



This is our Communication on Progress in implementing the principles of the United Nations Global Compact.

We welcome feedback on its contents.

WE SUPPORT



©Brian Hodes

Contents

3	The Adecco Group
4	Key figures
6	Message from the Corporate Governance Committee Chair and the CEO
8	Our business & CSR
13	Our CSR strategy
18	Our main programmes and initiatives in the Economic dimension
21	Our main programmes and initiatives in the Social dimension
43	Our main programmes and initiatives in the Environmental dimension
46	Our sustainability performance and goals
48	External acknowledgements on our sustainability performance
50	GRI Standard Disclosures: Profile
69	GRI Standard Disclosures: Performance Indicators
77	Further reading
81	Glossary
83	CSR Governance and contacts
85	Imprint

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 provider of HR solutions – a business that has a positive impact on millions of people every day – we are conscious of our global role. Helping people to **better work, better life** is our common purpose and the way in which we contribute to society.

Key figures

Labour market facts & trends

46 MILLION PEOPLE GAIN ACCESS TO WORK EVERY YEAR THROUGH AGENCY WORK

The role of our industry – from the Ciett Economic Report 2013

Providing employment for millions

- 12.4 million agency workers were employed daily in 2011
- On a yearly basis, 46 million people gain access to work through agency work
- The USA employs the largest number of agency workers with 12.9 million people gaining employment through agency work each year
- Europe employs 10.4 million people in agency work each year

Whatever their skills levels

- 77% of agency workers have at best finished their secondary education

Giving younger generations the chance to step onto the career ladder

- On average, 57% of agency workers in Europe are under 30 years of age

75 MILLION YOUNG PEOPLE UNEMPLOYED WORLDWIDE

Main trends in the global labour market

1. Continued high unemployment – above all youth unemployment
2. Skills and geographical mismatch – millions of jobs do not get filled
3. Greater need for flexibility – for companies to remain competitive
4. Fewer jobs for lower skilled workers

AFTER ONE YEAR, OUR INDUSTRY HAS GIVEN 11.6 MILLION PEOPLE MORE WORK CHOICES THROUGH UP-SKILLING

Where are we after one year – well on the way to work!

- Supported 46 million people in their job life
- Helped 12 million young people
- Up-skilled 11.6 million
- Created 3.1 million new jobs
- Served 4.5 million companies¹

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

The industry confederation is strengthening that role and we collectively made 5 pledges in May 2012 to build better labour markets and provide work opportunities and hope to millions of people every day:

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

AFTER ONE YEAR, OUR INDUSTRY CREATED 3.1 MILLION NEW JOBS

How our industry creates employment

- Two thirds of organisations would not have created jobs without access to agency work
- Agency work provides a stepping stone from unemployment into work
- A high percentage of agency workers remain in employment after 1 year's experience¹

¹ Source: Ciett Press Release May 2013.



32,000~
FULL-TIME EQUIVALENT
EMPLOYEES¹



700,000~
ASSOCIATES ON
ASSIGNMENT DAILY²



100,000+
CLIENTS
EVERY DAY²



5,400~
BRANCHES IN OVER 60
COUNTRIES & TERRITORIES¹

¹ Year-end 2012
² Average 2012

ACROSS THE GLOBE



ACROSS THE BUSINESS WORLD – HR SOLUTIONS AND SERVICES

TEMPORARY AND PERMANENT STAFFING SERVICES		HR PROCESS MANAGEMENT SOLUTIONS	
General Staffing <ul style="list-style-type: none"> · Office · Industrial 	Professional Staffing <ul style="list-style-type: none"> · Information Technology · Engineering & Technical · Finance & Legal · Medical & Science 	Business Process Outsourcing Solutions <ul style="list-style-type: none"> · Managed Services Programmes (MSP) · Recruitment Process Outsourcing (RPO) · Vendor Management System (VMS) 	Career Transition & Talent Development Services <ul style="list-style-type: none"> · Outplacement · Leadership Development · Career Development · Change Management Solutions · Training · Consulting

WITH A FOCUS ALWAYS ON PEOPLE – BETTER WORK BETTER LIFE

- Coaching, career guidance, new skills improving employability
- Consecutive assignments – variety of experiences to upgrade skills sets
- International mobility

ACROSS BORDERS – THE TOP HOST COUNTRY LIST

Through our Candidate International Mobility programme, Adecco helped more than 2,500 people find new employment across borders in 2012



The current youth unemployment situation is economically and morally unacceptable. Work is a basic need. It gives people dignity and a sense of purpose and belonging.

Dear Stakeholder,

The Adecco Way to Work – our contribution

The social and economic contribution of the Adecco Group and our 32,000 employees to the world of work have never been of greater value. Our day-to-day activities – as well as global and local programmes, outlined in this report – enable or improve the way to work for hundreds of thousands of people. We help people of all backgrounds find their way to work – those starting out on their careers and experienced professionals, people with diverse ethnic backgrounds, levels and types of skills and ambitions. Better work, better life is what we know about. As the global industry leader, we feel it is our responsibility to improve the world of work for everybody.

In the fifth year after the outbreak of the global crisis, unemployment has reached record highs, leaving an accumulated total of 197 million people without a job in 2012. Young people remain particularly affected by the crisis. Currently, 75 million young people are unemployed globally. At the same time, there are worldwide talent shortages. This indicates skill and occupational mismatches between education and training systems and the dire needs of companies striving to grow and looking for the right talents in a technologically enabled, global economy.

These are structural issues, with no quick fix. As the world's leading provider of HR solutions, we believe the current youth unemployment situation is economically and morally unacceptable.

Work is a basic need. It gives people dignity and a sense of purpose and belonging. Helping people to better work – and hence better life – is our common goal. It is the way in which we contribute to society every day. Adecco provides people with a stepping stone into employment. We ensure that over 700,000 associates worldwide have the best possible jobs on a daily basis. We help them succeed and grow through training, coaching and recognition of their achievements through new assignments or a permanent job. Moreover, we use our expertise to shape the industry agenda and introduce innovative workforce solutions in order to broaden work opportunities for millions of people.

In the midst of this challenging environment, more practical action is needed. And that is what we did: we took action.

On April 30, the street day marked the beginning of the Adecco Way to Work™. In more than 50 countries, our employees were out in the streets, at schools and universities offering career advice, guidance and free training workshops to help youngsters in their search for jobs. In total, over 10,000 employees hit the streets attending some of the 1,000 street day activities. Over 2,000 branches held open days. We also offered 9 young people a once-in-a-lifetime experience to travel the world in search of their dream job. The purpose was to demonstrate that life and job experiences go hand in hand.



Through this and many other initiatives, we encourage each and every one of our employees to bring to life our company's values of team spirit, customer focus, responsibility and entrepreneurship. We are extremely proud and grateful for the depth of engagement of our employees not just with our economic goals but also with our social contribution every day. And we sincerely thank all of our other stakeholders, above all our clients, associates, and shareholders for their support and confidence in the Adecco Group.

Our report gives you an insight into our world of work and how we implement our mission of 'better work, better life' on a daily basis.

Patrick De Maeseneire
Chief Executive Officer

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

We feel it is our responsibility to help people to better work, better life by creating opportunities in the labour market for all.

Our business & CSR

How CSR relates to our business

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

CSR Governance within the Adecco Group



We participate in the Dow Jones Sustainability Assessment, the Carbon Disclosure Project, and the FTS4Good Index Series. And we also submit our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the Global Reporting Initiative GRI Guidelines.

Better work better life



As the world's leading provider of HR solutions, Adecco believes work is a basic human need. Our responsibility is to bring to life the principle of 'better work better life' amongst all our stakeholders. Better work, better life is our job. Every day we help many companies to succeed by bringing together work teams with skills and attitudes that best match their needs. Every day, we ensure that around 700,000 associates worldwide have the best possible jobs. We help our employees and associates to succeed and grow by training, coaching and recognition of their achievements. In effect, they choose to work with us.

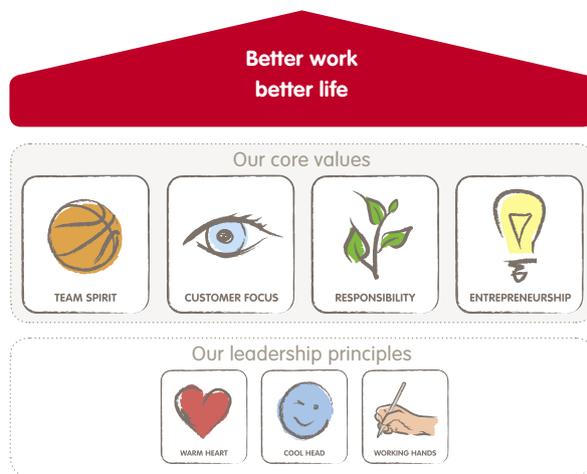
Better work, better life is what we care about when Adecco teams worldwide volunteer their time and expertise in their communities to help bring disadvantaged people into employment.

Work is the foundation of personal and family life, corporate and organizational success, social stability and economic development. Choice in the domain of work supports people to develop and apply their talents and it gives a purpose to peoples' lives by building a sense of inclusion in society.

Our values & leadership principles

Our four core values – team spirit, customer focus, responsibility and entrepreneurship – are at the very heart of how we operate. They are shared and brought to life by all our employees around the globe and reflect how we do business. Our four core values are in line with our promise to deliver 'better work better life' for our stakeholders.

Values & Leadership Principles



Values



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



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



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



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

Leadership Principles



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

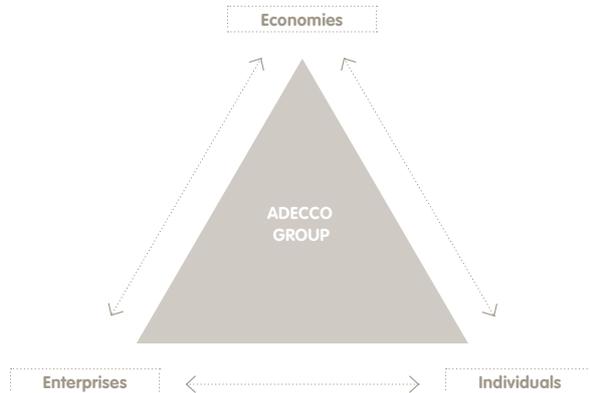


- People who know how to reach out to other people's hearts, who are able to make the most of others, appreciating and respecting them, and are able to focus the energies of their co-workers and colleagues on a common objective.

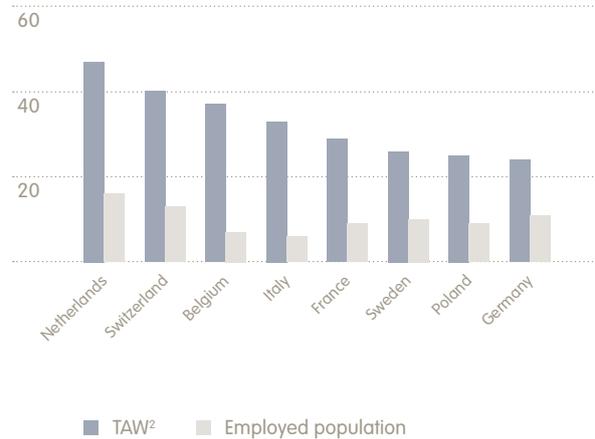


- People who love their work and are willing to go the extra mile.

Adecco's contribution to people, enterprises and the economy at large



Agency work provides needed opportunity for young people¹
% of young workers (<25 years) in 2009



How HR services benefit the labour market

Lifelong employment for everyone, adapted to personal, family, generational and geographical needs and abilities is the aim of our industry. HR services companies help people find a permanent, fixed-term or temporary job as well as enhancing their employability through career counselling, education and continuous training.

A stepping stone into employment HR services companies are a stepping stone for the unemployed and young people to (re-) enter the job market. According to the Eurociett study “Adapting to Change”¹, 35% of temporary workers in Europe are below the age of 25 and use temporary work as their first opportunity to gain work experience. On average 37% of all temporary workers are officially registered as unemployed before finding a temporary job. Twelve months after having finished work on a temporary basis, only 15% of temporary workers are registered as unemployed again.

Providing a variety of services to diverse industries The spectrum of the HR solutions and services we offer is vast, as is the diversity of our client base. It encompasses industry sectors such as Office, Industrial, Information Technology, Engineering & Technical, Finance & Legal, Medical & Science, Business Process Outsourcing Solutions and Career Transition & Talent Development Services.

Meeting the needs We maintain a constant dialogue with clients and workers as well as with societal, governmental and business stakeholders to create more and better work opportunities for individuals worldwide. Economies, enterprises and individuals all have to face seasonal, cyclical and structural market changes and as a labour market intermediary, we help them to adapt and react to these challenges.

Enhancing occupational and geographic mobility We have a deep knowledge of labour markets in the over 60 countries and territories worldwide where we operate. While there are barriers to mobility, such as language or cultural differences, economically difficult conditions and resulting high (youth) unemployment will, we believe, further increase mobility of talent. For individuals, we offer legally recognised and regulated work opportunities, facilitate on-the-job training and enhance occupational and geographic mobility. While numbers are still low, trends are emerging in worker mobility across Europe. During 2012, we supported workers from Poland, the UK, Ireland, Portugal and Romania to find new employment abroad. In total, more than 2,570 associates found jobs across borders thanks to our International Candidate Mobility programme. In Canada, a similar programme successfully addresses the skills gap and has been in place for several years.

Supporting properly regulated employment services Our services and knowledge around work bring us into constructive dialogue with governments, labour organisations and related bodies such as the UN, the ILO, the EU and national staffing federations, amongst others. To maximise the benefits of HR services in delivering greater labour market efficiency, relevant regulation should balance flexibility with security, for both workers and businesses. Adecco is supportive of international instruments that provide guidelines to properly regulate private employment services, such as the [ILO Convention 181](#) at global and the [EU Agency Work Directive](#) at European level. The convention was adopted in 1997 and recognises the role HR services companies play in a well-functioning labour market and emphasizes the protection of the workers using their services. Adecco, Eurociett and the national associations continue to advocate for the correct implementation of the EU Agency Work Directive, focusing on the appropriate regulation and lifting of unjustified restrictions. Adecco is actively involved in the Directive’s review process, which is being conducted by the European Commission and which will lead to a report in December 2013.

¹ “Adapting to Change How private employment services facilitate adaptation to change, better labour markets and decent work”. A report by the Boston Consulting Group BCG and Cielt.

² Temporary Agency Work

Adecco is conscious of the environmental impact our operations can have and the difference we are able to make to our own performance also by supporting clients with their GHG² reduction goals. Therefore, in 2010 we started to collect data on our CO2 emissions in our 10 largest markets including the global headquarters. In 2011, the reporting was stepped up to 12 countries covering 86% of the Adecco Group in terms of revenue, which has led to a much improved database and resulting information. Through benchmarking with similar industries, a company-wide emission reduction target was defined in 2012 of 12% by 2022.

Materiality – choosing our sustainability priorities

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

Our main stakeholder groups and their major concerns (blue = corresponding to UN Global Compact principles)

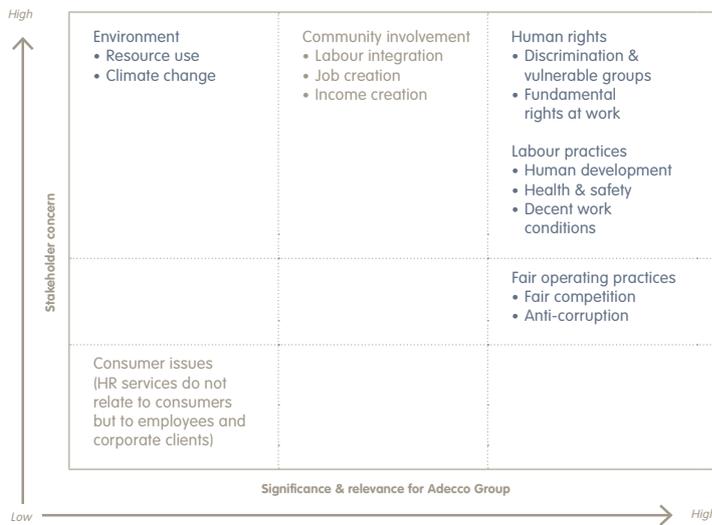
Our main stakeholder groups	Concerns
Our employees Employees, candidates and associates, all socio-economic backgrounds, ages and abilities	<ul style="list-style-type: none"> • Work as a basic need • Work generates income, is a basis for independence • Work as opportunity, as a pathway into a personal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

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

Choosing our sustainability priorities To define our priorities, we assessed the generic CSR core subjects as provided by ISO 26000 (i.e. human rights, labour practices, the environment, fair operating practices, consumer issues, community involvement) against our stakeholders' concerns as well as against the nature of our HR services business, the scope of our company and our sphere of influence. This resulted in the following **materiality matrix**, from which we derived our **six strategic focus areas** (page 16). Our strategy reflects how CSR relates to our business and mirrors our core competencies, strengths and operational abilities, as well as supports how we can make a difference in the world of work.

Materiality matrix

(blue = corresponding to UN Global Compact principles)



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

By identifying our critical ESE issues we get to understand what matters most: our six strategic focus areas

Our CSR strategy

The three dimensions of CSR

In 2012, we further developed our CSR strategy, aligning it with our core business, in response to global trends in our industry and to the requests and feedback we receive from our employees, associates/candidates and our clients.

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

1. Economic
2. Social
3. Environmental

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

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

Identifying, mitigating and managing risks is part of our culture. Furthermore, our risk management process is used to identify business opportunities, to improve our performance towards employees as well as services for clients and associates and to increase the value of the Adecco Group with the general public. All countries perform risk assessments on a regular basis and report their results to Group Management. Risks identified at country and corporate level are treated as opportunities for improvement.

We are dedicated to earning the trust and loyalty of our employees, associates, clients, shareholders and the communities in which we operate, by performing our work in accordance with our **Code of Conduct** which is anchored in our Core Values and in our Leadership Principles. It sets forth the standards and expectations that we must fulfil in our work and the way we do business, aiming at high standards with regards to ethical and legal conduct. The main areas of focus include: employment, business practices, finance and transparency and information technology.

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

¹ As amended on October 29, 2008.

² As amended on September 6, 2007.

Ensuring transparent and ethical practices, the **Supply Chain** has become increasingly important in recent years. In 2012, we issued a **Code of Conduct** and questionnaire for our major suppliers to ensure that our supply chain adheres to the highest ethical principles.

Social dimension: Through the yearly release of our dedicated **Communication on Progress (CoP)**, which is published on our website and submitted to the **UN Global Compact**, we report on the processes and tools used to identify and prioritise critical social issues within our business and CSR strategies. We apply the **Global Reporting Initiative (GRI)** Sustainability Reporting Framework as it helps us to measure and report transparently and with accountability on our CSR performance. The materiality matrix according to **ISO 26000** provides guidance on how we can operate in a socially responsible way looking at issues related to our business and the concerns of our stakeholders. In addition, we respond to and are measured by RobecoSAM's **Dow Jones Sustainability Indexes (DJSI)** review, the **Carbon Disclosure Project's** Investor and Supplier Modules, and the **FTS4Good Index Series**.

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

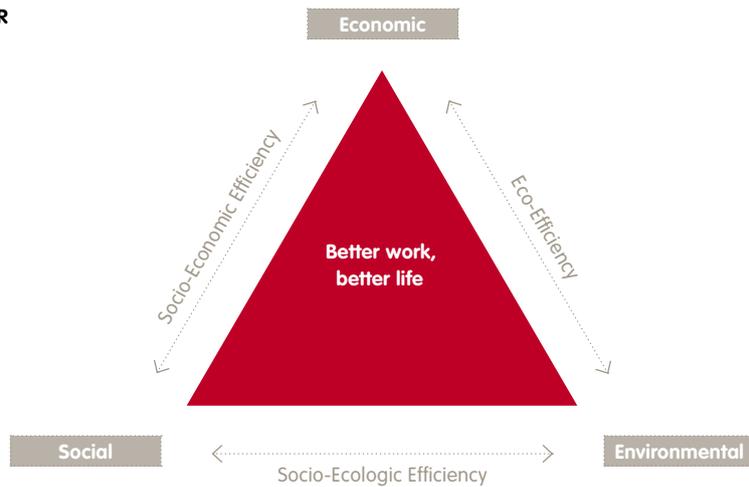
Adecco adheres to the **Universal Declaration of Human Rights**. In November 2003, the Adecco Group became the first company in its industry to sign the **United Nations Global Compact (UNGC)**. In November 2008, UNI Global Union and Ciett Corporate Members, including the Adecco Group, signed a Memorandum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

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

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

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

Three Dimensions of CSR



Economic	Social	Environmental
<ul style="list-style-type: none"> · Business Excellence · Governance & Compliance · Risk Management & mitigation · Customer satisfaction · Supply Chain management 	<ul style="list-style-type: none"> · Training & Development · Human & Labour Rights · Integration · Diversity & Equal Opportunities · Health & Safety 	<ul style="list-style-type: none"> · Environmental conscious behaviour · Reducing consumption · Lowering CO2 emissions · Supporting clients with their environmental targets

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

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

Environmental dimension: As the global leader in HR services, we are conscious of the environmental impact our operations can have and the difference we are able to make by acting responsibly. Since 2010, we have introduced **processes and tools** to identify and prioritise critical environmental issues within our business operations as part of our increased focus on improving our environmental performance. In order to evaluate and reduce our carbon footprint in a consistent and structured manner, we have been measuring and reporting on environmental commitments in the Adecco Group's CSR Report and CoP as well as through our participation in the Carbon Disclosure Project (CDP) and the RobecoSAM's Dow Jones Sustainability Indices. The measurement of our CO2 emissions is centralised thanks to the 'myclimate' database which helps us break down our environmental impact into Scope 1, 2 and 3 emissions. We have replaced our environmental policy with more comprehensive **environmental guidelines** which outline to all stakeholders where the priorities lie in considering the impact our daily operations have. Our country organisations in Spain, Norway and Sweden are currently **ISO 14001** certified.

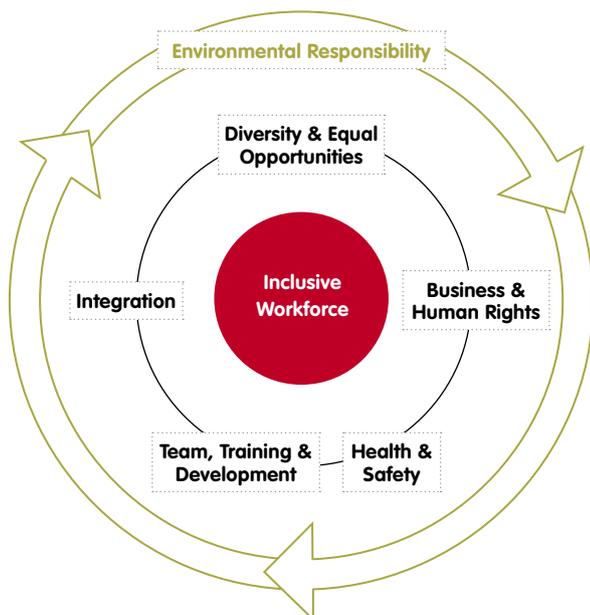
“I think that each year our colleagues better understand the philosophy of this worldwide initiative. In addition, we all feel grateful because in 2010 we benefited from Win4Youth being able to support the Chilean ‘Romanos XII’ Foundation. That’s why for 2012, we have decided to incorporate Win4Youth as a permanent activity of our company, with positive results.”

Thibault Vautier, Country Manager Adecco Chile

Our six strategic focus areas

CSR needs to reflect our business values, while addressing social, environmental and economic challenges. On this basis, we have defined the following six strategic focus areas with the greatest value and impact for our company and society in the current labour market environment.

Our six strategic focus areas



Team, Training & Development: Currently, around 7 million jobs don’t get filled despite high unemployment rates especially in European countries such as Greece, Spain, Italy, France but also in the US, Australia and Japan. This is to a large extent due to a mismatch between available jobs and skills. Young people are most affected. Too often, their education and training does not match the requirements of the business world. Adecco and its industry can contribute to solving this issue through unlocking people’s potential by retraining and upgrade workers’ skills. HR services companies help people enhancing their employability through career counselling, education and continuous training.

Integration: Every company’s workforce needs people with a diverse skill set and from all backgrounds in terms of disabilities, age, ethnicity or gender. Integrating people into the workforce through agency work is a central part of our business. Jobs offer people work experience and an income. Consecutive assignments provide people with diverse work experiences and enhance their adaptability to different roles and teams. In many cases, they are a stepping stone to a permanent position for individuals who otherwise could become marginalised. The Adecco Group and its Foundations – often in partnership with various organisations – are involved in a range of international, national and local programmes to help these groups at risk of exclusion. More employers are recognising the need to create and promote an inclusive workplace in order to maximise productivity, attract new talent and increase employee commitment.

Diversity and equal opportunities: Retention is one of six strategic priorities for the Adecco Group. Our employees and associates are the most important reason for our success. As a company, operating in over 60 countries, we see that diverse teams are able to come up with a wider range of solutions to business problems. Our approach to diversity and equal opportunities and our open company culture help the Adecco Group to attract, motivate and retain talented employees and associates. An example of what our diverse teams

can accomplish is, in our role as recruitment partner of the London 2012 Olympic and Paralympic Games, when Adecco UK & Ireland recruited 8,300 people as permanent and temporary employees for the Games. Adecco was given the task and succeeded in recruiting the most diverse workforce for Olympic Games ever. Adecco shared LOCOG's³ vision for a highly talented, committed, and diverse workforce, developing a unique tracking software that would measure the six streams of diversity (age, ethnicity, faith, gender, disability and sexual orientation) in every department.

Health & Safety: Our employees and associates are our most valued asset. We are committed to the Health & Safety of our employees and the associates working with our clients. Our industry is unique. We do not directly control the workplace of our associates. Therefore, we must properly select, train, and equip our associates before assigning them to a job. It is of utmost importance to ensure that our clients adhere to the highest safety standards so that our associates have a safe and healthy workplace with adequate supervision. In order to ensure a fair basis for comparison of our safety performance towards our associates among our country organisations, we look at the development of accident frequency rates (AFR), rather than comparing absolute AFR values. This is due to the fact that our involvement in the various business sectors – and thus various risk potentials – varies significantly from country to country.

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

1. The state duty to protect against human rights abuses by third parties, including business
2. **The corporate responsibility to respect Human Rights**
3. Greater access by victims to effective remedy, both judicial and non-judicial.

The Guiding Principles on Business & Human Rights define what companies and governments should do to avoid and address possible negative human rights impacts by business. In October 2011, the European Commission published a **new policy on CSR** for the period 2011–2014 in order to create conditions favourable to sustainable growth, responsible business behaviour and durable employment generation in the medium and long term. As a result, in June 2013, the European Commission issued Sector Guides on Implementing the UN Guiding Principles on Business and Human Rights for three business sectors including a **guide for the Employment and Recruitment Agencies' sector**. Through the multi-stakeholder consultation, including Ciett and its members, the content of the guide is balanced and reflects the real issues faced by our industry. Adecco has published **guidelines on Human Rights** which reflect the size and maturity of our company. They were released in August 2013 to provide guidance and raise awareness.

Environmental responsibility: As the world's leading provider of HR solutions and a Fortune Global 500 company, we are conscious of the impact of our operations on the environment and of the difference we can make by acting responsibly. Therefore, in 2010 we started to collect the data on our CO2 emissions in our 11 largest markets including the global headquarters, stepping the reporting up to 12 countries in 2011. This will help us to assess and reduce emissions and makes us an environmental-conscious partner for clients. By benchmarking with similar industries, we defined a company-wide emission reduction target in 2012 of 12% within the next ten years. Environmental-conscious management and subsequent monitoring and reduction are specifically carried out in the following main areas of our operations:

1. Electricity: electrical energy consumption
2. Mobility: company car and air mileage
3. Office supply: mainly paper and toner consumption/ recycling
4. Office equipment: computers and monitors bought and replaced.

By improving our environmental performance, we will save costs due to the lower consumption of resources which will benefit the company's overall performance as well as our clients' performance through the services they receive from us.

³ London Organizing Committee of the Olympic Games.

Our main programmes and initiatives in the Economic dimension

Global programmes and initiatives

Excellence Awards In 2012, Adecco Group Excellence Awards were presented to ten winning teams recognised for the outstanding results they achieved living our four core values of team spirit, customer focus, responsibility and entrepreneurship. The Lee Hecht Harrison team won the overall Excellence Award for their outstanding performance while Adecco New Zealand were recognised for their retention rate, one of Adecco's strategic priorities. The 2012 awards included the first Service Excellence Award which was presented to an employee who attended our internal Service Excellence Course and best demonstrated how its learnings can be put into practice. Other winners included Adecco Latin America, Adecco Belgium, one of our international sales teams, the FESCO Adecco joint venture in China and two of our specialty brands, Soliant and Modis US.



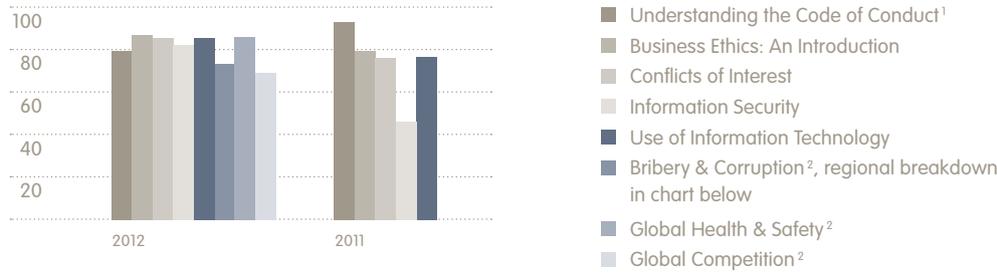
Adecco New Zealand's Country Manager (2nd left) with the Chairman of the BoD, the Global CEO, CFO and the Chief HR Officer.

Supplier Guidelines In July 2012, we published our [Supplier Code of Conduct](#) as well as a supplier questionnaire. They are distributed to our major suppliers in order to ensure they adhere to the highest standards. The Code of Conduct describes the expectations of the Adecco Group towards its suppliers, vendors, contractors or any other organisation with whom Adecco conducts business. The employees of the Adecco Group perform their business activities with the highest level of integrity and compliance within the laws and regulations of the markets Adecco operates in which reflects our expectations towards our suppliers. We recognise the variety of legal and cultural environments, in which its suppliers operate in, therefore his Supplier Code of Conduct should be understood as a framework of minimum requirements, which are applicable in the vast majority of situations.

Risk Management The risk management process is embedded into the Company's strategic and organisational context. The process is focused on managing risks as well as identifying opportunities. Adecco's risk management process covers the significant risks for the company including financial, operational, and strategic risks. Adecco's Risk Management Steering Committee supports the countries when identifying risks and has defined 15 overarching risk categories, which can have a significant impact on Adecco's results and reputation. The defined risk categories are divided into externally and internally driven risks. Our risk management activities consist of risk identification, risk assessment, risk response, and risk monitoring.

Completed online training on Compliance & Ethics

(% of all employees requested to complete the respective module)



¹ New Code of Conduct - and training module - introduced in 2011, therefore completion rate 2012 lower than 2011.
² New training module: not rolled out in all countries, yet.
 NB: As a consequence of the average employee turnover, the training completion rate of 100% can never be achieved.

ACE training & reporting The Adecco Compliance & Ethics (ACE) training is our eight-module online training programme for employees on the following topics:

Code of Conduct; Business Ethics; Bribery & Corruption prevention; Global Health & Safety; Resolving Conflicts of Interest; Global Competition; IT security and e-mail. It prepares our employees to handle ethical and legal issues which they may encounter in their day-to-day work. All employees are required to complete six of the mentioned training modules. The module on Global Competition is specifically targeted to Sales professionals and the Health & Safety module to branch managers. The Adecco Compliance & Ethics (ACE) Reporting Tools are designed to assist employees, associates and other stakeholders in reporting actual or potential violations of the law or Adecco Group policies, procedures or of the Code of Conduct. Any stakeholder may report to the Board of Directors allegations of fraud and violations of the law, the Group policies, the procedures or ethical standards of conduct by the Adecco Group or any of its employees or agents.

ACE Reporting

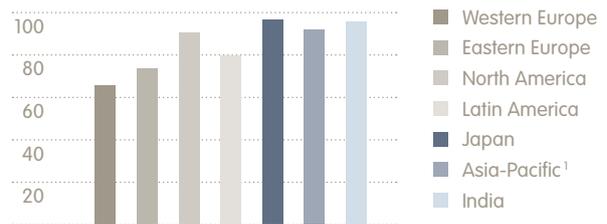
Allocation of reported issues 2012 (in %)



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

Completed online training on bribery & corruption

(% of all employees in focus in 2012)



¹ Not rolled out yet in Australia, Vietnam, New Caledonia, South Korea.

Customer Satisfaction The Global Satisfaction Survey (GSS) was implemented across the Adecco Group in July 2008 to measure client, candidate and associate satisfaction as a way to anticipate potential business risks. It aims to provide the Adecco Group leadership team with strategic insights on customer needs and wants and our competitive positioning in the market to capitalise on our strengths, address our shortfalls and shape our service delivery. The GSS is also a major source of information for the preparation and roll-out of global strategic initiatives (e.g. Global Market Segmentation Programme; Global Branding Project). After the implementation of strategic initiatives, the GSS methodology is a key element to measure the success and impact of global actions from an external perspective as well as to derive concrete actions ensuring a continuous improvement cycle across the globe. In 2012, the programme fielded in total more than 150 surveys across 20 countries covering 21 of our major brands.

Select country initiatives and programmes

Adecco Belgium's 'Adletes' Programme The 'Adletes' Programme has been introduced to enhance associate satisfaction and motivation. It provides associates, i.e. Adecco Belgium's "Adletes" with coaching which improves their capabilities to get into better jobs and it improves candidates' motivation and attitudes because they know that Adecco cares about them. The coaching includes five steps: candidates go through an attitude scan and get feedback. Thereafter, a coaching map is laid out, preparing them for their first interview with the client. Candidates are closely followed by Adecco to build their confidence for the encounter with the client company. The next steps include the hiring and then the retention process for continuous assignments checking on the "Adletes" satisfaction. Adecco involves their clients in the "Adletes" project, making them an important part of it. By the end of 2012, about 7% of Adecco Belgium's candidates became "Adletes" which significantly improved every stakeholder's experience.

Adecco Spain's Professional Schools For its associates in General Staffing (Office & Industrial), Adecco Spain has introduced the Professional Schools to increase associates' knowledge and motivation. There are four levels with three training modules at each level. On completing the four modules, the associate receives a certificate demonstrating improved skills and know-how which qualify him or her for higher qualified jobs. The result is that associates who go through the Professional Schools programme show a higher degree of satisfaction, increase the number of consecutive assignments, almost never fail a trial period nor are dismissed by a client. As a result, they stay substantially longer with Adecco compared to associates who have not had this training opportunity.

Adecco Groupe France a Best-in-Class supplier At the request of its clients, in 2009 Adecco Groupe France began working with EcoVadis, a French company offering its services to procurement teams, in order to implement sustainable supply chain management practices. Since then, EcoVadis has carried out its annual external evaluation of Adecco Groupe France's CSR performance. The evaluation looks at the following areas: environment, human resources, business ethics and ethical procurement.

For the second consecutive year, the assessment of 2011/2012 shows the commitment Adecco Groupe France has made to stay a top company and supplier for its clients, ranking best-in-class in its industry sector.

Adecco India – Anti-Corruption workshop on India As part of our strategic partnership with the World Economic Forum, Adecco India attended an Anti-Corruption Workshop on India organised by the World Economic Forum, in collaboration with the OECD, the United Nations Office on Drugs & Crime (UNODC), Transparency International and the United Nations Global Compact. The legal and regulatory framework for addressing the problem of corruption in India is well developed. However, lack of enforcement is often cited as a major impediment to promoting real change, especially in the business environment. The workshop provided a unique opportunity for participants to engage with peers from around the world and across industries – in a non-attribution working environment – to address anti-corruption challenges of mutual interest and to exchange views on the most important steps that business, government and civil society can take together to promote an action-oriented anti-corruption agenda.

[Read more](#)

Our main programmes and initiatives in the Social dimension

Our global figurehead programmes



Win4Youth

After the enthusiastic response to our first two initiatives (W4Y 2010, W4Y 2011), we found an exciting new challenge to again raise money for four foundations and live our core values actively. In 2012, we joined together – this time by combining two sports we already know well, running and cycling, and adding one more: swimming.

In total, more than 30,000 employees participated in over 10,000 events in 60 countries, swimming, cycling and running a total of 1,109,122 kilometres, way beyond our target of one million kilometres. This gave rise to an Adecco Group donation of USD 360,000 to four youth foundations in China, Morocco, New Zealand and Belgium. Each foundation helps disadvantaged young people acquire the skills they need to become independent and proud adults. The Win4Youth 2012 initiative culminated in the Garmin Barcelona Triathlon in Spain where 72 Adecco employees from 36 countries crossed the finish line.



Adecco Group's CEO proudly welcomes the Garmin Triathlon finishers.

Marc Herremans, a two-time Belgian Champion in triathlon over an Olympic distance and 6th at the Ironman of Hawaii, was the godfather of Win4Youth 2012 and an inspiration for everybody. In 2002, a cycling accident during training left Marc paralysed. Despite becoming paraplegic, Marc never gave up on his dream of winning the Ironman of Hawaii. Remarkably, only three months after the accident Marc began training for the Ironman Championship as a wheelchair athlete. In 2002, he was named sports personality of the year by the Belgian press. He earned the nickname "Mad Max" due to his determination and unwillingness to give up. Marc participated in the Ironman of Hawaii in 2002, only ten months after his accident. He not only made his dream come true, but he also aimed to help others by setting up a foundation: 'To Walk Again'. The mission of 'To Walk Again' is to give all people with a physical disability the right to practise sports in an accessible setting with professional supervision so that they can benefit from the physical, social and mental effects of sports.

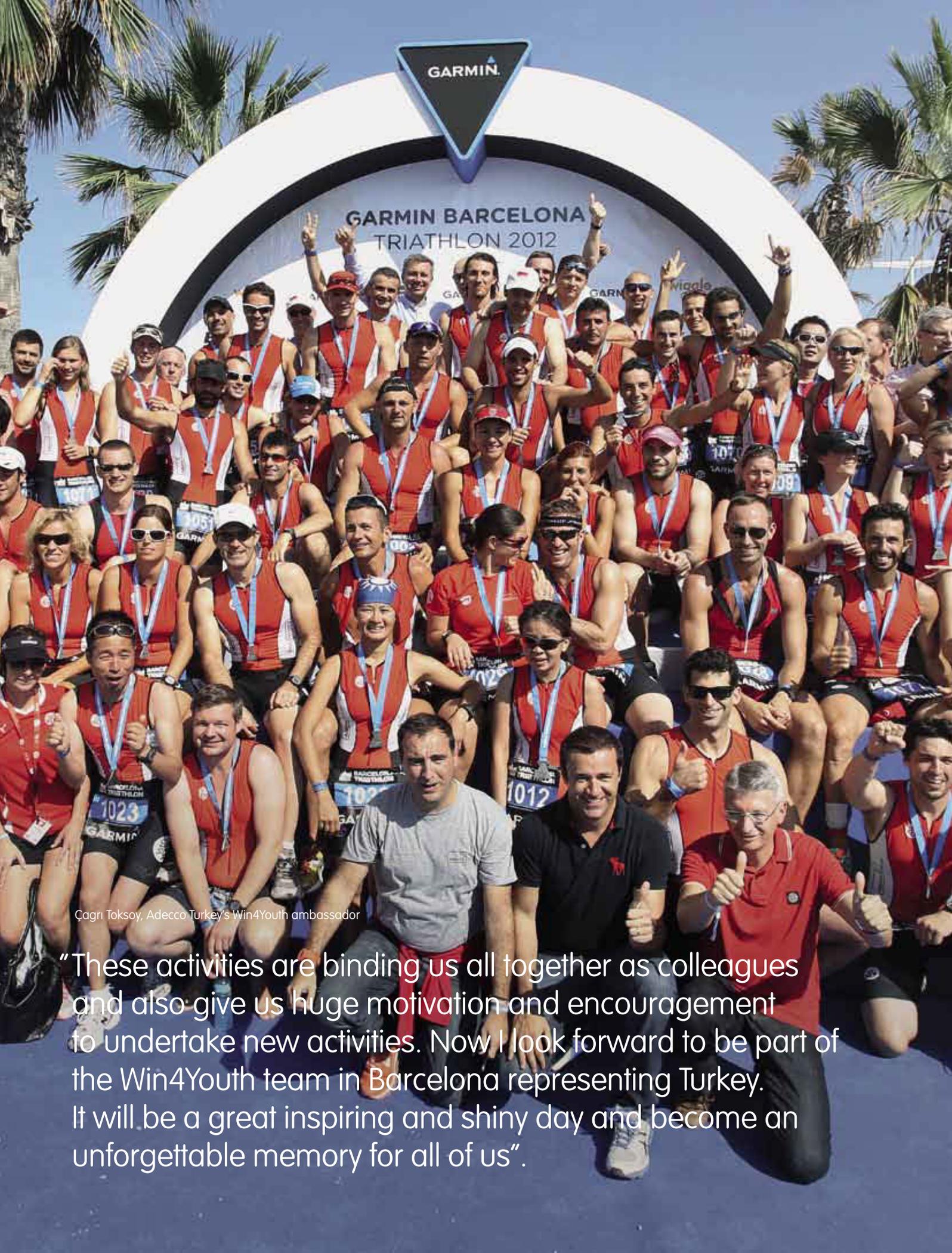
In 2012, Win4Youth also went live on social media:

[Like & follow us](#)

[Watch the video from the Highlight event in Barcelona](#)



"Mad Max" Marc Herremans, the Win4Youth 2012 godfather inspiring Adecco.



GARMIN

GARMIN BARCELONA
TRIATHLON 2012

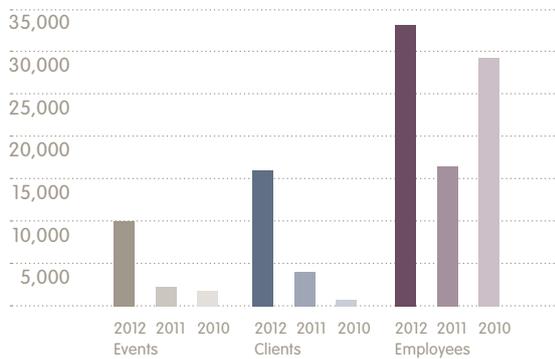
Çagri Toksoy, Adecco Turkey's Win4Youth ambassador

"These activities are binding us all together as colleagues and also give us huge motivation and encouragement to undertake new activities. Now I look forward to be part of the Win4Youth team in Barcelona representing Turkey. It will be a great inspiring and shiny day and become an unforgettable memory for all of us".

Global engagement Win4Youth

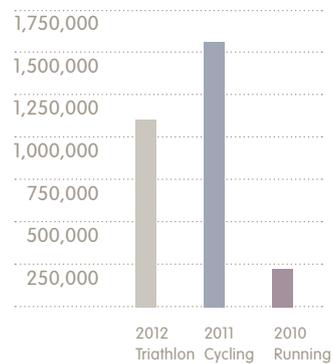
Win4Youth activities in 60 countries

Nr. of events, clients and employees involved



Win4Youth sports performance

Kilometres run, swum, cycled



Select Win4Youth country initiatives:

Olympic training for Win4Youth in Romania 50 colleagues and clients in Romania got some expert advice before setting off on a Win4Youth run in the city of Timisoara. They invited former Olympic track and field multiple gold medalist, Gabriela Szabo to join. She put them through their paces during a warm-up session and then gave some valuable training in correct running styles. The advice certainly worked as the group ran a total of 250 km for Win4Youth at the University sports base.



Olympian Gabriela Szabo provides tips and tricks to Adecco employees.

Adecco UK – London to Paris to meet Adecco colleagues in the French capital To kick-start the UK’s Win4Youth 2012 initiative, they needed a challenge worthy of such a great cause. So it was decided that ten courageous UK Adecco colleagues would cycle from London to Paris in 24 hours. They departed the London HQ at 7.15 pm on Friday 18 May. The welcome that Adecco France put on for their colleagues from the UK was truly spectacular. The result of the challenge: 10 colleagues, 4,200 kilometres, 35,000 meters of elevation gain and a lot of money raised for Win4Youth.

Colleagues from the Andean Pact countries meet in Colombia

On the occasion of the annual convention of Adecco colleagues from the Andean Pact countries in February 2012, the ‘Adecco University’ gave them an ideal chance to practice all three Win4Youth sports. Over 360 colleagues from Colombia, Ecuador, Peru and Venezuela put on their sports gear, chose their favourite triathlon discipline and recorded these results: swimming 10 kilometres, walking 186.5 kilometres and cycling 429 kilometres.

FESCO Adecco in China mobilises clients In Shanghai on 2 June, the FESCO Adecco Win4Youth 2012 event took place with 82 people completing 430 kilometres running around the beautiful Century Park: 79 of the participants were customers from major companies. The Garmin Triathlon participant from FESCO Adecco kicked off the event as one of the 72 Win4Youth 2012 ambassadors.



FESCO Adecco and clients join together to clock up kilometres for Win4Youth.

WAY TO WORK

Adecco

The Adecco Way to Work™ programme Youth unemployment figures show the dramatic lack of jobs throughout Europe, in the US and some parts of Asia Pacific. Recent figures for Europe are critically high at 23.5% – with peaks of 55.7% in Spain and 58.4% in Greece. That means over 5.6 million people under the age of 25 are jobless in Europe. According to International Labour Organization (ILO) estimates, over 75 million young people worldwide are currently looking for work. Furthermore, recent Adecco research suggests that 54% of unemployed young people want more support and help in their efforts to find a job. Adecco decided to act by giving a helping hand and making its expertise available to young job seekers and school leavers. The Adecco Way to Work™ programme is our way of giving young people a helping hand. It's all about helping them unlock their potential and giving them a fresh perspective.

On April 30, 2013, Adecco employees in over 50 countries went out in the streets, or visited schools and universities offering career guidance and free training workshops to help youngsters improve their employability. In total, over 10,000 employees hit the streets attending some of the 1,000 street day activities and over 2,000 branches held open days. In total, we reached more than half a million people and held over 20,000 coaching sessions. The Adecco Way to Work™ website provides job seekers with various resources to help in their applications.

The Adecco Way to Work™ is here to stay. We want the programme to be a reference point, a one-stop-shop for youngsters looking for tips and tricks on how to prepare their CV, how to perform best at interviews and much more. We also launched a contest providing a once-in-a-lifetime experience for nine young people to travel the world in discovery of their dream job. Our purpose was to demonstrate that life and job



Adecco Poland's employees consult people during the Street Day in Warsaw.



Adecco Tunisia's Street Day counselling with young job seekers.

experiences go hand in hand and to create optimism for today's young job seekers. The nine winners are now spending their summer 'job-trotting', trying various jobs in several different countries. They are blogging about their experiences as they go.

[Main programme website](#)
[Watch the programme videos](#)

Adecco Group Spain's REDvolución The cornerstone of the Adecco Way to Work™ programme was laid by Adecco Spain with the "REDvolución" on October 27, 2011. The day was called a REDvolución in recognition of the need for change. It was made possible by the highly committed Adecco branch network in Spain, which coloured the streets red at 300 "hot spots" around the country.

[Watch the REDvolución video](#)



Adecco Spain's REDvolución initiative in 2011.

Patrick De Maeseneire, CEO Adecco Group

“I’m happy that we made a contribution to a young generation that is struggling to find work.”



The Way to Work™ 'Work Experience Contest'

Their journeys to several countries and experiences of a variety of jobs have been shared on the Adecco Way to Work™ website and via social media, day by day, job by job. The nine winners submitted application videos showing their communication skills, career passion, creative merit, relevance and originality. We hope their experiences will inspire other young people across the globe.

[Read more](#)



Amber Cole, New Zealand

"From a city of 70,000 and a country of a mere 4 million, to whole cities of double that, I am ready to make my mark on the world and take the Adecco Work Experience by storm!"

[Watch Amber's application video](#)



Tolotra Ramarovahoaka, France

"This trip will give me the chance to soak up all these professional and cultural experiences so that I can prove myself and really start to build my future..."

[Watch Tolotra's application video](#)



Masaki Hamaguchi, Japan

"This is exactly what I dream of. I am eager to learn new things and share my experience. I want to show everybody how wonderful working around the world can be!"

[Watch Masaki's application video](#)



Federico Sattanino, Italy

"I believe Adecco's Work Experience Contest will allow me to move towards my goal to produce my own craft beer, while picking up some awesome experiences on the way ... and at the same time draw attention to my generation by showing how creative and modifiable we are."

[Watch Federico's application video](#)



Imane Krirat, Germany

"I'm getting the chance to travel and work in different countries and I'm really looking forward to making lifetime experiences and meeting many different people."

[Watch Imane's application video](#)

[Read Imane's blog](#)



Rocheleh Ziffer, Australia

"The opportunities that this competition holds are incredible and I am very grateful to Adecco for granting me this chance ... I am always changing my mind as to what I want to do ... or where I want my life to be headed. I am hoping that after this competition, I will be able to gain some sort of direction."

[Watch Rocheleh's application video](#)

“Our approach to inclusion is about doing a wide range of ordinary things for extraordinary people, for the good of the economy and society.”

Patrick De Maeseneire CEO, Adecco Group

International Olympic Committee (IOC) & International Paralympic Committee (IPC) Athlete Career Programmes

While life as an elite athlete and life in the business world may seem like polar opposites, there are actually many transferable skills acquired by athletes during their sporting careers that can prove to be invaluable in a professional capacity, such as the ability to perform under pressure, dedication, self-motivation and time management. Making the transition from a sports career into the job market can be a difficult process, which is why the International Olympic Committee and the International Paralympic Committee Athlete Career Programmes (ACP) are proving to be such a vital resource for Olympians and Paralympians with one eye on the future. Since 2005 and 2007 respectively, the IOC and IPC in cooperation with the Adecco Group have been providing educational, life skills, career development and job placement expertise to help elite athletes successfully transition into the workforce. Since the programmes started, more than 10,000 elite athletes from over 100 countries have been supported by the Programmes. So while elite athletes may reach the finish line in their sporting careers, the IOC and IPC Athlete Career Programmes ensure that they have new arenas in which to achieve their best.

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

Press release IOC ACP

Press release IPC ACP



Adecco Group CEO Patrick De Maeseneire and IOC President Jacques Rogge after signing the agreement for the IOC ACP in July 2012.

“A sporting life is not eternal and you have to be prepared for the fact that you will have to find a job, you will have to reintegrate into social life”.

IOC President Jacques Rogge



Adecco Group CEO Patrick De Maeseneire and IPC President Sir Philip Craven after signing the 8-year contract for the IPC ACP in September during the London 2012 Paralympic Games.

“London 2012 is a continuous legacy. We must drop the word disabled and make ability and accessibility the main topics.”

IPC President Sir Philip Craven





Franck Perque, French Track cyclist

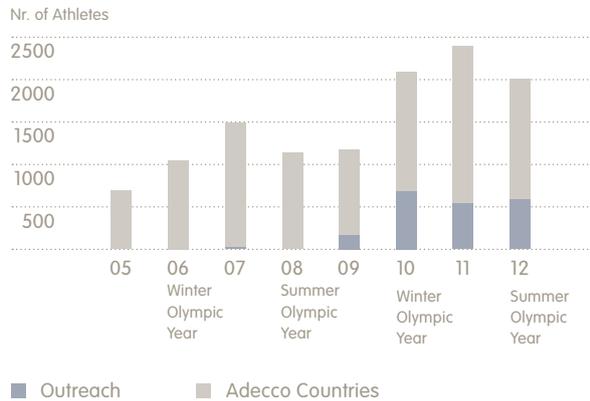
"I have learned a lot and really progressed both with my writing and verbal skills to prepare for interviews. In this way, my consultant and I were able to target companies and focus on opportunities that really corresponded to my profile."

“People do not define me as a former athlete or Paralympian anymore. I have become part of the mainstream workforce. This is what inclusion is all about, being accepted and playing a part.”

Florence Gravelier, Paralympian and responsible for the ‘Disability & Skills’ programme, Adecco Groupe France

IPC Academy Inclusion Summit On the wave of the Paralympic Games, a catalyst for societal change toward people with an impairment, the IPC Academy and the Adecco Group organised the IPC Academy Inclusion Summit in London. Taking place during London 2012, Government representatives and interested stakeholders from around the world discussed how to take forward key learnings from the London 2012 Games – ranging from recruiting a diverse workforce to creating accessible venues and facilities, to how this can and needs to be replicated in workplaces and society at large.

IOC & IPC Athlete Career Programme development



Florence Gravelier, former wheelchair tennis player and two-time bronze medalist at the Beijing 2008 Paralympic Games, Adecco Groupe France employee and Win4Youth godmother 2013.

“I have been accepted into the International British School Programme which is great news for me and my family! The ACP outreach session I attended has taught me the pointers which I was able to use in my application interviews through Skype.”

Jethro Chua, Elite swimmer, Philippines

Outreach Most athletes are introduced to the programme through their National Olympic or Paralympic Committees (NOC or NPC). More than 35 NOCs and NPCs have been cooperating with Adecco since the programmes were launched in their countries to deliver a local programme. Working to provide global coverage, Adecco is working with the IOC, NOCs, the IPC and NPCs around the world to deliver career development workshops beyond where Adecco has offices. In 2012, we reached out to 599 athletes by providing training workshops including the following countries: Philippines, Zambia, Mali, the Cook Islands, El Salvador, Guatemala, Aruba, Cyprus and Malta. Strengthening the Olympic Movement’s commitment to athletes, the IOC in cooperation with Adecco also delivered career development introduction workshops to over 250 young athletes and volunteers during the 1st Winter Youth Olympic Games in Innsbruck in January 2012 with a focus on time management and the importance of balancing sport and education.

[Website Adecco ACP](#)

[Website IOC ACP](#)

[Website IPC ACP](#)

Watch the latest video on retired Olympic athlete Mechelle Lewis Freeman



A group of athletes trained during an Outreach activity in the Philippines.

“Being able to work in a corporate environment gave me a chance to experience new things. Having the support from my colleagues gives me more connections and a better drive to do my best in the work and sports environment.”

Allison Jones, Paralympic medalist in cycling and alpine skiing, Recruiter Strategic Sourcing, Adecco Group North America

Select country programmes and initiatives

Adecco Switzerland and the Swiss Olympic Team Album For London 2012, Swiss Olympic and Adecco Switzerland created an online Swiss Olympic Team Album. This unique initiative made it possible for people to engage with the Olympic Games and the athletes participating and at the same time raised awareness of the Swiss Olympic ACP. Adecco contributed to the Team Album by conducting exclusive interviews and videos with some of the athletes who joined the Swiss Olympic ACP and competed in London. Read and watch the athlete interviews: [German](#) and [French](#).



Canoeist Mike Kurt portrayed in the Swiss Olympic Team Album.

Adecco Italy enriched by Paralympic colleague Florinda Trombetta Adaptive Rower Florinda Trombetta attended the ACP in Italy to find out what she wanted to do professionally and how she could combine it with her next sports challenge which was to qualify with her team for London 2012. After a few sessions with her Adecco ACP coach, Adecco Training was convinced that Florinda would not only be part of the 2012 Paralympic Games but also a great team colleague, and they offered her a position in their HR department. Through her experience as a high-performance athlete, she and her coach were involved in a special workshop offered to an Italian company and 18 members of their staff. It was all learning about how to be competitive, acting as a team and the exchange of know-how and best practice as well as problem solving – all core competencies of elite athletes.



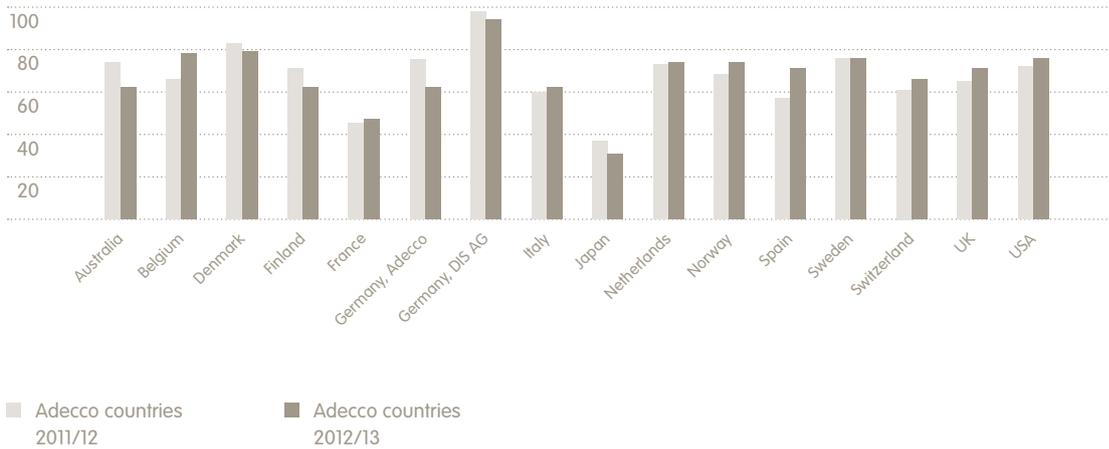
Paralympic rower Florinda Trombetta and her team fighting for a medal at the 2012 Paralympic Games in London.

“Sport in general and adaptive rowing are based on clear rules, on respect for one’s team-mates and opponents and on efforts to achieve demanding goals. All these aspects are also present in my professional life today.”

Florinda Trombetta, Paralympian, Assistant Milano Training Centre, Adecco Italy

Employee satisfaction

Great Place To Work® scores 2011/12 and 2012/13



The Team GB and Adecco UK & Ireland – exploring off the pitch opportunities

The Team GB athletes experienced an unforgettable year in 2012 as the host nation to the Olympic & Paralympic Games that generated global enthusiasm and inspired a generation. For many athletes, the limelight of an Olympic or Paralympic Games can prove challenging and the transition back to a more normal day-to-day athlete's life or a future career after retirement can be rather difficult. To provide support and advice during this transition period, the British Olympic Association (BOA) and the British Paralympic Association, backed by Adecco UK & Ireland, the DKH Legacy Trust and the English Institute of Sport organised the first Athletes Career Fair in January 2013. Attended by over 150 athletes, including many Olympic and Paralympic medalists as well as renowned companies such as EDF, Lloyds, Deloitte, British Gas and Red Bull amongst others, the event aimed to show athletes the value that their sporting career can bring to their success off the field of play and the variety of transferrable skills they have acquired.



The first Team GB Athletes Career Fair with Olympians and Paralympians in January 2013, following the Olympic and Paralympic Games 2012.

Our global programmes and initiatives in the strategic focus areas

Team, Training & Development

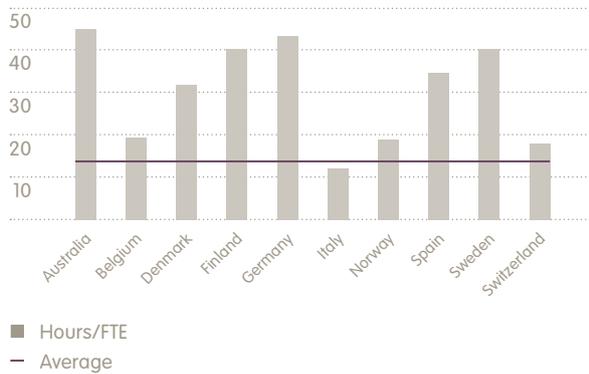
Global programmes and initiatives

Adecco is a Great Place to Work Every year since 2004, we have been conducting the Great Place to Work survey. The survey has now been adopted by over one third of our country organisations and brands which includes over 80% of our employees in 26 countries and all of our major brands such as Beeline, LHH and Pontoon. Our goal is to be recognised as an employer of choice, not just in our own industry, but amongst other world-leading companies. The Great Place to Work Trust Index® is an employee survey tool that measures the level of trust, pride and camaraderie within workplaces. The overall result for the Group improved by 6% in 2012 compared to 2011.

The greatest improvement was seen in the dimensions 'respect and fairness' in 2013. DIS AG in Germany ranked fourth on the European Best Workplaces list. In addition, Adecco Netherlands, Adecco Sweden, Tuja Germany and Atrias Germany were on the Best Workplaces lists in their respective countries. Office Angels, Adecco, Spring and Roevin were on the Sunday Times 'Best Companies to Work For' list in the UK. In 2013, Denmark, Belgium, Germany (DIS), Luxembourg, Netherlands, Norway, Sweden and UK (Adecco and Office

Training hours per Employee

Adecco top 10 countries and Adecco major countries' average (2012)



Training investments per Employee in EUR

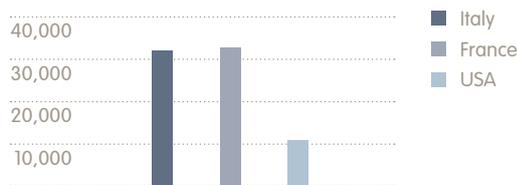
Adecco top 10 countries and Adecco major countries' average (2012)



Angels) all made it to the Best Workplaces lists in the respective countries (see page 51). One of the reason for this good performance is our open company culture which is firmly based on our Group values and leadership principles.

Associates trained

Nr. of individuals in select countries



The Adecco Academy Since 2011, the Adecco Academy has been running the Group's global development programmes spanning multiple levels. The programmes are organised under two pillars: leadership and service & sales.



Our Leadership Programmes

Through our leadership programmes, in cooperation with two of the best business schools in the world, INSEAD in France and IMD in Switzerland, more than 820 of Adecco's managers have been trained to improve their leadership skills.

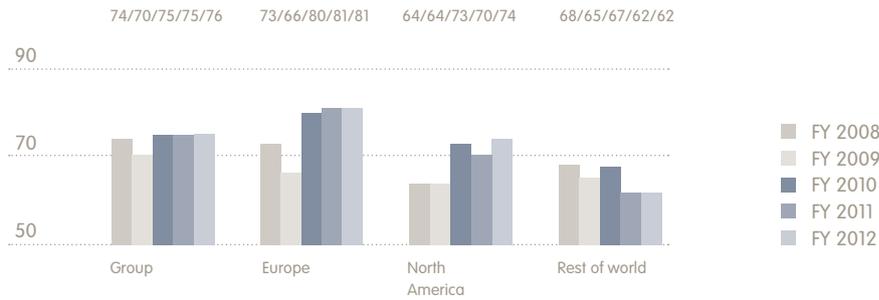
- **The Senior Leadership Programme** takes senior leaders through a series of experiential activities, individual and group reflection as well as group work. Participants practice and hone their leadership skills in a team context.
- **13 Leadership Development Programme** delivers cutting-edge theory and experiences to best equip Adecco leaders to live the values of the Group and grow throughout their careers.

- **MBA Highlights Programme** broadens knowledge of a range of topics such as Strategy, Corporate Finance and Innovation with an overall theme of value creation.

Service & sales courses

- **Service Excellence Course (SEC)** is specifically designed for our branch managers, who have a major impact on our customers. The participants work through a series of discussions, activities and experiences to learn how to adapt a common customer service framework to the key interactions they have with their customers. So far, employees in Europe, North America and Australia attended the SEC and it will be launched in South America, India, Japan and Asia during 2013. The impact of the course is seen and felt, not only by our employees – 1,400 colleagues have been through the programme from commencement in October 2011 – but also by our candidates, associates and clients which clearly demonstrates its importance for the development of successful stakeholder relationships.
- **Value Focused Selling (VFS)** is a workshop which goes beyond basic sales techniques and delivers a tried-and-tested approach focused on consultative selling methodologies. The course teaches effective ways to engage clients in order to understand what is important to them and how to customise solutions to those wants and needs.
- **High Intensity Training (HIT)** is a programme that teaches the basics of sales, recruiting, order maintenance and operational efficiencies. The programme discusses global best practices and works through techniques to adapt them locally. Learning techniques include large group discussion, role play and culturally adapted small group discussions.

Retention rate 2008–2012 in %



Global English – enhancing communication amongst employees

With our presence in over 60 countries and territories, being able to communicate and understand each other across countries is key. Therefore, we offer our employees the Global English e-learning tool with a focus on business English using the web, mobile devices, and social enterprise tools. Currently twelve Adecco countries have colleagues registered with Global English.

graduates have the possibility to bond with peers and euro engineering management and employees during leisure and sports activities. When they join CAMPUS, graduates are guaranteed full time employment once the programme ends. All costs for CAMPUS are borne by euro engineering, as a future investment in highly skilled employees.

[Watch the video](#)

Select country programmes and initiatives

DIS AG Germany a truly great place to work DIS is committed to trustworthiness between employer and employees as well as to an open company culture and great camaraderie. In 2013, DIS was again awarded for being amongst Germany's top employers. The company was placed first in 2011 and 2012. And in 2013 for the ninth consecutive year, DIS AG was amongst Germany's top employers in our industry. Germany Best Place to Work list 2013

Adecco Groupe France's commitment to training for associates Founded in 2011, our online 'expert university' offers our associates specialised in technical and managerial positions specific online training to enhance their skills. They are guided by our consultants on their choice of the various modules based on their specialisation and know-how. This empowers each associate participating in the expert university to take charge of their own careers.

CAMPUS – euro engineering's programme for future engineers and technicians With the euro engineering CAMPUS university, graduates from engineering and technical science all over Germany are prepared for their transition into the labour market. In addition to acquiring know-how through seminars, training on the job, company visits and assessments,



DIS AG Germany's management is celebrating their second place in the 2013 Great Place to Work survey.

Human & Labour Rights

Global programmes and initiatives

European Commission E&RA¹ Sector Guide on Business & Human Rights

In December 2011, IHRB² and Shift³ were selected by the European Commission (Directorate-General for Enterprise and Industry) to develop sector-specific guidance on the corporate responsibility to respect human rights, as set out in the UN Guiding Principles on Business and Human Rights. The development of sector-specific human rights guidance is one of the deliverables of the European Commission's policy on corporate social responsibility, adopted in October 2011. Further to a public consultation, the services of the European Commission decided that guidance would be developed for employment and recruitment agencies (E&RA), information and communications technologies (ICT) companies, and oil and gas companies. The development of this Guide involved extensive research and multi-stakeholder consultation. Ciett, the World Staffing Association, was involved in the drafting process from the beginning with a mandate on the Advisory Board. Adecco has actively supported and contributed to the various drafting and consultation phases. The final guidelines were published in June 2013.

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

Adecco Human & Labour Rights Guidelines Working with over 32,000 employees, 700,000 associates on daily assignments with more than 100,000 clients in over 60 countries, requires a strong focus on Human and Labour Rights. In 2013, we published our Guidelines on Human & Labour Rights which also address adherence of our clients and suppliers. Adecco upholds the principle that the inherent dignity and the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world as set forth in the **Universal Declaration of Human Rights**. The responsibility to respect Human & Labour Rights is a global standard of expected conduct for all business enterprises wherever they operate, even beyond national laws and conventions. Our company aims to implement the United Nations 'Protect, Respect and Remedy' framework which was endorsed by the United Nations Human Rights Council on 16 June, 2011. Adecco recognises that the Guiding Principles provide an authoritative global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity. [Adecco's Guidelines on Business & Human Rights](#)

Freedom of Association & Collective Bargaining:

Situation of our Associates in %, worldwide



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

The European Network Against Racism (ENAR) The Adecco Group has been a member of the ENAR Expert Group on 'Promoting Equality in Employment' since 2007. This pioneering initiative brings together businesses committed to diversity and inclusion (Adecco Group, IBM, L'Oréal and Sodexo) with non-governmental anti-racist organisations. Together, we work on developing new ways to ensure the full participation of ethnic minorities in the labour market. In 2010, the Expert Group published a strategic report recommending a clear policy and best practices for EU institutions, member states, the private sector and social partners.

[Read more](#)

[Fourth ENAR Equal@work meeting Report](#)

First annual United Nations Forum on Business and Human Rights

Adecco attended the first United Nations Forum on Business and Human Rights in Geneva between December 3 and 5, 2012. Around 1,000 participants from more than 80 countries took part in the two-day event, making it the largest global gathering on business and human rights to date. A key outcome of the Forum was that Human Rights can no longer be considered a CSR topic "only" but have become relevant to business. Dealing with Human Rights in a corporate environment has shifted from an ideological to a technical issue, and companies need to 're-engineer' their internal mechanisms to introduce the Guiding Principles into their operations. The Forum was chaired by John Ruggie, former Special-Representative of the Secretary-General on the issue of Human Rights and transnational corporations and other business enterprises.

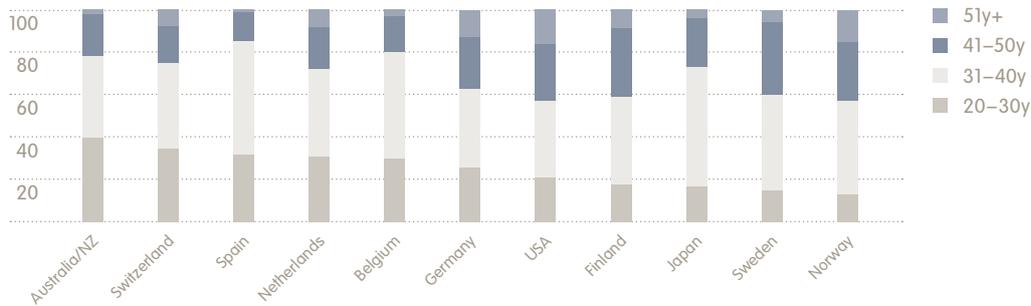
[Watch select forum sessions](#)

¹ Employment & Recruitment Agency.

² Institute for Human Rights and Business.

³ Shift is an independent, non-profit center for business and human rights practice.

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



Select country programmes and initiatives

Adecco Colombia & Human Rights Adecco Colombia is engaged in a multi-stakeholder initiative resulting from the Free Trade Agreement between the Colombian and the Swiss Government. Various companies, the Swiss and the Colombian Governments and the NGO ‘Fundación Ideas para la paz’ signed the ‘compromiso ético’, focusing on the respect of Human Rights. Since the beginning of 2012, regular meetings have taken place, focusing on explaining the concept and importance of International Humanitarian Law and the ‘Guías Colombia’ on Human Rights and International Humanitarian Law, led by the NGO ‘Fundación Ideas para la paz’. The ‘Guías Colombia’ share the purpose of defining, promoting and adopting clear patterns and standards pertaining to Human Rights and International Humanitarian Law for business operations in complex scenarios like contemporary Colombia. On an industry level, within ACOSSET⁴, Adecco has been co-driving two initiatives under the Human Rights umbrella:

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

Adecco Groupe France – long-standing commitment to fight discrimination Discriminatory practices in the labour market are a reality and need to be addressed actively. Adecco Groupe France began to raise awareness around this topic in 2001 with the creation of the ‘Pôle de lutte contre les discriminations’ putting in place tools, awareness training and audits of business services. In addition, Adecco France and Adia also participated in the European project **EQUAL Latitude** between 2001 and 2006, developing concrete action plans with regards to discrimination and signed the French Diversity Charter together with major multinationals in 2004. Since 2010, Adecco Groupe France has been using an e-learning training on the

subject of anti-discrimination which is mandatory for all employees. The 13 modules provide practical and legal support on non-discrimination and give employees advice on how to react in potentially discriminatory situations.

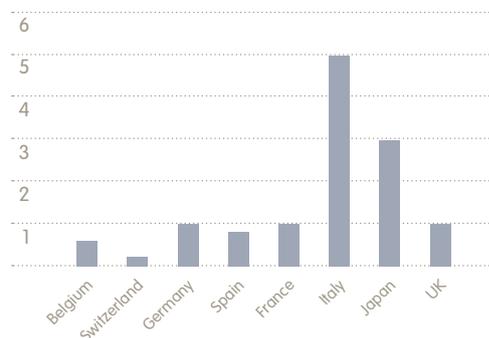
Diversity & Equal Opportunities

Global programmes and initiatives

World Economic Forum – Adecco contributes in its role as Strategic Partner In January 2013, the Adecco Group took part in the World Economic Forum in Davos for the second time since becoming a Strategic Partner in December 2011. The goal of the Forum is to improve the state of the world which is why youth unemployment, structural reform and Europe’s lack of competitiveness were high on the agenda of the Annual Meeting. Adecco was represented by the Chairman of the Board, the CEO and several Executive Committee members. As Strategic Partner, Adecco is also involved in a series of regional meetings including the ones on Latin America, Africa, the Middle East and North Africa, East Asia, the Annual Meeting of New Champions in China, and the meeting in India where our local leaders are further involved to co-shape the agenda on job creation.

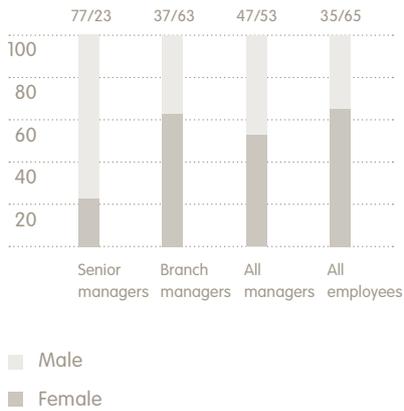
Interview with Adecco Group CEO

People with disabilities amongst Adecco Group employees % of headcount (select countries)



⁴ Colombian Temporary Work Industry Association.

Gender distribution in 2012 in %



The Candidate International Mobility Programme 2012



Client International Mobility CIM – re-launched successfully in 2012

In 2012, thanks to the re-launch of Adecco's Candidate International Mobility programme, almost 2,600 international candidates found a job opportunity abroad. Countries such as Norway, the United Arab Emirates (UAE), Switzerland, and Canada were among the top host countries. Poland, The Philippines, France, UK and India were among the top source countries. The profiles of the international candidates were trade workers, construction, production and industry workers, healthcare staff, IT specialists and engineers. Two clients of Adecco UAE required a large number of experienced engineers. In fact, the United Arab Emirates are facing a booming economy and qualified resources are limited. The Engineering division of Adecco India stepped in to find local engineers who were then interviewed and screened in various Indian cities. 120 Indian engineers are now working in the Middle East region, and local clients are asking for additional people.

European Employment Forum & Youth Employability Awards

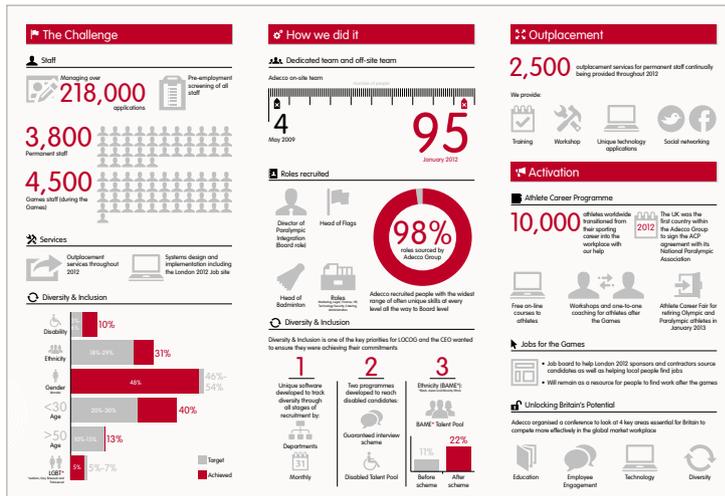
The European Employment Forum was held in Brussels from November 27-28, 2012. The two-day event, also supported by Eurociett, focused on creating jobs for growth. As a sponsor, Adecco was represented by the regional head of Adecco UK & Ireland who took part in a panel discussion on the next steps for skills, mobility and flexicurity in Europe. Adecco Group's International Mobility Director participated on a panel with a focus on how to bridge the skills gap for youth in Europe. In addition, Adecco led a focus group on how elite athletes contribute to the success of companies after their life in sports which featured the country manager of Adecco Belgium, the Global Director of the Athletes Career Programme and a former elite athlete who is now employed by Adecco Belgium.

During the Forum, Adecco presented an award to the NGO AIESEC International for their efforts in the category 'Enabling Youth Mobility'. The award was sponsored by Adecco as a member of the European Alliance on Skills for Employability of which Microsoft and Accenture, amongst others, are also members. The main goal of the European Alliance on Skills for Employability is to help better co-ordinate industry and community investments, services and other offerings, dialogue and engagement with NGOs and public authorities.

[Read more](#)



The AIESEC International representative receives the 'Enabling Youth Mobility' Award from Adecco's International Mobility Director.



Select country programmes and initiatives

London 2012 – Adecco UK & Ireland recruited the most diverse workforce Adecco, the official recruitment services provider of the Olympic and Paralympic Games in London, successfully met the challenge of providing the people and talent needed to make London 2012 arguably the most memorable Olympic Games in decades. To hire the 8,300 people, both permanent staff and people for the time of the Games, who had exactly the right skill sets, Adecco UK & Ireland processed 218,000 applications. Sharing the vision of the London Organising Committee of the Olympic and Paralympic Games (LOCOG) to realize the most diverse and inclusive Games ever, Adecco developed unique recruitment software which tracks streams of diversity such as age, ethnicity, faith, gender, sexual orientation and disability. For candidates with disabilities, Adecco devised a number of programmes to assist the recruitment process, including a guaranteed interview scheme and creating a talent pool of disabled people, not only for LOCOG but also other sponsors and suppliers of London 2012 and beyond. As a result, people with disabilities made up 10 per cent of London 2012’s workforce. Watch the video

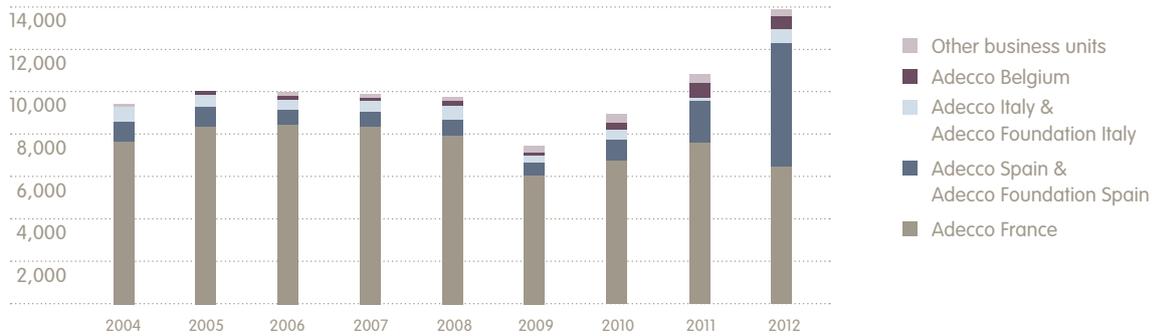
ILO’s Women in Business and Management Asia Pacific Regional Workshop Our regional director of Thailand and Vietnam participated in the ILO APAC Regional Workshop on Women in Business & Management to bring her expertise on company initiatives which help advance women in business and management. Together with 14 participants representing national employers’ organisations and Chambers of Commerce from 11 countries across Asia and Pacific, she contributed to the strategy and discussions of this global effort. The aim was to expedite the closing of the gender gap through strengthening employers’ organisations, to support enter-

prises at country level and to develop and implement policies to advance women in business and management. Adecco Asia has the highest number of woman executives with seven country managers out of ten countries. The sessions were facilitated by ILO employer specialists of the Decent Work Teams from New Delhi and Bangkok. Read more Related research

Adecco Staffing US again named a top company for diversity and inclusion Adecco has been named one of Uptown Professional Magazine’s top 40 companies for diversity and inclusion. The awarded companies were chosen based upon a number of criteria, including persons of colour and women on the Board of Directors and a noteworthy representation of diverse individuals in senior-level management. Diversity and inclusion has been a priority for Adecco North America for the past years. With Adecco Staffing employing more than 3,000 people and putting over 100,000 job seekers to work each week, diversity and inclusion are two elements that must be a part of the corporate DNA. Adecco understands the importance of a strong and diverse workplace – all backgrounds must be included in order to continue to be a successful organisation. At Adecco North America, a division helps client companies with ‘diversity solutions’ in recruitment, training, development and communications. The scope of diversity is not just race, gender and all of the ethnic categories but it’s everything from hierarchy in the company to educational backgrounds, titles and tenure. And the inclusion piece is how companies manage their diversity successfully. Read more Find out about Adecco NA’s specific programmes

People with disabilities integrated into the labour market

Information on number of individuals



Integration

Global programme and initiatives

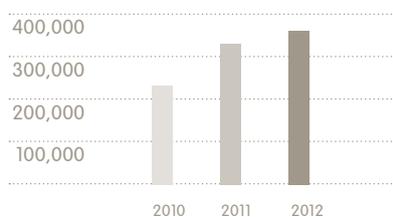
Adecco's involvement with the Global ILO Business and Disability Network People with disabilities make up around 15% of the world's population. This amounts to over 1 billion of people, making them the largest minority group. As an employer of over 10,000 people with disabilities per year, we bring considerable experience to the Global ILO Business and Disability Network through our membership and role on the Steering Committee. The Network is comprised of representatives from multinational enterprises, employers' organisations and business networks, and selected non-governmental and disabled peoples' organisations. It assists companies with the inclusion of people with disabilities into the workforce and fosters the development of a workforce culture that is respectful and inclusive; promoting the hiring, retention and professional development of people with disabilities. By 2015, the ILO Global Business and Disability Network strives to be recognised by international organisations, multinational enterprises and employers' organisations as the global reference network to address disability in the workplace.

[ILO Business & Disability Website](#)

[Watch the video](#)

Charitable donations from Win4Youth

Donations (in EUR) and integration initiatives 2010-2012



GOLDEN WORKERS

The Golden Workers project – building a roadmap for ICT

2012 was designated by the

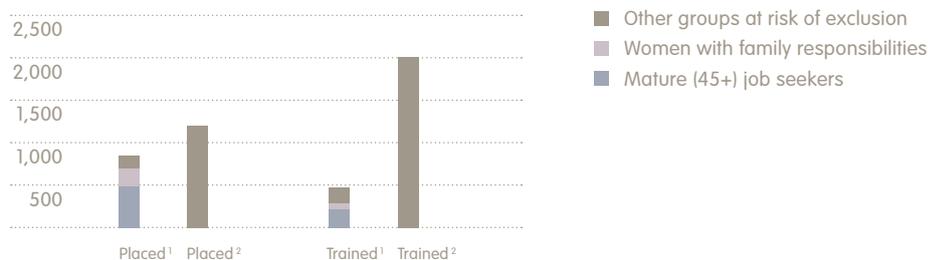
European Commission as the 'European Year for Active Ageing and Solidarity between Generations'. The objective of the Golden Workers project was to help mature workers gain IT skills needed for employment. Through the Adecco Foundation Spain and the Adecco Group, we were part of the Golden Workers Consortium and specifically contributed to the evaluation of results, workshop organisation and participation, experts consultation, study dissemination and media approach. Over a period of 15 months between October 2011 and December 2012, the Golden Workers team developed relevant insights into the future of ICT and ageing at work. Social trends in Europe all point out the relevance of mature people at work, and information and communication technology (ICT) is reshaping every industry. The intersection of ICT and mature workers is therefore a crucial element in adapting work environments to the future. Socio-economic trends converge into a larger percentage of ageing people remaining and/or re-joining the workforce. The policy recommendations of this report include the two aspects of mature workers that have been the focus of Golden Workers: organisational policies for ageing at work and ICT.

On November 21, 2012, during the closing event of the 'European Year of Active Ageing' in Spain, the Golden Workers Project received the 'Workplaces for all Ages' Award from the Spanish Ministry of Health and the Institute of Seniors and Social Services (Immerso).

[Download the Golden Workers report](#)

Non-commercial/charitable labour integration

Nr. of supported individuals at risk of social exclusion



¹ Adecco Foundation Spain

² Réseaux Adecco Insertion, France

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

Adecco Foundation France, created in 2002

- Purpose: assist, support and train disadvantaged people to ensure their integration into the workforce.
- Activities: Developing social partnerships with various non-profit organisations in three fields: education, career orientation and professional integration. In 2012, 31 non-profit organisations were supported and 290 Adecco employees volunteered time to participate in local solidarity initiatives. The Foundation also runs the French Athlete Career Programme helping elite, Olympic and Paralympic athletes with their transition into the labour market.
- Employees (FTEs): 4.2 (290 volunteers)
- Annual donation by Adecco Groupe France: EUR 500,000.
- Foundation Budget: EUR 750,000 (EUR 500,000 in donation, EUR 250,000 in training tax)
- Community investment: 3,148 hours
- Beneficiaries: 8,390 through the Adecco Foundation activities

[Adecco Groupe France Fondation website](#)

Adecco Foundation Italy, created in 2001

- Purpose: assist, support and train disadvantaged people to ensure their integration into the workforce.
- Activities: the foundation runs several partnerships and initiatives to integrate people with disabilities, single women with family responsibilities, long-term unemployed, people over 40, elite Olympic and Paralympic athletes.
- Employees: 7

- Annual donation by Adecco Group Italy: EUR 350,000; other companies: EUR 10,000
 - Foundation Budget: EUR 380,000
 - Beneficiaries: 480 through the Adecco Foundation activities
- [Adecco Fondazione website](#)

Adecco Foundation Spain, created in 1999

- Purpose: assist, support and train disadvantaged people to ensure their integration into the workforce. Providing services to companies with regards to their implementation of CSR programmes and action plans as well as policies, with the goal to enhance diversity within their workforce.
- Activities: the foundation runs several partnerships and initiatives. During 2012 employment was made possible for 2,490 disabled people, over 222 single mothers, about 488 people aged over 45, including 141 people at risk of exclusion.
- Employees (FTEs): 94 (volunteers: 3,347)
- Annual donation by Adecco Group Spain: EUR 190,960
- Budget Foundation 2012: EUR 10,404,866
- Investments in PP/Community Partnerships: EUR 1,348,457
- Beneficiaries: 13,712 through the Adecco Foundation activities

[Adecco Fundación website](#)

Select country programmes and initiatives

Adecco Groupe France celebrates the 25th anniversary of its ‘Disability & Skills’ programme The ‘Handicap & Compétences’ or ‘Disability & Skills’ programme published a report on its 25-years engagement for people with disabilities in France. Through this programme, Adecco Group France demonstrates that employees with disabilities can clearly fulfill businesses’ needs. In 2011, 5,756 people have worked through temporary assignments with 6,600 companies. Agency work has become a recognised stepping-stone for people with disabilities into full-time employment.

[Read more](#)

[Access the ‘Handicap & Compétences’ report](#)



Ability School Day programme: Luis Miguel Redondo, paralympic athlete, plays wheelchair basketball with a team of students at a schoolyard in Spain.

Adecco Fundación Spain's Ability School Day programme

Removing stereotypes is crucial to foster integration. That is why the Adecco Foundation in Spain developed an awareness raising programme called Ability School Day conducted in cooperation with EADS⁵. It works with the adults of tomorrow to create a more democratic and diverse labour market. The main idea is to teach attitudes of tolerance from an early age by bringing professional athletes with disabilities to primary schools in Spain. Through sport and sharing life experiences, the athletes convey the message that a disability is not necessarily an obstacle in life, instilling a sense of integration in the next generation. In 2012, more than 5,000 schoolchildren participated in the project.

[Read more](#)

[Watch the video](#)

Adecco Germany's Join4Job programme In September 2012, a pilot coaching programme was started in cooperation with a German high school in Düsseldorf. 15 students participated with the support of an external facilitator. The goal of the programme is to share Adecco's experience and know-how of the labour market with young people close to making their first steps into employment. And it actively involves Adecco employees as mentors to these young people, becoming an involved counsellor on various professional profiles and through the job application process.



⁵ European Aeronautic Defence and Space Company

Adecco Groupe France and the 'Chef programme' for un-employed youngsters

Youth unemployment is on the rise but at the same time 50,000 open positions in the French hospitality and catering industry don't get filled. In partnership with the French ministry of Education and Thierry Marx, one of the most extraordinary and unusual French Chefs as well as the founder of the CSR programme 'Cuisine mode d'emploi', the Adecco Groupe France is providing unemployed young people with a one-year Chef apprenticeship which leads to a recognised diploma. Adecco is not only responsible for the sourcing, assessment and selection process of the future apprentices but also engages with companies who employ the future Chefs after their one-year apprenticeship.

[Read more](#)

Health & Safety

Global programme and initiatives

A safe and healthy working environment for associates

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

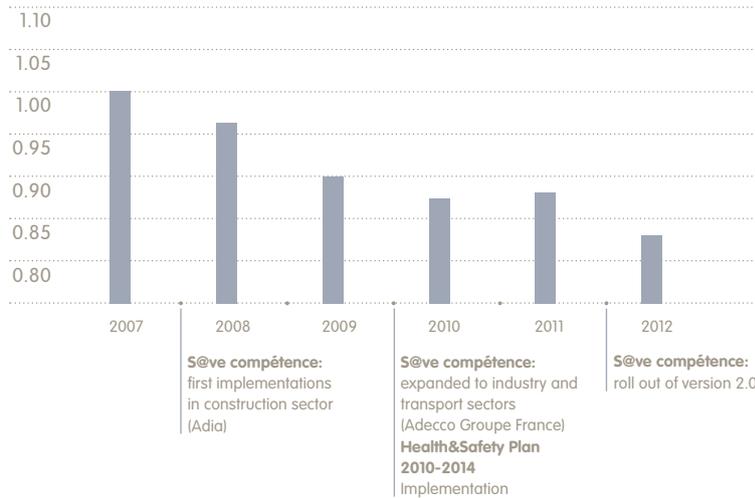
Our standard measures are based on five cornerstones:

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

Employee Global ACE Training on Health & Safety

In 2012, 86% of all required global employees successfully completed the online Global Health & Safety ACE training module on work-related hazards and illnesses. The training emphasizes the importance of safety training and accident and incident reporting. Users also learn about ways to increase safety in the workplace and how to implement healthy workplace behaviours by giving advice on ergonomics, and how people interact with workplace tools, equipment and their working environment.

Development of accident frequency rates 2007–2012 in France, our largest market (25% of Adecco Group), rebased to 1 as of 2007



Supporting employee health and well-being In most countries, we have health and safety guidelines for employees and offer psychological hotlines or even direct access to a psychologist. We also provide our employees – if their job allows – with the necessary IT tools to work from home or any other place, helping them to fulfill their daily tasks in the best and most productive way possible. In many countries, we grant paternity leave and offer childcare assistance through agencies or cooperate with local day-care facilities in order to keep women in the workforce. Through our Win4Youth project, we also engage our employees to join in sports events during and after working hours. This contributes to enhanced camaraderie, team spirit and well-being across departments and hierarchies. In many countries there are one or two yearly events for our employees to celebrate as a team and enjoy themselves in an informal setting.

Select country programmes and initiatives

Adecco North America has employee health and safety on top of their list A ‘company field safety, loss prevention and claims manual’, issued by the risk department supports all employees in North America in their daily operations. It includes guidance on safety responsibilities, OSHA⁶ and Adecco responsibilities, employee safety orientation, hazard recognition and control, personal protective equipment procedures and hazard communication procedures, client screening safety principles and claims management amongst others.

Adecco Group France – 2,634 accidents fewer in 500 branches S@ve compétence is an online tool to evaluate the know-how of associates with regards to safety issues in a working environment. The test looks at how risks are evaluated as well as the behavior and technical knowledge of the associates. After the assessment, the associate is debriefed by a consultant, who highlights good and bad practice. The tool has helped to reduce accidents significantly: in 2012, Adecco Group France recorded 2,634 fewer accidents – a great achievement.

Adecco Luxembourg with OHSAS 18001⁶ certification Following the introduction of a health and safety system for employees and associates, the OHSAS 18001 certification was the next achievement on the basis of an audit in June 2010. This enabled the company to improve its health and safety processes and thus reduce the accident frequency rate by 20% in 2011.

⁶ International occupational health and safety management system.

Our main programmes and initiatives in the Environmental dimension

Global programmes and initiatives

Making a difference through CO2 emission reduction Since 2010, environmental conscious management, subsequent monitoring and reduction is carried out in the areas of:

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

in our 11 largest markets (Belgium, France, Germany, Italy, Japan, Netherlands, Norway, Sweden, Spain, UK & Ireland, US) including the joint global & Adecco Switzerland headquarters. These countries represent over 86% of our business operations in terms of revenues. In the past two years, we have made the following steps:

1. Identified our Carbon Footprint in 12 major countries including global HQ
2. Used the data for all stakeholder enquiries
3. Started reducing our CO2 emission through targeted projects
4. Communicated about it accordingly to all stakeholders.

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

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

- decreasing our use of electricity and fossil energy
- decreasing the amount of CO2 emissions through the reduction of air miles flown
- increasing the number of environmentally friendly cars in our fleets or decreasing car usage
- decreasing the amount of paper used and increasing the use of electronic documents
- increasing the proportion of environmentally friendly paper where paper is needed
- encouraging the re-use and recycling of paper
- encouraging the use and recycling of other recyclable products such as toners, cardboard, PET containers
- encouraging our Business Units to incorporate environmental considerations into the procurement of goods and services.

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

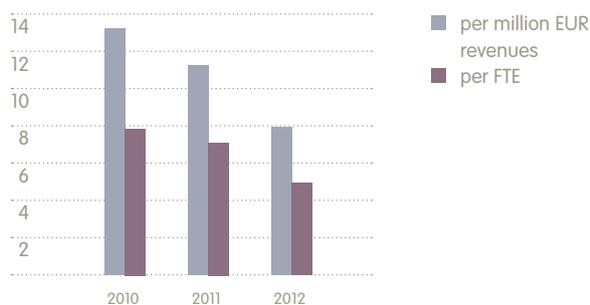
1. Our CO2 footprint on the environment
2. Financial performance
3. Being a credible company for investors and analysts
4. Being a trustworthy partner and employer to our clients, associates/candidates and employees

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

[View our Environmental Guidelines](#)

Activity related CO2e intensity

(average metric tonnes)



The decrease of our reported CO2e emissions results from the following actions: the targeted CO2 reduction initiatives on country level and the increased quality of our data basis.

Global performance indicators

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

Source	Scope	Total emissions extrapolated to Group level (100% FTEs) metric tonnes CO2e (CO2 equivalent)			Data basis (% of Group FTEs)		
		2012	2011	2010	2012	2011	2010
Own business cars	1 (direct)	51,562	81,423	85,683	47%	16%	15%
Electricity	2 (indirect)	64,524	62,609	70,663	31%	28%	25%
Electricity	3 (indirect)	17,710	27,275	30,615	31%	28%	25%
Own business cars	3 (indirect)	12,686	45,989	46,631	47%	16%	15%
Air travel	3 (indirect)	12,908	7,372	6,407	39%	28%	10%
Paper	3 (indirect)	1,193	2,368	2,458	42%	34%	18%
Toner	3 (indirect)	297	596	642	42%	34%	18%
New lap & desktops	3 (indirect)	2,694	2,497	2,446	100%	100%	100%

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

Our materials and water consumption

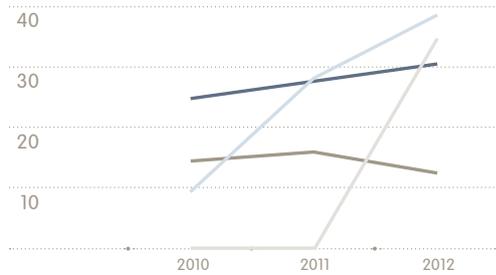
Material	Total consumption extrapolated to Group level (100% FTEs)			Data basis (% of Group FTEs)		
	2012	2011	2010	2012	2011	2010
Paper (office supply, does not include printed matter)	994 metric tonnes	1,845 metric tonnes	1,898 metric tonnes	42%	34%	12%
Toner (calculated from paper consumption)	100 kg	185 kg	189 kg	42%	34%	12%
Water (from public water supply)	427,320 m ³	n.a.	n.a.	9%	0%	0%

Our electricity and vehicle petrol consumption

Energy source	Total consumption extrapolated to Group level (100% FTEs)			Data basis (% of Group FTEs)		
	2012	2011	2010	2012	2011	2010
Electricity (from national grids)	138,182 MWh	145,081 MWh	160,014 MWh	31%	28%	25%
Green electricity (from 100% renewable sources)	3,275 MWh	n.a.	n.a.	n.a.	n.a.	n.a.
Vehicle petrol	21,502,000 litres	n.a.	n.a.	35%	0%	0%

Data basis for emission calculation

(% of total Group FTE)



- Scope 1 + 3: Business cars mileage
- Scope 1 + 3: Business cars' effective petrol consumption
- Scope 2 + 3: Electricity consumption
- Scope 3: Airmiles travelled

We managed to increase the data basis (i.e. actually measured environmental activity data), from which we extrapolate on Group level and calculate the CO₂ emissions. In 2010 and 2011, we had to calculate our business cars' emissions based on the measured mileages (data basis ca. 15%) and an assumed petrol consumption per kilometre. In 2012, we based our calculations additionally on measured petrol consumption (data basis: 35% of our car fleet), which not only raised the respective data basis up to 47% but also represents figures of much higher quality.

Select country programmes and initiatives

Adecco Groupe France – Operation 'Spring Up' and 'Covoiturage'

In 2012, Adecco in France introduced 'Spring Up', an operation which collected 65 tons of IT and electronic material which was either damaged or no longer used. Adecco worked with a company who employs people at risk of exclusion to collect the material. Following the collection process, the material was delivered to an international association 'Close the Gap' where it was recycled for use in developing countries.

Read more in their CSR Report 2011/2012

Every day, Adecco Groupe France makes contact with thousands of candidates and clients all over France which requires a lot of travelling, much of it by car. To minimise their emissions, Adecco Groupe France has put in place a service called 'Covoiturage' or car-pooling for its employees. The dedicated website gives employees the chance to share cars and find potential passengers. In addition, whenever possible, Adecco encourages its employees to use public transport and is replacing its car fleet with models with a CO₂ figure of less than 200g.

Read more

Adecco Brazil is saving trees

Using paper in daily operations can have a major environmental and economic impact. Adecco Brazil has calculated that its headquarters uses the equivalent of 54 trees per year. The goal has been set to reduce paper consumption from 9 boxes or 90,000 sheets per month to 7 boxes or 70,000 sheets which would account for a 22% reduction on a yearly basis.

Norway Sweden and Spain all are ISO 14001 certified

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



Our sustainability performance and goals

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

work, better life” amongst all our stakeholders and make us a responsible player in our industry and beyond. Outlined below are the areas of measurement and the respective KPIs as well as the current status of performance.¹

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

- *Very good to good performance*
- *Good to medium performance*
- *Improvements needed*

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

■ Very good to good performance

■ Good to medium performance

■ Improvements needed

External acknowledgements on our sustainability performance

Adecco added to the Dow Jones Sustainability Index (DJSI).

In 2012, the DJSI, in cooperation with Sustainable Asset Management (SAM), recognised the Adecco Group as one of the sustainability leaders in the Industrial Goods and Services sector. Adecco was benchmarked against almost 1,500 of the largest companies worldwide. The assessment consists of an in-depth analysis of the companies' performance across economic, environmental and social criteria such as corporate governance, environmental risks and stakeholder relations.¹

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

- DJSI World
www.sustainability-indexes.com
- DJSI Europe
www.sustainability-indexes.com
- FTSE4GOOD Global Index
www.ftse.com/ftse4good
- FTSE4GOOD Europe Index
www.ftse.com/ftse4good
- ECPI Ethical Index Global
www.e-cpartners.com
- ECPI Ethical Index Euro
www.e-cpartners.com
- ESI Excellence Europe
www.ethibel.org
- DAXglobal Sarasin Sustainability Switzerland
www.sarasin.ch
- Pictet-Ethos Swiss Sustainable Equities Fund
www.pictetfunds.com
- Natixis Impact Europe Equities Fund
www.am.natixis.com/
- Vontobel Fund – Global Responsibility Swiss Equity
www.vontobel.com

Other ratings we have received:

Enhanced rating in the Carbon Disclose Project (CDP):

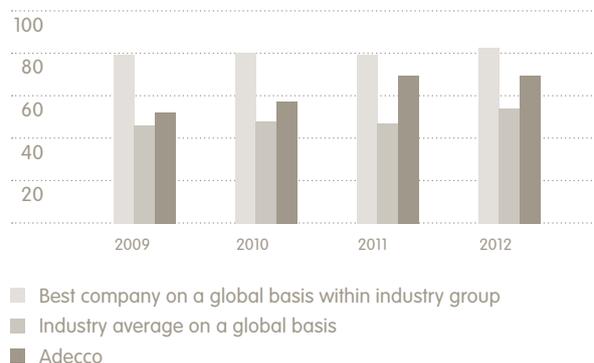
Adecco's efforts in measuring and reporting its greenhouse gas emissions were acknowledged in CDP's evaluations 2012: Adecco improved its disclosure score to 62 and was placed in performance category Band E.

BILANZ magazine CSR rating 2013 – Adecco scores high:

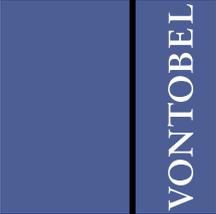
The business magazine 'BILANZ' in cooperation with Inrate, an independent sustainability rating agency based in Switzerland, rated 30 companies of the Swiss Market Index (SMI) and Swiss Leadership Index (SLI) comparing them against 1,800 international companies from the same sector. As a basis for the rating, 100 criteria were defined and the ratings went from -6 to (least) to +6 (best). Adecco reached grade +5 and B+ and came in the top 5.

DJSI Assessment – Results Adecco Group

Scorecards 2009–2012



¹ Source: Press release from Adecco



GRI* Standard Disclosures: Profile

51	Organisational profile
52	Report parameters
53	Governance, commitments, and engagement
57	Stakeholder engagement
58	Economic indicators
63	Environmental indicators
65	Labour practices
67	Human Rights
68	Society
68	Product responsibility
69	GRI Content Indices: Performance Indicators

* The Global Reporting Initiative (GRI) is explained in the Glossary under "GRI", page 82.

This section provides the GRI standard disclosures which are not covered in the main part of this Report nor in the Annual Report 2012 yet. The reference numbers in the following section are those used in the GRI Guidelines. For a complete overview and the GRI checked level B certificate, please see the GRI Content Index on pages 62–75.

Organisational profile

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

September 2011: Adecco Group successfully completed its acquisition of US-based Drake Beam Morin, Inc. Combining Adecco's Lee Hecht Harrison business with Drake Beam Morin, Inc. not only creates the world's leading career transition and talent development services provider, it also considerably expands Lee Hecht Harrison's existing geographic footprint, enhancing services for its clients internationally. Adecco acquired Drake Beam Morin, Inc. for an enterprise value of EUR 149 million.

January 2012: Adecco Group acquired VSN Inc., a leading provider of professional staffing services in Japan. VSN Inc. doubles the exposure to professional staffing of Adecco in Japan and reinforces Adecco's strong position in this attractive structural growth market. Under the terms of the acquisition agreement, the enterprise value of VSN Inc. amounts to EUR 90 million¹.

April 2012: Adecco Group announced the appointment of Robert P. Crouch as the new Regional Head of North America and a member of the Adecco Group Executive Committee. He replaced Tig Gilliam who left the Adecco Group. Robert P. Crouch took over his new operational responsibilities as of May 1, 2012.

2.10 Awards received

The Great Place to Work® survey 2012/2013 The Great Place to Work® Institute helps organisations to create cultures where trust flourishes. This is done via independent, anonymous surveys – the results of which are provided to companies to help them improve the workplace based on real employee feedback. This is the largest survey of workplace practices worldwide.



DIS AG, Germany, is ranked 2nd on 'Germany's Best Employer 2013' list (in the category 501 –2,000 employees).

DIS AG, Germany, is ranked 4th amongst 'Europe's Best Employer 2013' (in the category Large Workplaces), out of 1,500 competing employers in its category.

Adecco Sweden reached 4th place on the 2013 list of the 'Best Large Companies', a marked improvement from rank 7, in 2012.

Adecco Netherlands moved from 17th place in 2012 to rank 11 in 2013 amongst the best 'Large and Multinational Companies' to work for.

Adecco Denmark reached 28th place on the list of the 'Best Workplaces' in Denmark 2012.

Adecco Belgium reached 7th place on the 2013 list of the 'Best Organisations' with more than 500 employees.

Adecco Norway reached 10th place on the 2013 list of the 'Best Large Companies'.

TUJA, Germany in 2011 and 2012 made it to the Great Place to Work® 'Top 100 list' in Germany.

Adecco Luxembourg participated for the first time in the 2012/2013 cycle. They reached rank 8 as first HR services provider ever, on the list of the 'Best Companies to work for' in Luxembourg.

Adecco UK reached rank 28 amongst the 'Best Workplaces' for the first time in the United Kingdom.

¹ Spot exchange rate: 101.36 YEN/EUR.

Further awards received: In addition to these ratings, Adecco Group subsidiaries received various acknowledgements (see pages 48–49) and further awards for their socially responsible practice and achievements, such as:

- **Adecco Germany** received the **Gold award as ‘Career’s Best Recruiters 2012/13’** in the category ‘Personnel services’ and was ranked 36th amongst all assessed companies across all sectors in Germany. Adecco scored high with regards to online recruitment’ with 71 out of 80 points.
- **Office Angels UK** was named the **‘Best large recruitment consultancy, at the first ‘s1 jobs Recruitment Awards’**
- **Adecco Spain** obtained the **‘Madrid Excelente’ quality certification** from the City Council of Madrid.
- **Adecco USA** was featured in the Winter 2012–2013 issue of ‘Uptown Professional magazine’ and named one of the **Top 40 Companies for Diversity and Inclusion** amongst hundreds of companies and organisations across the United States. More details are provided on page 36 of this Report.
- **Adecco Canada** was amongst the Achiever’s **‘50 Most Engaged Workplaces’** in Canada. The panel of judges evaluated each applicant based on the following eight elements of employee engagement: Communication, Leadership, Culture, Rewards & Recognition, Professional & Personal Growth, Accountability & Performance, Vision & Values and Corporate Social Responsibility.
- **Adecco Canada’s President and Country Manager** was named one of **‘Canada’s Top 100 Most Powerful Women for 2012’**. This annual award presented by the Women’s Executive Network and recognises the top 100 women achievers and leaders in Canada’s private, public and not-for-profit sectors. Winners are selected based on their strategic vision and leadership, their organisation’s financial performance, and their commitment to the community.
- **Adecco North America** was honoured with the **Best Indirect Services Award** as part of Celestica Inc.’s 2012 ‘Total Cost of Ownership’ (TCOOTM) Supplier Awards.’ Celestica’s awards programme recognises top performers from their global network of over 3,000 suppliers. Winners are selected based on their ability to provide the best TCOO performance to Celestica and its customers by demonstrating excellence in quality, delivery, technology, service, pricing and flexibility.

Report parameters

3.5 Process for defining report content

In addition to the following all core and additional performance indicators published in version G3.1 of the GRI Guidelines, we focus on areas which are relevant to our stakeholders and material for our HR services business, as presented in the charts on pages 11 and 12.

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

This CSR Report has been compiled following the G3.1 GRI Guidelines. In line with the Adecco Group’s core business, this report focuses on economic, social-economic and environmental performance indicators. Where possible, we provide information and data for the whole Adecco Group. Where required, we indicate the coverage of the data presented.

3.8 Comparability from period to period

There were no fundamental changes in our business that would significantly affect the comparability of the data with our previous CSR Reports. Where appropriate, we comment on data presented in previous reporting periods.

3.9 Data measurement techniques and the bases of calculations

Data for the report were collected from the Adecco Group’s country organisations, and consolidated and checked at Group level. Economic data have been copied from the audited Annual Reports 2011 and 2012. 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 CSR Reports.

3.11 Significant changes from previous years in the measurement methods

In our environmental reporting, greenhouse gas emission calculations improved for the following three reasons:

1. Our data basis increased substantially. **2.** We managed to collect more precise activity data, in particular regarding our business cars: For 2012, the data basis of 47% has been split: 12.54% (activity data: 'km driven') and 34.6% ('activity data': actual petrol consumption). This is much more accurate compared to 2011 where we had a data basis of 16.15% (only activity data: 'km driven'). **3.** For 2012, we applied updated emission factors for scope 2 and 3 emissions from electricity. This led to a 9% higher Scope 2 result (on average per kWh). The updated factors for Scope 3 emissions led on average to a 38% lower result (per kWh) compared to 2010 and 2011. More details are provided in the environmental reporting section, pages 43–45.

There are no other significant changes from the previous years in terms of measurement methods used.

Governance, commitments, and engagement

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

The shareholders' rights are published in the Annual Report 2012, pages 155–156. Adecco S.A.'s Investor Relations Department publishes its contact details and relevant publications, such as quarterly, half-year and full-year results. There is also an opportunity to request information and make contact on the Investor Relations section of our website (www.adecco.com). This allows for all shareholders to approach Adecco S.A. whenever necessary. The Group Communications Department is the main point of contact for all other stakeholders (see also 4.16, page 69).

Adecco Group Compliance & Ethics (ACE) reporting

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

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

4.7 Process for determining the expertise required of Board members

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

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

The Corporate Governance Committee ("CGC") has the primary responsibility 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. Further instruments see Annual Report 2012, page 150, point 3.6).

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

The risk management process at the Adecco Group has strategic and organisational dimensions. Besides monitoring, analysing and mitigating risks, the aim is also to identify opportunities. This makes it obvious that the precautionary approach (which indicates that lack of scientific certainty is no reason to postpone action to handle potential risks) is inherent to Adecco Group's risk and opportunities management. Further information, see Annual Report 2012, p. 108, Note 18.

4.13 Principal memberships in industry and business associations

Principal memberships and affiliations on corporate level:

- **Ciett and Eurociett** The Adecco Group is a member of Ciett, Eurociett and Ciett&LA, respectively the International, European and Latin America Confederations of Private Employment Agencies. Ciett is the authoritative voice representing the common interests of the agency work industry and consists of 40 national federations from EU and EFTA and seven of the largest staffing companies worldwide: www.ciett.org
- **ILO Global Business & Disability Network** The Adecco Group is a founding member of the original Business & Disability network (founded in December 2004) by European companies to improve access for disabled people to the labour market. In 2012, the Network was formally established, and it continues to sharing business cases and experiences on disability management among the Network members: www.businessanddisability.org (see page 39 of this reports).
- **ENAR European Network Against Racism**, the European platform NGO federation of national NGOs against ethnic and religious discrimination, a representative for the European Institutions: <http://www.enar-eu.org/>.
- **Carbon Disclosure Project (CDP)** As a responding company to the Carbon Disclosure Project, Adecco discloses its greenhouse gas emissions and climate change strategies on a yearly basis via the CDP's investor and supplier module. This data is collected on behalf of institutional investors, purchasing organisations and government bodies. More info: www.cdproject.net.
- **World Economic Forum Strategic Partner** The Strategic Partners community comprises a select group of 100 leading global companies selected for their alignment with the Forum's commitment to improving the state of the world.
- **economiesuisse** The Adecco Group is member of the Swiss Business Federation, the largest umbrella organisation representing the Swiss economy. Its mission is to create an optimal economic environment for Swiss business.

Principal memberships at country level:

The Adecco country organisations are generally members of the local **chambers of commerce** as well as of our **industry associations** such as the **national confederations of private employment agencies**, etc. Further significant memberships are listed on the following pages.

Adecco Group France

- **Association Française des Managers de la Diversité (AFMD)** French Diversity Managers Association to promote diversity management to line managers, 100 members (Adecco Group France's CSR Director holds the presidency).
- **IMS Entreprendre** A club of over 200 of France's top companies committed to improving their impact on society (Adecco Group France is represented on the Board of Directors).
- **Observatoire de la Responsabilité Sociétale des Entreprises (ORSE)** A French network designed to study and promote socially responsible investment (SRI), corporate social responsibility and issues related to sustainable development.
- The French Réseau Adecco Insertion are members of the **Conseil National des Entreprises d'Insertion**, a federation of enterprises working on labour integration for low-skilled and unemployed people.
- **Club Etre** A national network of enterprises for disabled people.
- **Osons! Entreprises et Handicap** A corporate club on disability and inclusion in the workforce.
- **Club Handicap & Compétences** A corporate initiative on disability and inclusion initiated by Adecco France's Espace Emploi Handicap & Compétences.
- **Forum français des amis du Global Compact** The national organisation of the Global Compact in France.
- **FACE** (Fondation Agir Contre les Exclusions) A network of enterprises, institutional actors and pressure groups, aiming to prevent and fight exclusion.
- **Charte de la Diversité** (Diversity Charter) A charter signed by enterprises showing their commitment to fight discrimination at work and the goal to reflect the diversity of the French population in the labour market.
- **Charte de la Parentalité** A charter to promote parenthood at work.
- **Pas@Pas** A web-based portal to promote diversity in the supply chain by promoting companies with a focus on Employment and Inclusion.
- **Charte de l'apprentissage** A charter signed by enterprises which aim to promote professional integration of young people into the labour market by using a specific work contract between a company and a student. The students spend half the time working for the company and the other half learning at school.
- **Le Réseau** (Réseau National des Entreprises pour l'Égalité des Chances dans l'Éducation Nationale), a professional network to promote equality in education.

Adecco Germany

- **Zukunftsvertrag Zeitarbeit** (Future contract for temporary employment) is an initiative by the leading staffing companies in Germany. Its goal is to develop and implement innovative employment concepts.
- **BSW** (Bundesverband Solarwirtschaft): the German Solarbusiness 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, manufacturers and maintenance companies, to aerospace-oriented service companies. Training schools, universities and universities of applied sciences complete the membership. A total of 14,000 staff – about 15% of all personnel employed in the German aviation and space industries – work for Hanse-Aerospace members.

DIS AG Germany

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

TUJA Germany

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

Adecco Italy

- **Global Compact Italian Network** The local network of the UN Global Compact.
- **HR Community Academy** A network of HR managers and executives.
- **ADAPT** A non-profit organisation to promote studies and research in the field of labour law and industrial relations from an international and comparative perspective.

Adecco Netherlands

- **Syntens** A platform for growing entrepreneurs.
 - **JINC** A non-profit organisation which helps young people get in contact with businesses.
 - **Avance** One of the largest further education colleges in the Netherlands.
 - **MVO Nederland** A knowledge and network organisation which encourages companies to be socially responsible.
 - **STOOF** helps flextime 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.
-

Ajilon Netherlands	<ul style="list-style-type: none"> • The Nederlandse Biotechnologische Vereniging, an association for professionals who work in the Life Sciences industry. • SDO Stichting Deeltijd Opleidingen • And many further education organisations.
Adecco Norway	<ul style="list-style-type: none"> • Global Compact Nordic Network The local network of the UN Global Compact.
Adecco Poland	<ul style="list-style-type: none"> • Polish HR Forum Initiative of leading companies from the employment agencies sector, operating to promote the highest ethical standards, develop the employment agencies sector in Poland, and influence trade unions, authorities and government administrative bodies.
Adecco Spain & Adecco Foundation	<ul style="list-style-type: none"> • Club de Excelencia en Sostenibilidad A business association formed by a group of major companies with the commitment to sustainable growth within the economic, social and environmental dimension. • UN Global Compact Spain The local network of the UN Global Compact Network where Adecco Spain is co-founder. • Fundación Másfamilia A foundation with a focus on the development of better protection and an enhanced quality of life for families. • AEF The Spanish Association of Foundations is a private association of public interest, which brings together foundations from all geographical areas and disciplines with the goal of enhancing the influence of Foundations in Spain. • CEOE The Spanish Confederation of Employers' Organisations A Spanish institution that represents the Spanish business community. It includes state-owned and private companies in all sectors. It's a member of BusinessEurope. • Seres Foundation A non-profit organisation which fosters and promotes strategic business actions that contribute to the overall improvement of social issues with a focus on disadvantaged groups. • Ability Club A network which has the goal to enhance and share best practice which have been identified through the Telefónica Ability Awards.
Adecco Switzerland	<ul style="list-style-type: none"> • Avenir Suisse An independent think-tank for economic and social issues. • Pro duale Berufsbildung Schweiz An independent association promoting the dual education system in Switzerland.
Office Angels UK	<ul style="list-style-type: none"> • Employers' Forum on Disability An employers' organisation focused on the issue of disability in the workplace. • Race for Opportunity Committed to improving employment opportunities for ethnic minorities across the UK. It is the only race diversity campaign that has access to and influence over the leaders of the UK's best-known organisations. • Opportunity Now An organisation for employers who are committed to creating an inclusive workplace for women. Opportunity Now empowers employers to accelerate change for women in the workplace because it makes good business sense. • Employers' Forum on Belief An independent employers' network developed by employers themselves to share good practice on religion, belief and non-belief in order to make the most of their diverse workforce. • Employers' Forum on Age An independent network of companies who recognise the need to attract and retain valuable employees whatever their age. • Stonewall's Diversity Champions programme, Britain's good practice forum in which employers can work with Stonewall, and each other on sexual orientation issues.
Adecco USA	<ul style="list-style-type: none"> • National Minority Supplier Development Council (NMSDC) This organisation provides a direct link between corporate America and minority-owned businesses. • Women's Business Enterprise National Council (WBENC) This WBENC is the largest third-party certifier of businesses owned, controlled, and operated by women in the United States. • National Business Disability Council (NBDC) The NBDC is the leading resource for employers seeking to integrate people with disabilities into the workplace and companies seeking to reach them in the consumer marketplace. • Challenged Athletes Foundation (CAF) Its mission is to provide opportunities and support to people with physical disabilities so they can pursue active lifestyles through physical fitness and competitive athletics. • Wounded Warrior Project (WWP) A foundation that provides programmes and services to severely injured service members during the time between active duty and transition to civilian life.

Adecco USA

- **'Welcome Back Warriors'** A programme helping soldiers returning from the battle field to integrate into the labour market through job and support services fairs.
 - **National Urban League** A non-partisan civil rights organisation that advocates on behalf of African Americans and against racial discrimination in the United States.
 - **Abilities, Inc. at the Viscardi Center** This organisation prepares adolescents and adults with all types of disabilities (cognitive, physical, learning, developmental) and levels of experience for entry or re-entry into the workforce by assisting them in securing pre-employment services as well as employment.
 - **Parents and Friends of Lesbians and Gays (PFLAG)** This national non-profit organisation made up of parents, families, friends, and straight allies uniting with lesbian, gay, bisexual, and transgender (LGBT) people is committed to advancing equality through its mission of support, education and advocacy.
 - **World Diversity Leadership Summit (WDLs)** The yearly event explores local, state, and national best practices on how to foster diversity, spur innovation, and experience growth in the workplace.
-

Stakeholder engagement

4.16 Approaches to stakeholder consultation

- **Global Satisfaction Survey (GSS)**, see page 19.
- **Internationally centralised employees survey:**
The Great Place to Work® Trust Index, see pages 32, 34 and 51 (GRI 2.10).

The Group Communications and Investor Relations Departments stand as a point of contact for stakeholders. These include the press, investors and analysts, our employees, candidates and associates, work councils, unions and the ILO, companies, governments, NGOs and society at large. The main channels of information include the Annual Report, the CSR Report, regular press releases (available on www.adecco.com), e-mails, the AGM as well as webcasts.

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

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

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

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

Economic indicators

EC1 Economic key data

Overall economic key data, see pages 2–3; and Adecco Group Annual Report 2012, pages 45–47.

Adecco donations for philanthropic purposes:

Purpose	Donations by Adecco in 2012	Reference
Adecco Foundation France	EUR 500,000	page 40
Adecco Foundation Italy	EUR 350,000	page 40
Adecco Foundation Spain	EUR 190,960	page 40
Adecco Foundation Germany	EUR 50,000	
Adecco USA, various Community Partnerships	EUR 80,000	
Win4Youth		
Helping Young People Succeed	USD 360,000	page 39

Main investments in philanthropic activities:

Activities/programmes	Investments/budgets in 2012	Reference
Adecco Foundation France*	EUR 750,000	page 40
Adecco Foundation Italy*	EUR 380,000	page 40
Adecco Foundation Spain*	EUR 10.4 million	page 40
Adecco Foundation Germany	EUR 50,000	
Adecco USA, various Community Partnerships	EUR 80,000	
Win4Youth		
Helping Young People Succeed	USD 360,000	page 39

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

EC2 Financial implications of climate change

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

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

In accordance to the ILO report 'Working towards sustainable development: opportunities for decent work and social inclusion in a green economy', the transformation to a greener economy could generate 15 to 60 million additional jobs globally over the next two decades and lift tens of millions of workers out of poverty. We expect climate change mitigation to lead to new profiles both in developed countries and in emerging markets. For the time being, we have a workgroup in place comprised of sales specialists who are monitoring and exchanging best practices with regards to the sustainable energy sector, its job profiles, trends and needs. More details about risks and opportunities related to climate change are provided in our Carbon Disclosure Project assessment: www.cdproject.net.

EC4 Significant financial assistance received from government

The Adecco Group does not receive any material financial subsidies for its business from governments. However, some of our social contributions at local level are subsidised (in total, ca. EUR 7.25 million, mainly through our main foundations (see EC2 on this page). These include labour integration projects and joint programmes with governmental organisations. These subsidies do not contribute to our business operations, but support our efforts in helping disadvantaged and unemployed people re-/integrate into the labour market.

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

Adecco Group is a decentralised, global enterprise, with some 5,400 branches in more than 60 countries, managing over 700,000 associates at any given time in all professions and business sectors. We have for the time being decided not to report in relation to this GRI economic performance indicator, but may consider to do so at a later date.

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

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

Currently, Adecco's supplier diversity efforts are focused in the US and Canada through the engagement of minority and women owned businesses in the procurement process. The vast majority of our spend with diverse suppliers is through staffing partners proactively engaged as subcontractors. In 2012, approximately 125 of the over 400 suppliers we work with were validated diverse suppliers with a total spend that exceeded USD 530 million up from USD 224 million in 2010.

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

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

EC8 Development and impact of services provided primarily for public benefit

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

Partner organisation(s)	Short description of project or programme
Adecco Group	
European Network Against Racism (ENAR)	Expert Group on employment with multi stakeholders: European institutions, NGOs, National Authorities Against Discrimination, Trade Unions and corporations (Adecco Group, IBM, L'Oréal, Sodexo)
ILO Global Business & Disability network	Dialogue Group on disability inclusion within corporations, initiated at EU level by Adecco and partner companies in 2004. In 2012, the Network was formally established, and it continues to share business cases and experiences on disability management among the Network members.
<ul style="list-style-type: none"> International Olympic Committee International Paralympic Committee 	Training and labour integration of elite athletes Training and labour integration of elite athletes
Adecco Belgium	
<ul style="list-style-type: none"> Network For Training Entrepreneurship NFTE Belgium 	Adecco is a 'Golden Partner' of NFTE. Teaching entrepreneurship to low-income youth, helping them to become economically independent members of society.
<ul style="list-style-type: none"> Close The Gap, An international not-for-profit organisation with a focus on improving local knowledge and putting local talent to work by offering cost-efficient IT solutions to projects in developing countries 	Adecco assists with IT equipment supplies. All our computers and PC-screens are given to Close The Gap. The donations amounts to about 700 pieces every year.
<ul style="list-style-type: none"> Attitude & Coaching program in Belgium with Marc Herremans as our godfather. 	The aim of this program is especially for young people, just graduated or long unemployed to help them in a quicker and more efficient way to a employment.
Adecco Canada	
<ul style="list-style-type: none"> Skills for Change (SfC), Canadian non-profit agency 	<ul style="list-style-type: none"> Learning and training opportunities for immigrants and refugees
Adecco Group France, Adecco	
<ul style="list-style-type: none"> European Network Against Racism (ENAR) 	(see above under Adecco Group)
<ul style="list-style-type: none"> ILO Global Business & Disability Network 	(see above under Adecco Group)
<ul style="list-style-type: none"> European Association of Service Providers for People with Disabilities (EASPD) 	EASPD is the European Association of Service Providers for people with disabilities and represents over 10,000 social service provider organisations across Europe and Disability.

Partner organisation(s)	Short description of project or programme
<ul style="list-style-type: none"> Agefiph, Association for Disabled Workers' Integration 	Labour integration programme for disabled and unemployed people
<ul style="list-style-type: none"> Direction for Integration & Citizenship (Ministry of Internal Affairs) and National Agency for Social Cohesion and Equality 	Programmes for people at risk of exclusion such as migrants, minorities, etc.
<ul style="list-style-type: none"> Réseau Adecco Insertion (Adecco's subsidiary for labour integration through temporary work, in partnership with Groupe Idées) 	Labour integration programme for low-skilled, unemployed people
<ul style="list-style-type: none"> Pôle emploi (French national public job centre) 	Labour programme for long-term unemployed people
<ul style="list-style-type: none"> Ministry for Work and Social Affairs 	'Projet Jeunes Destination Emploi': Integration of young unemployed people from socially disadvantaged communities into the labour market.
<ul style="list-style-type: none"> Conseil National des Missions Locales (CNML, a national office specifically for young unemployed people with social difficulties): national agreement 	
<ul style="list-style-type: none"> Pôle emploi (French national public job centre) 	
<p>More details on CSR-related partnerships in France are provided in the French 'rapport de responsabilité sociale et environnementale (RSE)'</p>	
<p>Adecco Italy and Adecco Foundation</p>	
<ul style="list-style-type: none"> Public Employee Services, regional and local communities throughout the country 	Labour integration programmes for <ul style="list-style-type: none"> • People with disabilities • Long-term unemployed • People over 40 • Single mothers • Athletes
<ul style="list-style-type: none"> Private associations and foundations throughout the country 	<ul style="list-style-type: none"> • Research and publications on labour market developments, in particular concerning socially disadvantaged people. • Preparing students for labour market entry
<ul style="list-style-type: none"> Università degli Studi di Padova 	
<ul style="list-style-type: none"> Istituto Boselli di Torino 	
<ul style="list-style-type: none"> Istituti Tecnici e Professionali di Padova 	
<ul style="list-style-type: none"> Università degli Studi di Milano 	
<ul style="list-style-type: none"> Università degli Studi di Torino 	<p>More details on CSR-related partnerships in Italy are provided in the 'Bilancio Sociale 2011/2012' of the Adecco Foundation Italy.</p>
<p>Adecco Netherlands</p>	
<ul style="list-style-type: none"> JINC (business-financed association to support literacy of young people with difficult socio-economic backgrounds) 	Adecco organises practical interview courses at high schools in Amsterdam-West for underprivileged youth. Each year, about 1,000 students attend the courses.
<ul style="list-style-type: none"> Foundation 'Lezen en Schrijven' 	Adecco is involved in the Lezen en Schrijven project of the Stichting Lezen & Schrijven foundation, which is campaigning to reduce illiteracy in the Netherlands.
<ul style="list-style-type: none"> Project Frisse Start 	Adecco is involved in a sports project for unemployed people to help them reintegrate into the labour market.
<ul style="list-style-type: none"> Public authorities of Almere 	Programme 'Duurzaam werken aan werk' – a business initiative with the government in Almere to reduce unemployment.
<ul style="list-style-type: none"> KNVB Talentteam 	Adecco collaborates with the KNVB to provide traineeships for candidates in soccer associations.

Partner organisation(s)	Short description of project or programme
Adecco Poland	
<ul style="list-style-type: none"> • Education First, world leader in the organisation of foreign language courses 	<p>"Global Intern 2012" competition. Adecco Poland is HR partner of this project. The main prize is a three-month internship in three independently selected cities around the world, in which EF has its own language schools.</p>
<ul style="list-style-type: none"> • Autocreation Foundation 	<p>A programme to support long-term unemployed of various social backgrounds (youth, 50+, women 35+, migrants).</p>
<ul style="list-style-type: none"> • European Management Assistants in Poland 	<p>Advisory & training project to help office workers (assistants, office managers, receptionists) find employment.</p>
<ul style="list-style-type: none"> • TEB Education 	<p>Training programme for students after secondary school enhancing successful job search, preparation of applications and interviews.</p>
<ul style="list-style-type: none"> • State College of Shorthand and Foreign Languages 	<p>Labour integration programme for college graduates.</p>
<ul style="list-style-type: none"> • Amnesty International in Poland 	<p>Cooperation in the recruitment of people for Amnesty International information activities.</p>
Adecco Spain and Adecco Foundation	
<ul style="list-style-type: none"> • Ministry for Work and Social Affairs • Public Employee Services, regional and local communities throughout the country • Private associations and foundations throughout the country 	<p>Labour integration programmes for</p> <ul style="list-style-type: none"> • (long-term) unemployed people • disabled people • people over 45 • single mothers • athletes and ex-athletes
<ul style="list-style-type: none"> • También Foundation • Deporte y Desafío Foundation • La Caixa Foundation • Down's Syndrome Foundation • 120 further local foundations and associations 	<p>Labour integration programmes for people with disabilities</p>
<ul style="list-style-type: none"> • FEFN, Spanish Federation of large families • Foundation Másfamilia 	<p>Online training for the mothers of large families Focus on the development of better protection and an enhanced quality of life for families</p>
<ul style="list-style-type: none"> • University of Lérida • University of Castilla La Mancha • Polytechnic University of Madrid 	<p>Development of software to better accommodate the needs of people with disabilities in the workplace</p>
<p>A complete list of partnerships is provided in the Spanish Adecco Foundation's 'Memoria 2012'</p>	

Partner organisation(s)	Short description of project or programme
<ul style="list-style-type: none"> • Club de Excelencia en Sostenibilidad 	Business association of large companies committed to sustainable growth within the economic, social and environmental dimensions.
<ul style="list-style-type: none"> • Universities of Barcelona, Cádiz, Huelva, Sevilla, Internacional de Catalunya Miguel Hernández de Elche 	Programmes to improve the employability of students with disabilities.
<ul style="list-style-type: none"> • Gresol Foundation, a recognised platform for analysing and exchanging socio-economic opinions 	Adecco Foundation sponsors the category social commitments of the Gaudí Gresol awards to recognise companies in Catalunya.
<ul style="list-style-type: none"> • European Commission DG Employment, Social Affairs and Equal Opportunities 	Partnership on the European Day of People With Disabilities.
<ul style="list-style-type: none"> • UN Global Compact Association Spain 	Local network on CSR issues, including annual Communication on Progress (CoP)
<ul style="list-style-type: none"> • Crecer+ 	The programme offers employment and training opportunities to young people and encompasses five countries in Latin America and Spain. It is done in cooperation with Endesa.
Adecco Switzerland	
<ul style="list-style-type: none"> • ORIF – Intégration et formation professionnelle 	Collaboration with 30 Adecco branches. The project supports the integration of people in difficult situations (eg. accident, disability, illness) into the labour market.
<ul style="list-style-type: none"> • University of Zurich, Institute of Sociology 	Issuing and publishing the quarterly Adecco Swiss Job Market Index ASJMI, www.stellenmarktmonitor.ch
Badenoch & Clark UK	
<ul style="list-style-type: none"> • Disability Symbol – Positive about disabled people 	Support for disabled people looking for jobs by connecting them with companies experienced in hiring, retaining and developing the abilities of disabled staff.
Adecco UK	
<ul style="list-style-type: none"> • Paralympics GB 	The official charity partner to Adecco UK & Ireland, encouraging branches, clients and associates to follow, support and cheer on local Paralympic athletes beyond sports.
<ul style="list-style-type: none"> • Great Ormond Street Hospital • Help for Heroes 	A wide variety of local fund-raising activities across the UK to support the charity of the Great Ormond Street Hospital in London and Help for Heroes which supports wounded military personnel.
Adecco USA	
<ul style="list-style-type: none"> • Military Spouse Employment Partnership 	The Military Spouse Programme is a targeted recruitment and employment solution for military spouses and employers.
<ul style="list-style-type: none"> • Employer Partnership of the Armed Forces 	Hero 2 Hired: an initiative to recruit, train and put skilled Reservists to work while on inactive duty with the Army.
<ul style="list-style-type: none"> • US Chamber of Commerce 	Hiring Our Heroes, an initiative to help veterans, transitioning service members, and military spouses find meaningful employment.
<ul style="list-style-type: none"> • NBDC – National Business and Disability Council • Viscardi Center/Abilities, Inc. • Just One Break, Inc. • Work Without Limits – Adults and Children with Learning Disabilities 	Enhancing the workplace and opportunities for disabled workers.
<ul style="list-style-type: none"> • National Urban League 	An organisation that seeks to empower minorities and women in the areas of employment, health and education.
<ul style="list-style-type: none"> • Parents and Friends of Lesbians and Gays (PFLAG) • Human Rights Campaign • SAGEWorks • And about 50 further partner organisations supporting the integration of people from minority groups into the workforce. 	Labour integration support for Lesbian, Gay, Bi-sexual, Transgender (LGBT)

Environmental indicators

(see also pages 43–45)

Since 2010, environmental conscious management, subsequent monitoring and reduction is carried out in the areas of:

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

in our 11 largest markets (Belgium, France, Germany, Italy, Japan, Netherlands, Norway, Sweden, Spain, UK & Ireland, US) including the joint global & Adecco Switzerland headquarters. These countries represent over 86% of our business operations in terms of revenues.

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

EN1 Materials used by weight or volume

The main materials we use for our office-based business are common office supply materials.

	Total consumption extrapolated to Group level (100% FTEs)			Data basis (% of Group FTEs)		
	2012	2011	2010	2012	2011	2010
Material						
Paper (office supply, does not include printed matter)	994 metric tonnes	1,845 metric tonnes	1,898 metric tonnes	42%	34%	12%
Toner (calculated from paper consumption)	100 kg	185 kg	189 kg	42%	34%	12%

EN3 Direct energy consumption by primary energy source

Our electricity and vehicle petrol consumption

	2012	2011	2010	2012	2011	2010
Energy source						
Electricity (from national grids)	138,182 MWh	145,081 MWh	160,014 MWh	31%	28%	25%
Green electricity (from 100% renewable sources)	3,275 MWh	n.a.	n.a.	n.a.	n.a.	n.a.
Vehicle petrol	21,502,000 litres	n.a.	n.a.	35%	0%	0%

EN8 Total water withdrawal by source

	2012	2011	2010	2012	2011	2010
Withdrawal by source						
Water (from public water supply)	427,320 m ³	n.a.	n.a.	9%	0%	0%

EN16 Total direct and indirect greenhouse gas emissions

The table below gives an overview of some of our scope 1 and 2 emissions, based on the 'The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard'. More details on the methodology are provided in our Carbon Disclosure Project response 2013, which is available at: www.cdproject.net

Source	Scope	Total emissions extrapolated to Group level (100% FTEs) metric tonnes CO ₂ e (CO ₂ equivalent)			Data basis (% of Group FTEs)		
		2012	2011	2010	2012	2011	2010
Own business cars	1 (direct)	51,562	81,423	85,683	47%	16%	15%
Electricity	2 (indirect)	64,524	62,609	70,663	31%	28%	25%

EN17 Total other indirect greenhouse gas emissions

The table below gives an overview of some of our scope 3 emissions, based on the 'The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard'. More details on the methodology are provided in our Carbon Disclosure Project response 2013, which is available at: www.cdproject.net

Source	Scope	Total emissions extrapolated to Group level (100% FTEs) metric tonnes CO ₂ e (CO ₂ equivalent)			Data basis (% of Group FTEs)		
		2012	2011	2010	2012	2011	2010
Electricity	3 (indirect)	17,710	27,275	30,615	31%	28%	25%
Own business cars	3 (indirect)	12,686	45,989	46,631	47%	16%	15%
Air travel	3 (indirect)	12,908	7,372	6,407	39%	28%	10%
Paper	3 (indirect)	1,193	2,368	2,458	42%	34%	18%
Toner	3 (indirect)	297	596	642	42%	34%	18%
New lap & desktops	3 (indirect)	2,694	2,497	2,446	100%	100%	100%

Labour practices

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

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

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

LA4 Percentage of employees covered by collective bargaining agreements

In the Temporary Agency Work (TAW) industry, a multitude of Collective Bargaining Agreements (CLAs) stipulate the framework relationship and functioning of workers and companies rights and responsibilities. There are great differences in the coverage of employees by CLAs per country, depending on national legislation. The countries with the highest percentage of employees covered by CLAs are countries with mature labour legislation, mostly in Europe. However, significant differences are also to be found within Europe. We can identify three different types of CLAs: Company CLAs (signed between user companies and their employees), TAW Industry CLAs (signed between the HR Services' National Association and Industry Trade Unions) and Employer Association CLAs signed on behalf of the HR Services Industry with National Sectoral Trade Unions. Due to the number of countries (and national labour legislation frameworks), Adecco operates in, and the variety of CLAs (according to Country, Industry, Sector and Customer) it has engaged in, the Adecco Group has only approximate records of the percentage of employees covered by CLAs. For the percentages, please refer to chart "Freedom of Association & Collective Bargaining" on page 35.

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

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

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

LA5 Minimum notice period(s) regarding operational changes

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

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

Adecco Group does not run any formal joint management-worker health and safety committees. At corporate and national level, issues of health and safety are a key focus for Adecco and measures are in place, adhering to the highest standards (see strategic focus areas 'Health & Safety', pages 41–42). Due to the number of countries, Adecco operates in and the variety of regulations regarding health and safety issues, the Adecco Group has no record to date of the percentage of total workforce represented in formal joint management-worker health and safety committees.

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 associates in the health care industry – depending on local conditions and requirements. Education, training, counselling, prevention, and risk-control programmes to assist employees regarding serious diseases are addressed as needed to protect our employees and associates.

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

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

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

Training for employees and associates is a top priority for the Adecco Group. We have introduced KPIs for measuring training investments with employees and associates. An overview on training investments for employees and associates is provided on pages 32–34 (strategic focus area 'Team, training & development').

LA13 Composition of governance bodies

Details on the composition of the Board of Directors and the Executive Committee are provided in the Annual Report 2012, pages 142–154.

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

More details on gender distribution: see chart on page 37 and in the Adecco Group Annual Report 2012, p. 142–145 and 151–154.

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

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

LA15 Return to work and retention rates after parental leave, by gender

For the time being, we can report against this indicator for the Adecco Group Headquarter and Adecco Switzerland 2012: 100% return to work after parental leave of female employees. No male employees took parental leave in 2012.

Human rights

HR1 Significant investment agreements that include Human Rights

Our Code of Conduct, which covers aspects of Human Rights, is applicable to our whole business and all our country organisations. We have a joint venture (set up in 2010) in Shanghai with FESCO, one of the leading HR service companies in China. Under the terms of the joint venture, FESCO and Adecco hold 51% and 49% of the equity, respectively. All employees from FESCO Adecco have been requested to complete the Adecco Compliance & Business Ethics online training including the modules on the Code of Conduct and Bribery & Corruption as well as the other six modules (see page 19).

HR2 Screening of suppliers on Human Rights

In July 2012, we issued a supplier Code of Conduct with a separate supplier questionnaire in order to ensure that our suppliers apply the highest standards in the areas of:

- Child labour, forced and bonded labour
- Freedom of Association and Collective Bargaining Agreements
- Discrimination
- Health and Safety
- Compensation
- Corruption/bribery
- Environment and Climate

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

All our employees must do an online training course on our Code of Conduct, and on business ethics (see page 19).

HR4 Total number of incidents of discrimination and actions taken

We are not aware of any allegations against Adecco regarding discrimination in 2012. We do not report the number of internally witnessed, reported and mitigated incidents of discrimination, because such numbers may be misleading due to materiality. However, calls and written correspondence via our Ethics & Compliance website made to the Board of Directors via the phone numbers or address provided can be received 24 hours a day, seven days a week by a third-party service provider with whom Adecco has contracted to receive such messages on Adecco's behalf. In addition to alleged cases of discrimination and harassment on global level, country operations have additional systems in place to address any allegations/incidents.

HR6–HR7 Operations identified as having significant risk for incidents of child labour (HR6) and forced or compulsory labour (HR7) – and measures taken

In most countries and territories where the Adecco Group operates, Human Rights are embedded and respected in both national law and general business practices. According to relevant ILO studies*, the risk exposure to child and forced labour occurs mainly in Latin America and the Asian Pacific area. These regions represent about 25% of Adecco Group's business. The Adecco Group has issued Human Rights Guidelines and contributed to the European Commission E&RA Sector Guide on Business & Human Rights (see page 35). Further information is also provided in the Adecco Code of Conduct.

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

HR10 Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments

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

Society

SO1 Percentage of operations with implemented local community engagement, impact assessments, and development programmes

More than 90%* of our operations run local community engagement programmes, usually public-private partnerships on training and labour market integration for disadvantaged people. See overview of selected operations and programmes under EC8.

** Reference basis: total Adecco Group revenues.*

SO2 Business units analysed for risks related to corruption

The company's risk management process is led by the global Risk Management Steering Committee and seeks to identify, mitigate and manage risks with the support of global risk coordinators on a regular basis. In December 2012, our Bribery & Corruption Policy was published and distributed in all our country organisations and an ACE training module on Bribery & Corruption was launched (see page 19).

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

We count governments among our most important stakeholders. Accordingly, 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.

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

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

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

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

Product responsibility

PR1 Life cycle stages in which health and safety impacts of services are assessed for improvement

Both our staffing process with our clients and our job placement processes with our candidates/associates foresee specific health and safety measures and assessments as described on pages 40–41.

PR3–PR4 Required product and service information

The essential product and service information with regards to HR services is set forth in the respective recruitment, staffing, placement and employment agreements. These comply with respective local laws and regulations.

To date, the Adecco Group is not aware of any significant incidents of non-compliance concerning our HR services information.

PR8 Complaints regarding breaches of customer privacy and losses of customer data

We are not aware of any substantial breaches of clients' privacy or losses of our associates' and/or candidates' data in 2012.

GRI Standard Disclosures: Performance Indicators UN Global Compact Communication on Progress (CoP)

Content guidance

GRI Reporting Framework is intended to serve as a generally accepted framework for reporting on an organisation's economic, environmental, and social performance. It is designed for use by organisations of any size, sector, or location. The Global Reporting Initiative provides a valuable perspective on the sustainability status and performance of the Adecco Group. The current CSR Report aligns with the G3.1 Global Reporting Initiative guidelines and declares a GRI application level B – checked and confirmed by the GRI – according to the GRI application level grid below and the certificate on page 76.

UN Global Compact Communication on Progress (CoP)

The various programmes and initiatives featured in this report give an insight into our activities in line with the ten principles of the UN Global Compact. For more details on our progress in relation to the UNGC principles, please refer to the GRI Content Index on the following pages.

Reporting on country level For further examples of **Adecco Group's CSR engagement at country level**, please refer to the respective country websites (provided on www.adecco.com). We would like to highlight the first **CSR Report of Adecco Groupe France** which was published in April 2013 following the law known as 'Grenelle II', voted by French Parliament on 29 June 2010 and promulgated on 12 July 2010 which newly defined public reporting on sustainable development for corporations in France.



Application level	C	C+	B	B+	A	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 & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social, 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.	

* Sector supplement in final version

Legend

- Reported
- Partly reported
- Not reported, see reference provided for reason of omission

- EC GRI core indicator
- EC GRI additional indicator
- AR12 Reference to page number in Adecco Annual Report 2012

Code	UNGC Principles	Description	Reference or short answer
Strategy and analysis			
1.1	1-10	■ Statement from the most senior decision-maker	6-7
1.2		■ Description of key impacts, risks and opportunities	Key impacts: 4-5; 10-12; risks and opportunities: AR12, 34-35, 108
Organisational profile			
2.1		■ Name of the reporting organisation	Adecco S.A. (Holding)
2.2		■ Primary brands, products, and/or services	5; AR12, 12-15
2.3		■ Operational structure of the organisation	AR12, 19; 42 (>point 1.2)
2.4		■ Location of organisation's headquarters	Glatthbrugg, Switzerland
2.5		■ Number and names of countries in which the Adecco Group operates	Over 60 countries; AR12, 129
2.6		■ Nature of ownership and legal form	AR12, 136-138
2.7		■ Markets served, including geographic breakdown, sectors served and types of customers	AR12, 23-27
2.8		■ Scale of the Adecco Group	3, 5; AR12, 45-47
2.9		■ Significant changes during the reporting period	51
2.10		■ Awards received in the reporting period	51-52
Report parameters			
3.1		■ Reporting period for information provided	Calendar year 2012 (some important developments in 2013 are also mentioned)
3.2		■ Date of most recent previous report	CSR Communication on Progress 2011, published in July 2012
3.3		■ Reporting cycle	Annually
3.4		■ Contact point for questions regarding this report	83-84
3.5		■ Process for defining report content	52 (charts: 11, 12)
3.6		■ Boundary of the report	52
3.7		■ Specific limitations on the scope or boundary of the report	52
3.8		■ Comparability from period to period	52
3.9		■ Data measurement techniques and the bases of calculations	52
3.10		■ Explanation of the effect of any restatement of information	53
3.11		■ Significant changes from previous years in the measurement methods	53
3.12		■ GRI Content Index	69-76
3.13		■ Current practice with regard to seeking external assurance for this report	This report has not been assured externally. Our Annual Report is assured externally. AR12, 130-131.

Code	UNGC principles	Reported	Description	Reference or short answer
Governance, commitments, and engagement				
4.1		■	Governance structure of the organisation, including major committees	AR12, 142–155; CSR Governance: 8
4.2		■	Executive functions of the Chairman of the Board	The Chairman has no executive functions
4.3		■	Board members: number, gender, independence, (non-)executive functions	AR12, 142–145
4.4		■	Mechanisms for shareholders and employees to provide recommendations to the Board of Directors	53; AR12, 155–156
4.5		■	Elements of the compensation programme 2012 for the Executive Committee	AR12, 162–164
4.6		■	Processes in place for the highest governance body to ensure conflicts of interest are avoided	AR12, 146 (point 3.4)
4.7		■	Process for determining the composition, qualifications, and expertise of Board members	53; AR12, 149, point 3.4.3)
4.8		■	Internally developed charters and principles relevant to sustainable performance	Values and Leadership Principles: 9. Code of Conduct
4.9		■	Procedures of the Board of Directors for overseeing management of sustainable performance	52; AR12, 150 (point 3.6)
4.10		■	Processes for evaluating the Board of Directors' own performance	The Board of Directors discusses and assesses its own and its members' performance.
4.11		■	Explanation of whether and how the precautionary approach or principle is addressed	54
4.12		■	Externally developed, voluntary charters and sets of principles which the organisation endorses	13–14
4.13		■	Principal memberships in industry and business associations	54–57
4.14		■	List of stakeholder groups	11
4.15		■	Basis for identification and selection of stakeholders with whom to engage	11
4.16		■	Approaches to stakeholder consultation	57
4.17		■	Key topics and concerns	4; 10–17
Economic Performance Indicators				
DMA EC		■	Disclosure on management approach EC	AR12, 16–19
EC1		■	Economic key data – Investments in philanthropic activities	4–5; AR12, 45–47 40; 58
EC2	7	■	Financial implications of climate change	43; 45; 58
EC3		■	Coverage of the organisation's defined benefit plan obligation	AR12, 87–92
EC4		■	Significant financial assistance received from government	58
EC5	1	–	Range of ratios of standard entry level wage compared to local minimum wage	Reason for omission: 57
EC6		■	Policy, practices, and proportion of spending on locally based suppliers	58
EC7	6	■	Procedures for local hiring and proportion of senior management hired from the local community	59
EC8		■	Development and impact of services provided primarily for public benefit	21–41; 59–62
EC9		■	Understanding and describing significant indirect economic impacts	4; 10–12

Code	UNGC principles	Reported	Description	Reference or short answer
Environmental Performance Indicators (continued)				
DMA EN		■	Disclosure on management approach EN	43
EN1	8-9	■	Materials used by weight or volume	44
EN2	8-9	—	Percentage of materials used that are recycled input materials	Percentages not known
EN3	8-9	■	Direct energy consumption by primary energy source	44
EN4	8-9	—	Indirect energy consumption by primary source	Not known
EN5	8-9	—	Energy saved due to conservation and efficiency improvements	Not known
EN6	8-9	■	Initiatives to provide energy-efficient or renewable energy-based products and services	43-45
EN7	8-9	—	Initiatives to reduce indirect energy consumption	43-45
EN8	8-9	■	Total water withdrawal by source	44
EN9	8-9	—	Water sources significantly affected by withdrawal of water	Adecco Group runs an HR services business; its operations therefore do not have a significant impact on any water sources, protected areas, habitats and biodiversity.
EN10	8-9	—	Percentage and total volume of water recycled and re-used	
EN11	8-9	—	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	
EN12	8-9	—	Significant impacts on biodiversity in protected areas	
EN13	8-9	—	Habitats protected or restored	
EN14	8-9	—	Strategies, actions and plans for managing impacts on biodiversity	
EN15	8-9	—	Conservation list species affected by operations	
EN16	8-9	■	Total direct and indirect greenhouse gas emissions by weight	44
EN17	8-9	■	Other relevant indirect greenhouse gas emissions by weight	44
EN18	7-9	■	Initiatives to reduce greenhouse gas emissions	43-45
EN19	8-9	—	Emissions of ozone-depleting substances by weight	Not relevant
EN20	8-9	—	NO _x , SO _x , and other significant air emissions by type and weight	Not relevant
EN21	8-9	—	Total water discharge by quality and destination	Not relevant
EN22	8-9	—	Total weight of waste by type and disposal method	Not relevant
EN23	8-9	—	Total number and volume of significant spills	Not relevant
EN24	8-9	—	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.
EN25	8-9	—	Water bodies significantly affected by discharges of water	
EN26	7-9	■	Initiatives to mitigate environmental impacts	43-45
EN27	8-9	—	Percentage of products sold that have their packaging materials reclaimed	Not relevant
EN28	8-9	■	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 in 2012
EN29	8-9	—	Significant environmental impacts of transportation	See EN24 and EN25

Code	UNGC principles	Reported	Description	Reference or short answer
EN30	7–9	—	Total environmental protection expenditures and investments by type	Adecco Group currently does not have any specific environmental protection budgets.

Social Performance Indicators: Labour Practices

DMA LA		■	Disclosure on management approach LA: overview	13–17; AR12, 28–30
LA1		■	Total workforce	5; 36–37; AR12, 49
LA2	6	■	Total number of new hires and employee turnover	34; AR12, 29; 49
LA3		■	Benefits provided to full-time employees that are not provided to temporary or part-time employees	65
LA4	1; 3	■	Percentage of employees covered by collective bargaining agreements	35; 65
LA5		■	Minimum notice period(s) regarding operational changes	65
LA6	1	■	Percentage of total workforce represented in formal joint management – worker health and safety committees	65
LA7	1	■	Rates of injury, occupational diseases, lost days, work-related fatalities	41–42
LA8	1	—	Programmes in place regarding serious diseases	Reason for omission: 66
LA9	1	—	Health and safety topics covered in formal agreements with trade unions	Reason for omission: 66
LA10		■	Average hours of training per year per employee	33
LA11		■	Programmes for skills management and lifelong learning	32–34
LA12		■	Percentage of employees receiving regular performance and career development reviews	60–100%, depending on employee categorisation
LA13	1; 6	■	Composition of governance bodies	66; AR12, 142–155
LA14	1; 6	—	Ratio of basic salary of men to women	Reason for omission: 66
LA15		■	Return to work and retention rates after parental leave, by gender	66

Social Performance Indicators: Human Rights

DMA HR		■	Disclosure on management approach HR: overview	13–15; 17; 35–36
HR1	1–6	■	Significant investment agreements that include Human Rights	67
HR2	1–6	■	Screening of suppliers, contractors and other business partners on human rights	67
HR3	1–6	■	Employee training on policies and procedures, concerning aspects of human rights	67
HR4	1; 2; 6	■	Total number of incidents of discrimination and actions taken	67
HR5	1; 2; 3	■	Operations in which the rights for freedom of association and collective bargaining are at significant risk – and actions taken	35–36; 67
HR6	1; 2; 5	■	Operations in which child labour is identified as significant risk – and measures taken	67
HR7	1; 2; 4	■	Operations in which forced labour is identified as significant risk – and measures taken	67
HR8	1; 2	■	Percentage of security personnel trained in Human Rights	Adecco Group is not in need of specific security personnel to protect its offices.
HR9	1; 2	■	Total number of incidents of violations involving rights of indigenous people	See HR4
HR10	1; 2	■	Percentage and total number of operations that have been subject to Human Rights reviews and/or impact assessments	67
HR11	1; 2	■	Number of grievances related to Human Rights filed, addressed and resolved through formal grievance mechanisms	We are not aware of any substantial grievances related to Human Rights filed in 2012.

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Society				
DMA SO		■	Disclosure on management approach SO: overview <ul style="list-style-type: none"> • DMA on business ethics • DMA on community involvement • DMA on compliance 	14–16 (charts) 13–14; 18–19 13–16; 21–32; 36–41 18–19; AR12: 57, 146, 148
SO1		■	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	68
SO2	10	■	Business units analysed for risks related to corruption	68
SO3	10	■	Percentage of employees trained in organisation’s anti-corruption policies and procedures	19
SO4	10	■	Actions taken in response to incidents of corruption	In 2012, no incidents of corruption were reported. Cf. 68
SO5	1–10	■	Public policy positions and participation in public policy development and lobbying	10–12; 14–15; AR12: 8–9
SO6	10	■	Financial and in-kind contributions to political parties, politicians, and related institutions	68
SO7		■	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices and their outcomes	No such legal actions in 2012. In July 2013, the French competition authority commenced an investigation of Adecco and certain of its competitors in France with regards to alleged violations of French competition law. Adecco is fully cooperating with the authorities. (See Adecco PR)
SO8		■	Significant fines and sanctions for non-compliance with laws and regulations	In 2011, the Norwegian Labour Inspection Authority filed a petition against Adecco Health AS on working hours and overtime infringements. Further information can be found here and in AR12 51.
SO9		■	Operations with significant potential or actual negative impacts on local communities	In 2012, we are not aware of any Adecco Group operations with significant negative impacts on local communities.
SO10		—	Prevention and mitigation measures implemented in operations with negative impacts on local communities	Not applicable, see above SO9.

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Product Responsibility				
DMA PR		■	Disclosure on management approach PR	10
PR1		■	Life cycle stages in which health and safety impacts of services are assessed for improvement	68
PR2		■	Incidents of non-compliance with regulations concerning health and safety impacts of products and services	Adecco Group is not aware of any significant incidents of non-compliance with regulations in this context in 2012.
PR3	8	■	Type of product and service information required and services subject to such information requirements	68
PR4	8	■	Incidents of non-compliance with regulations concerning product and service information	68
PR5		■	Practices related to customer satisfaction, including surveys measuring customer satisfaction	13; 20
PR6		■	Programmes for adherence to laws and standards related to marketing communications	Adecco Group adheres to laws and applicable standards related to marketing communications.
PR7		■	Incidents of non-compliance with regulations concerning marketing communications	Adecco Group is not aware of any relevant infringements of the law in this context in 2012.
PR8		■	Substantiated complaints regarding breaches of customer privacy and losses of customer data	68
PR9		■	Significant fines for non-compliance with laws and regulations concerning products and services	In the HR services industry, PR9 comes up to SO8 (see above).



Statement GRI Application Level Check

GRI hereby states that **Adecco management & consulting S.A.** has presented its report "Adecco Group CSR Report 2012/2013" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 26 July 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint, large watermark of the GRI logo.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 19 July 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

Publications by the Adecco Group and other industry-related studies

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

Adecco local insights

The Reality of Talent: Issue two: It's time to manage age; Adecco Australia (2012)

Australia is facing a demographic upheaval. The ratio of the number of working-age Australians to those aged 65+ will fall from 5 to 1 in 2010 to 2.9 to 1 by 2050. By 2050, more than 1 in 5 Australians will be 65+ (versus less than 1 in 7 in 2010). Australia is not alone. Adecco research indicates that in the next decade, developed countries will see dramatic growth in the size of the older population. Across Europe, for the first time, people over 40 will be in the majority (in Italy and Germany they will be 60% of the population). Likewise, in the next decade the number of workers in the United States in the 55+ group is projected to grow by 46.7%, nearly 5.5 times the 8.5% growth projected for the labour force overall.

[Read more](#)

Adecco Group Australia Temporary Labour Report (2013)

The Adecco Temporary Labour Report is the only report of its kind in Australia to provide an expert review of current and future labour trends, employer experiences and employee attitudes toward temporary employment. The report uses various data sources, including the Australian Bureau of Statistics, Roy Morgan Research and the Economic and Market Development Advisors (EMDA) as well as the Adecco Group Temporary Labour Employer and Temporary Labour Employee Surveys conducted in October 2012.

[Read more](#)

Adecco Whitepaper: The Reality of Talent – Retention; Adecco Australia (2013)

An overarching trend in employee/employer relations is the ability to drive individual choice. Employees expect to be able to drive their career paths, their L&D strategy, even the way in which they are rewarded. While the employer can provide the systems, resources and processes, the employee must buy into it and then both parties must take accountability. It's a new era employment contract.

[Read more](#)

Adecco Fundación Spain: Annual Report/Memoria 2012 (Spanish, 2013)

2012 was a difficult year for Spain. The crisis hit the country and its people severely. Unemployment reached unprecedented levels. Despite or exactly because of these circumstances, the Adecco Fundación has intensified its commitment to help people on the edge of exclusion through training and employment. Their efforts and successes are reflected in the 2012 Annual Report.

[Read more](#)

Rapport RSE 2011–2012, Adecco Groupe France (French, 2013)

Adecco Groupe France published its first report on social and environmental responsibility 2011–2012. This first CSR Report exemplifies today's realities, shows solutions that were put into place and the Groupe's engagement in the field of CSR. The report is structured along five major topics.

[Read more](#)

3rd Edition of the 'Baromètre de la Fonction Développement Durable dans les entreprises du SBF 120' (French, 2013)

Since 2007, the 'Baromètre de la Fonction Développement Durable dans les entreprises du SBF 120' follows the development of roles in the area of sustainability within the largest French companies (members of the SBF 120). Its objective is to analyse the development of CSR job functions; i.e. profiles of CSR managers in leadership positions and how sustainability is anchored within the organisation. Since its launch, 76 CSR Directors have contributed with their vision on CSR roles and profiles.

[Read more](#)

Bilan Handicap & Compétences 2011, Adecco Groupe France (2013, French)

In 2012, Adecco celebrated its 25 years of engagement for people with disabilities and their integration into the labour market. This triggered the initiative to publish the Report on the successful 'Skills & Disability' network that has grown over the past 25 years to become part of Adecco's DNA.

[Read more](#)

Workforce compass (Fachkräftekompass), DIS AG Germany (2013, German)

The lack of qualified workers has been a discussion point on economic and political agendas as well as in the media. And there are controversial opinions: while some experts claim that there is a significant lack of well-educated people, others don't see it as a pressing issue.

[Read more](#)

Managing the modern workforce: Part 1: The workplace revolution; Adecco UK & Ireland (2013)

Over the last four decades, the face of UK employment has undergone radical change. From the decline of manufacturing, the dissolution of the job for life, and the birth of flexible working practices, to increased mobility, technical advancement, and the heightened presence of women and multi-generational workers. Employers face a serious set of challenges. They must appeal to and cater for a multitude of conflicting needs across different generations; continually reassess existing practices to meet demands for flexible working; and address what their own role should be in helping to shape what some business leaders have described as a failing education system.

[Read more](#)

Swiss HR Barometer 2012 (in German)

The Swiss Human Relations Barometer 2012 is the seventh edition of a yearly study which looks at work relations, work conditions as well as work ethics and behaviour of employees in Switzerland. The developments over the past seven years are being exemplified and discussed.

[Read more](#)

Adecco Swiss Job Market Index

The Adecco Swiss Job Market Index (ASJMI) is the only combined job market index in Switzerland, providing information about the entire Swiss job market in all branches and across all regions. It is made up of the three sub-indices Company Websites, Job Portals and Media, which display job offers from all the major advertising channels.

[Read more](#)

Adecco Staffing Mature Worker Survey; Adecco USA (2012)

This survey explores hiring managers' experiences and perceptions of mature job candidates. It was conducted amongst 501 hiring managers (those responsible for making hiring decisions at their company, division, group or job) and fielded by Braun Research.

[Read more](#)

U.S. Job market perspectives 2013; Adecco USA

Over the past few years, employers have faced a multitude of decisions and scenarios that they never expected to encounter. The recession forced hard choices – particularly with employees – but confidence returned to many employers in 2012. While the job market is not fully back to pre-recession levels, employers have consistently shown signs of confidence throughout the past year – productivity is up, economic indicators are pointing in the right direction, and hiring is making a comeback. And, with data showing that employers are feeling optimistic about 2013, we expect to see more growth and strengthened confidence.

[Read more](#)

Way to Work Survey; Adecco USA (2013)

This survey explores hiring managers' experiences and perceptions of young adult job candidates (ages 18–24) and their preparedness for today's workforce. The telephone survey was conducted amongst 500 hiring managers (those whose duties include making hiring decisions in their organisation) across a range of industries. It was fielded by Braun Research Inc.

[Read more](#)

Global insights

KPMG International Survey of Corporate Responsibility Reporting 2011 (2011)

Companies are increasingly realising that CR reporting is about more than just being a good corporate citizen; it drives innovation and promotes learning, which helps companies grow their business and increase their organisation's value. This report represents the largest and most comprehensive survey of CR reporting trends ever published. Thirty-four hundred companies representing the national leaders from 34 countries around the world, including the largest 250 global companies based on the Fortune Global 500 ranking, were included in the research.

[Read more](#)

ILO Global Business and Disability Network; Annual Report 2012 (2013)

2012 represented a year of formally establishing the ILO Global Business and Disability Network, and a strategic plan was put in place to focus on the development of specific tools to support its network members. Its goal is to promote and address employment opportunities for people with disabilities and a more diverse workforce.

[Read more](#)

Disability in the Workplace: Employers' Organisations and Business Networks (Chinese, French, Spanish, 2011)

This report presents 12 contemporary case studies of employers' organisations and business networks and their work around the issue of disability in the workplace. The profiles highlight how representative organisations of business engage with their members to address disability by illustrating key practices and activities, providing information and tools on disability and employment, influencing policy on employment and training of disabled people, providing career development opportunities and linking disabled job seekers with employers.

[Read more](#)

Working towards sustainable development. Opportunities for decent work and social inclusion in a green economy; ILO (2012)

This joint ILO/UNEP study shows that, if accompanied by the right policy mix, a green economy can also create more and better jobs, lift people out of poverty and promote social inclusion. It also demonstrates that employment and social inclusion must be an integral part of any sustainable development strategy.

[Read more](#)

The world at work: jobs, pay, and skills for 3.5 billion people; McKinsey Global Institute (2012)

Over the past three decades, as developing economies industrialised and began to compete in world markets, a global labour market started taking shape. As more than one billion people entered the labour force, a massive movement from "farm to factory" sharply accelerated growth of productivity and per capita GDP in China and other traditionally rural nations, helping to bring hundreds of millions of people out of poverty. To raise productivity, developed economies invested in labour-saving technologies and tapped global sources of low-cost labor.

[Read more](#)

Ciett Economic Report (2013)

Ciett has published its 2013 Annual Economic Report, based on figures available for 2011. This report is the sixth of its kind to reveal the contribution of private employment services to labour markets. The industry employs 12.4 million people on a daily basis, and provides jobs for 46 million people each year.

[Read more](#)

World Economic Forum Global Risks Report (2013)

The World Economic Forum's Global Risks 2013 report is developed from an annual survey of over 1,000 experts from industry, government, academia and civil society who were asked to review a landscape of 50 global risks.

[Read more](#)

ILO Global Employment Trends – Recovering from second jobs dip (2013)

This Global Employment Trends report for 2013 is a special edition, warranted by the resurgence of the crisis in 2012. The year 2011 saw a tapering off of the recovery, followed by a dip in both economic growth and employment growth in 2012. Unemployment increased by a further 4 million over the course of 2012.

[Read more](#)

ILO World of Work Report 2013 – Repairing the economic and social fabric (English, Spanish, French, 2013)

The labour market and income situation is uneven but can be improved by consolidating the rebalancing process in emerging countries and finding the right balance between employment and macroeconomic goals in advanced economies. Progress towards reducing economic and social inequalities would pave the way for a lasting recovery.

[Read more](#)

Education to Employment – Designing a system that works; McKinsey Center for Government (2013)

Around the world, governments and businesses face a conundrum: high levels of youth unemployment and a shortage of job seekers with critical skills. How can a country successfully move its young people from education to employment? What are the challenges? Which interventions work? How can these be scaled up? These are the crucial questions.

[Read more](#)

Enhancing company-investor communication – Insights from the ESG investor briefing project; Global Compact Lead & PRI (2013)

Companies communicate with investors on their sustainability – or environmental, social and governance (ESG) – strategies and performance through a diverse range of channels, including reports and other forms of written communication, investor calls, road shows, analyst meetings and social media. This report is a resource for companies looking to enhance their communications with investors, by sharing the experience and lessons learned so far through the ESG Investor Briefing Project.

[Read more](#)

Skills for Employment – Global public-private knowledge sharing platform website

What works to bridge the world of education and training to the world of decent and productive work? This website shares the answers that governments, employers, workers and international organisations are finding to that question across the world.

[Read more](#)

Employment & Recruitment Agencies Sector Guide on Implementing the UN Guiding Principles on Business and Human Rights (2013)

Human Rights are an increasingly important aspect of corporate social responsibility. The UN Guiding Principles on Business and Human Rights define what companies and governments should do to avoid and address possible negative human rights impacts by business. The guide, written by the Institute for Human Rights and Business (IHRB) and Shift, is the outcome of an intensive multi-stakeholder process, and is consistent with the UN Guiding Principles on Business and Human Rights. It takes particular account of the experience of EU companies, but aims to be as globally applicable as possible. The guide is not intended to be legally binding.

[Read more](#)

International Migration Outlook 2013; OECD (2013)

This publication analyses recent development in migration movements and policies in OECD countries and some non-member countries including migration of highly qualified and low qualified workers, temporary and permanent, as well as students.

[Read more](#)

Glossary

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

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

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

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

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

Ciett The International Confederation of Private Employment Agencies. Ciett is the authoritative voice representing the common interests of the agency work industry and consists of 40 national federations from EU and EFTA and six of the largest staffing companies worldwide. Its main objective is to help its members, which include Adecco Group, Olympia Flexgroup, Kelly Services, Manpower, Randstad, and USG People.

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

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

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

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

Corporate (Social) Responsibility (CR or CSR) The definition CR/CSR is still evolving. It addresses the concept that, beyond merely conducting its business and adhering to legal guidelines, an organisation has obligations such as looking after the welfare of its employees, the community, society at large and the environment. CR encompasses corporate governance,

economic, social and environmental responsibilities. CR is backed by UN initiatives such as the Global Compact and is the subject of several standardisation initiatives such as the GRI, the AA1000 series and the ISO 26000 guide.

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

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

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

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

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

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

Eurociett The European Confederation of Private Employment Agencies. See under 'Ciett'. www.euro-ciett.org

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

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

FTSE4Good The FTSE4Good Index Series is a series of 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

GHG Greenhouse gases are those gases which trap the heat in the atmosphere and thus cause global warming. The principal greenhouse gases that enter the atmosphere because of human activities are: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (NO₂) and various fluorinated gases.

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

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

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

ISO 26000 A Guidance on social responsibility issued by the International Organisation for Standardisation. It aims to be a first step in helping all types of organisation in both the public and private sectors to consider implementing ISO 26000 as a way to achieve the benefits of operating in a socially responsible manner. The guidance standard was published in November 2010 and is voluntary in character. It does not include requirements and thus is not a certification standard.

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

OECD The Organisation for Economic Co-operation and Development (OECD) is to promote policies that will improve the

economic and social well-being of people around the world.

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

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

SAM Investment boutique focused exclusively on Sustainability Investing since 1995. The firm's offering comprises asset management, indexes and private equity.

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

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

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

Sustainability 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.

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

CSR Governance and contacts within the Adecco Group

Board of Directors

Rolf Dörig	Chairman of the Board of Directors
Andreas Jacobs	Vice-Chairman, Chairman Nomination & Compensation Committee, Member Audit Committee

Responsibilities at committee

Andreas Jacobs Alexander Gut, Chairman David Prince Dominique-Jean Chertier	Audit Committee
Andreas Jacobs, Chairman Thomas O'Neill Wanda Rapaczynski	Nomination & Compensation Committee
Wanda Rapaczynski, Chairwoman Alexander Gut Didier Lamouche Thomas O'Neill	Corporate Governance Committee

Corporate functions

Patrick De Maeseneire	Chief Executive Officer
Dominik de Daniel	Chief Financial Officer
Stephan Howeg	Head Group Communications & CSR
Christian Vasino	Chief HR Officer
Patrick Kleffel	General Counsel
Hans Brüttsch	Head Compliance Reporting
Pierlaurent Barbieri	Head Group Internal Audit

Adecco Group Global Diversity Business Council

Ken Graham	Canada
Bruce Roch	France
Claudio Soldà	Italy
Lois Cooper	North America
David J. Maldonado Esq.	
Francisco Mesonero Fernández de Córdoba	Spain
Brian Jeal	UK & Ireland
Erika de la Barra	Mexico

Adecco CSR country contacts

Australia & New Zealand

Rick Khinda	Marketing & Communications and CSR
-------------	------------------------------------

Belgium

Anke Rinkes	HR and Product Manager Disability
-------------	-----------------------------------

Denmark

Vibeke Jacobsen	HR Manager and CSR
-----------------	--------------------

Eastern Europe

Evangelia Isari	Marketing Manager and CSR
-----------------	---------------------------

Finland

Marko Pajula	Sales & Marketing Director and CSR
--------------	------------------------------------

France	
Bruce Roch	CSR Director, Adecco Groupe France & Adecco Groupe France Foundation
Jean-François Connan	Responsibility & Social Innovation, Adecco Groupe France
Renaud Joubert	Manager 'Sport & Insertion', Adecco Groupe France Foundation
Iberia & LATAM	
Francisco Mesonero Fernández de Córdoba	General Manager Fundación Adecco and CSR Adecco Iberia & LATAM
David Morales	Communications Manager Fundación Adecco and CSR Adecco Iberia & LATAM
India	
Binny Pappachan	Marketing & Communications
Italy	
Claudio Soldà	General Secretary Adecco Fondazione & Public Affairs Adecco Italy
Japan	
Hiroataka Yamamoto	Corporate Planning and CSR Japan & Asia
Netherlands	
Rinus Wittenberg	Marketing Manager and CSR
Norway	
Reidun Brekke	Regional Director & CSR
North America	
Lois Cooper	Vice President CSR & Inclusion
Tyra Tutor	Corporate Development and CSR
Pauline Gebon	Supplier Diversity
Rachelle Chapman	'Career Connections Programme'
Switzerland	
José M. San José	Marketing Director and CSR
Sweden	
Fred Lafquist	Sponsoring and CSR
Charlotte Norden	Director Marketing and CSR
UK & Ireland	
Brian Jeal	Procurement Manager & CSR

Imprint

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

Contact details

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

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

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

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

Imprint

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

August 2013

