



THE ADECCO GROUP

Group Public Affairs Principles

The Principles laid out herein have governed the activities of the Adecco Group Public Affairs function since March 2010. Certain provisions are reflected across various Policies of the Group, including the Code of Conduct.

The Principles are presented to the Board's Governance & Nomination Committee for the first time on August 30 2020.

1. General Principles

The Adecco Group aims to make the future work for everyone. In order to do so effectively, efficiently and sustainably for the benefit of all stakeholders, we notably depend on Governments creating the enabling environment, setting balanced policy and ensuring well-structured and functioning labour markets. Due to the complexity of the challenges the world faces today, Governments seek the expertise and support of labour market participants and experts such as the Adecco Group.

Public Affairs activities are aimed at policy making processes relevant to the Group's business success. They include interactions with and towards public policy and public sector stakeholders, such as Government bodies and elected officials, as well as with other stakeholders such as social partners, think tanks and academics, and (social) media activities. We believe it is important to engage with a broad range of external stakeholders to ensure diverse perspectives are considered.

The Adecco Group considers engagement and dialogue with policy makers¹ as an important duty and social responsibility. Doing so in a professional manner provides a valuable link between business, policy makers and civil society. The private sector has a vital role to play in the political process by informing and working closely with policy makers to adopt laws, regulations and policies that enable all actors in the world of work.

¹ For the purpose of these Principles the term Policy makers includes:

- Individuals employed by government departments or agencies on the local, national and supranational level for the execution of public administration (i.e. civil servants).
- Individuals employed by a company or business fully or partly owned by a government or government agency (i.e. state-owned enterprises).
- Employees of intergovernmental organisations (e.g. EU institutions, UN, WHO).
- Members of political parties and candidates for political offices.
- Persons working for state-owned employment services or agencies involved in employment decision-making such as procurement, pricing and reimbursement

The Adecco Group is committed to participating in a constructive, transparent, integrous and responsible dialogue with policy makers and other labour market stakeholders by providing relevant, coherent, conclusive and honest information in order to highlight and address the issues that affect the broad world of work and the private employment services industry in particular and advance its regulatory framework.

Adecco Group representatives also actively participate in public discussions through the Group's engagement in trade and industry associations. These groups represent our industry in the public debate and advocate for public policies that support innovation and that will benefit workers, businesses and society as a whole.

The Adecco Group fully respects and follows the national laws of each of the jurisdictions in which the company carries out public affairs activities.

The Adecco Group rejects any form of bribery, corruption or undue advantage. Conduct that could create the mere appearance of improper influence is prohibited.

Furthermore, the following Principles govern the Group Public Affairs activities:

2. Honesty and Integrity

- a. In their interactions with policy makers, the Adecco Group Representatives are expected to take all reasonable steps to ensure the truth and accuracy of all statements made or information provided by them.
- b. The Adecco Group expects and requests that any association, contractor or agency working for the Group or on behalf of the Goup, including specifically public affairs agencies, must equally fully commit themselves and abide to the same high ethical standard we expect of ourselves.

3. Transparency and Openness

- a. The Adecco Group employees shall always identify themselves openly and correctly as representing the Group and mention their specific function.
- b. The Adecco Group representatives shall not misrepresent their status or the nature of their inquiries to policy makers nor shall they create any false impression in relation thereto.

The Adecco Group – i.e. its public affairs representatives – where existing, signs up in registers of public institutions and discloses relevant aggregate costs of lobbying, including personnel costs and consulting costs. The Adecco Group supports the introduction of

transparency rules (e.g. lobbying registers) in the political systems where the company represents its interests.

4. Respect, Independence and Prohibition of any Abuse

- a. The Adecco Group fully respects the independence and impartiality of policy makers in the performance of their functions. The Adecco Group considers such respect a precondition for professional dialogue and collaboration.
- b. The Adecco Group remains independent of any political affiliation.
- c. Any abuse of a given position must be avoided by all parties involved. All collaboration should be based on the understanding that both parties are of equal importance.

5. Confidentiality

- a. In any interaction with policy makers, the Adecco Group representatives shall not disclose any confidential information given to them in the course of their activities for the Group, provided they are not forced to disclose specific confidential information by Law.
- b. When and where specific rules, standards or conventions govern the receipt, distribution and release of documentation developed by policy makers, the Adecco Group representatives must comply with all corresponding applicable rules, standards or conventions; this refers to formal contracts as well as oral agreements or unwritten conventions in a given political environment.
