

Adecco Group



This is our Communication on Progress in implementing the principles of the United Nations Global Compact. We welcome feedback on its contents.



The Adecco Win4Youth ambassadors 2014 at the top of the 'Col du Tourmalet' climb.



The Adecco USA Street Day 2015 'Dream job' wall.



Nanjing Youth Olympic Games 2014 participants at the Athlete Career Programme space, learning about networking and time management.

Contents

4	Key figures
5	About Adecco
8	Message from the Corporate Governance Committee Chair and the CEO
10	Our business & CSR
17	Our CSR strategy
22	Our main programmes and initiatives in the Economic dimension
27	Our main programmes and initiatives in the Social dimension
63	Our main programmes and initiatives in the Environmental dimension
66	Our sustainability performance and goals
68	External acknowledgements for our sustainability performance
70	GRI G4 Standard Disclosures
89	GRI G4 Content Index
89	UN Global Compact Communication on Progress (CoP)
98	Further reading
105	Glossary
108	CSR Governance and contacts
111	Imprint

better work, better life

We inspire individuals and organisations to work more effectively and efficiently, and create greater choice in the domain of work, for the benefit of all concerned.

Our business has a positive impact on millions of people every day. Helping people to 'better work, better life' is our common purpose and the way in which we contribute to society.

This is what we do, this is what we know about, this is what we care about, this is what we are all about.

Key figures

Labour market facts & trends¹

60.9 MILLION IN AGENCY WORK IN 2013

The role of our industry

Providing employment for millions

- 12 million agency workers were employed daily in 2013 whereas:
- Over 4 million agency workers in Europe
- Over 3 million agency workers in the US
- Over 1.2 million agency workers in Japan

AGENCY EMPLOYMENT WORK BY SECTOR

Most agency workers employed in services and manufacturing

- 37% services
- 32% manufacturing
- 9% construction
- 7% public administration
- 4% agriculture

LENGTH OF ASSIGNMENT

77% of agency work assignments are over 1 month

- On average, 48% of assignments are over three months
- On average, only 25% of assignments are under one month
- Multiple consecutive assignments can be a result

PROVIDING WORK-PLACE ACCESS TO YOUNG PEOPLE

Agency workers tend to be young

- On average, 65% of agency workers are under 30 years of age
- On average, 40% of agency workers are under the age of 35.

SKILL SETS OF AGENCY WORKERS

Two thirds of agency work is medium-to high-skilled work

- 22% high-skilled
- 45% medium-skilled
- 33% low-skilled

EMPLOYABILITY

Agency work contributes to employability

- 62% gained work skills
- 59% received job experience
- 59% strengthened their résumé
- 49% got access to permanent employment
- 38% gained self-confidence
- 35% improved their work habits

AS AN INDUSTRY, WE HAVE MADE A PLEDGE TO UP-SKILL 65 MILLION PEOPLE

The industry confederation is strengthening its role. Collectively, we made 5 pledges in May 2012 to build better labour markets and provide work opportunities and hope to millions of people:

- Support 280 million people in their job life
- Help 75 million young people enter the labour market
- Up-skill 65 million people, giving them more work choices
- Create 18 million more jobs
- Serve 13 million companies with the right talents to succeed¹

INCLUSION

Agency work enhances labour market participation for vulnerable groups

- In Germany, 17% of agency workers are of a foreign nationality
- In Belgium, 4.6% of agency workers have an impairment
- In France, people under 25 years old account for 25% of all agency workers

LIFELONG LEARNING

Agency work contributes to lifelong learning

- In 14 countries, a total of almost 1.5 million workers is trained annually while an amount of EUR 676 million is invested.

¹ Source: Ciett – [Economic Report 2015 edition](#) (based on data of 2013/2014).



31,000+
FULL-TIME EQUIVALENT
EMPLOYEES¹



650,000+
ASSOCIATES ON
ASSIGNMENT DAILY²



5,100~
BRANCHES IN OVER 60
COUNTRIES & TERRITORIES¹

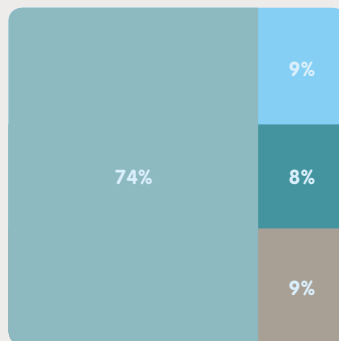
¹ Year end 2014.

² Average 2014.

About Adecco

THE SERVICES WE OFFER

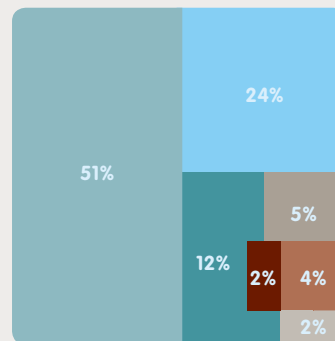
Gross profit split by service line



- Temporary 74%
- Permanent 9%
- Career Transition 8%
- Outsourcing, Talent Development and other services 9%

THE PROFILES OF OUR CANDIDATES

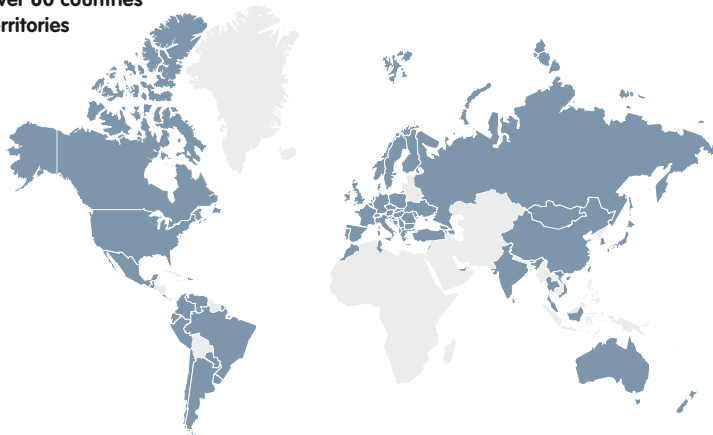
Revenue split by business line



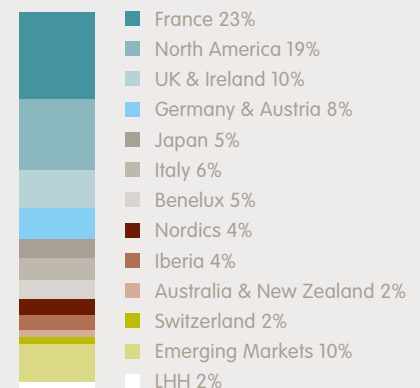
- Industrial 51%
- Office 24%
- Information Technology 12%
- Engineering & Technical 5%
- Finance & Legal 4%
- Medical & Science 2%
- Solutions 2%

OUR GEOGRAPHIC PRESENCE

In over 60 countries
& territories



Revenue split by segment



2014 in brief

REVENUES UP 4% IN CONSTANT CURRENCY

Revenues increased to EUR 20.0 billion, driven by the on-going recovery in the USA, a strong rebound in southern Europe, and continued growth in the emerging markets.

EBITA MARGIN INCREASED BY 40 BPS

EBITA margin excluding restructuring costs increased to 4.8%.

17% EPS GROWTH

Basic earnings per share increased to EUR 3.62.

STRONG CASH GENERATION

Cash flow from operating activities increased significantly to EUR 785 million.

2 MILLION KM FOR WIN4YOUTH

Over 29,500 Adecco colleagues cycled over 2 million km to ensure a Group donation to 5 foundations supporting youth development.

FURTHER SHARE BUYBACK

New programme of up to EUR 250 million launched in November 2014.

ACQUISITION

Adecco acquired OnForce to expand its Beeline VMS service offering.

DIVIDEND INCREASED AGAIN

Dividend per share of CHF 2.10¹, up 5% compared to last year.

¹ As proposed by the Board of Directors.

Note: For key data 2010–2014, refer to inside back cover of the [Annual Report 2014](#).

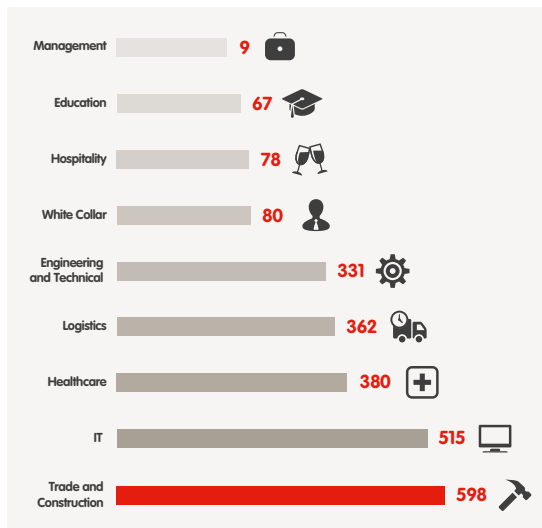
ACROSS BORDERS – CANDIDATE INTERNATIONAL MOBILITY

Through our [Candidate International Mobility \(CIM\) programme](#), Adecco helped over 2,400 people find new employment across borders in 2014. This is an increase of 21% compared to 2013.

WITH A FOCUS ALWAYS ON PEOPLE – BETTER WORK BETTER LIFE

- Coaching, career guidance and new skills improve employability
- Consecutive assignments – assignments provide a variety of experiences to upgrade skills sets
- International mobility bridges the talent gap

THE PROFILES OF INTERNATIONAL CANDIDATES

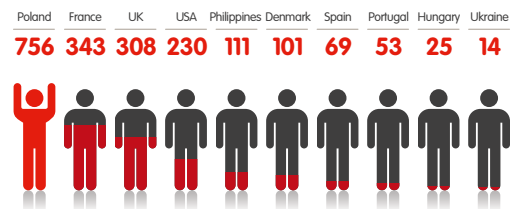


WHERE DID OUR CANDIDATES GO? WHICH COUNTRY WELCOMED THEM?

The top 15 Adecco Host Countries:



THE COUNTRIES THEY CAME FROM – THE TOP 10



Adecco is covering the full range of services satisfying the needs of candidates, associates and companies at every stage in their development. They range from permanent placement and temporary staffing services for general and professional skill sets to career transition or outplacement service. We also support companies and employees when reorganisations take place due to mergers and acquisitions or as a result to reduced business activity. During the transition phase, employees receive training and support to move to the next step in their career.

Dear Stakeholder,

Seven years after the financial crisis, some promising signals are emerging from the world economy. But many regions, notably much of southern Europe, are still mired in uncertainty amid patchy recovery. More broadly, the dramatic pictures of people defying the elements to gain a better life have brought home the scale of global geopolitical and economic challenges.

In the labour market, high unemployment, particularly among young people, exacerbated by skills gaps and mismatches between people's abilities and their locations, remains central. Matters are complicated by three other key trends: the so-called 'talent crunch', which signifies the challenges of an ageing population and also the impact of increased automation; companies' constant search for greater flexibility to stay competitive; and the tendency of ever more workers to view themselves as self-employed contractors rather than staying tied for ever to a single firm.

Together, these challenges have broadened and strengthened our purpose – internally for our colleagues, and for society at large. Our goal starts with getting people into jobs and supporting our clients with the flexibility and diversity that allows them to stay competitive and innovative. Via our Candidate International Mobility programme, for example, we strive to combat mismatches of talent by helping people to move to countries where their skills are needed, assisting clients in finding skills that are in short supply in their home markets. And our aims extend to championing the cause of the unemployed and ensuring that people of any age, ability, gender, skill set and background receive the opportunity to enter the workforce. Inclusion is central to our purpose and is thus an integral part of our global programmes.

The [Adecco Way to Work™](#) provides youngsters with much-needed work experience and training, creating opportunities via internships and apprenticeships within the Company or with our client partners. This year, 34 youngsters from around the globe have the chance to become 'CEO for One Month' of a country where Adecco operates in and, for one, to become global 'CEO for One Month'. 'Street Day' is a key event when thousands of Adecco colleagues offer a helping hand with job search advice and training workshops, as well as raising awareness around the serious issue of youth unemployment. In June 2015, Adecco joined the European Alliance for Apprenticeships (EAfA) with the Adecco Way to Work™ programme. By pledging 5,000 apprenticeships in Europe by the end of 2017, we confirm our commitment to fight youth unemployment and boost young people's employability through valuable work-based training opportunities. [Win4Youth](#) supports foundations giving youngsters a better start in life and work, and the [IOC and IPC Athlete Career Programmes](#) coach elite Olympic and Paralympic athletes to be successful in the transition from sports to work life.

For our associates, we aim to provide security in flexibility. We offer training and lifelong learning to develop new skills as well as consecutive assignments and a path that aims to pave the way to a permanent position. France has seen the introduction of the first 'permanent' temporary contracts ('interim CDI') and Adecco is already changing lives by providing these. Together with [INSEAD](#) and Singapore's [Human Capital Leadership Institute \(HCLI\)](#), we foster discussion on how to nurture talent in almost 100 countries through the [Global Talent Competitiveness Index](#). And through [our foundations](#) in France, Spain and Italy, along with other programmes around the world, we endeavour to support the more vulnerable members of society to gain meaningful employment.



We ensure we work with those who share the same values of doing business, respecting human & labour rights, fostering inclusion and focusing on a healthy and safe work environment. And via the Adecco Academy, we equip our colleagues with the skills and attitudes to excel through a broad range of courses and development programmes. We continue to minimise the impact of our activities on the environment by raising awareness internally and by finding more sustainable ways of working with clients and suppliers.

We do all of this because it is our passion and makes good business sense. It is very rewarding when both our employees and external stakeholders recognise our efforts. We climbed six places in this year's Great Place to Work list to 13th among Europe's top 25 multinationals – demonstrating that working

at Adecco is not just a job for our colleagues, but a way of making a difference and a source of pride.

We're also proud to be recognised for our activities in the Economic, Social and Environmental sphere. For the fourth year running, Adecco has ranked among the Leaders in the Dow Jones Sustainability World & Europe Indices, with a Silver Class distinction, amongst other [accolades](#).

We sincerely thank all our colleagues, associates and candidates, clients, suppliers and our investors – collectively our stakeholders – for their backing and confidence in the Adecco Group and for continuously supporting us in working for our purpose.

Alain Dehaze
Chief Executive Officer¹

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

¹ As of September 1, 2015.

We believe work is a basic human need. Our responsibility is to bring to life the principle of 'better work, better life' amongst all our stakeholders.

Our business & CSR

How CSR relates to our business

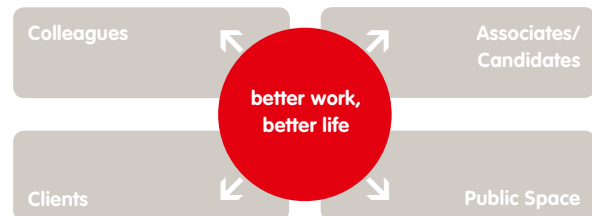
In our global organisation, spanning over 60 countries, CSR is part of our business strategy, overseen by the Corporate Governance Committee and the CEO and is the designated responsibility of management throughout our business operations.

CSR Governance within the Adecco Group



We participate in the Dow Jones Sustainability Assessment, the Carbon Disclosure Project, and the FTS4Good Index Series. We also submit our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the Global Reporting Initiative GRI Guidelines. The current CSR Report is prepared 'in accordance' with the 'Comprehensive' option of the Global Reporting Initiative's GRI G4 guidelines, and has successfully completed the GRI Materiality Disclosures Service.

better work, better life



As the world's leading provider of HR solutions, Adecco believes work is a basic human need. Our responsibility is to bring to life the principle of 'better work, better life' amongst all our stakeholders. 'better work, better life' is our job. Every day, we help many companies to succeed by bringing together work teams with skills and attitudes that best match their needs. Every day, we ensure that 650,000 associates worldwide have the best possible jobs. We help our employees and associates to succeed and grow by training, coaching and recognition of their achievements. In effect, they choose to work with us.

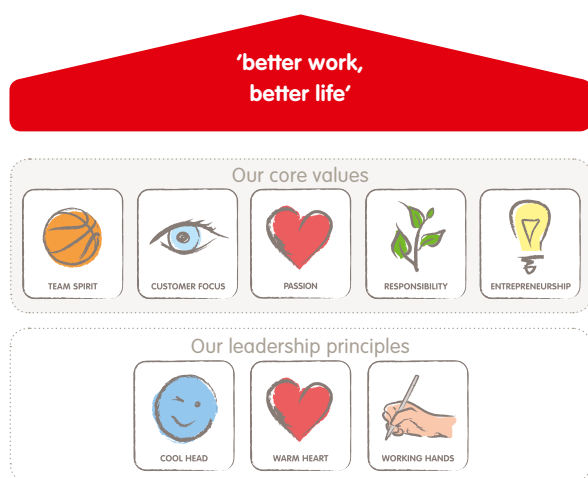
Better work, better life is what our more than 31,000 colleagues around the world live up to every day when they support people to achieve their full potential, irrespective of ethnicity, ability, gender, or age.

Work is the foundation of personal and family life, corporate and organisational success, social stability and economic development. Choice in the domain of work supports people to develop and apply their talents and it gives a purpose to people's lives by building a sense of inclusion in society. This is what we at Adecco are all about.

Our values & leadership principles

Our core values are at the very heart of how we operate. They are shared and brought to life by all our employees around the globe. Our global Win4Youth and Adecco Way to Work™ initiatives are two examples of how we live by our values (you can read more in our Social Programmes and Initiatives' section starting on page 26). These are our shared core values:

Values & Leadership Principles



- We are passionate about people: our colleagues, candidates, associates and clients
- We make a difference for millions of people every year
- We find people work, give them experience and the opportunity to build their future
- Quite simply, what we do is not a job, it's our passion



- Work is a basic need and a basic right: by finding people the right job, we provide them and their family with an income, status and a future
- We promote diversity, equality and inclusivity in the workforce
- We lead by example, we act with integrity and respect
- We volunteer personal time and contribute to our communities



- We take ownership and stand by our own results
- We act upon opportunities
- We learn fast from success and failure
- We inspire others and continuously seek innovative solutions

Leadership principles

Values



- We share clients and associates across branches, business units and countries
- We share ideas and best practises
- We help our colleagues to grow personally and professionally
- We work hard and play hard; we have fun in what we do.



- We build lasting relationships with our clients and associates
- We create value for our clients:
 - We provide them with the best talent on time
 - We help them to be competitive through flexibility
- We partner with our associates in their career development
 - We find them the best jobs to fit with their personal and professional life
 - We advise them in their career progression and support their learning



- People who have values and make decisions, who establish priorities, who can analyse and solve problems and who answer questions concretely and appropriately without letting their 'sense of self' cloud their answers.

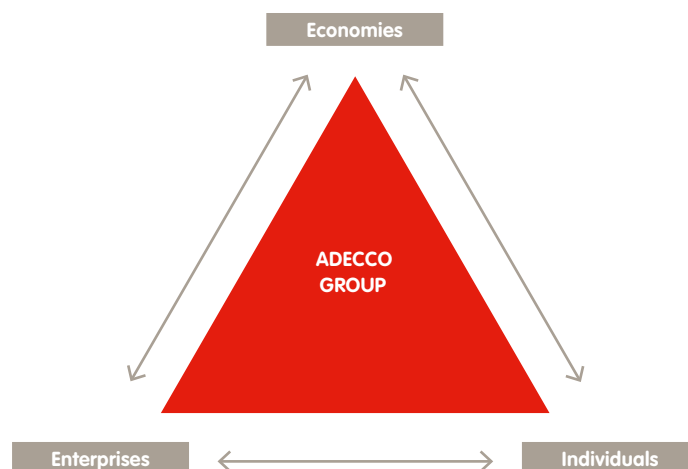


- People who know how to reach out to other people's hearts, who are able to make the most of others, appreciating and respecting them, and are able to focus the energies of their co-workers and colleagues on a common objective.



- People who love their work and are willing to go the extra mile.

Our role as the world's leading provider of HR solutions



Our role

We are conscious of our role towards all stakeholders in the markets where we operate. We maintain a constant dialogue with employers and employees as well as with social, government, and business stakeholders to create more and better work opportunities for individuals worldwide. Economies, enterprises, and individuals all have to face seasonal, cyclical, and structural market changes. As a labour market intermediary, we help them to adapt and react to these challenges.

Economies As an HR services company, we turn available work into jobs and thereby support economic growth. Labour market efficiency is increased through our deep understanding of companies' needs and people's work or education aspirations to provide the needed match between supply and demand. We increase labour market participation by enhancing the employability of workers, creating new work solutions, and fostering geographic and occupational mobility. As a result, our industry provides economies with the required flexibility for increased competitiveness and sustained economic growth.

HR services reduce the time lag between recovery and job creation, and increase the range of employment choices and opportunities for people. Research studies¹ increasingly recognise the positive role that HR services companies play in the economy. They reduce the two dimensions of unemployment: structural and frictional.

Countries with higher agency work penetration rates are also the ones with lower unemployment rates. Agency work does not substitute permanent contracts: 74% of user organisations would not consider hiring permanent workers as an alternative to taking on agency workers, and 62% of them would not create jobs if they had no access to private employment services.

Individuals For individuals, we offer legally recognised and regulated work opportunities, facilitate on-the-job training, and enhance occupational and geographic mobility. HR services companies also create stepping-stone opportunities and enhance labour market participation for under-represented or vulnerable groups to gain work experience and to secure complementary incomes (e.g. students, part-timers, retirees, youngsters, people with a disability). By offering flexible work solutions, we increase job options and enable workers to improve their work-life balance. Individuals benefit from a greater choice of work and from improved employability.

Evidence¹ shows that temporary agency work facilitates the transition from unemployment to work, from temporary to permanent jobs, from education to work for young people. In the USA, nearly 90% of agency workers report that agency work made them more employable by developing new or improving work skills (62%), receiving on-the-job experience (59%), strengthening their CV (59%), and helping to get a foot in the door for a permanent job (49%). Across Europe, agency work is recognised as an effective channel to find a permanent job as well as a first job. In Europe, 35% of agency workers are below 25 years of age; for them, agency work is often the first opportunity to gain work experience.

According to agency workers, most of them use agency work to gain experience and develop their skills and find a job quickly. In several European countries, training funds managed by social partners have been established to facilitate access to vocational training for agency workers.

¹ Source: Confederation of Private Employment (Ciett), various publications.

Our industry increases the efficiency of labour markets, raises the competitiveness of companies, and creates jobs that would not otherwise exist.

Enterprises HR services companies help enterprises to adapt better and faster to economic cycles, thereby maintaining and increasing their competitiveness. Expertise in workforce management and the speed of execution make HR companies a valuable partner for enterprises to manage their complex workforce planning as well as the risks. Companies get access to talents or improved skills of workers. Through increased flexibility, companies are in a position to protect core activities and cope with unpredictable changes in the market environment.

Research² suggests that an estimated 76% of employers use agency work to respond to changing business demands and fluctuations in activity.

The industry's contribution to the labour market² Each day, 12 million workers (FTEs) are employed through agency work. Each year our industry:

- Supports 60.9 million people in their job life
- Helps 24.4 million young people enter the labour market
- Up-skills 8 million people, giving them more work choices
- Creates 4 million more jobs
- Serves 2.3 million companies with the right talents to succeed.

Improving economic trend At the beginning of a recession, companies react to lower demand by reducing staff. Typically, the first ones to be let go are temporary workers, while companies try to keep permanent employees. However, at the beginning of a recovery, temporary workers will usually be the first to be hired. Permanent jobs will only be created when the economic environment becomes more stable and confidence improves. Therefore, permanent employment growth lags behind temporary growth. The position in the cycle also has a strong impact on career transition. The longer and deeper a recession, the more career transition is needed.

Increased flexibility Greater flexibility in dealing with peaks and troughs in demand is achieved by companies employing temporary workers as a part of their workforce. Current production trends, oriented towards made-to-order, are structurally increasing the need of companies for flexible staffing levels. The inventory-to-sales ratio in all businesses in the USA declined by 14%³ between 1992 and 2014. These trends are expected to continue and should further drive demand for temporary staffing.

Wider skills gap While demand for labour in many economies has shifted to more specialised roles, the supply of labour has not been able to adapt. The unemployment rate among workers with lower qualifications has increased in the developed countries and a high number of specialised roles remain vacant. The staffing and recruitment industry can help to narrow this gap by accessing additional demographic groups (e.g. students, part-timers, retirees), by taking full advantage of its global presence and pool of candidates, and by facilitating mobility.

It exemplifies that our business is not just about recruitment but also about training and providing lifelong learning to increase employability.

Greater mobility and more independent contractors Nowadays, individuals are more willing to move across borders to pursue work opportunities and enhance their careers. At the same time, more experienced people increasingly offer their services as independent contractors. These trends satisfy the need of companies for greater flexibility and better job-profile matches in order to overcome the growing talent shortage in many industries.

Appropriate regulation The regulatory framework of labour markets in individual countries has a significant influence on the size of HR services markets and growth rates. The appropriate regulation of the HR industry, and in particular the temporary labour market, balances flexibility with security for companies and workers alike, and drives the efficiency of labour markets. Each market requires appropriate regulation to increase efficiency and allow HR services companies to play their role in creating jobs and increasing labour market participation.

² Source: Confederation of Private Employment (Ciett), various publications.

³ Source: United States Census Bureau.

Regulatory environment

To maximise the benefits of HR services in delivering greater labour market efficiency, relevant regulation should balance flexibility with security for both workers and businesses.

Adecco is supportive of international instruments that provide guidelines to properly regulate private employment services, such as the ILO Convention at global level and the EU Agency Work Directive at European level.

ILO Convention 181 Along with its accompanying Recommendation 188, [ILO Convention 181](#) encourages the effective operation of services provided by private employment agencies, and especially temporary work agencies. The convention was adopted in 1997. It recognises the role HR services companies play in a well-functioning labour market and emphasises the protection of the workers using their services. As ILO Convention 181 only provides the framework within which HR services companies should operate, member countries implement it in accordance with their national labour legislation.

To date, ILO Convention 181 has been ratified by 30 countries. Adecco supports efforts at national level with national legislators to ratify ILO Convention 181.

EU Agency Work Directive The EU member countries were required to implement the [EU Agency Work Directive](#) in their own legislation by the end of 2011. Key elements of the Directive are the recognition of agency work, the removal of unjustified restrictions against the use of temporary work, and the establishment of the equal treatment principle (unless national collective labour agreements with social partners set exceptions to the principle). Since the end of the transposition deadline, the industry has faced an uneven implementation of the Directive across the EU. Adecco, Eurociett, and the national associations continue to advocate for the [correct implementation of the Directive](#), focusing on the appropriate regulation and lifting of unjustified restrictions.

Local laws Across the globe, Adecco encounters considerably different regulatory schemes and drives the efforts of national associations to improve labour market efficiency. In most markets where Adecco operates, company representatives are engaged in the dialogue with national authorities to foster appropriate labour market regulation and define the proper regulatory environment for the provision of private employment services. In regions where the staffing industry is less mature, much emphasis is placed on setting up the proper regulation of the industry in order to differentiate properly regulated agencies from rogue providers.

Europe 2020 — smart, sustainable and inclusive growth

Europe 2020 is the European Union's ten-year jobs and growth strategy. It was launched in 2010 to create the conditions for smart, sustainable and inclusive growth. The strategy was initiated against a background of lower growth and productivity levels than in other developed countries and a rapidly deteriorating economic and social environment, in the wake of the worst global financial crisis the EU has ever faced. The aim is to improve the EU's competitiveness while maintaining its social market economy model and improving significantly its resource efficiency. There are five main priorities that have been agreed for the European Union to achieve by the end of 2020:

Employment

- 75% of the 20- to 64-year-olds to be employed

Research and development (R&D)

- 3% of the EU's GDP to be invested in R&D

Climate/energy

- Greenhouse gas emissions down 20% to 30% compared to 1990

- 20% of energy from renewables

- 20% increase in energy efficiency

Education

- Reduce the rates of early school leaving below 10%

- Achieve that 40% of 30- to 34-year-olds complete third-level education

Social inclusion and poverty reduction

- Have 20 million fewer people in or at risk of poverty and social exclusion

Progress towards the Europe 2020 targets is encouraged and monitored throughout the EU's yearly cycle of economic and budgetary coordination. All Member States have committed to achieving the Europe 2020 targets and have translated them into national targets.

[Read more](#)

Materiality – choosing our sustainability priorities

Our stakeholders' concerns Work is a key part of life and contributes to a well-functioning society. The labour market influences and is influenced by individuals, small and medium businesses, global corporations, investors, and society at large. Their concerns in the CSR ambit co-shape our agenda.

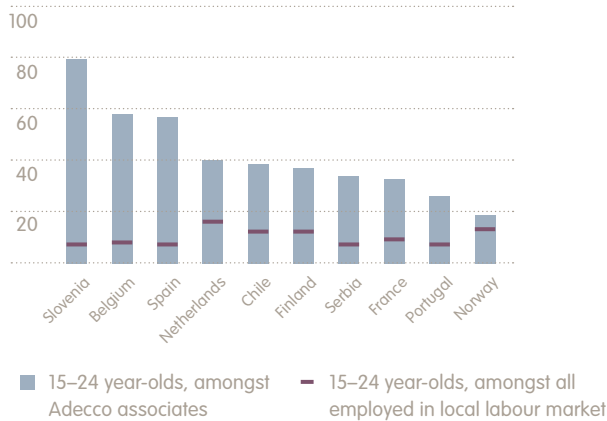
Our main stakeholders and their concerns (blue = corresponding to UN Global Compact principles)

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

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

Adecco provides opportunity for young people

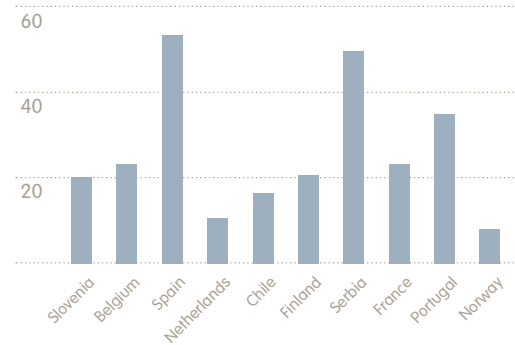
15–24 year-olds, as % of total labour force 2014



Adecco's age distribution shows substantially higher rates of young people compared to the national labour markets (source: ILOSTAT). This demonstrates Adecco's contribution to inclusion of young people into the labour market.

Youth unemployment rates 2014

% (15–24 year-olds)

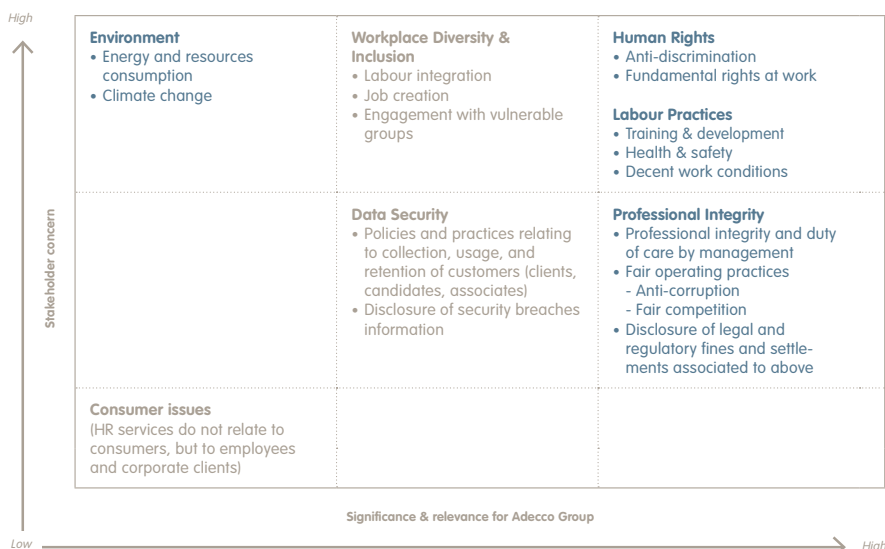


Source: ILOSTAT

Choosing our sustainability priorities To define our priorities, we assessed the generic CSR core subjects as provided by [ISO 26000](#), the [GRI G4 guidelines](#) and the [Integrated Reporting \(IR\) framework](#) and [SASB](#)⁵ (i.e. human rights, labour practices, the environment, fair operating practices, consumer issues, community involvement⁶) against our stakeholders' concerns as well as against the nature of our HR services business, the scope of our company and our sphere of influence. This resulted in the following **materiality matrix**, from which we derived our **six strategic focus areas** (page 19). Our strategy reflects how CSR relates to our business and mirrors our core competences, strengths and operational abilities, as well as supporting how we can make a difference in the world of work.

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

(blue = corresponding to UN Global Compact principles)



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

⁵ SASB: Sustainable Accounting Standards Board

⁶ ISO 26000, 7 core subjects

We believe work is a basic human need. Our responsibility is to bring to life the principle of better work, better life amongst all our stakeholders.

Our CSR strategy

The three dimensions of CSR

Our CSR strategy is aligned with our core business, in response to global trends in our industry and to the requests and feedback we receive from our employees, associates/candidates and our clients.

Corporate Social Responsibility is the responsibility of companies towards the three dimension of sustainability which culminates in a 'triple bottom line':

1. Economic
2. Social
3. Environmental

It is all about how we manage our impact on the economy, social affairs and the environment. The goal is to integrate economic, social and environmental targets into our corporate activities in a way that fulfils the requirements of each of the three dimensions without compromising on any one of them. For Adecco, this means the following:

Economic dimension: Our **Corporate Governance** disclosure reflects the requirements of the [Directive on Information Relating to Corporate Governance](#), issued by the SIX Swiss Exchange¹. Adecco's principles take into account the recommendations set out in the [Swiss Code of Best Practice for Corporate Governance](#)².

Identifying, mitigating and managing risks is part of our culture. Our enterprise risk management process at the Adecco Group has strategic and operational dimensions. Whilst the focus is on analysing, managing, and mitigating risks, we also aim to identify opportunities for business development. The process is overseen and approved by the Board of Directors. The enterprise risk management process comprises two interacting and integrated levels: country/global business lines and corporate. On a regular basis, all countries and global business lines perform risk assessments on the risk categories that can have a significant impact on their operations, quantifying both Gross Risk and Net Risk. Furthermore, our risk management process is used to identify business opportunities, to improve our performance towards employees as well as services and data protection towards clients and associates. All countries perform risk assessments on a regular basis and report their results to Group Management. Risks identified at country and corporate level are treated as opportunities for improvement. The key risk areas include: economic environment; employee, associate and client attraction and retention; IT technology and data protection; changes in the regulatory/legal and political environment; compliance with laws; and disruptive technologies.³ We are dedicated to earning the trust and loyalty of our employees, associates, clients, shareholders and the communities in which we operate by performing our work in accordance with our [Code of Conduct](#) which is anchored in our Core Values and in our Leadership Principles. It sets forth the standards and expectations that we must fulfil in our work and the way we do business, aiming at high standards with regards to ethical and legal conduct.

¹ As amended on 29 October, 2008.

² As amended on 29 September, 2014.

³ Adecco Group Annual Report 2014, p. 30, 31.

Customer satisfaction as a result of our services rendered is key. Our core competences include providing flexible work-force solutions and matching clients' needs with the right candidates' skills. In an environment of cyclical and seasonal changes in demand, we help our clients to adapt their work-force needs accordingly and provide people with diverse work experiences and educational background with employment. In the economy at large, more customisation and made-to-order strategies impact the production cycle and reduce the predictability of our clients' business development. To keep our **associates' satisfaction** high, we offer interesting jobs and conditions through consecutive assignments, attractive wages and training modules that improve their skills and qualifications.

Ensuring transparent and ethical practices, the **Supply Chain** has become increasingly important in recent years. In 2012, we issued a [Supplier Code of Conduct](#) and questionnaire for our major suppliers to ensure that our supply chain adheres to the highest ethical principles. In 2015, we have further strengthened the focus on our major suppliers by working together with [EcoVadis](#)⁴ through its collaborative platform which provides access to the sustainability scorecards of our main suppliers. EcoVadis ratings will further support us to reduce risks, as well as drive performance and eco-innovation in their supply chain.

Social dimension: Through the yearly release of our dedicated **Communication on Progress** (CoP), which is published on our website and submitted to [the UN Global Compact](#), we report on the processes and tools used to identify and prioritise critical social issues within our business and CSR strategies. We apply the [Global Reporting Initiative](#) (GRI) Sustainability Reporting Framework as it helps us to measure and report transparently and with accountability on our CSR performance. The materiality matrix according to [ISO 26000](#) and [GR4 guidelines](#) enables us to report the sustainability information that matters to our business and the concerns of our stakeholders and to operate in a socially responsible way. In addition, we respond to and are measured by RobecoSAM's [Dow Jones Sustainability Indices](#) (DJSI) assessment, the [Carbon Disclosure Project's](#) Investor/Climate Change and Supplier Modules, and the [FTS4Good Index Series](#).

As a strategic partner of the [World Economic Forum](#) and participant in their regional events around the globe, we support the Forum's commitment to improving the state of the world by creating greater choice in the domain of work and by unlocking potential in individuals, enterprises and society in general.

Adecco adheres to the [Universal Declaration of Human Rights](#). In November 2003, the Adecco Group became the first company in its industry to sign the [United Nations Global Compact](#) (UNGC). In October 2008, UNI Global Union and Ciett Corporate Members, including the Adecco Group, signed a [Memorandum of Understanding](#) (MoU) to consolidate the industry's global social dialogue to achieve fair conditions for the temporary agency work industry. These two public endorsements are due to the fact that Adecco Group acknowledges also recognises to the:

- [ILO Declaration on Fundamental Principles and Rights at work](#)
- [ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy](#)
- [OECD Guidelines for Multinational Enterprises](#)

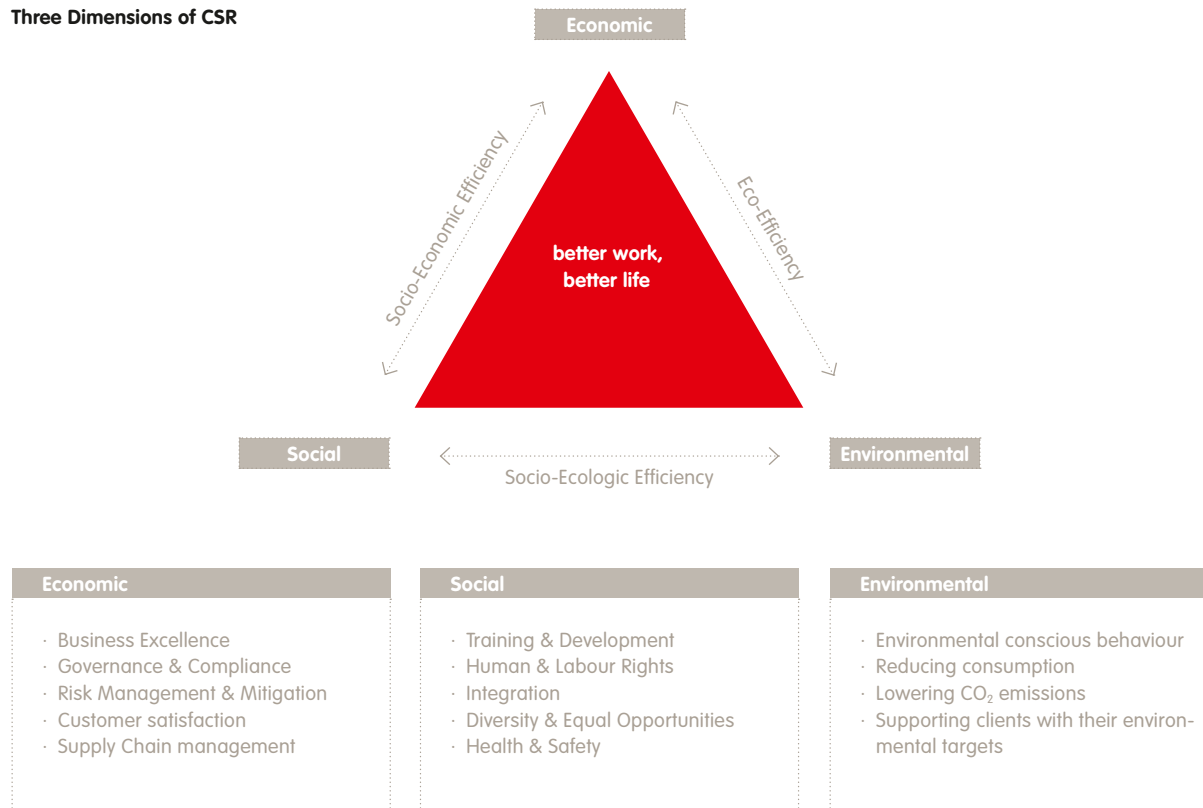
Human & Labour Rights practices are fundamental for Adecco's successful business operations with employees, associates and candidates as well as client companies and its supply chain.

To strengthen our role as the industry leader, it is our priority to assist our employees in achieving their full individual potential. **Talent Management** has been a critical component of the HR strategy within the Adecco Group for many years, through a collaborative effort between the Group initiatives and the local programmes in the countries where we operate. Our ultimate goal is to **attract and retain the best talent** and to ensure that our leaders can continue to deliver on the overall Adecco Group strategy. The four components of the Adecco Group Talent Management framework are: identification of high potentials, development, performance management, and finally, succession planning. For our candidates and associates, the acquisition and ongoing development of vocational and transferable skills is a passport to employment, income and a sustainable career in a changing economic and labour market environment. Public and private employment services play an important role in developing and delivering training and re-skilling programmes.

Much of our day-to-day work involves **integrating people into the workforce**: from unemployment to work; from education to work; from job to job; from temporary to permanent employment. Agency work creates jobs that would not otherwise exist, enhancing companies' competitiveness and workers' employability. Through select global and local projects and our three Foundations in France, Italy and Spain, we make sure that **people at risk of exclusion** because of disabilities, age, ethnicity, gender or long-term unemployment get additional support to achieve 'better work, better life' and have an active role in society.

⁴ EcoVadis through its collaborative platform provides Supplier Sustainability Ratings for global supply chains. Its CSR assessment methodology that covers 150 purchasing categories, 110 countries, and 21 CSR indicators.

Three Dimensions of CSR



The Adecco Group strives to **prevent accidents, injuries and diseases and furthers health, safety and well-being** in the workplace through special training and measures for employees and associates. We conduct risk assessments of workplaces in order to provide health and safety training to our associates who are exposed to certain hazards when entering new and unfamiliar workplaces. We instruct our employees about how to improve their workstation by using the right equipment properly. The Adecco Group strives to meet all statutory health and safety obligations. In addition, we encourage our employees and associates through global and local initiatives to engage in sports activities which enhance their physical and mental well-being.

Environmental dimension: As the global leader in HR services, we are conscious of the environmental impact our operations can have and the difference we are able to make by acting responsibly. We have introduced **processes and tools** to identify and prioritise critical environmental issues within our business operations as part of our focus on improving our environmental performance. In order to evaluate and reduce our carbon footprint in a consistent and structured manner, we measure and report on environmental commitments in the Adecco Group's CSR Report and CoP as well as through our participation in the Carbon Disclosure Project (CDP) and the RobecoSAM's Dow Jones Sustainability Indices. The measurement of our CO₂ emissions is centralised thanks to the 'myclimate' database which helps us to break down our environmental impact into Scope 1, 2 and 3 emissions. We have replaced our environmental policy with more comprehensive [environmental guidelines](#) which outline to all stakeholders, where the priorities lie in considering the impact of our daily operations. Our country organisations in Spain, Norway and Sweden are currently [ISO 14001](#) certified.

The six strategic focus areas have been defined in alignment with our company strategy and cover the most material issues for our main stakeholders.

Our six strategic focus areas

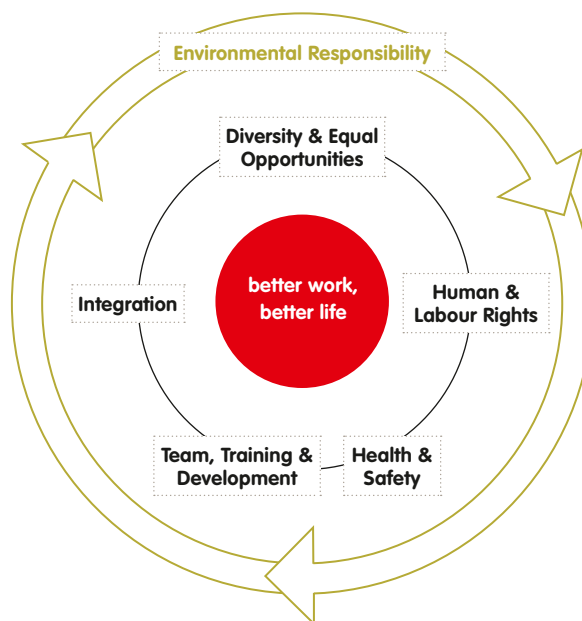
'better work, better life' is our job. Every day, we help companies succeed by bringing together work teams with skills and attitudes that best match their needs. We ensure that our associates worldwide have the best possible jobs. Employment is key to a healthy economy and reduces the welfare burden. Most importantly, it gives people dignity and purpose through their contributing to society every day.

To demonstrate our commitment to 'better work, better life' for all our stakeholders and to constantly improve our performance, we participate in the Dow Jones Sustainability Index where in 2014, for the fourth consecutive year, Adecco was recognised as one of the top-scoring companies in the Commercial & Professional Services Industry Group. In addition, we respond to Investor and Supplier modules in the Carbon Disclosure Project and to the FTSE4Good Index Series review. Since 2003, we have submitted our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the GRI Guidelines. Corporate social responsibility for Adecco is our responsibility towards the three dimensions of sustainability: economic, social, and environmental.

Our goal is to integrate all economic, social, and environmental aspects into our CSR strategy so that we fulfil the requirements of each of the three dimensions without compromising on any one of them. At the same time, our strategy supports the challenges and demands of our core business, taking into account global trends in our industry as well as requests and feedback from our employees, candidates and associates, clients, and the broader public.

Our corporate social responsibility reflects our business values and goals, which is why we report on the following six strategic focus areas, as they have a major impact and value for our Company and society in the current labour market environment.

Our six strategic focus areas



Team, Training & Development: Currently, around 7 million jobs don't get filled despite high unemployment rates. This is especially true in European countries such as Greece, Spain, Italy, and France but also in the USA, Australia, and Japan. This is to a large extent due to a mismatch between available skills and educational qualifications and the requirements of the business world. Adecco and its industry can contribute to solving these issues by retraining and upgrading workers' skills and through such initiatives as our Candidate International Mobility programme. HR services companies help people enhance their employability through career counselling, education, and continuous training, connecting people with job opportunities globally.

Integration: Every company's workforce needs people with diverse skills sets and from all backgrounds with regard to abilities, age, ethnicity, or gender. Integrating people into the workforce through agency work and making companies' workforces more diverse is a central part of our business. Jobs offer people work experience and an income. Consecutive assignments provide people with a variety of work experiences, enhance their adaptability to different roles and teams, and serve as a stepping stone to a permanent position for individuals who otherwise could become marginalised.

Diversity and Equal Opportunities: Engagement with our employees and associates is one of six strategic priorities for the Adecco Group. Our employees and associates are key contributors to our success. Therefore, our approach to diversity and equal opportunities and our open company culture help the Adecco Group to attract, motivate, and retain talented employees and associates. The success of the Sochi Olympic and Paralympic Winter Games 2014 was an example of what diverse teams can accomplish. The team – which grew from 6 to 109 people in one year – managed to screen over 112,000 applications, conducted 36,000 interviews and offered jobs to 5,330 candidates. Only 8% of the candidates came from Sochi, 62% were recruited from other cities in Russia and the remaining 30% were non-Russian candidates from 25 countries. Adecco Russia hired 24% young people who were under the age of 25 years and 15% who were over the age of 45 years. 61% were between 25 and 45 years old. Adecco ensured that all associates received decent wages, housing for three to seven months and a partial compensation for travelling to Sochi.

Health & Safety: We are committed to the health and safety of our employees and of the associates working with our clients. Our industry is unique. We do not directly control the workplace of our associates. Therefore, we must properly select, train, and equip our associates before assigning them to a job. It is of utmost importance to ensure that our clients adhere to the highest safety standards for associates to conduct their tasks in a safe and healthy workplace with adequate supervision. For our employees, we encourage a healthy lifestyle through our Win4Youth programme whereby all employees around the world can ensure a Group donation to children in need by taking part in sports activities.

Human & Labour Rights: In recent years, human and labour rights have become an increasingly important aspect to businesses and within corporate social responsibility. On 16 June 2011, the UN Human Rights Council endorsed the "[Guiding Principles on Business and Human Rights](#)". Implementing the United Nations 'Protect, Respect and Remedy' Framework" proposed by UN Special Representative John Ruggie which rests on three pillars:

1. The state duty to protect against human rights abuses by third parties, including business
2. The corporate responsibility to respect Human Rights
3. Greater access by victims to effective remedy, both judicial and non-judicial. The Guiding Principles on Business & Human Rights define what companies and governments should do to avoid and address possible negative human rights impacts by business. In the meantime, a number of guiding materials were published and the development of national action plans is addressed by the CSR peer review process with EU Member States.

In October 2011, the European Commission published a [new policy on CSR](#) for the period 2011–2014 in order to create conditions favourable to sustainable growth, responsible business behaviour and durable employment generation in the medium and long term. As a result, in June 2013, the European Commission issued Sector Guides on Implementing the UN Guiding Principles on Business and Human Rights for three business sectors including a [guide for the Employment and Recruitment Agencies' sector](#). Thanks to a multi-stakeholder consultation, including Ciett and its members, the content of the guide is balanced and reflects the real issues faced by our industry. Adecco has published [guidelines on Human & Labour Rights](#) which reflect the size and maturity of our company. They provide guidance and raise awareness amongst all our stakeholders.

Environmental responsibility: Since 2010, environmentally conscious management, monitoring, and reduction is carried out in the following areas:

1. Electrical energy consumption
2. Mobility: company car mileages and air miles flown
3. Office supply: paper and toner consumption
4. Office equipment: computers bought and replaced

This applies to 15 of our largest markets and emerging markets as of 2014 (France, North America, UK & Ireland, Germany, Japan, Italy, Netherlands, Belgium, Norway, Sweden, Spain, Singapore, Switzerland, Argentina and Mexico) as well as to the joint global and Adecco Switzerland headquarters.

The countries represent over 85% of our business operations in terms of revenues. By reducing our CO₂ emissions, we will save costs due to the lower consumption of resources which will benefit the Company's overall performance as well as our clients' through the services they receive from us.

Our main programmes and initiatives in the Economic dimension

Global programmes and initiatives

Excellence Awards In 2014, Adecco Group Excellence Awards were presented to nine winning teams recognised for the outstanding results they achieved living our five core values of team spirit, customer focus, passion, responsibility and entrepreneurship. Adecco Group Spain won the overall Excellence Award as well as the International Sales Award for their outstanding performance, while Adecco Belux (Belgium and Luxembourg) were recognised for their employee engagement – one of Adecco's strategic priorities. The 2014 award for Service Excellence was this time presented to a colleague from Adecco France. Other winners included Adecco France and Italy, Adecco Asia and Adecco Poland as the best Emerging Market. Last but not least, our JV FESCO Adecco in China was awarded as the best Emerging Market Zone.



Team Adecco Spain celebrating their two awards for the overall best performance and excellence in International Sales during the Adecco Leaders Conference 2015.

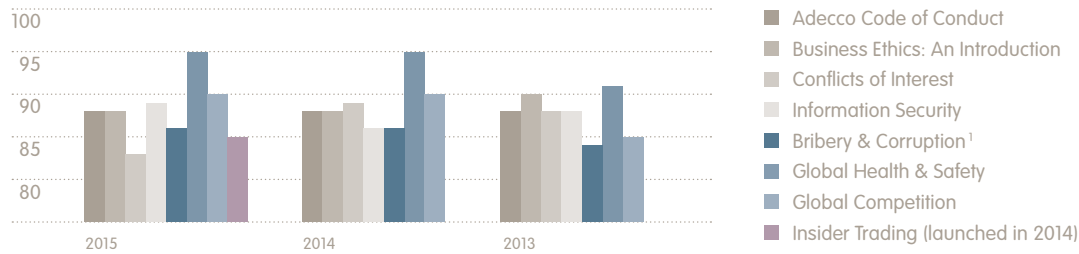
Focus on our suppliers In July 2012, we published our [Supplier Code of Conduct](#) as well as a supplier questionnaire. They are distributed to our major suppliers in order to ensure they adhere to the highest standards. The Code of Conduct describes the expectations of the Adecco Group towards its suppliers, vendors, contractors or any other organisation with whom Adecco conducts business. In 2015, Adecco Group signed up for a Corporate subscription with EcoVadis to further

manage supply chain CSR risks and stimulate innovation with our providers which in many cases are also our clients. All employees of the Adecco Group are asked to perform their business activities with the highest level of integrity and compliance within the laws and regulations of the markets where Adecco operates. This also reflects our expectations towards our suppliers. We recognise the variety of legal and cultural environments, in which our suppliers operate, therefore our Supplier Code of Conduct provides a framework of minimum requirements, which are applicable in the vast majority of situations. In 2013, we increased our focus on Bribery & Corruption prevention. Our employees are expected to perform a high-level check on the supplier's reputation with regards to Anti-Bribery & Corruption.

Enterprise Risk Management The enterprise risk management process at the Adecco Group has strategic and operational dimensions. Whilst the focus is on analysing, managing, and mitigating risks, we also aim to identify opportunities for business development. The process is overseen and approved by the Board of Directors. Adecco's Risk Management Steering Committee supports the countries when identifying risks and has defined 15 overarching risk categories, which can have a significant impact on Adecco's results and reputation. The defined risk categories are divided into externally and internally driven risks. Our risk management activities consist of risk identification, risk assessment, risk response, and risk monitoring. All countries and global business lines perform regular risk assessments on the risk categories that can have a significant impact on their operations, quantifying both Gross Risk and Net Risk. Gross Risk is an estimate of the likelihood of risk occurrence and the potential impact on the financial results in the worst-case scenario. Net Risk is an estimate of the likelihood of risk occurrence and the potential impact on the financial results taking into account the risk mitigation effect of Management Controls. More information can also be found in our [Annual Report 2014](#).

Completed online training on fundamental ethical business practices

(% of all employees) 2013–2015



¹ More details shown in respective chart on page 23.

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

ACE training & reporting The Adecco Compliance & Ethics (ACE) training is our nine-module online training programme for employees on the following topics: *Code of Conduct; Business Ethics; Bribery & Corruption prevention; Global Health & Safety; Resolving Conflicts of Interest; Global Competition; Information Security & E-mail and Insider Trading*. It prepares our employees to handle ethical and legal challenges which they may encounter in their day-to-day work. All employees are required to complete six of the mentioned training modules. The module on Global Competition is specifically targeted to Sales professionals and the Health & Safety module to branch managers.

The newest module on *Insider Trading*, launched in March 2014, takes into account the revised Swiss rules on insider trading and market manipulation in line with existing standards in the EU. The [Adecco Compliance & Ethics \(ACE\) Reporting Tools](#) are designed to assist employees, associates and other stakeholders in reporting actual or potential violations of the law or Adecco Group policies, procedures or of the Code of Conduct. Any stakeholder may report to the Board of Directors allegations of fraud and violations of the law, the Group policies, the procedures or ethical standards of conduct by the Adecco Group or any of its employees or agents.

ACE reporting

Allocation of reported issues in 2014 (in %)



GTCI 2015 – The second edition of the Global Talent Competitiveness Index

In January 2015, the 2014 edition of the Global Talent Competitiveness Index (GTCI) was released during the World Economic Forum. The study, which focuses on the topic of ‘growing talent for today and tomorrow’, covering 93 national economies, across all groups of income and levels of development, was produced in collaboration with the Human Capital Leadership Institute of Singapore (HCLI) and Adecco Group. As in 2013, GTCI rankings are dominated by European countries, with only six non-European countries in the top 20: Singapore (2), the United States (4), Canada (5), Australia (9), New Zealand (16) and Japan (20). The GTCI measures a nation’s competitiveness based on the quality of talent it can produce, attract and retain. The 2014 index champions include a significant number of small high-income economies including Switzerland at number one, followed by Singapore and Luxembourg in second and third place, respectively. The GTCI covers national and organisational parameters and generates insights to inspire action. Based on feedback and analysis following the release of GTCI 2013, this year’s index analyses 65 variables (up from 45 last year).

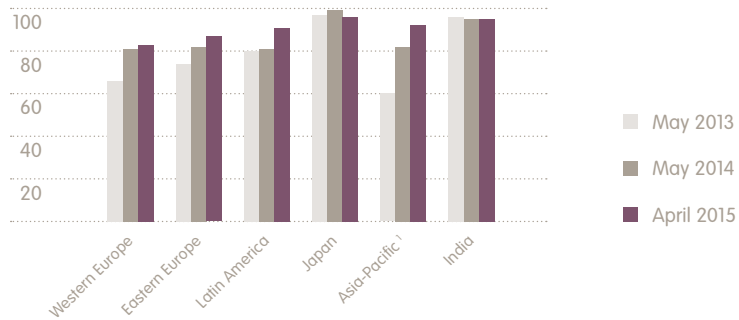
[Visit the GTCI website](#)

[Follow on Twitter: #GTCI2014](#)

[Download the GTCI 2014 infographic](#)

[Watch the GTCI 2014 video graphic](#)

Completed online training on Bribery & Corruption prevention (% of all employees in question)¹



¹ USA and Canada run their own ACE awareness training, not the global one, thus not included in this statistics.
NB: Due to normal staff turnover, the actual training completion rate always stays below the ideal of 100%.

Corporate Governance – Remuneration In accordance with the new [Swiss Ordinance Against Excessive Compensation](#) in Public Corporations (the “Ordinance”) which came into force on 1 January 2014, Adecco has introduced the election by the shareholders of the Chairman, the members of the Compensation Committee and the Independent Proxy Representative as of the [AGM 2014](#). Adecco has conducted the required year-ly individual elections of its Board of Directors for the last ten years. The Company has been committed to following best practices in Corporate Governance for many years. Accordingly, the Remuneration Report has also been subject to an advisory vote annually. As of the AGM 2015 on April 21, in line with the requirements of the Ordinance, Adecco submitted to its shareholders for approval: the maximum remuneration of the Board of Directors for the upcoming office period (AGM to AGM) and the maximum total remuneration of the Executive Committee for the next fiscal year. In continuation of its existing practice, Adecco undertakes in its ‘[Articles of Incorporation](#)’ to submit the annual Remuneration Report to an advisory vote of its shareholders also in the future. As a result, the shareholders will keep the possibility to examine the remuneration actually paid against the maximum total amount that was approved by the General Meeting and to voice their opinion. In 2015, shareholders approved the maximum total amount of remuneration of the Board of Directors for the office period from the AGM 2015 until the AGM 2016 as well as the maximum total amount of remuneration of the Executive Committee for the fiscal year 2016, with 96% and 95% favourable votes respectively. The [Remuneration Report 2014](#), which includes details of the actual remuneration paid, was approved by shareholders in an advisory vote with 88% of votes in favour.

We are convinced that the new provisions of the ‘Articles of Incorporation’ as adopted by the AGM 2014, adequately meet the requirements of the Ordinance and Adecco as the world’s leading company in its industry with an international executive management team.

Bribery & Corruption prevention and detection Companies like Adecco doing business globally are under increased pressure to improve their anti-corruption and bribery compliance programmes in order to prevent and detect potentially improper payments that put the company at risk. Adecco’s Bribery & Corruption prevention and detection programme has been developed to ensure the Group’s compliance with applicable legislation while remaining flexible to business needs and cultural differences. It expresses our attitude towards Bribery & Corruption in all its forms: It is one of zero tolerance. Fundamental to the programme is the ‘tone from the top’ by which business leaders are expected to provide visible and explicit support and commitment to the programme. Employees and any third party acting on Adecco’s behalf may not provide anything of value to either government officials or private parties to obtain or retain business or a business advantage. Similarly, employees may not request or accept bribes or other improper financial advantages. The Group Policy on Bribery & Corruption prevention has been approved by the Adecco Board of Directors. The Bribery & Corruption prevention and detection programme includes a policy, risk assessment, education/guidance and training, due diligence procedures and audit-testing processes.

We are committed to doing business lawfully, ethically and with integrity. A guide provides employees with a broad understanding of Adecco’s five bribery and corruption prevention principles:

1. Do not offer or accept bribes
2. Understand the policies and corruption risks
3. Respond
4. Document
5. Report

These principles should be followed along with the relevant local management policies that apply in addition to specific work responsibilities.

In order to further show our CEO level commitment, we have signed the [World Economic Forum 'Partnering Against Corruption Initiative' \(PACI\)](#), a global platform centred on the PACI Principles for Countering Corruption. The initiative creates a more visible, dynamic and agenda-setting platform, working with committed business leaders, international organisations and governments to address corruption, transparency and emerging-market risks. Comprising nearly 100 active companies, PACI is one of the strongest cross-industry collaborative efforts at the Forum.

Customer Satisfaction (G4-26) The Global Satisfaction Survey (GSS) was introduced in July 2008 across the Adecco Group as a mandatory tool to measure client, associate and candidate satisfaction and as a way to anticipate potential business risks. Not only does the survey measure satisfaction, it is also used as a way to assess potential market-specific business risks. It aims to provide the Adecco Group leadership team with strategic insights on customer needs and wants and our competitive positioning in the market to capitalise on our strengths, address our shortfalls and shape our service delivery. The goal was to implement an effective measurement system that enables systematic, fast measurements of client, associate and candidate satisfaction through web surveys at country level. For the 2014 reporting period, we tracked the satisfaction of our clients, associates and permanent placement candidates from 43 business units in 28 countries. To date, 15 brands of the Adecco Group are participating in the GSS covering over 90% of Adecco's business. Countries are encouraged to add their country-specific questions to the survey. The GSS is also a major source of information for the preparation and roll-out of global strategic initiatives (e.g. Global Market Segmentation Programme; Global Branding Project). The GSS methodology is a key element to measure the success and impact of such global actions from an external perspective as well as to derive concrete actions ensuring a continuous improvement cycle across the globe.

Getting close to Gen Y – the Adecco associate boards

Knowing and understanding one of your main stakeholder groups is key. That is why Adecco has created its associate boards. The global associate board has 200 Gen Y (18- to 26-year-old) members from five regions, 19 different countries coming from rural and urban settings, with diverse educational levels. The platform allows us to be in close contact with representatives of Gen Y, understand their perception of our company, detect trends, exchange ideas, know about their needs and wishes on the 'Future of work' and inspire our employees. The interaction which is structured around the four key themes 'celebrating life', 'live and learn', 'social bonding' and 'on- or offline, there is no line' will support Adecco to be close to the next generation of colleagues, candidates and associates and to develop future-proof solutions and services. In France, a local associate board was launched to address the most relevant labour market topics for French people: the

economic recession, how to re-enter the job market and job security. The French associate board is not limited to a certain age group, but includes 150 associates between 21 and 60 years old, from all backgrounds, rural and urban settings. They work in both professional and general staffing jobs.

Data security & protection The Adecco Group has implemented an IT Policy Framework around legacy Sarbanes-Oxley controls, called RIM (Records & Information Management) which specify the protection, the sustainability and the quality of the information. This Framework has nine Policies and 38 Standards which are aligned to both ISO27001 and COBIT. Additionally, Adecco has in place a Global Data Protection Policy (and other local Policies) with special emphasis on personal data. The purpose of this global Policy is to provide an adequate level of protection for all personal data collected and used by Adecco, on or offline, or by manual or automatic means, including digital recording (audio or video) through different requirements including the compliance of the IT Policy Framework.

Select country initiatives and programmes



Spanish Business leaders and members of the OIE joined together to find solutions on how to combat youth unemployment.

The Observatory for Innovation and Employment: OIE

In 2014, the 'Observatorio de Innovación en el Empleo' (OIE) was created by Adecco Spain as an incubator for creative initiatives and actions in employment. Its goal is to foster societal change thanks to the collaboration of private companies from all sectors, looking for solutions to improve the labour market situation in Spain, which despite reforms is still challenging for many people and companies. Adecco promotes the OIE as an initiative for action not reflection together with its 25 member companies. The first topic which was addressed in February 2014 was youth unemployment still peaking at 52,4% in Spain, and the discrepancy between the skills universities teach and what companies are looking for in their future employees. A survey conducted amongst university students showed that eight out of ten youngsters have low expectations of being able to work in Spain and they are willing to develop their professional career abroad.

[OIE website](#)

[Watch the OIE video](#)



Youngsters on their way to find out what their dream job is in the Adecco session held during the four-day event 'Osons la France'.

Groupe Adecco France founding partner of 'Osons la France' and the first Economic Summit To challenge France – this is essentially what the Forum called 'Osons la France' was all about. A four-day event to demonstrate that France is a country that promotes innovation and creates employment opportunities despite the stagnant economy, that the country has been experiencing over the past years. The goals of the summit were to reconcile the French people and to foster a positive spirit amongst everyone which in the current environment. Groupe Adecco France as a founding partner was present with a booth providing information on how the staffing industry can positively contribute to innovation through a variety of services, for example the 'CDI intérimaire', a new permanent contract in France, which provides associates of employment agencies with a monthly income, even if they are not placed into an assignment. Adecco also advocated the importance and benefits of a diverse workforce including people from all backgrounds, ages and with different abilities. In addition to client meetings, a mobile App guiding people to their dream job and candidate job dating fair was organised with 100 candidates and 10 clients resulting in an 87% match success rate. A session to explain and talk about the economy, its terms and interdependencies for children was held to create awareness among the younger members of society. The beginning of the Forum was dedicated to the first Economic Summit which during two days brought together over 30 speakers including business leaders, politicians and academia from a variety of countries, amongst them also the Groupe Adecco France CEO.

[Osons la France website](#)
[Economic Summit website](#)
[Group Adecco France blog](#)

Generation Z – Getting ready for Asia's next workforce It is important to know our main stakeholders – our employees, candidates and associates. That is why Adecco Asia¹ conducted a survey on Generation Z (Gen Z), people born between 1995 and 2009. Asia's tight labour markets and low unemployment mean that companies must continually review how to effectively recruit and retain the best people in their workforce. After Gen X and Y, Gen Z has emerged on the radar screen as part of the group entering the workforce. Adecco Asia conducted 948 online surveys in nine markets¹ in January 2014 amongst Gen Z (50% male and female) representatives. Gen Z seems to be the most disruptive generation. Instead of waiting for ideas to filter through the generations that came before them, Gen Z are go-getters and trendsetters. There are also interesting regional differences. In South East Asia, for example, Gen Z is more confident than their counterparts in Greater China and North Asia about how well their education will prepare them for the workplace. A common denominator is that social media has demolished all barriers to communicate about brands and products, meaning that corporations as potential employers will be more intensively researched and scrutinised by job seekers than ever before.

[Read more](#)
[Infographic on Gen Y vs. Z Adecco US](#)

Adecco UK & Ireland: Stemming the gap Adecco Group's Global Talent Competitiveness Index (GTCI) highlighted the potential of the UK as a hub for many forward-thinking companies, attracting bright young talent from across the world. Women make up nearly half of Britain's workforce, but only one in ten have a position in Science, Technology, Engineering and Mathematics (STEM) fields. While the advancement of STEM skills is fundamental to the future success of the country, encouraging more women to pursue a career in STEM needs to be part of the solution as we simply cannot afford to be using only half of the nation's brains. Adecco Group UK & Ireland embarked on an independent research study to understand why this 'leaky pipeline' persists and establish how we can encourage young girls to study STEM subjects and ensure they pursue a career in the sector.

Adecco UK & Ireland's previous research '[Unlocking Britain's Potential](#)', showed what actions should be taken to tap into the great potential of the overall workforce. But it was essential to understand how to mine a wider talent pool for STEM roles and above all challenge gender bias perceptions, such as STEM being 'just for boys'.

[Read more](#)
[Infographic on STEM skills Adecco US](#)

¹ Adecco Asia includes the following 9 countries: China, S. Korea, Japan, Hong Kong, Taiwan, Vietnam, Thailand, Malaysia and Singapore.

Our main programmes and initiatives in the Social dimension



Win4Youth

This very successful employee engagement programme has grown from strength to strength over the past five years. Colleagues all over the globe take part in sports events, united behind a great cause that allows us to live our values to the full and embrace a healthy lifestyle. In our free time, we clock up kilometres and turn them into a Group donation to foundations supporting youth development, giving youngsters in need a better start in life and work. Our associates and clients are also warmly invited to join us.

In 2014, our chosen sport was cycling with a goal of 2 million kilometres by year end. As the highlight event, on 30 August, 86 Adecco Win4Youth ambassadors from 35 countries cycled up the 'Col du Tourmalet' in the French Pyrenees – the renowned climb which is part of the Tour de France. Over 29,500 Adecco colleagues worldwide joined the cause in 2014 along with 2,616 associates and 10,540 clients. This enabled us to exceed our highly ambitious target with a final total of 2.2 million kilometres. Five foundations, working with children and teenagers in [Cambodia](#), [Argentina](#), [Portugal](#), [Poland](#), and [Italy](#) benefited from our sports activities: A total donation of USD 375,000 was made by the Adecco Group. The godfather of Win4Youth 2014 was [Alessandro Zanardi](#), a former Formula One driver as well as Paralympic hand biker, winning both gold and silver medals at the London Paralympic Games 2012.

For the first time this year, we organised volunteering weeks in the five foundations for ten colleagues from the countries and business lines that contributed the most kilometres to



Three out of the 86 Win4Youth ambassadors at the finish line of the mythical climb of the 'Col du Tourmalet' in 2014.

Win4Youth. They all lived an unforgettable and rewarding experience working with the young people and sharing their expertise of the world of work.

Lee Hecht Harrison (LHH) won the race, recording the most kilometres per person – a total of 1,042 kilometres – and Japan ranked first overall with an outstanding 230,377 kilometres collected. An amazing result achieved by our colleagues, associates and clients, from all our countries and brands.

Since the launch of Win4Youth in 2010, sports events have been organised in all our countries in running, biking and swimming contributing to Group donations each year to youth employment and development programmes around the world. By the end of 2014, a total of more than 1.7 million Swiss francs have been donated by the Adecco Group and country organisations over the five years of the programme's existence.

[Win4Youth Kick-off Camp 2014](#)

[Win4Youth 2014 'Col du Tourmalet' video](#)

“There is something very special in the way Adecco treats its people. As a Win4Youth ambassador, I once again had the chance to experience that Adecco is ‘The Best Place to Work’. If you are ready to commit and contribute on a high level, if you are ready to go the extra mile – Adecco offers unlimited opportunities.”

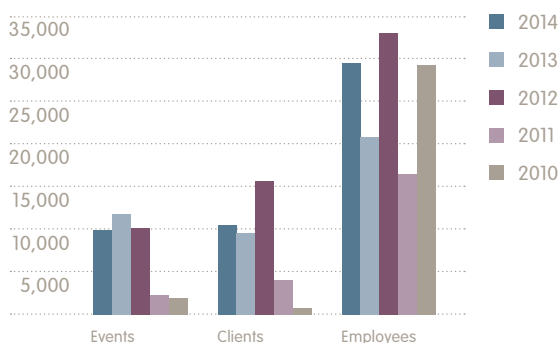
Virpi Ojakangas, Director HR & Development, Adecco Finland



Global engagement Win4Youth

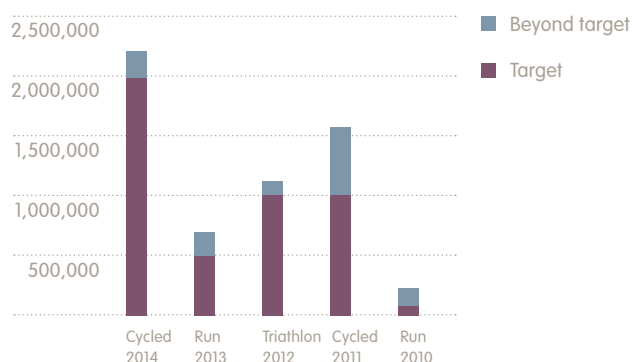
Win4Youth activities in more than 60 countries

Nr. of events, involved clients and employees



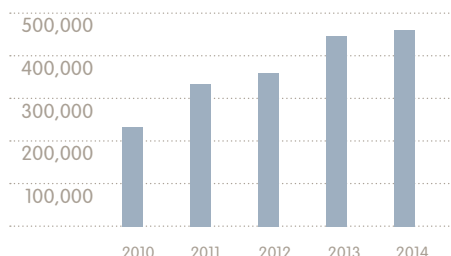
Win4Youth performance (in km)

Sports activity: running, cycling, swimming



Charitable donations from Win4Youth

Donations (in USD) for integration initiatives 2010–2014



In 2015, the sixth year of Win4Youth, triathlon is our chosen sport, which means that all colleagues can clock up kilometres by swimming, cycling and running. This year's goal is to achieve more than 1,750,000 kilometres! The Adecco Win4Youth 2015 team of 81 ambassadors are training to face the [ŠKODA Triathlon in Palma de Mallorca](#). This is the largest triathlon circuit in Spain. Our 31,000 colleagues, our associates and clients in more than 60 countries will be contributing to the ambitious goal and ensure a donation to selected eight foundations in [Australia](#), [Belgium](#), [Brazil](#), [Bulgaria](#), [Cambodia](#), [Colombia](#), [Greece](#) and the [US](#) which were chosen by Adecco colleagues, thanks to the global selection process that we introduced in 2014.

As every year, we have our Win4Youth godparent. In 2015, we are fortunate to have a three-time Olympian in triathlon, gold medallist in London 2012 as well as a five-time European Champion in the role of godmother to motivate all employees! Nicola Spirig, from Switzerland is a true inspiration: An elite athlete for more than 15 years, with a degree in law and mother of a small son. We are very proud to have her as part of the team! Nicola will give her full support by participating in the triathlon in Mallorca to support our ambassadors and motivate all our colleagues around the globe.

[Win4Youth video Kick-off Camp 2015](#)



Nicola Spirig, Win4Youth Godmother 2015, wins the women's triathlon gold medal at the London 2012 Olympic Games after one of the closest finishes in Olympic history.

“To be a Win4Youth ambassador is a responsibility towards Adecco but also towards all the foundations that count on us. The programme epitomises our values of Passion, Team Spirit and Responsibility.”

Delmindo Martins, Branch Manager Adecco Switzerland

Select country initiatives and programmes

‘La Vuelta’ by Adecco Spain After the global Win4Youth kick-off event in April 2014, Adecco Spain decided to contribute kilometres through the tour of Spain by organising Win4Youth cycling and spinning events in the following 15 cities: Madrid, Valencia, Barcelona, Malaga, Bilbao, San Sebastián, Vitoria, Zaragoza, Pamplona, Las Palmas, Sta. Cruz de Tenerife, Lanzarote, Vigo, Santander and Torrelavega. Thanks to the fantastic participation of 1,400 people, riding their bikes or spinning, more than 32,250 kilometres were achieved between 30 May and 2 June 2014.



Every contribution counts! The children of our Adecco colleagues in Spain get to know the Win4Youth spirit by participating actively.

Additionally, Adecco Spain organised a series of sports and other activities such as cart races, table football and handicrafts for the children of our Adecco colleagues. The goal was to get them excited about and engaged in Win4Youth and to be part of the experience together with their parents.

Ajilon cyclists take to the streets of Perth @ APPEA The APPEA (Australian Petroleum Production & Exploration Association) conference is the biggest oil & gas conference in Australia with over 3,000 delegates from the Asia-Pacific region. The 2014 conference was held in Perth and Ajilon, sponsored a number of events, including the APPEA Cycle Rides & Tour. A 70-kilometre ride took place on Sunday, 6 April, and a 10-kilometre ride on 7 and 8 April 2014.

37 cyclists from the oil & gas industry took to the streets of Perth on Sunday, riding a total of 2,590 kilometres. The early morning rides on Monday and Tuesday added another 350 kilometres.

In addition, at the Ajilon conference stand, the team had organised for stationary bikes to encourage conference delegates to join in as well. In total, 3,083 kilometres for Win4Youth were collected, creating stronger bonds with conference visitors, amongst the team and encouraging physical activity. It was a fantastic exposure for Win4Youth, with many cyclists asking about the initiative and the charities supported.



The Ajilon Australian colleagues who organised the Win4Youth client cycling event during the APPEA conference in Perth.

Top performers of Asia run and swim The top Performers' Club and Client Champions Winners were running for Win4Youth early in the morning in Dubai at the Adecco Asia Performers' Club. This is indeed a great way to start the day for the region's top performers. One swimming and two running events were organised over the three days. In the future, our Regional Head of Asia Pacific will arrange a Win4Youth event at every regional event. The Programme has become part of the culture of the Asia region.



Adecco Asia's top performers during one of their Win4Youth runs.

Adecco Chile engages associates An amazing event was organised at the Adecco University in the city of Marbella in June 2015 with 150 associates and employees. 80 participants decided to complete 8 kilometres running and walking and 70 took up the challenge on a bike, collecting a total of 1,480 kilometres for Win4Youth and the children in need.



Adecco Chile's 150 associates and colleagues who during a course at the Adecco University in the city of Marbella (Chile) contributed 1,480 kilometres for Win4Youth.



A proud team of clients and Adecco cyclists at the Passo dello Stelvio in Italy, adding funds to one of the chosen foundations: 'Beyond the Moon' in 2014.

Cycling for 'Beyond the Moon' In June 2015, the two former Win4Youth ambassadors from Adecco Belgium headed with a delegation of colleagues and clients to Bormio, Italy. Their mission to collect kilometers by cycling through the long, steep and snowy mountains of Lombardia and bring the 'Beyond the Moon' flag to the top of the Passo dello Stelvio (2758 m). 'Beyond the Moon' was one of the chosen foundations in 2014 that Win4Youth supported. The organisation offers families with a seriously ill child the opportunity to enjoy a memorable, cost-free vacation in a child-friendly environment and to spend carefree quality time together, far away from hospitals and treatments.

[Win4Youth website](#)

[Win4Youth on Facebook](#)

[Win4Youth on Twitter](#)

"I'm very proud that with this initiative, we can contribute to the success of youngsters in their job search."

Otto Vég, Country Manager Adecco Hungary



Adecco Way to Work™ Unemployment, especially youth unemployment, remains alarming, notably in Europe, which is only at the start of a slow and bumpy recovery. Worldwide, more than 200 million people are without work – almost 40% of them are 25 or younger. At the same time, eight million jobs are vacant in the US and Europe alone. In the rest of the world too, skills shortages and talent mismatches are worsening, damaging human capital and productivity. Adecco's clear goal with Adecco Way to Work™ is to tackle youth unemployment actively.

Adecco Way to Work™ is a global initiative involving Adecco employees in more than 50 countries around the world. Our goal is to address the mismatch of skills and experience that is proving the main obstacle for young people entering the workforce. The Adecco Way to Work™ initiative consists of three programmes: the Street Day, the Adecco Experience and the 'CEO for One Month'.

Street Day On 26 March 2015, for the third year in a row, more than 7,300 Adecco employees in over 1,130 cities in 54 countries hit the streets to help combat youth unemployment reaching an estimated 1.2 million people. Some 470 schools and universities were visited and a total of 1,000 coaching sessions were held, including more than 1,700 Adecco branch open days. The sessions included tips on best practice, advice on interview techniques and CV preparation, as well as motivational letters.

Adecco's 2015 Street Day took to almost 2.2 million the number of people reached since launch in 2013.

[Watch the Adecco Way to Work™ Street Day 2015 video](#)



Regional Head Federico Vione together with Federico Sattanino, Adecco Way to Work™ ambassador, and a student during the Street Day 2015 in Italy.

The Adecco Experience This programme tackles youth unemployment by offering young people quality internships and work-based training opportunities that help them build up their CVs and increase their employability.

In 2014, the format of the work experience was adapted so that more young people could get the opportunity of a one-month internship. Until 12 June 2014, talents could apply for 100 Adecco Experiences in over 50 countries. Adecco partnered with 80 leading brands such as IKEA, Microsoft, Nestlé, Adidas, Honda, HP, Haribo, BMW, Olympic Committee, IBM, Henkel, Pepsico and Nespresso to make this possible, and received very positive feedback. We were able to place 90 youngsters in one-month paid job experiences. The candidates were given the chance to learn key skills in a wide range of roles in some of the most exciting companies in the world. The programme's biggest success is that more than 50% of the youngsters who participated in the Adecco Experience are now employed and all of them are also part of the Adecco Way to Work Ambassador Community.



ADECCO EXPERIENCE

- Commitment to provide youngsters with quality internships and work-based training opportunities
- Over 1,800 opportunities provided by July 2015

STREET DAY

- 26 March: Global Adecco Street Day in 54 countries
- Workshops, career advice and coaching sessions to job seekers in public spaces, schools and universities
- Over 1,2 million people reached in 2015

CEO FOR ONE MONTH

- Local CEOs for one month appointed in 34 Adecco countries during July and August 2015
- Top 10 country CEOs attend the boot camp to run for Adecco Group 'CEO for One Month'
- Adecco Group 'CEO for One Month' on assignment during September/October 2015

Our challenge for 2015 between January and December is to increase the number of opportunities, providing a minimum of 1,000 quality internships for youngsters in over 60 countries where Adecco is present. To make this commitment real, Adecco is asking for the active involvement of its clients at local and global level, tracking results through monthly reports on the Adecco Way to Work™ digital platform.

Each one of these youngsters is part of the Adecco Way to Work™ movement, as a statement of Adecco's commitment to help solve youth unemployment in collaboration with partner brands. A special focus is put on the quality of the internship experience in terms of length (minimum one month or 160 hours); fair compensation; it must be a learning experience which is inspiring and valuable to the youngster; and it has to be concluded with a feedback and final evaluation process. Adecco is offering its services with regards to selection and recruitment process for free.

[Watch the Adecco Experience 2014 teaser video](#)
[Adecco Experience website](#)



Steven Pauels, an Adecco Experience 2014 participant in Belgium, loves the outdoor and found the perfect match with A.S. Adventure, where he did his one-month internship as store manager.



"We are here to support our young generations to help them understand the way to work and find job opportunities. Adecco Way to Work™ 2015, LET'S GO!"

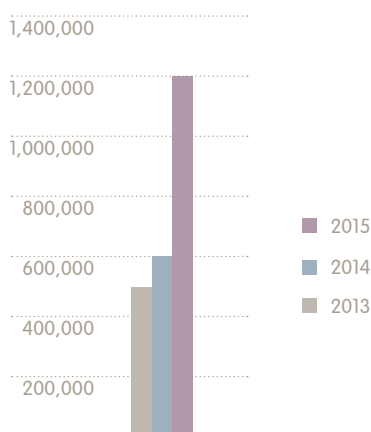
Adecco Japan colleague

“As a CEO, you have to be able to develop, manage and energise your team. That’s why a CEO is a Chief Energising Officer. Energy comes from passion, being passionate about your company, your teams, your customers.”

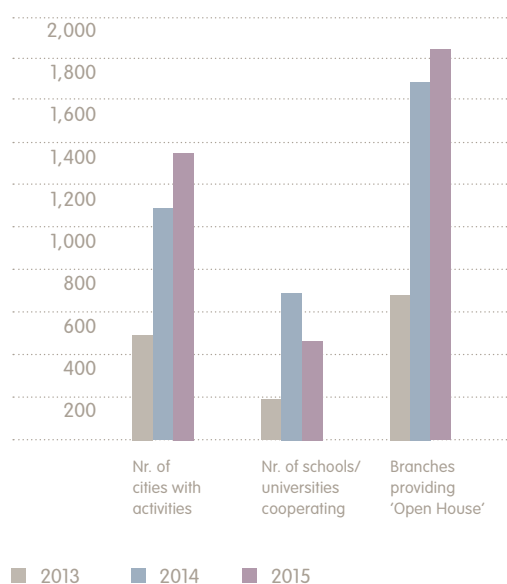
Nico Reeskens, Country Manager Adecco Belgium

Global engagement Adecco Way to Work™

Adecco Way to Work™ Street Day – People reached



Adecco Way to Work™ Street Day – Activities and engagement



‘CEO for One Month’ In 2014, the Adecco Experience candidates were encouraged to apply for a unique opportunity: to become the ‘CEO of Adecco for one month’. 46 put themselves forward for the challenge to work under the direct supervision of the Adecco Group CEO. Thanks to their performance on the job, the host companies’ evaluation and the way they shared their experience with their generation through social media, five young women and five men all between the ages of 17 and 28 earned their place in the final selection phase – a Boot Camp. The participants from the [Netherlands](#), [Slovakia](#), [UK](#), [Taiwan](#), [Italy](#), [France](#), [US](#), [Germany](#), [Colombia](#) and [Spain](#) faced a series of interviews, business assignments and challenges to test their soft skills and fit for the role.

Paola Ospina, a 26-year-old Colombian was named ‘CEO for One Month’ 2014. Paola was mentored by Adecco Group CEO from 30 August to 30 September. One of her first assignments during the intense CEO experience started with the visit of a client event, held during the Davis Cup 2014 semi-final between Switzerland and Italy in Geneva. After successfully completing her assignment, Paola was offered a job and is now working as part of our Adecco USA Marketing team.



Paola Ospina with the semi-finalists Switzerland and Italy of the Davis Cup, that the Adecco Group sponsors, in her role as ‘CEO for One Month’.

[‘CEO for One Month’ 2014 Boot Camp video](#)

[‘CEO for One Month’ 2014 Candidate videos](#)

“This was the greatest opportunity that ever happened to me. It changed my life. I’m so grateful to Adecco and wish other people could have the same opportunity.”

Paola Ospina, Adecco Experience participant, ‘CEO for One Month’ 2014 and current Adecco USA employee



Some of the ten finalists from the ‘CEO for One Month’ Boot Camp 2014 after successfully completing a challenge.

‘CEO for One Month’ 2015 This year, between 23 February and 1 May, youngsters from all over the world were able to apply via the ‘CEO for One Month’ App. The [34 candidates](#) who were chosen from more than 18,000 applicants and went through a thorough selection process have been working as the ‘CEO for One Month’ in their country of residence. This unique work experience gives them the chance to learn directly from Adecco’s senior management to boost their career prospects during the months of July and August. The young CEOs comprise men and women from as far afield as Australia, Mauritius, Taiwan, Colombia and the US. The ten most successful youngsters will progress to a final round which consists of a three-day boot camp in Madrid, Spain, in September. They will be assessed by an Adecco jury that comprises representatives of different functions and countries. The selected youngster will take up his or her role as the ‘CEO for One Month’ of the Adecco Group between September and October under the guidance of our global CEO.

[‘CEO for One Month’ 2015 teaser video](#)

[‘CEO for One Month’ 34 candidates video 2015](#)

[‘CEO for One Month’ 2015 tips and tricks video](#)

[‘CEO for One Month’ on Instagram](#)

Select country initiatives and programmes

Groupe Adecco France Street Day On 26 March, in 36 cities around France, our teams were on the street to provide advice and support on how to prepare for job interviews, write a compelling CV and how to find opportunities and never give up – even in a challenging labour market. Over 800 branches held open days and 1,972 employees were out on the streets to approach people actively by providing flyers and advice. In total 598,800 people were reached online, on the streets and by e-mail, including 6,300 students. Some 90 schools and universities were contacted and 1,157 job offers posted online. Around 926 events and activities took place. Amongst them, a job dating was organised jointly between Spring France, an Adecco subsidiary, and Nestlé at their Headquarters in Noisiel as part of the [‘Alliance for YOUTH’](#) initiative with 10 candidates. The ‘Alliance for YOUTH’, founded by Nestlé in 2013, brings together leading companies in Europe who recognise that youth unemployment is a major social and economic issue and are committed to helping to solve it. Its goal is to create 20,000 positions for young people across Europe by 2016.

[Watch the Groupe Adecco France Street Day video 2015](#)



The Groupe Adecco France team during the Street Day in Paris was joined by the French minister of labour and employment, François Rebsamen.

University Days in Belgium Youth unemployment is also a major concern amongst university students in Belgium: 90% say they see it as a priority to be addressed. More than 1,000 students from six Belgium universities joined the Adecco 'University Days' which were held as part of the Adecco Way to Work™ initiative. The target was to reach students completing their last year of university and show them how Adecco can support them in their job search, the importance of social media, and to motivate them to apply for the 'CEO for One Month' in Belgium including a training on how to conduct a successful job interview. Over 800 students were contacted by Adecco and some 45 job interviews were conducted.



Adecco Belgium visited six universities to show students, completing their final year, how Adecco can support them in their next career step.

Speed dating in the Netherlands The Adecco Street Day in the Netherlands was another great success: Activities took place in 40 cities. A speed dating was organised by Adecco for youngsters showing them tips and tricks to present themselves effectively in a one-minute pitch. They also had the opportunity to get their CV checked by our experts. Having Adecco out in the streets is especially important in this country as around 60% of youngsters get their first job through agency work. Mohammed Assad, 'CEO for One Month' finalist in 2014, joined Adecco Netherlands during the Street Day because he wanted to give back what the Adecco Experience and 'CEO for One Month' Boot Camp did for his professional development. In total, over 46,000 people were reached during the Street Day and Lodewijk Asscher, Dutch Minister of Social Affairs and Employment, joined in to show his support for our initiative.



Adecco Netherlands created a speed dating activity during their Street Day.

Adecco Thailand: Do what you love and you will love what you do Our colleagues in Adecco Thailand reached out to over 180 youngsters in the streets and to 42,000 people via e-mail. They cooperated with 36 universities and provided 238 future talents with free one-on-one coaching sessions, tips on résumé writing and interview techniques. Additionally, they invited candidates to conduct an online assessment and debriefed them on results. And they provided a talent sort game and a 'selfie' booth for further engagement.

[Watch the Adecco Thailand Street Day video](#)



Interactive career discussions in a fun setting during Adecco Thailand's Street Day sparked a lot of interest amongst youngsters.

The Adecco Group through Adecco Way to Work™ also shares its knowledge and expertise via its [online career centre](#) and a calendar of workshops in schools and universities, to reinforce students' future employability.

[Adecco Way to Work™ website](#)

[Adecco Way to Work™ on Facebook](#)

[Adecco Way to Work™ on Twitter](#)

[Adecco Way to Work™ YouTube channel](#)

"Thanks to the agreement with the CONI¹, we can support elite athletes in the development of their career path beyond sports through the right advice and tools. And we are able to present world-class talents to our clients."

Federico Vione, Regional Head, Adecco Italy, Eastern Europe, Middle East, North Africa and India



International Olympic Committee & International Paralympic Committee Athlete Career Programmes

While life as an elite athlete and life in the business world may seem to have few similarities, achieving success in the field of play and in a corporate environment requires similar personal traits and qualities. There are many transferable skills developed by athletes during their sporting career that can prove to be invaluable in a professional capacity, such as the ability to perform under pressure, dedication, self-motivation, time management, and a winning attitude. Making the transition from a sports career into the job market can be a difficult process, which is why the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) Athlete Career Programmes are proving to be such a vital resource for Olympians and Paralympians with one eye on the future. Since 2005 and 2007, respectively, the IOC and IPC in cooperation with the Adecco Group have been providing educational, life skills, career development, and job placement expertise to help elite athletes successfully prepare for and transition into the workforce.

Since the programmes were launched, more than 35 National Olympic and Paralympic Committees have cooperated with Adecco to deliver the programmes in their countries. Together with outreach activities, delivered in countries that do not currently have a local agreement in place, and during the Youth Olympic Games as well as through open online courses, more than 22,000 elite athletes from over 180 countries have received support since the start of the programmes. Over 2,000 athletes aged 15–18, coaches, and National Olympic representatives were reached by the IOC ACP during the Nanjing 2014 Youth Olympic Games (YOG) in China through workshops

on time management and networking targeted to their talent and career development beyond sports and competition. The IPC Athlete Career Programme has increased its focus on workplace inclusion and workplace accessibility of Paralympic athletes through a series of events, which began in 2014 in Italy, Belgium and Brazil and will continue up to and beyond the IPC Inclusion Summit held during the Rio Paralympic Games 2016.

A further 8-year commitment to elite athletes

In the 2012 Olympic and Paralympic year, the IOC and the IPC both extended their commitment to the Athlete Career Programme by each signing a further 8-year contract with the Adecco Group in July and September 2012, respectively.

[Press release IOC ACP](#)

[Press release IPC ACP](#)



"Combining sport with education or work has become increasingly challenging for athletes nowadays. This is where the ACP can help, by providing them with training opportunities and job placements, and thus achieving both sport and life goals."

IOC President Thomas Bach



"The transition from competition to the workplace can be a difficult and daunting task for many. However, thanks to the cooperation with Adecco it will be far easier for athletes, who have many skills ideal for the workplace, to make the move smoothly and successfully."

IPC President Sir Philip Craven

¹ CONI: Comitato Olimpico Nazionale Italiano (National Olympic Committee of Italy).

"Initially, after I finished rowing in London, I had a sense of emptiness. Since I started preparing for life after rowing, it provided me with a sense of comfort. I didn't like the idea of coming out of rowing and having nothing. That scared me."

Storm Uru, New Zealand, Olympic medallist in lightweight double sculls and MBA student at Oxford University

Outreach

ACP delivery beyond NOC/Adecco agreements or global reach

Adecco works with the IOC and NOCs around the world to deliver career development workshops in countries beyond the Adecco global footprint. Outreach training in 2014 continued to grow and took place in the following regions: Africa (Mali and Senegal), the Americas (Peru, Chile, Guatemala, San Salvador, St Lucia and Grand Cayman), Asia, Middle East (Iran), Europe (Cyprus, Czech Republic) and Oceania (Cook Islands, Palau, Guam, Fiji, Samoa and Vanuatu). This shows the Olympic Movement's global commitment to prepare athletes for life after sports whatever country they come from. In 2014, several IOC Athletes' Commission members and former Olympians as well as Adecco managers joined the sessions as trainees, with the aim of learning how to conduct workshops in the future. In total, 748 athletes were reached in the mentioned training sessions. Further developing the 'train the trainers' programme will allow the IOC ACP Outreach Programme to expand in frequency and geographic coverage.

[Read about the Outreach training in Oceania](#)

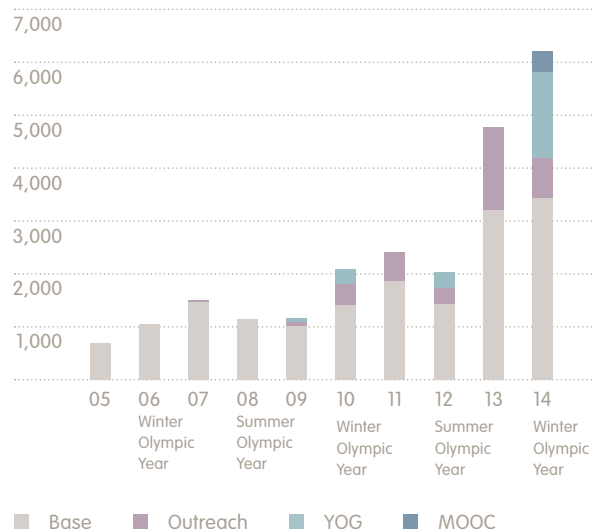
The Outreach training continued with strong performance in 2015 with activities in the Middle East (Lebanon, Qatar, Kuwait) the Americas (Panama, Colombia, Costa Rica, Dominican Republic, Venezuela), Africa (Rwanda, Ivory Coast, Cameroon, Seychelles, Mauritius, Malawi) and Asia (South East Asian Games). Paralympic athletes have been invited to join Outreach training sessions as of 2015.

[Read about the Outreach training in Rwanda](#)

[IOC press release on West Africa and Central America](#)

IOC & IPC Athlete Career Programme development

Nr. of athletes



"It's a great opportunity to come across people that are like-minded, share information and feel that you make a bit of a change to someone's life."

Tracy Hardy, ACP Manager Adecco New Zealand

Second Summer Youth Olympic Games 2014 in Nanjing

The International Olympic Committee Athlete Career Programme (IOC ACP), in cooperation with Adecco Group, reached more than 3,000 young athletes, coaches and National Olympic Committee representatives during the Nanjing Youth Olympic Games (YOG) in China. Between 16 and 28 August, 15- to 18-year-old athletes from all over the world attended workshops on time management and networking targeted to their talent and career development beyond sports and competition. A new digital App was introduced to better reach and keep in touch with these young athletes beyond the YOG.



Athletes at the Nanjing Youth Olympic Games 2014 enjoy some time off from competition, and learn about time management and networking, using the new mobile App.

The IOC and Adecco educational programme aims at enhancing youngsters' life skills and talent development, enabling them to become champions for life by learning from their peers as well as from Olympic role models. The 'Act on your Time' exercise is designed to increase champions' awareness and focus on good time management practices, while 'Balance your Act' teaches athletes how to effectively develop and

leverage the supportive network around them. These two workshops were presented in digital format as part of the YOG's 'Compete, learn and share' programme. The App is available in ten languages, allowing youngsters to keep learning and getting guidance after the YOG.

[Press release Youth Olympic Games 2014](#)

[Access the YOG 'Compete, learn and share' website](#)

[Discover the IOC 'Sport up your life' game](#)

IOC Athlete Learning Gateway Following the IOC Athletes' MOOC which was launched during the Sochi Winter Games in 2014, the Athlete Learning Gateway was developed. The on-line platform provides resources for elite athletes to study while training and competing. The content is categorised into three series: 'Business of Sport', 'Sports in Society' and 'Science of Sports'. The Athlete Learning Gateway is available for all athletes at any time free of charge and features academic lecture, videos created by leading academics and professionals from the world of sport and content from the IOC ACP. They also include practical insights from top athletes, coaches and inspirational leaders.

['Athlete Learning Gateway' website](#)

"Being a super star on one day and entering the business world as a complete beginner the next day can be difficult. So I think athletes getting career experience while they are still training is crucial for them to make a smooth transition."

Angel Bovée, former three-time US national boxing champion and Program Specialist, Athlete Career and Education Program, Adecco USA



Celebrating ten years of the IOC ACP and the seventh IOC ACP Forum in Lima, Peru Between 26 and 28 May 2015, the National Olympic Committee (NOC) of Peru co-hosted around 85 participants from 37 countries. Those attending included athletes, members of the IOC Athletes' Commission and NOCs, IOC sponsors and Adecco representatives. Everyone gathered to exchange knowledge and best practices on achieving life-long success for the world's elite athletes both on the field of play and in their later careers. It was also an event to celebrate the 10th anniversary of the IOC ACP in cooperation with Adecco Group and to plan ahead taking into consideration the Olympic Agenda 2020 with its recommendation 18 to put the athletes' experience at the heart of the Olympic Games and support elite athletes on and off the field of play.

Photo: Credit IOC Victor Idrogo



The IOC, NOC and Adecco teams including Athletes' Commission members and the Peruvian NOC during the 7th IOC Athlete Career Programme Forum.

[Watch the IOC ACP ten-year celebration video](#)
[Olympic Agenda 2020](#)

Select country initiatives and programmes

IPC ACP Inclusion event series In 2014, the IPC and Adecco launched the Inclusion event series as part of the IPC Athlete Career Programme to further increase awareness on workplace inclusion for para-athletes. This series of events is a build-up to the next IPC Academy Inclusion Summit which will take place during the Rio 2016 Paralympic Games. Paralympic athletes consistently demonstrate how they overcome adversity and achieve greatness. They build bridges, create social awareness and are ambassadors for all people with an impairment.

Adecco Italy launches the Inclusion event series The first Inclusion event took place in Milan, Italy, in October 2014. It included a presentation on the benefits of diversity and was combined with a networking sporting activity for company representatives and athletes. The IPC Athletes' Council was represented by [Teresa Perales](#), Paralympic multiple Gold medalist in swimming. 7 companies were represented and 15 para-athletes attended the event.

Adecco Belgium celebrates the second Inclusion event On December 3, 2014 – the international day of people with a disability, the second Inclusion event was held at Adecco Belgium. The day was kicked off with an athlete training workshop, followed by a joint athletes' and company session. [Marc Herremans](#), para-triathlete, former Win4Youth godfather, and coach was invited to share his personal experience as a para-athlete and why inclusion of people with a disability is fundamental for society. In total, 13 companies and 14 athletes attended.

Another Inclusion event was held in France in June 2015 during the Roland-Garros tennis tournament. The event was also the platform to extend the ACP agreement between the Comité Paralympique et Sportif Français (CPSF) and Groupe Adecco France for another two years.



Paralympic athletes and companies get to know each other during the speed dating held as part of the Inclusion event.

[Video Belgium Inclusion event 2014](#)
[Groupe Adecco France blog on Roland Garros 2015](#)

The ACP in Serbia involves coaches On 14 November 2014, Adecco Serbia and the NOC invited 30 sailing coaches from different cities around the country to an ACP workshop with the goal to make them aware of the importance of balancing athletes' lives between training, competition and education or a job. It is an important goal of the Athlete Career Programme to have the buy in from an athletes' entourage, as especially coaches are main influencers of elite athletes.



Adecco Serbia and the Serbian NOC with the 30 sailing coaches who came together to learn about the importance of balancing training, competition and education for their athletes.

Handicap & employment – Adecco Foundation France presents talents Trésor Makunda (athletics) and Michaël Jérémy (wheelchair tennis) are fantastic ambassadors when it comes to showing the abilities of para-athletes. Together, they starred in a video with a well-known actor and journalist to celebrate the week dedicated to 'Handicap & Emploi'. Both para-athletes demonstrate the capabilities they have naturally or have developed due to their disability, and show how important it is for companies and society in general to focus on the ability of each person rather than on any disability.

[Read the press release](#)

[Video Trésor Makunda](#)

[Video Michaël Jérémy](#)

[Website 'Handicap & Emploi'](#)



Michaël Jérémy, Paralympic Gold medalist, at the Beijing Olympic Games who transforms disability into ability.

Lillehammer Youth Olympic Games 2016 and Adecco Norway The second Winter Youth Olympic Games will take place in Lillehammer in 2016. As Adecco Norway is an official sponsor and supplier, the team has already reached out 180 students from the sports gymnasium in Lillehammer to conduct an ACP workshop. Many of these young top athletes will be competing during the Youth Olympic Games 2016. The Outreach training consisted in career reflection and advice as well as interactive games including the new digital App about networking and time management.



As a preparation for the second Youth Olympic Winter Games in Lillehammer in 2016, an ACP workshop was held by Adecco and the Norwegian NOC for 15- to 18-year-old athletes from a local sports gymnasium in Lillehammer.

[Adecco ACP pages](#)

[Adecco Intern & Olympic Hopeful blog](#)

[Adecco ACP YouTube channel](#)

[IOC ACP pages](#)

[IPC ACP pages](#)

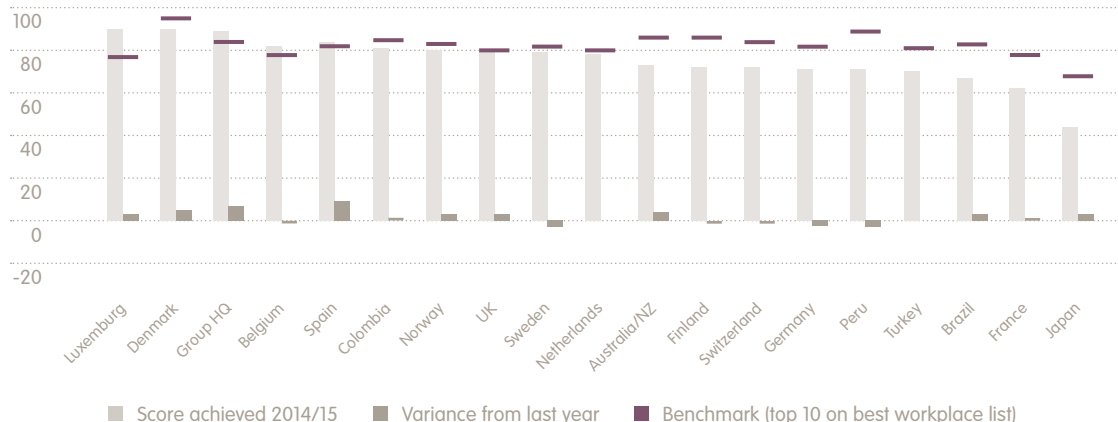
[IOC ACP compilation videos 2014](#)

[IOC ACP YouTube channel](#)

Employee satisfaction

Great Place To Work® results – survey cycle 2014/2015

Trust index average (average of organisation & workgroup results as used for the Best workplaces competitions)



Our global programmes and initiatives in the strategic focus areas

Team, Training & Development

Global programmes and initiatives

Adecco is a Great Place To Work® Every year since 2004, we have been conducting the Great Place to Work® survey. The survey is now carried out in 44 countries (up from 28 in 2014) and across our global business lines and brands such as Bee-line, LHH and Pontoon, representing over 98% (up from 80% in 2014) of our employees. Our goal is to be recognised as an employer of choice, not just in our own industry, but amongst other world-leading companies. The Great Place to Work Trust Index® is an employee survey tool that measures the level of trust, pride and camaraderie within workplaces. The overall result for the Group improved in 2015 compared to 2014. The greatest improvement was seen in the dimensions 'trust, pride and team spirit' in 2015. For the second time, Adecco made the ranking of top multinational workplaces in Europe – climbing to rank 13 in the top 25 Best Multinational Workplaces in Europe list. The group advanced by 6 places compared to 2014.

In 2015, 10 Adecco countries in Europe qualified for the Great Place to Work® national ranking, including Denmark, Germany, Luxembourg, Belgium, Netherlands, Sweden, Spain and the UK. For the first time, Italy and Adecco's Swiss headquarters entered their national rankings.



The Adecco European HR team united to celebrate Adecco's 13th rank on the Europe top 25 Best Multinational Workplaces list.

10,000 Adecco employees in 12 European countries participated, responding in conjunction with a Cultural Audit conducted by Great Place to Work® between September 2014 and March 2015. The results showed Adecco people feel proud to make a difference every day in their communities by helping people to find the best job and by matching the right profiles as well as finding the right solutions for our clients.

[Read more about the Great Place To Work®](#)





The Adecco Academy The Adecco Academy provides a solid foundation for the Group's global training and development offerings catering for a wide variety of employees. The programmes are organised under three pillars: leadership, service & sales and operations.

Leadership Through our leadership programmes, in cooperation with three of the best business schools in the world, INSEAD in France, IMD in Switzerland, and Hyper Island in Sweden, more than 1,100 of Adecco's managers have been trained to improve their leadership skills.



This programme is designed around our six strategic priorities. The basic concept is to combine each of these with cutting-edge academic thinking, practically addressing the challenges facing the Adecco Group and its Senior Management team. Attending colleagues engage in active and practical discussions concerning various initiatives and leave the programme with a clearer focus and a personal action plan on what we can do to further progress on specific initiatives. Furthermore, participants have the chance to apply the concepts introduced to real business challenges they face at the Adecco Group.



This course focuses on leadership situations our colleagues experience and the behaviours they require to be an effective leader. The colleagues receive intense individual feedback and coaching and gain a better understanding of why people behave as they do. Colleagues work in small teams with an experienced leadership coach: learning through deep self-assessment, role play, outdoor exercises and debriefs, case studies, group work, and video (observing their own behaviour on film). The emphasis is on experiences – they experiment with their own behaviour and actions to find out more about themselves and others.



Through this course, colleagues gain a greater awareness of a changing world and develop an understanding of the impact digital media and technology have on society, communication, and brands. It challenges existing ways of thinking and working whilst building competence and confidence within the digital space. Colleagues get to experience digital media through tangible tasks and explore digital opportunities within their own business. The programme showcases best practice examples of what other organisations have implemented, with a special emphasis on the service industry.

Service & sales



High Intensity Training, or HIT as it is commonly referred to, has been enhancing Adecco colleagues' sales and recruiting skills in over 28 countries since 2006.

This training programme is targeted at colleagues with a retail focus, both in the Professional and General Staffing businesses.

Colleagues learn the basics of sales, recruiting, order maintenance, and operational efficiencies. We discuss global best practices and work through techniques in a classroom setting, to adapt these best practices to local realities. Learning techniques include large group discussion, role plays, and culturally adapted small group discussions.



Value Focused Selling goes beyond basic sales techniques and delivers a tried-and-tested approach focused on consultative selling methodologies. It has been delivered to Adecco colleagues in over 18 countries since 2009.

Colleagues learn how to engage clients in a way that helps them understand what is important to our clients (value) and how to then customise a solution to meet those wants and needs. The course introduces a process with a practical application that guides colleagues throughout the entire sales process, giving them a better way to qualify and quantify the sales potential.

“Better work, better life is not just a claim for Adecco, but what we stand for and what we care about for our employees, our candidates and our clients.”

Mark De Smedt, Chief Human Resources Officer Adecco Group



The Service Excellence Course has been designed and built and is delivered by Adecco, for Adecco. It is aimed at raising awareness of our customer needs and expectations, and how we can exceed these.

The course is designed especially for Branch and Business Unit Managers as they have the most access to and impact on our customers. Participants work through a series of discussions, activities, and experiences to adapt a common customer service framework for key interactions with their customers. Since the launch of the programme at the end of 2011, more than 3,500 colleagues have been trained.



The new Sales Leadership Course was launched in January 2015. It provides our sales leaders with tools and models that enable greater success with existing and prospective clients.

Operations



This highly intensive programme develops the skills that are needed to meet the demands of general management responsibilities and effective leadership in an operations environment.

The content is geared to the challenges of our industry and the unique needs of our business while still bringing innovation from other industries and leveraging the expertise of the world-class INSEAD faculty members.



STEP stands for 'Short Term Exchange Program'. It is offered to colleagues at branch manager level or equivalent who have the opportunity to work for Adecco in another country for one month, either job-shadowing a colleague or through an exchange by switching workplaces with an employee who works in the same function.



The new 'Perm Placement Program' was launched in spring 2015. This programme is designed for permanent placement consultants and their managers. It provides tools to effectively lead a permanent placement team and deliver superior permanent placement services.



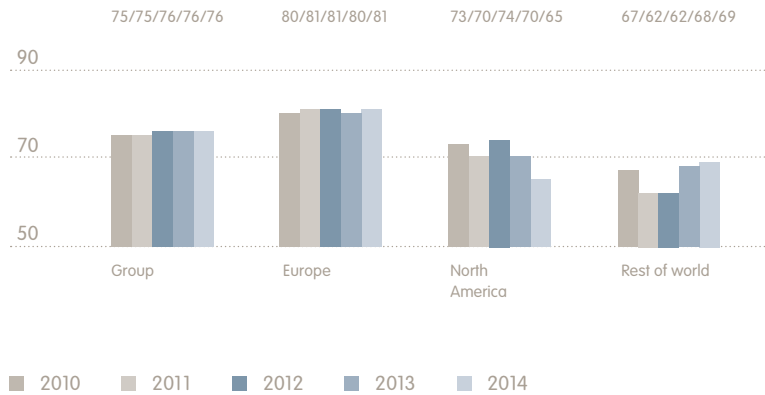
The High Performers Exchange is providing employees at levels CEO-2 to CEO-4 with a short-term international exchange that lasts between two and four weeks. The learning experience is achieved by job-shadowing a colleague or colleagues in another country to get real-time day-to-day learning.



For a global company which has operations in over 60 countries, it is essential that employees are able to understand and express themselves in ideally more than one language.

Speexx provides courses in five European languages: English, Spanish, French, Italian and German. And students with mother tongue background in 13 different major language groups can benefit. Speexx is now available across all devices (PC, Mac, tablet or smartphone) offering students even more flexibility and motivation to learn anytime, anywhere.

[Speexx website](#)

Retention rate 2010–2014 in %**Select country programmes and initiatives**

Adecco Italy – passion as a guiding principle The ‘work in passion’ project was launched at the 2015 annual kick-off meeting of Adecco Italy. The initiative has the goal to showcase what makes Adecco a company that looks after talent and nurtures its employees' ambitions and aspirations: in other words, a real Great Place to Work. Throughout the year, a variety of important workplace employee topics will be addressed to further strengthen employee retention, engagement and become an even greater and more productive place to work:

1. Passion for networking
2. Passion for training
3. Passion for development
4. Passion for parenting
5. Passion for connection
6. Passion for life-work balance
7. Passion for technology
8. Passion for responsibility
9. Passion for health & well-being

To epitomise and bring to life these passions, Adecco Italy employees have put together an internal campaign to remind colleagues to live all passions equally and on a daily basis.



The ‘Passion for Connection’ is part of the internal ‘Work in Passion’ campaign launched by Adecco Italy.

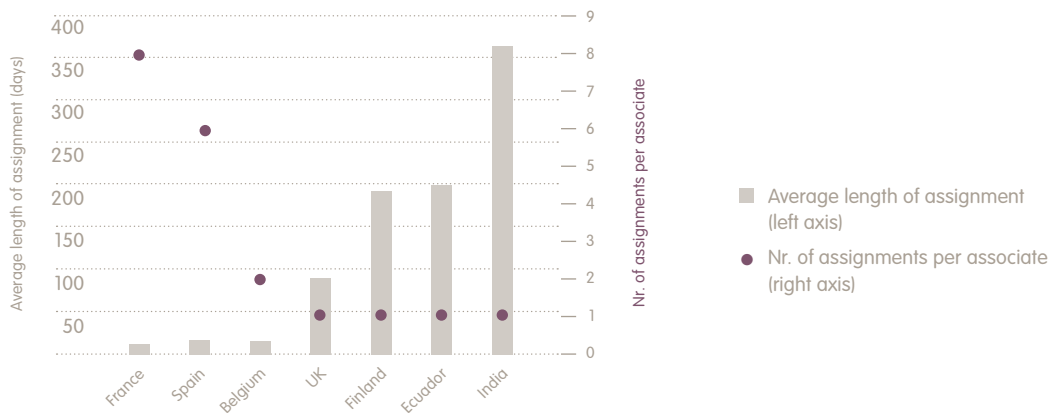
Adecco Spain’s ‘Talent Factory’ Adecco Spain has introduced the ‘Talent Factory’, a project for youngsters who wish to further develop their professional skills and grow their entrepreneurial spirit. The goal is to reduce the existing gap between what youngsters learn during their studies at universities and what companies are actually looking for. Therefore, the ‘Talent Factory’ is working closely with academia to address the right issues and topics. One of the last initiatives that was organised through the ‘Talent Factory’ and which was supported by another Adecco initiative, the [‘Observatorio de Innovación en el Empleo’](#) (OIE), was to offer youngsters the opportunity to job-shadow executives for one day in order to get an insight into various industries, companies, and job profiles. The job-shadowing initiative was eye-opening for both youngsters and executives as both found they understood each other’s needs and positions better after spending one day together.

[‘Talent Factory’ website](#)

[‘Talent Factory’ on Facebook](#)

[‘Talent Factory’ blog](#)

Number and length of assignment per associate in 2014 (select countries)



Temporary work legislation and culture vary from country to country. This leads to different temporary work patterns: from many, but short assignments (e.g. France, Spain, Belgium) to few, but long assignments (e.g. Finland, Ecuador, India).

Adecco Germany at women&work For the third consecutive year, Adecco Germany was present as main sponsor at the largest career fair and congress for women in Germany. The conference serves as a platform to exchange know-how on labour market trends and is ideal for networking. The event is targeted specifically at women, from students and graduates to experienced professionals, as well as those returning to the workforce after a break. In addition to company presentation sessions, there are one-on-one meetings which take place during the congress.

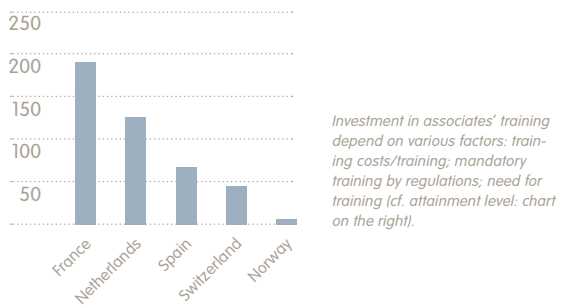
The event offers women additional support on self-marketing, personal brand positioning, speed-mentoring and interview techniques and it features discussion panels, presentations and elevator pitches from companies and entrepreneurs.

[women&work website](#)



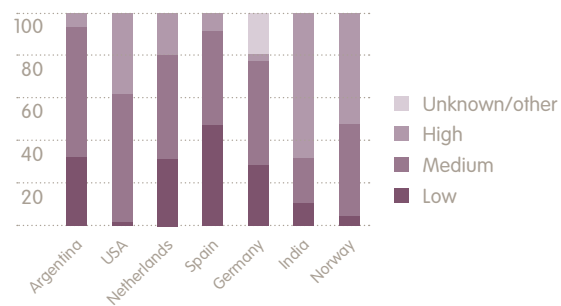
Adecco Germany colleagues engage with young women at the women&work career fair, the largest of this kind in Germany.

Training investments in associates in 2014 EUR per 1,000 working hours



Investment in associates' training depend on various factors: training costs/training; mandatory training by regulations; need for training (cf. attainment level: chart on the right).

Educational attainment level of associates % of all workers in temporary sector



The average educational attainment levels of temporary associates vary very much from country to country (source: Cielit economic report 2015), and therefore require different training needs.

Human & Labour Rights

Global programmes and initiatives

Adecco Human & Labour Rights Guidelines Working with over 31,000 employees, 650,000 associates on daily assignments with more than 100,000 clients in over 60 countries, requires a strong focus on Human and Labour Rights. In 2013, we published our Guidelines on Human & Labour Rights which also address adherence of our clients and suppliers. Adecco upholds the principle that the inherent dignity and the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world as set forth in the [Universal Declaration of Human Rights](#). The responsibility to respect Human & Labour Rights is a global standard of expected conduct for all business enterprises wherever they operate, even beyond national laws and conventions. Our company aims to implement the United Nations 'Protect, Respect and Remedy' framework which was endorsed by the United Nations Human Rights Council on 16 June 2011. Adecco recognises that the Guiding Principles provide an authoritative global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity.

[Adecco's Guidelines on Human & Labour Rights](#)

Signing of European Works Council Agreement Between 1999 and 2011, Adecco engaged in a European-wide exchange of transnational information through the 'Platform for Adecco Communication in Europe' (PACE).

On 11 December 2013, the Adecco Special Negotiation Body signed the Adecco European Works Council Agreement, in accordance with the provisions set out in the:

- Directive 97/74/EC and Directive 2009/38/EC
- UK Statutory Instrument 1999 No. 3323
- Community Charter of Fundamental Rights for Workers and
- Institutional Treaties of the European Union.

The purpose of a European Works Council (EWC) is to bring together employee representatives from the various European countries in which a multinational company has operations. The EWC process foresees that employee representatives are informed and consulted by central management on transnational issues of concern to the company's employees. The Adecco EWC is composed of employee representatives from all EU Member States where Adecco has operations – including Norway and Switzerland – as well as Adecco management representatives and is led by our global Chief Human Resources Officer. UNI Europa was involved with a repre-

sentative in the negotiation process as an expert to the employee representatives. Its first meeting took place on 3 and 4 June, 2014 at the Adecco Group Headquarter in Zurich, Switzerland.

[Background on European Works Council](#)

European Commission E&RA² Sector Guide on Business & Human Rights In December 2011, IHRB³ and Shift⁴ were selected by the European Commission (Directorate-General for Enterprise and Industry) to develop sector-specific guidance on the corporate responsibility to respect human rights, as set out in the UN Guiding Principles on Business and Human Rights. The development of sector-specific human rights guidance is one of the deliverables of the European Commission's policy on corporate social responsibility, adopted in October 2011. Further to a public consultation, the services of the European Commission decided that guidance would be developed for employment and recruitment agencies (E&RA), information and communications technologies (ICT) companies, and oil and gas companies. The development of this Guide involved extensive research and multi-stakeholder consultation. Ciett, the World Staffing Association, was involved in the drafting process from the beginning with a mandate on the Advisory Board. Adecco has actively supported and contributed to the various drafting and consultation phases. The final guidelines were published in June 2013.

[Download the E&RA Sector Guide](#)

Freedom of Association & Collective Bargaining:

Situation of our associates in %, worldwide



¹ Regarding level of workers' rights: rating by Freedomhouse (www.freedomhouse.org)

² Employment & Recruitment Agency.

³ Institute for Human Rights and Business.

⁴ Shift is an independent, non-profit center for business and human rights practice.

“Our scale and wide range of resources help us hire the most talented and capable people, regardless of gender, age, race, national origin, language, beliefs, differing physical abilities or any other factors.”

Adecco Group North America

The European Network Against Racism (ENAR) The Adecco Group has been an active member of the ENAR Equal@work initiative since 2009. This pioneering expert group brings together businesses committed to diversity and inclusion (Adecco Group, EY, Groupe La Poste, L'Oréal and Sodexo) with non-governmental anti-racist organisations, Trade Union representatives, State Authority representatives and Equality Bodies. Together, we work on developing new ways to ensure the full participation of ethnic and cultural minorities in the labour market. ENAR Equal@work has issued recommendations to the EU authorities on monitoring diversity; best practices addressing reasonable accommodation of cultural diversity in the workplace; and glass ceilings for migrants, amongst other topics. At the same time, a focus has been set on driving and creating research to achieve equality for all in the labour market since 1999.

In December 2014, Adecco participated in the ENAR 6th Equal@work seminar in Brussels. The main conference topic was how to deal with the question of Equality Data Collection. The ENAR Equal@work platforms are yearly events which bring together businesses, social partners, NGOs, public authorities and academics committed to diversity and inclusion and to find solutions so that ethnic and religious minorities can fully participate in the labour market. The diversity management practices as well as concrete actions and recommendations are shared with EU and national decision-makers.

[Read more](#)

[5th ENAR Equal@work meeting Report](#)
[ENAR Shadow Reports](#)

Select country programmes and initiatives

Groupe Adecco France committed to non-discrimination

Discriminatory practices in the labour market are a reality and need to be addressed actively. Therefore, since 2010, Groupe Adecco France has been using a 5-module e-learning training – mandatory for all employees – providing practical and legal support on non-discrimination. The training was stepped up in

2013 with a video message from the Regional Head and Adecco diversity specialists and one-hour interactive group learning sessions using a comprehensive slide deck and the participation from management. Since 2001, the 'Pôle de lutte contre les discriminations' put in place tools, awareness training and audits of business services. They also provide a hotline for employees and associates. Every complaint received is analysed and addressed accordingly. A diversity charter was signed between Adecco and [Mozaik HR](#) experts joining forces to increase employment of people living in sensitive urban zones where unemployment is at around 38% for people actively looking for work. This will allow companies offering employment opportunities to increase their workforce diversity.

[Groupe Adecco France CSR Report](#)

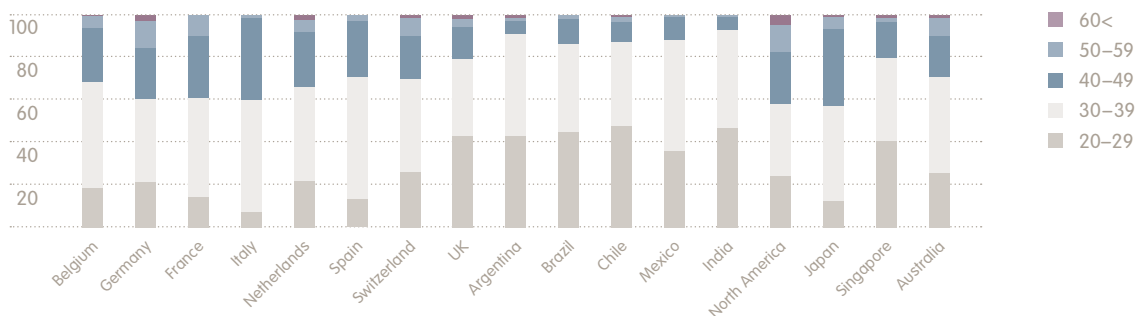
Adecco Asia and the One Young World summit The 6th One Young World summit will take place in Bangkok between 18 and 21 November 2015. This year, some 1,300 delegates between the ages of 18 and 30 from 196 countries and over 100 ambassadors and observers will be debating issues that fall into the following categories:

Human Rights;
 Youth Unemployment;
 Global Business and Leadership;
 Government and Sustainable Development; and
 Education.

The young leaders feel that these are the most pressing issues. No youth-dominated event outside of the Olympic Games represents more countries than One Young World, a registered charity in the US and England. One Young World ambassadors are currently involved in over 600 projects in 150 countries worldwide. Adecco Asia launched a regional application and selection process for employees from Hong Kong, Malaysia, Singapore, South Korea, Taiwan, Thailand and Vietnam with the goal to select the one representative who wishes to enhance his or her leadership skills and feels strongly about supporting positive change for society.

[Young World Summit website](#)

Age distribution amongst Adecco Group employees, in %
(select countries)



Adecco Colombia and 'Fundación Ideas para la Paz'

Adecco Colombia is engaged in a multi-stakeholder initiative resulting from the Free Trade Agreement between the Colombian and the Swiss Government. Various companies, the Swiss and the Colombian Governments and the NGO 'Fundación Ideas para la Paz' signed the 'compromiso ético', focusing on the respect of Human Rights. Since the beginning of 2012, regular meetings have taken place, focusing on explaining the concept and importance of International Humanitarian Law and the 'Guías Colombia' on Human Rights and International Humanitarian Law, led by the NGO 'Fundación Ideas para la Paz'. The 'Guías Colombia' share the purpose of defining, promoting and adopting clear patterns and standards pertaining to Human Rights and International Humanitarian Law for business operations in complex scenarios like contemporary Colombia.

On an industry level, within [ACOSET](#)⁵, Adecco has been co-driving two initiatives under the Human Rights umbrella:

- The focus on Health and Safety at work, with the objective of Adecco Colombia reaching the target of zero employee and associate accidents.
- The potential support of collective bargaining and freedom of association measures, as the workers representation landscape is poor in Colombia.

[Guidelines for implementation: Ethical Commitment of Swiss Companies in Colombia](#)



Adecco Argentina a member of CONAETI Since 2007, Adecco Argentina is one of 90 members of the network of companies against child labour which undertakes initiatives in cooperation with the Argentinian Ministry of Labour, Employment and Social Security and the National Commission for the eradication of child labour (CONAETI). On 12 June, the International Day against Child Labour, Adecco participated in the awareness campaign against child labour organised by the ILO, the Argentinian Ministry of Labour, Employment and Social Security and CONAETI.

[Network of companies against child labour website](#)

Adecco Italy certified with SA8000 In 2014, Adecco Italy received its SA8000 certification, one of the first auditable social certification standards for decent workplaces, across all industrial sectors. It is based on the UN Declaration of Human Rights, conventions of the ILO, UN and national law and measures social performance. The certification takes a management systems approach that companies must adopt in order to ensure that compliance with the standard are continuously reviewed. SA8000 requires companies to have adopted policies and procedures that protect the basic human rights of workers.



⁵ ACOSET is the Confederation of Colombian Staffing Agencies (Asociación Colombiana de Empresas de Servicios Temporales).

“Who you are – the background you come from – still has too great an influence on whether you find a job, are able to hold onto it, or see your wages rise.”

Confederation of British Industry (CBI)

Diversity & Equal Opportunities

Global programmes and initiatives

World Economic Forum – winning talent The Adecco Group joined the World Economic Forum as an Industry Partner in September 2009. In December 2011, the Company became a ‘Strategic Partner’ together with 110 global companies. In January 2015, the Adecco Group was represented at the World Economic Forum Annual Meeting in Davos by a delegation of five representatives from the Group’s Executive Committee and Adecco Staffing North America. In addition, our CEO was part of a panel on ‘Winning with Talent’.

The goal of the Annual Meeting is to improve the state of the world which gave the Adecco representatives the chance to participate and contribute to the following sessions:

Global economic growth employment with a focus on talent, human capital, youth employment, demography and women leaders

Economies: Europe, the USA and the G20

Entrepreneurship and business leadership

Anti-Corruption

As Strategic Partner, Adecco is also involved and present in the World Economic Forum’s Regional Meetings. In 2015, they take place in East Asia (Indonesia), Latin America (Mexico), Middle East & North Africa (Jordan) and Africa (Cape Town). The Annual Meeting of New Champions will take place in China and the Economic Summit in India, where our local leaders are involved to co-shape the agenda on job creation.

During the World Economic Forum in Davos, Adecco, together with INSEAD and the Singapore’s Human Capital Leadership Institute (HCLI), launched the [2014 Global Talent Competitive-ness Index](#) which focuses on the role of talent growth, including formal education, lifelong learning and access to growth opportunities.

[CEO interview during the Annual Meeting 2015](#)

[Read more on ‘Winning with Talent’](#)

[GTCL infographic](#)



Spring Professional’s Serge Shine during the World Economic Forum Regional Meeting in East Asia (Indonesia).

Adecco part of global apprenticeships coalition In May 2014, Adecco joined the Global Apprenticeships Network (GAN), a global coalition of companies calling for greater commitment and investment in work-based training. The GAN and its members seek to address global skills shortages and to create opportunities for young people. The coalition focuses on improving the status of apprenticeship programmes by offering apprenticeships as well as internships and by sharing best practices with other companies and labour administrations. International companies such as Telefónica, Ericsson, Huawei Technologies, UBS, Jindal Steel & Power and Samsung Electronics have to date also joined the GAN initiative. The network is supported by the International Organisation of Employers (IOE) and the Independent International Business Association (BIAC) which advises government policy makers at the OECD and related platforms. In April 2014, at the G20-OECD-EC conference on ‘Quality Apprenticeships’ in Paris, representatives from the G20 and OECD governments, as well as social partners and companies, concurred on the importance of focusing on work-based training schemes to ensure job opportunities for youth and skills for business. A survey on apprenticeship practices conducted in the G20 countries by the IOE, BIAC and GAN found that governments’ efforts were inadequate in involving business in apprenticeships systems.

A further milestone on the journey of the GAN was the launch of the [Spanish GAN National Network \(GNN\)](#) in June 2015. It is the first local network in Western Europe with GNNs already in place in Turkey and Indonesia, the GAN is a driving force in creating work opportunities for youth in several countries all over the world.

[GAN Global website](#)

[GAN principles](#)

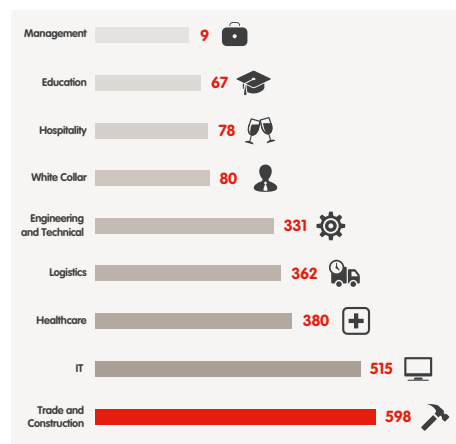
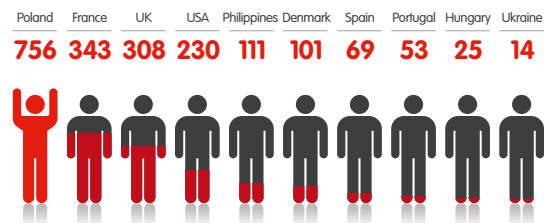
[GAN Turkey brochure](#)

[IOE-BIAC-GAN survey 2014](#)

Candidate International Mobility CIM – providing the right skills and diverse teams

Adecco's Candidate International Mobility programme continues to extend its activities. In June 2014, the CIM Global Transition Centre was launched with an expert team of three working out of Poland to match candidates with job opportunities transnationally with our clients. In 2014, Adecco found 2,400 candidates an international job. The main source countries include Poland, France, the UK, USA, Philippines and Denmark, providing more than 100 candidates each. The main host countries, welcoming over 100 people each, were Norway, Switzerland, the Netherlands, Singapore and New Zealand. Profiles most in demand were trade and construction workers, IT specialists, healthcare professionals, logistics experts and engineers/technicians.

[Visit the CIM website](#)



Mark De Smedt, Chief Human Resources Officer, represented the Adecco Group in Riga for the pledge of 5,000 apprenticeships through the Adecco Way to Work™.

Adecco Way to Work™ joins the European Alliance for Apprenticeships

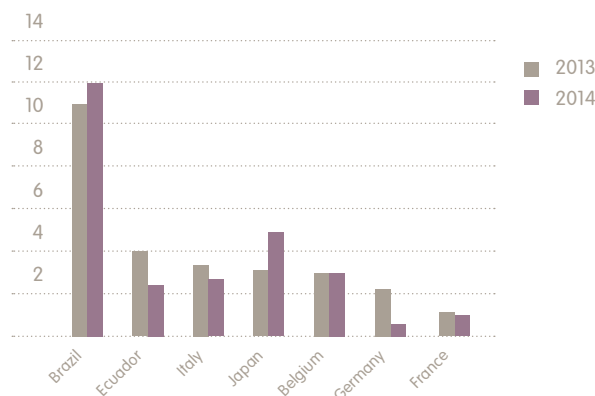
In June 2015, the Adecco Group through its Adecco Way to Work™ initiative joined the European Alliance for Apprenticeships (EAfA). By pledging 5,000 apprenticeships in Europe by the end of 2017, Adecco confirms its commitment to fight youth unemployment and boost young people's employability through valuable work-based training opportunities. Through practical training combined with school-based education, the apprenticeship model has been recognized in Europe as one of the most effective schemes to develop employable skills and facilitate youngsters' transition from education to the labour market. Adecco will meet the EAfA pledge by contributing its expertise and developing innovative solutions for both partner companies and young employees. Successful examples are already in place in countries like France, where Adecco has developed the most comprehensive offering of 'Agency Apprenticeship Contracts' in the country. Belgium has also recently launched a new solution with 'The Beginners' Contract', offering youngsters an internship at partner companies, followed by a temporary or permanent contract.

[Read more](#)

[Visit the EAfA website](#)

Employees with a disability in select subsidiaries

% of headcount



The chart shows Adecco subsidiaries, which report more than 1% employees with a disability in 2013 or 2014. This diversity indicator depends also on local definitions on disability. Private data protection laws in many countries do not allow to track this indicator.

Adecco Group contributes to the Employers' Guide for Quality Internships

The European Youth Forum launched the Employers' Guide to Quality Internships, a "how-to guide" for employers wishing to establish quality schemes – with the aim to address and increase the quality of internships across Europe. The Employers' Guide to Quality Internships has been developed in cooperation with partner companies including Abbvie, Adecco Group, EPACA, EUK Consulting, Microsoft and TITAN CEMENT GROUP. The Guide outlines key criteria that make an internship a good experience for both the young person and the employer. Employers can actively contribute to the development of young people by ensuring that an internship provides a learning experience with proper supervision and the opportunity for career development. It is a win-win situation: Companies get access to new talents, increase motivation and engagement of their teams, and can leverage opportunities for public-private partnerships.

Adecco Group also signed the Youth Forum's European Charter for Quality Internships and Apprenticeships. The Charter advocates for employers and politicians to commit to quality standards and to apply a clear and coherent code of conduct.

[Access the guide](#)

[Read the Charter](#)

[Read the press release](#)

[Visit the European Youth Forum website](#)

Local programmes and initiatives

4th edition of the euro engineering 'Sales CAMPUS'

Young professionals coming right out of university are offered the euro engineering 'Sales CAMPUS'. It is a 12-month programme divided into four modules that offers youngsters their first professional experience in account management. Euro engineering is looking for talents who are interested in technical developments and want to become experts on how to market and sell products. The one-year educational experience provides participants with both theoretical as well as practical know-how.

[Read more](#)

[Watch the euro engineering Sales CAMPUS video](#)
[euro engineering website](#)

Adecco UK & Ireland – Getting girls into STEM

Adecco Group's Global Talent Competitiveness Index (GTCI) highlighted the potential of the UK as a hub for many forward-thinking companies, attracting bright young talent from across the world. Women make up nearly half of Britain's workforce, but only one in ten have a position in Science, Technology, Engineering and Mathematics (STEM) fields. With the advancement of STEM subjects skills fundamental to the future success of UK plc, encouraging more women to pursue a career in STEM needs to be part of the solution. Adecco Group UK & Ireland embarked on an independent research study to understand why this 'leaky pipeline' persists and establish how we can encourage young girls to study STEM and ensure they pursue a career in the sector. In addition to surveying 3,000 14- to 16- year-olds, university students and female STEM employees, Adecco spoke to people in the industry, and gathered first-hand insight from schoolchildren, teachers and professionals.

[Read the Press Release](#)

[Access the report](#)

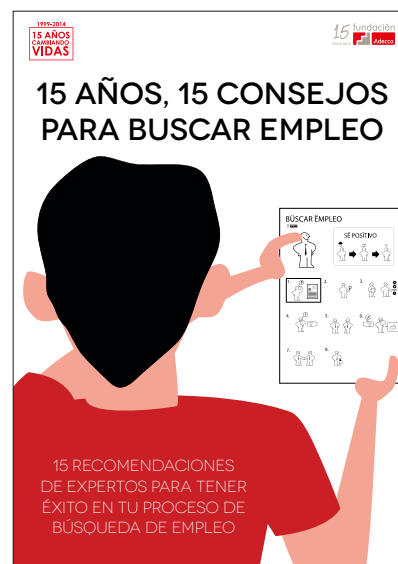
Adecco Foundation Spain and its guide to employment

For 15 years, Adecco Foundation Spain has been changing lives every day for people who find it not that easy to enter the workplace. Since 1999, some 227,114 people with diverse backgrounds, abilities and skills have found employment thanks to the support, innovation and dedication of the Adecco Foundation. A campaign to celebrate the anniversary was launched, called #CambiandoVidas – changing lives, and a guide was published with 15 tips for job seekers.

[Download the guide](#)

[Blog Adecco Fundación](#)

[#CambiandoVidas on twitter](#)



Integration

Global programmes and initiatives

Adecco's involvement with the Global ILO Business and Disability Network People with disabilities make up around 15% of the world's population. This amounts to over one billion people, making them the largest minority group. As an employer of over 10,000 people with disabilities per year, we bring considerable experience to the Global ILO Business and Disability Network through our membership and role on the Steering Committee. The Network is comprised of representatives from multinational enterprises, employers' organisations and business networks, and selected non-governmental and disabled peoples' organisations. It assists companies with the inclusion of people with disabilities into the workforce and fosters the development of a workforce culture that is respectful and inclusive; promoting the hiring, retention and professional development of people with disabilities. By 2015, the ILO Global Business and Disability Network strives to be recognised by international organisations, multinational enterprises and employers' organisations as the global reference network to address disability in the workplace.

In 2014, collaboration among members further developed and grew. A one-day meeting where multinational corporations came together in Switzerland was held in October. ILO Director General, Guy Ryder, opened the day stressing the significance of the topic for society as a whole and within the ILO. Participants included Network members, ILO staff members, and representatives from permanent missions and other UN agencies. They all shared their experiences and ideas on transforming their workplaces into inclusive environments for people with disabilities. The event was also a platform where the company highlight publication was launched which showcases good initiatives and highlights on disability inclusion initiatives and programmes of the Network member companies.



Guy Ryder, ILO Director General, speaking to the ILO Global Business & Disability Network Members during the first worldwide meeting on making workplaces inclusive for people with disabilities.

Since its existence, the Network has organized ten meetings (regional and national) to promote disability-related employment policies and practices among companies and employ-

ers' organizations around the world. In 2014 and 2015, they took place in India, Japan, Peru, China and Brazil. The meetings have addressed questions on hiring people with disabilities, benefits of creating a diverse workforce, disability and equality trainings and how the private sector as well as employers' organizations can play a more active role and drive the disability inclusion discourse forward.

[ILO Business & Disability website](#)

[ILO Member publication 'Business as Unusual'](#)

[ILO Global Business & Disability Network Annual Report 2014](#)

Adecco and another 200 companies joined forces under the Nestlé Alliance for YOUTH As part of our commitment to fight youth unemployment and provide young people with work experience, Adecco joined the Nestlé Alliance for YOUTH programme in June 2014. The 200 company strong European network met together in September 2014, pledging to create more than 100,000 opportunities for young people in the coming years. The Alliance for YOUTH committed to work hand in hand with policy makers and the education sector to foster both job employability and job creation.

According to a survey which was carried out for the Alliance initiative, 23% of young people in Europe see unemployment as the biggest problem faced by society over the next five to ten years. And some 55% of those questioned who were unemployed said that governments were most to blame for not resolving the lack of opportunity for young people. Around 2,000 young people across the UK, Germany, France, Italy and Spain, aged between 18 and 29, took part in the survey. The results also revealed that 40% of those within the 21 to 24 age group feared that job prospects in their country were not good over the next 12 months.

A moderated panel discussion with company leaders followed by a debate with youngsters took place at Nestlé's Headquarters in Switzerland where all participants could share and discuss their concerns as well as the way forward to accomplish the ambitious goals of creating the needed workplace opportunities for future generations.

[Learn more about the Alliance for YOUTH](#)

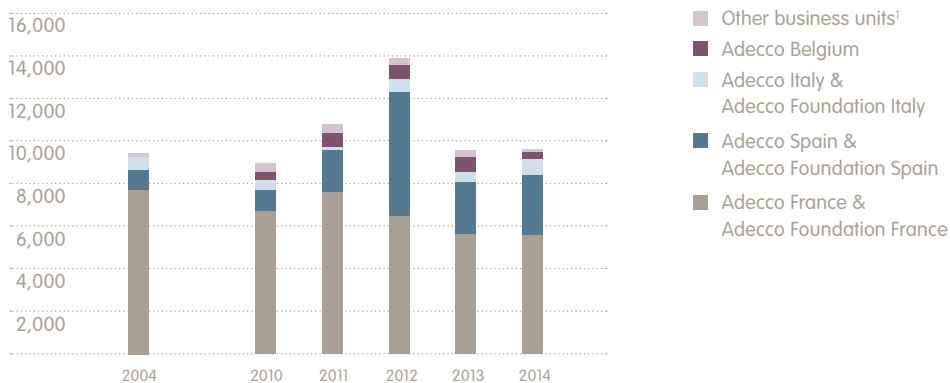
[Watch the webcast](#)

[Alliance for YOUTH YouTube channel](#)



People with disabilities integrated into the labour market

Number of individuals



¹ 2014: Argentina, Mexico, Hungary, Serbia, Ukraine. We run similar integration programmes in the USA, Netherlands, Australia, Japan and Thailand. Private data protection laws in many countries do not allow to track the number of individuals with a disability inserted into the labour market.

Our charitable foundations Adecco Group and its three major foundations in France, Spain and Italy – often in partnership with respected organisations – are involved in a range of international, national and local programmes to help groups ‘at risk’ of exclusion from the workforce because of disability, age, ethnicity or gender. Our Adecco foundations are funded by contributions from Adecco and other companies and organisations committed to supporting our integration efforts.

Adecco Foundation France, created in 2002

- Purpose: Assist, support and train disadvantaged people to ensure their integration into the workforce.
- Activities: The foundation develops and runs social partnerships with various non-profit organisations in three fields: education, career orientation and professional integration. In 2014, 31 non-profit organisations were supported and 400 Adecco employees volunteered time to participate in local solidarity initiatives.
- The Foundation also runs the French Athlete Career Programme helping elite, Olympic and Paralympic athletes with their transition into the labour market.
- Employees (FTEs): 2.8 (400 volunteers)
- Annual donation by Groupe Adecco France: EUR 350,000
- Foundation budget: EUR 600,000 (EUR 350,000 in donation, EUR 250,000 in training tax)
- Community investment: 2,529 h
- Beneficiaries from the Adecco Foundation France activities: 8,545
- Beneficiaries from Groupe Adecco France programmes (Disability & Skills programme, Espace Emploi Handicap & Compétences): 5,600

[Adecco Foundation France website](#)

[Adecco France ‘Emploi & Handicap’ website](#)

Helping people with disabilities: 52%



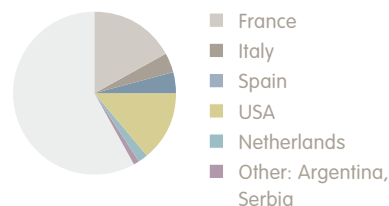
In close to 52% of its global markets, Adecco Group runs specific programmes to integrate people with disabilities into the labour market.

Helping young job seekers: 54%



In close to 54% of its global markets, Adecco Group runs specific programmes (Adecco Way to Work™ not included) to integrate young job seekers into the labour market.

Helping mature job seekers: 42%



In close to 42% of its global markets, Adecco Group runs specific programmes to integrate mature job seekers into the labour market.

Adecco Foundation Italy, created in 2001

- Purpose: Assist, support and train disadvantaged people to ensure their integration into the workforce.
- Activities: The foundation runs several partnerships and initiatives to integrate people with disabilities, single women with family responsibilities, long-term unemployed, mature workers (50+).
- Employees: 7
- Annual donation by Adecco Group Italy: EUR 300,000; other companies: EUR 43,422
- Foundation budget: EUR 380,000
- Beneficiaries from Adecco Foundation Italy: 444 (362 vocational training, 177 integrated)
- Beneficiaries from Adecco Group Italy programmes: 19,489 (611 people with disabilities, 5,100 mature (50+), 13,778 young (18–24).

[Adecco Fondazione website](#)

Adecco Foundation Spain, created in 1999

- Purpose: Assist, support and train disadvantaged people to ensure their integration into the workforce. Providing services to companies with regards to their implementation of CSR programmes and action plans as well as policies, with the goal to enhance diversity within their workforce.
- Activities: The foundation runs several partnerships and training, employment and integration initiatives.
- Employees (FTEs): 112 (3,236 volunteers)
- Annual donation by Adecco Group Spain: EUR 220,000
- Foundation budget: EUR 12,595,820 (2014)
- Foundation budget: EUR 11,890,991 (2015)
- Investments in PP/Community Partnerships: EUR 9,912,476
- In 2014, employment was made possible for 2,859 disabled people, over 782 single mothers and/or victims of violence, 870 mature people (45+), including 650 people at risk of exclusion.
- Beneficiaries from Adecco Foundation activities: 18,708

[Adecco Fundación website](#)

Select country programmes and initiatives

Adecco Groupe France introduces Humando

The 'Réseau Adecco Insertion', the first temporary employment integration network in France, launched Humando in September 2014 through the merger of three brands. The network's goal is to accompany more than 8,000 people with their career development annually. In total, 65 branches across the country are part of the 'Réseau Adecco Insertion'. Humando is positioned as a key player for integrating people at the edge of exclusion into the workplace thanks to its presence with 12 branches, its 950 clients and 1,550 candidates.

[Humando website](#)

[Réseau Adecco Insertion website](#)

Adecco North America supports veterans and their spouses

Adecco USA has been recognised as a military-friendly employer, helping veterans and military spouses around the country fulfil their career goals. Through the Career Connections program, Adecco USA partners with military organisations to find temporary and full-time employment for veterans and military spouses as well as provide assistance with career development. Adecco is consistently named 'Top Military Spouse Friendly Employer' by Military Spouse Magazine and credited as a Top Military Friendly company by G.I. jobs. In the year 2014, Adecco placed over 6,000 veterans and military spouses in jobs.

[Read more](#)

[Watch the video](#)

Supporting mature workers in Chile Adecco Chile together with a partner company, 'La Caja de Compensación La Araucana' has developed an employment programme which seeks to reintegrate mature workers into jobs. An agreement was signed by the management of both companies and an article was published in one of Chile's magazines to raise awareness of the support provided through the programme. In a third step, the search for job offers to be filled with potential candidates is underway in cooperation with client companies. A four-month university programme which was launched in 2013, also offers the candidates to refresh their skills and know-how in language, mathematics, as well as social and natural sciences. All participants are required to do a final exam and receive a certificate upon successful completion.

Adecco Chile awarded For its continuous engagement and support with regards to workplace inclusion for people with a disability, Adecco was awarded by Mutual Seguridad as 'Empresa Socialmente Inclusiva' (ESI).



Catherine Merello, HR Director, and Carolina Letelier, recruitment & selection, received the inclusion award on behalf of Adecco Chile by Mutual Seguridad.

“As an HR company, we are constantly looking for opportunities and innovative programmes to support people with their integration into the labour market.”

Suyin Palma, Head of Selection, Adecco Chile

FESCO Adecco and the project ‘SMILE’ FESCO Adecco has a cooperation with Clover Children Rehabilitation Kindergarten of Shanghai. The organisation is one of the listed NGOs that helps children with autism to practice communication and social skills. On International Children’s Day, FESCO Adecco brought 30 volunteers comprised of employees, associates and respective family members who joined a half-day event in Shanghai. A donation of books and school supplies was made to the organisation and information was shared about autism by personnel of the Kindergarten. The volunteers also undertook social activities and games with the children, all serving the purpose of relationship building and to increase knowledge about autism.



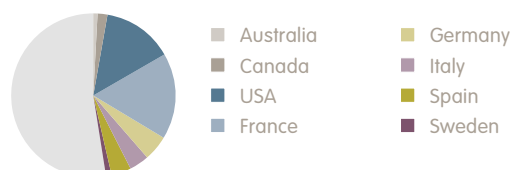
30 Adecco employees, associates and their families spending their time with autistic children and making some donations such as books, pens and 15 ‘KeepTags’ a kind of GPS that helps keeping the youngsters safe.

Pre-labour market support for children, youth & students: 63%



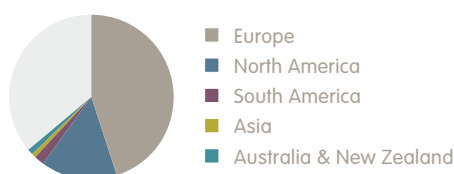
In 63% of its global markets, Adecco Group runs specific programmes (Adecco Way to Work™ not included) to integrate young job seekers into the labour market.

Helping immigrants and other groups of vulnerable unemployed: 53%



In 53% of its global markets, Adecco Group runs specific programmes to integrate immigrants and long-term unemployed into the labour market.

Helping elite athletes: in 65% of Adecco’s markets



In 65% of its global markets, the IOC and IPC Athlete Career Programmes in cooperation with Adecco are currently being delivered to integrate active and retiring athletes into the labour market.

Adecco Foundation Italy receives Hyatt Community Grant

Through the Hyatt Community Grants, Hyatt wishes to give back to the communities they are working in by also involving their employees.

Adecco Foundation Italy proposed a project with regards to the integration of people at risk of social and labour market exclusion, especially women such as single mothers, women with disabilities and female victims of domestic violence. The goal is to reintegrate these target groups back into the workplace through a variety of career guidance and development as well as job placement. Hyatt employees are encouraged to participate with the Adecco Foundation in these activities for them to expand and deepen their community ties and act as local philanthropists. This, amongst other criteria, convinced Hyatt to direct the financial grant to Adecco Italy's Foundation.



A proud Adecco Foundation Italy team with the Hyatt Community Grant check that will provide help to women in need and allow Hyatt employee engagement in their local community.



ProServ's Manuel Fink together with Artur Wist who, after a successful internship, also passed his forklift drivers licence and has started his first job.

ProServ is driving workplace inclusion Together with BvE (Berufsvorbereitende Einrichtung), an institution for vocational training, in 2012 ProServ, an Adecco Group Germany subsidiary, started a cooperation to train and integrate 16- to 20-year-old youngsters with learning difficulties or a mental impairment. BvE's role is to support the youngster with training and the necessary support in education while work opportunities through internships are organized with partner companies such as ProServ. Under the guiding principle 'Learn how to work while you work', BvE and ProServ set up internships for two students, one of them with autism. After a successful internship experience, the autistic youngster was offered an apprenticeship and he even obtained his forklift drivers licence. Having achieved all of this, he has now started his first job. Through the positive experience and good cooperation between BvE and ProServ, both organisations are motivated and energised to continue their mission and drive inclusion for all in the workplace.

[Visit the ProServ website](#)

[Visit the BvE website](#)

*“Adecco recognises that people are our biggest asset.
It goes without saying that they must be
provided with a healthy and safe work environment.”*

Lee Jackson, Health & Safety Manager Adecco Group UK & Ireland

Health & Safety

Global programmes and initiatives

A safe and healthy working environment for associates

The Adecco Group strives to prevent accidents, injuries and diseases in the workplace. Recognising the risks our associates are exposed to when entering new and unfamiliar workplaces, the Adecco Group meets all statutory health and safety obligations. In order to ensure a fair basis for comparison of our safety performance among our country organisations, we look at the development of accident frequency rates (AFR), rather than comparing absolute AFR values. This is due to the fact that our involvement in the various business sectors – and thus various risk potentials – varies significantly from country to country.

Our standard measures are based on five cornerstones:

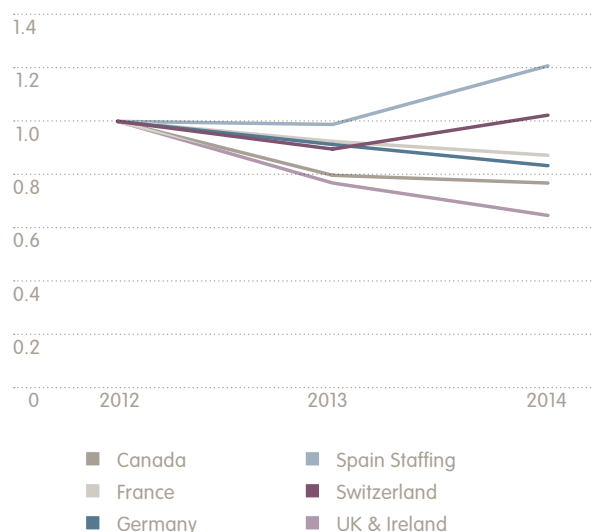
1. Health and safety coordinators and committees
2. Risk assessment in the workplace with regular follow-ups
3. Employee testing, training and induction
4. Medical checks in accordance with local regulations
5. Personal protection equipment provided by Adecco or client companies.

Employee Global ACE Training on Health & Safety In 2014, 95% of all required global employees successfully completed the online Global Health & Safety ACE training module on work-related hazards and illnesses. The training emphasises the importance of safety training and accident and incident reporting. Users also learn about ways to increase safety in the workplace and how to implement healthy workplace behaviours by giving advice on ergonomics, and how people interact with workplace tools, equipment and their working environment.

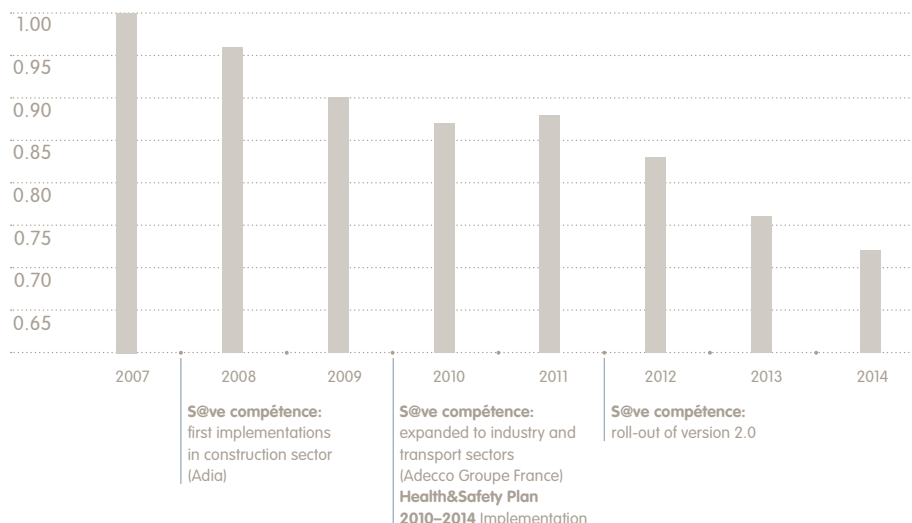
Supporting employee health and well-being In most countries, we have health and safety guidelines for employees and offer psychological hotlines or even direct access to a psychologist. We provide our employees – if their job allows – with the necessary IT tools to work from home or any other place, helping them to fulfil their daily tasks in the best and most productive way possible. In many countries, we grant paternity leave and offer childcare assistance through agencies or cooperate with local day-care facilities in order to keep women in the workforce.

Through our Win4Youth project, we also engage our employees to join in sports events during and after working hours. This contributes to enhanced passion, camaraderie, team spirit and well-being across departments and hierarchies. In many countries, there are one or two yearly events for our employees to celebrate as a team and enjoy themselves in an informal setting.

Development of Accident Frequency Rate (AFR) for associates 2012–2014 in select countries, rebased to 1 as of 2012



Development of Accident Frequency Rate (AFR) 2007–2014 in France, our second largest market
(17% of Adecco Group' associates), rebased to 1 as of 2007



Select country programmes and initiatives

Groupe Adecco France – Health & Safety awareness and training for employees, associates and clients S@ve compétence is an online training tool to evaluate the know-how of associates with regards to safety issues in a working environment. The test is focused on how risks are evaluated as well as the behaviour and technical knowledge of the associates. After the assessment, the associate is debriefed by a consultant, who highlights good and bad practice. By the end of 2014, 650 branches were using the online training for positions in the industrial, logistics and transportation industry. The training has helped to reduce accidents significantly.

The goal for 2015 is to reduce accidents by an additional 15%. Another measure which will be implemented is to analyse all accidents that lead to associates and employees being absent from work for more than four days.

The French Olympics for safety Groupe Adecco France says “yes” to safety and “no” to accidents. In April 2014, the Safety Olympics were launched. Five principles are applied by colleagues in France with clients and associates: an annual client meeting on 28 April, addressing workplace safety (28 April being the International Day of Safety); check on associates’ workplaces; initiate safety talks with clients and associates; create safety awareness with branches by producing posters; analyse any accidents with inability to work for more than four days. The performance of colleagues accomplishing the five tasks will be monitored and awarded.

Learning by playing: Adecco Training, our brand for internal and external training, has developed an innovative learning experience called ‘SécuriJeux’ which provides information about safety in an entertaining way. Two teams compete against each other, on how they deal with a workplace accident. Both teams need to analyse the situation and respond to some questions related to the incident. This teaches participants to act and react in the right way when confronted with risks, apply the right measures and protocols and be prepared for any eventuality.

Health & Safety a priority for Adecco UK & Ireland In 2014, both Adecco UK & Ireland received their CHAS certification. With 720 buyer members and over 62,000 suppliers, CHAS is the largest organisation for health and safety pre-qualification in the UK. It is available to suppliers and to organisations looking for suitably competent suppliers. CHAS is not just for construction companies, it assesses health and safety for all types of suppliers, from care services to professional services companies to designers and consultants.



Adecco Luxembourg and Spain hold OHSAS 18001 certifications

Following the introduction of a health and safety system for employees and associates in Luxembourg, the OHSAS 18001 certification confirmed that the company applies the very highest standards. It enabled the company to improve its health and safety processes and thus reduce Accident Frequency Rate (AFR) significantly.

Adecco Spain holds OHSAS 18001 In addition to its OHSAS 18001 certificate which Adecco Temporary Staffing holds, employees in Adecco Spain learn about prevention of ill health and the lifestyle which contributes to good health through the programme 'A tu salud'. It provides information on topics such as nutrition, fitness and cardiovascular risks and how to prevent them as well as workshops on how to avoid back problems. Employees also have access to a medical helpline offered through Vodafone for any questions. Adecco believes that healthy and balanced employees provide better service quality for our clients, are more productive and competitive and have lower absentee rates. In addition, healthy people contribute to a good team spirit and higher retention rates.

Getting back to work support by Adecco New Zealand

Accidents, injury, illness or disability may occur and it is therefore crucial to support employees in the return to work process. Adecco New Zealand through its occupational rehabilitation practice and processes has a strong focus on rehabilitation assistance. It assists with occupational rehabilitation for employees who have sustained an injury, illness or disability. Adecco's Health & Safety policy refers therefore to rehabilitation through restoration of the employee's independence and optimal physical, psychological, social and vocational function.

Adecco will begin coordinated, early and automatic intervention with suitable support and direction for employees. This is aligned with any medical recommendations to ensure optimal management practices are adopted. At all times the rights, welfare and confidentiality of the employee are respected.



Our main programmes and initiatives in the Environmental dimension

Global programmes and initiatives

Further reducing our CO₂ emissions Since 2010, environmental conscious management, subsequent monitoring and reduction are carried out in the areas of:

1. Electrical energy consumption
2. Mobility: company car mileages and air miles flown
3. Office supply: paper and toner consumption
4. Office equipment: computers bought and replaced

in our now 15 largest markets and emerging markets (France, North America, UK & Ireland, Germany, Japan, Italy, Netherlands, Belgium, Norway, Sweden, Spain, Argentina Mexico and Singapore), including the joint global & Adecco Switzerland headquarters. These countries represent over 86% of our business operations in terms of revenues. In the past three years, we have made the following steps:

1. Identified our Carbon Footprint in 15 major countries and markets including global HQ
2. Used the data for all stakeholder enquiries
3. Started reducing our CO₂ emission through targeted projects
4. Communicated about it accordingly to all stakeholders.

In addition, in 2012, the Adecco Group set an emission reduction target of 12% by 2022 and we expect to reach this goal through concrete action points. For the measurement and calculation of our data according to Scope 1, 2 and 3 emissions, we use a customised platform called 'myclimate'.

With our business activities as a service provider, our action points include:

- decreasing our use of electricity and fossil energy
- decreasing the amount of CO₂ emissions through the reduction of air miles flown
- increasing the number of environmentally friendly cars in our fleets or decreasing car usage
- decreasing the amount of paper used and increasing the use of electronic documents

- increasing the proportion of environmentally friendly paper where paper is needed
- encouraging the re-use and recycling of paper
- encouraging the use and recycling of other recyclable products such as toners, cardboard, PET containers
- encouraging our Business Units to incorporate environmental considerations into the procurement of goods and services.

The Adecco Group expects that improving its environmental performance will impact the following:

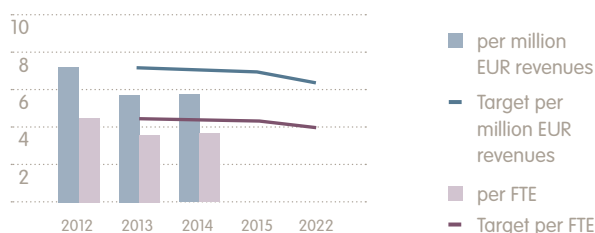
1. Our CO₂ footprint on the environment
2. Financial performance
3. Being a credible company for investors and analysts
4. Being a trustworthy partner and employer to our clients, associates/candidates and employees

Our Environmental Guidelines In 2012, we published Environmental Guidelines which build on and replace our 2007 Environmental Policy. We are conscious of the impact of our operations on the environment and of the difference we can make by acting responsibly. Our environmental commitments and progress are reported annually in the Adecco Group's CSR Report and CoP as well as through our participation in the Carbon Disclosure Project (CDP) and the RobecoSAM's Dow Jones Sustainability Indices.

[Access our Environmental Guidelines](#)

Greenhouse gas efficiency performance:

Average CO₂e emission (Carbon Dioxide equivalent)
(metric tonnes, scopes 1, 2 & 3)



Global performance indicators

Our Scope 1, 2 and 3 emissions (based on the Greenhouse Gas Protocol)

Source	Scope	Total emissions extrapolated to Group level (100% FTEs) metric tonnes CO ₂ e (CO ₂ equivalent)					Data basis (% of Group FTEs)				
		2014	2013	2012	2011	2010	2014	2013	2012	2011	2010
Own business cars	1 (direct)	35,893	39,551	51,562	81,423	85,683	47%	38%	47%	16%	15%
Electricity	2 (indirect)	33,379	37,408 ¹	52,372 ^{1,2}	62,609	70,663	43%	43%	31%	28%	25%
Electricity	3 (indirect)	9,231	10,231 ¹	14,351 ^{1,2}	27,275	30,615	43%	43%	31%	28%	25%
Own business cars	3 (indirect)	7,776	8,569	12,686	45,989	46,631	47%	38%	47%	16%	15%
Air travel	3 (indirect)	25,429	11,608	12,908	7,372	6,407	83%	58%	39%	28%	10%
Paper	3 (indirect)	1,593	1,974	2,045 ¹	2,368	2,458	58%	58%	42%	34%	18%
Toner	3 (indirect)	397	492	509 ²	596	642	58%	58%	42%	34%	18%
New lap & desktops	3 (indirect)	1,152	2,681	2,694	2,497	2,446	100%	100%	100%	100%	100%

More details on emissions and measurement methodology are provided in our Carbon Disclosure Project assessment: www.cdproject.net

Our consumption of office materials³

Source	Total consumption extrapolated to Group level (100% FTEs)					Data basis (% of Group FTEs)				
	2014	2013	2012	2011	2010	2014	2013	2012	2011	2010
Materials										
Purchased paper (office supply, does not include printed matter)	1,094 metric tonnes	2080 metric tonnes	994 metric tonnes	1,845 metric tonnes	1,898 metric tonnes	58%	58%	42%	34%	12%
Toner (calculated from paper consumption)	109 kg	208 kg	100 kg	185 kg	189 kg	58%	58%	42%	34%	12%

Our electricity and vehicle petrol consumption

Source	Total consumption extrapolated to Group level (100% FTEs)					Data basis (% of Group FTEs)				
	2014	2013	2012	2011	2010	2014	2013	2012	2011	2010
Energy source										
Electricity (from national grids)	76,018 MWh	114,202 MWh	138,182 MWh	145,081 MWh	160,014 MWh	43%	43%	31%	28%	25%
Green electricity (from 100% renewable sources)	520 MWh	1,444 MWh	3,275 MWh	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Vehicle petrol	12,876,760 litres	15,608,240 litres	21,502,000 litres	n.a.	n.a.	38%	38%	35%	0%	0%

¹ GHG emissions from electricity were restated for 2012 and 2013. The reported electricity consumptions for 2014 revealed that some consumption values were overestimated in the past years. Presumably, in major markets some very energy-intensive sites (e.g. due to IT server stations or similar) were prorated on country level. The restatements lead to about 30% lower GHG emissions from electricity (Scope 2 and Scope 3). This is all within the uncertainty range of up to 40%, as always indicated in the CDP investor and supply chain modules.

² Emission coefficients for electricity (ecoinvent Database v2.2) have been updated since 2011 due to latest scientific findings. This resulted in substantial lower emission values.

³ Compared to our CSR Report 2012 and 2013, Adecco is no longer reporting its water consumption because we consider it 'not relevant' in our daily business operations. This was reinforced by our materiality assessment. See also the GRI G4 Content Index.

Select country programmes and initiatives

Adecco Switzerland goes for eco-efficiency and quality As of September 2014, 94 VW Polo cars provide our employees from Adecco Switzerland with mobility but also eco-efficiency when meeting with clients around the country. With 100 branches in 50 locations, a high-quality car fleet in every respect is key. The new VW Polo matches Adecco's needs in terms of sustainability, flexibility and efficiency: The car uses only 4.7 litres per 100 kilometres and has a CO₂ emission performance of 107 grammes per kilometre.



Norway, Sweden and Spain ISO 14001 certified To date, Adecco in Norway, Sweden and Spain have been ISO 14001 certified and renewed certifications. The ISO 14000 family of standards addresses various aspects of environmental management and provides practical tools for companies and organisations looking to identify and control their environmental impact and constantly improve their environmental performance.

Adecco Argentina launches internal awareness campaign

In April 2014, Adecco Argentina started its campaign called 'Reduce, recycle and re-use'. One of its goals is to bring down the average monthly paper consumption from 260,000 to 195,000 sheets. In order to achieve this, Adecco has been measuring consumption on a monthly basis in Headquarters but also at branch level and around the country together with employee information, including screen savers to get people engaged and to support the campaign by small behavioural changes. Adecco Argentina has appointed ambassadors in different locations which drive internal recycling efforts and even organised meetings with government officials. Further activities as part of the campaign include: electronic invoicing, sustainable supply procurement, reducing the usage of water and energy, recycling and donations of IT materials, further implementing electronic invoicing with clients (in 2011, 60% of clients used electronic invoicing, in 2014 the number went up to 98%).



Adecco Group Germany offsetting CO₂ Emissions

The German Railway company DB provided certification to Adecco Group Germany as part of its corporate programme, 'bahn. corporate' for using their services and completing a total of 2,285,782 kilometres in 2014. The electricity consumed was 100% covered by renewable energies. This means that all emissions caused by business travels with the German Railway were emission-neutral.

Bahn.corporate



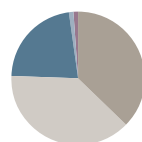
Australia: Change in supply chain as an opportunity

In 2014, global procurement changed their supplier for printers and joined global agreement Adecco Group put in place with one company. This gave Adecco Australia the push to focus on ways to reduce paper consumption and costs. They implemented the usage of recycled printing paper and configured all printers to dual side and black & white printing by default. To print one-sided only and in colour, employees need to change the settings which helps to save paper and toner. In addition, all users were provided with a password for printing which has to be entered at the actual printing machine. If this is not carried out in time, the print request will not be completed and erased.

Groupe Adecco France's 'Covoiturage' keeps growing To minimise their emissions, in 2012 Groupe Adecco France introduced a service called 'Covoiturage', or car-pooling, for its employees and associates. The dedicated website gives employees the chance to share cars and find potential passengers. 'Covoiturage' has grown to 4,000 users and is used by all subsidiaries and major brands within Groupe Adecco France.

[Visit the new 'Covoiturage' website](#)

2014 Greenhouse gas emissions split by source



- Electricity (scopes 2 & 3): 37%
- Business cars (scopes 1 & 3): 38%
- Air travelling (scope 3): 22%
- IT equipment (scope 3): 1%
- Paper & toner (scope 3): 1%

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

- 1) **Mobility** business cars and air travelling: high impact with 61%..
- 2) **Electricity** consumption: highest impact with 37%.
- 3) **Office** supply (paper & toner) and IT equipment: reasonable impact with 2%.

Our sustainability performance and goals

In order for us to steadily improve our business and CSR performance and identify shortfalls, we have introduced clear KPIs for the various areas in the Economic, Social and Environmental dimension. This will support our goal of 'better work,

better life' amongst all our stakeholders and make us a responsible player in our industry and beyond. Outlined below are the areas of measurement and the respective KPIs as well as the current status of performance.

Dimension	Area	KPIs	Status
Economic	Corporate Governance	<ul style="list-style-type: none"> • Board structure • Non-executive Chairman • Responsibilities & Committees • Transparency • Diversity • Board Effectiveness • Transparency Senior Remuneration • Median compensation 	■
	Risk & Crisis Mgmt.	<ul style="list-style-type: none"> • Responsibility • Risk mapping • Risk Response Strategy 	■
	Codes of Conduct/Compliance/Corruption & Bribery	<ul style="list-style-type: none"> • Focus • Systems/procedures • Policies • Coverage • Reporting & breaches 	■
	Customer Relationship Mgmt.	<ul style="list-style-type: none"> • Satisfaction measurement • Feedback process • Market segmentation 	■
	Supply Chain Mgmt.	<ul style="list-style-type: none"> • Supplier segmentation (tier 1, 2 and high-risk) • Risk management process • Risk management measures • Supplier Standards, Policy, CoC • Capacity building/joint initiatives • Leveraging opportunities 	■

■ Very good to good performance

■ Good to medium performance

■ Improvements needed

Dimension	Area	KPIs	Status
Social	Social Reporting	<ul style="list-style-type: none"> • CoP/CSR Report • Materiality framework 	■
	Diversity & Equal Opportunities	<ul style="list-style-type: none"> • Measuring diversity internally • Measuring diversity with associates • Partnerships • Training employees 	■
	Integration	<ul style="list-style-type: none"> • Integration of mature, young, disabled, athletes, women with family responsibilities into labour market • PPP and community initiatives • Company partnerships • Community hours by employees • Financial investment 	■
	Human and Labour Rights	<ul style="list-style-type: none"> • Global/local initiatives and commitments • Employee training discrimination • Coverage Freedom of Association/collective bargaining • Strike days employees/associates • Code of Conduct/ACE training • Reporting & breaches • Human & Labour Rights guidelines • Forums/events participation 	■
	Health & Safety	<ul style="list-style-type: none"> • Accident Frequency Rate associates • Nr. of accidents associates • Occupational fatalities associates • Absenteeism employees • Health and well-being initiatives employees • Health & safety training • Health & safety policy • Psychological hotline 	■
Environmental	Environmental Reporting	<ul style="list-style-type: none"> • Coverage • Public reporting on performance • Results from assessments (DJSI, CDP, other) 	■
	Environmental Policy/ Mgmt. System	<ul style="list-style-type: none"> • Environmental Guidelines • Certification (ex. ISO 14000) 	■
	Eco-efficiency	<ul style="list-style-type: none"> • Measuring Scope 1, 2, 3 emissions in centralised system • Reduction targets 	■

■ Very good to good performance

■ Good to medium performance

■ Improvements needed

External acknowledgements of our sustainability performance

Adecco amongst Industry Group Leaders for the fourth consecutive year in the Dow Jones Sustainability World & Europe Indices

In 2014, Adecco S.A. received confirmation of its continued inclusion in the Dow Jones Sustainability (DJSI) World and Europe Indices. In addition, Adecco S.A. has been recognised as the Leader in the Commercial & Professional Services Industry Group by the Dow Jones Sustainability Indices in collaboration with RobecoSAM. Adecco was benchmarked against the largest companies worldwide undergoing an in-depth analysis of financially material economic, environmental and social practices.

This includes innovation and supply chain management, climate strategy and stakeholder engagement, with a special focus on industry-specific risks and opportunities. RobecoSAM invites over 3,000 publicly traded companies, including 800 companies in emerging markets, to report annually on their sustainability practices.

[Read more about RobecoSAM and S&P Dow Jones Indices on the DJSI annual review 2014 website.](#)

Adecco S.A. has received Silver Class distinction for its excellent sustainability performance

In January, RobecoSAM published its Sustainability Yearbook 2015. As one of the top-scoring companies in our industry, Adecco S.A. has qualified for inclusion in the 2015 Sustainability Yearbook and has received Silver Class distinction for its excellent sustainability performance.

[Sustainability Yearbook website](#)

Other ratings we have received:

Enhanced rating in the Carbon Disclose Project (CDP)

Adecco's efforts in measuring and reporting its greenhouse gas emissions were acknowledged in CDP's evaluations 2014: Adecco achieved a disclosure score of 72 (CDP Supply Chain average 53) and was placed in performance category Band C (CDP Supply Chain average C).

[CDP website](#)

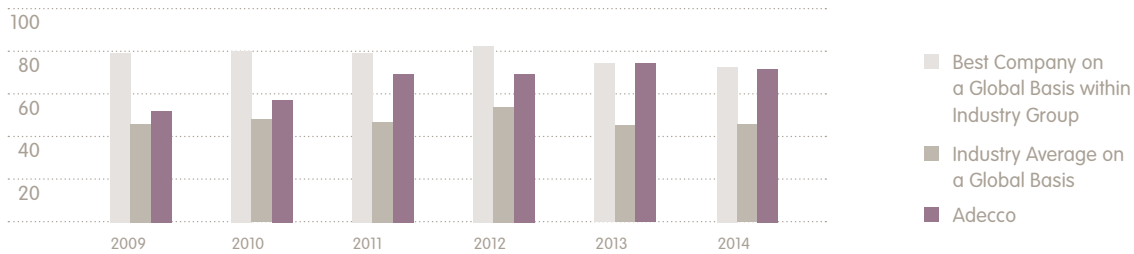
EcoVadis – Gold ratings

The Adecco Group and Groupe Adecco France were both given gold rating in the EcoVadis 2014 assessment which indicates our 'Advanced' CSR engagement. The EcoVadis methodology framework assesses companies' policies and also measures the reporting published on the environment, labour practices & human rights, fair business practices and sustainable procurement. The assessment conducted by CSR experts is made on the basis of the company's responses and supporting documents to a survey which is dynamically adapted to country, sector and size, as well as public and stakeholder (NGOs, trade unions, press) information publicly available.

[EcoVadis website](#)

DJSI Assessment – Results Adecco Group

Scorecards 2009–2014



In 2013, the Adecco Group was recognised as the Leader in the Commercial & Professional Services Industry Group by the Dow Jones Sustainability Indices in collaboration with RobecoSAM. In 2014, Adecco scored 1 point behind the Leader position.

SXI Switzerland Sustainability 25® – Adecco amongst the most sustainable Swiss companies in 2014

The SXI Switzerland Sustainability 25 Index® includes 25 stocks from the SMI® Expanded Index with the best sustainability scores. The index is weighted based on free-float market capitalisation, with a single component's weight capped at a maximum of 15%. A total score is derived for each company provided by a third-party research provider. The higher the score, the more sustainable the company. All companies that are considered sustainable and belong to the SMI expanded are eligible and ranked according to their total score. The index is built out of the SMI expanded and a rebalancing is implemented yearly as part of the ordinary review in September. The SXI Switzerland Sustainability 25® was launched on 17 June 2014.

[Read more](#)

- DJSI World sustainability-indexes.com
- DJSI Europe sustainability-indexes.com
- FTSE4GOOD Global Index ftse.com/ftse4good
- FTSE4GOOD Europe Index ftse.com/ftse4good
- ECPI Ethical Index Global ecpigroup.com
- ECPI Ethical Index Euro ecpigroup.com
- Ethibel EXCELLENCE Investment Register forumethibel.org
- DAXglobal® Sarasin Sustainability Germany (TR) EUR dax-indices.com
- Pictet-Ethos CH – Swiss Sustainable Equities pictetfunds.com
- STOXX® Global ESG Leaders indices stoxx.com
- Vontobel Fund – Global Responsibility Swiss Equity vontobel.com

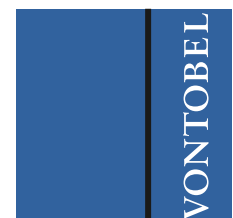
MEMBER OF

Dow Jones Sustainability Indices

In Collaboration with RobecoSAM



FTSE4Good



GRI* G4 Standard Disclosures

71	Organisational profile
78	Identified material aspects and boundaries
78	Stakeholder engagement
79	Governance, commitments, and engagement
80	Economic indicators
86	Labour practices
87	Human Rights
88	Society
89	GRI G4 Content Index
89	UN Global Compact Communication on Progress (CoP)

* The Global Reporting Initiative (GRI) is explained in the Glossary under 'GRI', [page 106](#).

This section provides the GRI standard disclosures which are not covered in the main part of this Report nor in the Annual Report 2014 yet. The reference numbers in the following section are those used in the GRI G4 Guidelines. For a complete overview and the GRI Materiality Disclosures Service organisational mark (i.e. the formal confirmation that this report has undergone and successfully completed the GRI Materiality Disclosures Service) please see the GRI G4 Content Index on [pages 89–97](#).

Organisational profile

G4-11 Percentage of employees covered by collective bargaining agreements

In the Temporary Agency Work (TAW) industry, a multitude of Collective Bargaining Agreements (CLAs) stipulates the framework relationship and functioning of workers and companies rights and responsibilities. There are great differences in the coverage of employees by CLAs per country, depending on national legislation. The countries with the highest percentage of employees covered by CLAs are countries with mature labour legislation, mostly in Europe. However, significant differences are also to be found within Europe. We can identify three different types of CLAs: Company CLAs (signed between user companies and their employees), TAW Industry CLAs (signed between the HR Services' National Association and Industry Trade Unions) and Employer Association CLAs signed on behalf of the HR Services Industry with National Sectoral Trade Unions. Due to the number of countries (and national labour legislation frameworks), Adecco operates in, and the variety of CLAs (according to Country, Industry, Sector and Customer) it has engaged in, the Adecco Group has only approximate records of the percentage of employees covered by CLAs. For the percentages, please refer to chart "Freedom of Association & Collective Bargaining" on [page 49](#).

In November 2008, **UNI Global Union** and Ciett Corporate Members, including the **Adecco Group**, signed a **Memorandum of Understanding** (MoU) which set the foundation of the sectoral social dialogue for agency workers to achieve fair conditions for the TAW industry and the 12.4 million temporary agency workers on assignment daily around the world. The agreement is global in scope with mutual commitments to – amongst others – respect the freedom of association and the right to collective bargaining as guaranteed by the International Labour Organization, ILO.

Furthermore, the following documents were signed between Eurociett and UNI-Europa (the European level), since the MoU:

- Eurociett/UNI-Europa: joint Declaration on the Sectoral Social Dialogue on Agency Work, signed in 2000
- Eurociett/UNI-Europa: joint Declaration within the framework of the Flexicurity debate as launched and defined by the EU Commission, signed in 2007
- Eurociett/UNI-Europa: joint Declaration on the Directive on working conditions for temporary agency workers, signed in 2008
- Eurociett/UNI-Europa: joint Declaration on Training for Temporary Agency Workers: joint actions developed by sectoral social partners play a key role in facilitating skills upgrading, signed in 2009
- Eurociett/UNI-Europa: joint Recommendation on Temporary Agency Work facilitating transitions in the labour market, highlighting our efforts and role in the various phases of transitions our workers go through, signed in December 2012.

G4-13 Significant changes during the reporting period regarding size, structure and ownership

March 2014: Adecco S.A. has been informed that the Jacobs group (comprising Jacobs family members, Jacobs Holding AG, Jacobs Foundation and other affiliated entities) completed the previously announced placement to the market of 30.2 million registered shares of Adecco S.A. corresponding to approximately 16.0% of the company. The placement was carried out through an accelerated bookbuilt offering to institutional investors at a price of CHF 71.50 per share.

August 2014: The Adecco Group announced the acquisition of OnForce, Inc. OnForce's freelancer management system (FMS) provides cloud-based solutions for companies to manage their use of freelancers/independent contractors. These solutions complement the vendor management system (VMS) provided by Adecco's Beeline business. The merger of these two offerings will create a unique integrated solution for companies to source talent through multiple channels.

March 2015: Adecco Group announced the acquisition of Knightsbridge Human Capital Solutions for an enterprise value of CAD 80 million. Knightsbridge is the market leader in Canada in career transition, talent and leadership development and recruitment services, with revenues of CAD 56 million in 2014 from these activities. Knightsbridge will be combined with Adecco subsidiary Lee Hecht Harrison, the global leader in career transition and talent mobility.

¹ Spot exchange rate: 101.36 YEN/EUR.

May 2015: Adecco Group announced that CEO Patrick De Maeseneire has decided to leave the Adecco Group and will hand over his duties at the end of August 2015. The Board of Directors appointed Alain Dehaze as the new Chief Executive Officer as of September 1, 2015. Alain Dehaze is currently Regional Head of France and member of the Executive Committee since 2009. Dominik de Daniel, CFO Adecco Group, decided to leave the Company at the end of July 2015. More details in [press release](#).

July 2015: Adecco Group announced the appointment of Christophe Catoir as the Regional Head of France and member of the Executive Committee. Christophe Catoir succeeds Alain Dehaze, the designated Chief Executive Officer of the Adecco Group, and take up his new role as of September 1, 2015. More details in [press release](#).

August 2015: Adecco Group announced the appointment of Hans Ploos van Amstel as Chief Executive Officer and Member of the Executive Committee for the Adecco Group as of September 1, 2015. Hans Ploos van Amstel succeeds Dominik de Daniel who decided to leave the Company at the end of July 2015. More details in [press release](#).

G4-14 Explanation of whether and how the precautionary approach or principle is addressed

The risk management process at the Adecco Group has strategic and organisational dimensions. Besides monitoring, analysing and mitigating risks, the aim is also to identify opportunities. This makes it obvious that the precautionary approach (which indicates that lack of scientific certainty is no reason to postpone action to handle potential risks) is inherent to Adecco Group's risk and opportunities management. Further information, see Annual Report [2014, p. 103, Note 18](#).

G4-15 List of externally developed economic, environmental and social charters, principles, or other initiatives to which the Adecco Group subscribes or which it endorses

- UN Charter of Human Rights
- ILO Declaration on Fundamental Principles and Rights at work
- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- OECD Guidelines for Multinational Enterprises

G4-16 Principal memberships in industry and business associations

Principal memberships and affiliations on corporate level:

- **Ciett and Eurociett** The Adecco Group is a member of Ciett, Eurociett, Ciett South East Asia Taskforce, and Ciett&LA, respectively the International, European, Asian and Latin America Confederations of Private Employment Agencies. Ciett is the authoritative voice representing the common interests of the agency work industry and consists of 40 national federations from EU and EFTA and seven of the largest staffing companies worldwide: www.ciett.org
- **ILO Global Business & Disability Network** The Adecco Group is a founding member of the original Business & Disability network (founded in December 2004) by European companies to improve access for disabled people to the labour market. In 2012, the Network was formally established, and it continues to sharing business cases and experiences on disability management among the Network members: www.businessanddisability.org (see page 55 of this report).
- **World Economic Forum Strategic Partner** The Strategic Partners community comprises a select group of 100 leading global companies selected for their alignment with the Forum's commitment to improving the state of the world. The Adecco Group joined the World Economic Forum as Industry Partner in 2009 and become an Industry Partner in 2011 (see page 52 of this report).
- **economiesuisse** The Adecco Group is member of the Swiss Business Federation, the largest umbrella organisation representing the Swiss economy. Its mission is to create an optimal economic environment for Swiss business and to promote sustained growth as a prerequisite for a high level of employment in Switzerland.
- **Avenir Suisse** The Adecco Group is a sponsor of the independent think-tank for economic and social issues. Avenir Suisse aims to ensure that Switzerland offers opportunities for future generations – for independent development, citizen sovereignty and prosperity. The think-tank wants to address important topics ahead of time, stimulate public debates with the help of innovative proposals and contribute to strengthening Switzerland as a location.
- **European Alliance on Skills for Employability (EASE)** The Alliance on Skills for Employability is a multi-stakeholder initiative under the EeSA (European e-Skills Association) umbrella framework, supporting the EU Growth & Jobs Strategy by working in partnership to help bringing technology skills, competencies and training to Europeans underserved by technology. Adecco has been a member since 2011.

- **Nestlé Alliance for YOUTH programme** The Nestlé Alliance for YOUTH aims to bring together private companies, alongside European institutions and national governments, in the fight against youth un-employment. Adecco as the world's leading provider of HR solutions, contributes its labour market expertise and helps young people develop the skills they need to succeed.
- **Global Apprenticeships Network (GAN)** The GAN is a network of companies that seeks to address global skills shortages and create opportunities for young people. The coalition focuses on improving the status of apprenticeship programmes by offering apprenticeships and internships and by sharing best practices with other companies and labour administrations. Adecco joined the GAN in 2014 as part of other international companies such as Telefónica, Ericsson, Huawei Technologies, UBS, Jindal Steel & Power and Samsung Electronics.
- **European Alliance for Apprenticeships (EAfA)** In 2013, the European Commission launched the European Alliance for Apprenticeships (EAfA) to promote apprenticeship schemes and initiatives across Europe by bringing together public authorities, businesses, social partners, education providers and youth representatives. The Adecco Group joined the European Alliance for Apprenticeships (EAfA) in 2015 with the Adecco Way to Work™ programme.

Principal memberships at country level:

The Adecco country organisations are generally members of the local **chambers of commerce** as well as of our **industry associations** such as the **national confederations of private employment agencies**, etc. In addition, our Adecco country organisations and brands are also cooperating with many governmental and not-for-profit organisations locally to make the labour market accessible for all.

Adecco Argentina

- **US Chamber of Commerce in Argentina** (AMCHAM) Adecco Argentina is a member and participates in their CSR annual meeting.
- **Spanish Chamber of Commerce in Argentina** Adecco Argentina is a member and participant of local activities.
- **French-Argentinian Chamber of Commerce and Industry** (CCIFA) Adecco Argentina is a member and participant of local activities.
- **Swiss-Argentinian Chamber of Commerce** Adecco Argentina is a member and participant of local activities.

For the full overview, please visit: [Adecco Argentina CSR Report](#)

Adecco Australia

- **RSCA** The Recruitment & Consulting Services Association Australia & New Zealand (RSCA) is the leading industry and professional body for the recruitment and the human resources services sector in Australia and New Zealand. It represents over 3,300 company and individual members.

Ajilon Australia

- **AIIA** The Australian Information Industry Association (AIIA) is the peak representative body and advocacy group for the ICT industry in Australia.
- **IPAA** The Institute of Public Administration Australia (IPAA) is the nationwide professional association for those involved in public administration.
- **ITCRA** Information Technology Contract & Recruitment Association Ltd. Recognising, supporting and promoting excellence in the ICT contracting and recruitment market.
- **IIBA** (Western Australian and South Australian Regions) The International Institute of Business Analysis (IIBA®) is the independent non-profit professional association serving the growing field of Business Analysis.
- **AHRI** The Australian Human Resources Institute (AHRI) is the national association representing human resource and people management professionals.
- **AIM** The Australian Institute of Management (AIM) is Australia's largest professional body for managers. The sole purpose of AIM is to promote the advancement of education and learning in the field of management.

Adecco Belgium

- **Federgon** Adecco Belgium is a member of the national staffing association for HR service providers.
 - **Voka** This is the Flanders' Chamber of Commerce and Industry, the most representative employers' organisation in Flanders, representing over 18,000 companies in Flanders and Brussels, including Adecco Belgium.
 - **VDAB** Adecco Belgium is part of the Flemish Government Organisation for Employment VDAB.
 - **Forem** This is the Walloon Government Organisation for Employment of which Adecco is a member.
Additionally, Adecco Belgium is a member of a variety of regional Chambers of Commerce as for example BECI, CCILBn CCIHO, etc.)
 - **VMA** This an independent, Belgian not-for-profit organisation for leaders, by leaders.
 - **ADM** This is a platform where people share knowledge, network and collaborate on IT and its applications in different operational fields.
-

Adecco Group France

- **Association Française des Managers de la Diversité (AFMD)** French Diversity Managers Association to promote diversity management to line managers, 120+ members (Groupe Adecco France's CSR Director holds the presidency).
- **IMS Entreprendre** A club of over 200 of France's top companies committed to improving their impact on society (Groupe Adecco France is represented on the Board of Directors).
- **Observatoire de la Responsabilité Sociétale des Entreprises (ORSE)** A French network designed to study and promote socially responsible investment (SRI), corporate social responsibility and issues related to sustainable development.
- The French Réseau Adecco Insertion are members of the **Conseil National des Entreprises d'Insertion**, a federation of enterprises working on labour integration for low-skilled and unemployed people.
- **Club Etre** A national network of enterprises for disabled people.
- **Club Handicap & Compétences** A corporate initiative on disability and inclusion initiated by Adecco France's "Espace Emploi Handicap & Compétences".
- **FACE** (Fondation Agir Contre les Exclusions) A network of enterprises, institutional actors and pressure groups, aiming to prevent and fight exclusion.
- **Charte de la Diversité** (Diversity Charter) A charter signed by enterprises showing their commitment to fight discrimination at work and the goal to reflect the diversity of the French population in the labour market.
- **Charte de la Parentalité** A charter to promote parenthood at work.
- **Pas@Pas** A web-based portal to promote diversity in the supply chain by promoting companies with a focus on Employment and Inclusion (Groupe Adecco France is represented on the Board of Directors).
- **Charte de l'apprentissage** A charter signed by enterprises which aim to promote professional integration of young people into the labour market by using a specific work contract between a company and a student. The students spend half the time working for the company and the other half learning at school.
- **Charte Entreprises et Quartiers** A charter signed by enterprises to promote their commitment towards members of disadvantaged neighbourhoods, to raise awareness and undertake actions towards employment opportunities.
- **Enactus France** This is the French operation of the global Enactus network, a community of students, academics and business leaders who develop social entrepreneurship within universities and engineering & business schools (Fondation Groupe Adecco is a member of the Board).
- **EPA (Entreprendre pour Apprendre)** This is an NGO dedicated to the development of entrepreneurial- and business-related skills for youth (Fondation Groupe Adecco is a member of the Board).

For the full overview, please visit: [Adecco Group France's CSR Report](#)

Adecco Germany

- **Zukunftsvertrag Zeitarbeit** (Future contract for temporary employment) is an initiative by the leading staffing companies in Germany. Its goal is to develop and implement innovative employment concepts.
- **Hanse-Aerospace e.V., Hamburg**, is Germany's largest association of small and medium-sized aerospace companies. The members represent a wide spectrum, ranging from development companies, manufacturers and maintenance companies to aerospace-oriented service companies. Training schools, universities and universities of applied sciences complete the membership. A total of 14,000 staff – about 15% of all personnel employed in the German aviation and space industries – work for Hanse-Aerospace members.

DIS AG Germany

- Supporting Partner of **brötZeit e.V.**, an association with a focus on children from difficult socio-economic backgrounds.
- **Zukunftsvertrag Zeitarbeit** (see above under Adecco Germany).

TUJA Germany

- Supporting partner of **roterkeil.net**, an association fighting sexual abuse of children.
- **Hanse-Aerospace e.V., Hamburg** (see above under Adecco Germany).

Adecco Japan

- **Global Compact Network Japan** The local network of the UN Global Compact.
 - **Japan Staffing Service Association** Adecco Japan is a member of the national Staffing association.
-

Adecco Netherlands	<ul style="list-style-type: none"> • ABU Adecco is a member of the Dutch association of temporary work agencies. • FIRA Adecco Netherlands is using this digital platform where companies can register to assess their suppliers with regards to their CSR practices for clients (buyers). FIRA verifies the information and ensures the information provided is accurate. • JINC A non-profit organisation which helps young people get in contact with businesses. • Avans Hogeschool den Bosch This is one of the largest further education colleges in the Netherlands and Adecco Netherlands supports their job fairs. • KNVB Talent Team Adecco scouts for interns for the Royal Dutch Football Association. • MVO Nederland A knowledge and network organisation which encourages companies to be socially responsible. • STOOF This organisation helps flex time workers to develop through education. Via STOOF, Adecco is also involved in the Lezen en Schrijven project of the Stichting Lezen & Schrijven Foundation, which is committed to reduce illiteracy in the Netherlands.
Ajilon Netherlands	<ul style="list-style-type: none"> • The Nederlandse Biotechnologische Vereniging, an association for professionals who work in the Life Sciences industry.
Adecco Norway	<ul style="list-style-type: none"> • Global Compact Nordic Network The local network of the UN Global Compact.
Adecco Poland	<ul style="list-style-type: none"> • Polish HR Forum Initiative of leading companies from the employment agencies sector, operating to promote the highest ethical standards, develop the employment agencies sector in Poland, and influence trade unions, authorities and government administrative bodies.
Adecco Russia	<ul style="list-style-type: none"> • APEA (Association of Private Employment Agencies) This is the biggest association of the Employment Agencies of the Russian Federation, created by Adecco Russia and three other main industry players. The mission of the Association is to create an educated market with unique standards and code of ethics, supporting the Government to create standards and certification for the Private Employment Agencies. • Chambre de Commerce et d'Industrie Franco-Russe (CCIFR) The French Chamber of Commerce in where Adecco participates as an active speaker and organiser of business events.
Adecco Spain & Adecco Spain Foundation	<ul style="list-style-type: none"> • Club de Excelencia en Sostenibilidad A business association by a group of major companies with the commitment to sustainable growth within the economic, social and environmental dimension. • UN Global Compact Spain The local network of the UN Global Compact Network where Adecco Spain is co-founder. • Fundación Másfamilia A foundation with a focus on the development of better protection and an enhanced quality of life for families. • AEF The Spanish Association of Foundations is a private association of public interest, which brings together foundations from all geographical areas and disciplines with the goal of enhancing the influence of Foundations in Spain. • CEOE The Spanish Confederation of Employers' Organisations A Spanish institution that represents the Spanish business community. It includes state-owned and private companies in all sectors. It's a member of BusinessEurope. • Seres Foundation A non-profit organisation which fosters and promotes strategic business actions that contribute to the overall improvement of social issues with a focus on disadvantaged groups. • Ability Club A network which has the goal to enhance and share best practice which have been identified through the Telefónica Ability Awards. • Observatorio de Innovación en el Empleo (OIE). The Observatorio de Innovación en el Empleo (OIE) is a private-sector initiative established in 2014 with the goal to improve the Spanish labour market. • DirActivas An initiative started by Adecco as a result of the concern of a group of women entrepreneurs which as its goal has to raise awareness about the importance of the role of women in the labour market. • Proyecto Unidos A programme done by universities and companies to accompany, guide and prepare students with disabilities during their academic career and when entering the labour market. • Foretica Enterprise 2020. Enterprise 2020 (E2020) has the purpose to raise awareness about the European strategy on Corporate Social Responsibility (CSR) launched by the European Commission in 2011. <p>For the full overview, please visit: Adecco Spain's CSR Reporting</p>
Adecco Sweden	<ul style="list-style-type: none"> • Global Compact Nordic Network The local network of the UN Global Compact.

Adecco Switzerland

- **Swiss Economic Forum (SEF)** The SEF is the premium economic leadership event in Switzerland. It strives to inspire creative thinking to reach new horizons and provoke action among entrepreneurs, business leaders, politicians, scientists and start-up companies.
- **Swiss Leadership Forum (SLF)** The SLF is one of the leading economic forum's in Switzerland. It supports and inspires entrepreneurs, decision-makers and economic leaders in advancing the competitiveness of the Swiss economy.

Adecco Thailand

- **CCF** Community Children Fund Foundation Adecco Thailand is a member of the CCF (Under the Royal Patronage of HRH Princess Maha Chakri Sirindhorn). The Foundation provides dedicated care and development to help children gain better education, health, vocational skills and life skills. They work with family and community to promote children to become lead change agent for their community.
- **A-Chieve** This is a Social Enterprise Organisation which empowers youth to reach full potential and live a passionate life by connecting career mentors and the world of work together with its students.

Office Angels UK

- **Employers' Forum on Disability** An employers' organisation focused on the issue of disability in the workplace.
- **Race for Opportunity** Committed to improving employment opportunities for ethnic minorities across the UK. It is the only race diversity campaign that has access to and influence over the leaders of the UK's best-known organisations.
- **Opportunity Now** An organisation for employers who are committed to creating an inclusive workplace for women. Opportunity Now empowers employers to accelerate change for women in the workplace because it makes good business sense.
- **Employers' Forum on Belief** An independent employers' network developed by employers themselves to share good practice on religion, belief and non-belief in order to make the most of their diverse workforce.
- **Employers' Forum on Age** An independent network of companies who recognise the need to attract and retain valuable employees whatever their age.
- **Stonewall's Diversity Champions programme**, Britain's good practice forum in which employers can work with Stonewall, and each other on sexual orientation issues.

Adecco USA

- **National Minority Supplier Development Council (NMSDC)** This organisation provides a direct link between corporate America and minority-owned businesses.
 - **Women's Business Enterprise National Council (WBENC)** This WBENC is the largest third-party certifier of businesses owned, controlled, and operated by women in the United States.
 - **National Business Disability Council (NBDC)** The NBDC is the leading resource for employers seeking to integrate people with disabilities into the workplace and companies seeking to reach them in the consumer marketplace.
 - **Wounded Warrior Project (WWP)** A foundation that provides programmes and services to severely injured service members during the time between active duty and transition to civilian life.
 - **National Urban League** A non-partisan civil rights organisation that advocates on behalf of African Americans and against racial discrimination in the United States.
 - **Abilities, Inc.** This organisation prepares adolescents and adults with all types of disabilities (cognitive, physical, learning, developmental) and levels of experience for entry or re-entry into the workforce by assisting them in securing pre-employment services as well as employment.
 - **Parents and Friends of Lesbians and Gays (PFLAG)** This national non-profit organisation made up of parents, families, friends, and straight allies uniting with lesbian, gay, bisexual, and transgender (LGBT) people is committed to advancing equality through its mission of support, education and advocacy.
 - **World Diversity Leadership Summit (WDLS)** The yearly event explores local, state, and national best practices on how to foster diversity, spur innovation, and experience growth in the workplace.
-

Identified material aspects and boundaries

G4-20 Material aspects within Adecco Group

The material aspects as presented in the materiality matrix (G4-19, page 16) mainly within Adecco Group include:

- Human Rights (anti-discrimination; fundamental rights at work)
- Labour Practices (training & development; health & safety; decent work conditions)
- Professional Integrity (professional integrity and duty of care by management; fair operating practices, anti-corruption, fair competition, disclosure of legal and regulatory fines and settlements associated to above)
- Workplace Diversity & Inclusion (labour integration; job creation; engagement with vulnerable groups).

However, any issues with the above mentioned aspects are also considered as material outside our organisation:

G4-21 Material aspects outside Adecco Group

The material aspect mainly outside Adecco Group is the one that refers to:

- Environment (energy and resources consumption; climate change)

Furthermore all above mentioned aspects (material within Adecco Group) are considered as material also outside the business: They affect directly or indirectly our external stakeholders such as – mainly – our associates and clients, but also society at large.

G4-22 Explanation of the effect of any restatement of information

There were no developments within our business that would require any restatement of information provided in our previous CSR Reports. There was a restatement in the environmental reporting (greenhouse gas emissions), as explained in footnote 1, p. 64.

Stakeholder engagement

G4-26 Approaches to stakeholder consultation

- **Global Satisfaction Survey (GSS)**, [see page 25](#).
- **Internationally centralised employees survey:**
The Great Place to Work® Trust Index, [see page 44](#).

The Group Communications and Investor Relations Departments stand as a point of contact for stakeholders. These include the press, investors and analysts, our employees, candidates and associates, work councils, unions and the ILO, companies, governments, NGOs and society at large. The main channels of information include the Annual Report, the CSR Report, regular press releases (available on [www.adecco.com](#)), e-mails, the AGM as well as webcasts. General stakeholder consultation is mostly handled by the business units at country level. Such consultations mainly address our **candidates and associates, clients and employees**, be it through self-completion questionnaires or interviews (mostly for associates and employees), or regular feedback processes (mostly concerning clients).

The Group Investor Relations & Communications Departments maintain contact with the financial community and the media through the Annual Report, the CSR Report, quarterly presentations and webcasts/calls on the company results, roadshows, interviews and participation at investor conferences. They provide transparent and consistent information and interactive communication through the [adecco.com](#) website to enhance understanding of Adecco's business as well as to explain implied risks and opportunities.

Society at large is very much affected by the dynamics and the development of the labour market, which at the same time is the Adecco Group's field of business. The Group therefore considers society at large as a very important stakeholder group for dialogue, and aims to contribute to a positive development of the labour market through [corporate research](#) community engagement and partnerships. These include:

- Industry research about staffing and agency work, published by Ciett. Adecco is a founding member of the International Confederation of Private Employment Agencies.
- Global knowledge about labour market trends, published by the World Economic Forum. Adecco Group is a Strategic Partner of the World Economic Forum since 2011.
- Regional and local surveys and research conducted or co-issued by Adecco and local partners such as the Adecco Swiss Job Market Index at the University of Zurich, the monthly Adecco Job Creation Index in UK and the "DIS AG Fachkräftekompass".

Governance, commitments, and engagement

G4-37 Mechanisms for shareholders and employees to provide recommendations to the Board of Directors

The shareholders' rights are published in the [Annual Report 2014, page 141 ff.](#) Adecco S.A.'s Investor Relations Department publishes its contact details and relevant publications, such as quarterly, half-year and full-year results. There is also an opportunity to request information and make contact on the Investor Relations section of our website (www.adecco.com). This allows for all shareholders to approach Adecco S.A. whenever necessary. The Group Communications Department is the main point of contact for all other stakeholders (see also G4-26).

Adecco Group Compliance & Ethics (ACE) reporting

The [Adecco Compliance & Ethics \(ACE\) Reporting Tools](#) are designed to assist employees, associates and other stakeholders in reporting actual or potential violations of the law or Adecco Group policies, procedures or of the Code of Conduct. Any stakeholder may report to the Board of Directors allegations of fraud and violations of the law, the Group policies, the procedures or ethical standards of conduct by the Adecco Group or any of its employees or agents.

Calls and written correspondence made to the Company or to its Board of Directors via the respective hotline numbers or address will be received 24 hours a day, seven days a week, by a third-party service provider on the Adecco Group's behalf. In accordance with instructions issued by the Corporate Governance Committee and the Audit Committee of the Adecco Group's Board of Directors, related to accounting, internal controls, auditing matters, corporate governance, safety, health or environmental issues, or any other significant legal or ethical issues relating to the Adecco Group, will be dealt with by the Group Compliance Office. This, unless they are of trivial nature or otherwise not related to the aforementioned topics. Where deemed appropriate, such reports will be forwarded directly to the intended member of the Board of Directors.

G4-40 Process for determining the expertise required of Board members

The Nomination & Compensation Committee ("NCC") assists the Board of Directors in establishing principles for the selection of candidates for election or re-election to the Board of Directors, including candidates for committees of the Board of Directors, and giving recommendations on compensation of the members of the Board of Directors.

G4-53 How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals

Shareholders were asked to approve for the first time at the AGM 2015 the maximum Board and EC compensation for the office period AGM 2015 to AGM 2016, and for 2016, respectively. Shareholders approved the maximum total amount of remuneration of the Board of Directors for the office period from the AGM 2015 until the AGM 2016 as well as the maximum total amount of remuneration of the Executive Committee for the fiscal year 2016, with 96% and 95% favourable votes, respectively. The Remuneration Report 2014, which includes details of the actual remuneration paid, was approved by shareholders in an advisory vote with 88% of votes in favour.

Economic indicators

G4-EC1 Economic key data

Overall economic key data, see [pages 4–6](#); and [Adecco Group Annual Report 2014, pages 39–58](#).

Adecco donations for philanthropic purposes:

Purpose	Donations by Adecco in 2014	Reference
Adecco Foundation France	EUR 350,000	page 56
Adecco Foundation Italy	EUR 300,000	page 57
Adecco Foundation Spain	EUR 220,000	page 57
Adecco Foundation Germany	EUR 50,000	
Adecco USA, various Community Partnerships	EUR 80,000	
Win4Youth		
Helping Young People Succeed	USD 460,000	page 27–31

Main investments in philanthropic activities:

Activities/programmes	Investments/budgets in 2014	Reference
Adecco Foundation France*	EUR 600,000	page 56
Adecco Foundation Italy*	EUR 380,000	page 57
Adecco Foundation Spain*	EUR 12.6 million	page 57
Adecco Foundation Germany	EUR 50,000	
Adecco USA, various Community Partnerships	EUR 80,000	
Win4Youth		
Helping Young People Succeed	USD 460,000	page 27–31

* Co-funded by external sources, such as subsidies/taxes in France, Spain, Italy, and third-party donations (Italy, Spain).

G4-EC2 Financial implications of climate change

The efforts to address climate change represent business opportunities for us.

Due to climate change and increased focus on alternative energy, this has become an important topic for our industry also in terms of the creation of new job profiles. Through renewable energy from alternative sources such as wind energy, solar energy and biomass, green technology, new job profiles and client needs are emerging.

In accordance to the ILO report "Working towards sustainable development: opportunities for decent work and social inclusion in a green economy", the transformation to a greener economy could generate 15 to 60 million additional jobs globally over the next two decades and lift tens of millions of

workers out of poverty. We expect climate change mitigation to lead to new profiles both in developed countries and in emerging markets. For the time being, we have a workgroup in place comprised of sales specialists who are monitoring and exchanging best practices with regards to the sustainable energy sector, its job profiles, trends and needs.

More details about risks and opportunities related to climate change are provided in our Carbon Disclosure Project assessment: www.cdproject.net.

G4-EC4 Significant financial assistance received from government

The Adecco Group does not receive any material financial subsidies for its business from governments. However, some of our social contributions at local level are subsidised (in total, ca. EUR 18.6 million, mainly through – but not limited to – our main foundations (see EC2 on this page). These include labour integration projects and joint programmes with governmental organisations. These subsidies do not contribute to our business operations, but support our efforts in helping disadvantaged and unemployed people re-/integrate into the labour market.

G4-EC5 Range of ratios of standard entry-level wage compared to local minimum wage

Adecco Group is a decentralised, global enterprise, with some 5,100 branches in more than 60 countries, managing over 650,000 associates at any given time in all professions and business sectors. We have for the time being decided not to report in relation to this GRI economic performance indicator, but may consider to do so at a later date.

G4-EC6 Procedures for local hiring and proportion of senior management hired from the local community

The procedures for hiring senior managers are generally carried out at country level with local talents. Generally, our management and senior management in our country organisations are hired from the respective countries or are recruited from within the existing Adecco Group talent pool.

G4-EC8 Indirect positive economic impact of services provided primarily for public benefit

The following table provides an overview of **partnerships and joint programmes at country level for public benefit**:

Partner organisation(s)	Short description of project or programme
Adecco Group	
• European Network Against Racism (ENAR)	Expert Group on employment with multi-stakeholders: European institutions, NGOs, National Authorities Against Discrimination, Trade Unions and corporations (Adecco Group, IBM, L'Oréal, Sodexo).
• ILO Global Business & Disability Network	The ILO Global Business and Disability Network is a network of multinational enterprises, employers' organisations, business networks and disabled persons' organisations who share the conviction that people with disabilities have talents and skills that can enhance virtually any business. The Network's mission is to raise business awareness about the positive relationship between the inclusion of people with disabilities in the workplace and business success. It serves companies of all sizes and markets by encouraging knowledge-sharing and joint activities thus building disability expertise, facilitating the development of national networks and promoting the business and human rights cases for disability inclusion in the workplace.
• International Olympic Committee • International Paralympic Committee	<ul style="list-style-type: none"> • Agreement with the International Olympic Committee (IOC) to support elite athletes with career counselling and job placement. • Agreement with the International Paralympic Committee (IPC) to support elite athletes with career counselling and job placement. • Training and labour integration of elite athletes Adecco country organisations currently hold local agreements with their National Olympic and Paralympic Committee in over 30 countries and provide career counselling and job placement support to elite athletes.
Adecco Argentina	
• Asociación Civil DIGNIDAD	• Educational and job training for people over 45 years-old.
• Asociación Civil María de las Cárceles	• Recycling and donation of IT materials by Adecco for their Programme "Second opportunity".
• Asociación Civil Techo	• Support from Adecco volunteers to build houses in disadvantaged areas.
• Corporación del Desarrollo de Gualaguaychú (CODEGU)	• A programme to raise awareness about CSR amongst Argentinian companies.
• Fundación CILSA	• Financial support for educational grants for young people with a disability with the purpose of labour market integration.
• Fundación AVON	• Strategic Alliance to provide educational seminars about Labour Rights to women who experienced domestic violence.
• Fundación Garrahan	• An environmental programme, Adecco participates in to collect and recycle paper and plastic caps.
For the full overview, please visit: Adecco Argentina CSR Report	
Adecco Australia	
• Volunteering Western Australia	This is a not-for-profit organisation which connects thousands of volunteers to many community organisations. The organisation aims to build strong communities through volunteering and provide a range of resources, services and support so that people in Western Australia are aware of, and understand, the nature and scope of volunteer activity.
• Corporate Volunteer Council	The Corporate Volunteer Council (CVC) is a coalition of businesses that recognise and promote the importance of workplace volunteering. The CVC provides professional guidance, development, support and networking opportunities. CVC members benefit from the sharing of knowledge and resources and gain a greater awareness of the needs of their local community.
• Foodbank NSW and Foodbank WA	Providing food to people in need in the states of New South Wales and Western Australia.

Partner organisation(s)	Short description of project or programme
• Save the Children Australia	Australia's largest aid and development agency dedicated to helping support and protect children in need.
• Princess Margaret Hospital Foundation	The main fundraising body for Princess Margaret Hospital for Children in Perth, Western Australia.
• Starlight Children's Foundation	Dedicated to brightening the lives of seriously ill and hospitalised children and their families by using positive distraction.
Adecco Belgium	
• Network For Training Entrepreneurship NFTE Belgium	Adecco is a "Golden Partner" of NFTE. Teaching entrepreneurship to low-income youth, helping them to become economically independent members of society.
• Close The Gap, an international not-for-profit organisation with a focus on improving local knowledge and putting local talent to work by offering cost-efficient IT solutions to projects in developing countries	Adecco assists with IT equipment supplies. All our computers and PC-screens are given to Close The Gap. The donations amounts to about 700 pieces every year.
• Attitude & Coaching program in Belgium with Marc Herremans as our godfather.	The aim of this program is especially for young people, just graduated or long unemployed to help them in a quicker and more efficient way to a employment.
Adecco Canada	
• Skills for Change (SfC), Canadian non-profit agency	• Learning and training opportunities for immigrants and refugees
Groupe Adecco France	
• European Network Against Racism (ENAR)	(see above under Adecco Group)
• ILO Global Business & Disability Network	(see above under Adecco Group)
• European Association of Service Providers for People with Disabilities (EASPD)	EASPD is the European Association of Service Providers for people with disabilities and represents over 11,000 social services and their umbrella associations. The main objective of EASPD is to promote equal opportunities for people with disabilities through effective and high-quality service systems .
• Agefiph, Association for Disabled Workers' Integration	Labour integration programme for disabled and unemployed people.
• Direction for Integration & Citizenship (Ministry of Internal Affairs) and National Agency for Social Cohesion and Equality	Programmes for people at risk of exclusion such as migrants, minorities, etc.
• Réseau Adecco Insertion (Adecco's subsidiary for labour integration through temporary work, in partnership with Groupe Idées)	Labour integration programme for low-skilled, unemployed people.
• Pôle emploi (French national public job centre)	Labour programme for long-term unemployed people.
• Ministry for Work and Social Affairs	The department is in charge of professional education, labour law, social dialogue and health & safety in the workplace.
• Conseil National des Missions Locales (CNML)	The French national offices for young unemployed people with social difficulties.
• Pôle emploi	The organisation is in charge of employment in France.
More details on CSR-related partnerships in France are provided in the French "rapport de responsabilité sociale et environnementale (RSE)"	

Partner organisation(s)	Short description of project or programme
Adecco Italy and Adecco Italy Foundation	
<ul style="list-style-type: none"> Public Employee Services, regional and local communities throughout the country Private associations and foundations throughout the country 	<p>Labour integration programmes for</p> <ul style="list-style-type: none"> People with disabilities Long-term unemployed People over 40 Single mothers Athletes
<ul style="list-style-type: none"> Università degli Studi di Padova Istituto Boselli di Torino Istituti Tecnici e Professionali di Padova Università degli Studi di Milano Università degli Studi di Torino 	<ul style="list-style-type: none"> Research and publications on labour market developments, in particular concerning socially disadvantaged people. Preparing students for labour market entry.
<p>More details on CSR-related partnerships in Italy are provided in the "Bilancio Sociale 2014" of the Adecco Foundation Italy.</p>	
Adecco Netherlands	
<ul style="list-style-type: none"> JINC (business-financed association to support literacy of young people with difficult socio-economic backgrounds) 	Adecco organises practical interview courses at high schools in Amsterdam-West for underprivileged youth. Each year, about 1,000 students attend the courses.
<ul style="list-style-type: none"> Foundation "Lezen en Schrijven" 	Adecco is involved in the Lezen en Schrijven project of the Stichting Lezen & Schrijven foundation, which is campaigning to reduce illiteracy in the Netherlands.
<ul style="list-style-type: none"> Project Frisse Start 	Adecco is involved in a sports project for unemployed people to help them reintegrate into the labour market.
<ul style="list-style-type: none"> Public authorities of Almere 	Programme "Duurzaam werken aan werk" – a business initiative with the government in Almere to reduce unemployment.
<ul style="list-style-type: none"> KNVB Talentteam 	Adecco collaborates with the KNVB to provide traineeships for candidates in soccer associations.
Adecco Poland	
<ul style="list-style-type: none"> Education First, world leader in the organisation of foreign language courses 	"Global Intern 2012" competition. Adecco Poland is HR partner of this project. The main prize is a three-month internship in three independently selected cities around the world, in which EF has its own language schools.
<ul style="list-style-type: none"> Autocreation Foundation 	A programme to support long-term unemployed of various social backgrounds (youth, 50+, women 35+, migrants).
<ul style="list-style-type: none"> European Management Assistants in Poland 	Advisory & training project to help office workers (assistants, office managers, receptionists) find employment.
<ul style="list-style-type: none"> TEB Education 	Training programme for students after secondary school enhancing successful job search, preparation of applications and interviews.
<ul style="list-style-type: none"> State College of Shorthand and Foreign Languages 	Labour integration programme for college graduates.
<ul style="list-style-type: none"> Amnesty International in Poland 	Cooperation in the recruitment of people for Amnesty International information activities.
Adecco Russia	
Business Advisory Board of Disability	Adecco is a member of the Business Advisory Board of Disability. It addresses topics and issues around people with a disability together with suppliers, partnership organizations and companies who are members of the Business Advisory Board.

Partner organisation(s)	Short description of project or programme
Adecco Spain and Adecco Foundation	
<ul style="list-style-type: none"> Ministry for Work and Social Affairs Public Employee Services, regional and local communities throughout the country Private associations and foundations throughout the country 	<p>Labour integration programmes for</p> <ul style="list-style-type: none"> (long-term) unemployed people disabled people people over 45 single mothers athletes and ex-athletes
<ul style="list-style-type: none"> También Foundation Deporte y Desafío Foundation La Caixa Foundation Down's Syndrome Foundation 120 further local foundations and associations 	Labour integration programmes for people with disabilities.
<ul style="list-style-type: none"> FEFN, Spanish Federation of large families Foundation Másfamilia 	Online training for the mothers of large families. Focus on the development of better protection and an enhanced quality of life for families.
<ul style="list-style-type: none"> University of Lérida University of Castilla La Mancha Polytechnic University of Madrid 	Development of software to better accommodate the needs of people with disabilities in the workplace
<ul style="list-style-type: none"> Club de Excelencia en Sostenibilidad 	Business association of large companies committed to sustainable growth within the economic, social and environmental dimensions.
<ul style="list-style-type: none"> Universities of Barcelona, Cádiz, Huelva, Sevilla, Internacional de Catalunya Miguel Hernández de Elche 	Programmes to improve the employability of students with disabilities.
<ul style="list-style-type: none"> Gresol Foundation, a recognised platform for analysing and exchanging socio-economic opinions 	Adecco Foundation sponsors the category social commitments of the Gaudi Gresol awards to recognise companies in Catalunya.
<ul style="list-style-type: none"> European Commission DG Employment, Social Affairs and Equal Opportunities 	Partnership on the European Day of People With Disabilities.
<ul style="list-style-type: none"> UN Global Compact Association Spain 	Local network on CSR issues, including annual Communication on Progress (CoP)
<ul style="list-style-type: none"> Creceer+ 	The programme offers employment and training opportunities to young people and encompasses five countries in Latin America and Spain. It is done in cooperation with Endesa.
A complete list of partnerships is provided in the Spanish Adecco Foundation's "Memoria 2014" .	
Adecco Sweden	
<ul style="list-style-type: none"> Arbetsmarknadskunskap 	Adecco Sweden and Arbetsmarknadskunskap join together on a programme to fight youth unemployment. Arbetsmarknadskunskap has as its goal to provide students with regards to career counselling looking at needed job profiles and how what it takes for these jobs.
Adecco Switzerland	
<ul style="list-style-type: none"> ORIF – Intégration et formation professionnelle 	Collaboration with 30 Adecco branches. The project supports the integration of people in difficult situations (eg. accident, disability, illness) into the labour market.
<ul style="list-style-type: none"> Pro duale Berufsbildung Schweiz 	Adecco Switzerland is a member of the not-for-profit organisation "Pro duale Berufsbildung Schweiz". The organisation, through its activities, promotes the apprenticeship system in Switzerland and encourages youngsters to opt for an apprenticeship to start-off their workplace career.
<ul style="list-style-type: none"> Stiftung für Kinder in der Schweiz 	The Foundation "Kinder in der Schweiz" supports disadvantaged children with their individual problems independently of their religious, cultural and social background. Support is provided with their education and by furthering their individual well-being.
<ul style="list-style-type: none"> University of Zurich, Institute of Sociology 	Issuing and publishing the quarterly Adecco Swiss Job Market Index ASJMI, www.stellenmarktmonitor.ch .

Partner organisation(s)	Short description of project or programme
Adecco UK & Ireland <ul style="list-style-type: none"> • Great Ormond Street Hospital • Help for Heroes 	A wide variety of local fund-raising activities across the UK to support the charity of the Great Ormond Street Hospital in London and Help for Heroes which supports wounded military personnel.
Badenoch & Clark UK <ul style="list-style-type: none"> • Disability Symbol – Positive about disabled people 	Support for disabled people looking for jobs by connecting them with companies experienced in hiring, retaining and developing the abilities of disabled staff.
Adecco USA <ul style="list-style-type: none"> • Military Spouse Employment Partnership • Employer Partnership of the Armed Forces • US Chamber of Commerce • NBDC – National Business and Disability Council • Abilities, Inc. • Just One Break, Inc. • Work Without Limits – Adults and Children with Learning Disabilities • National Urban League • Parents and Friends of Lesbians and Gays (PFLAG) • Human Rights Campaign • SAGEWorks • And about 50 further partner organisations supporting the integration of people from minority groups into the workforce. 	<p>The Military Spouse Programme is a targeted recruitment and employment solution for military spouses and employers.</p> <p>Hero 2 Hired: an initiative to recruit, train and put skilled Reservists to work while on inactive duty with the Army.</p> <p>Hiring Our Heroes, an initiative to help veterans, transitioning service members, and military spouses find meaningful employment.</p> <p>Enhancing the workplace and opportunities for disabled workers.</p> <p>An organisation that seeks to empower minorities and women in the areas of employment, health and education.</p> <p>Labour integration support for Lesbian, Gay, Bi-sexual, Transgender (LGBT).</p>

G4-EC9 Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation

The procurement of goods, materials and services is usually not directly related to our products and services but rather to our business operations. We have global supplier agreements for some goods and services but most suppliers are chosen by our country organisations.

Currently, Adecco's supplier diversity efforts are focused in the US and Canada through the engagement of minority and women owned businesses in the procurement process. The vast majority of our spend with diverse suppliers is through staffing partners proactively engaged as subcontractors.

Labour practices

G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

Legally provided benefits (such as contributions to health care, disability, maternity, education, holidays, and retirement) vary from country to country as do local laws and regulations. We adhere to at least the minimum requirements of local laws for associates.

Some benefits for employees may depend on position and number of years served. For associates, we offer talent development services, including training, coaching and counselling, to enable all our associates to reach their professional goals and potential.

G4-LA4 Minimum notice period(s) regarding operational changes

We meet all applicable laws, regulations, and standards where we do business. The Adecco Group employees receive information on operational changes through their representatives on the national works councils or enterprise committees, with notice periods varying according to the agreement at national level. In line with EU regulations, the Adecco Group has been following the minimum notice period regarding operational changes stipulated in the PACE Agreement (until 2011) for Countries of the European Economic Area and Switzerland. As of 2012, Adecco engaged in the process of setting up the Adecco European Works Council, in line with the recast Directive of the European Works Councils, which will regulate the minimum notice period regarding operational changes once the new Agreement is signed.

G4-LA5 Percentage of total workforce represented in formal joint management-worker health and safety committees

Adecco Group does not run any formal joint management-worker health and safety committees. At corporate and national level, issues of health and safety are a key focus for Adecco and measures are in place, adhering to the highest standards (see strategic focus areas 'Health & Safety', pages 60–62). Due to the number of countries, Adecco operates in and the variety of regulations regarding health and safety issues, the Adecco Group has no record to date of the percentage of total workforce represented in formal joint management-worker health and safety committees.

G4-LA7 Programmes in place regarding serious diseases

There are appropriate measures in place to meet work-related needs for training and prevention – e.g. for associates in the health care industry – depending on local conditions and requirements. Education, training, counselling, prevention, and risk-control programmes to assist employees regarding serious diseases are addressed as needed to protect our employees and associates.

G4-LA8 Health and safety topics covered in formal agreements with trade unions

Adecco Group has not signed a formal agreement covering health and safety topics with any trade union. At corporate and national level, issues on health and safety are addressed by Adecco and necessary measures are taken to guarantee that the highest standards are adhered to. Due to the number of countries, Adecco operates in, the variety of law and regulations and the wide range of agreements with trade unions regarding the handling of health and safety issues, in many countries the Adecco Group has to date no consolidated overview of the health and safety topics covered in formal agreements with trade unions.

G4-LA9 Average hours of training per year per employee, by employee category

Training for employees and associates is a top priority for the Adecco Group. However, a Group-wide standardised methodology to measure and consolidate training hours and budgets on global level has not yet been implemented. Our training measures encompass a wide and manifold spectrum of activities, mainly including for formal internal and external training courses, individual online training at work and at home, and informal training on the job (see pages 44–48).

G4-LA12 Composition of governance bodies

Details on the composition of the Board of Directors and the Executive Committee are provided in the [Annual Report 2014, pages 128–131, 137–140](#).

Governance bodies 2012	Nr. of		
	Male	Female	nationalities
Board of Directors (total 8 members)	7	1	6
Executive Committee (total 12 members)	12	0	7

More details on gender distribution: see chart in the [Annual Report, page 24](#).

G4-LA13 Ratio of basic salary of men to women by employee category

Adecco Group provides equal employment opportunities to all employees and candidates, regardless of race, gender, religion or any other discriminatory category. This also applies to compensating any employees and associates fairly for their work.

G4-LA16 Grievances about labour practices filed, addressed, and resolved through formal grievance

Adecco Denmark Adecco Denmark detected missing pension payments to associates working at a client in the period from January 2010 to October 2014 amounting to EUR 340,000. In this period, 419 associates out of 2,500 associates were affected by this mistake. Adecco fully acknowledged the inadvertence and retroactively paid EUR 510,000 including a 4% additional fee for the late contribution which cannot be reclaimed.

Adecco USA: Around 150 associates, employed by Adecco USA in the San Francisco Bay Area provide same-day and overnight delivery for a client's shipping service. The workers claim that 1. Adecco requires them to sign two-year employment agreements, 2. they experience poor working conditions and 3. have a lack of employee benefits. The workers have therefore filed to join a union and elections to join the Union were held on 19 and 21 August 2015, with a majority in favour of joining the Union. Adecco recognises the right of collective bargaining and freedom of association and the Company was engaged in the election process and is supportive of any direction freely chosen by the associates. The case is still ongoing.

G4-LA3 Return to work and retention rates after parental leave, by gender

For the time being, we can report against this indicator for the Adecco Group Headquarter and Adecco Switzerland 2014: 100% return to work after parental leave of female employees. No male employees took parental leave in 2014.

Human rights

G4-HR1 Significant investment agreements that include Human Rights

Our Code of Conduct, which covers aspects of Human Rights, is applicable to our whole business and all our country organisations. We have a joint venture (set up in 2010) in Shanghai with FESCO, one of the leading HR service companies in China. Under the terms of the joint venture, FESCO and Adecco hold 51% and 49% of the equity, respectively. All employees from FESCO Adecco have been requested to complete the Adecco Compliance & Business Ethics online training including the modules on the Code of Conduct and Bribery & Corruption as well as the other six modules (see page 23).

G4-HR2 Employee training on policies and procedures, concerning aspects of Human Rights

All our employees must do an online training course on our Code of Conduct, and on business ethics (see page 23).

G4-HR3 Total number of incidents of discrimination and actions taken

We are not aware of any allegations against Adecco regarding discrimination in 2014. We do not report the number of internally witnessed, reported and mitigated incidents of discrimination, because such numbers may be misleading due to materiality. However, calls and written correspondence via our Ethics & Compliance website made to the Board of Directors via the phone numbers or address provided can be received 24 hours a day, seven days a week by a third-party service provider with whom Adecco has contracted to receive such messages on Adecco's behalf. In addition to alleged cases of discrimination and harassment on global level, country operations have additional systems in place to address any allegations/incidents.

G4-HR5 & G4-HR6 Operations identified as having significant risk for incidents of child labour (HR5) and forced or compulsory labour (HR6) – and measures taken

In most countries and territories where the Adecco Group operates, Human Rights are embedded and respected in both national law and general business practices. According to relevant ILO studies*, the risk exposure to child and forced labour occurs mainly in Latin America and the Asian Pacific area. These regions represent about 25% of Adecco Group's business. The Adecco Group has issued Human Rights Guidelines and contributed to the European Commission E&RA Sector Guide on Business & Human Rights (see page 49). Further information is also provided in the [Adecco Code of Conduct](#) and the [Adecco Human & Labour Rights guidelines](#).

* ILO Global child labour developments: Measuring trends from 2004 to 2008; ILO Minimum Estimate of Forced Labour in the World.

G4-HR9 Percentage and total number of operations that have been subject to Human Rights reviews and/or impact assessments

In most countries and territories where the Adecco Group operates in, Human Rights are embedded and respected in both national law and general business practices. However, a few subsidiaries are operating in some defined 'countries of concern for Human Rights' by EIRIS. The current list of 28 countries is based on the Freedom House list (see www.freedomhouse.org), amended according to further information, including the annual reports from Human Rights Watch and Amnesty International. This list (FTSE4Good inclusion criteria, p. 6) contains three countries where the Adecco Group operates: China, Colombia, and Vietnam. Our operations in these countries represent about 2.5% of the Adecco Group's employees and associates. In 2012, a Human Rights risk checklist, specifically focusing on the labour-related Human Rights, was shared with the Country Managers of the above mentioned countries including Russia. No significant Human Rights risks were identified.

Society

G4-SO3 Business units analysed for risks related to corruption

The company's risk management process is led by the global Risk Management Steering Committee and seeks to identify, mitigate and manage risks with the support of global risk coordinators on a regular basis. In December 2012, our Bribery & Corruption Policy was published and distributed in all our country organisations and an ACE training module on Bribery & Corruption was launched (see page 24)

G4-SO6 Financial and in-kind contributions to political parties, politicians, and related institutions

We are not aware of any substantial political contributions during the reporting period. According to our Bribery & Corruption Policy and our Code of Conduct, no political contributions are permitted in order to secure political or commercial influence. Political contributions have to be documented in writing and may only be made against written receipt.

G4-SO7 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes

We are not aware of any substantial legal actions against Adecco for anti-competitive behaviour, antitrust, and monopoly practices in 2012. In July 2013, the French competition authority commenced an investigation of Adecco and certain of its competitors in France with regards to alleged violations of French competition law. Adecco is fully cooperating with the authority.

G4-SO8 Fines and sanctions for non-compliance with laws and regulations

On 10 February 2015, after closing a discrimination case from 2001, Adecco Belgium was found guilty and had to retroactively pay EUR 25,000 to SOS Racisme and FGTB each.

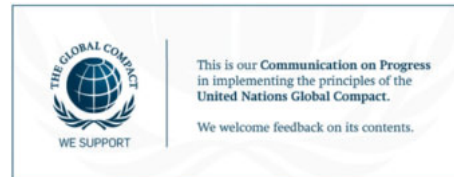
GRI G4 Content Index

UN Global Compact Communication on Progress (CoP)

Content guidance

UN Global Compact Communication on Progress (CoP)

The various case studies featured in this report give an insight into our activities in line with the ten principles of the UN Global Compact. For more details on our progress in relation to the [UNGC principles](#), please refer to the GRI G4 Content Index on next pages.



GRI Reporting Framework The Global Reporting Initiative (GRI) serves as a recognised framework for reporting on an organisation's economic, environmental, and social performance. It is designed for use by organisations of any size, sector, or location. The Global Reporting Initiative provides a valuable perspective on the sustainability status and performance of the Adecco Group. The current CSR Report is prepared 'in accordance' with the comprehensive option of the Global Reporting Initiative's G4 guidelines, and has successfully completed the GRI Materiality Disclosures Service. An in-depth account of our CSR strategy, initiatives and performance can be found on the relevant Adecco corporate webpages and in our next full CSR Report, published in August 2017.

Reporting on country level For further examples of **Adecco Group's CSR engagement at country level**, please refer to the respective country websites. We would like to highlight the [CSR Reporting of Groupe Adecco France](#), following the law known as 'Grenelle II', voted by French Parliament on 29 June 2010 and promulgated on 12 July 2010 which newly defined public reporting on sustainable development for major corporations in France. Furthermore, we recommend the CSR Reporting of [Adecco Argentina](#) and of [Adecco Spain](#).



Legend	AR14	Reference to page number in Adecco Annual Report 2014
■ Reported	www	Link to Internet document
■ Partly reported		
— Not reported, see reference provided for reason of omission		

GRI G4 Code	UNGC principles	Description	Reference or short answer
Strategy and analysis			
G4-1	1–10	■ Statement from the most senior decision-maker	8–9
G4-2		■ Description of key impacts, risks and opportunities	Key impacts: 4–7, 10, 12–14; risks and opportunities: AR14 29–31 , 103
Organisational profile			
G4-3		■ Name of the reporting organisation	Adecco S.A. (Holding)
G4-4		■ Primary brands, products, and/or services	5; AR14 18 , 19–20
G4-5		■ Location of organisation's headquarters	Glattbrugg, Switzerland
G4-6		■ Number and names of countries in which the Adecco Group operates	5; AR14 115
G4-7		■ Nature of ownership and legal form	Adecco S.A. is a stock corporation (société anonyme) organised under the laws of Switzerland.
G4-8		■ Markets served, including geographic breakdown, sectors served and types of customers	5
G4-9		■ Scale of the Adecco Group	5–6; AR14 171
G4-10	6	■ Total workforce	5, 47, 51; AR14 43 , 24
G4-11	3	■ Percentage of employees covered by collective bargaining agreements	49–50, 71
G4-12		— Adecco Group's supply chain	21, 64, 65, 67
G4-13		■ Significant changes during the reporting period	8, 71
Commitments to external initiatives			
G4-14		■ Explanation of whether and how the precautionary approach or principle is addressed	16–18, 63, 72 AR14 103 (note 18)
G4-15		■ Externally developed, voluntary charters and sets of principles which the organisation endorses	17–19; 72
G4-16		■ Principal memberships in industry and business associations	17–19; 72–77
Identified Material Aspects and Boundaries			
G4-17		■ The entities included in the organization	5, AR14 115
G4-18		■ Process for defining report content	15–16
G4-19		■ List of the material aspects (materiality matrix)	16
G4-20		■ Aspect boundaries within the organisation	78
G4-21		■ Aspect Boundaries outside the organisation	78
G4-22		■ Explanation of the effect of any restatement of information	78
G4-23		■ Significant changes from previous reporting periods	No significant changes

GRI G4 Code	UNGC principles	Description	Reference or short answer
Stakeholder engagement			
G4-24	■	List of stakeholder groups	15
G4-25	■	Basis for identification and selection of stakeholders with whom to engage	10, 12–13
G4-26	■	Approaches to stakeholder consultation	78, 25, 44
G4-27	■	Key topics and concerns	4, 15, 20–21
Report profile			
G4-28	■	Reporting period for information provided	Calendar year 2014 (some important developments from 1 st HY 2015 are included)
G4-29	■	Date of most recent previous report	CSR Report 2013/2014, published in August 2014
G4-30	■	Reporting cycle	Annually
G4-31	■	Contact point for questions regarding this report	112
G4-32	■	GRI Content Index	91–99
G4-33	■	Current practice with regard to seeking external assurance for this report	This report has not been assured externally. Our Annual Report is assured externally. AR14 118–119 .
Governance			
G4-34	■	Governance structure	AR14 128–141
G4-35	■	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	AR14 136
G4-36	■	Executive-level positions with responsibility for economic, environmental and social topics	AR14 137–141
G4-37	■	Processes for consultation between stakeholders and the highest governance body	79; AR14 141–145
G4-38	■	Composition of the highest governance body and its committees	AR14 128–141
G4-39	■	Executive functions of the Chairman of the Board	The Chairman has no executive functions.
G4-40	■	Nomination and selection processes for the highest governance body and its committees	79; AR14 135 (point 3.4.3)
G4-41	■	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	AR14 141–145
G4-42	■	Highest governance body's role in setting purpose, values and strategy	AR14 136
G4-43	■	Processes for enhancing the Board of Directors' own collective knowledge of economic, environmental and social topics	AR14 132–136 . The Board of Directors takes care of enhancing its collective knowledge of economic, environmental and social topics.
G4-44	■	Processes for evaluating the Board of Directors' own performance	AR14 132–136 . The Board of Directors discusses and assesses its own and its members' performance.
G4-45 G4-46 G4-47	■	Board of Directors' role in risk management	AR14 29, 30, 103 (note 18)
G4-48	■	Highest committee or position that formally reviews and approves the organisation's sustainability report	Since 2013 (CSR Report 2012/2013), the sustainability report is subject of review and formal approval by the Board of Directors.

GRI G4 Code	UNGC principles	Description	Reference or short answer
G4-49	■	Process for communicating critical concerns to the highest governance body	23; www
G4-50	■	Nature and number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	23
G4-51	■	Remuneration policies and performance criteria for the Board of Directors and the Executive Committee	AR14 147–149
G4-52	■	Process for determining remuneration and involvement of remuneration consultants	AR14 147–149 . International independent external consultants were commissioned to provide a compensation benchmark analysis in 2013 and 2014.
G4-53	■	Stakeholders' views taken into account regarding remuneration	79
G4-54	■	Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees	The ratio of the mean employee compensation (on global level) and the total annual compensation of the Chief Executive Officer: ca. 0.01.
G4-55	—	Ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country to the median percentage increase in annual total compensation for all employees	Not yet tracked.
Ethics and Integrity			
G4-56	10 ■	Values, principles, standards and norms of behavior Adecco Group Code of Conduct Adecco Group Human and Labour Rights Guidelines Adecco Group Supplier Guidelines Adecco Group Environmental Guidelines	11 www www www www
G4-57	10 ■	Internal and external mechanisms for seeking advice on ethical and lawful behavior	23–25, 60
G4-58	10 ■	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior	23; www
Economic Performance Indicators			
DMA EC	■	Disclosure on management approach EC	AR14 14–17
G4-EC1	■	Economic key data – Investments in philanthropic activities	6; AR14 171 ; 56–57
G4-EC2	7 ■	Financial implications of climate change	63; 80
G4-EC3	■	Coverage of the organisation's defined benefit plan obligation	AR14 85–87
G4-EC4	■	Significant financial assistance received from government	80
G4-EC5	6 —	Range of ratios of standard entry level wage compared to local minimum wage	Reason for omission: 80
G4-EC6	6 ■	Procedures for local hiring and proportion of senior management hired from the local community	80
G4-EC7	—	Development and impact of infrastructure investments and services supported	Not relevant.
G4-EC8	■	Significant indirect economic impacts	22–62, 80–85
G4-EC9	■	Policy, practices, and proportion of spending on locally based suppliers	22, 85

Code	UNGC principles	Reported	Description	Reference or short answer
Environmental Performance Indicators				
DMA EN		■	Disclosure on management approach EN	63; www
G4-EN1	7, 8	■	Materials used by weight or volume	64
G4-EN2	8	—	Percentage of materials used that are recycled input materials	Percentages not known
G4-EN3	7, 8	■	Energy consumption within the organisation	64
G4-EN4	8	—	Energy consumption outside the organisation	Not known
G4-EN5	8	—	Energy intensity	Not known
G4-EN6	8, 9	—	Energy saved due to conservation and efficiency improvements	Not known
G4-EN7	8, 9	—	Reduction in energy requirements of products and services	Not known
G4-EN8	7, 8	—	Total water withdrawal by source	Not relevant
G4-EN9	8	—	Water sources significantly affected by withdrawal of water	The Adecco Group is an HR solutions provider; its operations therefore do not have a significant impact on water sources, protected areas, habitats and biodiversity.
G4-EN10	8	—	Percentage and total volume of water recycled and re-used	
G4-EN11	8	—	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
G4-EN12	8	—	Significant impacts on biodiversity in protected areas	
G4-EN13	8	—	Habitats protected or restored	
G4-EN14	8	—	Conservation list species affected by operations	
G4-EN16	7, 8	■	Direct greenhouse gas emissions (Scope 1)	64, 65
G4-EN15	7, 8	■	Energy indirect greenhouse gas emissions (Scope 2)	64, 65
G4-EN17	7, 8	■	Other indirect greenhouse gas emissions (Scope 3)	64, 65
G4-EN18	8	■	Greenhouse gas emissions intensity	63
G4-EN19	8, 9	■	Reductions of greenhouse gas emissions	63, 64
G4-EN20	7, 8	—	Emissions of ozone-depleting substances by weight	Not relevant
G4-EN21	7, 8	—	NO _x , SO _x , and other significant air emissions by type and weight	Not relevant
G4-EN22	8	—	Total water discharge by quality and destination	Not relevant
G4-EN23	8	—	Total weight of waste by type and disposal method	Not relevant
G4-EN24	8	—	Total number and volume of significant spills	Not relevant
G4-EN25	8	—	Weight of transported, imported, exported, or treated waste deemed hazardous	The Adecco Group is an HR solutions provider and therefore does not deal with waste/water deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.
G4-EN26	8	—	Water bodies significantly affected by discharges of water	
G4-EN27	7, 8, 9	—	Extent of impact mitigation of environmental impacts of products and services	Not relevant
G4-EN28	8	—	Percentage of products sold that have their packaging materials reclaimed	Not relevant
G4-EN29	8	■	Fines and sanctions for non-compliance with environmental regulations	The Adecco Group is not aware of any incidents or fines for non-compliance with any applicable international, national or local environmental regulations in 2014.
G4-EN30	8	—	Significant environmental impacts of transportation	

Code	UNGC principles	Reported	Description	Reference or short answer
G4-EN31	7, 8, 9	—	Total environmental protection expenditures and investments by type	The Adecco Group currently does not have any specific environmental protection budgets. Our investment is reducing our CO ₂ emissions.
G4-EN32	8	■	Percentage of new suppliers that were screened using environmental criteria	No percentage available yet. However, cf. page 18 and supplier code of conduct: www .
G4-EN33	8	■	Significant actual and potential negative environmental impacts in the supply chain	The Adecco Group is not aware of any negative environmental impacts in its supply chain.
G4-EN34	8	■	Number of grievances about environmental impacts filed, addressed, and resolved	The Adecco Group is not aware of any such grievances.
Social Performance Indicators: Labour Practices				
DMA LA		■	Disclosure on management approach LA: overview	17–21; AR14 21–24, 25–28
G4-LA1	6	■	Total number of new hires and employee turnover	47; AR14 43
G4-LA2		■	Benefits provided to full-time employees that are not provided to temporary or part-time employees	44–46; 86
G4-LA3	6	■	Return to work and retention rates after parental leave, by gender	86
G4-LA4	3	■	Minimum notice period(s) regarding operational changes	49; 86
G4-LA5		■	Percentage of total workforce represented in formal joint management – worker health and safety committees	86
G4-LA6		■	Type and rates of injury, occupational diseases, lost days, work-related fatalities	60–61; 86
G4-LA7		■	Workers with high incidence or high risk of diseases related to their occupation	86
G4-LA8		—	Health and safety topics covered in formal agreements with trade unions	Reason for omission: 86
G4-LA9	6	—	Average hours of training per year per employee	Reason for omission: 86
G4-LA10		■	Programmes for skills management and lifelong learning	44–48; AR14 22–24
G4-LA11	6	■	Percentage of employees receiving regular performance and career development reviews	80–100%. More info: 44–48; AR14 22–24
G4-LA12	6	■	Composition of governance bodies and workforce	51, 53, 86; AR14 23, 24, 128–141
G4-LA13	6	—	Ratio of basic salary of men to women	Reason for omission: 87
G4-LA14		■	Percentage of new suppliers that were screened using labor practices criteria	No percentage available yet. However, cf. page 17 and supplier code of conduct: www .
G4-LA15		■	Significant actual and potential negative impacts for labor practices in the supply chain and actions taken	The Adecco Group is not aware of any negative labor practice impacts in its supply chain.
G4-LA16			Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms	

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Human Rights				
DMA HR		■	Disclosure on management approach HR: overview	17–21, 49–51; www
G4-HR1		■	Significant investment agreements that include Human Rights	87
G4-HR2	1, 2	■	Employee training on policies and procedures, concerning aspects of Human Rights	87
G4-HR3	6	■	Total number of incidents of discrimination and actions taken	23, 87
G4-HR4	3	■	Operations and suppliers in which the rights for freedom of association and collective bargaining are at significant risk – and actions taken	see HR9
G4-HR5	5	■	Operations and suppliers in which child labour is identified as significant risk – and measures taken	88
G4-HR6	4	■	Operations and suppliers in which forced labour is identified as significant risk – and measures taken	88
G4-HR7	1	■	Percentage of security personnel trained in Human Rights	Adecco Group is not in need of specific security personnel to protect its offices.
G4-HR8	1	■	Total number of incidents of violations involving rights of indigenous people	See HR3
G4-HR9	1	■	Operations that have been subject to human rights reviews or impact assessments	49, 88
G4-HR10	2	■	Percentage of new suppliers that were screened using human rights criteria	No percentage available yet. However, cf. page 18 and supplier code of conduct: www
G4-HR11	2	■	Significant actual and potential negative human rights impacts in the supply chain and actions taken	The Adecco Group is not aware of any negative human rights impacts in its supply chain.
G4-HR12	1	■	Number of grievances related to Human Rights filed, addressed and resolved through formal grievance mechanisms	The Adecco Group is not aware of any substantial grievances related to Human Rights filed in 2014.

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Society				
DMA SO		■	Disclosure on management approach SO: overview <ul style="list-style-type: none"> • DMA on business ethics • DMA on community involvement • DMA on compliance 	17–21; 17–18, 23–25; 12–13, 27–43 14, 17–18, 21, 23–25; AR14 31, 54, 121–145
G4-SO1	1	■	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	Up to 65%, depending on programme. More details: 56, 58.
G4-SO2	1	■	Operations with significant potential or actual negative impacts on local communities	In 2014, we did not become aware of any Adecco Group operations with significant negative impacts on local communities.
G4-SO3	10	■	Business units analysed for risks related to corruption	88
G4-SO4	10	■	Communication and training on anti-corruption policies and procedures	24
G4-SO5	10	■	Confirmed incidents of corruption and actions taken	In 2014, no incidents of corruption were reported.
G4-SO6	10	■	Total value of political contributions by country and recipient/beneficiary	88
G4-SO7		■	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices and their outcomes	In July 2013, the French competition authority commenced an investigation of Adecco and certain of its competitors in France with regards to alleged violations of French competition law. Adecco is fully cooperating with the authorities.
G4-SO8		■	Significant fines and sanctions for non-compliance with laws and regulations	EUR 50,000 regarding a case in Belgium dating back to 2001. Details on page 90.
G4-SO9		■	Percentage of new suppliers that were screened using criteria for impacts on society	No percentage available yet. However, cf. page 18 and supplier code of conduct: www
G4-SO10		■	Significant actual and potential negative impacts on society in the supply chain and actions taken	The Adecco Group is not aware of any negative human rights impacts in its supply chain.
G4-SO11		■	Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms	The Adecco Group is not aware of any substantial grievances about impacts on society filed in 2014.

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Product Responsibility				
DMA PR		■	Disclosure on management approach PR	12, 17–18
PR1		■	Percentage of significant product and service categories for which health and safety impacts of services are assessed for improvement	Both our staffing process with our clients and our job placement processes with our candidates/associates foresee specific health and safety measures and assessments: cf. 60–62.
G4-PR2		■	Incidents of non-compliance with regulations concerning health and safety impacts of products and services	Adecco Group is not aware of any significant incidents of non-compliance with regulations in this context in 2014.
G4-PR3		■	Type of product and service information required and services subject to such information requirements	The essential product and service information with regards to HR services is set forth in the respective recruitment, staffing, placement and employment agreements. These comply with respective local laws and regulations.
G4-PR4		■	Incidents of non-compliance with regulations concerning product and service information	To date, the Adecco Group is not aware of any significant incidents of non-compliance concerning our HR services information.
G4-PR5		■	Results of surveys measuring customer satisfaction	25, 68–69
G4-PR6		■	Sale of products that are banned in certain markets respectively subject of stakeholder questions or public debate	Perceptions and regulations of temporary staffing differ from market to market. More info on this product and its regulations: Cf. 4, 12–14, 102.
G4-PR7		■	Incidents of non-compliance with regulations concerning marketing communications	Adecco Group is not aware of any relevant infringements of the law in this context in 2014.
G4-PR8		■	Substantiated complaints regarding breaches of customer privacy and losses of customer data	Adecco Group is not aware of any such breaches in 2014.
G4-PR9		■	Significant fines for non-compliance with laws and regulations concerning products and services	In the HR services industry, PR9 comes up to SO8 (see above).

Publications by the Adecco Group and other industry-related studies

For further knowledge resources, please visit Adecco Group's 'Industry Insights' on: www.adecco.com

Adecco Group global & local insights

Adecco Group: Global Talent Competitiveness Index (GTCI) 2014

Launched for the first time in 2013, the Global Talent Competitiveness Index (GTCI) is an annual benchmarking study measuring the ability of countries to compete for talent. The Index ranks over 90 leading economies according to their ability to grow, attract and retain talent. The GTCI combines the academic research and expertise of [INSEAD](#) and Singapore's [Human Capital Leadership Institute](#) (HCLI) with the business experience and perspective of Adecco, the world leader in Human Resources solutions. The 2014 GTCI report focuses on the role of talent growth in enhancing countries' competitiveness. The 2014 edition, launched on 20 January, 2015 in Davos during the World Economic Forum, shows the importance of high-quality education and education system reform, the need to provide young people with skills that match the needs of businesses, and the path that countries should follow to grant a bright and equal future for generations to come.

[Read more](#)

[Watch the video](#)

Adecco Group Asia Whitepaper:

Powering down – Why 'workations' don't work (2014)

Regardless of where people work, or what kind of job function they have, vacation time has always been seen as a much-needed breakaway from work — a time to recharge, rest and relax, and get away from the stress that comes with many jobs. The hoped-for result is that we return to the workplace with a renewed sense of determination and productivity. In countries like Singapore, the study found that 54% of those surveyed said that they would be on a reduced 'business-as-usual' mode during their vacation. What is even more alarming is that another 28% stated that they were going to be working more than three hours a day even while on vacation. This behaviour is almost precisely mirrored in Hong Kong, where the 'serious workaholics' number 26% of the survey respondents.

[Read more](#)

Adecco Group Social Recruiting Study (2014)

Adecco conducted a survey between 18 March and 2 June, 2014, collecting responses from 17,272 candidates and 1,501 recruiters from 24 countries. The goal was to understand how candidates search for jobs on social media, which tools they use, and how they present themselves online. Adecco also

interviewed the recruiters to discover how companies operate on social media, which tools they use, and what they look for in their recruiting process.

[Read more](#) (Global Report)

[Read more](#) (Regional and Local Reports)

Adecco Group Asia Whitepaper: Generation Z – The next generation of workers in Asia (2014)

Generation Z (Gen Z) is the most disruptive generation in modern history. Instead of waiting for ideas to filter through the generations that came before them, Gen Z are go-getters and trendsetters. Social media has demolished all barriers to communicating about brands and products, meaning that corporations as potential employers will be more intensively researched and scrutinised by job seekers than ever before. How does this play out in Asia? In some markets, falling birth rates in countries such as Hong Kong, Korea, Singapore and Taiwan, and even the one-child policy in China, mean that societies will need to rely on a 'smaller pool' of workers to support them, and to repair the environmental and debt problems that previous generations have sometimes created.

[Read more](#)

Adecco Fundación Spain: 15 years, 15 tips when looking for a job (Spanish, 2014)

15 years of existence cannot be achieved without celebration. And this is what Adecco Fundación wishes to do with everybody who on a daily basis passes by their offices: people with an impairment, mature people over 45, women with non-shared family responsibilities, or victims of domestic violence. For all these people, Adecco Fundación produced this illustrated guide that presents 15 tips and guidance when looking for employment.

[Read more](#)

Adecco Group Russia: Our advice in a changing world – The perspective of the Russian market in 2016 (2014)

Adecco welcomes the legal certainty the recently ratified labour law in Russia brings to the Russian labour market. It is in line with the request of our industry to fight rogue providers and formalise employment. The ratified law recognises well regulated staffing agencies, delivering the broad range of private employment services as key players of the labour market.

[Read more](#) (Q&A on the legal aspects)

Adecco Spain: CSR Report 2013 (Spanish, 2014)

Adecco Spain shows their commitment to society and the world of work in its CSR Report 2013. Their report is about the positive impact that the HR industry has for many people and businesses.

[Read more](#)

Adecco Singapore: Singapore children show desire to mould future generations (2014)

Adecco Singapore announced the results of the 9th Annual Adecco Children's Career Survey. Every year, Adecco conducts a survey of school children living in Singapore to learn more about their career aspirations and thoughts about the future. The responses received give an interesting, and entertaining, peek at how the future workforce of Singapore views 'Working Life'. While last year's survey revealed that becoming the 'Boss' was the top aspiration among participants, civic and community consciousness appeared to be the trend throughout 2014, with children aged 7 to 14 opting for 'Teacher' as their top career choice.

[Read more](#)

Adecco Australia: Whitepaper series on 'The reality of talent' (2015)

Adecco Australia is covering the hottest topics in human resources, talent management and engagement, in its series of Whitepapers. Uncover the latest HR industry insights, news and views about social media, diversity and the workplace of tomorrow.

[Read more](#)

Adecco Vietnam: Children Career Survey (2015)

The fourth annual 'Adecco Children's Career Survey' in Vietnam has revealed that becoming a Doctor is still the top choice – similar to results from the same survey conducted in Thailand. The survey also shows that 85% of the young respondents believe it is more important to spend time with family than to make lots of money – proof that our children do care a lot.

[Read more](#)

[Watch the video summary](#)

Adecco USA: 'better work, better life' blog (ongoing)

Work helps define who we are and contributes to our happiness and to find passion in the workplace and in life. The Adecco USA blog provides insight on how people can improve their career, find the job that makes them happy and also provides real-time examples of people who found their passion with the support of Adecco.

[Read more](#)

Adecco USA: Career Advisor (ongoing)

Adecco helps job seekers connect with great opportunities by sharing know-how on what works in a job search and what doesn't, providing most valuable job seeking insights on interviewing, job evaluation, do's and don'ts when starting a job and general career advice.

[Read more](#)

Groupe Adecco France: 'Handicap & Emploi' – numbers and actions 2014 (French, 2015)

Groupe Adecco France published its activity report on achievements with 'Handicap & Emploi' in 2014. An expert network of 34 agencies across France has been established over the past years and is evaluated annually in France, with a focus on increasing employment opportunities for people with an impairment. By March 2015, over 80 agencies had received the specific label which is achieved by complying with seven golden rules of recruitment and employment for people with a disability.

[Read more](#)

Adecco Australia: Adecco Employment & Talent Report (2015)

This is the second edition of the Adecco Employment and Talent Report. It provides expert analysis of the Australian labour market and a detailed review of sectors. The report also includes results from the Adecco candidate and client surveys which provide important insights into the job market.

[Read more](#)

Adecco Group Asia: Whitepaper – Creating value from internship programmes (2015)

Every year across Asia, thousands of fresh graduates and college students on school break look towards adding to their résumés by securing an internship at a prestigious company. Regardless of how internships are viewed, one thing has always been true – not only can the right internship make a significant difference to a future career – but it can also support organisations to receive new ideas and input.

[Read more](#)

[Watch a short introduction](#)

Adecco Fundación Spain: Annual Report / Memoria 2014 (Spanish, 2015)

2014 was a strategic year for the Adecco Foundation Spain. It celebrated its 15 years of existence, and the Foundation grew to 112 people with 16 subsidiaries across Spain, working every day to achieve one single goal: bringing employment to people who are in the weakest positions within society.

[Read more](#)

[Additional publications](#)

Adecco UK & Ireland: Why girls are stepping out of the STEM (2015)

Recent research from Adecco Group UK & Ireland has revealed fresh insight into the difficulties employers, educators and policy makers face in encouraging girls and women to pursue an interest in Science, Technology, Engineering and Maths (STEM). 'The Gender Agenda: STEMing the gap' research, commissioned by Adecco Group UK & Ireland, follows recent reports that there are still too few women entering and remaining in engineering, manufacturing and IT despite efforts to improve the gender balance in these fields.

[Read more](#)

[Read the Press Release](#)

Fondazione Adecco per le pari opportunità: Report on progress/Progetti 2014 (Italian, 2015)

The Adecco Foundation for Equal Opportunity published its Report on Progress 2014. It provides an overview of how the Italian Foundation promotes and develops projects for people at risk of exclusion and how it supports their integration into the labour market.

[Read more](#)

Adecco Group Asia: Retention through retraining – the 2015 approach (2015)

In generations past, it would not have been unusual to hear about employees staying with a company for 25 years. Staying with a company meant gaining seniority and respect and after many, many years of loyal service, of helping to make the company profitable and build it up. Such employees were rewarded with care packages and a pension plan that would help ensure that retired workers would no longer have to work and could retire in peace. In today's workplace context, this sounds almost too good to be true.

[Read more](#)

Groupe Adecco France: CSR Report 2014 (French, 2015)

Groupe Adecco France will publish its 2014 CSR Report in September 2015. The Group puts to work each day around 130,000 people through its 1,000 branches with 5,100 employees across the country. Their CSR Report shows their strategic priorities including health & safety, inclusion, training & development, anti-discrimination and environmental responsibility.

[CSR website](#)

[Read the CSR Report 2013](#)

Adecco USA: A job hunting guide for graduates (2015)

As a recent or soon-to-be college graduate, there is plenty of reason for excitement and optimism. The economy is recovering, and companies are investing in their workforces. Company leaders are also embracing the millennial generation, as they bring valuable traits to the table, including adaptability, ambition, a desire to learn and a knack for tech. So how do they land not just any job, but the right job? How do they start a fulfilling career? An infographic provides tips and tricks on how to effectively navigate the job-hunt process.

[Read more](#)

Adecco USA: Generation Z vs. Millennials in the Workplace (2015)

Each generation brings to the workplace its own expectations and motivations, as well as challenges. With Baby Boomers staying at work longer than their predecessors, and the emergence of Generation Z (those born after 1995) just around the corner, workplaces around the world are becoming highly diverse and dynamic environments.

[Read more](#)

Adecco Argentina: CSR Report 2014 (Spanish, 2015)

Adecco Argentina published its 9th CSR Report. Sustainability is an integral part of Adecco Argentina's business and how they operate. Adecco also holds regular meetings with its main stakeholders such as employees, associates and candidates as well as clients and suppliers to address concerns and new solutions and programmes to meet stakeholders' needs.

[CSR website](#)

[Read the CSR Report 2014 \(full version\)](#)

[Read the CSR Report 2014 \(exec. summary\)](#)

Adecco Medical France: CSR Report 2014 (French, 2015)

For the first time in 2015, Adecco France Medical publishes its CSR Report according to French legislation which requires companies with more than 500 employees to provide an insight into their CSR activities at least every three years. The report focuses on 5 priorities: Raise awareness amongst employees for people with a disability; engagement with one of the main stakeholder groups – our associates; focus on our employees; reward our associates' business conduct through certification; and a focus on environmentally sustainable business operations.

[Read more](#)

Global insights

Industry-related publications

GRI: Sustainability Topics for Sectors: What do stakeholders want to know? (2013)

The publication presents lists of relevant sustainability topics for a variety of business activities identified by five stakeholder groups – business associations, labour representatives, civil society organisations, information users, and experts. In total, 194 organisations related to the different stakeholder groups either contributed directly or were researched as part of this effort. This study generated 2,812 topics which were related to 52 business activity groups.

[Read more](#)

PwC: The Future of Work – A journey to 2022 (2014)

Tremendous forces are radically reshaping the world of work as we know it. Disruptive innovations are creating new industries and business models and destroying old ones. New technologies, data analytics and social networks are having a huge impact on how we communicate, collaborate and work. Many of the roles and job titles of tomorrow will be the ones we have not even thought of yet. This report takes you on a journey to 2022 and explores how the changing business landscape will impact people management strategies.

[Read more](#)

Aviva: A Roadmap for Sustainable Capital Markets (2014)

For generations, policy makers have sought to align the interests of the financial markets and society. Nowhere is this tension more keenly and persistently felt than in the relentlessness of the capital markets to allocate capital to short term, unsustainable uses and policy makers' need to plan for the long-term and tackle a range of environmental and social issues, such as poverty, climate change and human rights. The purpose of this report is to provide people involved in policy making with specific suggestions as to how they can move the capital markets onto a more sustainable basis.

[Read more](#)

ENAR: Annual Report 2013 (2014)

The European Network Against Racism (ENAR) stands up against racism and discrimination and advocates for equality, solidarity and well-being for all in Europe. We connect local and national anti-racist NGOs throughout Europe and act as an interface between our member organisations and the European institutions. We voice the concerns of ethnic and religious minorities in European and national policy debates.

[Read more](#)

ENAR's 5th European Equal@work report: Glass ceiling for ethnic minorities (2014)

Ethnic and religious minorities and migrants are known to keep their heads down and to play by the rules. The hope is that if they work hard enough, their talents will be recognised and rewarded, they will be hired for interesting jobs, be well-paid and respected, and finally be able to advance in their careers. But in the same way that the 'glass ceiling' affects women, minorities continuously experience the fact that however hard they work and regardless of their qualifications and skills, the white, native-born men — and women in this instance — around them continue to be promoted faster and be paid more.

[Read more](#)

[Additional reports](#)

EcoVadis: New Guide on Sustainability in Real Life (2014)

The guide, which was produced as a collaboration amongst the Electronic Industry Citizenship Coalition® (EICC®), the Global e-Sustainability Initiative (GeSI) and EcoVadis, includes case studies and an implementation guide that provide a review of challenges and field-tested solutions designed to help companies overcome barriers and improve their triple bottom line. The report is a practical tool for suppliers to identify the business value of CSR for their company and autonomously implement responsible business practices and to gain the benefits highlighted in the report.

[Read more](#)

The Guardian: Sustainable Business Case studies:

Innovation and inspiration in Corporate Sustainability (2014)

At a time when corporate-business-as-usual mentality will no longer suffice, it is inspiring to see so many projects which are actively pursuing meaningful sustainability. This eBook profiles the winners in each category from small to medium and large businesses working to integrate sustainability into their business model.

[Read more](#)

ILO: Business as unusual – Making workplaces inclusive of people with disabilities (2014)

The inclusion of people with disabilities in the workplace is no longer absent from the business agenda. Nonetheless, managers still struggle in implementing inclusion strategies effectively. Based on examples from 15 multinational companies, employers' organizations and business networks, this publication presents key factors leading to the successful inclusion of people with disabilities in the workplace.

[Read more](#)

[More publications](#)

KPMG International: Sustainable Insight – The essentials of materiality assessment (2014)

Materiality is the principle of defining the social and environmental topics that matter most to your business and your stakeholders. Some 80% of the world's largest 250 companies already identify material sustainability issues in their reporting. Yet the process of identifying material issues is a challenge. This guide was published in response to the growing focus on materiality in reporting frameworks and accounting standards.

[Read more](#)

UN Global Compact: Guide to Corporate Sustainability (2015)

The Guide lays out five defining features of corporate sustainability, which the Global Compact asks businesses to strive towards – looking at why each element is essential, how business can move forward and what the Global Compact is doing to help. Foremost, they must operate responsibly in alignment with universal principles and take actions that support the society around them. Then, to push sustainability deep into the corporate DNA, companies must commit at the highest level, report annually on their efforts, and engage locally where they have a presence.

[Read more](#) (English)

[Read more](#) (Japanese)

ILO Global Business & Disability Network: Annual Report 2014 (2015)

The ILO Global Business and Disability Network is a network of multinational enterprises, employers' organisations, business networks and disability organizations around the world who share the conviction that people with disabilities add value to workplaces. Since 2010, this joint initiative of the ILO Bureau for Employers' Activities and the Gender, Equality and Diversity Branch in the Conditions of Work and Equality Department has gathered 45 multinational enterprises and employers' organisations and business networks from a diverse range of sectors.

[Read more](#)

[Past Annual Reports](#)

World Economic Forum Global Competitiveness Report 2014–2015 (2015)

The Global Competitiveness Report 2014–2015 assesses the competitiveness landscape of 144 economies, providing insight into the drivers of their productivity and prosperity. The report provides a platform for dialogue between government, business and civil society about the actions required to improve economic prosperity. Competitiveness is defined as the set of institutions, policies and factors that determine the level of productivity of a country. The level of productivity, in turn, sets the level of prosperity that can be earned by an economy.

[Read more](#)

The World Economic Forum Human Capital Report 2015

Talent, not capital, will be the key factor linking innovation, competitiveness and growth in the 21st century. Better data and metrics are critical to this understanding. The Human Capital Index quantifies how countries are developing and deploying their human capital and tracks progress over time. The report provides comprehensive information on the talent base in each country, including information on education levels of the employed, unemployed and the inactive members of the population as well as the specific qualifications of the latest entrants to the workforce.

[Read more](#)

EY: Transparency in focus 2014 (German, 2015)

This is the third study by EY Switzerland amongst 110 major Swiss companies to understand their practice and status with regards to sustainability management. It provides insights on how Swiss companies report on their sustainability achievements, including the development of the implementation of GRI guidelines.

[Read more](#)

REC Code of Professional Practice (2015)

The Recruitment and Employment Confederation UK (REC) Code of Professional Practice creates a clear framework of values and principles that support and underpin the meaning of REC Membership. Adherence to the Code actively demonstrates your commitment to professional and ethical recruitment. The Code focuses on outcomes and the impact of agencies' conduct on others whilst conducting their day-to-day activities.

[Read more](#)

Deloitte: The 2015 Deloitte Millennial Survey (2015)

Findings from Deloitte's fourth annual Millennial Survey show that business, particularly in developed markets, will need to make significant changes to attract and retain the future workforce. According to the results, business should focus on people and purpose, not just products and profits in the 21st century. Deloitte surveyed 7,800 of tomorrow's leaders, from 29 countries, on effective leadership and how business operates and impacts society.

[Read more](#)

MIT Sloan Management Review: Joining Forces Collaboration and Leadership for Sustainability (2015)

The importance of sustainability as a business issue has steadily grown over the past two decades. Most businesses understand that their sustained success depends upon the economic, social and ecological contexts in which they operate. But the stability of those contexts can no longer be taken for granted. The physical environment is becoming more unpredictable, a more interconnected global economy is altering social conditions, and technological innovation is transforming the nature of consumption and production.

[Read more](#)

ILO: World employment and Social Outlook 2015 (2015)

Six years after the start of the financial and economic crisis, the global economy has entered a phase of tepid economic growth. Global economic growth remains significantly below pre-crisis trends and is too slow to close output and employment gaps that opened due to the crisis. The slowdown in economic activity is especially pronounced in Central and South Eastern Europe and CIS, East Asia, Southeast Asia and the Pacific, Latin America and the Caribbean and North Africa. Economic growth has accelerated somewhat in some advanced economies and in South Asia, Middle East and Sub-Saharan Africa – but not enough to offset the slowing of activity in other regions.

[Read more](#)

World Economic Forum: Global Risks report 2015 (2015)

The 2015 edition of the Global Risks report completes a decade of highlighting the most significant long-term risks worldwide, drawing on the perspectives of experts and global decision makers. Over that time, analysis has moved from risk identification to thinking through risk interconnections and the potentially cascading effects that result.

[Read more](#)

RobecoSAM: The Sustainability Yearbook 2015 (2015)

This year's edition of The Sustainability Yearbook is the culmination of two decades' worth of rigorous research and continuous dialogue with thousands of companies. But there still seems to be a language barrier between companies and the investment community when it comes to corporate sustainability. In order to capture a complete picture of a company's true value, investors need quantitative sustainability data that is both comparable and financially relevant. This is where integrated reporting of financially material sustainability data comes in.

[Read more](#)

Tennaxia, ReScore, Triana: Effective CSR Data Management (2015)

In an age when hard data is the foundation of most corporate decisions, for many companies the process of tracking sustainability information is woefully inadequate and out of date. In order to realise the full value of managing sustainability performance, companies should have an efficient system to collect and analyse CSR data. In this study, we review the main market drivers pushing US companies to report sustainability data, identify what sustainability professionals look for in CSR data solutions, assess the current market for CSR reporting tools, and analyse key CSR data management solutions.

[Read more](#)

Vigeo: What do companies report? (2015)

This is the second Vigeo study on the worldwide evolution of Corporate Responsibility reporting practices between 2008 and 2014. The rising expectations towards the companies to make them develop information concerning Governance and the integration of environmental, social, societal and ethical dimensions of their activities are unprecedented. The Key findings of this study are clear. Most listed companies have understood the importance of talking about their corporate responsibility.

[Read more](#)

Ciett: Economic Report 2015 Edition (2015)

Each year, Ciett collects data on the private employment services industry. Most data is reported by Ciett members, but some other external sources are used as well to create the annual Ciett Economic Report. In February 2015, the latest report was published, with data on the market in 2013 and some additional data from 2014.

[Read more](#)

Eurofund: Early childhood care – Accessibility and quality of services (2015)

Access to early childhood education and care (ECEC) services and the quality of such services are important issues that are gaining greater prominence in the EU. This study presents evidence on the elements of working conditions and in-service training that increase the quality of ECEC. Concerning the accessibility of ECEC services, the report describes good practices gathered in the form of case studies that have been evaluated and that describe additional resources for the inclusion in mainstream ECEC services of children with disabilities or learning difficulties, those in a vulnerable social situation and those who belong to disadvantaged groups.

[Read more](#)

European Youth Forum: An employers' guide to quality internships (2015)

This guide is aimed at employers who are interested in setting up internship schemes or who would like to improve the internship opportunities they offer to young people. It is the outcome of a collaborative project, led by the European Youth Forum, involving the following employers and employer organisations: Abbvie, The Adecco Group, Microsoft, European Public Affairs Consultancies' association, EUK Consulting, Titan Cement Group.

[Read more](#)

CDP Supply Chain Report 2014–15: Supply Chain Sustainability Revealed: A Country Comparison (2015)

Climate change is once again rising up the global agenda. Physical climate, regulatory and consumer preference changes expose supply chains to growing levels of climate risk. Uneven responses among suppliers present threats and opportunities for companies at the top of supply chains. For the first time, CDP and Accenture have analysed this data at the national level to assess the relative climate risk faced by supply chains in 11 key markets, the preparedness of these supply chains to manage these risks and the propensity of suppliers to work with their customers to reduce risk and seize climate opportunities.

[Read more](#)

Vigeo: Paying the penalty – The cost of CSR misconduct (2015)

For this study, Vigeo observed more than 2,500 listed companies around the world, offering evidence of the existence of a strong link between CSR principles, goals and management and consequent legal risks and costs incurred by companies.

[Read more](#)

GRI, Fundación ONCE: Disability in sustainability reporting (2015)

GRI, together with Fundación ONCE – a leading organisation of the European Network for CSR and Disability (CSR+D) – recently launched a new guide to help organisations communicate their commitment to respecting and promoting the rights of people with disabilities. The guide is a practical tool that helps organisations publicly communicate their commitment to respect and advance the rights of people with disabilities.

[Read more](#)

SGS: ISO/DIS 9001 – What You Need to Know (2015)

This document aims to provide an insight into the contents of the current Draft revision ISO/DIS 9001 issued in May 2014 (DIS 9001). Its goal is to provide an overview of the key changes to Quality Management Systems (QMS). At this stage in the ISO 9001 revision process, it is not certain that all of the proposed requirements will be fully adopted in the final published version of the Standard, but it is wise to consider their likely implications and allow time for organisations to prepare themselves well in advance of final publication which is due to be published by the end of 2015.

[Read more](#)

Burson-Marsteller & IMD: Keeping it real – How authentic is corporate purpose? (2015)

Six years after the financial crisis of 2008 shook public confidence in corporations, corporate reputation is showing signs of improvement – but significant challenges remain. Less than a quarter of the general public in the developed world say that corporations were humbled by the financial crisis, and even C-Suite business leaders overwhelmingly agree with the view that corporations are not acting more responsibly than before.

[Read more](#)

ILO: Decent Work, Green Jobs and the Sustainable Economy (2015)

Decent Work, Green Jobs and the Sustainable Economy demonstrates that green jobs can be a key economic driver, as the world steps into the largely uncharted territory of building a sustainable and low-carbon global economy. Enterprises, workers and governments are not passive bystanders in the great transformation that is urgently needed in our economies. They are essential agents of change, able to develop new ways of working in sustainable enterprises that safeguard the environment, create decent jobs and foster social inclusion.

[Read more](#)

European Parliament: Report on the Green Employment Initiative – Tapping into the job creation potential of the green economy (2015)

The report sets out an integrated framework for employment and labour market policies at the EU and national levels to support transition towards a green economy and outlines related opportunities and challenges, presents policy responses, and puts forward priorities for action. The communication stresses the shift to a green and resource-efficient economy as an opportunity to enhance competitiveness, well-being, and sustainable and high-quality employment.

[Read more](#)

GRI & RobecoSAM: Defining Materiality: What matters most to Reporters and Investors (2015)

The question ‘what material topics are identified by different stakeholder groups?’ is a critical one, both for reporters and report users. To contribute to this discussion, GRI launched the results of its first research into material topics by sector in May 2013, in the publication ‘Sustainability Topics for Sectors’. This research publication is an indirect continuation of the previous. It aims to help companies understand better how various stakeholders – namely investors – approach materiality.

[Read more](#)

Adecco Group Foundations The Adecco Group Foundations in France, Spain and Italy are not-for-profit organisations that directly or indirectly help disadvantaged groups enter the labour market. The foundations focus on the needs of target groups, and build an important basis for the Adecco Group's social commitments.

Ageing workforce The next few decades will see substantial demographic changes due to the ageing of the workforce. This development will reshape all aspects of our lives, including businesses, workplaces, health and education systems, requiring active intervention by all concerned.

Candidate Any person interested in becoming an associate or having a permanent placement.

Carbon Disclosure Project (CDP) Independent not-for-profit organisation holding the largest database of primary corporate climate change information in the world. cdp.net

Carbon footprint The sum of all emissions of CO₂ (carbon dioxide), which are induced by activities in a given time frame.

Ciett The International Confederation of Private Employment Agencies. Ciett is the authoritative voice representing the common interests of the agency work industry and consists of 40 national federations from EU and Efta and six of the largest staffing companies worldwide. Its main objective is to help its members to conduct their businesses in a legal and regulatory environment that is positive and supportive.

ciett.org

CO₂ equivalent (CO_{2e}) An accounting value for greenhouse gas (GHG) emissions: These are generally expressed as a weight of carbon dioxide equivalent (CO_{2e}). This is because other GHGs may have a different global warming potential from carbon dioxide and it is usual to combine the effect of all greenhouse gases into one number for CO_{2e}.

Code of Conduct A document referring to companies' policy statements that define ethical standards for proper practices for individuals and the organisation.

CoP Business participants in the UN Global Compact make a commitment to comply with the Global Compact's ten principles, including them in their business strategy and their day-to-day operations. At the same time, companies are required to issue an annual Communication on Progress (CoP), a public disclosure to stakeholders on progress made in implementing the ten principles, and in supporting broad UN development goals. unglobalcompact.org

Corporate governance Corporate governance encompasses the full range of principles directed towards shareholders' interest, seeking a good balance between direction, control and transparency at the highest company level while maintaining decision-making capacity and efficiency (source: Swiss Code of Best Practice for Corporate Governance).

Corporate (Social) Responsibility (CR or CSR) The definition CR/CSR is still evolving. It addresses the concept that, beyond merely conducting its business and adhering to legal guidelines, an organisation has obligations such as looking after

the welfare of its employees, the community, society at large and the environment. CR encompasses corporate governance, economic, social and environmental responsibilities. CR is backed by UN initiatives such as the Global Compact and is the subject of several standardisation initiatives such as the GRI, the AA1000 series and the ISO 26000 guide.

DAXglobal Sarasin Sustainability Switzerland The DAXglobal Sarasin Sustainability Switzerland Index tracks Swiss companies with sustainable performance. The Swiss index is based on the 50 largest companies in terms of market capitalisation and on the sustainability criteria defined by the Sarasin Sustainability Matrix, which combines an industry rating and a company rating, and takes into consideration direct and indirect ecological and social effects. dax-indices.com

Diversity A range of visible and invisible differences that exist between people. By managing diversity, we can take advantage of these differences and create a productive environment in which everybody feels valued, where talents are fully utilised, and in which organisational goals are met.

Dow Jones Sustainability Indices (DJSI) The Dow Jones Sustainability World Index was launched in 1999 as the first global sustainability benchmark. The DJSI family is offered cooperatively by RobecoSAM Indices and S&P Dow Jones Indices. The family tracks the stock performance of the world's leading companies in terms of economic, environmental and social criteria. The indices serve as benchmarks for investors who integrate sustainability considerations into their portfolios, and provide an effective engagement platform for companies who want to adopt sustainable best practices.

sustainability-indices.com

EIRIS A leading global independent, not-for-profit organisation which conducts independent research into the environmental, social, governance and ethical performance of companies.

eiris.org

ESI Ethibel Sustainability Indices provide a comprehensive perspective on the financial performance of the world's leading companies in terms of sustainability, for institutional investors, asset managers, banks, and retail investors. Ethibel Sustainability Indices list the pioneering companies, as well as those whose performance is rated within the average for the sector and which meet certain financial criteria. The ESI are owned by Vigeo. Ethibel.org

Ethical Index Euro The Ethical Index Euro is part of E. Capital Partners' ECPI Index Family. The development of the underlying criteria for the indices is based on client consensus, sustainability and good business behaviour, the UN Declaration of Human Rights, the ILO Protocol, as well as the work of academic institutions and NGOs involved in human rights and environmental questions. e-cpartners.com

Eurociett The European Confederation of Private Employment Agencies. See under 'Ciett'. eurociett.eu

Eurofound The European Foundation for the Improvement of Living and Working Conditions is a European Union body. It was set up to contribute to the planning and design of better living and working conditions in Europe. Eurofound's core business is both research and communicating the results of that research. eurofound.europa.eu

Flexicurity The term refers to the combination of labour market flexibility in a dynamic economy with security for workers. Flexicurity is a three-sided mix of flexibility in the labour market, combined with social security and an active labour market policy with rights and obligations for the unemployed.

FTSE4Good The FTSE4Good Index Series is a series of benchmarks and tradable indices for socially responsible investors. The indices are used as a basis for regional and global index tracker funds – a range of structured products – and as a stock selection platform for actively managed funds. The index inclusion criteria have been designed to identify companies that meet globally recognised and accepted, socially responsible criteria as they evolve. ftse.com

GHG Greenhouse gases are those gases which trap the heat in the atmosphere and thus cause global warming. The principal greenhouse gases that enter the atmosphere because of human activities are: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (NO₂) and various fluorinated gases. The Greenhouse Gas Protocol (GHG Protocol) is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions. ghgprotocol.org

Global Compact Launched at the UN headquarters, New York, in July 2000, the Global Compact is a voluntary corporate citizenship initiative with a vision of a more sustainable and inclusive global economy. It has two objectives: to encourage the adoption of its 'Ten principles' in business activities around the world, and to help achieve the UN's human and labour rights goals. unglobalcompact.org

GRI Global Reporting Initiative. GRI is an international independent organization that helps businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others. GRI provides the world's most widely used standards on sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens to make better decisions based on information that matters. globalreporting.org

ILO The International Labour Organisation (ILO) is the tripartite UN agency that brings together governments, employers and workers of its member states in common action to promote decent work throughout the world. ilo.org

ILO Global Business & Disability Network The ILO Global Business and Disability Network consists of multinational enterprises, employers' organisations, business networks and disabled persons' organisations who share the conviction that people with disabilities have talents and skills that can enhance virtually any business. businessanddisability.org

Integrated reporting (IR) IR is enhancing the way organisations think, plan and report the story of their business. Organisations are using IR to communicate a clear, concise, integrated story that explains how all of their resources are creating value. It is an outcome of integrated thinking about material issues, both – financial and non-financial, that aim to increase business performance and success.

ISO 26000 A Guidance on social responsibility issued by the International Organisation for Standardisation for all types of organisation in both the public and private sectors. It provides guidance on how businesses and organisations can operate in a socially responsible way. This means acting in an ethical and transparent way that contributes to the health and welfare of society. iso.org

Key performance indicator (KPI) A parameter used to determine whether the desired input or outcome has been achieved.

OECD The goal of the Organisation for Economic Co-operation and Development (OECD) is to promote policies that will improve the economic and social well-being of people around the world. oecd.org

Public-Private Partnership (PPP) All forms of cooperation between public authorities and the private sector. PPP is becoming an increasingly important factor in the labour market owing to the need for greater flexibility on the part of companies, safeguarding of social security for employees and the growing importance of career changes.

RobecoSAM An investment specialist focused exclusively on Sustainability Investing. It offers asset management, indices, engagement, voting, impact analysis, sustainability assessments, and benchmarking services. Asset management capabilities cater to institutional asset owners and financial intermediaries and cover a range of ESG-integrated investments (in public and private equity). robecosam.com

Ruggie Guidelines The United Nations Human Rights Council endorsed a new set of Guiding Principles for Business and Human Rights designed to provide for the first time a global standard preventing and addressing the risk of adverse impacts on human rights linked to business activity. The Guiding Principles are the product of six years of research led by Professor Ruggie from Harvard University, on how States and businesses should implement the UN 'Protect, Respect and Remedy' Framework. business-humanrights.org

Scope 1, 2 and 3 greenhouse gas (GHG) emissions The concept of Scopes defines the boundaries between three different types of indirect and direct emissions: Scope 1 are direct emissions, Scope 2 are emissions associated with the generation of electricity, heating/cooling, or steam purchased for own consumption, and Scope 3 are indirect emissions other than those covered in Scope 2. ghgprotocol.org

Secondary HR suppliers Other recruitment agencies, which Adecco Group, in the role as first human resources supplier to a specific client, may use for staffing procurement.

Skill shortage Is an economic condition in which there are insufficient qualified candidates/employees to fill the market-place demands for employment at any price.

SRI Stands for Socially Responsible Investment, an investment strategy that takes into account a company's ethical, social and environmental performance as well as its financial performance.

Stakeholder Individuals in, or representatives of, a group who have for various reasons an interest in a company such as the Adecco Group. This includes people who are directly or indirectly affected by the Company and its actions.

Sustainability This is based on a simple principle: Everything that we need for our survival and well-being depends, either directly or indirectly, on our natural environment. Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic and other requirements of present and future generations.

UNI Global Union The global union for skills and services. It is the biggest grouping of individual trade unions in the world with more than 900 affiliated unions in 150 countries and 20 million affiliated members. uniglobalunion.org

CSR Governance and contacts within the Adecco Group

Board of Directors

Rolf Dörig	Chairman of the Board of Directors
Thomas O'Neill	Vice-Chairman, Nomination & Compensation Committee, Corporate Governance Committee

BoD responsibilities at committees

David Prince, Chairman	Audit Committee
Dominique-Jean Chertier	
Jean-Christophe Deslarzes	
Alexander Gut	
Kathleen P. Taylor	
Alexander Gut, Chairman	Nomination & Compensation Committee
Thomas O'Neill	
Wanda Rapaczynski	
Wanda Rapaczynski, Chairwoman	Corporate Governance Committee
Didier Lamouche	
Thomas O'Neill	
David Prince	

Corporate functions

Alain Dehaze	Chief Executive Officer*
Hans Ploos van Amstel	Chief Financial Officer*
Mark De Smedt	Chief Human Resources Officer
Sergio Picarelli	Chief Sales Officer
Pierlaurent Barbieri	Head Group Internal Audit
Hans Brütsch	Head Group Compliance Reporting & Corporate Secretary
Stephan Howeg	Global Head Group Communications & CSR
Patrick Kleffel	General Counsel
Frank Meyer	Chief Information Officer

Country contacts

Argentina	Director Social Responsibility Manager Social Responsibility
Esther Parietti	
Jesica Lores	
Australia & New Zealand	Marketing & Communications and CSR
Rick Khinda	
Belgium	HR and Product Manager Disability
Anke Rinkes	
Canada	VP Talent & Communications, HR and CSR
Shari Angle	
Denmark	HR Manager and CSR
Vibeke Jacobsen	
Eastern Europe	Marketing Manager and CSR
Evangelia Isari	
Finland	

* as of September 1, 2015

Arto Toyra	Intl. Account Manager and CSR
France	
Christophe Catoir	President, Adecco Group Foundation France
Jean-François Connan	Head Responsibility & Social Innovation, Groupe Adecco France
Bruce Roch	CSR & Solidarity Manager Groupe Adecco France, General Delegate, Adecco Group Foundation France
Johan Titren	Equal Opportunities Manager, Groupe Adecco France
Renaud Joubert	Manager Sport & Insertion programme, Adecco Group Foundation France
Iberia & LATAM	
Francisco Mesonero Fernández de Córdoba	General Manager Fundación Adecco and CSR Adecco Iberia & LATAM
Pablo García Menchén	Communications Manager Fundación Adecco and CSR Adecco Iberia & LATAM
India	
Binny Pappachan	Marketing & Communications and CSR
Italy	
Claudio Soldà	General Secretary Adecco Fondazione and Public Affairs Adecco Italy
Japan	
Tsuyoshi Nakano	CSR Japan & Asia
Mexico	
Erika de la Barrera	Analyst and CSR
Netherlands	
Rinus Wittenberg	Marketing Manager and CSR
Norway	
Anne-Stine Talseth	Director Corp. Communications and CSR
North America	
Tyra Tutor	Corporate Development and CSR
Rachelle Chapman	'Career Connections Programme'
Switzerland	
José M. San José	Marketing Director and CSR
Fabienne Wildbolz	Media Relations and CSR
Sweden	
Fred Lafquist	Sponsoring and CSR
Charlotte Norden	Director Marketing and CSR
UK & Ireland	
Sid Barnes	Head CSR and Managing Director IT, Telecommunications & Engineering businesses
Lee Jackson	Health & Safety Manager and CSR
Gemma Jones	Health & Safety and CSR

Imprint

Registered office
Adecco Group S.A. (Holding)
CH-1275 Chésèrèx

Contact details

Adecco Group management & consulting S.A.
Sägèrèstrassè 10
CH-8152 Glattbrugg
T +41 44 878 88 88

Group Communications & CSR
T +41 44 878 87 87
Press.Office@adecco.com
<http://media.adecco.com>
sustainability@adecco.com
<http://csrr.adecco.com>

Investor Relations
T +41 44 878 89 89
investor.relations@adecco.com
<http://investor.adecco.com>

Adecco Group on the Internet
www.adecco.com
www.adecco.com/csr/default.aspx

Imprint

Publisher: Adecco management & consulting S.A., Glattbrugg

August 2015

