# Adecco Group AG - Climate Change 2020



### C0. Introduction

#### C0.1

(C0.1) Give a general description and introduction to your organization.

The Adecco Group is a purpose-driven company and our mission – to Make the Future Work for Everyone – has been designed with long-term shared value creation at the center. Through our core business we inspire, motivate, prepare and develop people across the globe to embrace the future of work.

We are the world's leading HR solutions partner, offering the most complete ecosystem of services in the industry, from temporary staffing and permanent placement, to career transition and up/reskilling, and complementary HR solutions such as Managed Service Programs or Recruitment Process Outsourcing. Every year, the Group's 35,000 colleagues worldwide enable 3.5 million people to participate in the world of work, and support more than 100,000 organizations across 60 countries and territories with their human capital needs, allowing them to invest and grow. In 2019, we provided coaching and training to more than half a million people, enhancing their employability and accelerating their careers. And we also ran programs in fields where persistent skills shortages exist to "train and place" candidates; acting as a source of talent, rather than an intermediary. We are constantly striving to improve what we do to keep pace with, and lead, a rapidly changing world of world.

Sustainable success as a company is contingent on behaving responsibly. What we do is only good for us if it is also good for our stakeholders, the economy and society at large. At the Adecco Group, we are thus committed to maintaining the highest standards of responsible business conduct and are working toward a culture that consistently embeds social, environmental and governance considerations across our full value chain. The bedrock to achieving this is a deep understanding of the issues most material to our business and our stakeholders. We also consider the impact of our activities on sustainable development, and our ability to contribute to the achievement of the UN SDGs

### Environmental stewardship

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 may be lower compared to other industries, as confirmed by the comprehensive materiality analysis conducted in 2018, leading to the Group's new integrated sustainability framework 2030. Nevertheless, at the Adecco Group, we understand our environmental responsibility to be an integral part of our mission to make the future work for everyone. We thereby follow a two-pillared approach:

- I. Supporting the transition to a low-carbon, more circular economy through our core business: The massive shift caused by climate change is likely to result in more, and more frequent career transitions as well as geographic shifts of activity. The transition towards a greener, more sustainable and low-carbon economy can potentially create millions of jobs. But this will require significant investments in up/reskilling of workers' capabilities. We are already working to help address such skills imbalances, e.g. via work-readiness programs. We are also partnering with clients to deliver relevant services to facilitate this shift: we e.g. provide support with environmental impact studies, we bring in engineers to help re-establish supply chains to include photovoltaic and turbine manufacturing, or we deploy specialists in the production, transportation and distribution of renewable energy.
- II. Managing our own environmental footprint: we are conscious of the environmental impact our operations can have and the difference we are able to make by acting responsibly. In 2019, the Adecco Group committed to becoming carbon neutral by 2030. We will pursue this by striving to reduce our total carbon emissions by 50% by 2030, with 2018 as the base year, and offsetting remaining emissions. We set this ambitious reduction target in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5° compared with pre-industrial levels.

To achieve our ambition, we will focus particularly on those areas where we see the biggest reduction potential: reducing business travel and using lower carbon alternatives, increasingly decarbonizing our car fleet, and improving energy efficiency within our facilities. Over time we will also explore options as regards employee and associate commuting.

We are a business of people and for people, providing access to livelihoods and opportunity. A new social contract, inclusion and engagement in the workplace, shared value creation and purpose-led growth, as well as playing our part in safeguarding the planet for future generations, are central to ensuring that the future really does work for everyone.

## C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date		Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2019	December 31 2019	No	<not applicable=""></not>

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	and the second	4.00		****	The second second
(CO.	3) Select the (	countries/areas	for which v	vou will be	supplying data.

Argentina

Australia

Belgium

Chile

Colombia

France

Germany

India

Ireland

Italy Japan

Mexico

Netherlands Norway

Poland

Spain

Sweden

Switzerland

United Kingdom of Great Britain and Northern Ireland

United States of America

### C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

EUR

### C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

## C1. Governance

### C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

## C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

#### individua**l**(s) The Adecco Group pursues an integrated approach to purpose, responsible and sustainable business conduct, and shared value creation, Issues considered material from a sustainability and Board-level stakeholder perspective are aligned and embedded with the Adecco Group's overall strategic priorities and business objectives, as outlined in the Adecco Group's respective policies and rules committee regarding sustainability. With its members as stewards of the Company, the (non-executive) Board of Directors has thus ultimate responsibility for the overall strategic direction and oversight of these matters, but has assigned certain of these duties and responsibilities to its Governance and Nomination Committee (GNC). The GNC's primary responsibility is to assist the Board in carrying out its responsibilities as they relate to strategy, governance, sustainability and public responsibility, business environment, relations with shareholders and other stakeholders, nomination, succession and talent development. Concerning specifically the context at hand, the GNC is charged with: - Reviewing the Group's corporate governance structures and principles and independence rules, including principles and measures on sustainability, as well as reassessing such principles and rules, including the Group's Code of Conduct, to ensure that they remain relevant and in line with legal and stock exchange requirements; recommendations as to best practice are also reviewed to ensure compliance; - Overseeing the Group's initiatives and reviewing the principles related to sustainable and responsible business conduct, by identifying and prioritizing the Company's social, regulatory, economic and ecological challenges and opportunities and reporting on its efforts; At the beginning of 2019, the GNC signed off the Group's new integrated sustainability framework, within which environmental stewardship was identified as one of the Sustainability Fundamentals - an area where we will ensure we have best practice standards in place. In 2019/2020, the GNC furthermore e.g. endorsed the Group's carbon neutrality commitment. The GNC (as well as the Chair of the Audit Committee) subsequently also signed off the 2019 annual reporting, including reporting on the managing of environmental opportunities and risks. Chief At the management, Executive Committee level, the Group Chief Executive Officer has ultimate responsibility for the Group's sustainability efforts, including our efforts related to environmental Executive stewardship. In 2019/2020, he spearheaded the Adecco Group's commitment towards carbon neutrality and subsequent emissions reduction target of 50% by 2030, including signing off the Group's new environmental action plan. (CEO)

# (C1.1b) Provide further details on the board's oversight of climate-related issues.

with which climate- related	Governance mechanisms into which climate- related issues are integrated	Scope of board- level oversight	Please explain
Sporadic - as important matters arise	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Setting performance objectives Monitoring implementation and performance of objectives Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<not Applicabl e&gt;</not 	The Adecco Group pursues an integrated approach to purpose, responsible and sustainable business conduct, and shared value creation. Issues considered material from a sustainability and stakeholder perspective are aligned and embedded with the Adecco Group's overall strategic priorities and business objectives, as outlined in the Adecco Group's respective policies and rules regarding sustainability. With its members as stewards of the Company, the (non-executive) Board of Directors has thus ultimate responsibility for the overall strategic direction and oversight of these matters, but has assigned certain of these duties and responsibilities to its Governance and Nomination Committee (GNC). The GNC's primary responsibility is to assist the Board in carrying out its responsibilities as they relate to strategy, governance, sustainability and public responsibility, business environment, relations with shareholders and other stakeholders, nomination, succession and talent development. Concerning specifically the context at hand, and as defined in its written charter, the GNC is charged with: - Reviewing the Group's corporate governance structures and principles and independence rules, including principles and measures on sustainability, as well as reassessing such principles and rules, including the Group's Code of Conduct, to ensure that they remain relevant and in line with legal and stock exchange requirements; recommendations as to best practice are also reviewed to ensure compliance; - Overseeing the Group's initiatives and reviewing the principles related to sustainable and responsible business conduct, by identifying and prioritizing the Company's social, regulatory, economic and ecological challenges and opportunities and reporting on its efforts. The GNC (and/or the Board as a whole) typically receive updates on relevant sustainability (including climate-related) matters twice a year. In early 2019, the GNC e.g. endorsed the Adecco Group's new sustainability framework, which includes environmental performa

# C1.2

# $(\textbf{C1.2}) \ Provide \ the \ highest \ management-level \ position (\textbf{s}) \ or \ committee (\textbf{s}) \ with \ responsibility \ for \ climate-related \ issues.$

1 17	Reporting line	, , ,	responsibi <b>l</b> ity	Frequency of reporting to the board on climate- related issues
Chief Executive Officer (CEO) Chief Marketing and Communications Officer, member of the Executive Committee			<not Applicable&gt;</not 	As important matters arise
Other C-Suite Officer, please specify (Chief of Staff and Communications Officer)	<not Applicable &gt;</not 	3 3	<not Applicable&gt;</not 	Annually
Environment/ Sustainability manager	<not Applicable &gt;</not 		<not Applicable&gt;</not 	Annually

# C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The Adecco Group CEO (together with the Group Executive Committee as a whole) approves and reviews the Group's sustainability approach – incl. the management of environmental opportunities and risks, ensures its inclusion in the Group strategy, and is accountable for its implementation. In 2019/2020, the CEO and EC e.g. committed the Group to carbon neutrality and an emission reduction target of 50% by 2030.

The Chief of Staff and Communications Officer (COSCO), a member of the Group Executive Committee, coordinates the Adecco Group strategy efforts, leads operational effectiveness, communication and thought leadership, and closely works with the CEO to set the priorities of the CEO office. As part of this role, the COSCO has direct management responsibility for the sustainability function and oversees the day-to-day implementation of the Group's sustainability approach and objectives.

The Global Head of Sustainability, reporting directly to the COSCO, is responsible for (among others):

- Driving the sustainability approach and objectives for the Group and ensuring alignment across the business and country operations;
- Leading the development and implementation of consistent sustainability policies and practices across the Group;
- Working with the relevant function and business heads to ensure the consistent embedding of material ESG considerations into business operations; in the context at hand, e.g. working with the global and country heads of procurement to implement emissions reduction activities and advance our environmental ambitions; with the Head of Strategic Planning, General Counsel, Head of Compliance, Head of Audit and Head of Public Affairs to ensure specific sustainability-related risks are adequately considered in relevant processes and approaches;
- Overseeing sustainability-related, non-financial reporting;
- Engaging with internal and external stakeholders on relevant topics and representing the Group in relevant sustainability arenas.

Embedded in the strategic planning process, the enterprise risk management process at the Adecco Group is a management practice. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. While the focus is on analyzing, managing and mitigating risks, we pay equal attention to identifying opportunities for business development. The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. Country and business line management teams are involved to ensure consistency and comprehensive coverage by leveraging the expertise of the people in the organization close to the risks. This is consolidated through an unbiased and honest view on risks that can have a significant impact on their operations and their ability to meet objectives. 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. The Enterprise Risk Management assessment, including the action plan, is reported back to the Board of Directors.

Principal business risks as reported for 2019 for the Adecco Group: Geopolitical and economic uncertainty; client attraction and retention; associate attraction and retention; employee attraction and retention; Information Technology; changes in regulatory/legal and political environment; compliance with laws and regulations; disruptive technologies; and data protection and cyber security.

Given the nature of our business as an HR solutions company, climate-related issues are currently not considered as standalone key business risks, but potential aspects (e.g., physical, regulatory/legal and/or market risks, changes in client needs and expectations, skills imbalances brought about by climate change) are captured within above risk categories as deemed material.

### C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
1	we plan to introduce them in the next two	As part of the discussion and subsequent sign-off of the action plan to achieve our 2030 carbon neutrality commitment and 50% emissions reduction target, the Adecco Group Executive Committee also discussed the potential introduction of an internal carbon fee, i.e. including the costs for the offsetting of remaining emissions into country/business unit budgets (based on their proportion of emissions from the previous year) with the aim of incentivizing improvement actions and changes in behavior and driving accountability at source.

# C2. Risks and opportunities

### C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities? Yes

### C2.1a

### (C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment	
Short-term	0	1	Aligned with annual financial planning cycle.	
Medium-term	1	3	s is aligned with the Adecco Group's strategic planning horizon.	
Long-term	3	10	While we formulate our business strategy in three-year cycles, we reflect longer time horizons in the development and formulation of said strategy.	

#### C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

At the Adecco Group, a 5% impact on Group profits would be considered material.

#### C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations

Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

Annually

Time horizon(s) covered

Short-term

Medium-term

### **Description of process**

Embedded in the Group's strategic and organizational context and strategic planning process, the enterprise risk management process at the Adecco Group is a management practice. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. While the focus is on identifying, analyzing, mitigating, managing and monitoring significant risks for the company including financial, operational, and strategic risks, we pay equal attention to identifying opportunities for business development, The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's results, including financial, operational and strategic risks. In line with our business as an HR solutions provider, the key recurring risk categories have been determined to be Geopolitical and economic uncertainty, Client attraction and retention, Associate attraction and retention, Employee attraction and retention, Information Technology, Changes in regulatory/legal and political environment, Compliance with laws and regulations, Disruptive technologies, and Data protection and cyber security. All risk categories are considered in the assessment performed by all segments within the company. Due to the nature of our business, climate-related risks are not considered as a standalone risk category, but potential aspects (e.g. physical, regulatory/legal and market risks, changes in client needs and expectations) are captured within aforementioned risk categories as deemed material. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level. The risk assessment is aligned with the Group's organizational structure. Country and business line management teams are involved to ensure consistency and comprehensive coverage by leveraging the expertise of the people in the organization close to the risks. This is consolidated through an unbiased and honest view on risks that can have a significant impact on their operations and their ability to meet objectives. Where needed, action plans are developed, and progress is reviewed during regular operational business meetings. The segments report to Group management a comprehensive risk assessment, including mitigating actions. At Group management level, the individual segment results are reviewed and discussed with the segments individually, before they are then consolidated, and a Risk Owner is designated for each risk category identified. The Enterprise Risk Management assessment, including the action plan, is reported back to the Board of Directors.

## C2.2a

		Please explain
	& inclusion	
regu <b>l</b> ation a	always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. The key recurring risk categories are geopolitical and economic uncertainty, client attraction and retention, associate attraction and retention, employee attraction and retention, Information Technology, changes in regulatory/legal and political environment, compliance with laws and regulations, disruptive technologies, and data protection and cyber security. Due to the nature of our business as an HR solutions provider, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, compliance with current regulation, changes in client expectations and/or business models with impact on skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level. The relevant teams (public affairs, legal and compliance, sustainability) monitor and regularly report on relevant regulatory developments, serving as input to the risk assessments.
		The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line
	included	management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. The key recurring risk categories are geopolitical and economic uncertainty, client attraction and retention, associate attraction and retention, employee attraction and retention, Information Technology, changes in regulatory/legal and political environment, compliance with laws and regulations, disruptive technologies, and data protection and cyber security. Due to the nature of our business as an HR solutions provider, climate-related risks are not considered as a standalone risk categories, but relevant aspects (e.g. physical, regulatory/legal and market risks, changes in regulatory/legal and political environment, changes in client expectations and/or business models with impact on skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level. The relevant teams (public affairs, legal and compliance, sustainability) monitor and regularly report on relevant regulatory developments, serving as input to the risk assessments.
	always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. The key recurring risk categories are geopolitical and economic uncertainty, client attraction and retention, associate attraction and retention, employee attraction and retention, Information Technology, changes in regulatory/legal and political environment, compliance with laws and regulations, disruptive technologies, and data protection and cyber security. Due to the nature of our business as an HR solutions provider, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with impact on skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
- 8	always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. The key recurring risk categories are geopolitical and economic uncertainty, client attraction and retention, associate attraction and retention, employee attraction and retention, information Technology, changes in regulatory/legal and political environment, compliance with laws and regulations, disruptive technologies, and data protection and cyber security. Due to the nature of our business as an HR solutions provider, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with impact on skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
á	always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. The key recurring risk categories are geopolitical and economic uncertainty, client attraction and retention, associate attraction and retention, membrane management and political environment, compliance with laws and regulations, disruptive technologies, and data protection and cyber security. Due to the nature of our business as an HR solutions provider, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with impact on skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
	always included	The reputation of the Adecco Group is one of our most valuable assets. Reputation risk can arise from acts or omissions by the Group or any of its employees that could damage our reputation or lead to a loss of trust among our stakeholders, for example by not living up to public commitments made in the area of environmental stewardship or meeting our stakeholders expectations as regards responsible business conduct. We therefore build our business on an unwavering commitment to behaving responsibly, ethically and adhering to applicable laws, regulations, the Group's code of conduct and internal policies. All colleagues within the Adecco Group, without exception – from our Board of Directors to the Executive Committee, line managers and colleagues – are asked to respect this responsibility and exercise their duties accordingly. This is reflected in our risk management process. The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. The key recurring risk categories are geopolitical and economic uncertainty, client attraction and retention, associate attraction and retention, employee attraction and retention, Information Technology, changes in regulatory/legal and political environment, compliance with laws and regulations, disruptive technologies, and data protection and cyber security. Due to the nature of our business, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with impact on skills and capacity needs, failure to deliver on public commitments) are
physical s	sometimes included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and sustainability-related targets and objectives. The key recurring risk categories are geopolitical and economic uncertainty, client attraction and retention, associate attraction and retention, employee attraction and retention, information Technology, changes in regulatory/legal and political environment, compliance with laws and regulations, disruptive technologies, and data protection and cyber security. Due to the nature of our business, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with impact on skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
	Not evaluated	

# C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

# C2.3b

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

	Primary reason	Please explain
1	none with potential to have a substantive financial or	In collaboration with country and business line management teams, the Group's Enterprise Risk Management Steering Committee has provided an extensive risk catalog defining risk categories which can have a significant impact on the Adecco Group's financial results or strategic achievements. Those key recurring risk categories are geopolitical and economic uncertainty, client attraction and retention, associate attraction and retention, employee attraction and retention, Information Technology, changes in regulatory/legal and political environment, compliance with laws and regulations, disruptive technologies, and data protection and cyber security. Due to the nature of our business as an HR solutions provider, climate-related risks are not considered as a standalone risk category, but potential aspects (e.g. physical, regulatory/legal and market risks, changes in client needs or expectations) are captured within aforementioned risk categories as deemed material. They are however not deemed to have the potential to have a substantive financial or strategic impact on our business as an HR solutions provider.

### C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

### C2.4b

(C2.4b) Why do you not consider your organization to have climate-related opportunities?

	Primary reason	Please explain
Row 1	exist, but none with potential to have a substantive	The transition towards a greener, low carbon economy is expected to create new opportunities for workers. These new jobs require new skills, which remain in short supply. A new approach to life-long learning, and especially up-skilling and re-skilling, must be embraced if the economy and society are to prosper. Access to training, raising environmental awareness and climate literacy for current and future workers will be essential for the implementation of greener ways of production and service delivery. The Adecco Group is working closely with its clients to left address skills imbalances. We run work-readiness programs in most countries we operate in. We also support apprenticeship programs in a number of countries to facilitate demand-driven school-to-work transitions. Our subsidiary Modis for example, in Japan, trains graduates in practical engineering skills. However, such up-skilling and re-skilling opportunities specifically from a climate-related perspective are at this point, in the near term, not expected to have a substantive financial or strategic impact on the Group's business as defined in section C2.1b.

## C3. Business Strategy

# C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes, and we have developed a low-carbon transition plan

# C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

No, and we do not anticipate doing so in the next two years

# C3.1c

(C3.1c) Why does your organization not use climate-related scenario analysis to inform its strategy?

Due to the nature of our core business as an HR solutions provider, our exposure to climate-related risks, impacts and opportunities is considered to be limited compared to other industries. While we recognize that climate change and environmental degradation may influence and/or accelerate the "mega-trends" that have a severe impact on the world of work, we focus on those issues that are more directly impacting our core business, such as skills imbalances, the gig and platform economy, new demographic mix, digitalization, automation, Al & machine learning, and big data & analytics. We therefore do not conduct stand-alone climate-related scenario analysis but rather integrate relevant considerations into our own bespoke business modelling.

## C3.1d

### (C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate- related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	Through our Modis brand we partner with our clients to deliver a wide variety of services in e.g. the energy and mining sectors, which are undergoing a significant transformation, influenced and accelerated not least by climate change. A series of revolutions are making the industry more digital, environmentally friendly and forward thinking, responding to a wave of change in regulation and consumer demands. The increased desire for a sustainable future is transforming the way we power our homes, businesses and cities. It is changing how we get from point a to point b. It is even causing a shift in the way we cultivate and consume our food. To meet the demand for non-fossil fuel energy, energy businesses for example will need to re-establish supply chains to include photo-voltaic and turbine manufacturing. They will also need to recalculate environmental impacts of the new technology, understand how to best acquire and recycle the raw mined materials and continue to invest heavily in novel R&D. And we are right there to support our clients in this move to a more progressive and sustainable model with the corresponding IT and engineering solutions and skills needed to nurture innovation, efficiency and evolution: for example conducting environmental impact sudies; bringing engineers and IT specialists in power grid building and monitoring services to assess demand and responses to improve their efficiency; renewable energy and nuclear engineering; assistance with supply chain management; the design and build of photovoltaics and turbines necessary to embrace this shift, design and operations of production plants; production, transportation and distribution of electricity; providing upskilling and reskilling to meet the demand for new skills. This is reflected in the re-brand of Modis in 2018 and was further emphasized in the subsequent launch of its new strategy in 2019, specifically in the areas of mobility, industry 4.0, renewable technologies, data infrastructure, digital transformation, data analytics and ar
Supply chain and/or value chain	No	Due to the nature of the Adecco Group's core business as an HR solutions provider, we are predominantly a consumer of services and not products or raw materials. Compared with other industry sectors such as manufacturing, our exposure to climate-related risks and opportunities associated with our supply chain are thus limited. While we are committed to effectively managing environmental issues in our supply chain (e.g. integrating environmental considerations into relevant RFPs) and expect our suppliers to share the same high standards of business conduct, climate-related risks and opportunities have not significantly influenced our supply chain strategy to date. Similarly, while we recognize that climate change may influence and/or accelerate the "mega-trends" that have a severe impact on the world of work and potentially our clients' business models, we focus on those issues that are more directly influencing our core business and that have the biggest impact on our ability to create value, such as skills imbalances, the gig and platform economy, new demographic mix, digitalization, automation, AI & machine learning, and big data & analytics.
Investment in R&D	No	Due to the nature of the Adecco Group's core business as an HR solutions provider, our R&D activities are focused more closely on the megatrends influencing the world of work more directly, such as skills imbalances, the gig and platform economy, new demographic mix, digitalization, automation, AI & machine learning, and big data & analytics. See for example our research into rethinking workforce investment to bridge the skills gap published in 2019 or on the topic of employee wellbeing and workforce vitality launched in 2018, with a methodology published in July 2020, While climate change may influence and/or accelerate these megatrends, climate risks and opportunities as such and independently have not significantly influenced our R&D strategy.
Operations	Yes	We see increased possibilities of carbon pricing systems being introduced that could result in increased operational costs for our business. We are also recognizing the opportunities for savings in operating costs by moving for example to more energy efficient offices, switching to more efficient lighting fixtures and systems, reducing business travel etc., as evidenced by actions our country operations have been taking (see examples in section C4.3b). In 2019, we have furthermore committed to becoming carbon neutral by 2030, with the associated target of reducing our total carbon emissions by 50% by 2030. To incentivize further and continuous improvement actions and changes in behavior and drive accountability at source, we are exploring the introduction of an internal carbon fee, i.e. including the costs for the offsetting of remaining emissions into country/business unit budgets based on their proportion of emissions from the previous year.

## C3.1e

(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Indirect costs	In 2019, we committed to becoming carbon neutral by 2030, to be achieved by reducing our carbon emissions by 50% and offsetting remaining emissions through the purchase of Renewable Energy Certificates/Energy Attribute Certificates and/or investments in external emission reduction projects. To incentivize continuous improvement actions and changes in behavior and drive accountability at source, we are exploring the introduction of an internal carbon fee, i.e. including the costs for the offsetting of remaining emissions into country/business unit budgets based on their proportion of emissions from the previous year.

# C3.1f

(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

C4. Targets and performance

# C4.1

(C4.1) Did you have an emissions target that was active in the reporting year? Both absolute and intensity targets

# C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Year target was set

2012

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1

Base year

2012

Covered emissions in base year (metric tons CO2e)

51562

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

100

Target year

2022

Targeted reduction from base year (%)

12

Covered emissions in target year (metric tons CO2e) [auto-calculated]

45374.56

Covered emissions in reporting year (metric tons CO2e)

55715.99

% of target achieved [auto-calculated]

-67.1358429334264

Target status in reporting year

Retired

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

#### Please explain (including target coverage)

Absolute scope 1 emissions have decreased year on year by 13%. They are higher than base year emissions by 8%, explained by the following reason: in 2019 (for FY 2018 data), we changed the methodology by which we calculate our emissions data and close data gaps to be considerably more stringent and conservative than in previous years, particularly as compared to the calculation of the original 2012 baseline, thus significantly increasing the quality, comprehensiveness and representativeness of data. That is why at the beginning of 2020 we have committed to new emission reduction targets, replacing the current absolute and intensity targets of 12% by 2022 compared to a 2012 base year with the target of reducing our absolute and intensity emissions by 50% by 2030 with 2018 as the base year, in line with our strengthened commitment to managing our own environmental footprint and supportive of our carbon neutrality commitment by 2030, made in 2019. These new targets were set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. The current targets will be retired for the next reporting period.

# Target reference number

Abs 2

Year target was set

2012

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 2 (market-based)

Base year

2012

Covered emissions in base year (metric tons CO2e)

52372

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

100

Target year

2022

Targeted reduction from base year (%)

12

Covered emissions in target year (metric tons CO2e) [auto-calculated]

46087.36

Covered emissions in reporting year (metric tons CO2e)

30943.66

% of target achieved [auto-calculated]

340.963682883984

Target status in reporting year

Achieved

Is this a science-based target?

No, but we anticipate setting one in the next 2 years  $% \left( 1\right) =\left( 1\right) \left( 1\right)$ 

### Please explain (including target coverage)

Scope 2 reduction target 100% achieved (or rather exceeded). Absolute scope 2 emissions have decreased year on year by 2%, and are 41% lower than base year emissions, significantly outperforming our target of a 12% reduction by 2022. We will thus retire this target. At the beginning of 2020, we have committed to new emission reduction targets, replacing the current absolute and intensity targets of 12% by 2022 compared to a 2012 base year with the target of reducing our absolute and intensity emissions by 50% by 2030 with 2018 as the base year, in line with our strengthened commitment to managing our own environmental footprint and supportive of our carbon neutrality commitment by 2030, made in 2019. These new targets were set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. 2018 was chosen as the base year as for FY 2018 data we introduced a new, more stringent and conservative methodology by which we calculate our emissions data and close data gaps, significantly increasing the quality, comprehensiveness and representativeness of data.

#### Target reference number

Abs 3

### Year target was set

2012

### Target coverage

Company-wide

### Scope(s) (or Scope 3 category)

Scope 3 (upstream & downstream)

### Base year

2012

### Covered emissions in base year (metric tons CO2e)

#### Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

100

### Target year

2022

### Targeted reduction from base year (%)

12

#### Covered emissions in target year (metric tons CO2e) [auto-calculated]

### Covered emissions in reporting year (metric tons CO2e)

66567.54

### % of target achieved [auto-calculated]

-394 107256125444

### Target status in reporting year

Retired

### Is this a science-based target?

No. but we anticipate setting one in the next 2 years

# Please explain (including target coverage)

Absolute scope 3 emissions have decreased year on year by 10%. They are higher than base year emissions, explained by the following reason; in 2019 (for FY 2018 data), we changed the methodology by which we calculate our emissions data and close data gaps to be considerably more stringent and conservative than in previous years, particularly as compared to the calculation of the original 2012 baseline, thus significantly increasing the quality, comprehensiveness and representativeness of data. That is why at the beginning of 2020 we have committed to new emission reduction targets, replacing the current absolute and intensity targets of 12% by 2022 compared to a 2012 base year with the target of reducing our absolute and intensity emissions by 50% by 2030 with 2018 as the base year, in line with our strengthened commitment to managing our own environmental footprint and supportive of our carbon neutrality commitment by 2030, made in 2019. These new targets were set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with preindustrial levels. The current targets will be retired for the next reporting period.

### C4.1b

# (C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

# Target reference number

Int 1

### Year target was set

2012

### Target coverage

Company-wide

### Scope(s) (or Scope 3 category)

Scope 1+2 (market-based)

### Intensity metric

Metric tons CO2e per unit revenue

## Base year

Intensity figure in base year (metric tons CO2e per unit of activity)

#### 0.000005061

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

#### Target year

2022

Targeted reduction from base year (%)

12

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

0.00000445368

% change anticipated in absolute Scope 1+2 emissions

-8

% change anticipated in absolute Scope 3 emissions

0

Intensity figure in reporting year (metric tons CO2e per unit of activity)

0.0000036991

% of target achieved [auto-calculated]

224.247513666601

Target status in reporting year

Achieved

Is this a science-based target?

No, but we anticipate setting one in the next 2 years

#### Please explain (including target coverage)

Intensity target 100% achieved (or rather exceeded). The 2019 value (3.6991 tCO2e per million EUR) represents a reduction of 8% year on year, and 27% from base year 2012 (5.061 tCO2e per million EUR), meaning we have substantially outperformed the target for 2022 of 4.45 tCO2e per million EUR. The current target will thus be retired for the next reporting period. At the beginning of 2020, we have committed to new emission reduction targets, replacing the current absolute and intensity targets of 12% by 2022 compared to a 2012 base year with the target of reducing our absolute and intensity emissions by 50% by 2030 with 2018 as the base year, in line with our strengthened commitment to managing our own environmental footprint and supportive of our carbon neutrality commitment by 2030, made in 2019. These new targets were set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1,5°C compared with pre-industrial levels, 2018 was chosen as the base year as for FY 2018 data we introduced a new, more stringent and conservative methodology by which we calculate our emissions data and close data gaps, significantly increasing the quality, comprehensiveness and representativeness of data and thus providing a better data basis to start from. Anticipating percentage changes in absolute Scope 1 + 2 emissions for the coming reporting year is difficult given the anticipated fluctuations in energy consumption due to Covid 9 measures (e.g. lock-down and re-opening of certain buildings and more working from home). Stated above is thus the percentage change required to remain in line with our 2030 reduction target trajectory.

### Target reference number

Int 2

Year target was set

2012

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (market-based)

Intensity metric

Metric tons CO2e per unit FTE employee

Base year

2012

Intensity figure in base year (metric tons CO2e per unit of activity)

3.1508518766

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

Target year

2022

Targeted reduction from base year (%)

12

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

2,772749651408

% change anticipated in absolute Scope 1+2 emissions

-8

% change anticipated in absolute Scope 3 emissions

0

Intensity figure in reporting year (metric tons CO2e per unit of activity)

2 500134239

% of target achieved [auto-calculated]

172.100980698954

### Target status in reporting year

Achieved

### Is this a science-based target?

No, but we anticipate setting one in the next 2 years

### Please explain (including target coverage)

Intensity target 100% achieved (or rather exceeded). The 2019 value (2.5 tCO2e per FTE) represents a reduction of 9% year on year, and 21% from base year 2012 (3.15 tCO2e per FTE), meaning we have substantially outperformed the target for 2022 of 2.77 tCO2e per FTE. The current target will thus be retired for the next reporting period. At the beginning of 2020, we have committed to new emission reduction targets, replacing the current absolute and intensity targets of 12% by 2022 compared to a 2012 base year with the target of reducing our absolute and intensity emissions by 50% by 2030 with 2018 as the base year, in line with our strengthened commitment to managing our own environmental footprint and supportive of our carbon neutrality commitment by 2030, made in 2019. These new targets were set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with preindustrial levels, 2018 was chosen as the base year as for FY 2018 data we introduced a new, more stringent and conservative methodology by which we calculate our emissions data and close data gaps, significantly increasing the quality, comprehensiveness and representativeness of data and thus providing a better data basis to start from. Anticipating percentage changes in absolute Scope 1 + 2 emissions for the coming reporting year is difficult given the anticipated fluctuations in energy consumption due to Covid 9 measures (e.g. lock-down and re-opening of certain buildings and more working from home). Stated above is thus the percentage change required to remain in line with our 2030 reduction target trajectory.

### C4.2

### (C4.2) Did you have any other climate-related targets that were active in the reporting year?

No other climate-related targets

#### C4 3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

#### C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	3	
To be implemented*	3	975
Implementation commenced*	2	750
Implemented*	7	2186
Not to be implemented	0	

### C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

### Initiative category & Initiative type

Transportation Other, please specify (Combination of strengthened internal procedures and travel policy, new carpooling platform and reduction of carfleet)

### Estimated annual CO2e savings (metric tonnes CO2e)

50

# Scope(s)

Scope 1

# Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency - as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

0

## Payback period

<1 year

### Estimated lifetime of the initiative

6**-**10 years

# Comment

Our business operations in France have introduced new internal mobility procedures that aim to limit the amount of travel (focus on video conferencing, preference of train

to plane, increased deployment of home office), are piloting the use of a new car-pooling platform and have reduced their car fleet by 15%.

### Initiative category & Initiative type

Transportation Company fleet vehicle replacement

### Estimated annual CO2e savings (metric tonnes CO2e)

2000

### Scope(s)

Scope 1

### Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency - as specified in C0.4)

### Investment required (unit currency - as specified in C0.4)

Ω

#### Payback period

<1 year

### Estimated lifetime of the initiative

3-5 years

#### Comment

Our UK operations have significantly reduced their car fleet by 70% compared to the previous year and instead encouraged the use of conference calls to avoid travelling.

### Initiative category & Initiative type

Transportation Company fleet vehicle replacement

### Estimated annual CO2e savings (metric tonnes CO2e)

50

### Scope(s)

Scope 1

### Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency - as specified in C0.4)

# Investment required (unit currency – as specified in C0.4)

0

### Payback period

<1 year

## Estimated lifetime of the initiative

3-5 years

# Comment

Our country operations in India have started to use taxi aggregators like "OLA" for business travel, leading to emissions savings of 25%,

# Initiative category & Initiative type

Transportation Company fleet vehicle replacement

### Estimated annual CO2e savings (metric tonnes CO2e)

36

## Scope(s)

Scope 1

# Voluntary/Mandatory

Voluntary

# Annual monetary savings (unit currency – as specified in C0.4)

15500

# Investment required (unit currency - as specified in C0.4)

# Payback period

1-3 years

### Estimated lifetime of the initiative

3-5 years

### Comment

Our business operations in Spain have changed a percentage of its gasoline car fleet to hybrid cars (79 cars).

### Initiative category & Initiative type

### Estimated annual CO2e savings (metric tonnes CO2e)

40

### Scope(s)

Scope 2 (market-based)

### Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency - as specified in C0.4)

Investment required (unit currency - as specified in C0.4)

### Payback period

1-3 years

### Estimated lifetime of the initiative

6-10 years

#### Comment

The call center of our operations in India (one of its largest departments) has moved from an old building into a newer, smaller building that saves more energy and is climate neutral. Another part of its operations has moved to new offices with more natural light, requiring less artificial lighting.

### Initiative category & Initiative type

Company policy or behavioral change

Waste management

### Estimated annual CO2e savings (metric tonnes CO2e)

0.5

#### Scope(s)

Scope 3

## Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency - as specified in C0.4)

## Investment required (unit currency - as specified in C0.4)

0

## Payback period

<1 year

## Estimated lifetime of the initiative

3-5 years

### Comment

Our operations in France launched a "zero waste branch" guide through its digital workplaces with the aim of reducing waste generated in its branches. With 1,140 branches, France has the largest network of branch offices across our organization.

## Initiative category & Initiative type

Company policy or behavioral change

Resource efficiency

# Estimated annual CO2e savings (metric tonnes CO2e)

10

### Scope(s)

Scope 2 (location-based)

Scope 2 (market-based)

### Voluntary/Mandatory

Voluntary

# Annual monetary savings (unit currency – as specified in C0.4)

### Investment required (unit currency - as specified in C0.4)

0

### Payback period

1-3 years

# Estimated lifetime of the initiative

6-10 years

### Comment

Our operations in e.g. Argentina and Poland have introduced the automatic shutdown of all equipment at night as well as are starting to replace their equipment with more energy-saving options.

### (C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Employee engagement	Integrating sustainability and in this context more specifically environmental considerations into our business is not the responsibility simply of the sustainability and/or procurement function. Each one of our employees - irrespective of level of seniority or role - can contribute and help us advance our sustainability objectives. We thus seek to raise awareness of the impact of activities and highlight potential alternatives (e.g. the use of video conferencing facilities or public transport vs air travel) to drive behavior change.
Compliance with regulatory requirements/standards	In some of the markets in which the Adecco Group operates, local regulations require energy efficient solutions to be implemented.
Financial optimization calculations	Engagement of the procurement function to ensure energy efficiency improvements are included in cost-benefit analysis of workplace improvement projects .
Internal price on carbon	As part of the discussion of the action plan to achieve our 2030 carbon neutrality commitment and 50% reduction target, the Adecco Group Executive Committee has also discussed the potential introduction of an internal carbon fee, i.e. including the costs for the offsetting of remaining emissions into country/business unit budgets (based on their proportion of emissions from the previous year) to incentivize improvement actions and changes in behavior and drive accountability at source. This would likely become effective as of 2021/2022.

### C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

### C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.

#### Level of aggregation

Group of products

### Description of product/Group of products

Through our Modis brand we partner with our clients to deliver a wide variety of services e.g. in the energy and mining sectors, which are undergoing a significant transformation. A series of revolutions are making the industry more digital, environmentally friendly and forward thinking, responding to a wave of change in consumer demands and regulation. To meet the demand for non-fossil fuel energy, energy businesses will need to re-establish supply chains to include photo-voltaic and turbine manufacturing. They will also need to recalculate environmental impacts of the new technology, understand how to best acquire and recycle the raw mined materials and continue to invest heavily in novel R&D. And we are right there to support our clients with the corresponding services, including for example environmental impact studies; bringing engineers and IT specialists in power grid building and monitoring services to assess demand and responses to improve their efficiency; renewable energy and nuclear engineering; assistance with supply chain management; the design and build of photovoltaics and turbines necessary to embrace this shift; design and operations of production plants; production, transportation and distribution of electricity.

Are these low-carbon product(s) or do they enable avoided emissions?

Avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions Other, please specify (No formal taxonomy, project or methodology applied)

% revenue from low carbon product(s) in the reporting year

3

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

### Comment

Revenues from our Engineering and Technical Services business line overall accounted for 3% of Group revenues in 2019.

### C5. Emissions methodology

# C5.1

### (C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

#### Scope 1

### Base year start

January 1 2012

### Base year end

December 31 2012

#### Base year emissions (metric tons CO2e)

51562

#### Comment

Following our commitment to become carbon neutral by 2030, made in 2019, we have subsequently set a reduction target of total carbon emissions by 50% by 2030, with 2018 as the new base year. We selected 2018 as the new base year as for our 2018 data we went through a comprehensive exercise in collaboration with an external expert organization to strengthen the quality of our data. The method used to close data gaps was more conservative and stringent than in previous years and significantly increased the comprehensiveness and representativeness of data while reducing the uncertainty range due to assumptions, extrapolation and sampling, thus providing a stronger data basis to launch our new reduction target and efforts from.

### Scope 2 (location-based)

#### Base year start

January 1 2012

### Base year end

December 31 2012

### Base year emissions (metric tons CO2e)

0

### Comment

N/A

### Scope 2 (market-based)

#### Base year start

January 1 2012

#### Base year end

December 31 2012

### Base year emissions (metric tons CO2e)

52372

#### Comment

The market-based electricity emissions are calculated as follows: if a company buys a certificate for renewable energy (REC), the emission factor is 0 for this part of their used electricity. The rest of their used electricity (non-renewable) is calculated with the respective national production emissions factors (ecoinvent database v.2.2). Not all sites have been able to provide information regarding renewable energy certificates, therefore the market-based emissions are rather overestimated. Following our commitment to becoming carbon neutral by 2030, made in 2019, we have subsequently set a reduction target of total carbon emissions by 50% by 2030, with 2018 as the new base year. We selected 2018 as the new based year as for our 2018 data we went through a comprehensive exercise in collaboration with an external expert organization to strengthen the quality of our data. The method used to close data gaps was more conservative and stringent than in previous years and significantly increased the comprehensiveness and representativeness of data while reducing the uncertainty range due to assumptions, extrapolation and sampling, thus providing a stronger data basis to launch our new reduction target and efforts from,

### C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

### C6. Emissions data

# C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

#### Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

55715.992

### Start date

<Not Applicable>

#### End date

<Not Applicable>

### Comment

Gross global Scope 1 emissions cover emissions from mobile combustion (business cars) and stationary combustion (heating oil and/or natural gas). Data was collected from our 19 largest markets, representing more than 80% of employees and more than 85% in revenues, Missing values of reporting countries were estimated: 1) Missing heating consumption data was modeled via heating degree day per country and extrapolated by the number of FTEs. 2) Missing car-fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco-Group.

#### C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

#### Row 1

### Scope 2, location-based

We are reporting a Scope 2, location-based figure

### Scope 2, market-based

We are reporting a Scope 2, market-based figure

### Comment

For the calculation of the location-based electricity emissions, we are using the emission factors for the respective national mix as per ecoinvent database v2.2. The market-based electricity emissions are calculated as follows: If a company buys a certificate for renewable energy, the emission factor is 0 for this part of used electricity. The rest of the used electricity (non-renewable) is again calculated with the respective national emission factors as per ecoinvent database v2.2.

### C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

### Reporting year

Scope 2, location-based

33362,844

Scope 2, market-based (if applicable)

30943.661

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

### C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

### C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

### Purchased goods and services

### **Evaluation status**

Relevant, calculated

#### Metric tonnes CO2e

4311.219

#### Emissions calculation methodology

Emissions from purchased paper (virgin and recycled), toner and IT equipment (such as printers, laptops, PCs, monitors). Missing values of reporting countries were estimated: 1) IT equipment data was not provided and therefore calculated based on the average of previous years. 2) Wherever paper data was missing, it was estimated based on the average of previous years.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

#### Capital goods

## Evaluation status

Not relevant, explanation provided

#### Metric tonnes CO2e

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

#### Please explain

Not applicable. The Adecco Group is an HR solutions provider; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of selected clients, this only represents a minuscule, negligible part of our business.

#### Fuel-and-energy-related activities (not included in Scope 1 or 2)

### **Evaluation status**

Relevant, calculated

### Metric tonnes CO2e

35271.53

### Emissions calculation methodology

Emissions from electricity (conventional and renewable), heating (fuel and gas), fuel used by business cars (gasoline, diesel, natural gas), the cars' lifecycle and road construction/maintenance. Missing values of reporting countries were estimated: 1) Missing heating consumption data was modeled via heating degree day per country and extrapolated by the number of FTEs. 2) Other missing values were estimated based on the average of previous years.

## Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

# Upstream transportation and distribution

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

# Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Not applicable. The Adecco Group is an HR solutions provider; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of select clients, this only represents a minuscule, negligible part of our business.

## Waste generated in operations

## Evaluation status

Not relevant, calculated

### Metric tonnes CO2e

43,093

### **Emissions calculation methodology**

Emissions from tap water are calculated via the number of FTEs. The emission factors used for the calculation are obtained from the ecoinvent database. The office waste was not reported and is therefore not included in the emissions. However, an increasing number of our offices currently recycle their used paper and/or their toner cartridges. We strive to continuously improve practices in environmental management and to ingrain environmental consciousness across our business.

# Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

#### **Business travel**

### **Evaluation status**

Relevant, calculated

#### Metric tonnes CO2e

26942.582

### **Emissions calculation methodology**

Emissions from airtravel. Missing values of reporting countries were estimated: 1) Flown distance was calculated based on the average of previous years. 2) The share of business-class air travel was based on the average of the previous years. For EU-countries the average was slightly downscaled, as it is assumed that there are mainly short-haul flights. The emission factors used for the calculation of scope 3 are obtained from the ecoinvent database.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

65

### Please explain

### Employee commuting

### **Evaluation** status

Relevant, not yet calculated

#### Metric tonnes CO2e

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

#### Please explain

We are currently not yet in a position to collect this type of activity data but are exploring opportunities to integrate this into existing tools and platforms, both for colleagues and associates placed. In line with the evolution of our sustainability approach, we will also carry on with our efforts to strengthen our measurement and reporting framework, consistent with best practice standards, which will also address necessary improvements in data collection at local, national and global levels.

### Upstream leased assets

#### **Evaluation status**

Not relevant, explanation provided

#### Metric tonnes CO2e

<Not Applicable>

#### **Emissions calculation methodology**

<Not Applicable>

# Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Not applicable. The Adecco Group does not lease any CO2-relevant assets.

### Downstream transportation and distribution

## Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

# Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

The Adecco Group is an HR solutions provider; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of select clients, this only represents a minuscule, negligible part of our business.

## Processing of sold products

# Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

# Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

The Adecco Group is an HR solutions provider; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of select clients, this only represents a minuscule, negligible part of our business.

### Use of sold products

### **Evaluation status**

Not relevant, explanation provided

#### Metric tonnes CO2e

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

#### Please explain

The Adecco Group is an HR solutions provider; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of select clients, this only represents a minuscule, negligible part of our business.

### End of life treatment of sold products

### **Evaluation** status

Not relevant, explanation provided

#### Metric tonnes CO2e

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

The Adecco Group is a HR solutions provider; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of select clients, this only represents a minuscule, negligible part of our business.

#### Downstream leased assets

### **Evaluation status**

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

# Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

## Please explain

Not applicable. The Adecco Group does not lease any CO2-relevant assets.

### Franchises

## **Evaluation status**

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

# Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Not applicable. The Adecco Group does not run a franchising system.

### Investments

## Evaluation status

Not relevant, explanation provided

## Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

## Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Not applicable. The Adecco Group does not hold any material CO2-relevant investments.

### Other (upstream)

### **Evaluation status**

Not relevant, explanation provided

#### Metric tonnes CO2e

<Not Applicable>

### **Emissions calculation methodology**

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

#### Please explain

Not applicable. As an HR solutions provider, the Adecco Group does not cause any relevant up- or downstream emissions.

### Other (downstream)

#### **Evaluation status**

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Not applicable. As an HR solutions provider, the Adecco Group does not cause any relevant up- or downstream emissions.

### C6.7

## (C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

Nο

### C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

### Intensity figure

0,0000038024

# Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

89078.84

### Metric denominator

unit total revenue

### Metric denominator: Unit total

23427000000

# Scope 2 figure used

Location-based

# % change from previous year

7.94

### Direction of change

Decreased

## Reason for change

While the unit total revenue remained almost unchanged (down 3%), the gross global combined Scope 1 and 2 emissions decreased more notably due to e.g. reduction measures implemented in the reporting year.

# Intensity figure

2.5699

### Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

89078,84

## Metric denominator

full time equivalent (FTE) employee

# Metric denominator: Unit total

34662

## Scope 2 figure used

Location-based

### % change from previous year

9.34

### Direction of change

Decreased

### Reason for change

While the number of FTE remained almost unchanged (down by 112 employees year on year to CDP reporting and 442 employees to restated Adecco Group 2019 Annual Report figures respectively), the gross global combined Scope 1 and 2 emissions decreased more notably due to e.g. reduction measures implemented in the reporting year.

### Intensity figure

0.000003699

### Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

86659.65

### Metric denominator

unit total revenue

### Metric denominator: Unit total

23427000000

### Scope 2 figure used

Market-based

### % change from previous year

7.88

### Direction of change

Decreased

### Reason for change

While the unit total revenue remained almost unchanged (down 3%), the gross global combined Scope 1 and 2 emissions decreased more notably due to e.g. reduction measures implemented in the reporting year.

### Intensity figure

2.5001

### Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

86659,65

## Metric denominator

full time equivalent (FTE) employee

## Metric denominator: Unit total

34662

### Scope 2 figure used

Market-based

## % change from previous year

9,3

# Direction of change

Decreased

### Reason for change

While the number of FTE remained almost unchanged (down by 112 employees year on year to CDP reporting and 442 employees to restated Adecco Group 2019 Annual Report figures respectively), the gross global combined Scope 1 and 2 emissions decreased more notably due to e.g. reduction measures implemented in the reporting year.

## C7. Emissions breakdowns

### C7.1

### (C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

No

### C7.2

## (C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Argentina	125.693
Belgium	2793.954
France	7982.156
Germany	7915.747
India	1359.976
Italy	3708.45
Japan	1498.69
Mexico	1044.434
Netherlands	1238.117
Norway	913.132
Spain	3310.191
Sweden	260.85
Switzerland	975.102
United Kingdom of Great Britain and Northern Ireland	507.716
This includes our Irish operations.	
United States of America	9211.358
Other, please specify (Rest of world in which we operate (extrapolation))	9956
Poland	296.894
Australia	691.61
Chile	420.657
Colombia	1505.28

## C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide. Please select

## C7.5

# (C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location- based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Argentina	199.555	199.555	373	0
Belgium	192.594	0	0	795.84
France	823.218	0	0	9249.63
Germany	1460.412	1460.412	2974.36	0
India	887.987	887.987	1096.28	0
Italy	1979.366	1979.366	3395.13	0
Japan	2133.629	2133.629	4241.8	0
Mexico	375.424	375.424	727.56	0
Netherlands	474.247	0	0	856.04
Norway	448.83	0	0	1076.33
Spain	1753.64	1753.64	4340.69	0
Sweden	39.565	0	0	965
Switzerland	9.015	0.573	40.91	603
United Kingdom of Great Britain and Northern Ireland Includes our Irish operations	1398.228	1398.228	2683.74	0
United States of America	13466.826	13466.826	22557.5	0
Other, please specify (Rest of world in which we operate (extrapolation))	5961.662	5529.374	10068.6	2947.58
Poland	673.992	673.992	792	0
Australia	256.761	256.761	350.93	0
Chile	192.35	192.35	369.19	0
Colombia	635.544	635.544	2328	0

# C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide. Please select

C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?	
Decreased	

### C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)		Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption		<not Applicable &gt;</not 		
Other emissions reduction activities	9167.06	Decreased	10	The gross global emissions (Scope 1 + 2) of the Adecco Group for 2019 are 86,659.653 metric tons of CO2e. Our gross global emissions for the previous reporting year were 95,826.71metric tons of CO2e. This means that the total change in emissions is -9,167.057 metric tons of CO2e, equal to a 9.57% decrease, according to the formula provided in the explanation of terms ((9167.057/95826.71)*100 = 9.57%). Almost every reporting country (representing more than 80% in employees and more than 85% in revenues; data for other countries was extrapolated according to recognized standards as laid out in other parts of the CDP submission) was able to reduce its emissions through emissions reduction activities, e.g. moving to more energy efficient offices, reducing car travel and/or replacing parts of their car fleet.
Divestment		<not Applicable &gt;</not 		
Acquisitions		<not Applicable &gt;</not 		
Mergers		<not Applicable &gt;</not 		
Change in output		<not Applicable &gt;</not 		
Change in methodology		<not Applicable &gt;</not 		
Change in boundary		<not Applicable &gt;</not 		
Change in physical operating conditions		<not Applicable &gt;</not 		
Unidentified		<not Applicable &gt;</not 		
Other		<not Applicable &gt;</not 		

## C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

## C8. Energy

# C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy? More than 0% but less than or equal to 5%

# C8.2

### (C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

### C8.2a

# $({\tt C8.2a})\ {\tt Report}\ your\ organization's\ energy\ consumption\ totals\ (excluding\ feedstocks)\ in\ MWh.$

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	Unable to confirm heating value	0	206924.09	206924.09
Consumption of purchased or acquired electricity	<not applicable=""></not>	16493.43	56339.71	72833.14
Consumption of purchased or acquired heat	<not applicable=""></not>	<not applicable=""></not>	<not applicable=""></not>	<not applicable=""></not>
Consumption of purchased or acquired steam	<not applicable=""></not>	<not applicable=""></not>	<not applicable=""></not>	<not applicable=""></not>
Consumption of purchased or acquired cooling	<not applicable=""></not>	<not applicable=""></not>	<not applicable=""></not>	<not applicable=""></not>
Consumption of self-generated non-fuel renewable energy	<not applicable=""></not>	<not applicable=""></not>	<not applicable=""></not>	<not applicable=""></not>
Total energy consumption	<not applicable=""></not>	16493.43	263263.8	279757.23

### C8.2b

### (C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

### C8.2c

# (C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Motor Gasoline

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

41145.41

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

2.4

Unit

kg CO2e per liter

**Emissions factor source** 

ecoinvent database v2.2

Comment

Used for transport (cars)

Fuels (excluding feedstocks)

Diesel

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

142490.11

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

**Emission factor** 

2.7

Unit

kg CO2e per liter

Emissions factor source

ecoinvent database v2.2

Comment

Used for transport (cars)

Fuels (excluding feedstocks)

Fuel Oil Number 1

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

13540.02

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

**Emission factor** 

0.0027

Unit

metric tons CO2e per liter

**Emissions factor source** 

ecoinvent database v2.2

Comment

Used for heating

Fuels (excluding feedstocks)

Natural Gas

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

9748.56

MWh fuel consumed for self-generation of electricity

<Not Applicable>

MWh fuel consumed for self-generation of heat

<Not Applicable>

MWh fuel consumed for self-generation of steam

<Not Applicable>

MWh fuel consumed for self-generation of cooling <not applicable=""></not>						
MWh fuel consumed for self-cogeneration or self-trigeneration <not applicable=""></not>						
Emission factor 0.2						
Unit kg CO2 per liter	Unit					
Emissions factor source ecoinvent database v2.2						
Comment Used for heating						
C8.2e						
(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that w figure reported in C6.3.	ere accounted for at a zero emission factor in the market-based Scope 2					
Sourcing method  Green electricity products (e.g. green tariffs) from an energy supplier, not supported by	energy attribute certificates					
Low-carbon technology type Other, please specify (A mix of low-carbon technology types, see comment below.)						
Country/region of consumption of low-carbon electricity, heat, steam or cooling Europe						
MWh consumed accounted for at a zero emission factor 16493.43						
Comment A mix of low-carbon technology types: Solar PV, Concentrated Solar Power (CSP), Win	Comment A mix of low-carbon technology types: Solar PV, Concentrated Solar Power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal					
C9. Additional metrics						
C9.1						
(C9.1) Provide any additional climate-related metrics relevant to your business.						
C10. Verification						
C10.1						
(C10.1) Indicate the verification/assurance status that applies to your reported emiss	ions.					
	Verification/assurance status					
Scope 1	No third-party verification or assurance					
Scope 2 (location-based or market-based)	No third-party verification or assurance					
Scope 3	No third-party verification or assurance					
C10.2						

# C:

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5? No, but we are actively considering verifying within the next two years

# C11. Carbon pricing

# (C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

#### C11.2

#### (C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

NIO

### C11.3

#### (C11.3) Does your organization use an internal price on carbon?

No, but we anticipate doing so in the next two years

#### C12. Engagement

#### C12 1

### (C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

Yes, our customers

Yes, other partners in the value chain

### C12.1a

### (C12.1a) Provide details of your climate-related supplier engagement strategy.

### Type of engagement

Compliance & onboarding

## Details of engagement

Included climate change in supplier selection / management mechanism

Code of conduct featuring climate change KPIs

### % of suppliers by number

70

% total procurement spend (direct and indirect)

# % of supplier-related Scope 3 emissions as reported in C6.5

10

### Rationale for the coverage of your engagement

Due to the nature of our business as an HR solutions provider, we are predominantly a consumer of services, and not products or raw materials. Compared with other industry sectors such as manufacturing, the risks associated with the environmental, social and governance impact of the Adecco Group's supply chain are thus low. Nevertheless, one aspect of our approach to sustainability is responsible business conduct across our full value chain, and we are committed to effectively managing relevant issues within our supply chain. This means we not only take responsibility for the social and environmental impact of our own activities, but also seek to take a critical look at the impact of our business partners' activities. As part of this, we are successively seeking to integrate environmental considerations into our procurement processes. We do so to ensure that the Adecco Group is not part of or party to activities, wherever they take place, that do not adhere to certain standards of social and ethical conduct. Our suppliers can help us achieve this aim. That's why we seek to work with suppliers who share our values. We acknowledge that every supplier operates independently, but we expect that all our suppliers agree and adhere to the Adecco Group's ethical standards for doing business. We are convinced that adherence to our Supplier Code of Conduct will contribute to the continuity of the relationships, as well as to a more sustainable society to the benefit of all.

## Impact of engagement, including measures of success

From an environmental perspective, in addition to adherence to existing environmental laws and regulations, by signing the Adecco Group Code of Conduct, we expect our suppliers to take steps to ensure safe handling, transport, storage, use and disposal of waste. We also expect policies regarding the reduction of emissions, noise nuisance, use of natural resources and use of hazardous substances. This is in addition to the respect for other relevant social and governance factors, such as human and labor rights, safe and healthy working environments, and ethical business behavior. We are also seeking to work with suppliers that can help us strengthen our own environmental management and reduce our footprint. We recently for example incorporated questions related to sustainability opportunities in a global energy consultancy RFP to support us in strengthening our electricity and gas procurement. We are also increasingly integrating sustainability measures into our event organization. In 2019, we worked for example with the organizers of our flagship Win4Youth program events with the result that participants that were found to be littering during the event were immediately disqualified, that branding material was re-used and where new branding material was created this was generic enough for future reuse (e.g., no dates), or that they moved from single plastic bottles to large water dispensers. We also integrated environmental criteria into the catering of our 2019 Global Leaders Conference (e.g. vegetarian night) and in the selection of the 2020 Global Leaders Conference venue (e.g. environmental performance of venue, opportunity to offset emissions, location requiring the smallest number of people to fly etc – due to Covid-19 the event has now shifted to being fully digital, significantly decreasing the footprint altogether).

### Comment

(C12.1b) Give details of your climate-related engagement strategy with your customers.

#### Type of engagement

Collaboration & innovation

### Details of engagement

Other, please specify (The Adecco Group provides services that support the transition to a low carbon economy)

### % of customers by number

1

% of customer - related Scope 3 emissions as reported in C6.5

Λ

#### Portfolio coverage (total or outstanding)

<Not Applicable>

### Please explain the rationale for selecting this group of customers and scope of engagement

There's an exhilarating transformation in the energy and mining sectors. A series of revolutions are making the industry more digital, environmentally friendly and forward thinking, responding to a wave of change in consumer demands and regulation. Businesses that innovate will forge a thriving future. The transition towards a greener, low-carbon economy creates new opportunities for workers, but these new jobs require new skills which remain in short supply. To meet the demand for non-fossil fuel energy for example, energy businesses will need to re-establish supply chains to include photovoltaic and turbine manufacturing. They will also need to recalculate environmental impacts of the new technology, understand how to best acquire and recycle the raw mined materials and continue to invest heavily in novel R&D. Through our Modis brand, we partner with our customers to deliver a wide variety of services in this industry, including for example environmental impact studies, bringing engineers and IT specialists in power grid building and monitoring services to assess demand and responses to improve their efficiency, renewable energy and nuclear engineering, assistance with supply chain management, the design and build of photovoltaics and turbines necessary to embrace this shift, design and operations of production plants, production, transportation and distribution of electricity. We also help address the skills imbalances that are brought about by these transformations e.g. via work-readiness programs, By increasingly digitizing our processes (e.g. time capture, e-filing and e-signature) we are also enabling our clients to significantly save on paper and thus reduce their own environmental footbrint.

### Impact of engagement, including measures of success

In 2019, our Engineering and Technical business line overall accounted for 3% of total Group revenues. We are currently not in a position to further quantify the actual environmental impact of this engagement (e.g. emissions savings). Before our GrowTogether transformation program, we used to process more than 30 million hard copies of documents every year. Today we have digitized more than two thirds of these.

### C12.1d

# (C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

We're proud to be the official Innovation Partner of ABB FIA Formula E. Formula E is at the forefront of Electrical Vehicle (EV) innovation. The EV market is set to transform the entire automotive industry sector. The EV is no longer an outlier technology advocated only by environmental activists. It's become a mainstream replacement for vehicles powered by an internal combustion engine (ICE). Governments are now determined to address environmental issues, reduce their countries' over-dependence on oil and boost their economies via job creation. These movements have resulted in major policy shifts within several countries, where the ICE is now set to be replaced by EV/hybrid technology. At the same time, many of the world's largest automakers and original equipment manufacturers have pledged to roll out EVs across their ranges to address these concerns as well. The EV is the spearhead of a much wider transformation – the move towards e-mobility. E-mobility has the potential to create not only new jobs but entirely new sectors, business models and services. E-mobility will have a far-reaching societal impact, reducing the planet's dependency on oil as well as driving down energy and transportation costs for both businesses and consumers. It will be a catalyst for new, sustainable job opportunities, enterprise and positive societal change, This is not to overlook the potential adaptive pains that will be felt in the auto sector and beyond – but in the long term, EVs and e-mobility can deliver massive gains for all in society, both economically and environmentally. Our mission is to support and nurture e-mobility throughout its development journey, not only by sourcing the best talent in IT and engineering – but also by being a partner and advocate for innovation, technology and consultancy within the e-mobility ecosystem. To promote careers in low-carbon technologies, specifically e-mobility, in 2019 we hosted again the Formula E Innovation Manager Challenge – an exacting selection process unlocking the path of t

In 2019, the Adecco Group's Modis brand was also an official supporter of the Reboot the Earth Hackathon of the UN Technology Innovation Labs – a coding event bringing together young computer programmers, scientists and other interested people to improve upon or build a new software program that addresses the current climate crisis.

### C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

Other

### C12.3e

### (C12.3e) Provide details of the other engagement activities that you undertake.

The Adecco Group is committed to contributing to policy discussions, specifically in the world of work. Working closely with governments, regulators and other relevant stakeholders such as labor unions will ensure that we can not only anticipate market developments but also share our expertise to contribute to the effective development and implementation of key regulations and frameworks.

The Adecco Group takes a leading role in our industry, as well as in the wider business community. We do this via our close involvement in the World Employment Confederation (WEC) and its member federations on national level. We are a member of the International Organization of Employers (IOE) and BusinessEurope, and many of their national member federations. We contribute to several dedicated business communities such as Business at OECD, and the G20/B20 process. These relationships support our outreach to regional and national policymakers, and regional and global bodies, including the European Union (EU), the International Labour Organization (ILO), the Organisation for Economic Cooperation and Development (OECD), the G20 and G7, and the World Economic Forum.

Our advocacy and engagement is thereby focused on issues material to our core business and where we have the competence, expertise and ability to share our knowledge, to influence and have an impact, such as creating open, dynamic and efficient labor markets that lead to optimal outcomes for all stakeholders, or addressing issues such as youth employment, responsible recruitment, skills imbalances, social protection for all or other labor market related issues.

Due to the nature of the Adecco Group's business as an HR solutions provider and related expertise, there is little opportunity and rationale for us to directly engage with policy makers on climate-related issues and/or have a material direct impact in this respect, However, climate change influences and/or accelerates the "mega-trends" that have a severe impact on the world of work. The future of work has become *the* policy topic for various stakeholders, including the ILO, the OECD, the World Bank and the World Economic Forum. The Adecco Group is active in these policy discussions on all levels. Our work particularly focuses on two aspects: the impact that the changing world of work has on skills needs, and social protection and the need for a New Social Contract for work in the 21st century:

- The transition to environmental sustainability can potentially create millions of jobs, but this will require significant investments in reskilling and upskilling of workers' capabilities to realize their full potential and contribute to the productivity of enterprises. Access to training, raising environmental awareness and climate literacy for current and future workers will be essential for the implementation of greener ways of production and service delivery. Policies for greening economies are ideally complemented by identification of skills needs and efficient skills response strategies, including a focus on lifelong learning and employability, e.g. through a gradual shift towards the individual, portable and transferable build-up of training accounts. In 2018, 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 rethink how companies invest in re/upskilling and how this could be treated during the accounting process. We are also a major proponent of investing in apprenticeships to facilitate demand-driven school-towork transitions, Our commitments and engagement 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.
- The massive shift caused by climate change is likely to result in more and more frequent career transitions, as well as geographic shifts in economic activity. In order to mitigate these, the Adecco Group advocates for a New Social Contract. We believe that a new and socially innovative approach to social protection is needed. Regulatory frameworks should support diverse forms of work, and provide a balance between flexibility and security. We set out our views on this in more detail in our publication "Time to Act Creating a new social contract for work in the 21st century".

## C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

In recent years, the Group has built a consistent footprint, coherent in terms of policy and solutions delivery. The Adecco Group has a dedicated Public Affairs function, reporting directly to the Group CEO, which leads the engagement with key institutional stakeholders and relevant policymakers to support and advocate its messaging at both the global and national levels. Building from a priority topic list, it ensures that the Group develops and advocates consistent and strategically aligned public policy positions and that matters are managed consistently across the Group. Significant public policy positions and discussion papers are syndicated in close collaboration with subject matter experts and relevant departments across the Group, and signed off by senior leadership.

### C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

#### Publication

In mainstream reports

#### Status

Complete

#### Attach the document

Adecco\_Group\_2019 integrated AR.pdf

### Page/Section reference

Pages 11, 44-45, 48-49, 74-76, 146

#### Content elements

Governance

Strategy

Risks & opportunities

Emissions figures

Emission targets

#### Comment

#### Publication

In voluntary communications

#### Status

Underway - previous year attached

#### Attach the document

the-adecco-group-environmental-guidelines.pdf

### Page/Section reference

ΔII

### Content elements

Governance

Strategy

Risks & opportunities

Emission targets

#### Comment

The Adecco Group Environmental Guideline is currently undergoing a comprehensive review, in line with our new commitment, target and approach. This is planned to be completed in Q4 2020 and will then become available on the Group's corporate website, which is currently also undergoing a comprehensive overhaul.

### C15. Signoff

### C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

Information provided throughout this submission may involve guidance, expectations, beliefs, intentions or strategies regarding the future. These forward-looking statements involve risks and uncertainties. All forward-looking statements included in this submission are based on information available to the Adecco Group as at 24 August 2020, and the Adecco Group assumes no duty to update any such forward-looking statements. The forward-looking statements in this submission are not guarantees of future performance, and actual results could differ materially from the Adecco Group's current expectations. Numerous factors could cause or contribute to such differences,

# C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Global Head of Sustainability	Environment/Sustainability manager

### SC. Supply chain module

# SC0.0