. Through in-depth analysis we confirmed the issues most material to our Group and our stakeholders. They directly underpin four strategic sustainability goals that address the work-related needs of our key stakeholders: access to work and workers, client experience, being an employer of choice, and social security. These goals, in turn, hold the means to achieve our overarching mission: making the future work for everyone. Our efforts are thereby guided by our purpose, our values, and our continued commitment to the important principles of the UN Global Compact.

We have also scaled-up our global programmes to continuously strengthen their value proposition for all our stakeholders. CEO for One Month, for example, attracted a record of more than 204,000 candidates and is now working with Spring Professional to offer more opportunities to young people. Thousands of colleagues across the Group logged an incredible 8.6 million converted kilometers as part of our Win4Youth programme, resulting in a donation of CHF 500,000 to Plan International. And we launched two projects under the social innovation lab of the Adecco Group Foundation, focused on increasing the work-readiness and employability of underserved populations, and making the global workforce healthier, more vital and fit for purpose.

For us, this is not a one-off effort. By interlinking the business with sustainability, we can better serve our long term commercial interests and enhance our value proposition to our stakeholders, while respecting people and the planet. As part of the private sector, we can and must play a critical role in realising a "human-centred agenda" for the future of work, as called for by the ILO Global Commission on the Future of Work. This approach puts people and the work they do at the centre of economic and social policy and business practice. I was honoured to be a Member of this Commission and, both in this role and as CEO of the leading HR solutions provider, I fully endorse this agenda.

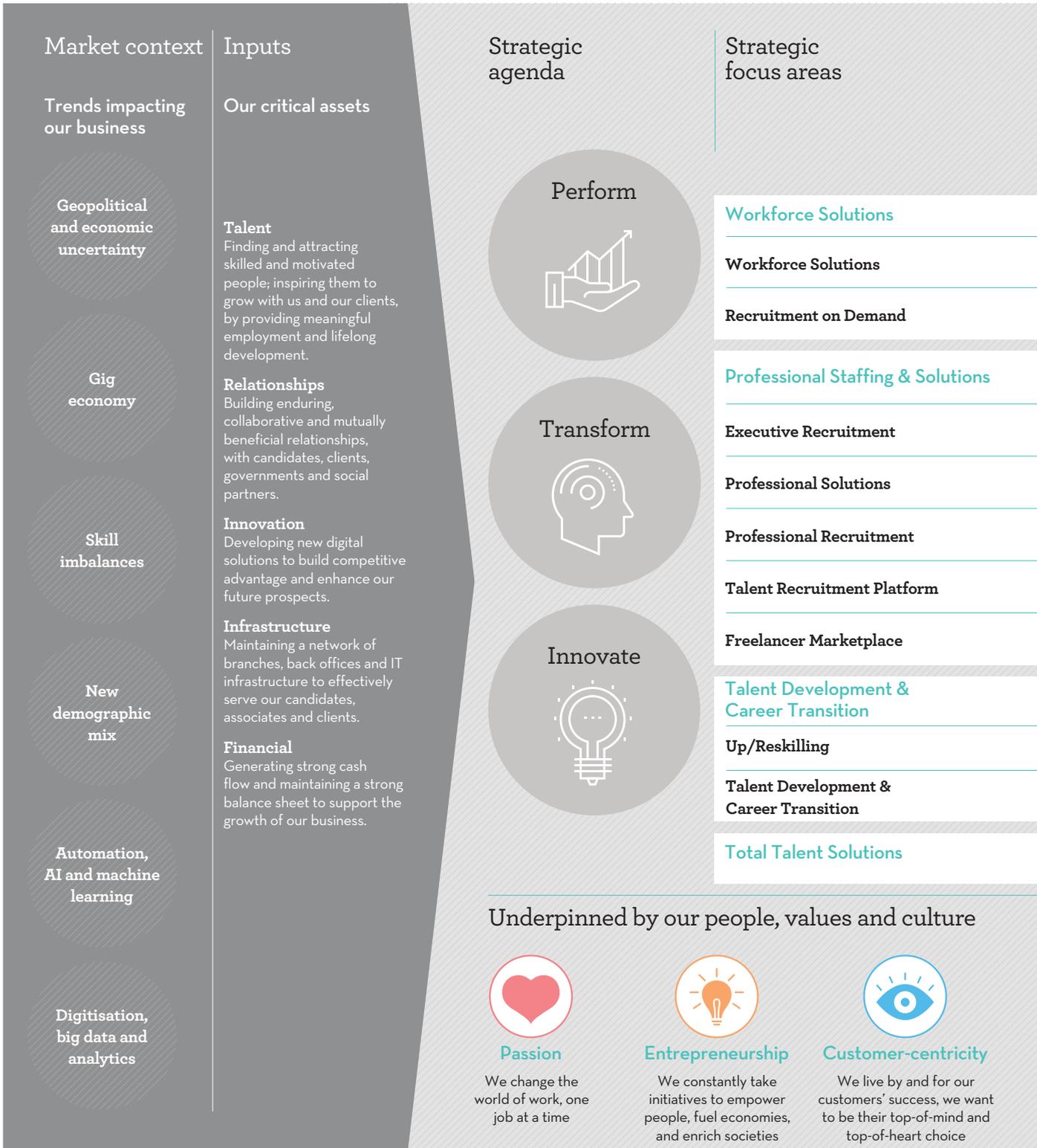
We will continue to challenge ourselves and others, push boundaries, and strive to be at the forefront of delivering better futures for all. And we will not rest until the future works for everyone.



Alain Dehaze
Chief Executive Officer

Delivering value in

We combine differentiated solutions, a clear vision and strategy, and focused execution, to deliver long-term sustainable value for all our stakeholders.



the world of work

Our brands

Adecco



**BADENOCH
+ CLARK**

modis

Spring
Professional

VETTERY

YOSS

GENERAL ASSEMBLY

**LEE HECHT
HARRISON**

PONTOON



Responsibility

We are the industry leader; our goal is to provide more work opportunities for more people



Team spirit

We work together as one team

Value created...

EUR 350m

dividends paid

5th

in World's Best
Multinational Workplaces
Great Place to Work®

700,000

associates working
each day

130,000

permanent placements

15

Client Net
Promoter Score

EUR 290m

income taxes paid

75/100

2018 EcoVadis
Gold rating

...and shared

Investors

We benefit from attractive industry dynamics; by managing our capital 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.

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.

Candidates and Associates

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.

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.

Suppliers

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

Governments and Social Partners

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

Embracing the future of work

Our mission of making the future work for everyone is our starting point. It has the concept of sustainability right at its heart. Sustainability is all about creating value for all our stakeholders – shared value.

Identifying and prioritising what matters most

To be impactful we need to be focused. Over the course of 2018, we therefore went through a rigorous process to identify and prioritise the issues that are most critical to us as a business and to our stakeholders, building on related work done in previous years.

As part of this materiality process, we evaluated what we already do and what we can build on – and there are many excellent practices across the Group. We reviewed existing and planned legislation, regulation and global standards. We looked at practices within and outside our industry. And we engaged with a broad array of stakeholders to validate and prioritise our findings, be it through an online dialogue with experts, a public online survey or internal workshops.

We refined the list of topics based on the following criteria:

- Importance to our stakeholders;
- Importance to the Group, based on each topic’s strategic fit, the impact on our business and values, potential opportunities and risks, and its innovation potential;
- Impacts of our activities on sustainable development along our value chain.

The Adecco Group Integrated Sustainability Framework 2030

The result of our materiality analysis: ten factors that have the greatest impact on our ability to create value, that are crucial to safeguarding our license to operate and business continuity. We divide these issues into two categories:

- Strategic priorities – areas that are core to our business and that we therefore want to lead in.
- The fundamentals – areas where we will ensure we have best practice standards in place.

These material issues directly underpin four strategic sustainability goals, that address work-related needs of our key stakeholder groups and help us structure our programmes and measures in a purposeful way. And these goals in turn collectively hold the means to achieve our overarching mission: making the future work for everyone.

Our efforts are guided by our purpose as a company, our values, our commitment to the ten important principles of the United Nations Global Compact, and our ability to contribute to the achieving of the UN Sustainable Development Agenda.

Contributing to the UN Sustainable Development Agenda 2030

In 2015, under the lead of the United Nations, countries adopted a set of 17 goals and associated targets to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda – the Sustainable Development Goals (SDGs). But governments cannot do it alone. The transformational change to create a better world relies on an ecosystem that leverages business knowhow and resources.

As part of our approach to integrate sustainability within our day-to-day business, we contribute to and have touch points with many of the SDGs, but we seek to focus on those where we can have the biggest impact through our business activities as an HR solutions provider.



4 QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

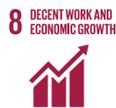
Focus: Target 4.4



5 GENDER EQUALITY

Achieve gender equality and empower all women and girls

Focus: Target 5.5



8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Focus: Targets 8.5, 8.6 and 8.8



10 REDUCED INEQUALITIES

Reduce inequality within and among countries

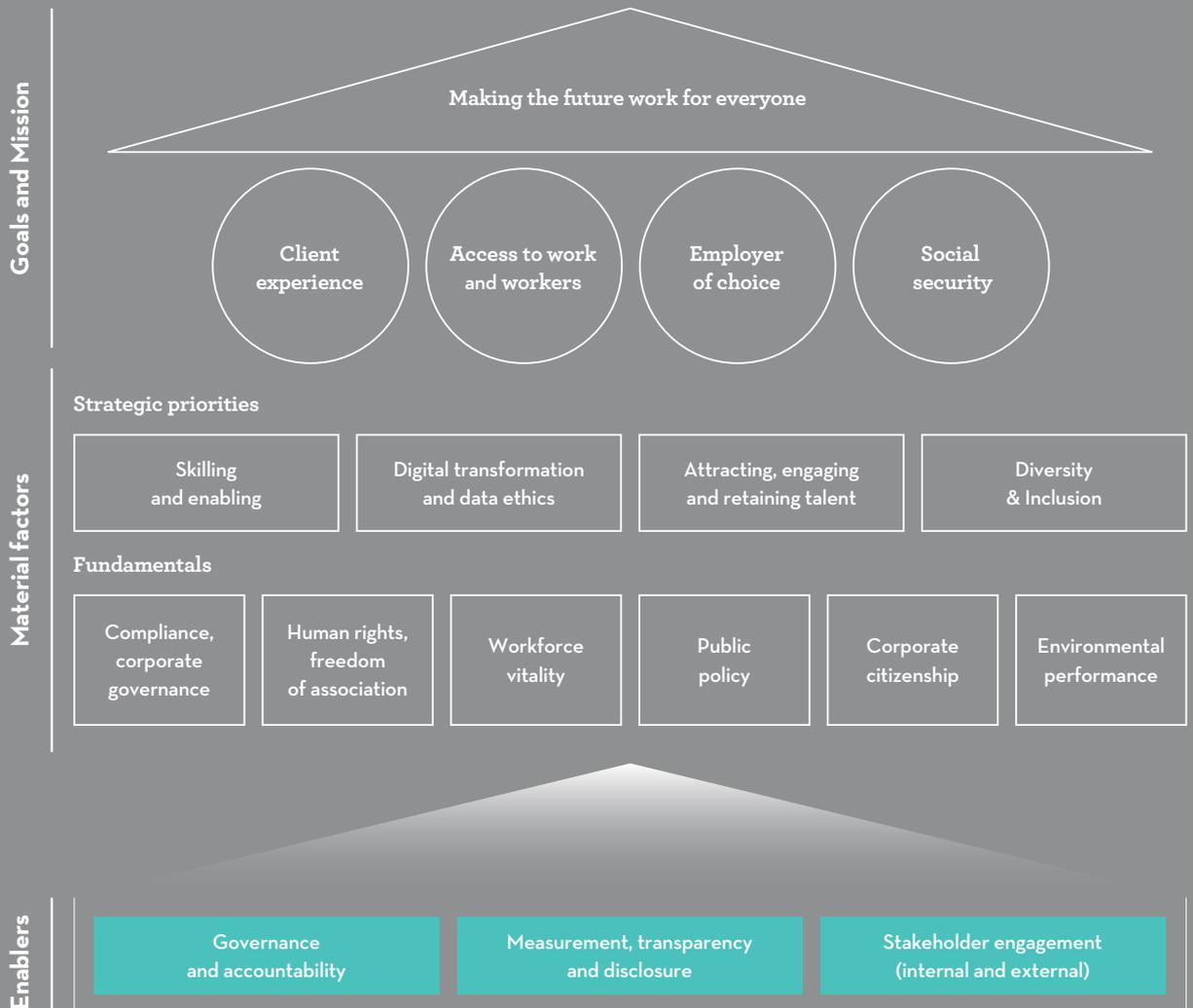
Focus: Targets 10.2, 10.3, 10.4 and 10.7



THE ADECCO GROUP

Our Integrated Sustainability Framework 2030

The framework is fully integrated into our business strategy, uniting our existing activities and outlining opportunities where we can implement new initiatives. In line with the Group's strategic agenda, for each issue we will look at how we can institutionalise best practices within our own operations (Perform), enhance our value proposition towards our stakeholders (Transform), and/or fuel innovation along the full value chain (Innovate).



The Adecco Group purpose and core values;
Commitment to the principles of the UN Global Compact

Managing what matters most

In the next step, we will focus on strengthening the collection of the necessary data points that enable us to set the baseline for our future activities. This in turn will allow us to set out the goals, approach and meaningful targets for delivering the objectives for each material issue. Not just for the next few months. But for the next few years.

This is not a one-off effort. Sustainability is a journey, a long-term process of change and evolution. In alignment with the UN Sustainable Development Agenda, our framework extends until 2030. Our long term vision is for sustainability to be fully integrated across our brands, operations and territories. We will be diligent in our efforts and invest the necessary time and effort to get this right.

Our activities are supported by a strong governance structure, with commitment and accountability starting at the top. As stewards of the company, the Board of Directors

(particularly through its Governance and Nomination Committee) and the Executive Committee play a central role in providing the mandate and oversight for the implementation of the sustainability framework across the Group. But this will be a collaborative effort, with both top-down and bottom-up input. We want to ensure our activities are meaningful and appropriate in the relevant context: the framework sets the global direction, but local action may vary to account for local context, needs and perspectives.

As a further enabler, we will continue to engage with a broad set of stakeholders to leverage their insights, build trust, continuously validate our efforts and ensure we continue to be on the right track. This will be supported by regular, transparent reporting. We will publish further data on our website as this becomes available. And we will seek to show courage to identify not just what works, but also what does not.

Sustainability governance framework



Additional bodies may be instituted as deemed conducive and/or necessary.

Making our vision a reality

Skilling and enabling

Rapid technological progress and an ageing workforce create an urgent need to upskill and reskill workers whose skills have or will become less relevant. And the need for up/reskilling is expected to only rise. In the world of work of today and tomorrow, skills acquisition is a process with no ending, across the entire work-life cycle. Companies will need to reassess constantly the capabilities of their workforce, while workers will need to regularly upgrade their skills to stay relevant in a labour market that is and will be disrupted by technology.

The Adecco Group is uniquely positioned to help. As part of our role to provide employment opportunities, we also see it as our responsibility to prepare people for the shift in skills and behaviours that a more digitised world will create. We are transforming our HR processes with the latest technology, HR intelligence and people analytics to continuously assess the competencies, skills and experience our clients, our associates and candidates and our own organisation need. We enable workers to gain the needed skills and be equipped for the challenges ahead as they progress through their careers, and run work-readiness programmes in most countries where we operate. In 2018, we significantly expanded our up/reskilling capabilities with the acquisition of General Assembly (GA), a pioneer in digital skills education. With GA, we have extended the base of clients that benefit from our experience in addressing digital talent shortages by up/reskilling their workforces to fill persistent talent gaps.

Helping prepare young people for the workforce and facilitating their access to the world of work has been part of our DNA for years, developing partnerships and programmes to build the talent the business world needs now, and in the future. The Adecco Group is a major proponent of investing

Future skilling

In 2018, in collaboration with The Boston Consulting Group, we released the "Future Skills" study exploring what the future of skills acquisition looks like for today's workers and companies. In another study focused on "Rethinking workforce investment", we identified three alternative models to help companies rethink how they invest in re/upskilling and how they treat it during the accounting process.

Find out more on www.future-skilling.adecco.com.

in apprenticeships to facilitate demand-driven school-to-work transitions. We run apprenticeship programmes in various countries and collaborate with organisations such as the Global Apprenticeship Network (GAN) and the Global Alliance for YOUth. Back in 2016, we signed up to the European Alliance for Apprenticeships (EAfA), committing to 5,000 apprenticeships by 2018. We overachieved our goal, having offered 8,668 apprenticeships across Europe to date. We renewed our pledge for 2019-2021 in November 2018, making us one of a few EAfA Partners to do so. And in December 2018, we signed the "America's Workers Pledge", committing to facilitating 10,000 work-based learning opportunities with an emphasis on apprenticeships in North America by 2023. These commitments make us one of the biggest investors in youth across the world, underlining our drive to equip young talent with the skills required by the labour market. These programmes are complemented by the work of the Adecco Group Foundation, which helps prepare young people and underserved populations for the workforce; please see pages 15-16.

The Adecco Group's EAfA pledge 2019-2021

4,000

work-based learning opportunities with clients per year in 11 countries by 2021; and

500

work-based learning opportunities for new Adecco Group colleagues per year by 2021.

The Adecco Group's "America's Workers pledge"

10,000

work-based learning opportunities by 2023.



Digital transformation and data ethics

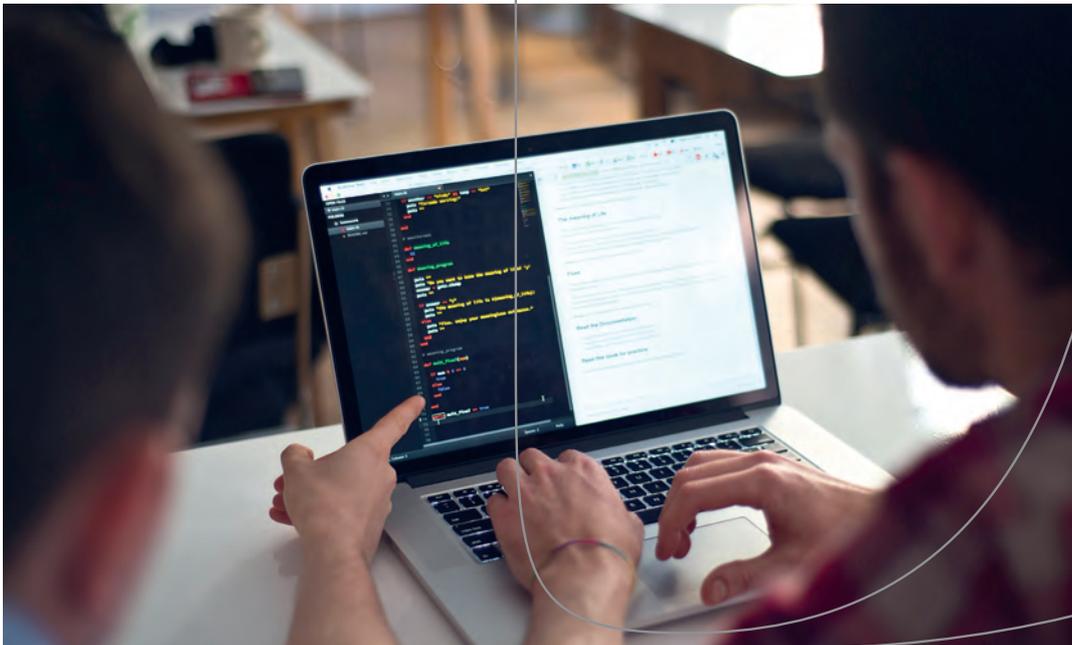
Technology is redefining the boundaries of the HR solutions industry and creating great new opportunities in the world of work. We are embracing the potential of digital, adding more value to existing solutions, expanding our market and significantly improving efficiency. By combining the best of the HR solutions industry with the best of the technology industry in a responsible way, we seek to become a more valuable service partner for companies and workers, independently of the form of work they are in. Our YOSS online marketplace for example enables trusted connections between freelancers and clients, coupled with guaranteed swift payments and the opportunity to opt in to social benefits.

On the other side of the coin, we are conscious of potential risks such as in AI decision-making, which may reflect the implicit (negative) values or biases of the humans involved in constructing and teaching the machines. The ubiquitous digitalisation of every aspect of life also poses challenges to data privacy. As we interact with thousands of employees, candidates, associates and clients across the world, every day, the security and privacy of data is a top priority for us.

We are mindful that we are, at our core, a people business. Technology is an enabler rather than a substitute. As society embraces artificial intelligence and new technologies, our humanity, business ethics and emotional intelligence continue to set us apart.

We continually invest in cybersecurity-related processes and systems. Our global data protection programme launched in early 2017 helps embed privacy in our day-to-day business operations. In 2018, we updated our Group Policy on Data Protection to fully align it with the changing global legal privacy environment, including the new European General Data Protection Regulation (GDPR). We revised and updated the legal notices, cookie policies and privacy policies of almost 157 websites that are owned and operated by the Adecco Group and its brands. We sent out revised privacy statements to millions of individuals, implemented new processes, and amended others, such as individuals' rights (including a new right to data portability) and our personal data breach management process.

Our ultimate goal is to honour the trust of our customers and other people we serve, by being honest, showing respect and acting with integrity.





Attracting, engaging and retaining talent

A company is only as strong as its people. To perform, transform and innovate, we rely on the unique skills and knowledge of our talent to serve our clients, candidates and associates. In 2018, we achieved a top five spot in the Great Place to Work® survey for the second consecutive year, reinforcing our reputation as one of the most attractive and rewarding global companies to work for. The survey highlighted our key strengths: strong colleague engagement and commitment; high levels of collaboration and team spirit; increased perception of care and fairness of line management; and a strong sense of purpose in providing a valuable service to society.

Our talent framework enables us to remain the leading employer in our industry. It is based on five pillars:

1. GET the best talent by improving our recruitment processes and being the most attractive employer brand in the professional services industry;
2. KEEP this talent by offering opportunity, work-life balance, state-of-the-art workplaces, appropriate rewards and a sense of purpose;
3. GROW our talent through experiential development, career progression, engagement and innovation, including programmes from the Adecco Group Academy;
4. ENABLE our talent to deliver a personal best each year with the right tools, services and strategy, with GrowTogether;
5. INSPIRE our people with a purpose and company values that resonate, engaged leadership and a positive team spirit.

Beyond our own workforce, we also aim to attract the best talent for our clients. We enhanced the traditional retention strategy, by offering associates not just consecutive assignments, but training to improve skills and career development enabled by technology, such as an improved Candidate Portal launched in 2018 with an initial focus on France and the Nordics.

9,000+

New team members hired across 60 countries

72%

Retention rate in 2018

World's Best Multinational Workplaces

- Record participation of more than 27,000 colleagues across 51 countries
- Increase of Global Trust Index Score by five points to 73

5th

in Great Place to Work®

73

Global Trust Index score



Diversity & Inclusion (D&I)

As a people business focused on providing workforce solutions, we put our expertise, our energy and our enthusiasm into improving everyone's chance of being part of the workplace. We do so regardless of age, background, ethnicity, gender, sexual orientation, religion, ability or social situation, enabling people to get better access to the jobs and life prospects they deserve. Our commitment is to equal opportunity for everyone working with, through, or for the Adecco Group, offering a culture of belonging, an environment where everyone can thrive and feel engaged, and where difference is respected and valued. This helps drive diversity of thought, enhancing performance, engagement and innovation.

We work with employers to develop programmes and pathways that embrace diverse talent and campaign for more inclusive employment worldwide through partnerships and other initiatives. We play an active role in advocating for changes to social welfare systems.

In 2016, we became a member of Paradigm for Parity® – a collaborative, research-based business coalition focused on eliminating the gender gap in corporate leadership. By signing on, we agreed to achieve gender parity in leadership levels by 2030.

For our own operations, we launched a D&I strategy in 2018. To ensure progress, we set up a new governance structure consisting of a D&I core team that defines the strategy and delivers on the commitments, while a broader D&I council identifies local best practices and serves as champion of our work. Starting with gender-related issues, in 2018 we ran an initial pay gap analysis for our global leadership population, and developed standards for candidate slates that ensure an equal gender mix on short lists for global leadership vacancies. We also started to grow our succession pipeline to include more women so that we can reach 50 percent women successors for global leadership roles.

Creating long term alliances and commitments with external D&I expert groups is key to solidifying and consolidating our approach. In 2016, we became a member of Paradigm for Parity® – a collaborative, research-based business coalition focused on eliminating the gender gap in corporate leadership. By signing on, we agreed to achieve gender parity in leadership levels by 2030. We were also among the early adopters of the LGBTI Business Conduct Standards announced by the UN Human Rights Office in June 2018, offering practical guidance to companies on how to respect the rights of LGBTI people in the workplace, marketplace and public sphere. They expand on the UN Global Compact and the UN Guiding Principles for Business and Human Rights, which we already embrace.



Gender distribution at the Adecco Group¹



■ Female: 26% (2017: 21%)
 ■ Male: 74%



■ Female: 67%
 ■ Male: 33%

Great Place to Work[®]

86%

Average score on Diversity & Inclusion issues, reflecting a positive perception among employees on these issues

1. In 2018, we adapted our indicators to better align with the leadership definition of Paradigm for Parity, to ensure consistency in measurement going forward. For this reason and in light of more diverse distribution models, we changed the scope of definition and reporting of global leadership.

Empowering athletes

Athletes inspire and excite the world with their outstanding performance. And they are much more than the athletes we see on the field of play. However, they often struggle to leverage their unique background, capabilities and networks to successfully enter the job market once they retire from their sporting careers, or similarly to balance managing a career while practising and competing as an elite athlete.

Our athlete-focused career programmes support elite athletes as they build employable skills alongside their athletic careers and help them transition into the broader labour market through job-placement opportunities. In 2018, we engaged a total of 4,536 athletes in the programmes, and have placed 415 in jobs since 2017. A mentoring platform, based on MentorcliQ's award-winning mentoring software and approach, now complements our offering.

Find out more on how we help underserved populations access the labour market through the work of the Adecco Group Foundation on pages 15-16.

4,500+

athletes reached in 2018

415

athletes placed in jobs since 2017, putting us well on our way to our 2020 target of 1,000 placements



Photo provided by Nevin Galmarini

Operating responsibly

At the Adecco Group, we are committed to maintaining the highest standards of ethical business conduct and are working toward a culture that consistently integrates sustainability and responsible business practices across the company.

Strong and effective leadership is crucial for the wider performance and purpose of our global team. In 2018, to enhance accountability and consistency, our 300 top executives signed up to a new Leadership Contract, which clearly defines what is expected from a leader in the Adecco Group. This extends to embracing sustainability at the heart of our work and ensuring that integrity and ethics are a cornerstone of how we lead.

Our employees are expected to comply with all applicable legislation and internal policies, as further defined in our Code of Conduct. Training courses are in place as part of the Adecco Group's Compliance and Ethics (ACE) programme, covering areas such as fair competition, data protection, conflicts of interest, and bribery and corruption. Continuous legal updates, as well as periodic audits of branches of local operations, are among our preventive measures. Any issue or concern regarding compliance with laws, regulations or company policies can be reported confidentially through the ACE website or 24-hour telephone hotline.

Our risk management process is embedded in our strategic planning process and used to identify and mitigate our risk exposure and to unleash business opportunities. The process is conducted on a regular basis and has two dimensions: top-down as well as bottom-up to ensure consistency and comprehensive coverage by leveraging the expertise of the people in the organisation close to the risks. Where needed, action plans are developed, and progress is reviewed during regular operational business meetings. The country assessments and action plans are then consolidated and reported to Group management, and a Risk Owner is designated for each risk category identified. For further information on how we manage risk, see pages 44-45 of the Group Annual Report.

Sustainable Finance

In 2018, as a first in our industry, the Adecco Group in collaboration with a syndicate of global banks linked the interest rate structure of one of its revolving credit facilities to its sustainability performance. This means that the commercial characteristics of the facility improve if our sustainability achievements improve, as evaluated by Sustainalytics, an independent global sustainability and corporate governance research firm. This underlines our commitment to sustainability as an integral part of how we do business.

OpenCorporation, the trade union ranking for evaluating and monitoring companies' conduct, ranked us 29th out of 2,302 assessed companies in 2018.

Human rights

2018 saw the 70th anniversary of the Universal Declaration of Human Rights (UDHR), testament to the enduring universality of its values of justice, equality, inclusiveness, and human dignity. Despite many important breakthroughs, workers in too many geographies do not enjoy the full rights outlined in the UDHR. Efforts need to increase to improve its impact on the ground. Ensuring respect for human rights is a key contribution businesses can make to help achieve the Sustainable Development Goals.

As an HR solutions provider, we have a double responsibility when it comes to human, particularly labour rights: towards our own colleagues, but also towards the candidates and associates that we place with our clients as well as freelancers and self-employed individuals that use the digital solutions the Group offers. We embrace some of the most authoritative international resources such as the UDHR, the ILO Declaration on Fundamental Principles and Rights at Work, the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, the UN Guiding Principles for Business and Human Rights, and the OECD Guidelines for Multinational Enterprises.

We are committed to embedding fair and ethical recruitment practices and the protection of workers' rights in our daily operations across the world and our risk management and audit processes, as set out in the Adecco Group Human and Labour Rights Guidelines. A key element of our commitment as recruiter is to never charge recruitment fees and costs to job seekers, in compliance with relevant international standards, such as the ILO Convention 181 on Private Employment Agencies as well as the World Employment Confederation's Code of Conduct. We offer our staff training through the Global Adecco Compliance and Ethics programme and have established a 24/7 Compliance and Ethics Reporting Line. If we identify the risk of contributing to any adverse impact in the area of human rights, we are committed to taking all steps necessary to cease or prevent such a negative contribution and to minimise any impacts through our broader stakeholder relationships.

We will continue to further strengthen our efforts to ensure fair working conditions and respect for human rights within our sphere of influence, and are eager to work with stakeholders along our value chain to collaboratively advance respect for human rights.

Workforce Vitality

A vital, healthy workforce is good for business, people and society. Meanwhile, today's corporate workforce is under enormous pressure from globalisation, new technology and demographic change. There is growing recognition and understanding of the impact of work on groups and individuals and its role in improving, or worsening, health – and organisations are responding in many ways. Despite massive investment, however, most of these programmes and initiatives are not having the desired impact.

It is our ambition to create a new paradigm of what a good employer does to make the global workforce healthy, resilient and fit for purpose, to help them thrive as employees and individuals. This means addressing not only physical wellbeing, but mental and social wellbeing as well as purpose.

As an HR solutions provider, our colleagues do not work in hazardous conditions. But no matter the industry, health and wellbeing are a priority. We encourage a good work-life balance, while promoting healthy lifestyles and sport through our employee and associate engagement programmes. Initiatives such as Win4Youth (see page 16) encourage everyone to get involved in physical activity.

And while we may not directly control the work environments where we place our associates in, we go beyond our legal responsibilities when it comes to their health and safety. We train and equip them for the role ahead and work with our partners to check they adhere to excellent safety standards and adequately supervise associates.

Please see page 15 on how we drive innovation in workforce vitality through the work of the Adecco Group Foundation.



Public Policy

As the leading global HR solutions provider, and as the largest private employer in several of our key markets such as France and Italy, we are committed to contributing to policy discussions on the world of work with our labour market expertise and detailed insights. Our advocacy is focused on creating open, dynamic and efficient labour markets that lead to optimal outcomes for all stakeholders. In recent years, the Group has built a consistent engagement footprint on a global, regional and national level, coherent in terms of policy and solutions delivery, underlining the urgency for action.

Our most consequential contributions include membership in the ILO Global Commission on the Future of Work, the Vice-Presidency of the World Employment Confederation and the Presidency of its European chapter, the Vice-Chair of the OECD BIAC Employment, Labour and Social Affairs Committee, Chairmanship of the Global Apprenticeship Network, and participation in a range of policy platforms such as the B2O Employment Task Force and the European Central Bank's "Non-Financial Business Sector Dialogue".

"Time to act"

The Adecco Group believes that it is important that existing social protection schemes apply to all workers, and that discrimination based on the type of labour contract should end. We have long called for a New Social Contract for work in the 21st century. Governments, employers and social partners need to redesign society to ensure that all forms of work are secure and sustainable, so that there is adequate social protection for all workers. All stakeholders should work together to facilitate a gradual shift towards the individual, portable and transferable build-up of training accounts. Find out more about our "Time to act" Campaign on <https://gig-economy.adecco.com/>



EcoVadis recognised our sustainability performance with a

Gold Rating

in March 2018

Through these engagements, we raise awareness and draw attention to trends we perceive as critical for all, including social innovation, regulatory frameworks that support diverse forms of work, and the balance between flexibility and security. That is today reflected in the call for a New Social Contract and for more investments in lifelong learning and employability.

By working together with institutions to shape and guide policies and standards, we help expand opportunities for all workers and grow the prosperity of society as a whole.

The environment

Due to the nature of the Adecco Group's business as an HR solutions provider, our exposure to climate-related risks and opportunities, overall environmental footprint, and ability to influence and create value in this area is limited compared to other industries. Nevertheless, we strive to continuously improve corporate policies, procedures and practices in environmental management and to ingrain environmental consciousness into core business processes, playing our part in safeguarding the planet for future generations.

Our Environmental Guidelines define our commitment to a more environmentally friendly way of working, with a focus on reducing our greenhouse gas emissions across our global value chains. We have set a goal of reducing our average CO₂ equivalent emissions by 12% by 2022 (base year 2012). The largest component of our greenhouse gas footprint is business travel, followed by electricity consumption. Our environmental data for 2018 will be published on our website as this becomes available.

The transition towards a greener, low-carbon economy is expected to create new opportunities for workers, but these new jobs require new skills, which remain in short supply. To help address such skills imbalances, we use for example the parking fees at our Swiss headquarters to contribute to the Energy and Climate Laboratory of myclimate. This award-winning programme equips apprentices across Switzerland with the know how and tools that help them develop innovative climate protection solutions and energy efficiency projects within their workplace.

Social value creation

Our overall aim is to drive both social innovation and business opportunity to ensure the longevity of programmes and maximise stakeholder value. We sit squarely at the nexus of social impact and business interest. This allows us to both leverage the knowhow and resources of the Group to create positive social change, as well as to embed social value into products, services and ways of doing business.

The Adecco Group Foundation aligns and accelerates social value creation in the field of employment and skills, with a specific focus on work-readiness for underserved populations (such as young people, people with disabilities, and those in transition from one part of the workforce to another) and workforce vitality. Through our flagship programmes – CEO for One Month, Win4Youth as well as the Group’s athlete-focused career programmes – we drive inclusive, social value creation at the local and global levels. Our social innovation projects leverage the know-how of these programmes to pioneer practical solutions to thorny problems in the employment space.

Social innovation lab

The Foundation acts as a research and design-thinking incubator to design, build, test and roll out new models and ways of doing business that address global needs in employment and skilling. Our goal is to create a paradigm shift, to change norms and behaviours as well as individual and society expectations of how business interacts with people. We run the projects in consortium with a broad spectrum of other stakeholders, with the aim to create to share, not to keep.

Innovation projects

- **Workforce Vitality:** building on our experience with the Win4Youth programme, this innovation project focuses on the role that employers can and should play in making the global workforce healthier, more vital and fit for purpose. Using initial research with the Economist Intelligence Unit (EIU) as starting point, in 2018 we created a new model for how a company can more effectively engage its employees and associates to create healthy behaviours through four components: physical, mental, social and purpose. What we developed is not another app or platform, but a set of necessary enablers that combine policy, practice, culture, environment, technology and tools that must surround any given intervention to ensure they are effectively embedded. We also launched a first set of prototype interventions that we can now test more broadly, in different contexts, with the goal of publication later in 2019. Our ambition is for the model to become the new gold standard for company behaviour and to re-shape the expectations of employees regarding how a good employer cares for people.

The research and wellbeing self-diagnostic tool developed in collaboration with the EIU can be consulted at <https://www.adeccogroupfoundation.org/innovation-projects/>.

- **Portfolio Career:** this project originated within our athlete-focused career programmes (see page 11) and has two objectives: it drives companies to employ a more diverse workforce as well as creates employment opportunities for people in transition from one part of the workforce to another. In 2018, the Foundation piloted a first adaptation of this methodology with the Lucerne Festival Academy, hosting a series of workshops aimed at helping develop the skills, confidence and competencies of young musicians to increase their employability, within and beyond the arts world. We are now looking at ways to adapt and utilise the methodology for further target audiences.



Global programmes

CEO for One Month

Our CEO for One Month programme is a unique opportunity to help young people increase their employability and work-readiness by equipping them with the skills and experience needed to get a foot on the career ladder while increasing their confidence and exposure.

In 2018, the programme received a record of more than 204,000 initial applications. Through a rigorous country-level assessment, 47 talented people were chosen to shadow their Adecco Group country CEOs, gaining a unique insight into the business and the challenges faced by top executives. Following the global bootcamp for the 10 finalists, the process culminated in the selection of a Global CEO for One Month, Lisa Frommhold, who had the once-in-a-lifetime opportunity to accompany Adecco Group CEO Alain Dehaze for one month. Lisa has in the meantime joined Modis, the Adecco Group's professional solutions brand for IT, engineering & life sciences, as junior project manager.

This programme ensures that everyone who participates benefits, not just those who reach the final round. Through our newly launched Career Centre young people can access an array of advice and information to increase their employability. Over the coming year we will further strengthen the value applicants get through the Career Centre, mentorships, and an alumni network, as well as seek to offer more work experience opportunities beyond the programme.

The CEO for One Month programme is complemented by the Adecco Group's Experience Work Day, when offices across the Group open their doors to provide a hands-on taste of the working world for young people. In 2018, 4,000 Adecco Group employees shared their expertise with 8,000 young people across 47 countries.



8.6m

Kilometres converted, resulting in a

CHF 500,000

donation to Plan International

Win4Youth

Win4Youth is our flagship health engagement programme in partnership with Plan International. It inspires our colleagues, associates and clients all around the world to live an active and healthy life by engaging in sports in order to drive positive impact on the lives of young people around the world. The programme is simple: they do any kind of sports, log their kms or time spent doing this, and we make a donation to our global charity partner Plan International. In 2018, thousands of colleagues across the Group logged a record of 8.6 million converted kilometres, resulting in a donation of CHF 500,000 to Plan International.

The biggest champions of the programme are our Win4Youth Ambassadors. Every year, a group of 70+ Adecco Group colleagues are selected for a life-changing experience: the Olympic-distance Win4Youth Ocean Lava triathlon in Lanzarote. In 2018, for the first time two associates were chosen as ambassadors, reinforcing our message of inclusion and outreach. Being an ambassador is truly a life-changing experience, both professionally (by gaining better awareness of work-life integration, increasing their confidence, and illustrating team spirit) as well as physically. In 2018 for example, twelve of the ambassadors did not know how to swim before they signed up for the challenge.

Global partnerships

The Adecco Group and its Foundation work with a number of global and regional organisations to further policies, programmes and practices that support employment and skills across specific communities, following an approach of co-creation and shared value. Examples include Plan International, the International Committee of the Red Cross (ICRC), the Global Alliance for Youth, and the Global Apprenticeship Network.

Please see www.adeccogrouppoundation.org for further information on the Foundation's approach and activities.



About this report

This is our thirteenth Sustainability Report, disclosing publicly our approach on a range of economic, environmental and social impacts material to the company and our stakeholders. This report is also submitted as our Communication on Progress (CoP) to the UN Global Compact of which we have been a signatory since 2003.

Our Sustainability Report is complementing and building on what we publish in the Adecco Group 2018 Annual Report. We continuously seek to understand the concerns of our key internal and external stakeholders, while taking into account global and industry key trends to prioritise what matters to 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. We are thereby seeking to provide information in line with the reporting standards issued by the Global Reporting Initiative (GRI; see the GRI Content Index published on our website) and the sustainability accounting standards for professional and commercial services issued by the Sustainability Accounting Standard Board (SASB). In line with the evolution of our sustainability approach as outlined within this report, we will also carry on with our efforts to continuously strengthen how and what we measure and report on and where, consistent with best practice standards on integrated reporting.

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