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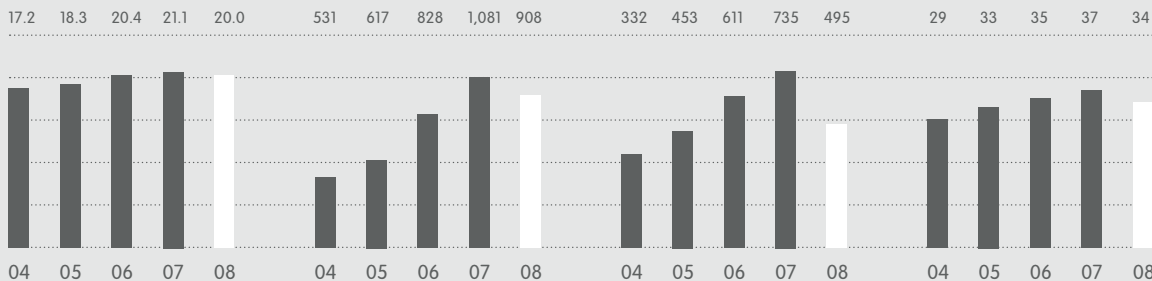
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**Revenues**  
in EUR billions

**EBITA**  
in EUR millions

**Net income**  
in EUR millions

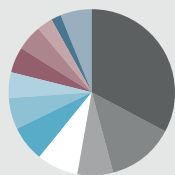
**Employees FTE (year-end)**  
in 1,000



# Key figures 2008

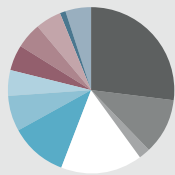
- Over 34,000 full-time-equivalent employees
- Currently over 500,000 external employees on assignment daily
- Over 145,000 clients every day
- Over 6,600 offices in more than 60 countries and territories

**Revenue split by geographic areas in %**



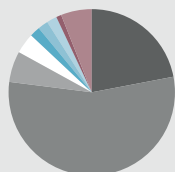
- France 33%
- USA & Canada 13%
- UK & Ireland 7%
- Germany 8%
- Japan 7%
- Italy 6%
- Iberia 5%
- Nordics 5%
- Benelux 5%
- Switzerland & Austria 3%
- Australia & New Zealand 2%
- Emerging Markets 6%

**EBITA split by geographic areas in % (based on operating units)**



- France 27%
- USA & Canada 11%
- UK & Ireland 2%
- Germany 16%
- Japan 11%
- Italy 7%
- Iberia 5%
- Nordics 5%
- Benelux 5%
- Switzerland & Austria 5%
- Australia & New Zealand 1%
- Emerging Markets 5%

**Revenue split by business lines in %**



- Office 22%
- Industrial 55%
- Information Technology 6%
- Engineering & Technical 4%
- Finance & Legal 2%
- Medical & Science 2%
- Sales, Marketing & Events 2%
- Human Capital Solutions 1%
- Emerging Markets\* 6%

\* Emerging Markets, excluding professional business lines.

**Adecco Group as a sustainable investment:**

Adecco Group is included in the following sustainable investment indices, which select constituents by assessing environmental, social and governance criteria (further information at [www.sustainable-investment.org](http://www.sustainable-investment.org)):

FTSE4GOOD Global Index  
([www.ftse.com/ftse4good](http://www.ftse.com/ftse4good))

FTSE4GOOD Europe Index  
([www.ftse.com/ftse4good](http://www.ftse.com/ftse4good))

ECPI Ethical Index Euro  
([www.e-cpartners.com](http://www.e-cpartners.com))

ECPI Ethical Index Global  
([www.e-cpartners.com](http://www.e-cpartners.com))

ESI Excellence Europe  
([www.ethibel.org](http://www.ethibel.org))

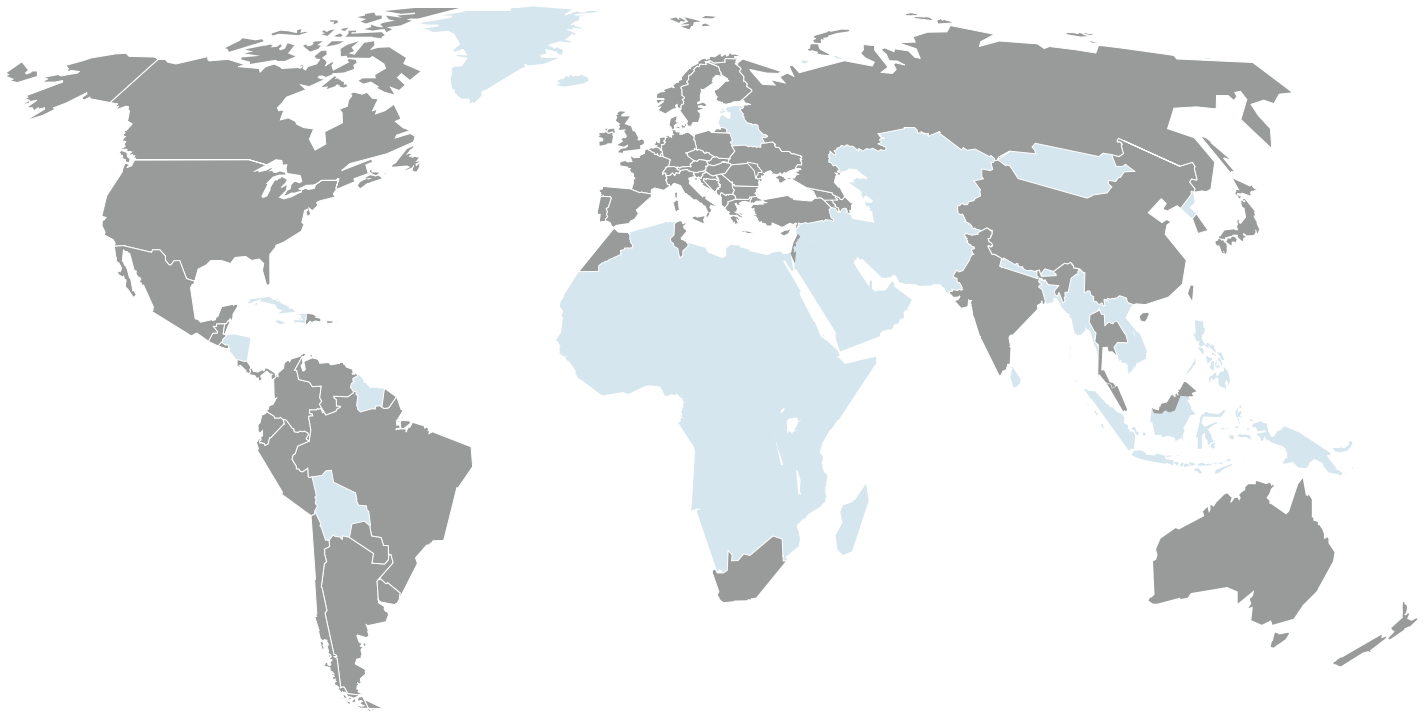
DAXglobal Sarasin  
Sustainability Switzerland  
([www.sarasin.ch](http://www.sarasin.ch))

# Our business at a glance

Office and Industrial*	Brands	
<p>In the Office and Industrial businesses, we offer flexible staffing solutions in response to clients' business fluctuations and skill shortage needs. We serve large global clients as well as small and mid-sized enterprises across a variety of sectors through a dense network of offices, as well as through on-site solutions.</p> <p>We offer a full range of general staffing services, including temporary staffing, permanent placement, assessment, training and integrated human resources solutions.</p>	<p><b>Core brands</b></p> <ul style="list-style-type: none"> <li>• Adecco Group Office</li> <li>• Adecco Group Industrial</li> </ul> <hr/> <p><b>Secondary brands**</b></p> <ul style="list-style-type: none"> <li>• Adia France</li> <li>• Office Angels UK</li> <li>• Tuja Germany</li> <li>• Alta Gestión Spain</li> </ul>	<p>Further specialised networks are also utilised, such as:</p> <ul style="list-style-type: none"> <li>• Adecco Group Office:               <ul style="list-style-type: none"> <li>• Adecco Group Top Secretaries (USA)</li> <li>• Adecco Group Gov. Solutions (USA)</li> <li>• Adecco Group à Domicile (France)</li> <li>• Adecco Group Retail</li> </ul> </li> <li>• Adecco Group Industrial:               <ul style="list-style-type: none"> <li>• Adecco Group Automotive</li> <li>• Adecco Group Transport &amp; Logistics</li> <li>• Adecco Group Hospitality</li> <li>• Adecco Group Aerospace</li> <li>• Adecco Group Construction</li> </ul> </li> </ul>
Professional business lines	Brands	
<p>In the Professional business lines, we offer high-level, specialist points of contact with clients and longer-lasting assignments for external employees, resulting in quality placements and services.</p> <p>We offer a range of services to clients and associates, from short- to long-term projects, with specific competencies in projects secondments, permanent placements, temporary recruitment solutions and managed solutions.</p>	<p><b>Core brands</b></p> <ul style="list-style-type: none"> <li>• Adecco Group Information Technology</li> <li>• Adecco Group Engineering &amp; Technical</li> <li>• Adecco Group Finance &amp; Legal</li> <li>• Adecco Group Medical &amp; Science</li> <li>• Adecco Group Sales, Marketing &amp; Events</li> <li>• Adecco Group Human Capital Solutions</li> </ul> <hr/> <p><b>Secondary brands**</b></p> <ul style="list-style-type: none"> <li>• Altedia France</li> <li>• Lee Hecht Harrison USA</li> <li>• Ajilon USA, Australia</li> <li>• DIS AG Germany</li> </ul>	

\* Incl. Office and Industrial of Emerging Markets.

\*\* Only material brands are listed.



■ The Adecco Group operates in over 60 countries and territories worldwide.

Countries (alphabetically)

- Andorra
- Argentina
- Australia
- Austria
- Belgium
- Brazil
- Bulgaria
- Canada
- Chile
- China
- Colombia
- Croatia
- Czech Republic
- Denmark
- Ecuador
- Finland
- France
- Germany
- Greece
- Hong Kong
- Hungary
- India
- Ireland
- Italy
- Japan
- Luxembourg
- Malaysia
- Mexico
- Monaco
- Morocco
- Netherlands
- New Caledonia
- New Zealand
- Norway
- Peru
- Poland
- Portugal
- Puerto Rico
- Romania
- Russia
- Serbia
- Singapore
- Slovakia
- Slovenia
- South Africa
- South Korea
- Spain
- Sweden
- Switzerland
- Taiwan
- Thailand
- Tunisia
- Turkey
- Ukraine
- United Kingdom
- United States
- Uruguay
- Venezuela

Countries (alphabetically)

- Australia
- Belgium
- Bulgaria
- Canada
- Denmark
- Finland
- France
- Germany
- Ireland
- Italy
- Japan
- Luxembourg
- Netherlands
- New Zealand
- Norway
- Poland
- Portugal
- Slovakia
- Spain
- Sweden
- Switzerland
- United Kingdom
- United States

Key figures

	2008
<i>in EUR millions</i>	
Revenues G11*	15,321
Revenues Emerging Market	1,195
<b>Revenues total</b>	<b>16,516</b>
External colleagues (average)	
FTE employees	29,000
Countries	58

Key figures

	2008
<i>in EUR millions</i>	
<b>Revenues total</b>	<b>3,449</b>
External colleagues (average)	58,000
FTE employees	7,000
Countries	23

\* Adecco Group's major geographies (see key figures section).

# The Adecco Group

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. As the world's leading employment services group – a business that has a positive impact on millions of people every year – we are conscious of our global role.



Fabienne Coatrieux, CARI, Bordeaux, France:

“Recruiting women is about changing the quality of work in the industry, not just widening our skills pool.”



**Diversity for better work, better performance.** This project was initiated in 2006 by French subsidiary Adia and the Lyon, Bordeaux and Toulouse regional offices of CARI, one of France's top five construction companies. The goal was to recruit 50 women to work as bricklayers on CARI's building sites nationwide. Fabienne Coatrieux, 45, from Adia, coordinated the complex recruitment and training process. One candidate was Céline from Bordeaux. CARI is convinced that the presence of women will improve security, motivation and performance on sites, and change the working climate – and relations with clients – for the better.





Céline Vieira, 24, Portuguese

"I broke into one man's world, truck driving, but found it too lonely. Being part of a site team suits me better."



The aim of this joint initiative with CARI was to diversify the sources of recruitment. But the motivation was not just to extend labour resources to include women – it was to change the very nature of work in the construction sector.

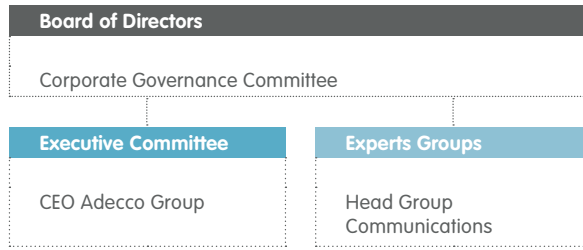
Adia had previously signed a contract with the Ministry for Parity and Equality in the Workplace and was committed to help companies with the integration process of women in male-dominated jobs: e.g. in top management, as well as in manual skills. Adia followed up the recruitment programme with active involvement in smoothing the process of integrating CARI's mixed workforce on site.

# Dear stakeholder

Adecco Group's commitment to corporate responsibility springs from the conviction that business success today cannot be bought at the expense of future generations. It is central to the way we run our business, and its value to ourselves and our stakeholders will become more and more apparent in the current tough times. For the Adecco Group, corporate responsibility is about recognising the interdependence between our interests and those of our stakeholders. What is good for us as a Group should also be good for employees, clients, shareholders, suppliers, governments and society at large.

The Adecco Group, at its core, has a multifaceted, positive role, the value of which is being brought into sharp focus in the challenging market environment. For example, the training we provide develops talent and enhances the re-employability of those who are out of work. We not only help people start their careers, our flexible work solutions offer them different experiences as well as opportunities to change their careers if the need arises, or simply because they want new challenges. Our speed and efficiency in connecting people to work opportunities not only benefits the individual, it also reduces welfare payments. Our flexible workforce strategies help companies respond to changes in demand and remain competitive. For our customers, this is a key benefit because flexibility and versatility are key in a challenging and constantly changing environment.

You will find many more examples in this report that demonstrate the broad-based relevance of what we do in this respect. It was therefore with confidence and conviction in the value of our role that we stepped up our management of



corporate responsibility in 2008 by creating a dedicated CR organisation, which is led by Group Communications and overseen by the Corporate Governance Committee of the Adecco Group’s Board of Directors.

We have identified three areas of social accountability as focal points. The first, ‘safety’, encompasses all our efforts to guarantee employees’ safety from threats and risks in the workplace.

Our second focus is ‘skills’. Our colleagues benefit from our experience in developing talent, not just finding people their next role, but providing expert career guidance and training.

Third is ‘integration’. We strive for fair access to the labour market and equal opportunities for all. Integration starts with training in non-discriminatory practices for our consultants and reaches out to our public-private partnerships with governmental organisations to help disadvantaged groups enter the labour market.

In short, it has been a year of notable progress in developing our respective corporate role, a role that is already well-defined by our long-standing participation in the UN Global Compact, the principles of which we regard as central to our day-to-day operations.



**Patrick De Maeseneire**  
*Chief Executive Officer*

In the pages that follow, you will find selected examples of activities at both local and international level. These range from the extension of our relationship with the International Olympic and Paralympic Committees (IOC/IPC), helping retiring athletes integrate into the working world, to programmes aimed at the unemployed in France and the USA, where the country organisation was awarded the Henry Viscardi Jr. Legacy Award in December 2008, in recognition of its achievements in employing and supporting individuals with disabilities.

I trust you will find in this report ample evidence of our commitment to better work, better life aiming to 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.

A handwritten signature in black ink that reads "Patrick De Maeseneire". The signature is written in a cursive, flowing style.

**Patrick De Maeseneire**  
Chief Executive Officer

We make a key contribution to sustainable development by showing people respect. We do this by caring about safety at work, fostering individual skills and promoting the integration into the labour market of all people.

# Our corporate responsibility

## The way we work

Corporate responsibility (CR) is not just about what we do, but how we do it. Whatever the business objectives we strive for, we aim to achieve sustainable success. This means optimising our positive contribution to all stakeholders.

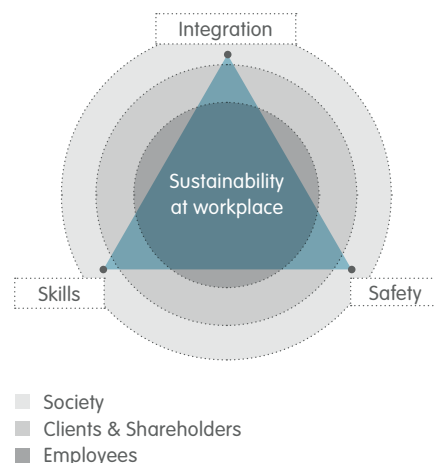
An integrated, principled approach is the key. This centres on:

- Compliance: ensuring that we always comply in our daily business with local legislation and international law, as well as Adecco Group's internal regulations.
- Excellence: meeting or exceeding our stakeholders' expectations.
- Improvement: monitoring our sustainable development on the basis of measurable key performance indicators and taking our performance to the next level.
- Transparency: disclosing factual sustainability reports, reporting on progress and fostering open dialogue with stakeholders.

As the world leader in our industry, we are at the forefront of endeavours to meet the challenges in the labour markets and ensure a sustainable future in the world's workplaces. Rising to these challenges and

### Prioritising activities

Adecco Group: Three main areas of focus



responsibilities requires a focused approach. We concentrate on three areas of activity where we can make a difference:

- Safety: safeguarding people's mental, physical and legal integrity in the workplace.
- Skills: recognising individual strengths, developing talents and providing lifelong learning opportunities.
- Integration: striving to make work accessible to all and upholding the principle of equal opportunities.

# Safety, Skills & Integration

- Safety
- Skills
- Integration

**USA: Launch of “Renaissance Programme”**

Adecco among the “Best Employers for Workers Over 50”. See pages 27 and 43.

**France: Creation of Adecco Foundation**

Helping young people succeed in education and with the transition to employment. See EC1, page 51. [www.fondationadecco.org](http://www.fondationadecco.org)

**USA: Launch of “Career Connections”**

Finding employment for military spouses. See page 55. [www.adeccousa.com](http://www.adeccousa.com)



**Spain: Creation of the Adecco Foundation**

Support and training of disadvantaged people. See pages 26–28, 51 (EC1) and 54–55. [www.fundacionadecco.es](http://www.fundacionadecco.es)

**Adecco Group endows chair at London Business School**

The LBS conducts and publishes research on behalf of Adecco Group, including work on labour markets, labour mobility and migration and social capital. [www.adeccoinstitute.com](http://www.adeccoinstitute.com)

**France: Specific accident prevention programme launched**

The campaign addresses internal and external colleagues and clients. Between 2003 and 2006, the accident rate decreased by 10%.

**Italy & Spain: Beginnings of the Athlete Career Programme**

Helping athletes prepare for a career after competitive sport. See pages 26–27, 33–36, 42 and 51. <http://athlete.adecco.com>

**Italy: Creation of the Adecco Foundation**

Support and training of disadvantaged people. See pages 26–28, 51 (EC1) and 54. [www.fondazioneadecco.org](http://www.fondazioneadecco.org)

**UK: Launch of online training courses**

Extension of online training opportunities for external colleagues to further countries. See page 23. [www.adecco.co.uk](http://www.adecco.co.uk)

**USA: Start of diversity initiatives**

See pages 43 and 52 (EC6). [www.adeccousa.com](http://www.adeccousa.com)

- Safety
- Skills
- Integration

**Adecco Group Corporate “Leadership Programme” launched**  
See page 22.

**Australia: Implementation of injury management and rehabilitation process**  
See page 19.

**Adecco Group: Creation of the Adecco Institute**  
A centre for research in the field of work.  
See pages 69–70.  
[www.adecco.institute.com](http://www.adecco.institute.com)

**India: Adecco Tata Institute of Social Sciences (TISS) Labour Market Research Initiative**  
See page 70.  
[www.atlmri.com](http://www.atlmri.com)

**USA: Corporate Diversity Innovation Award**  
Conferred by the World Diversity Leadership Council.

**Switzerland: Launch of the pilot project “swisstempcare”**  
Care team looking after injured and sick colleagues. See page 19.

**France: “S@ve Competence”**  
Introduction of an innovative risk-awareness assessment tool. See page 18.

**Argentina: Child labour prevention programme**  
See pages 20 and 42 (point 2.10).

**Adecco Group: Demographic Fitness Survey, conducted by the Adecco Institute**  
Third annual survey amongst European companies. See pages 27 and 69.  
[www.adecco.institute.com](http://www.adecco.institute.com)

**Argentina: Joining the “PREJAL” project**  
An International Labour Organization (ILO) programme to help youth at risk. See page 26.

**Canada: Working with ethnic minorities**  
Meeting the training and employment needs of the indigene community. See page 28.

**France: Creation of a dedicated Internet platform for disabled job seekers**  
Adia and Adecco France launch [www.trilogie.adecco.fr](http://www.trilogie.adecco.fr) in collaboration with Agefiph, the largest NGO for people with disabilities. See page 25.

**USA: Awarded for hiring people with disabilities**  
Abilities Inc. honours Adecco with the Henry Viscardi Jr. Legacy Award. See pages 25 and 43.



2004

2005

2006

2007

2008

**Adecco Group Compliance and Ethics Awareness (ACE) Training**  
See pages 30–31 and 46 (point 4.4).

**Adecco Group: Official launch of IOC Athlete Career Programme (ACP) in co-operation with Adecco Group**  
See pages 26–27, 33–36, 42 and 51.  
<http://athlete.adecco.com>

**Japan: Establishment of subsidiary for people with disabilities**  
Adecco Soleil Ltd gives people with mental and/or physical disabilities a work experience.

**Europe: More than 10,000 people with disabilities placed**  
For the first time, the annual quota exceeds the ten-thousand mark. See page 25 and chart on page 26.

**Norway: Safety courses for construction workers**  
Accidents decrease by 9.5% between 2007 and 2008.

**Argentina: Support of elimination of child labour**  
See page 20.

**Adecco Group: IOC Athlete Career Programme in collaboration with the Adecco Group extended to Paralympic athletes**  
See pages 26–27, 42 and 51.  
<http://athlete.adecco.com>

**Germany: Launch of “Quadriga”**  
Helping young people without qualifications get into work. See page 26.



We safeguard people's mental, physical and legal integrity in the workplace.

# Safety

## Our Principle

Adecco Group strives to prevent accidents, injuries and diseases in the workplace. Additionally, it is Adecco Group's declared goal to protect people's mental and physical integrity through action that ranges from occupational safety measures for all employees to upholding the elimination of forced or child labour within our sphere of influence.

Recognising the risks our colleagues are exposed to when entering new and unfamiliar workplaces, the Adecco Group meets all statutory health and safety obligations and frequently goes a step further, with initiatives to keep this issue high on the agenda.

## Preventing accidents and diseases

Our standard measures vary from country to country. The five main elements are described in the following:

### **Health and safety coordinators and committees**

We have formal joint management-worker health and safety committees in several countries, including France – representing one third of our worldwide business – where we are part of the "Comité d'hygiène, de sécurité et des conditions de travail" (CHSCT).

Adecco Japan has a health administrator for every 50 employees in the industrial sector, as well as local health and safety committees. Amongst other tasks, they make sure that at least once a year a medical examination is provided to external industrial employees.

Adecco Group UK & Ireland has set up an industrial health and safety working group to review the risks involved in placement of external employees within the client workplace. The objective is to ensure all reasonable action is taken to protect external employees.

For ten years, Adecco Group Germany has been running its own occupational health and safety company ([www.gap-arbeitsschutz.de](http://www.gap-arbeitsschutz.de)), advising Adecco Group itself, as well as other corporate clients, on occupational safety, medical issues, safety features and equipment, and even offering the implementation of integrated safety management systems.

**Risk assessment in the workplace** Before placing our employees, we conduct workplace health and safety due diligence checks on clients' premises, with regular follow-ups thereafter. The assessment tools and criteria depend on local regulation and range from sector-specific checklists through to web-based, intelligent databases, such as those used by Adecco UK. In the few cases where working conditions at a client's site do not meet the applicable health and safety requirements, Adecco ceases to provide the client with employees.

**Employee testing, training and induction** In all countries, training or briefing in accident prevention is most commonly available to our external employees in the construction or industrial sector. The actual briefing or training sessions are usually carried out either directly by the clients or by Adecco itself. For this purpose, Adecco Netherlands holds the SCT<sup>1</sup> certification; while in France, specialised branches hold the CEFRI<sup>2</sup> certification for their ability to assure the appropriate qualification, medical checks, training in risk prevention and coaching of employees on assignment at nuclear sites, and/or the similar MASE<sup>3</sup> certification for assignments at chemical and petroleum sites.

**“S@ve Compétence” in France** In 2008, Adia launched “S@ve Compétence”, an innovative accident-prevention tool for the construction sector. It facilitates the dialogue between recruiter and candidate, addressing his or her level of technical knowledge in safety matters, capacity to assess risk, knowledge of his or her limits and ability to work with others to resolve difficulties. The process concludes with a debriefing from the recruiter, revealing examples of good and bad practice. The efficiency of this new approach undergoes continuous improvement because our recruiters also learn from our temporary colleagues’ broad experience and good practice. The integration of S@ve Compétence as an Internet platform has made it easily adaptable to a given client’s area of expertise.

**Xpert** is a comprehensive programme of assessment and e-learning that has been developed by Adecco Group to help our colleagues develop their careers. A web-based motivational and attitude-assessment tool for the industrial sector, Xpert includes some specific questions which help determine an individual’s attitude to compliance with rules and safety orientation. At country level, we also run risk awareness tests, tailored to specific sectors and jobs, in both online and paper/pencil formats.

**Medical checks** In accordance with local regulations, we conduct preliminary and periodic medical health checks, geared to the respective assignment, to protect employees’ health in potentially harmful working environments. Adecco Japan offers an additional range of support measures, depending on individual needs, which include a helpline staffed by specialised doctors for employees in need of mental-health counselling. Opportunities for general health checks are announced on the Adecco Japan website. The company also addresses seasonal health issues, for example by organising flu jabs during the cold winter months.

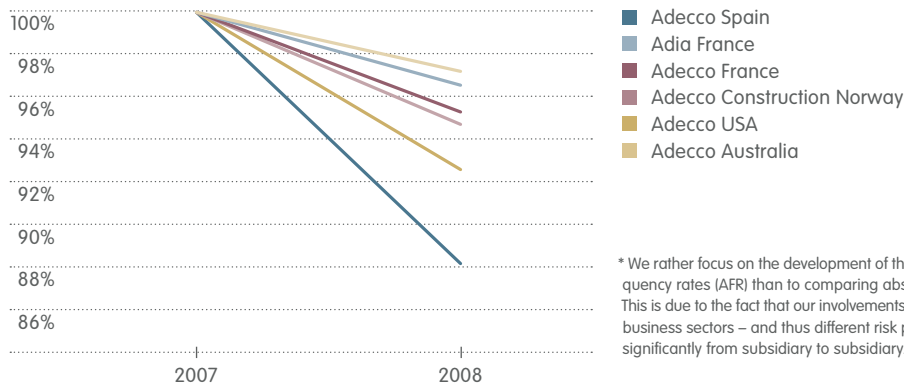
<sup>1</sup> SCT = Safety Checklist for Temporary Employment Agencies” in Dutch: VCU.

<sup>2</sup> CEFRI = Le Comité français de certification des Entreprises pour la Formation et le suivi du personnel travaillant sous Rayonnements Ionisants ([www.cefri.fr](http://www.cefri.fr)).

<sup>3</sup> MASE = Manuel d’Amélioration Sécurité des Entreprises ([www.mase.com.fr](http://www.mase.com.fr)).

**Development\* of accident frequency rates  
2007-2008, selected exemplary subsidiaries**

rebased to 100% as of 2007



\* We rather focus on the development of the accident frequency rates (AFR) than to comparing absolute AFR values. This is due to the fact that our involvements in the different business sectors – and thus different risk potentials – vary significantly from subsidiary to subsidiary.

**Personal protective equipment** By mutual agreement with clients, Adecco Group or the clients themselves supply our external colleagues with personal protection equipment.

## Caring for employees suffering injury or disease

**Injury management and rehabilitation process in Australia** For those internal and external colleagues who have suffered a workplace injury or disease, early application of the Adecco Injury Management and Rehabilitation process maximises the chances of successfully returning that employees to their pre-injury duties as soon as possible. This has resulted in savings of more than AUD 1.5 million in workers' compensation premiums over the last two years.

**"Swisstempcare"** In 2008, Adecco Switzerland launched a pilot project in collaboration with the Swiss Staffing Association. At the heart of "swisstempcare" is a care team which contacts and, where necessary, visits external employees suffering from health problems. The team provides support in getting them back to work at the earliest sensible opportunity: not too early and not too late. Long-term absences in particular tend to hinder people from re-entering the labour market – just one of the issues addressed by swisstempcare. The pilot project concluded at the

end of April 2009. Temporary workers found the visits helpful, in many cases enabling an earlier return to work. The form in which the project is to continue, following this trial, will be determined in the coming months.

**Return to Work Program in USA** Adecco USA has an aggressive and effective Return to Work Program, designed to provide modified work duties for injured workers with restricted abilities. Compliance is in the 90th percentile on a monthly basis. The programme is designed to motivate employees to remain in the workflow and be productive. The modified duties are provided by a client, charitable organisation or field office. When possible, job training is offered to expand the injured worker's skills.

Adecco USA has dedicated and designated claim professionals handling our workers' compensation claims. There is also a phone service, with six dedicated nurses who manage all lost-time claims, ongoing medical claims and other claims which meet certain criteria. Field nurses are utilised on a case-by-case basis, as needed, to attend doctors' appointments with injured workers and to provide medical and emotional support.

## Combatting child labour

We uphold the effective abolition of child labour as it deprives children of their childhood, harms their dignity and as such is a violation of their human rights. We therefore adhere to the minimum age provisions of local labour laws and international standards. Adequate mechanisms for age verification are an integral part of our recruitment procedures.

### **Coalition against child labour in Latin America**

Adecco Argentina is a member of the managing committee of the national "Network of Companies against Child Labour" which coordinates and monitors corporate projects to prevent or eliminate child labour. In collaboration with the specialised association Conciencia, Adecco has its own "Creersiendo" project to protect children at risk within the school system and foster their social integration.

### **Caring for the youngest workers in France**

Temporary work by youngsters to earn pocket money during holidays and outside school hours is widespread and does not fall within the terms of the UN Convention on the Rights of the Child. Nevertheless, Adecco Group has adopted a strict policy requiring written parental authorisation, the consultation of the re-

gional health and safety coordinator, information and briefing of the client company, medical checks before the first working day, and more.

**Links to more information:** Adecco Group website ([www.adecco.com](http://www.adecco.com))

### Did you know?

In general, the risk of accident in temporary work is declining. In Switzerland, the number of workplace accidents per thousand full-time employees has fallen significantly over the last ten years. The decrease is concentrated in the industrial sector, where the accident risk is considerably higher than in the service sector. Within a decade, the accident rate fell by 32%, from 265 in 1998 to 179 in 2008.

Source:  
Swiss Staffing ([www.swissstaffing.ch](http://www.swissstaffing.ch))

People define our performance. By investing in their development, we believe that our more than 500,000-strong team of external colleagues guarantees the Adecco Group's competitive edge.

# Skills

## Our principle

All the people who work with us and for us, internally or externally, are our colleagues. We are convinced that training and career development are fundamental to the Adecco Group's ability to attract, motivate and retain the best people available as this is a key value driver for the company.

## External colleagues' development

Training for external colleagues is a high priority for us. The aggregated investment in employee training for external colleagues in France, Italy and Spain was EUR 96 million in 2008. The training available to external colleagues is diverse, reflecting local market needs.

**Assessments** Worldwide, our web-based candidate-assessment and training tool Xpert offers our training staff a wide range of testing modules. These provide a broad selection of skills packages, from business basics through to professional qualifications and soft skills. The preferred culture of the working environment and job content are also explicitly covered. The subsequent one-to-one debriefing with the colleague is not only crucial for finding suitable assignments, but also for the next step: how to take the career to the next level.

**Adecco Group training institutes** Several business units run training divisions at country level or even their own Adecco Group training institutes. Adecco Group France facilitates individually tailored training projects for external colleagues, many of them leading to accredited certificates in a wide range of subjects and professions. Some 30 to 40,000 temporary employees benefit from this opportunity every year (33,000 in 2008). Similar Adecco Group training institutes exist in Spain, Italy, Chile and other countries.

**Online training** In a growing number of countries – currently in the UK, Norway, Canada, USA and Australia (2009) – we allow our external colleagues to train through flexible, free online learning. We have up to 60 training courses, providing a range of skills packages, from business basics through to management techniques, including MS Office packages, customer service, sales, communication and management. Participants can access the chosen courses from home and complete them at their own pace.

**Innovative career counselling in Norway** External colleagues who have worked at least 1,950 hours get a thorough personal assessment from the Adecco, helping them understand more clearly why they succeed in certain tasks and environments better than in others. Individual vocational goals are identified as well as the further training required to achieve them. All external colleagues who attend the assessment

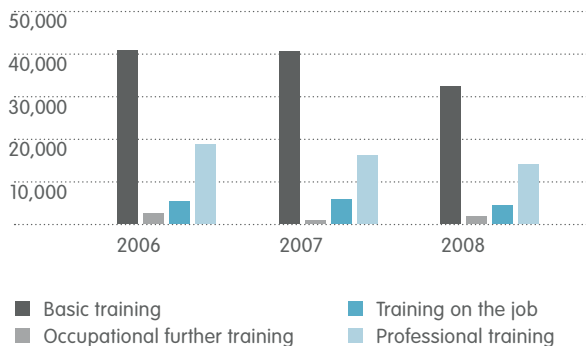
and who, within one month, submit a form stating their career goals for the coming years, can apply for a scholarship for educational purposes.

**Training across the Atlantic** In 2008, Adecco Spain provided training which reached beyond their local projects with external colleagues and across the Atlantic Ocean: a volunteer project in Ecuador aiming to train 150 young professionals who were socially and economically at risk. To help consolidate a better future for these young people, 20 Adecco employees travelled to Ecuador and trained them in a variety of tasks, including marketing and communication, sales and customer service.

**European HIT Programme** This is a high-intensity course geared towards our sales-focused external employees and lasts 3½ days. The training programme was implemented in 2006 for our professional business lines. In 2007, 40 European Adecco Group Finance Branch managers and all Jonathan Wren colleagues in the UK benefited from the course, as well as some 40 colleagues in Australia. In 2008, another 100 colleagues from all over Europe underwent training.

### Training for external colleagues at Adecco Group Italy

Number of individuals trained



## Internal colleagues' development

**Our leadership programme** A key tenet of our development strategy is represented by the Adecco Group Leadership Programme ALP, developed and run in partnership with the IMD Business School in Lausanne, where our leaders of tomorrow are exposed to leading-edge training in the following areas:

1. Building a strategic mindset
2. Strengthening personal leadership
3. Driving operational excellence

The programme was launched in 2004 and to date 435 managers have been involved in the three-year programme. In addition, we believe stretch assignments are the activity with the highest impact on personal development gained directly in the field.

**Global talent management** One of the main potential threats to corporations is the lack of a robust talent pool from which to select future leaders. A shortage of individuals ready to move into leadership roles is a critical challenge that, if not anticipated and addressed in time, can rapidly lead to disruption. At Adecco Group we have instituted an integrated approach to talent management, including – but not limited to – talent pool management. A number of objectives pinpointed the need for a centrally orchestrated programme to identify, develop and retain talent on a global basis:

- Ensuring optimal coverage of key positions through the ongoing review of the Adecco Group talent pipelines at country, functional and Group level.
- Taking faster, more effective and informed decisions on critical posts.
- Increasing the ability to promote from within by expanding our talent pool and limiting external talent acquisition to capability gaps.
- Encouraging movement across functions and countries by leveraging our global reach through stretch assignments.
- Continuing to reflect in our leadership appointments the rich cultural, ethnic and gender diversity of our markets and external colleagues; it is essential that the increasing diversity of our customer base be reflected in the talent pool and become a critical bridge between the workplace and the marketplace.

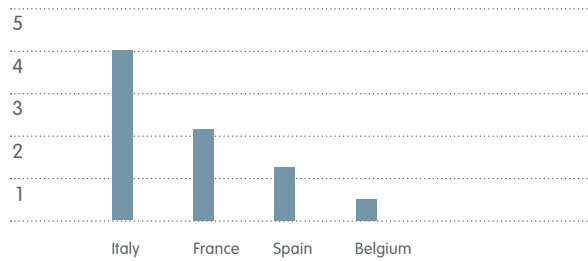
**Career development** Our national HR departments offer all our internal colleagues regular assessments, training and mentoring. These take various forms, including:

**The US E-learning System** In North America, approximately 5,000 to 6,000 colleagues (the number changes constantly) are involved in the e-learning system via required learning plans. Each learning plan is customised for each colleague by specialisation, role and geography and is completed at a rate of 92%. Our library consists of 37 learning plans, 341 custom courses, and 3000+ non-customised courses. From April 2008 to April 2009, Adecco USA had over 100,000 course completions.

**Swiss Talent Management Programme** Based on individual talent management interviews with all colleagues having more than one year of work experience and yearly Development Centres for Consultants and Branch Managers, individually tailored development measures – coaching and internal or external further training courses – are agreed.

**UK's Learning Management System** To supplement instructor-led training (ILT), Adecco UK has developed a portfolio of 37 online learning modules, ranging from essential legal knowledge, business processes and sales to recruitment skills. All new employees joining Adecco UK are assigned a learning plan tailored to their role. This affects the current investment in training for new starters (more than 60% of annual training capacity allocated to new starter training), ensures ILT can be more focused on practice and is more efficient.

**Minimum investments into training for external colleagues**  
in % of gross wages (according to national law and collective agreements)



Source: "Temporary agency work and collective bargaining in the EU"  
(<http://www.eurofound.europa.eu/eiro/studies/tn0807019s/tn0807019s.htm>)

**Accredited national qualification in Australia**

Adecco Australia's internal training concept provides our colleagues – subsequent to induction and a residential programme – with "Self-paced Learning Modules". Coaches assist the participants through the modules either to completion of the programme or to assessment and certification. This may lead to completion of a Certificate in Business Employment Services.

**Links to more information:** Adecco Group website ([www.adecco.com](http://www.adecco.com)).

**Did you know?**

A survey of 5,000 European HR managers revealed that companies are unprepared for the exodus of knowledge and expertise resulting from the mass retirement of an aging workforce, especially among baby boomers.

- Only 29% of European companies have conducted a full analysis of which employees hold critical business knowledge.
- 31% have done nothing at all.
- 35% of the HR managers are already experiencing particular skills shortages in certain technical fields.
- And another 19% are having problems finding job candidates with the IT skills needed for the positions they try to fill.

Source: The new role of HR in the future. Adecco Group Institute study, published in April 2008.



We strive to make the labour market accessible to all and to uphold the principle of equal opportunities.

# Integration

## Our principles

We demonstrate respect for the rights and dignity of all people. We believe that work is a key factor for social integration and contributes to the well-being of society at large. Consequently, we not only uphold the elimination of discrimination and specifically train our staff on risks of potentially discriminatory recruitment practices, but also make use of our role as employer for social integration of under-represented groups.

## Disability & Employment

This expresses in simple terms the attitude behind our international "Disability & Employment" programmes in France, Italy, Spain, Norway, Belgium, the Netherlands, Japan, the USA and Argentina. In order to help people with disabilities find suitable employment, we build partnerships with the respective NGOs (see EC8, pages 52–55) and train our staff in specific aspects relating to disabilities in recruitment procedures and provide specific training for handicapped applicants to increase their employability. Finally, we give our clients guidance about how to welcome someone with a specific disability onto their team and prepare the working environment accordingly.

**The 2008 highlights** Adecco Group France and Agefiph (the most important association in France for inclusion of professional people with disabilities) extended their collaboration agreement through to the end of 2009 – the fourth such extension since 1999. On average, 15,000 people with disabilities look for a job every year according to a study of Agefiph. Adecco Group France added three innovative services to integrate people with disabilities into employment, including individual training and consulting services, and a dedicated Internet platform for disabled job seekers ([www.trilogie.adecco.fr](http://www.trilogie.adecco.fr)).

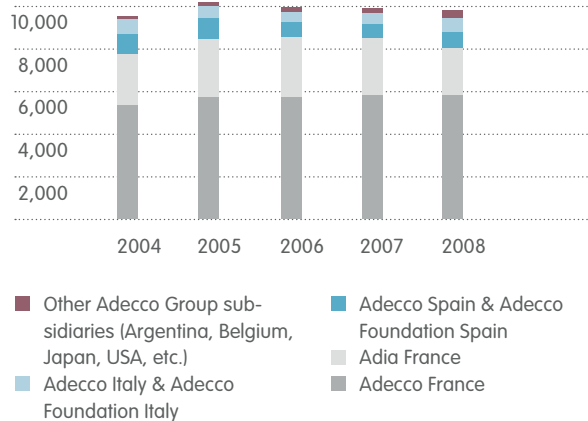
Adecco USA was honoured to accept the Henry Viscardi Jr. Legacy Award from Abilities Inc., a major US organisation devoted to helping companies diversify their workforce by hiring people with disabilities.

### **We employ thousands of people with disabilities**

As a result of our "Disability & Employment" programme Adecco Group probably employs more people with disabilities in Europe than any other company. In 2008, Adecco Group helped about 10,000 people with disabilities into employment in Europe.

### People with disabilities integrated into the labour market

Information on number of individuals



## Youth in labour market transition

Youth unemployment rates are generally significantly higher than the total unemployment rate in most industrialised countries. Once school-leavers join the ranks of the unemployed, they face even greater difficulties in finding employment. It is therefore crucial to help young people with low qualifications to enter the labour market. We do this across all our business units. Here are two examples:

**QUADRIGA** is a public-private partnership pilot project involving the Jacobs Foundation, Adecco Germany and the German Federal Employment Agency. The pilot project, launched in 2007 and set to run until 2009, is a new and efficient way to integrate non-qualified people under 25 into the workforce. Participants – currently around 240 in eight different locations – are employed by Adecco and receive personalised training and coaching while undertaking projects for our clients. So far, the success rate for getting people into employment is at 70%.

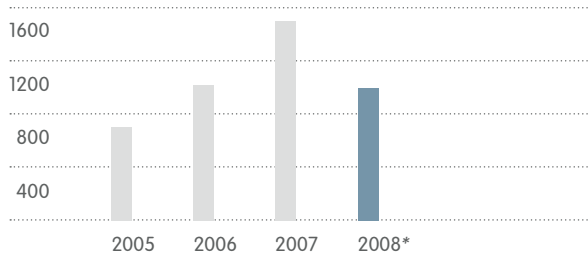
**ILO youth programme in Argentina** Adecco Group and the Spanish Adecco Foundation work together with a number of other companies in the PREJAL programme (Promotion of Youth Employment in Latin America – Promoción del Empleo Juvenil en América Latina) led by the International Labour Organization

(ILO). The programme aims to coach, train and finally employ young men and women at risk of social exclusion. In 2008, 400 young, disadvantaged people participated in this programme. In an additional commitment, Adecco Argentina provided career guidance for 550 young people at risk.

## Athletes' professional development

**IOC Athlete Career Programme** In all cultures around the world, sport, in particular elite and championship-level sport, plays a vital role in public life. All this thanks to athletes who dedicate their "best years" as young adults to sport, and, during those years, are often left behind in terms of professional development. Elite sports are not only an asset to society, but also to the businesses – among them Adecco Group – that sponsor active athletes in order to share their successes with them. Our relationship with sport, however, goes way beyond traditional endorsement. First launched in 1999, our Athlete Career Programme (ACP) helps professional athletes make the difficult transition from elite sport to a new career. We provide advice, coaching and training to prepare athletes for the next stage of their working lives. A notable milestone was the official launch of the ACP with the International Olympic Committee (IOC) in 2005.

### Athlete career programme participants



\* There is a natural participation cycle with the Olympic Games.

Up to the end of 2008, the ACP supported more than 3,000 athletes from 30 countries, including those where we have agreements with the respective National Olympic Committees and with Olympic Solidarity. In 2008, we extended our co-operation with the International Olympic Committee through to 2012.

**The ACP for Paralympic athletes** In August 2007, Adecco Group and the International Paralympic Committee (IPC) signed an agreement to extend the Athlete Career Programme to IPC Athletes from around the world, so that Paralympians and Olympians jointly benefit from Adecco Group's expertise.

### Aging workforce in labour market transition

Through our Adecco Institute, we measure firms' readiness for the onset of an aging workforce in Europe. The Adecco Institute publishes its findings and recommendations periodically, giving firms and policy-makers a tool to measure and improve European progress on demographic fitness. In 2008, the Adecco Group Institute released its ninth Demographic Fitness Survey, this time covering Sweden, Denmark, Norway, the Netherlands, Belgium and Switzerland. Since 2006, the Adecco Institute has surveyed 8,500 companies (more details on [www.adeccoinstitute.com](http://www.adeccoinstitute.com)).

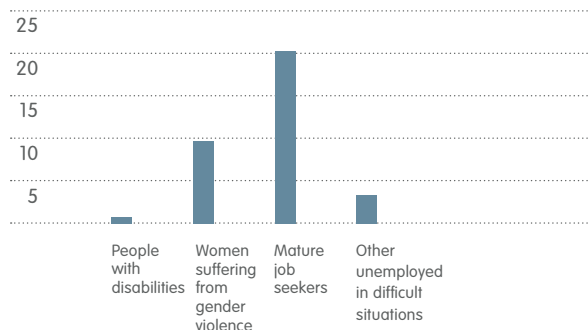
**We value mature workers** We run specific initiatives in Italy, Spain, the USA, Norway, Denmark and other countries to target older workers. We are convinced that, rather than being marginalised in the labour markets, they should be recognised as adding tremendous value to the workforce, their depth and breadth of experience and on-the-job dedication being invaluable to employers. In 2008, as every year since 2002, Adecco USA was honoured on the American Association of Retired Persons' list of Best Employers for Workers Over 50. In 2008, the Adecco Foundations in Spain and Italy helped some 20,178 and 11,500 people respectively who faced difficulties finding new employment due to their age. Also in 2008, Adecco Norway's ratio of external colleagues over 50 was at 9%.

### Under-represented groups in labour market dynamics

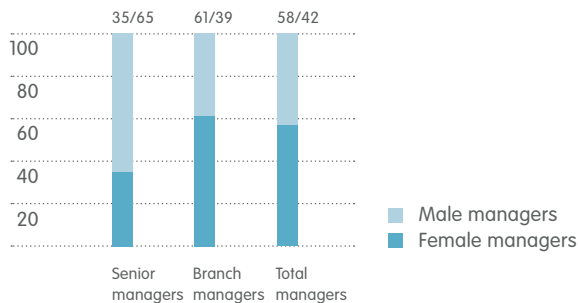
**Helping marginalised groups** Adecco Group's largest initiatives to help the unemployed back into work include the government-supported "intérim et insertion" programme in France (operating through 40 specialised branches across the country and every year coaching over 4,000 people in need), as well as the programmes of our foundations in Spain and Italy, supporting thousands of disadvantaged job seekers (12,989 in Spain, 2,490 in Italy) in 2008.

**Beneficiaries of Adecco Group employment integration programmes 2008 in Spain**

Number of individuals in thousand



**Gender distribution in 2008 in %**



**Strengthening women** In the UK, we actively support and participate, through Computer People, in SODA (Supporting Opportunities and Diversity for All), an initiative of one of Adecco’s major financial services clients in Scotland aimed at increasing the proportion of women working in IT at their technology centre. We aim to attract and recruit female members of staff who have been out of IT for a number of years.

Through our Adecco Foundations in Italy and Spain, we run dedicated programmes to help women find employment outside their family commitments. In 2008, we helped 9,707 mothers in Spain, and 2,340 in Italy.

A particularly noteworthy programme in Spain specialises in supporting female victims of domestic violence. Economic independence through employment often provides a way of escape. In 2008, our Foundation was able to help 9,705 such women.

**Integrating ethnic minorities** In 2008, Adecco Canada started an alliance with the Miziwe Biik development organisation to meet the unique training and employment needs of the Greater Toronto area’s aboriginal community. Through this partnership, Adecco has gone one step further in accomplishing our goal of connecting talented aboriginal candidates with outstanding employers.

**Integrating immigrants** Adecco Norway offers Polish immigrants a free five-week training programme in Mrzezyno, Poland, before they come to

Norway. They take Norwegian language classes and learn other essentials that will help them live and work in Norway.

Adecco Spain’s immigrant programme facilitates an intensive language course in the country of origin, but also – besides a long-term job offer – support in getting work and residence permits, help with initial accommodation and possible difficulties in the integration process. In 2008, 360 immigrants participated in this dedicated immigration programme.

**Links to more information:** Adecco Group website ([www.adecco.com](http://www.adecco.com)).

**Did you know?**

- Women still have 20% less chance of getting a job than men, on average, and are paid 17% less than their male counterparts.
- Workers from ethnic minorities have to search 40% to 50% longer than individuals with the same skills and qualifications belonging to majority groups, before they receive a job offer, rendering them much more vulnerable to the risk of long-term unemployment.

Source: OECD Employment Outlook 2008\*

\*This study examines data from its 30 OECD member states.

We shall improve our corporate responsibility performance by concentrating on the focal points of our business and working with tailored key performance indicators.

# Outlook

## Adecco Group's view

Corporate responsibility is playing an increasingly important role, helping businesses monitor and ensure their adherence to legislation, ethical standards and international norms. For the Adecco Group, CR embodies a commitment to take responsibility for the impact of our activities on consumers, employees, communities and other stakeholders in the public sphere, as well as on the environment. We adopt a broad perspective that reaches beyond Adecco Group's own immediate requirements and short-term profit.

## Key CR milestones

- SR 2003: The company's first Sustainability Report, covering the full year 2003 and major developments in 2004.
- SR 2004-2007: Adecco came up with a comprehensive inventory on group level on CR activities.
- 2008: Identification of key areas and focal points of Adecco Group's CR activities.
- 2008: Creation of a dedicated CR organisation to continue developing our CR activities within the Group.
- Outlook 2009:
  - Identify key reporting indicators along the focal points of Adecco Groups CR activities.
  - Year-on-year reporting on the defined indicators going forward.

- Further development of focal points through the global CR Expert Group.
- Active sharing of best practices within the Adecco Group.

The Adecco Group's second sustainability report, covering the period from 2004 to 2007, established a comprehensive inventory of Group activities in the area of corporate responsibility as well as transparent reporting guidelines.

Since the publication of that report in May 2008, Adecco Group has continued building a dedicated organisation to monitor and coordinate all relevant activities within the Group and identify the key areas and focal points for further development.

As of 2009, the Adecco Group will publish an annual corporate responsibility report. The priorities for the coming year are to refine reporting of key indicators already established and identify further ones as they emerge through the evolving CR priorities.

The Adecco Group global CR Expert Group will continue the worldwide dialogue on sustainability and social responsibility within the Adecco Group organisation as well as with stakeholders and relevant external bodies. All business activities will be under constant review as part of the reporting process. Best practices will be developed, refined and shared across the Group.

# Our day-to-day responsibility

In 2003, the Adecco Group signed up to the United Nations Global Compact, UNGC, a milestone in our efforts to meet the challenge of corporate responsibility. This prompted changes in our business operations to ensure that the Global Compact's principles in the areas of human rights, labour, environment and anticorruption become part of our strategy, culture and day-to-day operations.

## Adecco Group Compliance & Ethics (ACE) Awareness

ACE Awareness is part of an ongoing company initiative to enhance and foster a legally-compliant and ethics-inspired corporate culture. Other components of ACE Awareness include the Adecco Group Code of Business Conduct and the ACE Reporting Tools, designed to assist our employees in reporting actual or potential violations of the law, corporate policies and procedures, or the Code of Business Conduct.

## Code of Business Conduct

We distribute a Code of Business Conduct to every employee. It is also published on our Global intranet and websites. It sets guidelines for the Adecco Group and its subsidiaries. All our employees, irrespective of their position, conduct business on a daily basis. This requires that they comply with and surpass legal requirements, and conduct their working activities in an ethical way.

## Prevention through training

Our focus is on prevention. All our employees have to complete online training on the Code of Business Conduct. The selection of mandatory training modules depends on the individual employee's function and responsibilities. To date, 73% of our employees have completed and passed a related online training course which familiarises them with the Code of Business Conduct, as well as our core values – which include respect, responsibility, honesty and integrity – and tests whether they have understood the content.

We also provide our employees with an introductory online course in business ethics. This course raises awareness of the fact that merely following the law is often not enough, that it is necessary to go beyond the letter of the law in order to act ethically. By the end of 2008, approximately 76% of our employees had completed and passed this introduction to business ethics.

## UNGC Communication on Progress

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 table on the following page.

### Did you know?


The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. By participating, business, as a primary agent driving globalisation, can help to ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

Since the official launch of the Global Compact in July 2000, growing participation has reflected an ever-increasing understanding of the issues involved. It stands today as the largest corporate citizenship and sustainability initiative in the world, with over 6,200 participants, including 4,700 businesses in 120 countries (census November 08).

## Coverage of the UN Global Compact Communication on Progress in the framework of the Global Reporting Initiative (GRI)

Elements of Communication on Progress	Corresponding GRI indicators	Page
A statement of continuing support for the Global Compact by the Chief Executive Officer	Embedded in message from the CEO	12
<b>Human rights</b>		
1 Support and respect the protection of internationally proclaimed human rights within their sphere of influence	HR1–HR9	63
	EC5	52
	LA4, 6–9; 13–14	61–62
	SO5	64
2 Make sure not to be complicit in human rights abuses	HR1–HR9	63
	SO5	64
<b>Labour standards</b>		
3 Uphold the freedom of association and the effective recognition of the right to collective bargaining	LA4–LA5	61
	HR1–3; 5	63
	SO5	64
4 Uphold the elimination of all forms of forced and compulsory labour	HR1–3; 7	63
	SO5	64
5 Uphold the effective abolition of child labour	HR1–3; 6	63
	SO5	64
6 Eliminate discrimination in respect of employment and occupation	LA2; 13–14	61–62
	HR1–4	63
	EC7	52
	SO5	64
<b>Environment</b>		
7 Support a precautionary approach to environmental challenges	EC2	52
	EN18; 26; 30	58–59
	SO5	64
8 Undertake initiatives to promote greater environmental responsibility	EN1–30	57–59
	SO5	64
	PR3–4	65
9 Encourage the development and diffusion of environmentally friendly technologies	EN1–30	57–59
	SO5	64
<b>Anti-corruption</b>		
10 Work against all forms of corruption, including extortion and bribery	SO2–6	64





Jacques Rogge, President, IOC, Lausanne, Switzerland:

“The end of an elite sporting career is difficult. The ACP helps athletes continue their success on the field as they move into the labour market.”



**Smart move.** When Keeth Smart, former world no. 1 sabre fencer, joined the Athlete Career Programme in 2006, he was working as a financial research analyst at a telecoms company. He had problems balancing his job, a demanding training schedule and commuting to competitive events. Tom McFarland, Senior Vice President for Lee Hecht Harrison, who was instrumental in creating the global ACP curriculum and manages day-to-day ACP operations, worked with him to get his working life on track. Keeth reached an understanding with his employer, who helped him redefine his role within the company and balance a crowded schedule that included work, training and competition. Now, Keeth is preparing a new move, studying for an MBA, and Tom is helping with guidance and practical help on his future career plans.



Keeth Smart, 30, US Sabre Fencer, Olympic Silver Medallist Beijing 2008, MBA Graduate Columbia University:

“After retiring from the sport of fencing, the cut and thrust of the business world awaits. Now I’m focusing on my MBA.”



Talented athletes who make the sacrifices necessary to excel in their sports deserve an equal chance to excel in their careers. Jointly developed with the International Olympic Committee (IOC) and launched in 2005, the programme has helped more than 3,000 athletes prepare for a career after competitive sport. The difficult transition from elite athlete to the workforce is the main focus of the ACP. It provides athletes with practical professional development and placements relevant to their future career path. The IOC and the Adecco Group announced in August 2008 plans to expand and strengthen the programme, which has been extended until at least 2012.

# GRI\* standard disclosures

38	Strategy and analysis
44	Profile of this report
45	Scope and boundary of this report
45	Governance
48	Commitments to external initiatives
50	Stakeholder engagement
51	Economic indicators
57	Environmental indicators
60	Labour practices
63	Human rights
63	Society
65	Product responsibility

\* The Global Reporting Initiative (GRI) is explained in the Glossary under "GRI", page 72.

## Strategy and analysis

### 1.1 Statement from the most senior decision-maker

See Message from the CEO in this report, pages 11–13.

### 1.2 Description of key impacts, risks and opportunities

**Key impacts** As the world's leader in HR services – a business that has a positive impact on millions of people every year – we are conscious of our global role.

Adecco Group creates working opportunities and develops talents. As a temporary staffing agency, the Group also serves as a low-barrier entry or re-entry portal into the labour market for the unemployed, the mature workforce, ethnic minorities and disabled people, hence increasing labour market participation and diversity.

At the same time, every year, we provide HR services for 145,000 clients of all sizes, across all industry sectors. Our services help companies to work more effectively and efficiently. Staffing flexibility is increasingly becoming one of the keys to success. Shorter product life cycles and global competitive pressure give rise to greater fluctuations in economic activity, requiring companies to adapt their cost base and staffing levels.

**Risks and opportunities** The risk management process at the Adecco Group has strategic and organisational dimensions. Besides monitoring risks, it also identifies opportunities. From a management perspective, risks identified at country and corporate level are treated as opportunities for improvement. In that sense, the risk management process is a vital part of the daily life of the organisation.

**Economic environment** Demand for HR services is sensitive to changes in the level of economic activity. In good times, when Gross Domestic Product (GDP) expands, demand for temporary employees increases. In a downturn, companies tend to reduce their quota of temporary employees before permanent staff, resulting in lower revenues for our business, with a negative impact on profitability and the financial position.

- **Client attraction and retention** The Adecco Group's business potential and long-term profitability depend on attracting and retaining clients. Client satisfaction breeds loyalty and leads to consecutive assignments. Failure to provide this is a business risk.
- **External colleague attraction and retention** We depend on our ability to attract and retain external colleagues who possess the skills and experience to meet clients' staffing needs. With talent shortages in certain sectors and intensive competition for skilled individuals, providing suitably qualified candidates is both a challenge and a risk. The continued success of our business depends in part on our ability to offer attractive conditions to retain colleagues.
- **Internal colleague attraction and retention** The effectiveness of our operations depends on the commitment of key corporate personnel, local managers and field staff. Local relationships and the quality of services are vital to our ability to attract and retain business. The loss of top personnel, with valuable experience in operating a global HR services company, may cause significant disruption to our business. The loss of key local managers and field personnel may jeopardise existing customer relationships.
- **Information technology** IT plays a pivotal role in today's business operations. The growing dependency on IT makes the potential impact of disruptions even greater. Key IT-related risks include failure of the IT infrastructure leading to loss of service or a leakage of confidential business information to name but a few.
- **Human rights** Acting as a bridge to employment opportunities for several million people a year, our internal employees have to make sure the recruitment process on behalf of clients takes a fair approach based on equal opportunity, human rights and international labour standards. Our moral legitimacy to operate depends on our ability to guarantee sound, ethical business practices.

More information on Adecco Group risk management can be found in the 2008 Annual Report, pages 39–41.

## **2.1 Name of the reporting organisation**

Adecco S.A.

## **2.2–2.3 Primary brands, products, services and operational structure**

Overview on pages 4–5. For more in-depth information, please refer to the 2008 Annual Report, pages 44–45 (downloadable from the Internet: [www.adecco.com](http://www.adecco.com)).

## **2.4 Location of organisation's headquarters**

The Adecco Group's principal corporate office is that of its management company Adecco management & consulting S.A., at Sägereistrasse 10, CH-8152 Glattbrugg, Switzerland.

## **2.5 Number and names of countries in which the Adecco Group operates**

The Adecco Group operates in over 60 countries and territories, with over 6,600 offices. A list of major consolidated subsidiaries is provided in our 2008 Annual Report, page 152.

## **2.6 Nature of ownership and legal form**

Adecco S.A. is a stock corporation (société anonyme) organised under the laws of Switzerland, with its registered office at Chéserey, Switzerland. The Company's principal corporate office is that of its management company, Adecco management & consulting S.A., at Sägereistrasse 10, Glattbrugg, Switzerland.

Adecco S.A. is listed on the SIX Swiss Exchange, with trading also on SWX Europe Limited (symbol ADEN, security number 1213860; ISIN CH0012138605) and on Euronext Paris (symbol ADE, Euronext Code CH0012138605, ISIN CH0012138605). As of December 31, 2008, the market capitalisation of Adecco S.A., based on the then outstanding number of shares and the closing price of shares on the SIX Swiss Exchange, amounted to approximately CHF 6.2 billion. On March 12, 2009, this market capitalisation amounted to approximately CHF 6.0 billion.

**Details of the major shareholders** and their shareholdings are disclosed in our Annual Report 2008, pages 155–159.

## **2.7 Markets served, including geographic breakdown, sectors served and types of customers**

Overview on pages 3–5. For more in-depth information, please refer to the 2008 Annual Report.

## 2.8 Size of the Adecco Group

See also overview on pages 3–5 and Annual Report 2008 (inside cover, page 4).

### Business line performance

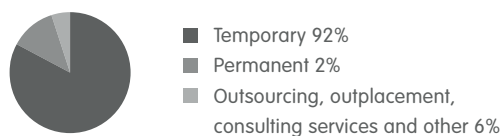
The business line breakdown of revenues is presented below:

in EUR millions	2008	2007	Variance in %	
			EUR	Constant currency
<b>Revenues<sup>1</sup></b>				
Office	4,358	4,765	(9)	(6)
Industrial	10,963	11,521	(5)	(4)
<b>Total Office &amp; Industrial</b>	<b>15,321</b>	<b>16,286</b>	<b>(6)</b>	<b>(4)</b>
Information Technology	1,173	1,381	(15)	(9)
Engineering & Technical	823	908	(9)	(4)
Finance & Legal	474	516	(8)	(3)
Medical & Science	278	244	14	14
Sales, Marketing & Events	436	425	3	1
Human Capital Solutions	265	243	9	12
<b>Total Professional Business Lines</b>	<b>3,449</b>	<b>3,717</b>	<b>(7)</b>	<b>(3)</b>
<b>Emerging Markets<sup>2</sup></b>	<b>1,195</b>	<b>1,087</b>	<b>10</b>	<b>15</b>
<b>Adecco Group</b>	<b>19,965</b>	<b>21,090</b>	<b>(5)</b>	<b>(3)</b>

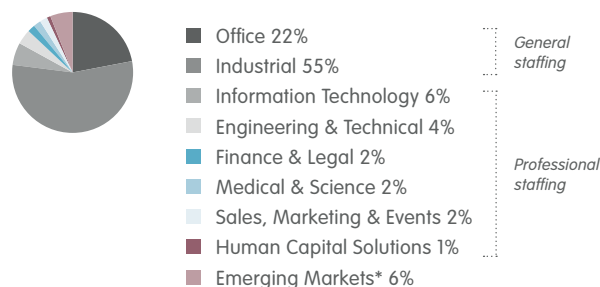
<sup>1</sup> Breakdown of revenues is based on dedicated branches. The 2008 information includes certain changes in the allocation of branches to business lines, most notably from Finance & Legal to Office and from Office to Sales, Marketing & Events, as well as from Emerging Markets to Office & Industrial (Austria previously reported under Emerging Markets is now reported together with Switzerland). The 2007 information has been reclassified to conform to the current year presentation.

<sup>2</sup> Excluding professional business lines.

### Revenue split by service type in %



### Revenue split by general and professional staffing in %



\* Emerging Markets, excluding professional business lines.



The geographical breakdown of operating income is presented in the following table:

in EUR millions	2008	2007	Variance %	
			EUR	Constant currency
<b>Operating income</b>				
France	272	405	(33)	(33)
USA & Canada	114	150	(24)	(18)
UK & Ireland	23	41	(45)	(37)
Germany	157	137	14	14
Japan	107	96	11	6
Italy	70	85	(17)	(17)
Iberia	53	76	(31)	(31)
Nordics	46	43	6	8
Benelux	50	58	(13)	(13)
Switzerland & Austria	45	46	(2)	(5)
Australia & New Zealand	9	13	(28)	(24)
Emerging Markets	47	39	20	23
<b>Total operating units</b>	<b>993</b>	<b>1,189</b>	<b>(16)</b>	<b>(16)</b>
Corporate expenses	(85)	(108)		
Amortisation of intangible assets	(44)	(27)		
Impairment of goodwill and intangible assets	(116)			
<b>Adecco Group</b>	<b>748</b>	<b>1,054</b>	<b>(29)</b>	<b>(28)</b>

## 2.9 Significant changes during the reporting period regarding size, structure and ownership

**March 2008: Changes to the Executive Committee.** Following the successful set up of the professional business lines since the announcement of the Adecco Group's strategy in March 2006, the Group now moves to the second phase of the development of professional staffing. More of the operational responsibility will be transferred to the countries in order to accelerate the development of the local professional businesses, while such development will be guided and supported by the business development department at corporate level. Consequently the Board of Directors has decided to reduce the composition of the Executive Committee from twelve to six members as of March 2008.

**May 2008: New members elected to Adecco Group's Board of Directors.** The shareholders attending the Adecco Group's annual general meeting, which took place in Lausanne on May 6, 2008, elected Wanda Rapaczynski and Judith A. Spieser as new members of the Board, replacing Philippe Marcel and Peter V. Ueberroth, who did not stand for re-election. Of the seven Board members, almost one-third are women.

**June 2008: New Chief Business Development & Marketing Officer.** Annalisa Gigante (42) was announced as the new Chief Business Development & Marketing Officer as of September 1, 2008. She is also a member of the Executive Committee and reports directly to the Adecco Group Chief Executive Officer.

**June 10, 2008: Adecco Group welcomes compromise on EU Agency Work Directive.** To help realise the growth and competitiveness objectives of the Lisbon Agenda, EU labour markets must offer companies flexibility, while ensuring compliance with the employment standards set out in the Commission's communication on flexicurity. The temporary sector contributes through job creation and integration in the workforce. Adecco Group supports this compromise as a step in the right direction.

**July 2008: Adecco Group completes share repurchase of EUR 400 million.** Adecco Group completed the share repurchase initiated in November 2007. Adecco Group repurchased 11,488,000 of its shares (equal to 6.07 % of the issued shares). The average purchase price per share was CHF 57.32. The repurchased shares are intended for use in future acquisi-

tions or to minimise potential dilution related to the outstanding convertible bond.

**September 2008: Adecco Group and DNC join forces in the highly attractive Dutch professional staffing market.** Adecco Group, the world leader in HR services, and DNC De Nederlanden Compagnie N.V. (DNC) announced that a conditional agreement has been reached to combine their professional staffing activities in the Netherlands. Together, Adecco Group and DNC will become the third largest professional staffing organisation in the Netherlands.

**October 2008: Adecco Group in France informs Works Councils about plans to reduce costs.** Given the regulatory framework in France, which requires consultation with the French Works Councils, Adecco Group informed official bodies of the necessity of aligning the cost base to current market developments. As a consequence, Adecco France, Adia France and Adecco Group Corporate France plan to reduce the combined headcount by up to 600 FTEs. Local management in France is committed to continuing the social dialogue with trade unions and the French Works Councils. In order to improve the structure of the French business, Adecco Group expects to invest approximately EUR 35 million. This investment will cover a full set of measures for the proposed reduction of FTEs.

**October 2008: The International Olympic Committee and Adecco Group extend their co-operation in the "IOC Athlete Career Programme".** The International Olympic Committee (IOC) and Adecco Group, announced the extension of the "IOC Athlete Career Programme", an initiative launched in 2005 that is designed to facilitate the integration of athletes into the labour market both during and at the end of their elite sporting careers. The IOC and Adecco Group renewed their relationship to provide career development and job placement services to Olympic Athletes around the world.

**November 2008: Rolf Dörig newly designated Chairman of the Adecco Group.** Jürgen Dormann (68) has decided not to seek re-election to the Adecco Group Board for a further term and will step down from the Board as of December 31, 2008. The Board of Directors designated Rolf Dörig (51), the current Vice-Chairman, to become Chairman of the Adecco Group as of January 1, 2009. Jürgen Dormann made a substantial contribution to the successful turnaround of the Adecco Group

and its successful long-term strategy over the last five years. Tom O'Neill succeeded Rolf Dörig as Vice-Chairman, as of January 1, 2009.

**December 2008: Adecco Netherlands successfully acquired 99.78% of DNC.** Adecco Netherlands has successfully completed its public offer for DNC and now controls 99.78% of DNC. DNC is a Dutch specialised secondment firm listed on NYSE Euronext Amsterdam, with around 1,200 people active in the ICT, Finance, Legal, Management Support & Information Management segments.

**April 2009: Adecco Group appoints Patrick De Maeseneire as the new CEO.** The Board of Directors announced that Patrick De Maeseneire has been appointed as Chief Executive Officer of the Adecco Group, the world's leader in HR services. Patrick De Maeseneire was CEO of Barry Callebaut, the world market leader in high-quality cocoa and chocolate products. He joined the Adecco Group on June 1, 2009.

## 2.10 Awards received in the reporting period

### Adecco Argentina

- **CSR Award 2008** for Adecco's commitment to the elimination of child labour, given by William Petruccelli's broadcast "El Duende" at Radio Continental.

### Adecco Australia

- **"Malcom McKinnon Safety Award"**, given by the Recruitment and Consulting Services Association Ltd (RCSA) to the Group Risk Manager.

### Adecco Belgium

- **"Champion du Solidaritest"** award for 2008, based on an annual survey of the efforts made by Belgian companies in the field of social solidarity: [www.solidaritest.be](http://www.solidaritest.be)

### Adecco Group France

#### Adia, France

- **"Prix de la Campagne Citoyenne 2008"** Citizenship advertising award for Adia's innovative campaign reaffirming its commitments against all forms of discrimination.

## **Adecco Group Germany**

### **Adecco Germany**

- Recognised as a **“fair company”** by the magazine **“Junge Karriere”** (young career) for Adecco Group’s fair treatment of interns.
- **Best HR Services Company** in the 2008 **“Kundenchampions”** (customer champions) ratings published by **“impulse”** magazine.

### **DIS AG, Germany**

- **“Best Workplace in Germany”** rating in 2008 and 2009 (category: up to 5,000 employees) by the Great Place to Work Institute; DIS AG among the top ten companies to work for.

### **Tuja Germany**

- **“Best Workplace in Germany”** rating in 2009 by the Great Place to Work Institute; Tuja among the top 100 companies to work for.

## **Adecco Japan**

- **Certificate of Merit.** In January 2008, Mark Du Ree, CEO of Adecco Japan, was recognised by The Ritsumeikan Academy, one of the biggest universities in Japan, for developing and lecturing on new career-related programmes for students over the last four years.

## **Adecco Netherlands**

- **“Best Workplace in the Netherlands”** rating in 2008 (category “large & multinational companies”) by the Great Place to Work Institute; Adecco ranked 24th (2007: 24th).

## **Adecco Norway**

- Adecco **ranked 10th** in the **Norwegian CSR rating** survey 2008 of the 500 largest companies by the communication agency **“2veis”**.
- **“Best Workplace in Norway”** rating 2008/2009 (category “large companies”) by the Great Place to Work Institute in Norway; Adecco ranked 8th (2007: 12th).
- Adecco Norway awarded **“Sponsorprisen 2008”** for best branding in a sponsorship with Adeccoligaen by Sponsorog Eventforeningen (Sponsoring and Events Association).

## **Adecco Spain**

- In 2008, Adecco Spain won a **Codespa Award**, ranked second in the category of corporate volunteering, given by the Foundation Codespa.

## **Adecco Sweden**

- Adecco won the **MSX Supplier Award 2008**, for its contribution to the success of Volvo Cars Corporation.
- Adecco Automotive was nominated as the winner of the **Volvo Non-Engineering Platinum Partner**, thanks to fantastic teamwork and high-quality delivery to Volvo Cars Corporation during 2007.

## **Adecco Group UK & Ireland**

### **Adecco UK**

- Adecco is on the 500 top **business superbrands 2008 and 2009 lists**, selected by the Business Superbrands Council and over a thousand individual business professionals on the YouGov panel: [www.superbrands.uk.com](http://www.superbrands.uk.com)

### **Office Angels UK**

- **The Sunday Times 100 Best Companies to Work For:** 7th in 2009 and 8th in 2008 (1st recruitment consultancy).
- **Superbrands:** 5th in the Recruitment sector in 2009 and 7th in 2008; three-star rating in the Best Companies LTD scheme in 2008 and 2009.

## **Adecco North America**

- World Diversity Leadership Summit, **Global Partners Program Award** given to Adecco North America at the United Nations on July 10, 2008.
- Lois Cooper, VP Employee Relations & Diversity, has been selected as **one of the top 100 most influential black women** in Corporate America by Savoy Professional magazine – June/July 2008 issue.
- **Certificate of Recognition** of Adecco’s participation in the 2008 Edition of The Official Diversity Campus Career Guide.
- **2008 Henry Viscary Jr. Legacy Award** – Recognised for our achievements in employing and supporting individuals with disabilities.
- **AARP Best Employer for Workers Over 50.** In 2002, 2003, 2004, 2006 and 2008, Adecco was recognised by AARP (American Association of Retired Persons) in this category for our commitment and dedication to older workers.

## **Adecco Russia**

- Adecco Russia rated **amongst top ten employers 2008**, according to a trust-rating by the members of the popular Russian internet HR resource <http://www.e-xecutive.ru>

## Profile of this report

This publication reports the sustainability status and performance of the Adecco Group. It is based on the G3 Global Reporting Initiative (GRI) Guidelines. Based on our own assessment, this report achieves **GRI application level B**, as illustrated in the GRI applications level grid below.



For detailed examples of Adecco Group's CR at country level, please refer to their respective websites (links provided on [www.adecco.com](http://www.adecco.com)), and in particular to the social and sustainability reporting of our subsidiaries.

	C	C+	B	B+	A (highest level)	A+
G3 Profile disclosures	Report on: 1.1 2.1–2.10 3.1–3.8; 3.10–3.12 4.1–4.4; 4.14–4.15	Report externally assured	Report on all criteria listed for Level C plus: 1.2 3.9; 3.13 4.5–4.13; 4.16–4.17	Report externally assured	Same as requirement for Level B	Report externally assured
G3 Management approach disclosures	Not required		Management approach disclosures for each indicator category		Management approach disclosed for each indicator category	
G3 Performance indicators	Report on a minimum of ten performance indicators, including at least one from each of: social, economic and environmental.		Report on a minimum of 20 performance indicators, at least one from each of: economic, environmental, human rights, labour, society, product responsibility.		Respond on each core G3 and sector supplement indicator with due regard to the materiality principle by either: a) reporting on the indicator or b) explaining the reason for its omission.	

### 3.1 Reporting period for information provided

The reporting period is the 2008 fiscal year.

### 3.2 Date of most recent previous report

The 2004–2007 Sustainability Report was published in May 2008.

### 3.3 Reporting cycle

Annually, according to the UN Global Compact Communication on Progress (COP) policy.

### 3.4 Contact point for questions regarding this report

Please address your inquiries to [sustainability@adecco.com](mailto:sustainability@adecco.com) or call +41 44 878 87 87.

## Scope and boundary of this report

### 3.5 Process for defining report content

Apart from following all core and additional performance indicators published in Version 3 of the GRI Guidelines, we concentrate on three areas of activity which are relevant to our stakeholders and material for our business: safety, skills and integration. To each of these topics we have dedicated a chapter, showing that we do make a difference.

We tried to present a balanced account of our performance, and to avoid intentional under- or overstatement. Whereas the second part is presented in a Q&A format and strictly follows the elements and performance indicators of the GRI Guidelines, we felt free in the first section to present what we consider as worth showcasing, clearly separated from the GRI reporting elements.

### 3.6–3.7 Boundaries of the report and specific limitations on the scope of the report

This CR Report has been prepared following the G3 GRI Guidelines. In keeping with the Adecco Group's core business, this report focuses mainly on social and economic performance indicators. We are aware that there are opportunities for improvement, for instance by including more GRI performance indicators and, more importantly, by reporting within each GRI indicator in a more detailed and comprehensive way. We aim to improve the quality of our sustainability reporting on a continuous basis. Where possible, we provide information and data for the whole Adecco Group. However, for this report it was not practical to collect and consolidate data from all our subsidiaries and cover all performance indicators (due to different definitions and classifications used). Where necessary, we indicate how representative our figures are.

### 3.8 Comparability from period to period

Between this and our previous Sustainability Reports, there were no fundamental changes in our business that would significantly affect the comparability of the data.

### 3.9 Data measurement techniques and the bases of calculations

Data for the report were collected from the Adecco Group's subsidiaries, and consolidated and checked at Group level. Economic data have been copied from the audited Annual Report for 2008. In the event of any divergence, the figures published in the Annual Report prevail.

### 3.10 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 Sustainability Report.

### 3.11 Significant changes from previous years in the measurement methods

There are no significant changes from the previous years in the measurement methods used. We also allow comparability with the previous year's performance indicators by providing that year's figures, but based on the new measurement method.

### 3.12 GRI Content Index

No GRI Content Index is provided because we think the way our GRI section is presented in this report makes such an index redundant.

### 3.13 Current practice with regard to seeking external assurance for this report

Report figures related to economic indicators are sourced from our Annual Reports. This Sustainability Report has not been audited by external auditors.

## Governance

### 4.1 Governance structure of the organisation, including major committees

The Board of Directors holds the ultimate decision-making authority of Adecco S.A. for all matters except those reserved by law or the Articles of Incorporation to the shareholders. It determines the overall strategy of the Company and supervises the management of the Company. The Board of Directors operates under the direction of the Chairman and the Vice-Chairman, who are appointed by the Board of Directors. The following Board Committees assist the Board of Directors (see also page 67): Audit Committee ("AC"), Nomination and Compensation Committee ("NCC") and Corporate Governance Committee ("CGC").

Further information on the Company's management structure and the Board Committees' responsibilities is published in the Annual Report 2008, pages 164–173.

#### **4.2 Executive functions of the Chairman of the Board**

There are no executive functions falling to the Chairman of the Board.

#### **4.3 Number of Board members that are independent**

All eight members of the Board of Directors are non-executive. Members of the Board do not have significant business connections with Adecco S.A. or with any of its subsidiaries or affiliates. More information regarding vested interests is provided in the Annual Report 2008, page 167.

#### **4.4 Mechanisms for shareholders and employees to provide recommendations to the Board of Directors**

The shareholders' rights are published in the Annual Report 2008, pages 174–175.

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](http://www.adecco.com)). These facilities allow all shareholders to approach Adecco S.A. and express their wishes and views. The Group Communications Department stands as contact point for all other stakeholders (see also 4.16, pages 50–51).

**Adecco Group Compliance & Ethics reporting (ACE):** Internal and external colleagues, investors or other interested parties can report any allegations of fraud or violations of the law, Company policy, procedure or ethical standards of conduct by the Adecco Group or any of its employees or agents directly to the Board of Directors, either by calling or writing to the address provided in the "About Adecco Group" > "Code of Conduct" section of our website ([www.adecco.com](http://www.adecco.com)). 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 Adecco Group's Board of Directors, all call reports or correspondence will be forwarded to the intended Board member(s), unless they are of a trivial nature or otherwise not 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.

#### **4.5 Elements of the compensation programme 2008 for the Executive Committee**

The Company's compensation programme for the Executive Committee (only four of the current six members of the Executive Committee participated in the short- and long-term incentives) included fixed and variable elements as follows:

- base salary;
- short-term incentives – two variable plans with a yearly performance-related focus: a cash bonus plan linked with the Economic Value Added growth ("The yearly Economic Value Added growth bonus plan"); a share-linked bonus plan ("The yearly share-linked bonus plan");
- long-term incentive (loyalty bonus plan);
- social charges, usual pension plan contributions, and fringe benefits; and
- transitional arrangements (special conditions for assignments abroad).

Detailed information on compensation, shareholdings and loans is published in the 2008 Annual Report, pages 180–183 (Remuneration principles) and 183–191 (Details of compensation elements).

#### **4.6 Processes in place for the highest governance body to ensure conflicts of interest are avoided**

The Board of Directors has established Statements of Policy on Insider Trading as well as on Conflicts of Interest. Compliance with all Statements of Policy is closely monitored.

#### **4.7 Process for determining the expertise required of Board members**

The Nomination and Compensation Committee 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.

#### **4.8 Internally developed charters and principles relevant to sustainable performance**

Adecco Group's core values are:

- **Trust:** Nothing is more important than trust. We are dedicated to earning the trust of our colleagues, clients and shareholders, and the environment in which we operate.
- **Respect:** Demonstrate respect for the rights and dignity of all people and organisations by being fair, just and compassionate.

- **Responsibility:** Take responsibility for our actions and hold ourselves and each other accountable for what we say and do.
- **Honesty:** Communicate in an honest way with our colleagues, associates, investors, customers, suppliers, governments and the communities in which we work.
- **Integrity:** Act with integrity by demonstrating the courage and strength of character to do what is right even when this is difficult or unpopular.

Based on these values, the Company's Code of Business Conduct is being revised. It reflects the increasingly multicultural business environment and the evolution of legal, financial and regulatory requirements. This document outlines the "way we work" and the Adecco Group's core values. The code is issued under the authority of the Board of Directors and applies to all people involved in the Company's operations. The Code of Conduct is available under [www.adecco.com](http://www.adecco.com)

The Company's Code of Business Conduct includes the following guidelines and policies:

- **Workplace conduct:** mutual respect, training and career development, health, safety and the environment, use of company resources, conflicts of interest, insider information and securities trading.
- **Financial controls and reporting:** internal controls, accurate reporting.
- **Commercial practices:** anti-trust and fair competition, contracting, confidential information and privacy rights, gifts and entertainment, intellectual property, anti-corruption, records management.
- **Political activities and government relations:** political activities and contributions, government relations.
- **Reporting issues and concerns:** What to do in the case of a reasonable belief of the existence of a known, suspected or potential violation of the law, this code or any Company policy.

An **environmental policy** was adopted by the Board of Directors on September 6, 2004 (published on [www.adecco.com](http://www.adecco.com)).

#### 4.9 Procedures of the Board of Directors for overseeing management of sustainable performance

The **Corporate Governance Committee ("CGC")** The CGC's primary responsibility is to assist the Board of Directors in carrying out its responsibilities as they relate to Corporate Governance principles. The CGC is charged with developing and recommending appropriate Corporate Governance principles and independence rules to the Company, including

principles and measures on Corporate Responsibility as well as reviewing and reassessing such principles and rules to ensure that they remain relevant and in line with legal and stock exchange requirements. Recommendations as to best practice are also reviewed to ensure compliance.

The **Board of Directors' instruments** of information and control vis-à-vis management consist of the following main elements:

- All members of the Board of Directors regularly receive information about current developments.
- The CEO reports to the Chairman of the Board of Directors on a regular basis. Extraordinary and urgent events are communicated immediately by the CEO or by members of the Executive Committee.
- Formal meetings of the Board of Directors and of the Board's Committees, including sessions with the CEO and with other members of the Executive Committee or other individuals, at the invitation of the Chairman.
- Informal meetings and phone conferences between members of the Board of Directors and the CEO, as well as with other members of the Executive Committee.
- The management information system of the Company, which includes (i) the monthly financial results, including key performance indicators, and (ii) a structured quarterly operational review of the major countries. Summarised consolidated monthly reports are distributed to each member of the Board of Directors; further details are provided to the members of the Board of Directors upon request.
- The Internal Audit function as established by the Board of Directors; the Head of Group Internal Audit reports to the Chairman of the Audit Committee; the responsibilities of Internal Audit are defined by the Audit Committee as part of their oversight function in coordination with the CEO and CFO. Internal Audit is concerned with the assessment of how the Company: (i) complies with pertinent laws, regulations and stock exchange rules relating to accounting, auditing, financial reporting and disclosure or other financial matters, (ii) conducts its related affairs, and (iii) maintains related controls.
- The Company has a risk management process in place, which focuses on managing risks as well as identifying opportunities. The process is embedded in the Company's strategic and organisational context and covers the significant risks for the Company, including financial, operational and strategic risks. The Board of Directors, which is ultimately responsible for the risk management of the Company, has delegated its execution to Group Management. The

Board oversees the management's risk analysis and the measures taken on the basis of the findings of the risk review process.

- External Audit: See Annual Report 2008, pages 176–177, section 8. "Auditors".

#### 4.10 Processes for evaluating the Board of Directors' own performance

The Board of Directors discusses and assesses its own and its members' performance.

## Commitments to external initiatives

#### 4.11 Explanation of whether and how the precautionary approach or principle is addressed

The United Nations Conference on Environment and Development introduced the precautionary principle, Article 15 of the so-called "Rio Principles". It codified for the first time at the global level the precautionary approach, which indicates that lack of scientific certainty is no reason to postpone action to avoid potentially serious or irreversible harm to the environment. The Adecco Group follows this principle with its environmental policy, is based on, amongst other factors, the precautionary principle.

#### 4.12 Externally developed, voluntary charters and sets of principles which the organisation endorses

In November 2003, the Adecco Group became the first global HR company to participate in the United Nations Global Compact.

#### 4.13 Principal memberships in industry and business associations

The Adecco Group is a member of **Cieft and Eurocieft**, respectively the International and European Confederations of Private Employment Agencies. Cieft 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: [www.cieft.org](http://www.cieft.org)

The Adecco Group is a founding member of **Business & Disability** (founded in December 2004), a network of European companies striving to improve access for disabled people to the labour market, the Internet and society at large: [www.businessanddisability.org](http://www.businessanddisability.org)

#### Principal memberships by country level

Usually Adecco Group's subsidiaries are members of the local **chambers of commerce** as well as of our **industrial associations** such as the **national confederations of private employment agencies**, etc. – Additional, important memberships are listed below:

##### Adecco Australia

- **Australian Industry Group**, a non-profit association to assist Australian industry in becoming more competitive on a domestic and international level.
- **APS College of Organisational Psychologists**
- **APS Interest Group for Coaching Psychologists**

##### Adecco Belgium

- **IBO-Interim**, a labour integration initiative of the Flemish government in Flanders (programmes for 50+ workers, immigrants and disabled people).

##### Adecco Denmark

- **Association for Ethnic Minorities**
- **Institut for fremtidsforskning** – Copenhagen Institute for Futures Studies.

##### Adecco Group France

- **IMS Entreprendre**, a club of over 100 of France's top companies committed to improving their impact on society (Adecco and Adia).
- The "employment and inclusion" branches are members of the **Conseil National des Entreprises d'Insertion**, a federation of enterprises working on labour integration for low-skilled and unemployed people (an indirect partnership) (Adecco Insertion, Idées Interim, Janus).
- **Club Etre**, a national network of enterprises for disabled people (Adecco and Adia).
- **Forum français des amis du Global Compact**, the national point of contact of the Global Compact in France (Adecco and Adia).
- **FACE** (Fondation Agir Contre les Exclusions), a network of enterprises, institutional actors and pressure groups, aiming to prevent and fight exclusion (Adecco and Adia).
- **Charte de la Diversité** (Diversity Charter), a charter signed by enterprises to commit them to fighting discrimination at work and thus better reflect the diversity of the French population (Adecco and Adia).
- **Charte de la Parentalité**: a charter to promote parenthood at work (Adecco Group France).



- **Pas@Pas:** a web-designed portal to promote purchase management among sheltered “employment and inclusion” companies (Adecco Group France).
- **Charte de l'apprentissage,** a charter signed by enterprises which aims to promote professional integration of young people, using a specific work contract between a firm and a student: the students spend half the time working for the firm and the other half learning at school (Adecco and Adia).
- **Le Réseau** (Réseau National des Entreprises pour l'Égalité des Chances dans l'Éducation Nationale), a professional network to promote equality in Education (Adecco).
- **Observatoire de la Responsabilité Sociétale des Entreprises,** a French network designed to study and promote socially responsible investment (SRI), corporate social responsibility, as well as all the issues related to sustainable development (Adecco Group France).
- **Association Française des Managers de la Diversité** (AFMD), French Diversity Managers Association to promote diversity management to line managers (Adecco France).

#### **Adecco Germany**

- **German Network of the United Nations Global Compact**
- **Zukunftsvertrag Zeitarbeit** (“future contract for temporary employment”) is an initiative of the leading staffing companies in Germany. Its goal is to develop and implement innovative employment concepts.
- **BSW** (Bundesverband Solarwirtschaft): the German Solar Industry Association (BSW-Solar) represents the interests of 650 companies in the solar industry. The organisation acts as a consultant and intermediary between politics, business and consumers.
- **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, makers and maintenance companies, to aerospace-oriented service companies. Training schools, universities and universities of applied science 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**

- **Zukunftsvertrag Zeitarbeit** “future contract for temporary employment” is an initiative of the leading staffing companies in Germany. Its goal is to develop and implement innovative employment concepts.
- **Hanse-Aerospace e.V., Hamburg** (see above under “Adecco Germany”).

#### **TUJA Germany**

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

#### **Adecco Italy**

- **Global Compact Italian Network.** Member of the Steering Committee of the national GC network.

#### **Adecco Netherlands**

- **Campus Nieuw West,** a non-profit organisation which helps young people get in contact with businesses.
- **Hogeschool Utrecht University of Applied Sciences,** one of the largest further education colleges in the Netherlands.
- **NCD,** Dutch centre for executive and non-executive directors.
- **MVO,** knowledge and network organisation which encourages companies to be socially responsible.
- **NVP,** the Dutch Association for Personnel Management and Organisation Development.
- **NIMA,** marketing platform for professional marketers in the Netherlands.
- **Schrijfwedstrijd Ambtenaren:** together with Radboud Universiteit Nijmegen, Schouten & Nelissen, Tekstblad, UTN and Wegener, Adecco organises a writing competition for clerks.
- **STOOF,** which helps flexitime 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 campaigning to reduce illiteracy in the Netherlands.

### Adecco Spain

- **Sustainability in Excellence Club**, an organisation that works for effectiveness within the framework of social sustainability.
- **Society and Company Foundation** (Fundación Empresa y Sociedad).
- The Adecco Foundation Spain is a member of **Foro Soria**, a non-profit organisation for sustainable development.
- **Global Compact Spain**.
- **Foundation More Family** (Fundación Más Familia).

### Adecco UK

- Business in the Community, **BITC**, a movement of over 700 of the UK's top companies committed to improving their impact on society.
- **Approved Centre City & Guilds**, the UK's leading vocational awarding body.
- **Employers' Forum on Disability**, an employers' organisation focused on the issue of disability in the workplace.
- **Race for Opportunity**, a national business network working on race and diversity as a business agenda.
- **Investors in People**.

### Adecco USA

- **Office of Disability Employment Policy, Circle of Champions, US Department of Labor** – established by US Congress in 2001 to provide national leadership on disability employment policy.
- **National Minority Supplier Development Council** (NMSDC).
- **Women's Business Enterprise National Council** (WBENC).
- **National Urban League** – established in 1910 to enable African Americans to secure economic empowerment.
- Adecco Group N.A. participates in information exchange with **New Freedom Initiative (NFI)** Circle of Champions hosted by the Office of Disability Employment Policy (ODEP) Assistant Secretary (2008).

- **Companies**: our clients and suppliers.
- **Investor community**: be it individual or institutional investors as well as the analysts.
- **Governments** and governmental organisations on local, national and international level including European Union and United Nations (e.g. UN Global Compact Office).
- **Society at large**: the multiple organisations and institutions which represent and communicate the various societal interests and requirements: the media, NGOs, educational institutions, universities, local communities, charitable organisations, etc.
- **Environment**: the organisations and institutions engaged in serving and saving the environment.

### 4.15 Basis for identification and selection of stakeholders with whom to engage

The basis for identification of Adecco Group's major stakeholders is threefold:

- 1) Who is directly enabling the Group's business to operate?  
Our colleagues, our investors and Adecco Group's suppliers.
- 2) Who is directly served by the Group's business?  
Our external colleagues and Adecco Group's clients.
- 3) Who is indirectly enabling the Group's business to operate, or indirectly served or affected by its business?  
Society at large and the environment.

### 4.16 Approaches to stakeholder consultation

In 2008, we introduced a Global Satisfaction Survey (GSS) programme across the Adecco Group. Today, the programme encompasses 25 countries and 19 languages, across eight major Group brands. Reaching out to more than 100,000 clients and 240,000 external colleagues twice a year, the GSS monitors client and external colleague satisfaction and other retention metrics in a short, yet insightful survey designed to maximise the number of insights we can derive from it. The GSS supports our long-term ambition of delivering service excellence by listening to our customers.

## Stakeholder engagement

### 4.14 List of stakeholder groups

Our main stakeholder groups include the following:

- **Individuals**: our internal and external colleagues and any individuals who have a certain interest in employment (candidates). This group also includes the organisations representing the individual or collective workers interests, such as **works councils, unions** and the **International Labour Organisation (ILO)**.

**The Group Communications Department** stands as a point of contact for stakeholders, including the press, our internal and external colleagues, work councils, unions and the ILO, companies, governments, NGOs and society at large, mainly informing them through the Annual Report, the Sustainability Report, regular press releases (available on [www.adecco.com](http://www.adecco.com)), e-mails, and the AGM and other events.

General stakeholder consultation is mostly handled by the business units at country level. Such consultations address mainly the **external colleagues, clients** and **internal colleagues**, be it through self-completion questionnaires or interviews (mostly for external and internal colleagues), or regular feedback processes (mostly concerning clients).

**The Investor Relations Department** maintains contact with investors and analysts through the quarterly presentations and webcasts of the quarterly results, company-specific scheduled days as well as road shows and participation at investor conferences. It maintains the corporate investor information website with a broad range of investment and governance-relevant information.

**Internationally centralised internal colleagues survey:**

The Great Place to Work® Trust Index® is an employee survey tool that measures the level of trust, pride, and camaraderie within workplaces, a survey in which we are becoming increasingly involved around the world. In 2004/2005, 13 Adecco Group countries participated, rising to 20 in the 2007/2008 survey, representing about 40% of Adecco Group's worldwide workforce.

**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 our corporate research engagements. These include the Adecco Institute, the Adecco Professorship in Business and Society at the London Business School, our research fellowship at Warwick University UK, and the Adecco Tata Institute of Social Sciences (TISS) Labour Market Research Initiative in India.

Similar initiatives at country level include the Adecco Swiss Job Market Index at the University of Zurich and the monthly Adecco Job Creation Index in UK.

#### 4.17 Key topics and concerns

The information the Adecco Group seeks is more qualitative in nature and addresses such questions as: What positive or negative experiences have our stakeholders had with the company? What are their needs today, and what will they be tomorrow? What are their priorities, what keeps them awake at night? What services would best answer their needs? The Adecco Group uses such information to improve our services, in most cases on a local level, but occasionally also on a global level.

## Economic indicators

### EC1 Economic key data

See under "key figures", pages 3–5 and under "2.8 Size of the Adecco Group", pages 40-41. More detailed economic key data are provided in the Annual Report 2008.

### Charitable donations:

- **Adecco Spain** donates annually about EUR 600,000 to its "Fundacion Adecco Group" to cover its operating budget. The Foundation assists, supports and trains disadvantaged people for labour integration. As operating foundation, it mainly finds employment for disabled people, women in difficult situations, long-term unemployed and mature job seekers.
- **Adecco Italy** donates annually about EUR 250,000 to its "Fondazione Adecco Group" to cover its operating budget. The Foundation's mission is similar to the above-mentioned one in Spain.
- **Adecco Group France** donates annually about EUR 305,000 to its "Fondation Group" to cover its operating budget. The Foundation helps young people succeed in education and transition into employment. For this, it grants projects to fight illiteracy and help children with their homework and to implement measurements for easier school access for young people with disabilities: [www.fondationadecco.org](http://www.fondationadecco.org)
- **Adecco UK's** colleagues raised GBP 24,500 (EUR 26,800) in 2008 and donated it to Cancer Research UK.

### Corporate investments for societal interests (undisclosed amounts)

- **Athlete Career Programme**, according to the Group's agreements with the International Olympic Committee (IOC) and the International Paralympic Committee (IPC). See <http://athlete.adecco.com>
- **Labour market research** through the Adecco Institute, the Adecco Professorship at the London Business School, our research fellowships at Warwick and Manchester Universities and the Adecco TISS Labour Market Research Initiative in India.

### Subsidiaries' investments for societal interests (undisclosed amounts)

- Adecco **Switzerland** sponsors the Adecco Swiss Job Market Index, which is published quarterly by the University of Zurich: [www.stellenmarktmonitor.uzh.ch](http://www.stellenmarktmonitor.uzh.ch)
- Adecco **Norway** supports research on temporary agency work at the Norwegian School of Economics and Busi-

ness Administration (NHH), Norway's largest centre for research and study in the fields of economics and business administration.

- **Adecco UK** The Adecco/Mandis job creation index provides an indication of the number of jobs created in the UK over several key sectors and compares the activity with the previous year. ([www.adecco.co.uk](http://www.adecco.co.uk))

### **EC2 Financial implications of climate change**

Since the Adecco Group is one of the largest employers in the world and works for and with people, it has a fundamental interest in health and safety. We recognise that severe climatic events (such as floods, cyclones, rain at the wrong time, etc.) represent significant potential risks for people. So the Adecco Group sees climate protection as important and, additionally, as an opportunity for new and innovative technologies to emerge, creating new professions and new jobs.

### **EC3 Coverage of the organisation's defined benefit plan obligation**

In accordance with local regulations and practices, the Adecco Group has various employee benefit plans, including defined contribution and both contributory and non-contributory defined benefit plans. For detailed information, please refer to the 2008 Annual Report, pages 115–119, Note 9 "Employee benefit plans".

### **EC4 Significant financial assistance received from government**

The Adecco Group does not receive any material financial subsidies from governments. However, some of our societal activities, at a local level, are subsidised. These include labour integration projects and joint programmes with governmental organisations. These subsidies obviously do not assist us in our ordinary business, but help, to a certain degree, to remunerate our efforts to support governments in helping disadvantaged and unemployed people get into the labour market.

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

Adecco Group is a very decentralised, multinational enterprise, with some 6,000 branches in more than 60 countries, manag-

ing over 500,000 employees at any given time in all professions and business sectors. We have decided not to report in relation to this GRI economic performance indicator, but may do so at a later date.

### **EC6 Policy, practices, and proportion of spending on locally based suppliers at significant locations of operation**

The procurement of goods, materials and services is not usually directly related to our products and services. It would take remarkable efforts to consolidate and document here our supply expenditure, and the respective policies and practices. Regarding suppliers as recruitment subcontractors, Adecco USA runs a Supplier Diversity initiative, designed to provide opportunities for qualified minority/women-owned businesses to participate in staffing procurement activities, and to forge relationships that are critical to their success. We currently work with approximately 190 diverse suppliers in the USA and, in 2008, 13% of the business the Adecco did with secondary suppliers was conducted with minority/women-owned businesses.

Adecco Group France's Purchasing Department is gradually introducing a more responsible purchasing practice, for example through the implementation of CSR-related selection criteria and specific dialogues with our suppliers about their social and environmental commitments. The goal is to ensure that suppliers respect certain minimum standards in CSR.

### **EC7 Procedures for local hiring and proportion of senior management hired from the local community**

The exact procedures for local hiring depend on the local subsidiaries and applicable conditions. Generally, the workforces, managements and senior managements of our subsidiaries are hired from the respective countries.

### **EC8 Development and impact of services provided primarily for public benefit**

A chronological overview of the development and impact of our activities, provided primarily for public benefit, is presented on pages 15–16, with more in-depth information given on pages 25–28.

The following complementary table provides an overview of **partnerships and joint programmes at country level to serve communities:**

Partner organisation(s)	Short description of project
<b>Adecco Belgium</b>	
• Vlaams Fonds (VLAFO), Flemish government agency for disabled persons	Labour integration of people with disabilities
• Agence Wallonne pour l'Intégration des Personnes handicapées (AWIPH)	Labour integration of people with disabilities
<b>Adecco Denmark</b>	
• IFF, Institute for Future Studies	Holding seminars together with IFF on the future role of the labour market
<b>Adecco Finland</b>	
• Ministry of Labour	"Oiva Väylä" project to decrease long-term unemployment
• The Private Employment Agencies Association (HPL)	
• Finnish Association of People with Mobility Disabilities	Collaboration to help people with disabilities further their education so they can find more suitable and highly qualified jobs
<b>Adecco France</b>	
• European Social Fund	• The "Elmer" programme to review all HR processes and avoid any kind of discrimination
• Ministry for Work and Social Affairs (Direction de la Populations et Migrations et Agence Nationale de Cohésion Sociale et pour l'Égalité)	• The "Averroes" programme to enforce social dialogue and create a social agreement against discrimination signed April 20, 2007, with all five French trade union organisations
• Agefiph, Federation for Disabled Workers' Integration	Labour integration programme for handicapped and unemployed people
• Groupe Idées Intérim	Labour integration programme for low-skilled, unemployed people
• Adecco Insertion, Adecco's subsidiary for integration through temporary work	
• Pôle emploi (French national public job centre)	Labour programme for long-term unemployed people
<b>Adia France</b>	
• Ministry for Work and Social Affairs	"Projet Jeunes Destination Emploi": Integration into Adia's clients' workforce of young unemployed people from depressed areas
• Conseil National des Missions Locales (CNML, a national office specifically for young unemployed people with social difficulties): national agreement	
• Pôle emploi (French national public job centre)	
• JANUS, the temporary work subsidiary of "Vitamine T", an enterprise helping people in difficulty find employment	Labour integration programme for long-term unemployed people
• Pôle emploi (French national public job centre)	
• Ministry of Women's Rights and Gender Equality	Labour programme for professional equality between women and men (including promotion of better access of women to specific jobs traditionally seen as "jobs only for men", e.g. in the construction sector)
• AFPA (National association for occupational training of adults)	Labour integration programme of job seekers 45+
• Pôle emploi (French national public job centre)	
• Agefiph (National Office of Handicapped People)	Labour integration programme for disabled and unemployed people

Partner organisation(s)	Short description of project
<b>Adecco Germany</b> <ul style="list-style-type: none"> <li>Federal Employment Agency</li> <li>Jacobs Foundation</li> </ul>	Adecco Job-Coaching Centre QUADRIGA: Integration of young unemployed through training (on the job) in temp work, formal qualification and coaching
<b>Adecco Italy and Adecco Foundation</b> <ul style="list-style-type: none"> <li>Public regional employment agencies throughout the country (such as in communities and regions of Bergamo, Brescia, Lombardia, Milano, Piemonte, Puglia, Ragusa, Torino, Veneto, Venezia, Vicenza, etc.)</li> <li>Non-profit associations and organisations, such as Associazione Talassemici, Lega Italiana Fibrosi Cistica Onlus, Associazione Diabetici, etc.</li> <li>Ministry for Work and Social Affairs (in collaboration with the Adecco Foundation)</li> <li>Italian Association of people with Down's syndrome (in collaboration with the Adecco Foundation)</li> </ul>	<p>Labour integration programmes for</p> <ul style="list-style-type: none"> <li>people with disabilities</li> <li>long-term unemployed</li> <li>people over 40</li> <li>mothers</li> </ul> <p>Over-45 Equal Programme 2007–2008: the aim is sharing a specific professional guideline in order to improve the over-40s' career prospects and point out the importance of a mature workforce</p> <ul style="list-style-type: none"> <li>Labour integration of people with Down's syndrome</li> </ul>
<b>Adecco Norway</b> <ul style="list-style-type: none"> <li>Norwegian Association for Deaf People</li> </ul>	Pilot project to help deaf people find employment
<b>Adecco Spain and Adecco Foundation</b> <ul style="list-style-type: none"> <li>Consejería de Economía, Hacienda y Empleo de la Comunidad de Valencia</li> <li>Consejería de Gobernación de la Junta de Andalucía.</li> <li>Public Employee Services of: Madrid, Andalucía, Valencia, Cataluña, Canarias, Aragón, País Vasco, Murcia</li> <li>European Social Fund City</li> <li>Council of Madrid</li> <li>ILO, International Labour Organisation</li> <li>Ministry for Work and Social Affairs</li> <li>"También" Foundation</li> <li>"Deporte y Desafío" Foundation</li> <li>"La Caixa" Foundation</li> <li>Down's Syndrome Foundation</li> <li>120 further local foundations and associations</li> <li>FEFN, Spanish Federation of Large Families</li> <li>Fundación Más Familia for conciliation between family and job</li> <li>University of Lérida</li> <li>University of Castilla La Mancha</li> <li>University Polytechnic of Madrid</li> <li>Sustainability in Excellence Club</li> <li>Fundación Más Familia for conciliation between family and job</li> </ul>	<p>Labour integration programmes for (long-term) unemployed people</p> <p>Collaboration in PREJAL (Promoción del Empleo Juvenil en América Latina), an ILO project promoting employment for young disadvantaged people from Latin America</p> <p>Labour integration programmes for</p> <ul style="list-style-type: none"> <li>people with disabilities</li> <li>mothers</li> <li>people over 45</li> <li>women who have experienced domestic violence</li> </ul> <p>Labour integration programmes for people with disabilities</p> <p>Online training for the mothers of large families</p> <p>Development of software to better accommodate the needs of people with disabilities at the workplace</p> <p>Studies and guides for implementation of corporate responsibility policies in companies</p>

Partner organisation(s)	Short description of project
<b>Adecco Spain and Adecco Foundation (continued)</b>	
<ul style="list-style-type: none"> <li>Universities of Barcelona, Cádiz, Huelva, Sevilla, Internacional de Cataluña Miguel Hernández de Elche</li> <li>Gresol Foundation, a recognised platform for analysing and exchanging socio-economic opinions</li> <li>The "Trámite Parlamentario" magazine</li> </ul>	<p>Programmes to improve the employability of students with disabilities</p> <p>Adecco Foundation rewards the category "social commitments" of Gaudí Gresol awards to recognise companies in Cataluña</p> <p>The magazine "Trámite Parlamentario" features each year the best policy initiatives in Spain. Adecco Foundation rewards the best initiatives in the category "workplace"</p>
<ul style="list-style-type: none"> <li>UN Global Compact Association Spain</li> </ul>	<p>Collaboration in CSR issues, including annual Communication on Progress</p>
<b>Adecco Sweden</b>	
<ul style="list-style-type: none"> <li>SIFE, Students in Free Enterprise</li> </ul>	<p>Developing community outreach projects. SIFE team members implement programmes that create real economic opportunities for members of their communities. The effectiveness of their programmes is judged in a competition.</p> <p><a href="http://www.studentadecco.se">www.studentadecco.se</a></p>
<b>Adecco Switzerland</b>	
<ul style="list-style-type: none"> <li>University of Zurich, Institute of Sociology</li> </ul>	<p>Issuing and publishing the quarterly Adecco Swiss Job Market Index ASJMI, <a href="http://www.stellenmarktmonitor.ch">www.stellenmarktmonitor.ch</a></p>
<ul style="list-style-type: none"> <li>University of Zurich</li> <li>Swiss Federal Institute of Technology Zurich</li> <li>Swiss Staffing Association</li> </ul>	<p>Adecco is main sponsor of their annual HR-Barometer study</p> <p>Swisstempcare: a project to care about sick and/or injured external employees and help them get back to work (see page 19)</p>
<b>Adecco UK</b>	
<ul style="list-style-type: none"> <li>Barnet Business Education Partnership</li> </ul>	<p>Computer People helps 14–16-year-old boys and girls at North London schools prepare for the world of work. Consultants lead over 20 half-day courses, including topics such as preparing for interviews and CV techniques</p>
<ul style="list-style-type: none"> <li>Le Pain Croustillant Ltd.</li> <li>Jobcentre Southall</li> </ul>	<p>Promoting long-term unemployed people to put them back into temp work trial. The Adecco branch is nominated by Southall jobcentre for a good employer award</p>
<ul style="list-style-type: none"> <li>Cancer Research UK</li> </ul>	<p>A variety of local fund-raising initiatives in 2007 and 2008 for Cancer Research UK, such as quiz nights, dress-down days, fun runs, sponsored walks and collection drives</p>
<b>Adecco USA</b>	
<ul style="list-style-type: none"> <li>Army Spouse Employment Partnership</li> </ul>	<p>Military Spouse Programme: "Career Connections", helping military spouses find meaningful work opportunities</p>
<ul style="list-style-type: none"> <li>US Army Reserve</li> </ul>	<p>Army Reserve Employer Partnership: an initiative to recruit, train and put skilled Reservists to work while on inactive duty with the Army</p>
<ul style="list-style-type: none"> <li>NBDC – National Business and Disability Council</li> <li>Abilities, Inc.</li> <li>Just One Break, Inc.</li> <li>ACLD – Adults and Children with Learning Disabilities</li> </ul>	<p>Enhancing the workplace for disabled workers</p>
<ul style="list-style-type: none"> <li>MAGIC Workforce Solutions (MWS), a division of Magic Johnson Enterprises</li> </ul>	<p>A strategic alliance to empower urban American residents by connecting them to job opportunities in Corporate America. MWS is Adecco's "Preferred Diverse Supplier" to attract a highly-qualified diverse workforce for its clients</p>
<ul style="list-style-type: none"> <li>Women for Hire, a company devoted to a comprehensive array of recruitment services for women</li> </ul>	<p>Participating in career fairs for women. This partnership has afforded Adecco to reach thousands of talented, diverse women</p>

**EC9 Understanding and describing significant indirect economic impacts, including the extent of those impacts**

Through new temporary jobs, temporary workers gain experience and income. Through successive temporary assignments, these individuals gain income security. In many cases, these are a stepping stone to a permanent position, as often these are individuals marginalised by society, such as young people, the mature workforce, or people with disabilities.

Temporary jobs are new jobs that support the work-life balance of the individuals concerned, and reduce unemployment. In fact, it has been shown that countries with a higher penetration of temporary workers have a lower number of long-term unemployed and a lower unemployment rate in general. (The

report published in 2007 "More work opportunities for more people" is based on research, commissioned by Eurociett with the support and assistance of Bain & Company).

This shows the role of temporary work as a bridge to the world of employment, and helps reduce the number of people getting involved in undeclared jobs. Without the services provided by private employment agencies, 80% (1.3 million) of these potential jobs would not be created. These forecasts are based on the calculation of a compound annual growth rate (CAGR) of 6.8% between 1998 and 2006 for 19 European countries, then applied to the next 5 years (2007–2012). For more information, please consult the report "More work opportunities for more people", page 14.



## Environmental indicators

### EN1-EN2 Materials used by weight or volume, and percentage that are recycled input materials

The main materials we use for our office-based business are paper and ink/toner cartridges for printers. To date, the Adecco Group does not monitor this environmental indicator on a global level. We can, however, provide some data from our largest market, France (Adecco, Adia and Adecco Group France's sub-company Quick Medical Service), which accounts for about 33% of the Adecco Group's revenues.

	2008 <sup>1)</sup>	2007	2006	Variance 2007/2008	Variance 2006/2007
<b>Materials used in daily office work in France</b> (representing 1/3 of the Adecco Group's revenues)					
Paper (millions of A4 sheets)	84.5	90.6	86.3	-6.7%	+5%
Proportion of recycled paper	n.a.	11.5%	0.02%	n.a.	
No. of ink cartridges used	16,465	17,646	21,050	-6.7%	-16.2%

<sup>1</sup> Due to some data gaps, the 2008 consumption was extrapolated from the 2007 data, under the assumption that the consumption per FTE employee remained the same as in 2007.

### EN3-EN7 Energy consumption by primary energy source and energy saved

The Adecco Group can provide some data from its largest market, France (Adecco Group, Adia and Adecco Group France's sub-company Quick Medical Service), as well as for Adecco Group UK & Ireland:

	2008	2007	2006	Variance 2007/2008	Variance 2006/2007
<b>Energy consumption:</b>					
Electricity (kWh) in France <sup>1)</sup>	18.5 million	19.8 million	23.8 million	-6.7%	-16.8%
Electricity (kWh) in UK & Ireland <sup>2)</sup>	5.7 million	n.a.	n.a.		
Fuel (litres) in France <sup>1)</sup>	3.1 million	3.3 million	n.a.	-6.7%	

<sup>1</sup> Representing 33% of the Adecco Group's revenues. Due to some data gaps in France, the 2008 consumption of fuel and electricity was extrapolated from the 2007 data, under the assumption that the consumption per FTE employee remained the same as in 2007.

<sup>2</sup> Representing 7% of the Adecco Group's revenues

**EN8–EN10 Total water withdrawal, significantly affected water sources; water recycled**

Adecco Group is an HR services provider running an office-based business, its operations do not therefore have a significant impact on any water sources.

More details on the methodology are provided in our Carbon Disclosure Project response no. 7, which is available at [www.cdproject.net](http://www.cdproject.net)

**EN11–EN15 Activities and impacts on protected areas, habitats and biodiversity**

Adecco Group is an HR services provider running an office-based business, its operations do not therefore have any significant impact on protected areas, habitats and biodiversity.

**EN17–EN18 Direct and indirect greenhouse-gas emissions by weight and reductions achieved**

Our operations do not directly discharge large quantities of greenhouse gases (GHG).

The table below gives an overview of some of our scope 1 and 2 GHG emissions, based on the “The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard” and its respective calculation tools:

	2008	2007	2006	Variance 2007/2008	Variance 2006/2007
<b>Source:</b>					
Company cars in France <sup>1</sup> )	7,140	7,649	n.a.	-6.7%	
Use of electricity in France <sup>2</sup> )	1,540	1,650	1,982	-6.7%	-16.8%
Use of electricity in the UK & Ireland <sup>2</sup> )	2,718	n.a.	n.a.		

<sup>1</sup> Scope 1 GHG emissions: We currently collect some activity data on direct GHG emissions in France – our largest market, which represents about 33% of revenues worldwide – namely volumes of fuels consumed by our company cars, but neither stationary combustion for heating of our offices nor any emissions attributed to air travel of our staff.

<sup>2</sup> Scope 2 GHG emissions: Adecco Group currently collects activity data on indirect GHG emissions in France and the UK & Ireland, which together represent about 40% of revenues worldwide, namely in terms of kWh used, from which we then calculate GHG emissions using the respective GHG Protocol calculation tools.

**EN19–EN20 Emissions of ozone-depleting substances and NOx, SOx, and other significant air emissions**

Adecco Group is an HR services provider running an office-based business, its operations do not therefore cause any significant air emissions.

**EN23 Total number and volume of significant spills**

Adecco Group is not aware of any kinds of spills it has caused.

**EN21 Total water discharge by quality and destination**

Adecco Group is an HR services provider, its operations do not therefore cause any significant water discharges.

**EN24 Weight of transported, imported, exported, or treated waste deemed hazardous**

Adecco Group does not transport, import, export or treat any waste, and therefore no waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.

**EN22 Total weight of waste by type and disposal method**

To date, Adecco Group does not monitor this environmental indicator.

**EN25 Water bodies and related habitats significantly affected by discharges of water**

See EN21.

## **EN26 Initiatives to mitigate environmental impacts**

Examples of environmentally aware actions include:

**Saving and recycling paper** The global introduction of electronic time capture (ETC) allows us to track, approve and control the actual working hours of our external colleagues electronically only. Examples of the most commonly used ETC solutions are: Internet Time Capture, Swipe Cards and Electronic Filetransfers. Given the fact that we employ on average 500,000 external colleagues per day, this has a positive impact on the environment. Since the global launch of ETC at the beginning of 2006, the share of electronic time capture rose continuously. Although we do not track the amount of paper saved on group level, it is obvious that ETC saves millions of printed time sheets and envelopes.

**France** Since 2006, Adecco and Adia in France issue publications, such as staff magazines and commercial leaflets, on recycled paper. Furthermore, in May 2007, the Purchasing Department introduced unbleached recycled paper, asking employees to reserve this recycled paper for internal use and, when requested, for external use.

**Japan** For several years now, Adecco Japan has been using soy ink for all printed publications. In 2006, a comprehensive paper recycling system was introduced, and magazines and brochures were printed on recycled paper.

In 2008, Adecco Japan joined the national campaign by the Ministry of Environment "Team Minus 6%" and initiated the "Cool Biz" project, which includes setting the temperature of air conditioners to a minimum of 28°C, separating rubbish and using commercial vehicles with low-fuel consumption for sales. The "Warm Biz" project is scheduled to start in October 2009. It promotes the wearing of warm, comfortable business clothing to reduce overdependence on room heating, and aims to keep office temperatures no higher than around 20°C during the cool and cold seasons.

**Netherlands** Adecco's recycling system ensures that all paper and ink/toner cartridges are recycled. In the course of 2009, the headquarters moved to an innovative and more environmentally friendly building with an A-rating for energy consumption.

## **Sweden and Norway – our first subsidiaries with an ISO**

**14001:2004 certification** Adecco Sweden obtained ISO 14001:2004 certification for its Adecco HR (administrative personnel) division in May 2007. Adecco Norway holds its ISO 14001:2004 certification since October 2008.

**UK** Efforts to reduce the office carbon footprint and increase recycling have become standard practices, which have been embraced by staff in all the branches. All waste paper in each branch is recycled via a national supplier agreement. In the larger branches, where soft drink machines are provided, bottles and cans are recycled, including both steel and aluminium cans. Each Branch Administrator is also tasked with what they can do as a branch to make an impact locally. This can be as simple as turning lights and PCs off, giving ink cartridges and stamps to charities for recycling, or recycling cans and bottles in the kitchen.

**Adecco USA** has incorporated several "green initiatives" including forming a "Going Green" committee, using recyclable bins for plastic bottles, aluminium cans, and paper; move to more of a paperless workplace, etc.

## **EN27 Percentage of products sold that have their packaging materials reclaimed**

As an HR services provider, Adecco Group has no need to use and reclaim any packaging materials.

## **EN28 Fines and sanctions for non-compliance with environmental regulations**

Adecco Group is not aware of any incidents of or fines for non-compliance with any applicable international declaration, or national or local regulations associated with environmental issues.

## **EN29 Significant environmental impacts of transportation**

In our business, the environmental impacts of transportation relate to the car and air travel of our staff for the purpose of client visits and business trips. We currently do not measure or estimate the quantity of greenhouse gas emissions resulting from these activities.

## **EN30 Total environmental protection expenditures and investments by type**

Adecco Group currently does not have any specific environmental protection budgets and can therefore not report on respective expenditures and investments.

## Labour practices

### LA1 Total workforce

In 2008, we employed over **500,000 external colleagues** working at up to 145,000 client companies on a day-to-day basis. Approximately 92% (2007: 93%) of our external colleagues (660,000) work in our Office and Industrial businesses, while the other 8% (2007: 7%) (58,000) work in our Professional Services business lines (see page 5 for more details).

The development of the number of our **internal colleagues** from 30,000 in 2004 to over 34,000 in 2008 is shown in the chart on page 3. The following table shows the increase since 2007 in the average FTE employees and the average branches by geographic area:

	FTE employees			Branches		
	2008	2007	% variance	2008	2007	% variance
<b>Geographical breakdown (year end)</b>						
France	7,995	8,566	(7)	1,808	1,864	(3)
USA & Canada	5,417	6,110	(11)	1,025	1,205	(15)
UK & Ireland	2,437	2,774	(12)	316	330	(4)
Germany <sup>1)</sup>	2,813	2,878	(2)	561	611	(8)
Japan	2,616	2,692	(3)	173	167	4
Italy	1,903	2,064	(8)	581	583	0
Iberia	2,055	2,450	(16)	624	615	1
Nordics	1,481	1,650	(10)	266	261	2
Benelux <sup>1)</sup>	1,838	1,893	(3)	459	470	(2)
Switzerland & Austria <sup>1)</sup>	697	749	(7)	149	149	0
Australia & New Zealand	620	725	(14)	88	107	(18)
Emerging Markets <sup>1)</sup>	4,169	4,107	2	550	557	(1)
Corporate	271	398	(32)	–	–	–
<b>Adecco Group <sup>1)</sup></b>	<b>34,312 <sup>2)</sup></b>	<b>37,055</b>	<b>(7)</b>	<b>6,600</b>	<b>6,919</b>	<b>(5)</b>

<sup>1</sup> Excluding acquisitions, divestures and discontinued units

<sup>2</sup> Adecco Group employees as of Q1 2009: 31,000

### LA2 Average staff turnover

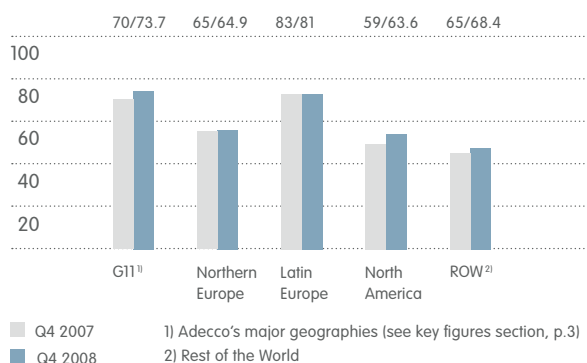
**External colleagues:** By nature of the temporary business, the duration of a temporary assignment ranges from days to many months and even years, resulting in a high average staff turnover rate.

As the Group seeks to expand career development opportunities, we are increasingly measuring the length and nature of the relationship between our clients and colleagues working for the Adecco Group. The average length of service for external colleagues is 99 days. The average number of consecutive assignments is three to four.

**Internal colleagues:** The approximate average colleague turnover is about 26% (2007: 30%).

Adecco Group's retention rate of close to 74% is among the best in the industry, particularly in the major markets. Retention has a high priority and is now being tracked on a quarterly basis. Almost 64% of the Group's internal employees remain in the company for more than two, and approximately 37% for more than five years. This figure varies from country to country, but in France – our largest market – close to 50% are staying with us for more than five years, while in Italy this figure is close to 60%.

### Retention rate 2007–2008 in %



### LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees

Legally mandated benefits (such as contributions to health care, disability, maternity, education, holidays and retirement) vary from country to country, as do the additional benefits the Adecco Group provides. Additional benefits for colleagues usually depend on position and number of years served, while additional benefits for external colleagues are offered in the context of attraction and retention programmes. Most of the larger subsidiaries run such programmes, offering several kinds of additional benefits, including free or discounted access to further training, discount vouchers for shopping and travelling, and extra holidays. Eligibility usually depends on the number of hours worked.

### LA4 Percentage of employees covered by collective bargaining agreements

The Adecco Group subsidiaries respect collective bargaining agreements, as well as freedom of association. However, there are no records kept of the percentage of associates represented by trade unions or covered by collective bargaining agreements.

A comprehensive study entitled "Temporary agency work and collective bargaining in the EU" ([www.eurofound.europa.eu](http://www.eurofound.europa.eu)) by the European Foundation for the Improvement of Living and Working Conditions (Eurofound), may provide further information:

The study cites 11 countries (AT, BE, DE, DK, ES, FI, FR, IT, LU, NL, SE) that have umbrella employer associations which bargain collectively with trade unions on behalf of temporary agency firms. The survey cites 10 countries as having estimates of trade union density for agency workers. It ranges from Denmark, (50%), Finland (44%), Slovenia (0.18%), France (0.9%), Italy (1.4–17%), Austria and Luxembourg (5% each) to the Netherlands (7%). In Sweden, a difference is noted between white-collar (17%) and blue-collar (50%) workers; the study suggests that the latter figure "might reflect higher exposure to trade unions in the user companies".

In November 2008, UNI Global Union and Ciett Corporate Members, including the Adecco Group, signed a Memorandum of Understanding to create a partnership and global social dialogue to achieve fair conditions for the temporary agency work industry and the 9 million a day temporary agency workers 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 Organisation ILO.

### LA5 Minimum notice period(s) regarding operational changes

To date, the Adecco Group does not, at a corporate level, gather data for this new core indicator. Generally, our workforces are informed about operational changes at the first opportunity. In several countries, Adecco Group colleagues are represented by national works councils or enterprise committees. On an international level, the Platform for Adecco Group Communication in Europe (PACE) was created in 1999 for the promotion of communication and social dialogue between the management and colleagues of the Adecco Group companies within the European Union (EU), the European Economic Area (EEA) and the European Free Trade Area (EFTA). As such, PACE represents about 57% of all Adecco Group colleagues. PACE meetings take place once a year. The trade union organisation Euro-FIET, one of the largest of the European Industry Committees affiliated with the European Trade Union Confederation, may attend with observers.

### LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees

See paragraph "Health and safety coordinators and committees" on page 17.

**LA7 Rates of injury, occupational diseases, lost days and number of work-related fatalities**

The definitions used to classify and record instances such as occupational accidents, injuries and lost days are based on national standards, which vary significantly from country to country. The Adecco Group currently does not have the respective globally consolidated records. However, the development of some accident frequency rates presented in the chart on page 19.

According to statistical data from several countries, the incidence of occupational accidents among temporary agency workers is actually higher than among other groups of employees.

**LA8 Programmes in place regarding serious diseases**

There are appropriate measures in place to meet work-related needs for training and prevention – e.g. for external colleagues in the health care professions – depending on local conditions and requirements. Education, training, counselling, prevention, and risk-control programmes to assist other people or community members regarding serious diseases are usually a governmental responsibility. In countries where this is not the case, Adecco Group has little or no presence, and no means to take on this additional role.

**LA9 Health and safety topics covered in formal agreements with trade unions**

Given that the Adecco Group operates in more than 60 countries and territories, with 500,000 external colleagues working at any given time, in all professions and in all business sectors, we are formally involved in, or informally affected by, a large number of agreements with many trade unions. Therefore, we have decided not to report on this GRI labour performance indicator. Gathering this information would be too much effort to justify the usefulness of the results.

**LA10 Average hours of training per year per employee, by employee category**

Training for internal and external colleagues is a top priority for the Adecco Group. The aggregated investment in employee training for external colleagues in France, Italy and Spain

was EUR 96 million in 2008. A precise Group-wide method for counting training hours has not yet been developed. The time invested in training is mainly for formal internal and external training courses, individual online training at work and at home, and informal training on the job. Some figures on training are provided on pages 21–24.

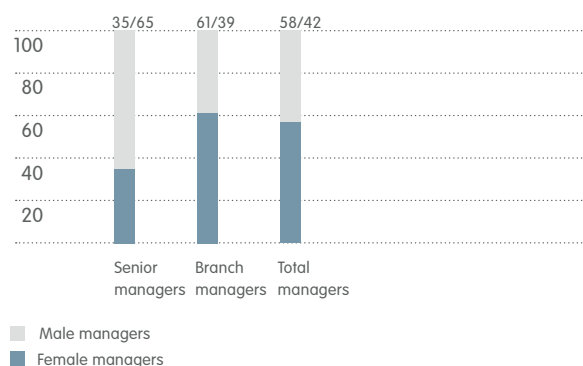
**LA11–A12 Programmes for skills management, lifelong learning and regular career development reviews**

**Talent development and training** See chapter “Skills” pages 21–24.

**LA13 Composition of governance bodies**

Details on the composition of the Board of Directors (8 Directors, 6 male, 2 female, representing 6 nationalities) and the Executive Committee (6 members, 5 male, 1 female, representing 4 nationalities) are provided in the 2008 Annual Report, pages 164–173.

**Gender distribution in 2008 in %**



**LA14 Ratio of basic salary of men to women by employee category**

Adecco Group is providing equal employment opportunities to all colleagues and applicants for employment, regardless of gender or any other personal characteristic protected by law. This of course also includes compensating colleagues and associates fairly for their work, regardless of their gender.

## Human rights

### **HR1 Significant investment agreements that include human rights**

Our Code of Business Conduct, which covers aspects of human rights, is applicable to our whole business and all our subsidiaries.

### **HR2 Screening of suppliers on human rights**

The Group does not yet have social performance criteria, including human rights performance, as part of its suppliers' evaluation processes. Our largest market, France, is currently working on this matter. Nevertheless, Adecco Group France does assess – upon reciprocal agreement – its clients' social balance among the workforce. This evaluation includes human rights aspects.

### **HR3 Employee training on policies and procedures, concerning aspects of human rights**

All our internal colleagues must do an online training course on our Code of Business Conduct, and on business ethics. This includes, but is not limited to, aspects of human rights. The training has to be attended until the relevant online tests are passed. On average, an employee takes two to three hours to complete these courses. As of the end of 2008, 73% (2007: 78%) of all our colleagues had successfully completed their training.

### **HR4 Total number of incidents of discrimination and actions taken**

During the reporting period, the Adecco Group has not faced any accusations of human rights abuses. The Adecco Group is aware that "no reports" and "no accusations" is not the same as "no cases" and "no risks", and therefore aims at making further progress in ensuring compliance with human rights.

### **HR5–HR7 Operations identified as having significant risk for incidents of denial of freedom of association and collective bargaining (HR5), child labour (HR6), and forced or compulsory labour (HR7)**

In most countries and territories where the Adecco Group operates, human rights are generally accepted and respected in both national law and general business practices. However, a few subsidiaries are operating in some so-called "countries of concern":

The current list of 28 "countries of concern", adopted in March 2005 by the FTSE4Good Policy Committee, is based on the Freedom House list (see [www.freedomhouse.org](http://www.freedomhouse.org)), amended in light of further information, including the annual reports from Human Rights Watch and Amnesty International. This list includes three countries where the Adecco Group operates: China, Colombia and Tunisia. The subsidiaries in these countries represent about 1% of the Adecco Group's internal and external colleagues. Nevertheless, such risks do – to a certain extent – exist in all countries, not only the ones that are considered by rating agencies as "countries of concern". See also page 20 regarding the issue of child labour.

### **HR8 Percentage of security personnel trained in human rights**

Adecco Group is not in need of specific security personnel to protect its offices or premises.

### **HR9 Total number of incidents of violations involving rights of indigenous people and actions taken**

See HR4.

## Society

### **SO1 Programmes and practices that assess and manage the impacts of operations on communities**

Assessment of the impact of the staffing industry's operations is conducted by the Agency Work Research Centre of Ciett and Eurociett, the International and European Confederation of Private Employment Agencies. Providing updated, reliable and objective information, data and studies on the agency work industry is a major objective of Ciett and Eurociett. By carrying out research, collecting best practices, and publishing data and statistics, Ciett and Eurociett aim at shaping a better understanding and perception of the positive role the agency work industry has in the labour market. In order to implement these objectives, Ciett and Eurociett carry out their research in the following ways:

- Gathering data and statistics on the agency work industry on a yearly basis from members and international bodies.
- Several overviews on agency work data and statistics are provided in this research centre.
- Conducting qualitative and strategic surveys, in close cooperation with research institutions.
- Monitoring the evolution of agency work regulation.
- Networking with research bodies and universities that focus on the labour market and the agency work sector.

Ciett and Eurociett studies and research reports are frequently quoted in this report and also referenced in the further reading section at the end of this report.

The Adecco Group's own research activities (carried out through the Adecco Institute, the Adecco Professorship at the London Business School, our research fellowship at Warwick and Manchester Universities UK, the Adecco Swiss Job Market Index (ASJMI), and the Adecco TISS Labour Market Research Initiative in India; see pages 68–70) rather focus on labour market developments, challenges and opportunities, but also encompass aspects of the impact of our operations on communities and society at large.

We **manage the impacts** through our efforts to increase the positive effects (employment creation and serving as a low-barrier re-entry portal into the labour market for the unemployed) by focusing on the relevant programmes (see EC8) and on stakeholder dialogue with governments (see also our sustainability report 2004–07, pages 23–27).

#### **SO2 Business units analysed for risks related to corruption**

The company's internal auditors seek to proactively identify risks and evaluate controls, encompassing all business units. Fraud is always a consideration when conducting the annual risk assessments or when reviewing control procedures each year. The risk area related to corruption is included as part of any fraud analysis.

#### **SO3 Percentage of employees trained in organisation's anti-corruption policies and procedures**

To date, 73% (2007: 78%) of the Adecco Group's employees have completed and passed a related online training course, which familiarises them with the Group's Code of Business Conduct – including anti-corruption policies and procedures – and tests whether they have understood them properly.

#### **SO4 Actions taken in response to incidents of corruption**

The Group is committed to complying with all anti-corruption laws to ensure that our global business operations are carried out lawfully and honestly, and are free of the influence of corruption. Adecco Group's colleagues are advised that a report must be made if they know of, suspect, or think there is the potential for, a violation of the law, including incidents of corruption. To date, we are not aware of any incidents of corruption.

#### **SO5 Public policy positions and participation in public policy development and lobbying**

The Adecco Group encourages participation by our officers, directors, colleagues and associates in public affairs and political activities. However, all such activities must be conducted in their own time, outside working hours. There are significant legal restrictions on the political activities that corporations can engage in. The Adecco Group is committed to full compliance with all such legal restrictions. Laws governing political activities and contributions are very complex and vary substantially from country to country. Nevertheless, it is never permissible to:

- Make direct financial contributions to political candidates from a corporate treasury account.
- Reimburse an Adecco Group's colleague for a political contribution.
- Use Company property or facilities, or the time of any Company colleagues or associates, for any personal political activity.
- Engage in any political activity on the Adecco Group's behalf without the express written approval of the Adecco Group's General Counsel.

As a corporate citizen of multiple countries and states, we maintain professional relationships with governments and government officials around the world. Many Adecco Group colleagues maintain frequent contact with regulatory officials so that they can ensure our operations are being carried out lawfully, in addition to obtaining necessary government authorisations. We shall conduct ourselves in a candid and professional manner when interacting with government officials, which is consistent with our commitment to being a good corporate citizen everywhere we operate. On some occasions, we may also seek to influence government policies by lawfully communicating the Company's views to various government officials and legislators. Only authorised employees are permitted to present the Adecco Group's views to government officials.

To this end, we are a member of Ciett and Eurociett, the Confederations of Private Employment Agencies, and an authoritative voice representing the interests of agency work businesses. We count governments among our most important stakeholders. Our respective activities are presented in our 2004–07 sustainability report, on pages 23–27.



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

Our Code of Business Conduct does not allow us to make any such contributions to political parties, politicians and related institutions (see above SO5).

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

As announced in December 2004, the French competition authority started investigating Adecco Group France and certain of its competitors in late 2004. The managers responsible no longer work for Adecco Group. On February 2, 2009, the Adecco Group received the decision of the French Competition Council (Conseil de la Concurrence) on the anti-trust procedure involving Adecco and Adia France and its main competitors in France. The decision imposed a fine of EUR 34 million. The Company, having carefully analysed the judgement, has decided to appeal against certain aspects of the decision relating to the calculation of the fine before the Paris Court of Appeal, since it considers the level of fine too high.

**SO8 Significant fines and sanctions for non-compliance with laws and regulations**

In 2001, the public prosecutor office in Belgium started investigations regarding alleged discriminatory practices on two branch offices of Adecco within the Brussels region. An audit from external parties, one being the Circle for equal Chances, a public administration, concluded that Adecco in Belgium did not have as a practice to discriminate amongst nationalities of its candidates. The legal proceedings continued and on 30th June 2009, a hearing was held before the Chamber of Council in Bruxelles to decide about the outcome of the case. The Decision of the chamber of Council stated that the investigations have been instructed without regard to the legal procedures and therefore the case was null and void.

In 2000, Adecco France was allegedly accused of committing a discriminatory act by only sourcing candidates of one type of nationality and race for a client campaign. In June 2006, the charges had originally been dismissed by a civil court on the grounds that there was sufficient doubt about the guilt of the accused. Right after the judgment, SOS Racisme called for appeal of this decision. In 2007, in second judicial instance, the Paris Appeal Court found Adecco France guilty for discriminatory practices allegedly committed by Adecco in France, by means of its affiliate when sourcing candidates for its client. On June 2009, The Court of Cassation has decided to confirm the Paris Appeal Court judgement on 2007. While confirming the existence of a punctual practice for a specific demand of a client, The Court of Cassation however also declared that SOS Racisme was not to be admitted as "civil party" to the procedure and subsequently, SOS Racisme shall reimburse to Adecco France the compensation amount received after the decision of the Paris Appeal Court (EUR 30,000).

## Product responsibility

**PR1-PR9**

In the HR services industry, "product responsibility" refers to our responsibility to our external colleagues, namely our responsibility for what kind of workplaces and work conditions we offer them. These topics are covered under the labour practices indicators (LA) and human rights indicators (HR). Therefore, some of the product responsibility indicators would be redundant, while the others are not applicable to our type of business. Consequently we decided not to report in relation to the GRI product responsibility performance indicators.

# Annexes section

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# CR management within Adecco Group

## Board of Directors

Rolf Dörig	Chairman of the Board of Directors
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## Responsibilities at committee

Jakob Baer, Chairman Francis Mer Thomas O'Neill David Prince	Audit Committee
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Andreas Jacobs, Chairman Francis Mer Judith A. Sprieser	Nomination & Compensation Committee
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Francis Mer, Chairman Jakob Baer Thomas O'Neill Wanda Rapaczynski	Corporate Governance Committee
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## Corporate functions

Patrick De Maeseineire	Chief Executive Officer
Stephan Howeg	Group Communications and CR
Urs Wälchli	General Counsel
Hans Brüttsch	Compliance Reporting
Pierlaurent Barbieri	Group Internal Audit

## Argentina

Esther I. Parietti	CSR Adecco Group Argentina
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## Benelux

Anke Rinkes	Adecco "Disability & Skills" Vlaanderen
Philip Verbeeren	Adecco "Disability & Skills" Brussels-Wallonie
Rinus Wittenberg	CSR Adecco Netherlands

## France

Jean-François Connan	CSR and insertion for Adecco Group France
Renaud Joubert	Adecco Group Foundation France
Bruce Roch	Innovation & diversity

## Germany

Hendrik Rittner	Adecco Foundation Germany
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## Italy

Claudio Soldà	Adecco Foundation Italy & CR Adecco Group Italy
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## Japan

Ayako Suzuki	CR Adecco Japan
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## North America

Ed Blust	Marketing & CSR programmes
Rachelle Chapman	"Career Connections"
Lois Cooper	Employee Relations and Diversity, incl. "Renaissance Programme"
Pauline Gebon	Supplier Diversity

## Spain

Francisco Mesonero	Adecco Foundation Spain & CR Adecco Group Spain
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## Switzerland

José San José	CR Adecco Switzerland
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## UK & Ireland

Katie Siegel	CR Adecco Group UK & Ireland
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## Further reading

### **Temporary agency work as leading indicator**

Temporary agency work can be seen as a good, pragmatic, broad-usage leading indicator. It is easy to understand, performs reasonably well in statistical analysis and data are made available on a regular basis. The most plausible hypothesis is that temporary agency work and GDP correlate in real time. But since temporary agency work can be measured much more frequently, it can still function as a de facto leading indicator, in particular in those countries that collect information on a regular basis. Published in February 2009; downloadable from [www.ciett.org](http://www.ciett.org)

### **Temporary agency work and collective bargaining in the EU**

A new report published by Eurofound reveals that temporary agency work (TAW) is, on the whole, highly regulated across the EU27, with a mix of legislation, collective labour agreements and instruments of self-regulation at national level. However, there are wide variations in what is regulated (e.g. reasons for using TAW, prohibited sectors, maximum length of assignment) and how this regulation is developed and implemented, most notably the role played by social dialogue. Published in December 2008; downloadable from [www.ciett.org](http://www.ciett.org)

### **Ciett Economic Report 2009 – the agency work industry around the world**

Ciett has just published its 2009 Annual Economic Report, based on figures available for 2007. This report is the second of its kind to reveal that the agency work industry is one of the largest private employers in the world today, with over 9.5 million workers employed on a daily basis, and global annual sales revenues in excess of EUR 230 billion. Published in March 2009; downloadable from [www.ciett.org](http://www.ciett.org)

### **More work opportunities for more people**

The temporary agency work industry's contribution to a more efficient labour market (commissioned by Eurociett, Brussels, 2007, and conducted with the support and assistance of Bain & Company, a global management consulting firm). This report describes how best to harness the private employment agency (PrEA) industry's contribution to growth and jobs. The study focuses on the six largest European markets – namely France, the UK, the Netherlands, Germany, Belgium and Spain – which together accounted for approximately 85% of the EU-27 agency work market in 2006. The conclusions and recommendations herein are applicable in principle to all European countries. Downloadable from [www.euro-ciett.eu](http://www.euro-ciett.eu)

### **Temporary Agency Work in an enlarged EU – 2006**

Comprehensive research on temporary agency work across the enlarged EU was carried out in 2006 by the European Foundation for the Improvement of Living and Working Conditions. The overview report offers a snapshot of temporary agency work in the 25 EU member states, as well as Norway and the acceding countries of Bulgaria and Romania. The results of the research show that temporary agency work is an increasingly significant form of employment in the European Union. Downloadable from [www.euro-ciett.eu](http://www.euro-ciett.eu)

### **OECD Employment Outlook 2008**

The OECD Employment Outlook provides an annual assessment of labour market developments and prospects in member countries. Each issue contains an overall analysis of the latest labour market trends and short-term forecasts, and examines key labour market developments. Reference statistics are also included. [www.oecdbookshop.org](http://www.oecdbookshop.org)

### **“Transforming Disability into Ability” – Policies to promote work and income security for disabled people**

This book provides a systematic analysis of a wide array of labour market and social protection programmes aimed at people with disabilities. Analysing the relationship between policies and outcomes across 20 OECD countries, it gives the reader a better understanding of the dilemmas of disability policy and of successful policy elements or packages. [www.oecdbookshop.org](http://www.oecdbookshop.org)

### **Global child labour trends 2000-2004**

This trend report presents an encouraging decline of the global magnitude of child labour. There are an estimated 218 million child labourers worldwide. 126 million are in hazardous work. While the incidence of children's work is highest in Sub-Saharan Africa, the largest number of child workers are found in the Asia-Pacific region.

Comprehensive global estimates are published by the ILO every four years. This report provides detailed data by age group, sex, major region and sector of activity. [www.ilo.org](http://www.ilo.org)

## Publications by the Adecco Group Institute in 2008

All publications are downloadable from [www.adeccoinstitute.com](http://www.adeccoinstitute.com)

### **The European Demographic Fitness Survey 2008**

The analyses are based on the Demographic Fitness Survey, which has tracked companies in 11 European countries since 2006, and enables evaluation of whether and how companies in these countries are prepared for the impact of demographic changes, as well as how they behave in a changing economic environment. The analyses cover companies from the five biggest European economies (the 'EU Big Five': France, Germany, Italy, Spain and the United Kingdom) and continue our research on the aging workforce, focusing on how companies address changes in the age structure of the workforce.

### **Demographic Fitness Survey: Belgium 2008**

Although a majority of companies claim that older employees work just as well or even better than younger employees, only 11% of them expect to hire more people aged over 50 than they did last year. Belgian companies are in a weaker position than last year regarding their approach to the aging problem. However, Belgium scores relatively well on lifelong learning.

The survey is available in English.

### **Demographic Fitness Survey: Denmark 2008**

Danish companies are the least worried about the aging of the workforce: few Danish companies have analysed the age structure of their workforces, a prerequisite to preparing for an aging workforce: Just 22% know the age structure of their staff, compared with an average of 40% in Europe.

The survey is available in English and Danish.

### **Demographic Fitness Survey: Netherlands 2008**

The study shows that Dutch companies are facing a shortage of staff with technical and commercial skills. More than a quarter simply cannot fill the vacancies they have. As many as 72% of employers think that this problem can be solved by employing more older workers and keeping them at work for longer. However, only 8% are prepared to back this up

with specific plans to employ more older people in order to address the skills shortage.

The survey is available in English.

### **Demographic Fitness Survey: Norway 2008**

Of all countries surveyed, Norwegian companies are among the most open-minded towards older employees: 16% hired more people aged 50 and older than in the previous year (European average: 10%) and 14% plan to hire more people of that age group in 2009 (European average: 9%).

The survey is available in English and Norwegian.

### **Demographic Fitness Survey: Germany 2008**

More and more German companies are recognising the significance of demographic change. In a comparison of the five biggest European economies, Germany stood out with its marked awareness of the issue. Some 70% of companies see this as one of the greatest challenges for the future, on a par with globalisation and technological progress. This developing awareness has resulted in the first measures: last year, more than half of German companies (53%) analysed the age structure of their workforce, compared with over a third (38%) in 2006.

### **Demographic Fitness Survey: Italy 2008**

More companies (26%, up from 17% in 2006) have started to analyse their internal age structure on a departmental level, and more large companies (15%, up from 5%) say they plan to hire more employees aged 50 and older in 2008 compared with 2007.

The survey is available in English and Italian.

### **Demographic Fitness Survey: Sweden 2008**

Swedish companies worry less about the aging of the workforce than companies in other European countries. Only 31% of Swedish companies consider demographic change to be one of the most important challenges of the future, compared with an average of 47% in Europe's five biggest economies, Germany, France, the UK, Italy and Spain.

The survey is available in English and Swedish.

### **Demographic Fitness Survey: Switzerland 2008**

When comparing the eight countries in the survey (the UK, France, Italy, Spain, Germany, Belgium, the Netherlands and Switzerland), Switzerland scores worst and ranks last compared with its position second from bottom in the first survey in 2007. Despite this low level of preparation for demographic change at company level, Swiss firms encounter the fewest difficulties in filling vacancies with their favourite candidates compared with the other countries.

The survey is available in English, French and German.

### **Talent, talent, talent. Finding it. Developing it. Keeping it. The new role of HR in the future**

This survey conducted amongst 5,000 European HR managers indicates that the average planning horizon of HR professionals today is only 1.1 years. The survey also reveals that companies are unprepared for the exodus of knowledge and expertise resulting from the aging of the workforce and of a high number of colleagues retirement, especially of the baby boom generation. Only 29% of European companies have conducted a full analysis of which employees hold critical business knowledge – 31% have done nothing at all. 35% of the HR managers interviewed are already experiencing particular skills shortages in technical knowledge and another 19% are having problems finding job candidates with the IT skills needed for the positions they try to fill.

The survey is available in English.

## **Publications by the ATLMRI, India, in 2008**

The Adecco Tata Institute of Social Sciences Labour Market Research Initiative. All publications downloadable from [www.atlmri.com](http://www.atlmri.com)

### **India Labour Market Report 2008**

The first bi-annual India Labour Market Report (200 pages), published by Adecco TISS Labour Market Research Initiatives.

### **Employment in Retail Sector: A comparison of unorganised and organised retail in India**

Discussion Paper 7/2008. The retail sector is expected to create a significant amount of employment as it will expand across the country on a massive scale. The study attempts to understand and conceptualise labour as it is perceived by both unorganised and organised forms of retailing. It goes on to examine labour management practices and labour problems, and compares the problems faced by employees in organised and unorganised retailing in India.

### **Employability in Small-Scale Sector**

Discussion Paper 8/2008. Historically, the small-scale sector has played a major role in the Indian economy and been a major source of employment. One of the important challenges faced by SMEs is the lack of skilled labour to match the requirements of emerging production systems. Employability has emerged as an important strategy in the industry and policy circles to deal with these new challenges. This study attempts to contextualise the concept of employability in SMEs and to understand its use in the SME sector.

# Glossary

**AA1000 Series** The AA1000 series are principles-based standards for helping organisations become more accountable, responsible and sustainable.

[www.accountability21.net/aa1000series](http://www.accountability21.net/aa1000series)

**Adecco Group Foundation** The Adecco Group foundations are not-for-profit organisations that directly or indirectly help disadvantaged groups enter the labour market. The foundations can concentrate on the needs of target groups, and build an important basis for the Adecco Group's social commitments.

**Aging workforce** The next few decades will see substantial demographic changes due to aging 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.

**Associate** A person who works for Adecco Group on a temporary basis (external colleague).

**Candidate** Any person interested in becoming an external colleague or having a permanent placement.

**Career management** addresses the needs of both employers and employees throughout their working lives.

**Change management** The development of a planned approach to changing a method of management or business practice in an organisation. Typically, the objective is to maximise the collective efforts of everybody involved in the change.

**Cieff** The International Confederation of Private Employment Agencies. Cieff is the authoritative voice representing the common interests of the agency work industry and consists of 40 national federations from EU and EFTA and 6 of the largest staffing companies worldwide. Its main objective is to help its members, which include Adecco Group, Olympia Flexgroup, Kelly Services, Manpower, Randstad and USG People. [www.cieff.org](http://www.cieff.org)

**Client** A buyer of Adecco Group's HR services.

**Corporate culture** The inherent personality of a company or business. This includes a company's values, visions, principles, traditions, operating methods and work environment. The company places equal value on its colleagues (internal and external), customers, shareholders, suppliers and communities, because all these elements are important to the company and its business.

**Corporate governance** Corporate governance encompasses the full range of principles directed towards shareholders' interest seeking a good balance between direction and control and transparency at the top 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. [www.sarasin.ch](http://www.sarasin.ch)

**Decentralisation** Significant decision-making delegated throughout the organisation, down to regional, national and local management levels.

**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.

**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. [www.ethibel.org](http://www.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. [www.e-cpartners.com](http://www.e-cpartners.com)

**Eurocieff** The European Confederation of Private Employment Agencies. See under "Cieff". [www.euro-cieff.org](http://www.euro-cieff.org)

**Eurofound** The European Foundation for the Improvement of Living and Working Conditions is a European Union body. Specifically, 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. [www.eurofound.europa.eu](http://www.eurofound.europa.eu)

**External colleague** A person who is employed by an Adecco Group company and works for an Adecco Group client on a temporary or a permanent basis.

**FTSE4Good** The FTSE4Good Index Series is a series of benchmark 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. [www.ftse.com/ftse4good](http://www.ftse.com/ftse4good)

**GHG** Greenhouse Gases are those gases which are supposed to trap the heat in the atmosphere and thus to cause a global warming. The principal greenhouse gases that enter the atmosphere because of human activities are: Carbon dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and various fluorinated gases.

**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. [www.unglobalcompact.org](http://www.unglobalcompact.org)

**GRI** Global Reporting Initiative. An independent institution dedicated to developing and disseminating globally applicable Sustainability Reporting Guidelines. The GRI seeks to elevate sustainability reporting to the same level of rigour, comparability, credibility and verifiability expected of financial reporting, while serving the information needs of a broad range of stakeholders from civil society, government labour and the private business community. There are strong links between the GRI and initiatives such as the United Nations Global Compact, the OECD Guidelines for Multinational Enterprises and many others. [www.globalreporting.org](http://www.globalreporting.org)

**HR-BPO (Human Resources Business Process Outsourcing)** Total or partial outsourcing of HR duties (e.g. payroll, recruiting, training, benefits, employee orientation, staffing).

**ILO** The International Labour Organization (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. [www.ilo.org](http://www.ilo.org)

**Intergenerational programme** Programmes that bring together participants of different ages.

**Internal colleague** A person who is employed on a permanent basis by Adecco Group or one of its companies.

**ISO 26000** An international standard issued by the International Organization for Standardization, providing guidelines for social responsibility. The guidance standard will be pub-

lished in 2010 as ISO 26000 and will be voluntary in character. It will not include requirements and thus will not be a certification standard.

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

**Leadership development** The development of leaders within an organisation. Companies may implement programmes that instruct and guide employees on how to become leaders in both their professional lives and their communities.

**Learning styles** Different approaches to learning. Recognised styles include visual, auditory, kinaesthetic and intrapersonal.

**Lifelong learning** In an era of rapidly evolving knowledge and ever-increasing globalisation, patterns of working, learning, and living need to change with the times. Lifelong learning is a continuous process of formal and informal learning to keep employees up to date.

**Mentorship** Relationship between a (usually) senior and a junior employee. The senior employee instructs and guides the junior employee on a company’s work practices, skills, as well as career choices and decisions.

**Multigenerational workplace** Refers to today’s workforce, which for the first time in history includes at least four generations: the silent generation, baby boomers, generation X and generation Y. According to Adecco Group, the multigenerational workplace provides a strong impetus for businesses to take a closer look at the generational distribution of their workforce and understand each group’s needs, enabling them to run a more efficient and effective workplace.

**Outplacement** The process of placing employees in other positions or training courses following loss of a job.

**Outsourcing** The practice of using external workers and/or machinery for certain business tasks.

**Permanent placement** The placement of a candidate (potentially an external colleague) for an indeterminate period.

**Project staffing/consulting** The assignment of an employee or a team from the Adecco Group staff (potentially complemented by external colleague[s]) to the client for the execution of a project, with the resources remaining on Adecco Group’s payroll and integrated into Adecco Group’s reporting structure.

**Public-Private Partnership (PPP)** All forms of co-operation 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.

**RPO (recruiting process outsourcing)** Total or partial outsourcing of recruiting duties (e.g. CV screening, job-board searching, job posting). The agency makes the recruitment decision.



**Secondary 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** This 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.

**Stretch assignment** A career development tool which puts an employee in a new function, which overstrains his or her capabilities and thus challenges him or her to pick up new skills.

**Sustainability** The principle that we must meet the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability, corporate responsibility and CSR are often synonymous.

**Talent management** The management of an organisation's employees or workers. Talent management requires that a company recognise the individual strengths and weaknesses of its employees or workforce, as well as strive to review and improve the talents and skills of its workforce.

**Temporary placement** The placement of human resources for non-permanent employment needs. Placements may be defined or undefined.

**Thought leadership** The process of providing specific, predetermined information on a certain subject. Individuals or entities can be "thought leaders" and can drive or lead discussions on a certain topic.

**Training** The development of a company's human capital.

**UNI Global Union** The global union for skills and services. It's the biggest grouping of individual trade unions in the world with more than 900 affiliated unions in 150 countries and 20 million affiliated members. [www.uniglobalunion.org](http://www.uniglobalunion.org)

**Work-life balance** A situation where an employee's work and personal life are balanced. Employees may be given options such as telecommuting, flexible work schedules, maternal or paternal leave to accommodate their personal lives with their careers.

**360° feedback** A performance review method that allows an employee to get feedback from supervisors, peers, staff members, co-workers and sometimes customers.

# Addresses

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

## **Contact details**

Adecco Group management & consulting S.A.  
Sägereistrasse 10  
P.O. Box  
CH-8152 Glattbrugg  
T +41 44 878 88 88  
F +41 44 829 88 88

Group Communications  
T +41 44 878 87 87  
F +41 44 829 88 39  
[sustainability@adecco.com](mailto:sustainability@adecco.com)

Investor Relations  
T +41 44 878 89 89  
F +41 44 829 89 24  
[investor.relations@adecco.com](mailto:investor.relations@adecco.com)  
<http://investor.adecco.com>

Adecco Group on the Internet  
[www.adecco.com](http://www.adecco.com)

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