



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

We welcome feedback on its contents.



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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

36 MILLION PEOPLE IN AGENCY WORK IN 2012

The role of our industry – from the Ciett Economic Report 2014

Providing employment for millions

- 11.5 million agency workers were employed daily in 2012
- The USA employs the largest number of agency workers with 11.5 million people gaining employment through agency work each year
- Europe employs 8.2 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, 61% of agency workers are under 30 years of age

EACH YEAR, OUR INDUSTRY PROVIDES 8.3 MILLION PEOPLE WITH MORE WORK CHOICES THROUGH UP-SKILLING

We are well on the way to work!

Annually, our industry...

- Supports 36 million people in their job life
- Helps 12.9 million young people enter the labour market
- Serves 2.3 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

73 MILLION YOUNG PEOPLE ARE 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

35% OF PEOPLE ARE UNEMPLOYED BEFORE, 14%, AFTER AGENCY WORK

Agency work helps unemployed find jobs and remain in employment

- Agency work is not only a short time solution, but provides a stepping stone into long term employment
- Germany, South Africa, Greece and Sweden are the strongest examples of this stepping stone function of agency work
- 70% of temporary agency work assignments are over 1 month

EACH YEAR, OUR INDUSTRY CREATES 3.1 MILLION MORE 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 - "The Voice for Labour Choice" (corporate leaflet) 2014.



31,000+
FULL-TIME EQUIVALENT
EMPLOYEES¹



650,000+
ASSOCIATES ON
ASSIGNMENT DAILY²



100,000+
CLIENTS
EVERY DAY²



5,100+
BRANCHES IN OVER 60
COUNTRIES & TERRITORIES¹

¹ Year-end 2013
² Average 2013

ACROSS THE GLOBE



ACROSS THE BUSINESS WORLD – HR SOLUTIONS AND SERVICES

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

ACROSS BORDERS – INTERNATIONAL MOBILITY

Through our Candidate International Mobility programme, Adecco helped more than 2,000 people find new employment across borders in 2013.

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



Lifelong employment adapted to personal, family, generational and geographical needs and abilities for everyone is the aim of our industry.

Dear Stakeholder,

‘Better work, better life’ – It’s our passion

As a global team of 31,000 colleagues, we are passionate about improving the world of work. Every year, we make an impact on the lives of more than 3 million people and their families – from school leavers to mature workers – providing them with employment in a wide range of industries and functions. We support enterprises, from large corporations to small family businesses, matching talents and skills with their needs. We make sure that our customers have the flexibility to deal with the uncertainty of a complex and volatile economic environment.

In times of economic instability, our responsibility and role have become even more important. Creating jobs, transforming careers through training and helping young people to enter the job market are at the very core of what we do. The financial crisis has turned into an employment crisis; and young people have been harder hit than others. Youth unemployment is undoubtedly one of the biggest problems of our times. Today 23.5% of youth are out of work across Europe. Just think that in Greece more than 55% of young people are jobless. Globally, the ILO estimates that almost 73 million youngsters are excluded from work¹.

Work is a basic human need and contributes to people’s well-being, as well as to healthy societies and economies. We cannot sit back and watch as people at risk of exclusion lose their dreams and their aspiration to simply be a part of the active workforce

This is why we take concrete action through our global programmes such as the Adecco Way to Work™, Win4Youth and the International Olympic Committee and International Paralympic Committee Athlete Career Programmes. These initiatives are concrete examples of how we endeavour to increase the employability of people at risk of exclusion from the workforce. We offer educational materials, training, work experience and career guidance: We provide the practical tools to help them overcome barriers, and connect them with companies and jobs.

Indeed, people with the right skills have become the key resource of the global economy. How countries and organisations manage their talent will increasingly determine their competitive advantage. In November 2013, Adecco launched the first Global Talent Competitiveness Index (GTCI) in partnership with INSEAD and the Human Capital Leadership Institute of Singapore. Our annual study measures the competitiveness of over 100 countries based on the quality of skilled people they can develop, attract and retain. It provides private and public decision-makers with insights to where action must be taken to implement and assess the effectiveness of talent-related policies and practices.

The Industry Leadership and Gold Standard distinction we achieved in the 2013 Dow Jones Sustainability Indices review is a recognition of our global and local initiatives in the Economic, Social and Environmental sphere. We take pride in this achievement and see it as an opportunity to reach even greater goals in Corporate Social Responsibility and in what we do every day: providing more than 650,000 people with work and growing their talent.

¹ ILO: Global Employment Trends for Youth 2013



What we do at Adecco is not simply a job, it's our passion; it is what unites us in achieving our economic goals and our social and environmental targets. It's what drives us every day. Therefore, a natural addition to our four core values – Team Spirit, Customer Focus, Responsibility and Entrepreneurship – is Passion. A value which has made and will make us improve the way people work – one job at a time.

We thank all stakeholders – our colleagues, associates and candidates, clients, suppliers and our investors – who join us and engage with us and share our passion to improve the world of work and make 'better work, better life' a reality for millions of people around the world.

Patrick De Maeseneire
Chief Executive Officer

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

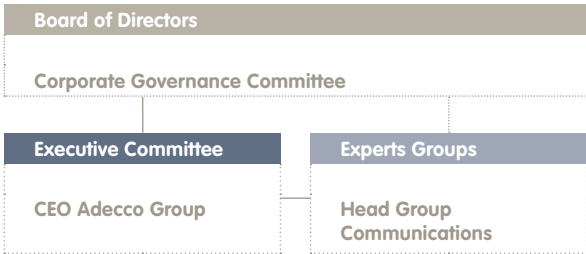
We feel it is our responsibility to help people to better work, better life by creating opportunities in the labour market for all.

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 650,000 associates worldwide have the best possible jobs. We help our employees and associates to succeed and grow by training, coaching and recognition of their achievements. In effect, they choose to work with us.

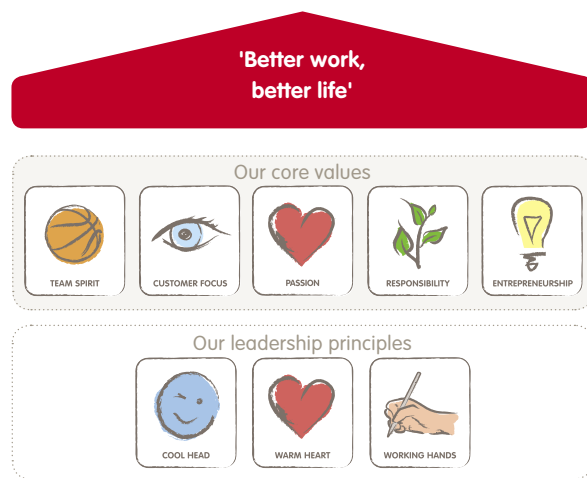
'Better work, better life' is what we care about when Adecco teams worldwide volunteer their time and expertise in their communities to help to bring disadvantaged people into employment.

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 five core values – team spirit, customer focus, passion, 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 five core values are in line with our promise to deliver 'better work, better life' for our stakeholders.

Values & Leadership Principles



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



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



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

Leadership principles

Values



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



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



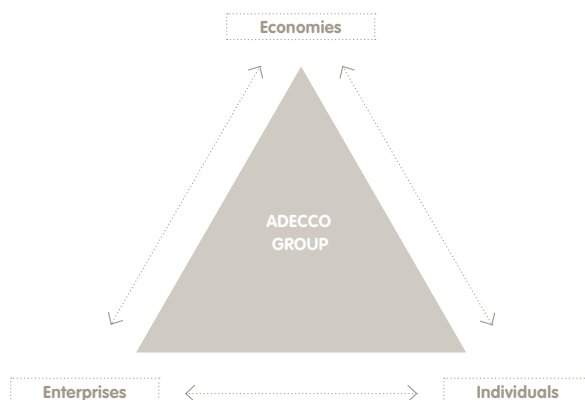
- People who have values and make decisions, who establish priorities, who can analyse and solve problems and who answer questions concretely and appropriately without letting their 'sense of self' cloud their answers.



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



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



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 2013, we supported workers from Poland, the UK, the USA, France, Portugal and Spain amongst others to find new employment abroad. In total, more than 2,000 associates found jobs across borders thanks to our International Candidate Mobility programme.

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 was actively involved in the [Directive's review process](#), which was conducted by the European Commission and which led to a report, published in December 2013, confirming that all Member States

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.

have adopted measures to implement [Directive 2008/104/EC](#) on temporary agency work. In 2013, Adecco alongside Eurociett engaged in the EU Commission's social partners' consultation around prevention and deterrence of undeclared work. Eurociett submitted its contribution in the form of a position paper to the second stage consultation of the European Commission. The position paper illustrates that a well-regulated, less restricted agency work industry can play an important role in the prevention and deterrence of undeclared work and supports the initiative to set up a European Platform for the purpose of exchanging best practice, information and to provide recommendations to Member States on the topic.

[Access the position paper](#)

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 2013, the reporting was stepped up to 13 countries including the Group's global Headquarters, covering over 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.

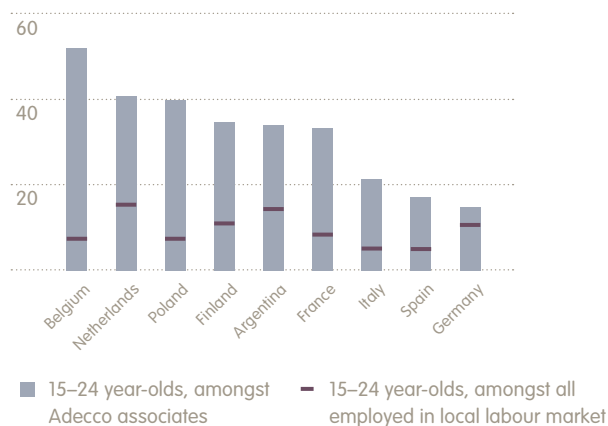
Our main stakeholder groups and their major concerns (blue = corresponding to UN Global Compact principles)

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 to prioritise our CSR core subjects and issues.

Adecco provides opportunity for young people (select countries)

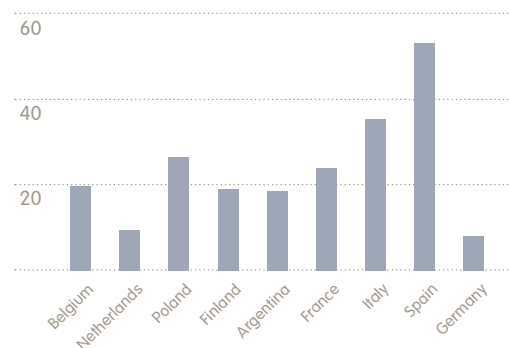
15–24 year-olds, as % of total labour force



Adecco's age distribution shows substantially higher rates of young people compared to national labour markets (Source: ILOSTAT). This demonstrates Adecco's contribution to fight youth unemployment as shown in the chart on the right.

Youth unemployment rates

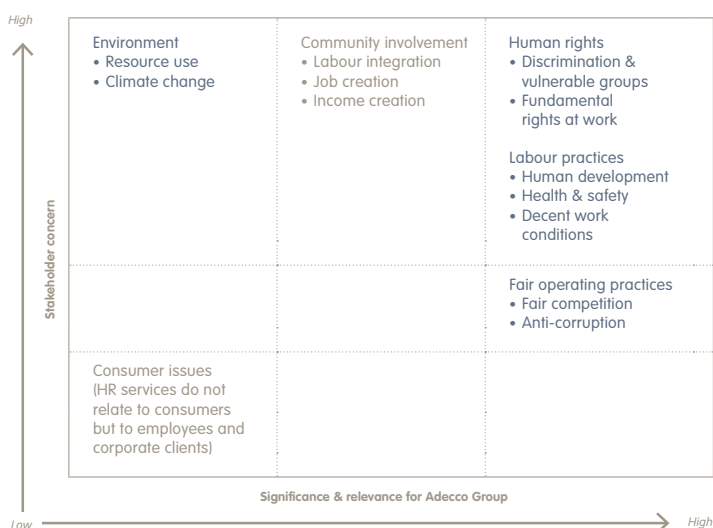
% of 15–24 year-olds



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 supporting 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.

We identify and address material issues for our company according to Economic, Social and Environmental principles. This means we can maximise shareholder value in the long term and help solve the challenges labour markets face.

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 Indices** (DJSI) assessment, 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.

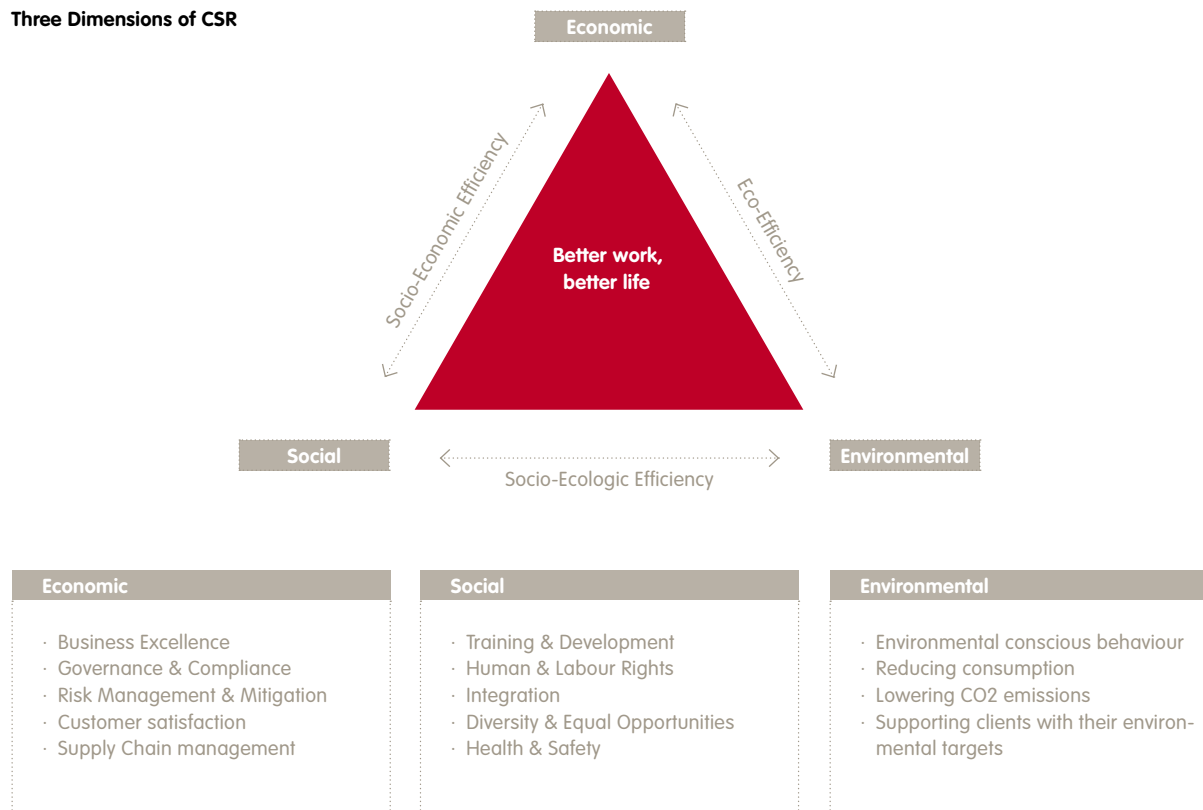
Adecco adheres to the **Universal Declaration of Human Rights**. In November 2003, the Adecco Group became the first company in its industry to sign the **United Nations Global Compact** (UNGC). In October 2008, UNI Global Union and Ciett Corporate Members, including the Adecco Group, signed a **Memorandum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



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.

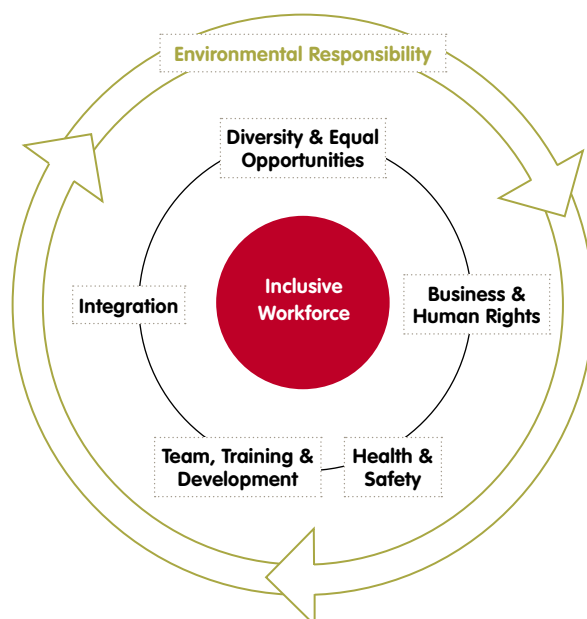
Environmental dimension: As the global leader in HR services, we are conscious of the environmental impact our operations can have and the difference we are able to make by acting responsibly. Since 2010, we have introduced **processes and tools** to identify and prioritise critical environmental issues 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 to break down our environmental impact into Scope 1, 2 and 3 emissions. We have replaced our environmental policy with more comprehensive **environmental guidelines** which outline to all stakeholders, where the priorities lie in considering the impact our daily operations have. Our country organisations in Spain, Norway and Sweden are currently **ISO 14001** certified.

The six strategic focus areas support us to put strategy into practice and align our global organisation to achieve common goals in a tangible and measurable way.

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 in the US and the EU due to skills or geographical mismatch despite high unemployment rates especially in European countries such as Greece, Spain, Italy, France but also in the US, Australia and Japan³. 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 by retraining and upgrading workers' skills. HR services companies help people enhance their employability through career counseling, education and continuous training.

Integration: Every company's workforce needs people with diverse skill sets and from all backgrounds in terms of disabilities, age, ethnicity, gender, religious background or sexual orientation. 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: Employee engagement 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 cul-

³ Source: OECD StatsExtract.

ture help the Adecco Group to attract, motivate and retain talented employees and associates. An example of what our diverse teams can accomplish was, in our role as recruitment partner of the London 2012 Olympic and Paralympic Games. 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's⁴ 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**. Thanks to a 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 & Labour 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 and to 13 countries in 2013. This will help us to assess and reduce emissions and makes us an environmental-conscious partner for clients. In 2012, by benchmarking with similar industries, we defined a company-wide emission reduction target 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.

⁴ London Organizing Committee of the Olympic Games.

Our main programmes and initiatives in the Economic dimension

Global programmes and initiatives

Excellence Awards In 2013, Adecco Group Excellence Awards were presented to nine winning teams recognised for the outstanding results they achieved living our five core values of team spirit, customer focus, passion, responsibility and entrepreneurship. The Lee Hecht Harrison team won the overall Excellence Award the second time in a row for their outstanding performance, while Adecco Eastern Europe and MENA were recognised for their retention rate – one of Adecco's strategic priorities. The 2013 award for Service Excellence was this time presented to a colleague from Adecco Norway. Other winners included Groupe Adecco France, Adecco Germany, Accounting Principles US, Adecco Netherlands, Adecco Italy and Adecco Mexico as the best Emerging Market.



Adecco Eastern Europe and MENA were awarded for their excellent results with regard to employee retention rates.

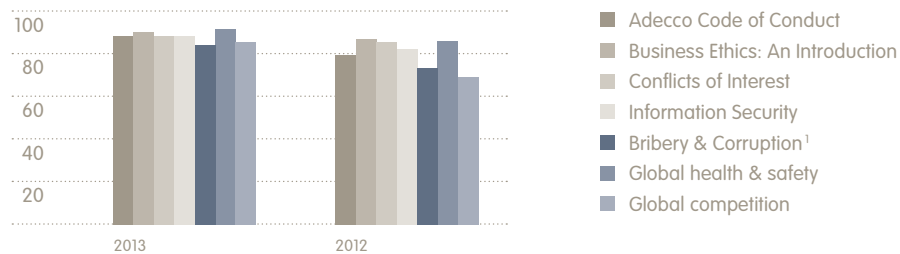
Supplier Guidelines In July 2012, we published our [Supplier Code of Conduct](#) as well as a supplier questionnaire. They are distributed to our major suppliers in order to ensure they adhere to the highest standards. The Code of Conduct describes the expectations of the Adecco Group towards its suppliers, 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 where Adecco operates in, which reflects our expectations towards our suppliers. We recognise the variety of legal and cultural environments, in which our suppliers operate, therefore our Supplier Code of Conduct provides a framework of minimum requirements, which are applicable in the vast majority of situations. In 2013, we also increased our focus on Bribery & Corruption prevention. Our employees are expected to perform a high-level check on the supplier's reputation with regards to Anti-Bribery & Corruption.

Enterprise Risk Management The enterprise risk management process which is led by the Global Risk Steering Committee with Risk responsables in all our regions and major business lines, has strategic and operational dimensions. Whilst the focus is on analysing, managing and mitigating risks, we also aim to identify opportunities for business development. The process is overseen and approved by the Board of Directors.

Adecco's Risk Management Steering Committee supports the countries when identifying risks and has defined 15 overarching risk categories, which can have a significant impact on Adecco's results and reputation. The defined risk categories are divided into externally and internally driven risks. Our risk management activities consist of risk identification, risk assessment, risk response, and risk monitoring. All segments perform regular risk assessments on the risk categories that can have a significant impact on their operations, quantifying both Gross Risk and Net Risk. Gross Risk is an estimate of the likelihood of risk occurrence and the potential impact on the financial results in the worst-case scenario. Net Risk is an esti-

Completed online training on Compliance & Ethics

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



¹ More details shown in respective chart on page 20.

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

mate of the likelihood of risk occurrence and the potential impact on the financial results taking into account the risk mitigation effect of Management Controls.

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 challenges which they may encounter in their day-to-day work. All employees are required to complete six of the mentioned training modules. The module on Global Competition is specifically targeted to Sales professionals and the Health & Safety module to branch managers. In March 2014, we launched a ninth-module on *Insider Trading*, taking into account the revised Swiss rules in line with new EU standards. 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.

GTCL – Talent reshapes the world economy The first edition of the **Global Talent Competitiveness Index (GTCL)** was launched in November 2013 by INSEAD, based on research in partnership with the Human Capital Leadership Institute of Singapore (HCLI) and Adecco. The Index measures a nation's competitiveness based on the quality of talent it can produce, attract and retain. The purpose of the GTCL is to provide a neutral, global and respected index that would enable private and public players to assess the effectiveness of talent-related policies and practices, identify priorities for action in relevant areas and inform international and local debates in the talent arena. The GTCL model covers 103 countries, representing

86.3% of the world's population and 96.7% of the world's GDP. The 2013 index placed Switzerland at the top of the ranking, followed by Singapore and Denmark in second and third place respectively.

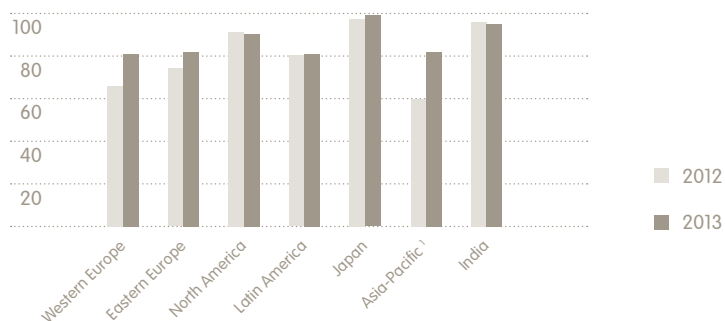
[Download the full report](#)

[Watch the video](#)

Corporate Governance – Remuneration In accordance with the new **Swiss Ordinance Against Excessive Compensation** in Public Corporations (the "Ordinance") which came into force on 1 January 2014, Adecco has introduced the election by the shareholders of the Chairman, the members of the Compensation Committee and the Independent Proxy Representative as of the **AGM 2014**. Adecco has already conducted the newly required yearly individual elections of its Board of Directors for the last ten years. Adecco has been committed to following best practices in Corporate Governance for many years.

Accordingly, the Remuneration Report has also been subject to an advisory vote annually. As of the AGM 2015, in line with the requirements of the "Ordinance", Adecco will submit to its shareholders for approval: the maximum remuneration of the Board of Directors for the upcoming office period (AGM to AGM) and the maximum total remuneration of the Executive Management for the next fiscal year. In continuation of its existing practice, Adecco undertakes in its '**Articles of Incorporation**' to submit the annual Remuneration Report to an advisory vote of its shareholders also in the future. As a result, the shareholders will keep the possibility to examine the remuneration actually paid against the maximum total amount that was approved by the General Meeting and to voice their opinion. We are convinced that the new provisions of the 'Articles of Incorporation' as adopted by the AGM 2014, adequately meet the requirements of Adecco as the world's leading company in its industry with an international executive management team.

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



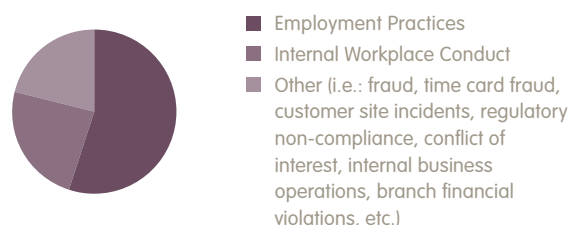
¹ Not rolled out yet in Vietnam, New Caledonia, South Korea. Roll-out in Australia in 2013.
NB.: Due to normal staff turnover, the actual training completion rate always stays below the ideal of 100%.

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 any third party acting on Adecco's behalf may not provide anything of value to either government officials or private parties to obtain or retain business or a business advantage. Similarly, employees may not request or accept bribes or other improper financial advantages. The Group Policy on Bribery & Corruption prevention has been approved by the Adecco Board of Directors. The Bribery & Corruption prevention programme includes a policy, risk-assessment, education and training, due diligence procedures and audit-testing processes. Adecco's attitude towards Bribery & Corruption in all its forms is simple: it is one of zero tolerance. In order to further show our CEO-level commitment, we have signed the [World Economic Forum 'Partnering Against Corruption Initiative' \(PACI\)](#), a global platform centred on the PACI Principles for Countering Corruption. The initiative aims to increase the impact companies have in the fight against corruption through its cross-industry, multi-stakeholder approach.

Customer Satisfaction The Global Satisfaction Survey (GSS) was introduced across the Adecco Group in July 2008 as a mandatory tool to measure client, associate and candidate 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. To date, approximately 100,000 answers have been collected. The goal was to implement an effective measurement system that enables systematic, fast measurements of client, associate and candidate satisfaction through web-surveys at country level. Countries are encouraged to add their country-specific questions to the survey. The GSS is also a major source of information for the preparation and roll-out of global strategic initiatives (e.g. Global Market Segmentation Programme; Global Branding Project). 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 2013, GSS fielded in total more than 150 surveys across 24 countries and 21 of our major brands, covering 88% of the Adecco Group in terms of revenues.

ACE Reporting

Allocation of reported issues 2013 (in %)



Select country initiatives and programmes

Adecco Group's Think Tank As the innovation lab of the Adecco Group, the Ignite team of innovators inspire and empower enterprise-level organisations to embrace, generate and promote change. Ignite, based in the US, uses a human-centred, digital, lean and data-driven approach to create products and services that solve problems around work. Wick-edSmart as an example matches high-potential students with meaningful and paid internships. For young people, this means getting experience in areas such as business, finance, accounting and technology, among other areas. Students double their chances of getting a job offer after graduation with a relevant experience in their CV. Ignite works in three phases: 'Seed' – the discovery phase to explore the business, people and problems. 'Project' – the experiment phase to recognise issues and identify and test potential solutions. 'Product' – the implementation phase where designs and concepts are tested. Ignite's ideas are specifically around work, staffing and the workforce culture and support Adecco in improving the world of work.

Visa center – a new service by FESCO Adecco As the first visa application center for the Netherlands in Shanghai, FESCO Adecco will offer postal applications and other services for accredited companies and travel agencies. The launch of the visa center for the Netherlands was in July 2013 and is expected to handle around 20,000 applications annually. Applicants can use the services for joint Schengen visas and do not need to come in person to the center. In addition, a postal application service is offered as well as the option to send a representative. The time to get an appointment is shorter – usually within five working days. Applicants receive an SMS informing them that their passport is ready for pick up. FESCO Adecco received its visa agent qualification from China's Ministry of Public Security in 2011 and launched a Franco-German visa application center with a partner already in November 2012.

Groupe Adecco France a Best-in-Class supplier At the request of its clients, in 2009 Groupe Adecco 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 Groupe Adecco France's CSR performance. The evaluation looks at the following areas: environment, human resources, business ethics and ethical procurement.

For the third consecutive year, the assessment of 2012/2013 shows the commitment Groupe Adecco France has made to stay a top company and supplier for its clients, ranking best-in-class in its industry sector and receiving Gold Class distinction from EcoVadis.



Our Regional Head for Middle East and the UAE participated in the World Economic Forum on Middle East and North Africa, tackling the current state of employment for Arab youth and how to prepare the workforce for the future.

Adecco at the World Economic Forum Regional Meeting in Jordan

The Adecco Group is a Strategic Partner of the World Economic Forum and will participate in the 5 Regional Meetings in 2014, in Latin America, East Asia, Europe, China (Annual Meeting of New Champions and India (Economic Summit)), which are all committed to improving the state of the world by engaging leaders in partnerships to shape global, regional and industry agendas.

Adecco's Regional Head for Middle East and the UAE was invited to speak at the Regional Meeting in Jordan to discuss the current state of employment for Arab youth and preparing them for the workforce of the future. The proper training and induction of students to the world of work and entrepreneurship is a major concern and priority and needs to be further encouraged.

Our main programmes and initiatives in the Social dimension



Win4Youth

Win4Youth started as an opportunity for Adecco colleagues to engage in sports activity and a healthy life-style, live our values and transform the lives of young people. Over the four years of the Win4Youth programme, we have built on its huge success and momentum, also opening up participation to our clients and associates around the world. The 2013 Win4Youth initiative went back to its roots by selecting running as our sports activity. It culminated in the Athens Classic Marathon in Greece on 10 November 2013, where 75 colleagues participated in one of the toughest long-distance races, running 42.195 kilometres each. The Adecco team of ambassadors who competed in Athens represented their colleagues worldwide who ran or walked for Win4Youth throughout the year. The goal was to cover at least 500,000 kilometres to ensure a donation to the four selected foundations in Colombia, Italy, Thailand and Belgium. All the foundations we support are committed to helping disadvantaged young people get a better start in life and work. The targeted kilometres were already reached in autumn and were immediately upped to 600,000 kilometres by year-end. An outstanding result of 700,840 kilometres was achieved in 2013. Over 11,000 events in more than 60 countries took place, where 20,853 colleagues, 2,304 associates and 9,531 clients participated.

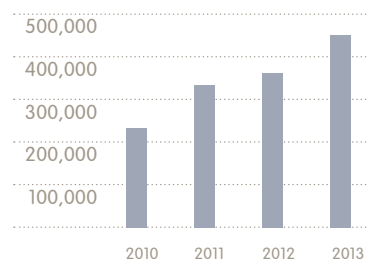
Adecco Croatia won the race, recording the most kilometres per person – a total of 179 kilometres – and Spain ranked first overall with an amazing 82,453 kilometres collected. Well done to every colleague, associate, client and country for a magnificent result.

Since the launch of Win4Youth in 2010, sports events have been organized in all our countries contributing to a Group donation by running, biking and swimming for youth employment and development programmes around the world. By the end of 2013, a total of more than one million Swiss francs have been donated by the Adecco Group over the four years of the programmes' existence.



Adecco Group CEO Patrick De Maeseneire welcomes the Win4Youth ambassadors 2013 at the finish line of the Athens Classic Marathon in Greece.

Charitable donations (Group & countries) from Win4Youth
Donations (in USD) for integration initiatives 2010–2013



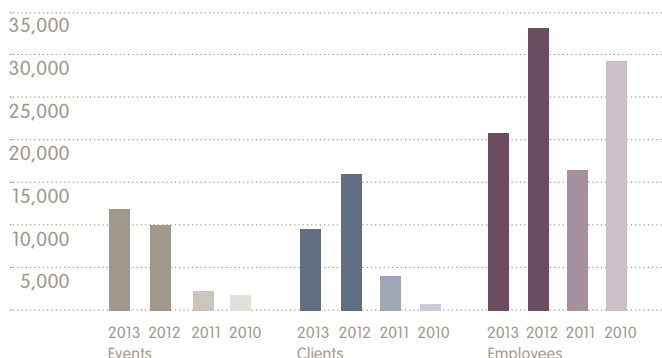


"I'm proud to be part of a company with a programme like this. Win4Youth allows us to help those in need and gives us the possibility to spend a good time with our colleagues and clients. My participation in this programme is a mark in my life."

Global engagement Win4Youth

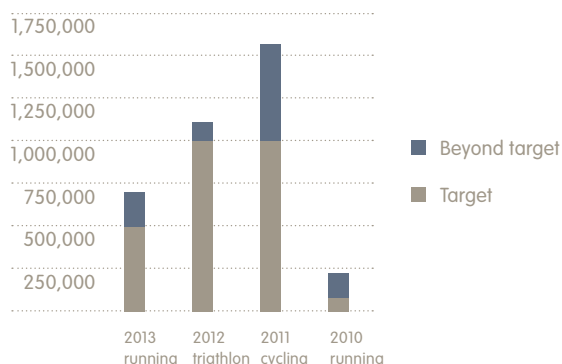
Win4Youth activities in 60 countries

Nr. of events, involved clients and employees



Win4Youth performance (in km)

Sports activity: Running, cycling, swimming



During the Adecco Leadership Conference in January 2013, Florence Gravelier – One of Us – was introduced as the next Godmother for Win4Youth.

One of Us – Win4Youth Godmother 2013

We were very proud to count on Florence Gravelier as the Godmother for Win4Youth 2013. Florence Gravelier is a former two-time Paralympic medallist and the former world number one in Women's doubles. But what's more – she is One of Us! With her university degree completed, she focused on her sporting career and between 1996 and 2010, her national and international sports career took her all over the world. In 1999, Florence was selected to play for the French team in Flushing Meadows and she went on to win six French Championship titles. A will of steel and a sponsorship by Groupe Adecco France, helped her to become a key player in wheelchair tennis worldwide. Florence is a champion in sport and a champion of diversity. In 2010, she retired from competition and joined the Adecco team. She led the 'Disability & Skills' programme and three years later, she was made responsible for Sponsorship and Public Relations at Adecco France, a position she reached thanks to her in-depth knowledge of the sports environment, event management but also to her ability to connect with people.

In 2014 – the fifth year of Win4Youth – we are cycling again with a goal to achieve two million kilometres! 86 ambassadors will

be trained to climb the legendary mountain 'Le Col du Tourmalet' (2,115 m), one of the most famous climbs on the 'Tour de France'. Adecco with all its colleagues will be cycling to raise funds for five foundations in Cambodia, Argentina, Portugal, Poland and Italy and we have another inspiring Godfather in 2014: Alessandro Zanardi – a gold and silver medal winner at the London Paralympic Games 2012 in handbiking.

Select country initiatives and programmes

Tuesday is Adecco Greece Win4Youth Marathon Day Our employees in Adecco Greece made it easy to collect kilometres for Win4Youth in 2013. Every Tuesday evening at 7 pm, they organised the Adecco Win4Youth Greece Marathon Day in Athens, where employees had the chance to come together at the Olympic Athletic Centre 'Spiros Louis' to run or walk, contributing to the global goal of 500,000 kilometres. Employees from the Thessaloniki office had the chance – thanks to our Win4Youth App – to join the event virtually and add their kilometres! A group of colleagues also participated in the 'Corporate Relay Run'. It was a philanthropic race and the symbolic entry fee was given to support 10 charitable associations that support the needs of 10,000 children in Greece.



Four teams of Adecco Greece colleagues participated in the 'Corporate Relay Run' and met up every week to contribute kilometres to Win4Youth.

“Win4Youth 2013 has brought us together as teams in our branches, divisions and offices – to have fun... to be healthier... to support youth charities... and to show that we care.”

Christophe Duchatellier, Regional Head of Japan & Asia

Family walk Hong Kong Adecco colleagues gathered for a three-hour walk-running trip to Hong Kong's High Island Reservoir, located in the far south-eastern part of the Sai Kung Peninsula. It was built to prevent water shortage problems in Hong Kong. 60 of our Adecco Hong Kong colleagues and their family members gave it another purpose: the long hike served to contribute 756 kilometres for Win4Youth and fomented great team spirit amongst colleagues and family members.



Over 60 Adecco colleagues and family members spent time together hiking up to the Hong Kong High Island Reservoir and collecting 756 kilometres.

‘Flash Run’ not Flash Mob Adecco Italy organised the ‘Flash Run’ – inspired by the phenomenon of Flash Mob – a spontaneous short public performance by a group of people. Italian employees planned for an event in June which brought together 13 employees, their clients, volunteers and other supporters to run kilometres for Win4Youth. The event took place in Milan and consisted of a five-kilometre run in ‘Parco Lambrò’, starting from the head office of Adecco Italy. Employees from one of the four foundations supported in 2013 – ‘aiutare i bambini’ – participated in the ‘Flash Run’ too, helping to collect funds for children in need!



The Flash Run organised by Adecco Italy brought together colleagues, clients and employees of ‘aiutare i bambini’, one of the chosen foundations in 2013.

Reaching highs in Norway In August, 250 Adecco employees from all over Norway came together, equipped with their backpacks in a small place called Lom. The area is part of one of Norway's National Parks, Jotunheimen, where the highest mountain of Scandinavia and Northern Europe – Galdhøpiggen (2,469 metres) – is located. The base camp area in Lom provided the climbers with seven large tents to overnight. After dinner and some advice and information from mountain guides for the trip ahead, people were mentally and physically ready for the challenge! Participants could choose between two routes – one crossing an iceberg and the other mastering a steep trail. It was a team effort to get everyone to the top, and colleagues lived our values of team spirit, passion and responsibility. Despite the physical challenge, tired legs and blisters, everyone was happy and proud when the top was reached – creating stronger ties, an even stronger team and an amazing amount of 3,491 kilometres for Win4Youth!



All of our 250 Norwegian colleagues made it to the top of ‘Galdhøpiggen’ (2,469 metres). This is what motivated teams are able to achieve together!

[Win4Youth website](#)

[Like & follow us on Facebook](#)

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

"In Adecco Greece we opened our branches and approached our candidates to help them make their next career step successful in any way we can. We are honoured to have the opportunity to lend a hand."

Konstantinos Milonas, Country Manager Adecco Greece



The Adecco Way to Work™ According to the International Labour Organization (ILO), some 74.5 million of the almost 202 million unemployed in 2013 were young people aged between 15 and 24. This is almost one million more than in the previous year. There is a growing consensus that the causes go beyond the economic crisis and are due in part to a skills mismatch – hard and soft skills of young people are not attuned to the demands of the new global knowledge Economy. Adecco research suggests that 54 percent of unemployed young people feel they need more support and help in their efforts to find a job. Through the Adecco Way to Work™ initiative, we want to make Adecco's leading recruitment expertise more accessible to young job seekers and provide real-life insights into the world of work and its requirements. We must help unlock their potential and give them a perspective. We cannot risk losing a whole generation.

The Street Day strategy The centrepiece of the Adecco Way to Work™ was the Street Day on April 30, 2013. Adecco employees were involved in more than 1,000 activities in high-traffic public areas and visited schools and universities. In addition, more than 2,000 branches opened their doors to offer career advice. In total, more than 20,000 coaching sessions were held and the Adecco Way to Work™ website registered a million visitors to its coaching resources. The Street Day is a symbolic act that can only inspire concerted action from governments, businesses, and individuals alike. More flexible labour markets, reform of education systems, and young people's willingness to accept temporary job assignments or job opportunities abroad are essential requisites to overcome the current job crisis.

[Watch the Way to Work™ Street Day 2013 video](#)

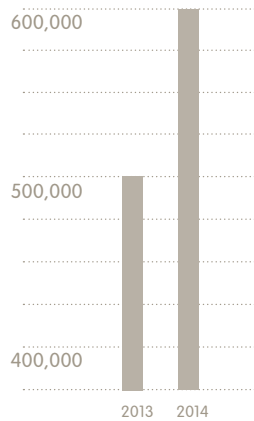
Unique work experience – job journeys across five continents

Dreams are what future is made of. As part of the Adecco Way to Work™ initiative, a competition was launched to fire the work spirit and motivation of young people aspiring to build a better future for themselves. The nine winners and ambassadors, selected from more than 23,500 contestants, received a unique opportunity to experience the world of work in a diverse, international way. Adecco designed 'job journeys' across five continents that provided the winners from France, the United States, Japan, Germany, Spain, Italy, Australia and New Zealand with a taste of a wide variety of jobs and companies. The nine youngsters were encouraged to share their experiences and journeys via a blog with family, friends, Adecco employees, and the broader public. In total 46 Adecco clients in 49 countries supported the Adecco Way to Work™ and were willing and eager to give these young job seekers a unique experience and an insight into their businesses.

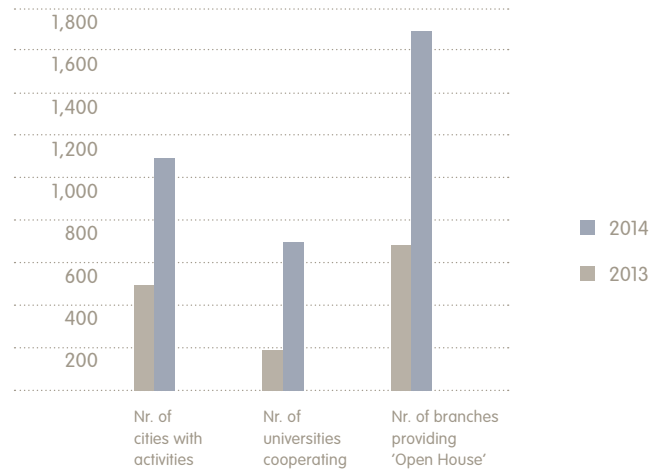
As the nine youngsters travelled around the world, they had much to share with their peers. Federico Sattanino from Italy offered this advice: *"Don't believe anyone who tells you that there are no jobs out there. There are, but we need to broaden our horizons and look a bit further afield."* Imane Krirat from Germany wrote: *"During my trip I had the privilege to experience many different jobs. When I came back, I decided not to play it safe anymore and do something that's great for me. So, I've changed my course of studies – from American Studies to Law."*

Global engagement Way to Work™

Way to Work™ Street Day – people reached



Way to Work™ Street Day – activities and engagement



There is a whole generation at risk of exclusion from the world of work. Adecco took action in 2013 by reaching out to more than half a million young people all over the world. The purpose was to give them back their dreams and to let them know that they are not a lost but a loved generation. With the scale and intensity of engagement that Way to Work™ reached in 2013, Adecco and its colleagues in over 50 countries have been highly motivated to keep up their efforts in 2014.

For the second consecutive year, thousands of Adecco employees hit the streets of more than 900 cities in over 50 countries to take action against youth unemployment on April 30th, 2014. Our colleagues met over 600,000 people in the streets, public places and universities, offering career guidance and free training workshops. In total, 2,000 Adecco branches held open days and over 1,500 coaching sessions took place.

The format of the work experience was adapted so that more young people could get the opportunity of a one-month internship. Until June 12, talents could apply for 100 Adecco experiences in over 50 countries. Successful candidates took up their internships during the month of July and Adecco made sure the experience was enriching and valuable for their future career development. The successful candidates could also opt to apply for a unique opportunity: to become the 'CEO of Adecco for one month' in September under the direct supervision of the Group CEO, Patrick De Maeseneire – a once-in-a-lifetime experience!

[Watch the Way to Work™ Street Day 2014 video](#)
[Watch the Adecco Experience 2014 teaser video](#)

“The Street Day took place just weeks after Adecco Canada was named to the Great Place to Work list for 2014. The Adecco Way to Work™ program is a testament to this win as it uniquely demonstrates what makes us different and ultimately, a top employer. Supporting the communities in which we operate is just as important as supporting our colleague base.”

Shari Angle, VP, Talent & Communications, Adecco Canada



Select country initiatives and programmes

Spain invited people to join their 'mobile branch' During the Street Day 2014 in Spain, Adecco employees invited people to join them on their 'mobile branch', providing them with interview tips, CV advice and the confidence that there is support for unemployed people to make their first step into – or re-enter – the labour market. On April 30, Adecco Spain reached around 90,000 people in 110 of their major cities.



The Adecco Spain 'mobile branch' with colleagues during the 2014 Street Day, providing advice and guidance to people seeking for employment.

Careerathon at San Diego's Palomar Community College

Adecco North America held their official 'Careerathon' at Palomar College in San Diego, California. Career professionals were on hand to offer free, one-on-one job hunting and career advice to the students and general public of the city of San Diego. Adecco North America's Executive Vice President & President of Adecco Staffing as well as members of the Adecco leadership team joined the Careerathon to personally meet with participants. To keep people's energy level up, free waffles were served to all participants.



In the US, the Adecco team undertook a variety of activities during the Street Day, one being the Careerathon at San Diego's Palomar Community College.

Visits to High Schools and reaching out to graduates during 'Russetiden'

Adecco colleagues in Norway visited several High Schools around the country to provide students with important tools for their first step into the labour market. This included how to compose an attractive cover letter and CV, how to apply for jobs through social media and how to prepare for an interview. With the slogan #Thinkaboutyourfuture, Adecco also wanted to reach out to graduates who every year in May celebrate their graduation. This celebration is called 'Russetiden' and represents the completion of 13 years of education. Adecco Norway visited the major graduate events in Norway on 3 May, where more than 10,000 graduates could be reached.

Belgium's Prime Minister joins the Street Day A great surprise for our Adecco team in Belgium – who were on the Streets with 130 employees, reaching out to 11,000 people. Unexpectedly, the Belgium Prime Minister Elio Di Rupo showed up at the Adecco branch in Mons to show his support for the Street Day and Way to Work™.



What is your dream...? Adecco Belgium asked this during the Street Day and got a personal visit at our branch in Mons from Belgium's Prime Minister Elio Di Rupo, showing his support to fight unemployment.

"My Way to Work adventure gave me back my self-confidence. It also made me aware of a career path for my future – web marketing. And now, my will to succeed is stronger than ever."

Tolotra Ramarovahoaka, Work Experience winner and ambassador 2013

The Adecco Experience 2014 The Adecco Way to Work™ programme 2014 provided career guidance and one-month job experiences to improve the employability of young job-seekers. 88 young people in 50 countries took on a wide variety of roles in diverse areas of business thanks to the cooperation of Adecco clients all over the world. This was a unique opportunity for the youngsters to showcase their talents to potential employers. For many, this was their first job and an intense work experience to add to their CVs.

The 'CEO for one month' boot camp 46 of these young people had the ambition to put themselves forward as 'CEO for one month' and be personally mentored by Adecco Group CEO Patrick De Maeseneire. Ten were selected to join a boot camp in Zurich between August 12 and 16. For this once-in-a-lifetime position, the finalists were tested, challenged and assessed with a focus on Adecco's core values – team spirit, customer focus, passion, responsibility and entrepreneurship – and leadership principles of cool head, warm heart and working hands. All ten finalists were exceptional talented candidates.

Meet the ten finalists:



Aurora Petrel, 28, Spain
Law and Political Science
Adecco Experience as **Experience Manager at Ikea**
Lives by the motto: **Be a better person, make a better world.**



Silvia Bizubová, 22, Slovakia
Social and Economic Sciences and European Studies
Adecco Experience as **Integrated Supply Chain Specialist at IBM**
Lives by the motto: **If you really desire to achieve something, the whole universe conspires to help you achieve it.**



Andrew Chu, 19, Taiwan
Studying Business Administration
Adecco Experience as **Event Coordinator at Chinese Taipei Olympic Committee**
Lives by the motto: **Stay hungry, stay foolish.**



Allegra Guardi, 28, Italy
Master in Digital Marketing and New Media
Adecco Experience at **Lombardini srl (Gruppo Kohler)**
Lives by the motto: **Necessity is the mother of invention.**



Mohammed Assad, 26, Netherlands
Master of Science in Finance and Investments
Adecco Experience as **Finance Manager at Adecco Netherlands**
Lives by the motto: **Travel as much as you can because travelling is the only thing you can buy that makes you richer.**



Adam Boardman, 18, UK
Studying for a Diploma in Business
Adecco Experience in **HR & Marketing at Oxley Developments**
Lives by the motto: **Work hard, dream big.**

[Learn more about the Adecco Experience](#)

“The boot camp was an incredible experience. In just three days I learnt so much, also from the other amazing candidates. I want to keep learning as much as I can, develop and put all my skills into practice.”

Paola Ospina, Adecco Experience participant 2014 and Adecco Group ‘CEO for one month’



Paola Ospina, 26, Colombia
Advertising & Marketing
 Adecco Experience as **Marketing Manager at Adecco Colombia**
 Lives by the motto: **Opportunities only come once, either you take them or not – but always take them.**

Paola Ospina was chosen to be Adecco Group ‘CEO for one month’ The 26-year-old Colombian Paola Ospina will spend the month of September working and travelling alongside Adecco Group CEO Patrick De Maeseneire, attending operational meetings, carrying out business assignments, meeting many of her new Adecco colleagues and gaining a first-hand insight into the running of a Fortune 500 company.



Elena Ollendiek, 24, Germany
Business Administration & European Management
 Adecco Experience in **Sales & Marketing at Misumi Europe GmbH**
 Lives by the motto: **Follow your inner compass and stay true to yourself.**



Benoît Hommel, 25, France
Master in Administration and Management
 Adecco Experience as **HR assistant at Hewlett-Packard**
 Lives by the motto: **Always with the heart and a smile.**



Adharsh Kumar, 20, USA
Marketing & Finance
 Adecco Experience as **Marketing Coordinator at Ann Inc.**
 Lives by the motto: **Fake it till you make it.**



Paola Ospina signs her ‘CEO for one month’ contract watched by Patrick De Maeseneire who will personally mentor her in September.

Watch the Adecco ‘CEO for one month’ boot camp video

Way to Work™ website
 Follow Way to Work™ on Facebook
 Follow Way to Work™ on Twitter
 Watch the Way to Work™ videos

“While elite athletes reach the finish line in their sporting careers, the IOC and IPC Athlete Career Programmes in cooperation with Adecco ensure that they will receive customised and professional counselling to successfully transition into the workplace.”

Cindy Chen, Regional Head, Adecco North East Asia



International Olympic Committee & International Paralympic Committee Athlete Career Programmes

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

Since the programmes were launched, more than 35 National Olympic and Paralympic Committees have cooperated with Adecco in their countries to deliver the ACP locally under the global Programmes. Together with outreach activities, delivered in countries that do not currently have a local agreement in place, more than 15,000 elite athletes from over 100 countries had been supported by the end of 2013.

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



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

IOC President Thomas Bach



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

IPC President Sir Philip Craven

“For me it has always been important to have a second plan. Bobsleigh is like life. There are a lot of lines and turns – it’s unpredictable. When you don’t have a second plan, it is scary to think about life after sports. You need to do your preparation before.”

Alex Baumann, Olympic silver medallist in bobsleigh, Sochi 2014

Outreach

Adecco is working with the IOC and NOCs around the world to deliver career development workshops in countries beyond the Adecco global footprint. Outreach training in 2013 continued to grow and took place in the following regions: Oceania, Asia, Latin America and Asia to strengthen the Olympic Movement’s global commitment to prepare athletes for life after sports. In 2013, several IOC Athletes’ Commission members and former Olympians joined the sessions as trainees, with the aim of learning how to conduct workshops in the future. This new ‘train the trainers’ method will allow the IOC ACP Outreach Programme to expand in frequency and geographic coverage.

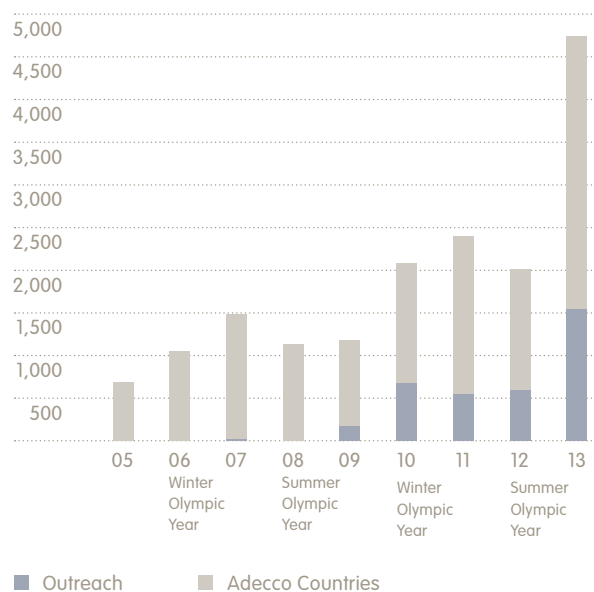
Why athletes make a great fit for any company

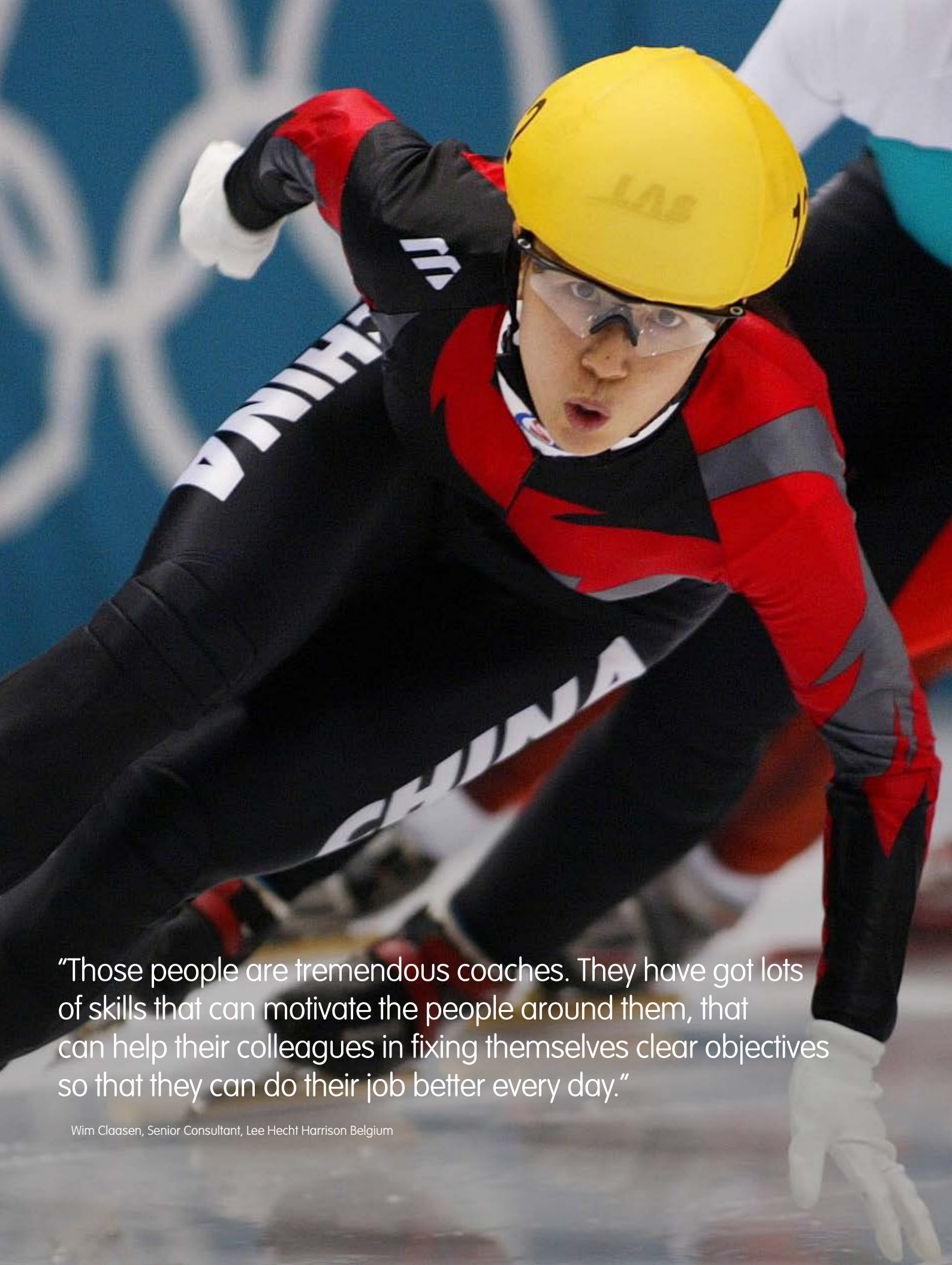
Athletes inspire and excite the world with their outstanding performance on the field of play. And they are so much more than what we see and perceive. That is why it makes sense for companies to hire high-performers who have exceptional attitude, drive, experience, world-class accomplishments and skills. By engaging with the ACP, companies have the chance to further develop Olympic and Paralympic athletes from world-class sports people to exceptional employees who contribute to an organisation’s success.

[Watch the video of Alex Baumann](#)

IOC & IPC Athlete Career Programme development

Nr. of Athletes





“Those people are tremendous coaches. They have got lots of skills that can motivate the people around them, that can help their colleagues in fixing themselves clear objectives so that they can do their job better every day.”

Wim Claasen, Senior Consultant, Lee Hecht Harrison Belgium

Select country programmes and initiatives

6th International Athletes' Forum Singapore and ACP workshop for local athletes More than 40 local athletes attended the Athletes' Career Programme workshop organised by the Singapore NOC and the Singapore NOC Athletes' Commission with the support of the Singapore Sports Institute and Adecco at the Marina Bay Sands on 26 June, 2013.

The NOC took the opportunity to organise this event as part of the 6th International Athletes' Forum held in Singapore from June 27th to 29th. The panelists included Olympians Barbara Kendall of New Zealand, IOC Athletes' Commission Chair Claudia Bokel as well as the Adecco head of the global IOC ACP, Patrick Glennon. During the workshop, athletes also had the chance to meet with employers for informal networking and the opportunity to present themselves for internships or job opportunities.

[Find out more](#)

IOC Online Courses for athletes launched Massive Open Online Courses (MOOC) are revolutionising the way young people learn. In Sochi, the IOC celebrated the launch of the IOC Athlete MOOC – a new online platform giving athletes the opportunity to learn from the best sporting minds in the world, anytime, anywhere. From short courses that cover subjects from Sports Coaching and Sports Science to Sports Technology and Leadership, the IOC Athlete MOOC brings together the expertise of the world's leading universities, Olympic champions, top coaches and entourage, as well as inspirational leaders from sport and business. The IOC Athlete MOOC is accessible for everyone free of charge.

Check out [the IOC MOOC](#)

'Tour de force' to Southern Africa The Outreach Programme is one way in which the IOC ACP is delivered to athletes around the world in cooperation with Adecco. The IOC Athletes' Commission Chair, Claudia Bokel, former IOC Athletes' Commission Chair and IOC member Frank Fredericks and management staff from Adecco led the workshops, with fellow Athletes' Commission members Kirsty Coventry and Amadou Dia Ba as well as former Olympians Sandrine Thiebaud and Kadidiatou Kanouté participating as trainees to learn how to conduct their own workshops in the future. This group travelled to seven cities in six countries:

Mazenod, Lesotho; Windhoek, Namibia; Cape Town and Johannesburg, South Africa; Manzini, Swaziland; Gabarone, Botswana; and Lusaka, Zambia.

[Learn more](#)



Local sprint legend Frank Fredericks with a group of young Namibian athletes who were eager to learn how they can achieve life-long success – on and off the field of play.

Adecco Hong Kong committed to support Paralympic Movement Hong Kong Paralympic Committee and Sports Association for the Physically Disabled (HKPC&SAPD) expressed its firm commitment to athletes' career development by signing a two-year extension of its cooperation agreement with Adecco Hong Kong. The goal is to expand the current programme from training and placement services to an additional pillar focused on inclusion. The new pillar focuses on fostering a dialogue between business, non-profit organisations and government on the importance of including athletes and people with a disability in the workplace, creating greater diversity for the benefit of all involved. Adecco is walking the talk and employed So Wei Wang, Hong Kong star Paralympian and 12-time medallist in an internship position with its Marketing & Communications team. His main project was to plan a major Win4Youth event for clients, associates and employees.

[Read more](#)

Olympiatoppen trainee programme Six Olympic and Paralympic athletes were chosen in October 2013 to be the first trainees with Nordea and ÅF – both sponsors of the Norwegian Olympic & Paralympic Committees and Confederation of Sports (NIF). All one-year positions are structured so that elite athletes can continue their training and competition while gaining valuable insights into the labour market and company life as well as learning new skills. For the companies it is a great experience to have such talented sports people amongst their employees as they can bring a different kind of expertise to the table. One of the trainees – Nils-Erik Ulset, Paralympic Biathlete and cross-country skier, was a gold and bronze medallist in Salt Lake City, Torino and Vancouver and silver as well as bronze medallist in Sochi. Many athletes cannot pay for their bills with their sports which makes this paid traineeship even more valuable.



Nordea's HR Director together with Adecco Norway's Country Manager and three of the six trainees who will have the chance to experience a one-year internship.

Sochi Blog – Adecco North America Adecco's ACP team in the US has been spreading the word about the USOC Athlete Career Program through a blog, introducing readers to interesting facts and figures about the Olympics, different sports and also about US athletes, their challenges, work experiences and competition. Running up to Sochi, the blog informed readers about competing athletes and their need for employment and flexible schedules so that they can be as successful in sports competition as in the labour market. [Follow the USOC Athlete Career Program blog](#)

Meet and greet in Belgium In April 2014, Adecco Belgium brought together close to 20 Olympic and Paralympic athletes and around 17 client companies. The athletes could benefit from a coaching session on how to successfully network and present their acquired traits and skills in sport in business language. This was followed by a plenary session where Adecco Belgium's Country Manager, the Presidents of the Belgium Olympic & Paralympic Committees as well as a renowned Sports psychologist and athletes talked about the importance of facilitating athletes' access to the labour market during and after their sports career. Athletes contribute to motivating a company's workforce, and labour market participation helps athletes to perform better in sports and on the job. [Watch the Belgium HR event video](#)



Close to 20 Olympic and Paralympic Belgium athletes and 17 companies had the chance to meet, learn and connect during Adecco Belgium's HR ACP event.

Olympic and Paralympic Committees in France commit to support athletes at Roland Garros At the beginning of June 2014, during the French Open – one of the four Grand Slam tennis tournaments for which Adecco and Ajilon recruited over 1,500 associates for the 15-day tournament, another important event took place. Groupe Adecco France and the French National Olympic Committee (CNOSF) renewed the agreement to deliver the Parcours Athlète Emploi (Athlete Career Programme – ACP) to French athletes. For the first time, an agreement was also signed with the French Paralympic Committee (CPSF). Attending the ceremony were around 60 people, including the Regional Head of the Groupe Adecco France, the two Presidents of the French Olympic and Paralympic Committee as well as the President and Vice-President of the French Athletes' Commission and around 30 elite athletes. The renewal of the 'Parcours Athlète Emploi' with the CNOSF will last until 2016, the year of the Olympic and Paralympic Games in Rio. The agreement with the French Paralympic Committee (CPSF) was signed for one year and will be up for renewal in 2016.

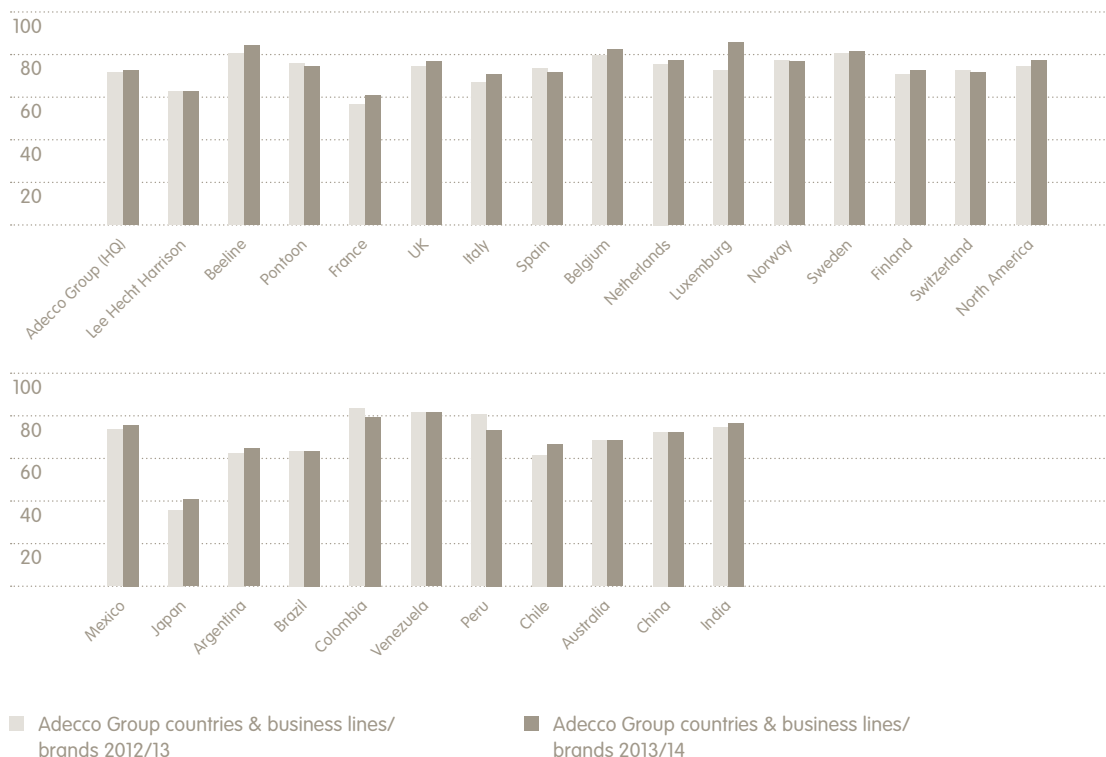


The delegation of French elite athletes, Athletes' Commission Members and the Presidents of the French Olympic and Paralympic Committees met with the Groupe Adecco France Country Manager during Roland Garros 2014.

[Adecco ACP website](#)
[IOC ACP website](#)
[IPC ACP website](#)

Employee satisfaction

Great Place To Work® scores



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 business lines/brands which includes over 80% of our employees in 28 countries and all of our major business lines/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 2% in 2014 compared to 2013. The greatest improvement was seen in the dimensions 'respect and fairness' in 2014. For the first time, Adecco made the ranking of top multinational workplaces in Europe – coming straight in at number 19!

[Learn more](#)

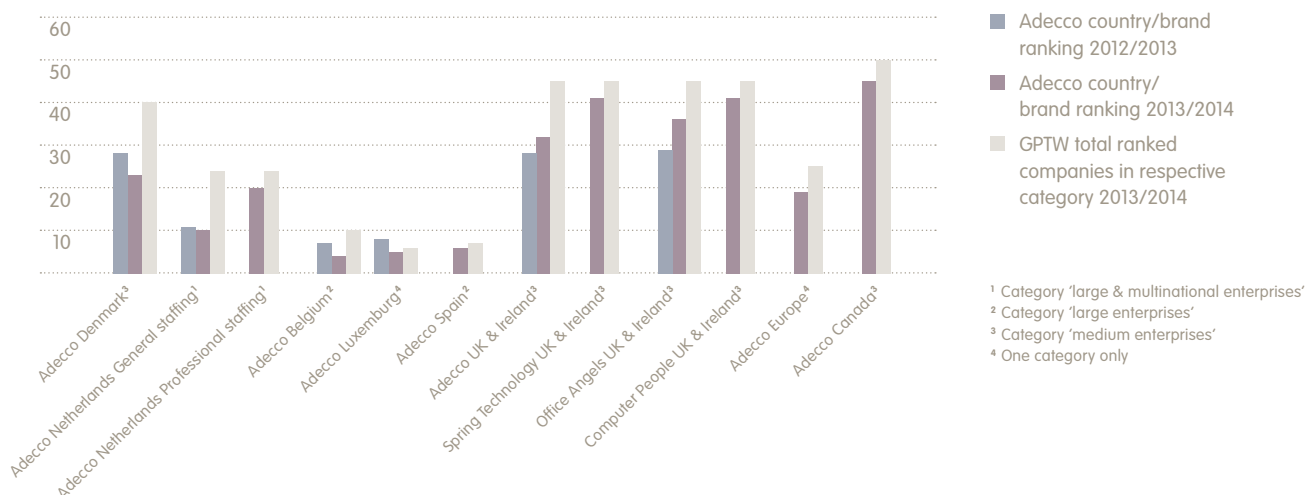
In 2014, Canada, Belgium, Denmark, Luxembourg, Netherlands (Adecco and Ajilon), Spain, Sweden and the UK & Ireland (Adecco, Office Angels, Computer People, Spring Technology) all made it to the Best Workplaces lists in their respective country. In addition, euro engineering AG in Germany again made it to Germany's top employers list. One of the reasons for this good performance is our open company culture which is firmly based on our Group values and leadership principles.



Colleagues from Adecco Group, the UK, Netherlands, Belgium, Luxembourg, Sweden and Spain were in Rome to pick up Adecco's Great Place to Work Europe award.

Adecco Group countries, brands and regions in Great Place To Work® rankings

Company Ranking



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

Leadership 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 900 of Adecco's managers have been trained to improve their leadership skills.



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



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

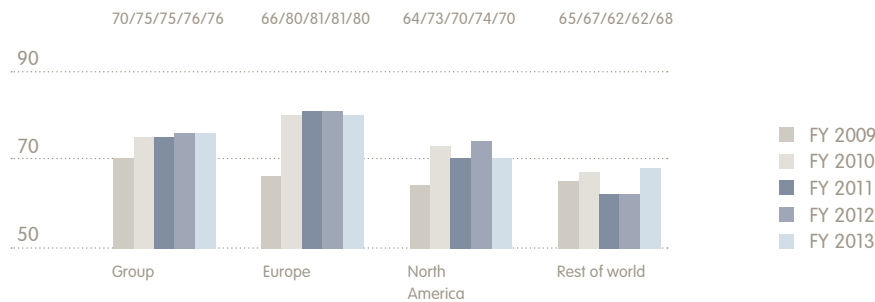


With this programme, colleagues gain a greater awareness of a changing world and develop an understanding of the impact digital media and technology has on society, communication and brands. It challenges existing ways of thinking and working whilst building competence and confidence within the digital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



This highly intensive programme develops the skills that are needed to meet the demands of general management responsibilities and effective leadership in an operations environment. The content has been adapted to the challenges of our industry and the unique needs of the Adecco Group business while still bringing innovation from other industries and leveraging the expertise of the world-class faculty members.

Retention rate 2009–2013 in %



Service & sales



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

The course is designed especially for Branch Managers as they have the most access to, and impact on, our customers. Participants will work through a series of discussions, activities and experiences to adapt a common customer service framework for key interactions with their customers. This proves a great opportunity to highlight the impact of one's actions and behaviour and assist with overcoming potential poor perceptions. In 2013, 1,130 people were trained from 46 countries.



Value Focused Selling goes beyond basic sales techniques and delivers a tried-and-tested approach focused on consultative selling methodologies. It

has been delivered to Adecco colleagues in over 15 countries since 2009.

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

The consultative approach covers how to work proactively throughout the entire client structure and utilise time and resources effectively.



High Intensity Training, or HIT as it is commonly referred to, has been enhancing Adecco colleagues' sales

and recruiting skills in over 25 countries since 2006. This training programme is targeted at colleagues with a 'retail' focus, both in the Professional and General Staffing businesses. Colleagues learn the basics of sales, recruiting, order maintenance and operational efficiencies. We discuss global best practices and work through techniques in a classroom setting, to adapt these best practices to local realities. Learning techniques include large-group discussion, role plays and culturally adapted small-group discussions.

All activities are done while receiving real-time coaching and mentoring from trainers. Confidence is built through repetition and reinforcement of the skills necessary to succeed in our industry.



Adecco colleagues during one of our Service Excellence Courses in Bangalore, India.

"Adecco has worked with Great Place to Work® since 2004 to create and sustain a great workplace across the many countries. I am very impressed by the focused and dedicated effort they put into developing their workplace culture, both locally and globally."

Gitte Vigsø, Managing Director, Great Place to Work® Denmark

Select country programmes and initiatives

CAP certification: Behaviour – Diligence – Professionalism

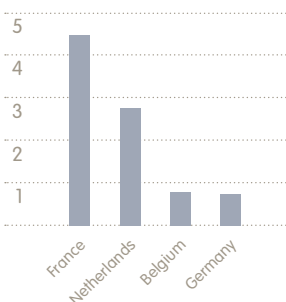
Groupe Adecco France has implemented an internal certification process for associates. Their 80,000 clients are an important opinion provider in this process. At the end of the assignment, clients are asked to evaluate the associate based on seven criteria. Once an associate receives three 'A' ratings from different clients, he/she is certified for one year and receives additional benefits and training. If appraisals are rated 'B' or 'C', Adecco will work together with the associate to improve performance. The certification process furthers the engagement of associates and strengthens the relationship with the client. It helps Adecco better match companies and tal-



ents. It also increases the employability of associates because of the regular feedback they get after each assignment. And it motivates associates to outperform because their work is acknowledged and they feel part of the Adecco team.

Training hours for associates

Per 1,000 working hours (select countries)



The number of training hours Adecco provides to associates depends on various factors, such as on national legislation, associates' educational backgrounds (cf. chart on page 40), as well as on business sectors served.

Adecco Poland's Sales University Adecco is committed to finding the best talents. Our colleagues in Poland have created the 'Sales University' for Polish graduates. The goal is to approach graduates early and familiarise them with Adecco, our sector and services in order to attract and gain new employees who are eager to learn and to be part of our company – specifically for our sales department with a focus on the retail sector. The programme was promoted at Universities and 200 students applied online. So far, Adecco Poland has conducted four trainings over four days during a period of five weeks with a total of 70 applicants. After the candidates had gone through an assessment and skill-testing process, Adecco Poland was able to recruit 14 young graduates directly from University into our workforce. We are convinced that good retention rates require the right recruitment practices.

Visit the 'Adecco Sales University' website

Watch the 'Adecco Sales University' video

Naucz się sprzedaży B2B z Adecco!

Rusza II Edycja Adecco Sales University!

Wejdź na stronę adecco.pl i **zarejestruj się na darmowe szkolenia** prowadzone przez ekspertów Adecco!

Poznaj tajniki sprzedaży oraz zdobądź wiedzę praktyczną niedostępną w żadnych książkach!

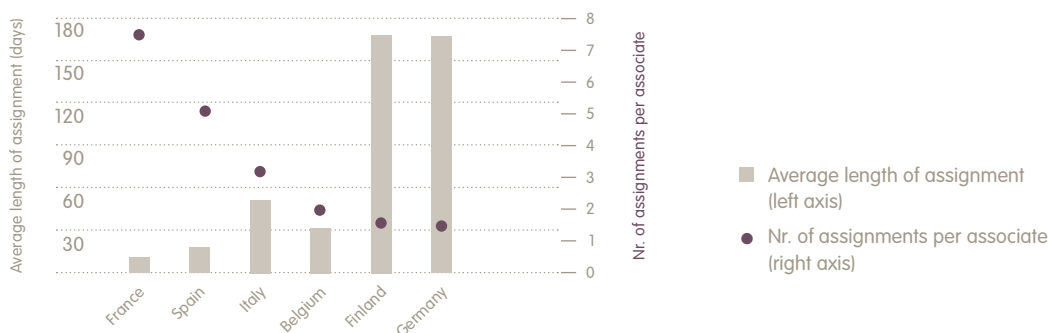
Spróbuj! Nic nie tracisz, a zyskujesz wiedzę o sektorze HR i profesjonalnej sprzedaży!

Dla najlepszych nagrody - etaty w Adecco!

Masz pytania?
Pisz na: university@adecco.com

adecco.pl

Number and length of assignments per associate (Select countries)

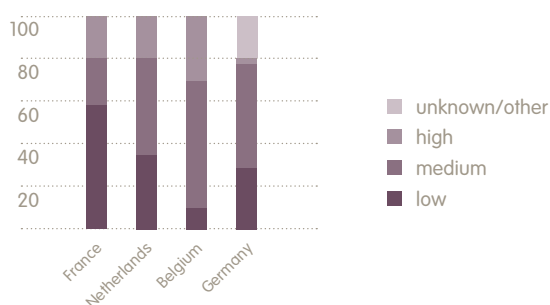


Temporary work legislation and culture vary from country to country. This leads to different temporary work patterns: from many but short assignments (e.g. France, Spain) to fewer but long assignments (e.g. Finland, Germany).

Supporting apprenticeships DIS AG Germany has always been at the forefront in nurturing young employees. They have been promoting dual education for 16–19-year-olds by offering three-year apprenticeships which are composed of practical training on the job, seminars and e-learning modules to become a certified Human Resources expert. ‘Personaldienstleistungskaufmann/-frau’. The apprenticeships can be done in different departments such as Human Resources, Business Development, Marketing, Procurement, Sales, Accounting or in one of our branches. At the beginning of 2014, one of DIS’ apprentices was awarded as the best graduate amongst all German students in her field. What most motivated the 19-year-old was the great team spirit amongst her colleagues, the practical experience she could gain alongside theory and the responsibilities she was given in her role as apprentice.

[DIS website for apprenticeships](#)

Educational attainment level of temporary associates % of all workers in temporary sector (select countries)



The average educational attainment levels of tempory associates vary very much from country to country, and therefore require different training needs (source: Ciett Economic Report 2014).

Human & Labour Rights

Global programmes and initiatives

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

[Adecco’s Guidelines on Business & Human Rights](#)

Signing of European Works Council Agreement Between 1999 and 2011, Adecco engaged in a European-wide exchange of transnational information through the ‘Platform for Adecco Communication in Europe’ (PACE). On 11 December 2013, the Adecco Special Negotiation Body signed the Adecco European Works Council Agreement, in accordance with the provisions set out in the:

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

"The Adecco Group is a partner and key supporter of the platform Equal@work, led by the European Network Against Racism (ENAR) and the ENAR foundation. Adecco is one of a few European companies that has taken a strategic decision and an innovative approach to fight racism in the labour market, and daily contributes to make it more inclusive for all."

Sarah Isal, President ENAR

The purpose of a European Works Council (EWC) is to bring together employee representatives from the different European countries in which a multinational company has operations. The EWC process foresees that employee representatives are informed and consulted by central management on transnational issues of concern to the company's employees. The Adecco EWC is composed of employee representatives from all EU Member States where Adecco has operations – including Norway and Switzerland – as well as Adecco management representatives and is led by our global Chief Human Resources Officer. UNI Europa was involved with a representative in the negotiation process as an expert to the employee representatives. Its first meeting took place on 3 and 4 June, 2014 at the Adecco Group Headquarter in Zurich, Switzerland.

[Background on European Works Council](#)

European Commission E&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](#)

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

[Read more](#)

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

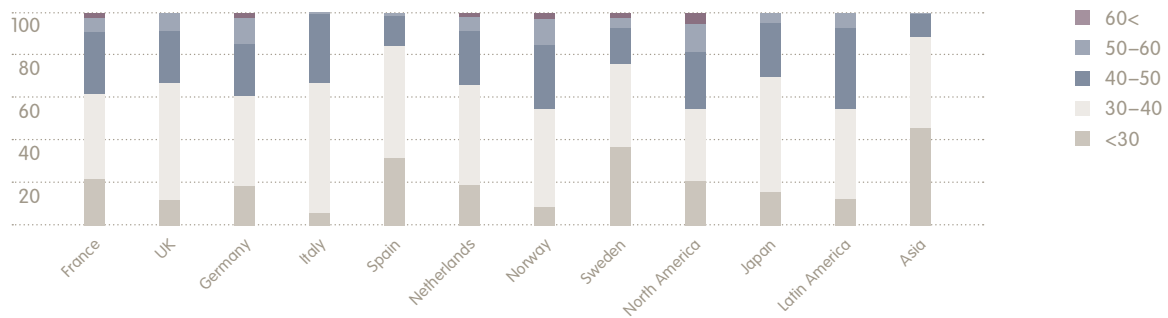
[ENAR Shadow Reports](#)

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

Anti-discrimination training in the UK The Learning Portal is Adecco UK & Ireland's employees' one-stop resource for all training needs. It spans a wealth of online training resources covering well-known subject areas and specialised, tailored solutions for a variety of roles and brands, to a scheduling and booking system for instructor-led training classes. The training portal also includes a comprehensive three-module course which has been developed to meet international and UK specific laws (Equality Act 2010) and anti-discriminatory standards. The online course supports employees in offering a fair and non-discriminatory service to our clients, candidates, associates as well as colleagues. It informs employees about specific legislation including basic recruitment law with regards to anti-discrimination and it provides the right contacts where any doubts and questions can be addressed within Adecco. At the end of each module, the employee is tested.

Groupe Adecco France – long-standing commitment to fight discrimination Discriminatory practices in the labour market are a reality and need to be addressed actively. Groupe Adecco 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.

Since 2010, Groupe Adecco France has been using a 5-module e-learning training – mandatory for all employees – providing practical and legal support on non-discrimination. The training was stepped up in 2013 with a video message from the Country Manager and Adecco diversity specialists and one-hour interactive group learning sessions using a comprehensive slide deck and the participation from management.

Groupe Adecco France has built its anti-discrimination policy around five pillars:

- Adecco has zero tolerance with regards to any discriminatory behaviour or action
- The responsibility lies with all our employees
- Constant evaluation of our business practices
- Ensure traceability of any actions
- Take immediate corrective action if any discriminatory practice has been detected.

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 reaching the target of zero employee and associate accidents.
- The potential support of collective bargaining and freedom of association measures, as the workers representation landscape is poor in Colombia.

Guidelines for implementation: Ethical Commitment of Swiss Companies in Colombia

⁴ Colombian Temporary Work Industry Association.

“Adecco Foundation France has shown support and patronage of ‘Je filme le métier qui me plaît’. The category on ‘career stereotypes’, sponsored by Adecco is crucial as young people need to overcome prejudice and focus on what they are best at and passionate for. 25% of all projects we received in 2014 focused on fighting career stereotypes. This is triggering a needed mind-set change in a playful way.”

Anne Fournier, Co-organiser ‘Je filme le métier qui me plaît’

Diversity & Equal Opportunities

Global programmes and initiatives

World Economic Forum – a focus on Human Capital and employment In January 2014, the Adecco Group took part in the World Economic Forum in Davos for the third 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, skills mismatches and occupational shifts were high on the agenda and discussed as part of the CEO series session on ‘Tackling Talent Scarcity – How employers are rethinking their responsibility to invest in talent for the long term’. Adecco was represented on this panel by its CEO. Further Adecco participants at the World Economic Forum included the Chairman of the Board of Directors, our CFO as well as additional Executive Committee members. As Strategic Partner, Adecco is involved in a series of Regional Meetings including the ones in Latin America, East Asia, Europe, China and India where our local leaders are further involved to co-shape the agenda on job creation. Read about ‘Talent as the future currency’



Adecco Group's CEO Patrick De Maeseneire during the panel discussion on ‘Tackling Talent Scarcity’ at the World Economic Forum 2014.

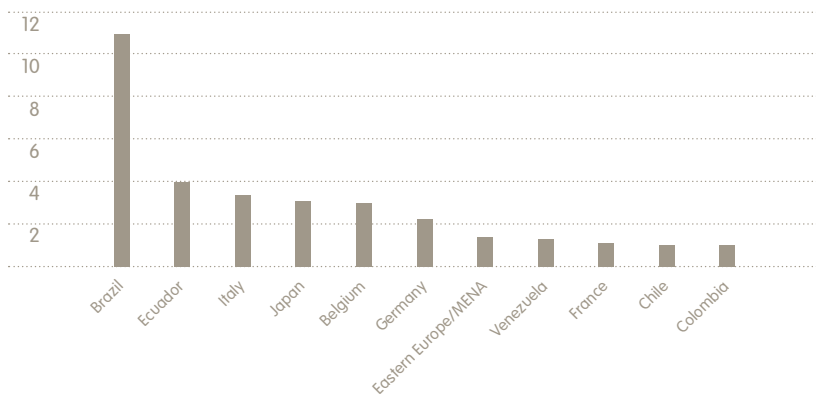
Adecco joins global apprenticeships coalition In May 2014, Adecco joined the Global Apprenticeships Network (GAN), a global coalition of companies calling for greater commitment and investment in work-based training. The GAN and its members seek to address global skills shortages and to create opportunities for young people. The coalition focuses on improving the status of apprenticeship programmes by offering apprenticeships as well as internships and by sharing best practices with other companies and labour administrations. International companies such as Telefónica, Ericsson, Huawei Technologies, UBS, Jindal Steel & Power and Samsung Electronics have to date also joined the GAN initiative. The network is supported by the International Organisation of Employers (IOE) and the Independent International Business Association (BIAC)⁵ which advises government policy-makers at the OECD and related platforms. In April 2014, at the G20-OECD-EC conference on ‘Quality Apprenticeships’ in Paris, representatives from the G20 and OECD governments, as well as social partners and companies, concurred on the importance of focusing on work-based training schemes to ensure job opportunities for youth and skills for business. A survey on apprenticeship practices conducted in the G20 countries by the IOE, BIAC and GAN found that governments’ efforts were inadequate in involving business in apprenticeships systems.

[GAN website](#)

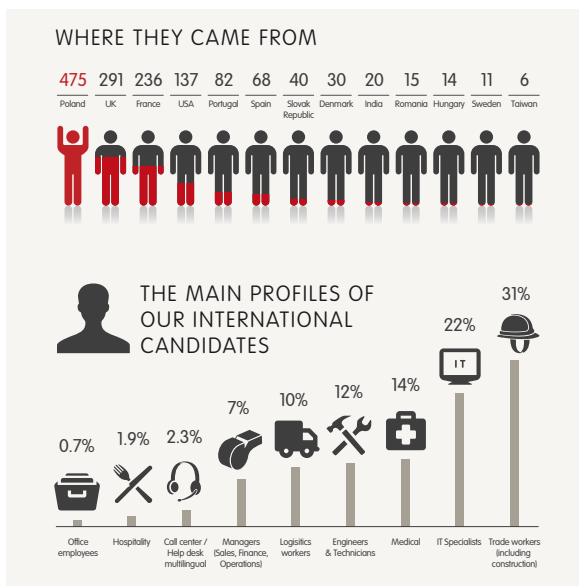
[IOE-BIAC-GAN survey 2014](#)

⁵ Business and Industry Advisory Committee to the OECD.

Employees with a disability in select countries and regions % of headcount



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



Candidate International Mobility CIM – furthering diverse teams

In 2013, thanks to the re-launch of Adecco's Candidate International Mobility programme, over 2,000 candidates found an international job thanks to Adecco. Most found work in Canada, Switzerland, Norway and the Netherlands, while the majority of associates came from Poland, the UK, North America and France. The profiles most in demand were trade workers, IT specialists, healthcare professionals and engineers. In early 2014, the Candidate International Mobility Job Board was launched showing vacancies for international candidates in the new CIM job board on www.adecco.com. Candidates can easily apply for open positions online. To date, Adecco has over 70 recruiters working on the placement of internationally mobile candidates. In June, the Adecco Global Transition Centre (GTC) was launched in Poland to further improve the coordination of international recruitment projects.

[Visit the CIM website](#)

Select country programmes and initiatives

Adecco North America awarded by Women's Business Enterprise National Council (WBENC)

The Commitment of Adecco North America with regards to diversity was awarded in March 2014 by the Women's Business Enterprise National Council (WBENC). Adecco was listed on their 15th annual list of America's Top Corporations for Women's Business Enterprises (WBEs). This is the only national award honouring corporations for their leading Supplier Diversity programmes that are breaking down barriers and are proactively integrating Women's Business Enterprises into their supply chains. Adecco North America is also a member of the National Minority Supplier Development Council (NMSDC). In 2013, 29% of Adecco North America's spend was subcontracted with diverse suppliers.

[Read more](#)

Groupe Adecco France – committed to diversity

In France, the 'Réseau Adecco Insertion', created in 1994, has provided solutions for more than 8,000 people with 3,500 client companies to date, championing diversity and equal opportunities for people at risk of exclusion. The network is composed of 65 branches all over France. Sustainable employment or training was provided by the 'Réseau Adecco Insertion' to 60% of beneficiaries after the two-year maximum period under an inclusion contract. We are pleased to say that this result is above any average figures for this target group. The network is also contributing to Groupe Adecco France's goal to place 40,000 people into employment by the end of 2015.

[Read more](#)

Sochi 2014 – success through diverse teams In 2011, Adecco Russia was selected as the Temporary Staffing supplier for the Sochi 2014 Winter Olympic Games. Adecco had the task to recruit over 5,000 temporary employees in less than eight months. Additional challenges were that the population in Sochi is less than 500,000 people. The Organising Committee of the Sochi 2014 Winter Olympic Games needed diverse profiles and in Russia, temporary work is not yet common. The Adecco Russia Sochi team – which grew from 6 to 109 people in one year – managed to screen over 112,000 applications, conducted 36,000 interviews and offered jobs to 5,330

candidates. Only 8% of the candidates came from Sochi, 62% were recruited from other cities in Russia and the remaining 30% were non-Russian candidates from 25 countries. Adecco Russia hired 24% young people who were under the age of 25 years and 15% who were over the age of 45 years. 61% were between 25 and 45 years old.

Adecco ensured that all associates received decent wages, housing for three to seven months and a partial compensation for travelling to Sochi.

Adecco Russia and its colleagues contributed to the great Games' experience with a most diverse team of people.

The Olympic and Paralympic Games in Russia could only be successful with the right people and skills. This is what Adecco was responsible for. We were the people behind the people of Sochi 2014.

The Challenge

Staff

5330
Temporary staff

TOP 3 positions:
2400 drivers

800 logistic coordinators

400 equipment supervisors

Services

Recruitment On-boarding HR Administration
Payroll Support Security Check Support
Accreditation Support Trainings Support
Accommodation Support

Diversity

25 countries

Candidates from: Armenia, Canada, Croatia, Estonia, Finland, France, Germany, Greece, Italy, Japan, Latvia, Lithuania, Luxembourg, Malaysia, Norway, Panama, Poland, Slovakia, South Korea, Spain, Switzerland, UK, Ukraine, USA, Uzbekistan

Gender 17% 83%

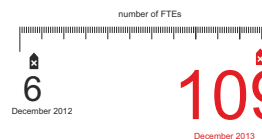
Age 24% 42% 19% 15%

English Language 80% 15%

1.5% 2.5%

How we did it

Adecco Team



Roles Recruited

UNIQ

565 candidates

Special Events, Media, Press, management & media positions, e.g. Marketing Manager

PRO

1046 candidates

Range of languages for all the SOCHI Functions

MASS

3719 candidates

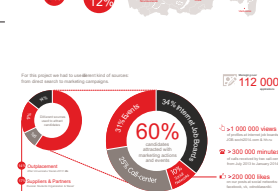
Working hours at the Games, and Events, Logistics services etc.

Recruitment plan + 25% margin



Who They Were

Candidates



Legacy



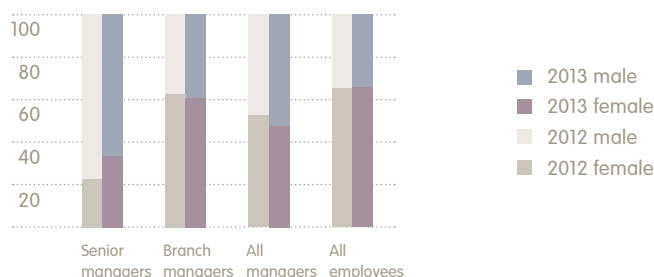
Adecco is proud to have been at the heart of the success of Sochi 2014. Without the skilled and experienced people we recruited there would have been no Sochi 2014. Adecco not only worked in partnership with Sochi 2014 to find the best people but sourced 92% of people from outside of Sochi.

By working closely with the senior team at SOCHI Adecco has demonstrated that hiring a diverse workforce is not about achieving targets but about having the best, most innovative and capable workforce possible. Adecco team know how to contribute to one of the largest, most complex and deadline-driven projects in the world, providing HR service.

From this project Adecco Russia has gained a unique experience, a series of practical tools to help its existing and future clients better engage with their local communities, attracting and sourcing unique talent and above all delivering skills and teams to help organisations be the best in their respective markets.



Adecco employee gender distribution in 2012–2013 in %



The ratio of female senior managers rose from 23% in 2012 to 34% in 2013, whereas the gender distribution within other management levels and amongst all employees remained stable.

Adecco at the Vietnam Youth To Business Forum 2013

A workshop at the Youth To Business Forum 2013 organised by AIESEC in Vietnam was delivered by the Country Manager of Adecco Vietnam. AIESEC is the world's largest youth-run organisation and is present in over 113 countries. With over 86,000 members it is focused on providing a platform for youth leadership development, offering young people the opportunity to be global citizens, to change the world, and to get experience and skills that matter today. Adecco's Country Manager and Vice Chair of EuroCham Vietnam, presented on the topic of 'Entrepreneurship and Corporate Responsibility' to over 50 students in the workshop. In addition, a business competition was hosted on the topic of 'Corporate Anti-Bribery & Corruption' where students had to work in teams and create solutions to Anti-Bribery and Corruption issues which could be faced doing business. The session helped the students look for innovative solutions to address problems and fostered team spirit as well as networking skills. It also raised awareness about situations and issues companies are confronted with and provided students with a first-hand learning experience from experts.

[Read the Forum Report](#)

Integration

Global programmes and initiatives

Adecco's involvement with the Global ILO Business and Disability Network

People with disabilities make up around 15% of the world's population. This amounts to over 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.

In 2013, collaboration among members further developed and grew in an unprecedented way, transforming this network into what we had envisioned to be in its first three years of existence. The network continued to hold regional and national meetings, reinforcing the message that people with disabilities have a lot to contribute in the workplace and that they have a key role to play in society. In 2013, employers and other stakeholders gathered in Singapore, Turkey and China.

[Read more in their 2013 Annual Report](#)

[ILO Business & Disability Website](#)

[The Ability Factor: watch the latest video](#)

“Adecco Group as a member of the ILO Global Business & Disability Network Steering Committee shares our conviction that it makes good business sense to employ persons with disabilities. Business-to-business support has proven to be key in convincing companies to put theory into practice and making their workforce more inclusive and diverse.”

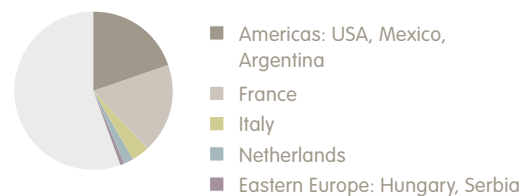
Stefan Trömel, Senior Disability Specialist, ILO Global Business & Disability Network

Adecco joins Nestlé Alliance for YOUTH As part of our commitment to fight youth unemployment and provide young people with work experience, Adecco joined the Nestlé Alliance for YOUTH programme in June 2014. During a high-level gathering in Lisbon, the President of the European Commission, José Manuel Barroso, the Prime Minister of Portugal Pedro Passos Coelho, as well as the Minister of Solidarity, Employment and Social Security, Pedro Mota Soares, joined Nestlé Europe CEO Laurent Freixe and Nestlé's business partners to sign up to the European Commission's 'European Alliance for Apprenticeships'. The Alliance aims to bring together private companies, alongside European institutions and national governments, in the fight against youth unemployment. As the world leader in Human Resources solutions, Adecco will contribute its labour market expertise and help young people to develop the skills they need to succeed. Within the Alliance for YOUTH, we will play a key role by providing educational material, training, job experience, as well as career guidance to build the programme aimed at preparing young people for the world of work. Follow the Nestlé Alliance for YOUTH on twitter: #Alliance4YOUTH Read the Global Press Release Watch the Alliance for YOUTH partner video



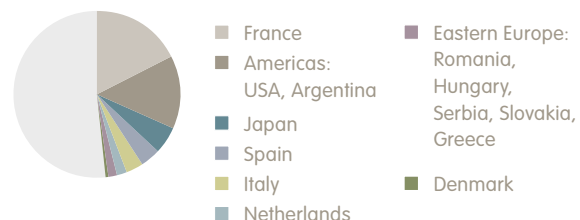
Young people who had the chance to gain access to internships through the Nestlé Alliance for YOUTH programme in Portugal during the high-level gathering in June 2014.

Helping people with disabilities: in 45% of Adecco's markets



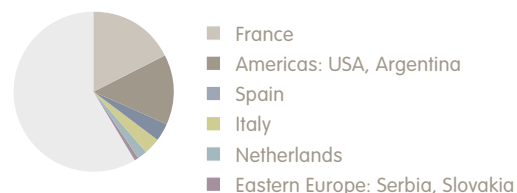
In more than 45% of its global markets, Adecco Group runs specific programmes to integrate people with disabilities into the labour market. Database: associates on assignment.

Helping young job seekers: in 50% of Adecco's markets



In almost 50% of its global markets, Adecco Group runs specific programmes (Way to Work™ not included) to integrate young job seekers into the labour market.

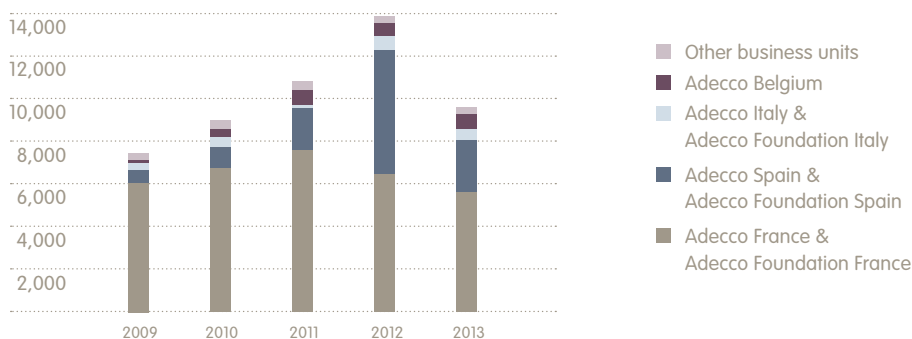
Helping mature job seekers: in 40% of Adecco markets



In more than 40% of its global markets, Adecco Group runs specific programmes to integrate mature job seekers into the labour market.

People with disabilities integrated into the labour market

Information on number of individuals



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 2013, 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): 3.7 (380 volunteers)
- Annual donation by Groupe Adecco France: EUR 500,000.
- Foundation budget: EUR 750,000 (EUR 500,000 in donation, EUR 250,000 in training tax)
- Community investment: 1,700 h
- Beneficiaries from the Adecco Foundation France activities: 8,390
- Beneficiaries from Groupe Adecco France programmes (Disability & Skills programme, Espace Emploi Handicap & Compétences): 5,600

[Adecco Foundation France 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 325,000; Other companies: EUR 78,100
- Foundation budget: EUR 370,000
- Beneficiaries from Adecco Foundation Italy: 405 (318 vocational training, 174 integrated)
- Beneficiaries from Adecco Group Italy programmes: 17,411 (441 people with disabilities, 4,314 mature (50+), 12,305 young (18–24).

[Adecco Fondazione website](#)

Adecco Foundation Spain, created in 1999

- Purpose: assist, support and train disadvantaged people to ensure their integration into the workforce. Providing services to companies with regards to their implementation of CSR programmes and action plans as well as policies, with the goal to enhance diversity within their workforce.
- Activities: the foundation runs several partnerships and initiatives.
- Employees (FTEs): 104 (3,347 volunteers)
- Annual donation by Adecco Group Spain: EUR 222,500
- Foundation budget: EUR 12,099,038
- Investments in PP/Community Partnerships: EUR 10,047,259
- In 2013, employment was made possible for 2,434 disabled people, over 368 single mothers, 606 mature people (+45), including 126 people at risk of exclusion
- Beneficiaries from Adecco Foundation activities: 14,121

[Adecco Fundación website](#)

Select country programmes and initiatives

‘Proyecto Unidos’ in Spain Adecco Foundation Spain is promoting a project called ‘Proyecto Unidos’ (Joint Programme), that brings together several national universities and companies for a common goal: labour market inclusion of young people with disabilities. The programme’s mission is to create an inclusive university, accessible and open to diversity and talent – a stepping stone for these youngsters into employment.

In a first step, ‘Proyecto Unidos’ will support 150 students with disabilities through an orientation programme in which universities and companies will combine their knowledge, resources and experiences to mentor, guide and prepare students with disabilities during their studies to increase their employability and ensure access to employment. Companies in the Spanish engineering and industrial sector have joined the Polytechnic University of Madrid (UPM) to support the programme. At an event held at UPM, its rector and directors of 14 companies pledged their commitment to the initiative. It is fundamental that companies are involved from the earliest stages of education and training in order to ensure that students with disabilities acquire the skills, abilities and attitudes needed in the workplace.

Visit the ‘Proyecto Unidos’ programme website



Adecco Chile – ‘World Café’ for inclusion The ILO together with SOFOFA – the Chilean Staffing Federation – and Chilean employers including Adecco are working to raise awareness on the positive impact that people with disabilities can have on enterprises. For that purpose in January, the ‘World Café’ event brought together 28 companies to engage in a dialogue on inclusion of people with a disability. The goal of the meeting was to show new perspectives and talk about benefits for organisations by opening company doors to people with a disability. According to Chilean statistics, 12.9% of the population have some kind of disability. Around 57.5% are able to work. However, only 29% are currently in employment. Adecco Chile has set targets to increase the number of people with a disability in its workforce and is also looking to work with clients on how to make the labour market more inclusive and accessible.

[Read more about the World Café](#)

Website: [Empresa inclusiva](#)

‘La Chaîne du OUI’ – The power to say ‘yes’ In January 2013, when unemployment levels in France and many European countries were soaring, Groupe Adecco France launched a major initiative called ‘La Chaîne du OUI’. The main objective of Adecco is to create 270,000 permanent jobs within three years for groups of people without a job and at risk of exclusion such as: youngsters, long-term unemployed and people with disabilities – but also supporting temporary employees to move into a permanent job. In the past three years, Groupe Adecco France showed that it was possible to create 230,000 jobs, so upping this number is not only an economic but also a social challenge which energises our employees. The challenge however cannot be achieved by Adecco alone, therefore, we have approached companies as well as organisations to say ‘yes’ and support us in this endeavour. Joining companies sign a Charter which is more of a moral commitment to engage in finding solutions to create jobs. After 18 months, close to 400 companies have joined the initiative and the following goals have been reached:

- Overall objective (270,000 jobs): 43% or 116,523 jobs have been created
- Permanent positions (130,000): 54.8% or 71,276 people moved into permanent positions
- People at the edge of exclusion (40,000 jobs): 31.2% or 12,752 have been integrated into jobs
- Youngsters (100,000 jobs): 32.5% or 32,495 people have found employment.

‘La Chaîne du OUI’ website

Watch the video

‘Je filme le métier qui me plaît’ – another engagement for young people For the fifth consecutive year, Adecco Foundation France has sponsored the competition ‘Je filme le métier qui me plaît’. The category about career stereotypes, which is under Adecco’s patronage, is about making students and graduates aware of the gender stereotypes that exist around jobs and the labour market through a film competition. This year, all Groupe Adecco France employees were also invited to vote for their favourite video. The winning video ‘Drôles de Dames’ is a real example of how important it is to fight and break down stereotypes in the labour market.

[Read more](#)

[Watch the winner video](#)

‘Diamo lavoro alle ambizioni’ or Work for the ambitious

During a roundtable with the Italian Labour minister in May 2014, Adecco Italy pledged a EUR 10 million investment, 3,000 internships and 50,000 vocational training hours to encourage Italian companies to join the ‘Garanzia Giovani’ (Youth Guarantee) European initiative. The project aims to create 100,000 new job opportunities in the next 24 months and is specially focused on youngsters under 29. A concrete action plan was put in place to find and support the most ambitious youngsters through a series of initiatives over the coming months. Adecco Italy was also certified with the social certification standard SA 8000: 2008 for decent workplaces in 2014.

[Read more](#)

[Watch the video](#)

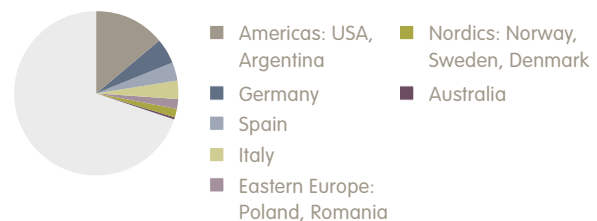


Pre-labour market support for children, youth & students: in 48% of Adecco's markets



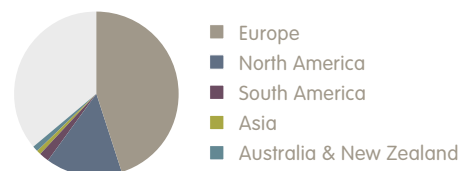
In 48% of its global markets, Adecco Group runs specific programmes to support children, youth and students with educational projects, apprenticeships, internships and traineeships.

Helping immigrants and other groups of unemployed: in 30% of Adecco's markets



In 30% of its global markets, Adecco Group runs specific programmes to integrate immigrants and long-term unemployed into the labour market.

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



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

"It is essential for every company to provide their employees with a workplace that is safe and healthy. Establishing a commitment and culture of compliance with federal, state and local occupational safety and health rules and regulations is therefore key to success."

Ralph White, Risk & Safety Specialist, Adecco/Bureau Veritas North America

Health & Safety

Global programmes and initiatives

A safe and healthy working environment for associates

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

Our standard measures are based on five cornerstones:

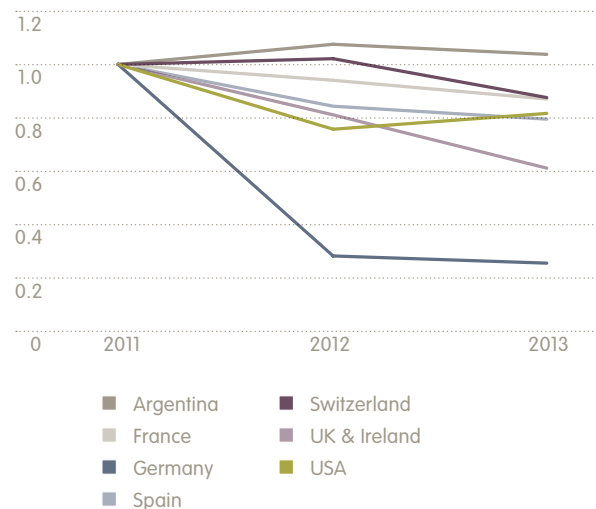
1. Health and safety coordinators and committees
2. Risk assessment in the workplace with regular follow-ups
3. Employee testing, training and induction
4. Medical checks in accordance with local regulations
5. Personal protection equipment provided by Adecco or client companies.

Employee Global ACE Training on Health & Safety In 2013, 91% 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.

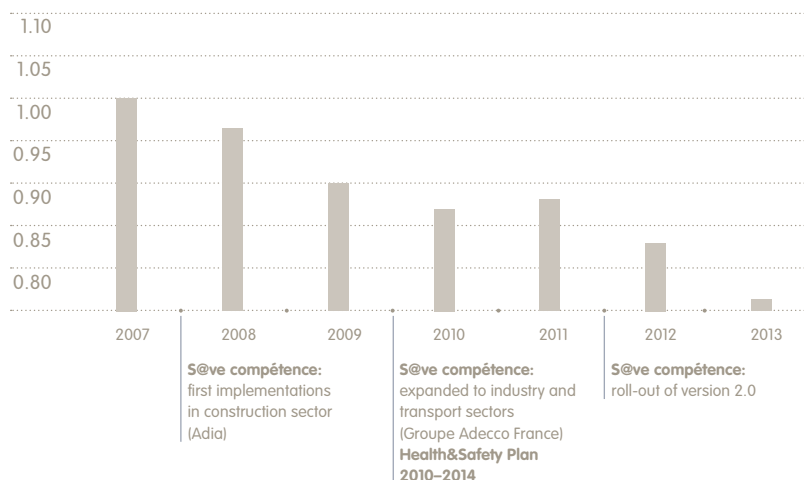
Supporting employee health and well-being In most countries, we have health and safety guidelines for employees and offer psychological hotlines or even direct access to a psychologist.

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

Development of Accident Frequency Rates for associates 2011–2013 in select countries (rebased to 1 as of 2011)



Development of Accident Frequency Rates for associates 2007–2013 in France, our largest market
(24% of Adecco Group, rebased to 1 as of 2007)



Local programmes and initiatives

Groupe Adecco France – Health & Safety awareness and training for employees, associates and clients

S@ve compétence is an online training tool to evaluate the know-how of associates with regards to safety issues in a working environment. The test is focused on how risks are evaluated as well as the behaviour and technical knowledge of the associates. After the assessment, the associate is debriefed by a consultant, who highlights good and bad practice. By the end of 2013, 650 branches were using the online training for positions in the industrial, logistics and transportation industry. The training has helped to reduce accidents significantly. The goal for 2015 is to reduce accidents by an additional 15%. Another measure which will be implemented is to analyse all accidents that lead to associates and employees being absent from work for more than four days.

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

Adecco North America with a strong engagement in health and safety

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, OHSAS⁶ 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.

⁶ International occupational health and safety management system.

Adecco Canada was recognised by the Association of Canadian Search Employment & Staffing Services for its ten-year leadership and participation WSIB Safety Group Program.

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



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.

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 are carried out in the areas of:

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

in our 13 largest markets (France, North America, UK & Ireland, Germany, Japan, Italy, Netherlands, Belgium, Norway, Sweden, Spain and Mexico) 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

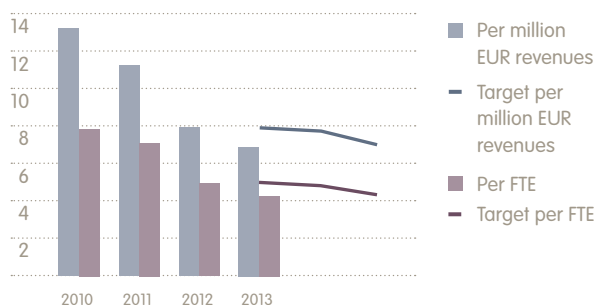
Our Environmental Guidelines In 2012, we published Environmental Guidelines which build on and replace our 2007 Environmental Policy. We are conscious of the impact of our operations on the environment and of the difference we can make by acting responsibly.

Our environmental commitments and progress are reported annually in the Adecco Group's CSR Report and CoP as well as through our participation in the Carbon Disclosure Project (CDP) and the RobecoSAM's Dow Jones Sustainability Indices. [View our Environmental Guidelines](#)

Greenhouse gas efficiency performance:

Average CO₂e emissions

(metric tonnes, scopes 1, 2 & 3)



“One of our biggest successes is to see how Groupe Adecco France implemented ‘Covoiturage’. As well as reducing its impact on the environment, Adecco used the initiative to change mind-sets, promote new ways of mobility and provide sustainable access to employment for colleagues and associates.”

Benjamin Dekester, Associate Director, ekodev

Global performance indicators

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

Source	Scope	Total emissions extrapolated to Group level (100% FTEs) metric tonnes CO ₂ e (CO ₂ equivalent)				Data basis (% of Group FTEs)			
		2013	2012	2011	2010	2013	2012	2011	2010
Own business cars	1 (direct)	39,551	51,562	81,423	85,683	38%	47%	16%	15%
Electricity	2 (indirect)	55,285	64,524	62,609	70,663	43%	31%	28%	25%
Electricity	3 (indirect)	15,142	17,710	27,275	30,615	43%	31%	28%	25%
Own business cars	3 (indirect)	8,569	12,686	45,989	46,631	38%	47%	16%	15%
Air travel	3 (indirect)	11,608	12,908	7,372	6,407	58%	39%	28%	10%
Paper	3 (indirect)	1,974	2,045 ¹	2,368	2,458	58%	42%	34%	18%
Toner	3 (indirect)	492	509 ²	596	642	58%	42%	34%	18%
New lap & desktops	3 (indirect)	2,681	2,694	2,497	2,446	100%	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

Source	Total consumption extrapolated to Group level (100% FTEs)				Data basis (% of Group FTEs)			
	2013	2012	2011	2010	2013	2012	2011	2010
Material								
Paper (office supply, does not include printed matter)	2080 metric tonnes	994 metric tonnes	1,845 metric tonnes	1,898 metric tonnes	58%	42%	34%	12%
Toner (calculated from paper consumption)	208 kg	100 kg	185 kg	189 kg	58%	42%	34%	12%
Water (from public water supply)	334,177 m ³	427,320 m ³	n.a.	n.a.	9%	9%	0%	0%

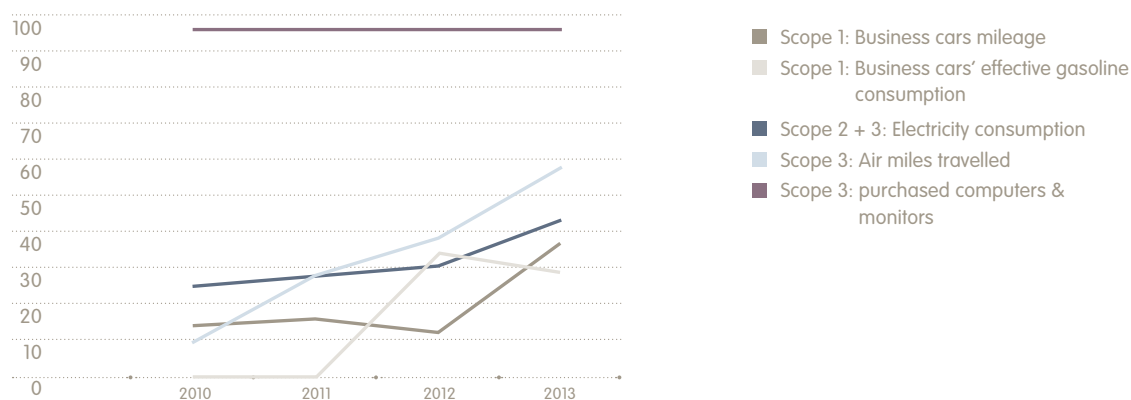
Our electricity and vehicle petrol consumption

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

¹ Restated from last year's 1,193.32 metric tonnes: new calculative paper consumption 53 kg/FTE.

² Restated from last year's 297 metric tonnes.

Increasing data basis for emission calculations (% of Group's FTEs)



The graph shows the percentages of Adecco Group's employees, from which we were able to measure the actual environmental activity data, as basis for group-wide greenhouse gas emission calculations.

Select country programmes and initiatives

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

Groupe Adecco France – 'Covoiturage' and recycling Every day, Groupe Adecco 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, in 2012 Groupe Adecco France introduced a service called 'Covoiturage', or car-pooling, for its employees and associates. The dedicated website gives employees the chance to share cars and find potential passengers. In addition, whenever possible, Adecco encourages its employees and associates to use public transport and is replacing its car fleet with models with a CO₂ figure of less than 200 g. Groupe Adecco France also published their first CO₂ emission report in their latest CSR Report 2012.

[Read more about Covoiturage](#)

[Rapport RSE Groupe Adecco France 2012](#)

Recycle – integrate – re-use Groupe Adecco France in a partnership with an organisation employing people with a disability, has been collecting old and damaged IT and electronic materials. In 2013, this led to an amount of 47 tons. The still functioning equipment was donated to 'Close the Gap', an international non-profit organisation that provides computers, software and hardware solutions for educational, medical and social projects in developing and emerging countries. Moreover, the Paris, Lille & Lyon offices jointly collected over 16 tons of paper with the support of a company hiring people with disabilities.

Electronic invoicing and recycling in Argentina With the aim to reduce emissions and those related to services provided to clients, Adecco Argentina already began to change to a paperless invoicing system in 2010. In December 2011, 60% of clients agreed to the new handling of invoices and, in 2012, the number rose to 92%. As a result, Adecco Argentina has seen the following benefits:

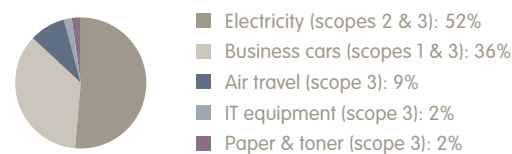
- enhanced security of documents issued
- reduction of time, money and space needed for invoicing
- decrease in paper usage.

In addition to paper reduction, Adecco Argentina is also collecting used paper and bottle caps. This activity supports the **Foundation 'Garrahan'** where employees can dedicate their time to help children in need and at the same time support our CO₂ reduction efforts.

In 2013, thanks to the dedication of our employees in Argentina, 1,340 kilograms of paper were recycled and about 28 kilograms or 11,200 plastic caps collected and donated.

[Adecco Argentina CSR Report 2013](#)

2013 Greenhouse Gas emissions split by source



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

- 1) **Electricity** consumption: highest impact with 52%.
- 2) **Mobility**: business cars and air travel: high impact with 45%.
- 3) **Office supply** (paper & toner) and IT equipment: reasonable impact with 4%.

Our sustainability performance and goals

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

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

Dimension	Area	KPIs	Status
Economic	Corporate Governance	<ul style="list-style-type: none"> • Board structure • Non-executive Chairman • Responsibilities & Committees • Transparency • Diversity • Board Effectiveness • Transparency Senior Remuneration • Median compensation 	■
	Risk & Crisis Management	<ul style="list-style-type: none"> • Responsibility • Risk mapping • Risk Response Strategy 	■
	Codes of Conduct / Compliance / Corruption & Bribery prevention	<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 becomes Industry Group Leader in the Dow Jones Sustainability World & Europe Indices

In 2013, Adecco S.A. received confirmation of its continued inclusion in the Dow Jones Sustainability (DJSI) World and Europe Indices. In addition, Adecco S.A. has been recognised as the Leader in the Commercial & Professional Services Industry Group by the Dow Jones Sustainability Indices in collaboration with RobecoSAM. Adecco was benchmarked against the largest companies worldwide undergoing an in-depth analysis of financially material economic, environmental and social practices. This includes innovation or supply chain management, climate strategy and stakeholder engagement, with a special focus on industry-specific risks and opportunities. RobecoSAM invites over 3,000 publicly traded companies, including 800 companies in emerging markets, to report annually on their sustainability practices.

[Read more about RobecoSAM and S&P Dow Jones Indices on the DJSI annual review 2013 website.](#)

Adecco S.A. has received the Industry Leader and Gold Class distinction for its excellent sustainability performance

RobecoSAM published its Sustainability Yearbook 2014. As one of the top-scoring companies in our industry, Adecco S.A. has qualified for inclusion in the 2014 Sustainability Yearbook and has received the Industry Leader and Gold Class distinction for its excellent sustainability performance.

[Sustainability Yearbook website](#)

Other ratings we have received:

Enhanced rating in the Carbon Disclose Project (CDP)

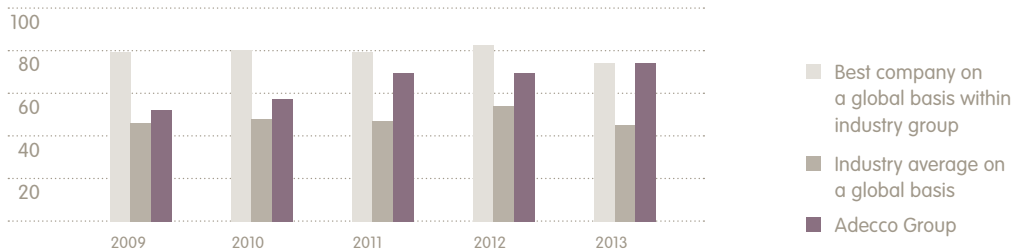
Adecco's efforts in measuring and reporting its greenhouse gas emissions were acknowledged in CDP's evaluations 2013: Adecco improved its disclosure score to 76 (CDP Supply Chain average 49) and was placed in performance category Band D (CDP Supply Chain average C).

EcoVadis – Gold ratings

The Adecco Group and Groupe Adecco France were both given a gold rating in the EcoVadis 2013 assessment which indicates our 'Advanced' CSR engagement. The EcoVadis methodology framework assesses companies' policies and measures as well as the reporting published on the environment, labour practices & human rights, fair business practices and sustainable procurement. The assessment conducted by CSR experts is made on the basis of the company's responses and supporting documents to a survey which is dynamically adapted to country, sector and size, as well as public and stakeholder (NGOs, trade unions, press) information publicly available.

DJSI Assessment – results Adecco Group

Scorecards 2009–2013



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

Interbrand rating 2014 – Adecco scores high

The Adecco Group was ranked 12th amongst the top 50 strongest Swiss Brands in the 2014 Interbrand ranking. The brand strength helps provide insights about a brand's ability to create loyalty. Companies have been ranked against ten internal and external brand strength factors. The main components of brand value are determined through: financial analysis, the role of the brand and the brand strength.

Read more

- 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
- Ethibel EXCELLENCE Investment Register
www.forumethibel.org
- DAXglobal Sarasin Sustainability Switzerland
www.dax-indices.com
- 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

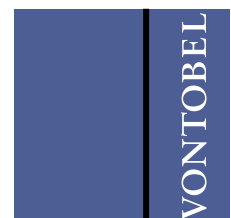
MEMBER OF

Dow Jones Sustainability Indices

In Collaboration with RobecoSAM



FTSE4Good



GRI Standard Disclosures: Performance Indicators

UN Global Compact Communication on Progress (CoP)

Content guidance

UN Global Compact Communication on Progress (CoP)

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

GRI application level The purpose of this report is to give an overview of our progress since the publication of our full CSR Report in August 2013. It is therefore limited in nature, concentrating on the material performance indicators for our business. For most GRI elements, there were no significant changes to report; in these cases we refer to the coverage in our last year's reporting. It is based on the [G3.1 Global Reporting Initiative \(GRI\) Guidelines](#). Based on our own assessment, this report achieves GRI application level B, as illustrated in the GRI applications level grid below. An in-depth account of our CSR strategy, initiatives and performance can be found on the relevant Adecco corporate webpages and in our next full CSR Report, published in August 2015.

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 Groupe Adecco France** which was published in April 2013 and updated in December 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 major corporations in France.



Application level	C	C+	B	B+	A	A+
	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 on all criteria listed for Level C plus: 1.2 3.9; 3.13 4.5–4.13; 4.16–4.17		Same as requirement for Level B	
	Not required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosed for each Indicator Category	
	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.	

Legend

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

- EC GRI core indicator
- EC GRI additional indicator

- AR13 Reference to page number in Adecco Annual Report 2013
- CSR12/13 Reference to page number in last year's CSR Report 2012/2013

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: AR13 35–36, 110–111
Organisational profile			
2.1		■ Name of the reporting organisation	Adecco S.A. (Holding)
2.2		■ Primary brands, products, and/or services	5; AR13 17–19
2.3		■ Operational structure of the organisation	8; AR13 16, 18, 44 (point 1.2)
2.4		■ Location of organisation's headquarters	Glattbrugg, Switzerland
2.5		■ Number and names of countries in which the Adecco Group operates	Over 60 countries. AR13 128
2.6		■ Nature of ownership and legal form	AR13 135–136
2.7		■ Markets served, including geographic breakdown, sectors served and types of customers	AR13 23–27
2.8		■ Scale of the Adecco Group	4–5; AR13 47–49
2.9		■ Significant changes during the reporting period	adecco.com
2.10		■ Awards received in the reporting period	CSR12/13 51–52
Report parameters			
3.1		■ Reporting period for information provided	Calendar year 2013 (some important developments from 1 st HY 2014 are included)
3.2		■ Date of most recent previous report	CSR Report 2012/2013, published in August 2013
3.3		■ Reporting cycle	Annually
3.4		■ Contact point for questions regarding this report	74–75
3.5		■ Process for defining report content	11–15
3.6		■ Boundary of the report	CSR12/13 52
3.7		■ Specific limitations on the scope or boundary of the report	CSR12/13 52
3.8		■ Comparability from period to period	CSR12/13 52
3.9		■ Data measurement techniques and the bases of calculations	CSR12/13 52
3.10		■ Explanation of the effect of any restatement of information	CSR12/13 53
3.11		■ Significant changes from previous years in the measurement methods	CSR12/13 53
3.12		■ GRI Content Index	61–67
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. AR13 112–113.

Code	UNGC principles	Reported	Description	Reference or short answer
Governance, commitments, and engagement				
4.1		■	Governance structure of the organisation, including major committees	8; AR13 140–152
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	AR13 140–143
4.4		■	Mechanisms for shareholders and employees to provide recommendations to the Board of Directors	CSR12/13 53; AR13 153–155
4.5		■	Elements of the compensation programme 2013 for the Executive Committee	AR13 158–176
4.6		■	Processes in place for the highest governance body to ensure conflicts of interest are avoided	AR13 144–148
4.7		■	Process for determining the composition, qualifications, and expertise of Board members	CSR12/13 53; AR13 147 (point 3.4.3)
4.8		■	Internally developed charters and principles relevant to sustainable performance	9 (Values and Leadership Principles) 13 (Code of Conduct)
4.9		■	Procedures of the Board of Directors for overseeing management of sustainable performance	6–8; CSR12/13 53; AR13 146 (point 3.4.2)
4.10		■	Processes for evaluating the Board of Directors' own performance	AR13 144–148 (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	CSR12/13 54; AR13 110 (note 18)
4.12		■	Externally developed, voluntary charters and sets of principles which the organisation endorses	13–15
4.13		■	Principal memberships in industry and business associations	CSR12/13 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	CSR12/13 57
4.17		■	Key topics and concerns	4, 10–17
Economic Performance Indicators				
DMA EC		■	Disclosure on management approach EC	AR13 13–16
EC1		■	Economic key data – Investments in philanthropic activities	4–5; AR13 22, 47–49; 22, 49
EC2	7	■	Financial implications of climate change	CSR12/13 43, 45, 58
EC3		■	Coverage of the organisation's defined benefit plan obligation	AR13 92–95
EC4		■	Significant financial assistance received from government	CSR12/13 58
EC5	1	—	Range of ratios of standard entry level wage compared to local minimum wage	Reason for omission: CSR12/13 57
EC6		■	Policy, practices, and proportion of spending on locally based suppliers	CSR12/13 58
EC7	6	■	Procedures for local hiring and proportion of senior management hired from the local community	CSR12/13 59
EC8		■	Development and impact of services provided primarily for public benefit	22–58
EC9		■	Understanding and describing significant indirect economic impacts	4, 10–14

Code	UNGC principles	Reported	Description	Reference or short answer
Environmental Performance Indicators				
DMA EN		■	Disclosure on management approach EN	54
EN1	8-9	■	Materials used by weight or volume	55
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	55
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	54-56; CSR12/13 43-45
EN7	8-9	—	Initiatives to reduce indirect energy consumption	54-56; CSR12/13 43-45
EN8	8-9	■	Total water withdrawal by source	55
EN9	8-9	—	Water sources significantly affected by withdrawal of water	The Adecco Group is an HR solutions provider; its operations therefore do not have a significant impact on water sources, protected areas, habitats and biodiversity.
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	The Adecco Group is an HR solutions provider and therefore does not deal with waste/water deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.
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	
EN17	8-9	■	Other relevant indirect greenhouse gas emissions by weight	55
EN18	7-9	■	Initiatives to reduce greenhouse gas emissions	54-56; CSR12/13 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	The Adecco Group is an HR solutions provider and therefore does not deal with waste/water deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.
EN25	8-9	—	Water bodies significantly affected by discharges of water	
EN26	7-9	■	Initiatives to mitigate environmental impacts	
EN27	8-9	—	Percentage of products sold that have their packaging materials reclaimed	
EN28	8-9	■	Fines and sanctions for non-compliance with environmental regulations	The Adecco Group is not aware of any incidents or fines for non-compliance with any applicable international, national or local environmental regulations in 2013.
EN29	8-9	—	Significant environmental impacts of transportation	See EN24 and EN25
EN30	7-9	—	Total environmental protection expenditures and investments by type	The Adecco Group currently does not have any specific environmental protection budgets. Our investment is reducing our CO ₂ emissions.

Code	UNGC principles	Reported	Description	Reference or short answer
Social Performance Indicators: Labour Practices				
DMA LA		■	Disclosure on management approach LA: overview	13–17; AR13 28–34
LA1		■	Total workforce	5, 44–47 (Charts); AR13 51
LA2	6	■	Total number of new hires and employee turnover	39; AR13 51
LA3		■	Benefits provided to full-time employees that are not provided to temporary or part-time employees	37–41; CSR12/13 65
LA4	1; 3	■	Percentage of employees covered by collective bargaining agreements	42; CSR12/13 65
LA5		■	Minimum notice period(s) regarding operational changes	42; CSR12/13 66
LA6	1	■	Percentage of total workforce represented in formal joint management – worker health and safety committees	42; CSR12/13 66
LA7	1	■	Rates of injury, occupational diseases, lost days, work-related fatalities	52–53; CSR12/13 66
LA8	1	—	Programmes in place regarding serious diseases	Reason for omission: CSR12/13 66
LA9	1	—	Health and safety topics covered in formal agreements with trade unions	CSR12/13 66
LA10		■	Average hours of training per year per employee	37–41; CSR12/13 32–34
LA11		■	Programmes for skills management and lifelong learning	37–41; AR13 28–30
LA12		■	Percentage of employees receiving regular performance and career development reviews	80–100%. More info: 37–41; AR13 28–30
LA13	1; 6	■	Composition of governance bodies	CSR12/13 66; AR13 140–152
LA14	1; 6	—	Ratio of basic salary of men to women	Reason for omission: CSR12/13 66
LA15		■	Return to work and retention rates after parental leave, by gender	CSR12/13 66
Social Performance Indicators: Human Rights				
DMA HR		■	Disclosure on management approach HR: overview	13–17
HR1	1–6	■	Significant investment agreements that include Human Rights	41–43; CSR12/13 67
HR2	1–6	■	Screening of suppliers, contractors and other business partners on Human Rights	18, 41; CSR12/13 67
HR3	1–6	■	Employee training on policies and procedures, concerning aspects of Human Rights	19–20, 41; CSR12/13 67
HR4	1; 2; 6	■	Total number of incidents of discrimination and actions taken	20, 41–42; CSR12/13 67
HR5	1; 2; 3	■	Operations in which the rights for freedom of association and collective bargaining are at significant risk – and actions taken	42; CSR12/13 67
HR6	1; 2; 5	■	Operations in which child labour is identified as significant risk – and measures taken	CSR12/13 67
HR7	1; 2; 4	■	Operations in which forced labour is identified as significant risk – and measures taken	CSR12/13 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	20, 41–42; CSR12/13 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 2013.

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 	13–17; 13–15, 17, 19–20; 10–11 13–15, 19–20; AR13 59, 134–153
SO1		■	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	18–56; CSR12/13 68
SO2	10	■	Business units analysed for risks related to corruption	18–20; CSR12/13 68; AR13 35–36
SO3	10	■	Percentage of employees trained in organisation's anti-corruption policies and procedures	20
SO4	10	■	Actions taken in response to incidents of corruption	In 2013, no incidents of corruption were reported. Cf. CSR12/13 68
SO5	1–10	■	Public policy positions and participation in public policy development and lobbying	10–14, 19–20, 42–51; AR13 11
SO6	10	■	Financial and in-kind contributions to political parties, politicians, and related institutions	CSR12/13 68
SO7		■	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices and their outcomes	In July 2013, the French competition authority commenced an investigation of Adecco and certain of its competitors in France with regards to alleged violations of French competition law. Adecco is fully cooperating with the authorities (see Adecco PR).
SO8		■	Significant fines and sanctions for non-compliance with laws and regulations	In 2013, we are not aware of any significant fines or sanctions.
SO9		■	Operations with significant potential or actual negative impacts on local communities	In 2013, 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, 13–15
PR1		■	Life cycle stages in which health and safety impacts of services are assessed for improvement	CSR12/13 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 2013.
PR3	8	■	Type of product and service information required and services subject to such information requirements	CSR12/13 68
PR4	8	■	Incidents of non-compliance with regulations concerning product and service information	CSR12/13 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 2013.
PR8		■	Substantiated complaints regarding breaches of customer privacy and losses of customer data	CSR12/13 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).

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 global and local publications

Adecco Group: Global Talent Competitiveness Index (GTCI) 2013

The Global Talent Competitiveness Index (GTCI) is an innovative, annual benchmarking study, encompassing 103 countries. The GTCI introduces the dimension of talent/human capital and its connection to competitiveness. The 48 variables are grouped into talent enablers, attraction, growth, retention as well as output in terms of vocational and global knowledge skills. Adecco Group has partnered with INSEAD and the Human Capital Leadership Institute (HCLI) for the Global Talent Competitiveness Index.

[Read more](#)

Adecco Whitepaper: The Reality of Talent Issue 5 – Diversity Adecco Australia (2013)

Diversity isn't about ticking boxes or being politically correct – it's about building an organisation that avoids a herd mentality and delivers better business outcomes. A recent study on the diversity and inclusion strategies of employers in Australia and Asia revealed that business leaders have a high level of awareness about the importance of workforce diversity but are failing to implement a range of strategies to meet critical business needs; they are talking the talk but not walking the walk.

[Read more](#)

Adecco Australia: White Paper: Reality of Talent Issue 6 – “Leading Staff Through Tough Times” 2013

Simply trying to ‘just survive’ during what many predict may be another global financial crisis – or at the very least a recession – is not going to cut it in 2013. Forward-thinking organisations are taking the uncertain conditions as an opportunity to stand out from the competition.

[Read more](#)

Adecco Australia Whitepaper: The Reality of Talent Issue 7 – Workplace Health & Safety (WHS) 2014

Work-related injuries and illness are a significant problem in Australia, costing the economy more than \$60bn a year, according to statistics from Safe Work Australia. Identifying hazards, undertaking risk assessment and implementing control measures are the key aspects of risk management. The aim of WHS risk management is to reduce the likelihood and consequence of a workplace incident that may result in injury or disease.

[Read more](#)

Adecco Australia: Employment and Talent Report 2014

The Adecco Employment and Talent Report provides an expert analysis of labour market trends in Australia and a detailed review of key sectors. It also includes results from the Adecco candidate and client surveys.

[Read more](#)

Groupe Adecco France: Rapport RSE 2012 (French, 2013)

Groupe Adecco France published its second report on social, societal and environmental responsibility 2012. The latest report exemplifies priorities, shows solutions that were put into place and demonstrates the Groupe's long-standing commitment to CSR. The report is structured along five major topics.

[Read more](#)

Adecco Argentina: CSR Report 2013 (Spanish, 2014)

Adecco Argentina published its 8th CSR Report. Sustainability is an integral part of our business and how we operate. Adecco Argentina also introduced regular meetings with its main stakeholders such as employees, associates and candidates as well as clients and suppliers to address concerns.

[Read more](#) (Executive Summary)

[Read more](#) (PDF / online Report)

Adecco Fundación Spain: Annual Report / Memoria 2013 (Spanish, 2014)

2013 was a strategic year for the Adecco Foundation Spain. For the first time in 14 years of existence, the Foundation grew to over 100 people, working every day to achieve one single goal: bringing employment to people who are in the weakest positions within society.

[Read more](#) (Executive Summary)

[Read more](#) (Full Report)

Fondazione Adecco per le pari opportunità: Report on progress / Progetti 2013 (Italian, 2014)

The Adecco Foundation for Equal Opportunity published its Report on Progress 2013. It provides an overview of how the Foundation promotes and develops projects for people at risk of exclusion and how it supports their integration into labour market.

[Read more](#)

Adecco Group North America: Lack of Soft Skills Negatively Impacts Today's US Workforce (2013)

Ninety-two percent of senior executives in the US acknowledge there is a serious gap in workforce skills, according to the State of the Economy and Employment Survey from Adecco Staffing US. Yet, for all the traditional talk about a skills gap in technical and computer skills, 44 percent of respondents cited soft skills, such as communication, critical thinking, creativity, and collaboration, as the area with the biggest gap.

[Read more](#)

Adecco Group North America: 2014 Adecco Way to Work Survey: Attitudes and Perceptions of American Youth (2014)

This survey explores attitudes and perceptions of American youth on the workplace and job market. It presents the findings of a telephone survey conducted among a sample of 751 adults 18–24 years old, living in the United States. Interviewing for this survey was completed between April 5–8, 2014. One of the key findings reveals that 7 out of 10 (69 percent) young Americans believe that it is harder to find a job now compared to previous generations.

[Read more](#)

Adecco Germany: The Adecco Job Index (German)

The Adecco Germany Job Index is a monthly publication which presents topic-specific results on the latest job market developments in Germany.

[Read more](#)

Adecco Asia: Gen Z – the next generation of workers in Asia 2014

Generation Z ('Gen Z') is the most disruptive generation in modern history. Instead of waiting for ideas to filter through the generations that came before them, Gen Z are go-getters and trendsetters. Social media has demolished all barriers to communicating about brands and products, meaning that corporations as potential employers will be more intensively researched and scrutinised by job seekers than ever before.

[Read more](#)

Adecco Asia: Attracting Talent in Asia's Digital Arena (2014)

"An increasingly digital world" is a phrase of the past. The world is digital, and when practically everything lives in the cloud it should come as no surprise that the next generation of job seekers is looking beyond the classifieds. In fact, they have even gone beyond the standard job boards and are engaging with potential employers on social media sites and other digital platforms.

[Read more](#)

Adecco Singapore: Job blog

Any questions with regards to the labour market? The Adecco Singapore Job blog provides tips and advice on how people can be more successful at work. The blog also includes the latest survey results and labour market studies.

[Read more](#)

Adecco Vietnam: Findings from the third Annual Adecco Career Survey of Children living in Vietnam (2014)

The annual 'Adecco Children's Career Survey 2014' of children living in Vietnam has again revealed that becoming a Doctor is the top career choice amongst Vietnamese school children. They also believe that it is more important to 'spend time with family' than 'making lots of money' – showing that our children care more about family bonding than financial wealth.

[Read more](#)

Adecco Vietnam: Whitepaper Employee Communications Excellence (2014)

There is no question that profitability, business strategy and the all-important bottom line are critical to making an organisation successful. But a large proportion of these factors rely on the same thing: its people. In order for an organisation to be truly successful, it has to keep its employees engaged through regular communication. One of the findings is that 47% of HR professionals indicated 'employee engagement' as the number one HR challenge their organisation faces.

[Read more](#)

Adecco Argentina: 'Espacio Adecco'

Adecco Argentina has created the Adecco Space 'Espacio Adecco', a comprehensive platform where the latest studies, corporate events and developments as well as their magazine 'vivi' are presented.

[Read more](#)

Adecco Colombia: Job and news blog

Our dependency on cell phones and other mobile devices is a fact. Therefore, Adecco Colombia has created a list of applications related to the labour market and interesting news from Adecco Colombia, which can be easily viewed on the go on portable devices.

[Read more](#)

Groupe Adecco France: Lab'Ho

Lab'Ho is the Think Tank of Groupe Adecco France with regards to topics on workplace inclusion for all, fostering diversity and sustainable employment. It was relaunched in March 2014 and issues surveys, barometers, white papers and videos.

[Read more](#)

Industry-related publications**World Economic Forum: The Global Competitiveness Report 2013–2014**

The Global Competitiveness Report 2013–2014 assesses the competitiveness landscape of 148 economies, providing insight into the drivers of their productivity and prosperity. The Report series remains the most comprehensive assessment of national competitiveness worldwide.

[Read more](#)

AccountAbility: Redefining Materiality II: Why it Matters, Who's Involved, and What It Means for Corporate Leaders and Boards (2013)

AccountAbility has released a comprehensive report examining the growing importance of non-financial factors on corporate performance, disclosure, and valuation. Redefining Materiality II was developed in response to accelerating acceptance that non-financial materiality is an influential factor in corporate valuation.

[Read more](#)

World Economic Forum: The Human Capital Report 2013

A nation's human capital endowment – the skills and capacities that reside in people and that are put to productive use – can be a more important determinant of long-term economic success than virtually any other resource. The Human Capital Report details the findings of a new Index which measures countries on their ability to develop and deploy healthy, educated and able workers through four distinct pillars: Education, Health & Wellness, Workforce & Employment and Enabling Environment.

[Read more](#)

The UN Global Compact-Accenture CEO Study on Sustainability 2013

In the world's largest CEO study on sustainability to date, more than 1,000 top executives from 27 industries across 103 countries assess the past, present and future of sustainable business; discuss a new global architecture to unlock the full potential of business in contributing to global priorities; and reveal how leading companies are adopting innovative strategies to combine impact and value creation.

[Read more](#)

The Ernst & Young study 'Transparency in sight: Sustainability Reporting amongst the largest Swiss companies' (2013, German)

The goal of this study was to provide an overview of the current status with regards to sustainability reporting amongst the leading Swiss companies and at the same time provide an international comparison (see chapter 03). In addition, an outlook is provided about the most important international developments.

[Read more](#)

World Economic Forum: The Global Gender Gap Report 2013

The Global Gender Gap Report 2013 benchmarks national gender gaps of 136 countries on economic, political, education and health-based criteria. The Global Gender Gap Index was developed in 2006, partially to address the need for a consistent and comprehensive measure of gender equality that can track a country's progress over time. The index points to potential role models by revealing those countries that – within their region or income group – are leaders in dividing resources more equitably between women and men than other countries, regardless of the overall level of resources available.

[Read more](#)

The UNGC Global Corporate Sustainability Report 2013

Since 2007, the survey has helped the Global Compact understand and benchmark how corporate participants are advancing their commitment to the Global Compact and implementing the Ten Principles. The Global Corporate Sustainability Report 2013 is based on findings from the Global Compact Annual Implementation Survey featuring 1,712 respondents from 112 countries.

[Read more](#)

Business Europe Position Paper: Promoting Diversity in Employment and Workplaces (2013)

European labour markets in general benefit from a diverse workforce which increases the pool of talents available for companies to compete globally. There is a business case for diversity which is demonstrated by the fact that an increasing number of companies actively seek ways to tap the potential of a diverse workforce in terms of performance and competitiveness. Diversity cannot be promoted by means of legislation. Company-based voluntary initiatives are the most effective way to enhance it.

[Read more](#)

ILO: Feasibility study for a global business network on apprenticeship (2013)

There is a growing interest in apprenticeship in the business world due to its potential to make a meaningful contribution to resolving the youth employment crisis and the prospect of developing a well-trained and productive workforce. In response to the interest expressed by business leaders, the ILO, in collaboration with the International Organisation of Employers, conducted a feasibility study to explore options for developing a global business network on apprenticeships for youth employment.

[Read more](#)

KPMG International Survey of Corporate Responsibility Reporting 2013

KPMG's survey provides a snapshot of current global trends in CSR reporting with benchmarks, guidance and insights to help companies worldwide determine their own approaches to CSR reporting and to assess and improve the quality of their reports. This is the 8th edition of the KPMG Survey of CSR reporting and marks 20 years since the first survey was published.

[Read more](#)

ILO: Global Employment Trends – 2014 The risk of a jobless recovery

The Global Employment Trends study offers the latest global and regional information and projections on several indicators of the labour market, including employment, unemployment, working poverty and vulnerable employment. The weak global economic recovery has failed to lead to an improvement in global labour markets, with global unemployment in 2013 reaching almost 202 million.

[Read more](#)

World Economic Forum: The Global Risks 2014 report

The Global Risks 2014 report highlights how global risks are not only interconnected, but also have systemic impacts. To manage global risks effectively and build resilience to their impacts, better efforts are needed to understand, measure and foresee the evolution of interdependencies between risks, supplementing traditional risk management tools with new concepts designed for uncertain environments.

[Read more](#)

**World Economic Forum: Annual Meeting Report 2014
The Reshaping of the World: Consequences for Society,
Politics and Business**

Meeting under the theme The Reshaping of the World: Consequences for Society, Politics and Business, more than 2,500 business, government and civil society leaders from over 100 countries took part in the 44th Annual Meeting in Davos-Klosters, Switzerland, to navigate the complexity and interconnectivity of our changing world – a world in which profound political, economic, social and, above all, technological forces are reshaping our lives, communities and institutions.

[Read more](#)

World Economic Forum: The Europe 2020 Competitiveness Report (2014)

The World Economic Forum's Europe 2020 Competitiveness Report is the second in a series of publications that measure Europe's performance in becoming smart, inclusive and environmentally sustainable. It takes a global approach, assessing highly advanced countries around the world as well as the EU's individual member states and candidate countries.

[Read more](#)

**International Organisation of Employers (IOE):
Position Paper on Flexible Forms of Work (2014)**

The paper aims to highlight the benefits of these flexible forms of work, not only for businesses – by enabling them to retain and create jobs whilst staying adaptable and competitive – but also for workers, especially the young, the unemployed, low-skilled workers, and workers with family responsibilities which make full-time work difficult, by giving them the chance to acquire work experience and new skills and by facilitating a better work-life balance.

[Read more](#)

GREAT PLACE TO WORK[®]: Guide to Greatness (2014)

Among the 2014 FORTUNE 100 Best Companies to Work For[®], three trends are apparent: high growth, culture as a strategic business priority, and a strong focus on employee development. The "Guide to Greatness," provides more information on these themes and how they come to life at the nation's best workplaces, and most importantly, it provides tips which can be applied to organisations striving to build a great workplace.

[Read more](#)

Ciett Economic Report 2014

The 2014 Ciett Economic Report provides a comprehensive overview of the agency work industry around the world. It combines some key data that was available from 2013 with more in-depth data from 2012. Eurociett also produces the monthly Agency Work Business Indicator with data on recent market developments.

[Read more](#)

ILO: World of Work Report 2014 – Developing with jobs

This year's edition focuses on developing countries and argues that quality jobs are a key driver for development. It draws on evidence from over 140 developing countries and finds that a common factor amongst those countries that have achieved higher per capita income and sustained growth was quality jobs.

[Read more](#)

EcoVadis: Guide on Sustainability in Real Life (2014)

A new guide was published in May 2014 on the business case for supply chain sustainability, a collaboration amongst the Electronic Industry Citizenship Coalition[®] (EICC[®]), the Global e-Sustainability Initiative (GeSI) and EcoVadis. The publication includes case studies and an implementation guide that provide a review of challenges and field-tested solutions designed to help companies overcome barriers and improve their triple bottom line. It is designed particularly for supplier level companies new to sustainability.

[Read more](#)

ITUC Global Rights Index: The world's worst countries for workers (2014)

A global leaderboard in the race to protect workers' rights was released in June at the ITUC World Congress in Berlin. The ITUC Global Rights Index ranks 139 countries against 97 internationally recognised indicators to assess where workers' rights are best protected, in law and in practice.

[Read more](#)

**ILO Global Business & Disability Network –
2013 Annual Report (2014)**

The 2013 Annual Report of the ILO Global Business and Disability Network is now available. Find out about the Network's activities and how its members collaborated last year to create workplaces that are more inclusive of people with disabilities around the world.

[Read more](#)

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.

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

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

Corporate functions

Patrick De Maeseneire	Chief Executive Officer
Dominik de Daniel	Chief Financial Officer
Mark de Smedt	Chief Human Resources Officer
Stephan Howeg	Global Head Group Communications & CSR
Patrick Kleffel	General Counsel
Hans Brüttsch	Head Group Compliance Reporting & Corporate Secretary
Pierlaurent Barbieri	Head Group Internal Audit

Country contacts

Argentina	
Esther Parietti	Director Social Responsibility
Jesica Lores	Manager Social Responsibility
Australia & New Zealand	
Rick Khinda	Marketing & Communications and CSR
Belgium	
Anke Rinkes	HR and Product Manager Disability
Canada	
Shari Angle	VP Talent & Communications, HR and CSR
Denmark	
Vibeke Jacobsen	HR Manager and CSR
Eastern Europe	
Evangelia Isari	Marketing Manager and CSR
Finland	
Arto Toyra	Intl. Account Manager and CSR
France	
Alain Dehaze	President, Adecco Group Foundation France
Jean-François Connan	Head Responsibility & Social Innovation, Groupe Adecco France
Bruce Roch	CSR & Solidarity Manager Groupe Adecco France, General Delegate, Adecco Group Foundation France

Johan Titren	Equal Opportunities Manager, Groupe Adecco France
Renaud Joubert	Manager Sport & Insertion programme, Adecco Group Foundation France
Iberia & LATAM	
Francisco Mesonero Fernández de Córdoba	General Manager Fundación Adecco and CSR Adecco Iberia & LATAM
David Morales	Communications Manager Fundación Adecco and CSR Adecco Iberia & LATAM
India	
Binny Pappachan	Marketing & Communications and CSR
Italy	
Claudio Soldà	General Secretary Adecco Fondazione and Public Affairs Adecco Italy
Japan	
Tsuyoshi Nakano	CSR Japan & Asia
Mexico	
Erika de la Barrera	Analyst and CSR
Netherlands	
Rinus Wittenberg	Marketing Manager and CSR
Norway	
Reidun Brekke	Regional Director, Public Affairs and CSR
North America	
Lois Cooper	Vice President CSR & Inclusion
Tyra Tutor	Corporate Development and CSR
Rachelle Chapman	'Career Connections Programme'
Switzerland	
José M. San José	Marketing Director and CSR
Fabienne Wildbolz	Media Relations and CSR
Sweden	
Fred Lafquist	Sponsoring and CSR
Charlotte Norden	Director Marketing and CSR
UK & Ireland	
Sid Barnes	Head CSR and Managing Director IT, Telecommunications & Engineering businesses
Lee Jackson	Health & Safety Manager and CSR
Gemma Jones	Health & Safety and CSR

Imprint

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