

Our CSR strategy is centred upon Excellence, Integration and Skills. We feel it is our responsibility to improve the world of work and broaden work opportunities for all people.

Our corporate social responsibility

Unlocking potential through inclusion

Across the Adecco Group, Corporate Social Responsibility (CSR) is inherent in what we do every day. We have an agenda for action targeted to all stakeholders, going beyond broadening opportunities for individuals and clients throughout their career and business life cycle. We are actively involved in the key labour, economic and social issues of our time such as high and persistent (youth) unemployment, shifts in production, scarcity of talent and increased needs for flexibility.

Thanks to the commitment of around 32,000 employees in over 60 countries and territories, Adecco provides job opportunities to over 3 million people each year. Their income supports families' lives. Their talent, skills and efforts contribute to the productivity and sustainable success of over 100,000 Adecco clients. Employment is key to a healthy economy and reduces the welfare burden but most importantly, it gives people dignity and purpose through their contributing to society at large.

A range of specific programmes and activities in 2012, which are highlighted below, underpin the three pillars of our CSR strategy centred upon Integration, Skills and Excellence. 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. We submit our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the Global Reporting Initiative GRI Guidelines. Our recent CSR activities involve meeting increased expectations of clients and reporting indices in regard to our environmental, social and governance (ESG) performance.

Integration Integrating people into the workforce through temporary work is a central part of our business. Integration of youth, women, low-skilled workers, mature people and people with a disability is a priority for Adecco. Jobs and consecutive assignments provide people with diverse work experiences and enhance their adaptability to different roles and teams whilst keeping them independent. Agency work can serve as a stepping-stone to a permanent position. 37% of all temporary workers are officially registered as unemployed before working with an agency. This proportion falls to less than half that level twelve months after working as an agency worker.

As the official recruitment services provider of the London Olympic and Paralympic Games, Adecco UK & Ireland helped realise the organising committee's vision to create the most diverse and inclusive Games ever. We developed unique recruitment software which tracks streams of diversity such as age, ethnicity, faith, gender, disability and sexual orientation. We processed over 218,000 applications and hired 8,300 people of all backgrounds and abilities, both permanent staff and temporary employees for the duration of the Games.

We also took forward our integration activities, supporting the delivery of the IOC and the IPC Athlete Career Programmes. Adecco's role is to provide career development and job placement expertise to help elite athletes transition into the workforce. Since 2005 and 2007 respectively, the programmes have provided career development and job placement services to more than 10,000 elite athletes from over 100 countries. The IOC and the IPC both extended their commitment to the Athlete Career Programme by each signing a further eight-year contract with the Adecco Group in July and September 2012 respectively.

Prioritising activities

Adecco Group: three main global programmes in our strategic areas

Stakeholders

- Employees
- Customers & Shareholders
- Society

Global programmes

Excellence

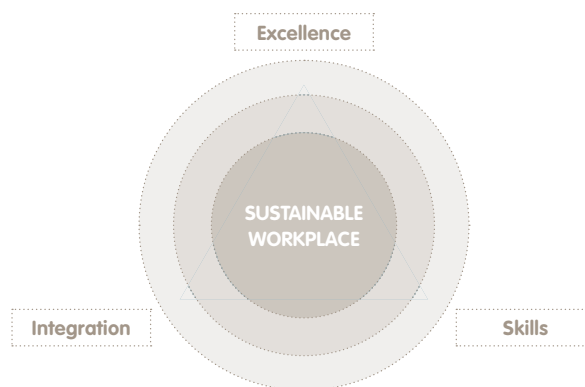
Excellence Awards
Adecco Academy

Integration

IOC Athlete Career Programme
IPC Athlete Career Programme

Skills

Win4Youth



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

The International Labour Organization (ILO) Global Business and Disability Network, of which we are a member and part of the Steering Committee, was re-launched during a special session organized by the ILO’s Bureau for Employers’ Activities. The Bureau raised awareness of the ILO Global Business and Disability Network and the business case for hiring people with disabilities during the International Labour Conference (ILC) in June 2012. We also took part in two regional meetings in South Africa and Peru, raising awareness on the importance of inclusion.

As part of the European Year for Active Ageing and Solidarity between Generations, we provided expertise to help develop the ‘Golden Workers’ project designed to help mature workers gain the IT skills necessary for employment. This culminated in the presentation of a ‘Roadmap for Information and Communication Technology (ICT) adoption in the field of active ageing at work’ at a final conference in Barcelona in December. The ‘Active Ageing’ initiative as a whole has been well received and was recognised by a ‘Workplaces for All Ages’ Award from the Spanish Ministry of Health and the Institute of Seniors and Social Services.

As a member of our global industry association (Ciett), we supported the development and publication of a five-point, five-year pledge called: ‘The way to work: a job for every person, a person for every job’ as the new vision brought to life for the Private Employment Services (PrES) industry. This embraces our industry’s commitment to better functioning

labour markets by adhering to the following pledges:

- 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 succeed.

Skills The acquisition and on-going 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. Providing and guiding our associates and candidates, as well as our own employees, with suitable training and development opportunities is an essential part of our business approach.

Operating across the European Union, the European Alliance on Skills for Employability of which Adecco Group and Microsoft are currently members, supports the EU Growth and Jobs agenda by building partnerships which facilitate the provision of skills training for employability. At the European Employment Forum in Brussels, Adecco presented the Enabling Youth Mobility award to AIESEC, the world’s largest youth-run organisation focused on providing a platform for youth leadership development.

After the enthusiastic response to our first two Win4Youth initiatives in 2010 and 2011, triathlon was our chosen challenge for 2012. In total, more than 30,000 employees participated in more than 10,000 events in 60 countries, swimming, cycling and running a total of 1,109,122 kilometres, way beyond our target of one million kilometres. This gave rise to an Adecco Group donation of USD 360,000 to four youth foundations.

The four charitable foundations in China, Morocco, New Zealand and Belgium help disadvantaged young people acquire the skills they need to become independent and proud adults.

The highlight event this year was the Garmin Barcelona Triathlon in October where all our 72 participants from 36 countries crossed the finish line.

Excellence Successful business operations imply we can help more individuals in their working careers and provide the flexibility and efficiency companies need to achieve solid results. Excellence means aiming for outstanding performances in all areas whilst applying our core values of Team Spirit, Customer Focus, Responsibility and Entrepreneurship as well as our leadership principles: Cool Head, Warm Heart, Working Hands.

In 2012, Adecco Group Excellence Awards were presented to ten winning teams recognised for the outstanding results they achieved. The Lee Hecht Harrison team won the overall Excellence Award while Adecco New Zealand were recognised for their retention rate. Other winners included Adecco Latin America, Adecco Belgium and the FESCO Adecco joint venture in China.

Our advances on the social, economic and environmental aspects of our business were reflected in internationally recognised assessments. In 2012, the Dow Jones Sustainability Index (DJSI) in cooperation with Sustainable Asset Management (SAM) confirmed Adecco's inclusion in the DJSI World & Europe. We were again included in the FTSE4Good Index Series and our CDP (Carbon Disclosure Project ranking) improved due to enhanced environmental reporting and our commitment to reduce our CO₂ emissions by 12% by 2022.

As a strategic partner of the World Economic Forum and participant in their regional events around the globe, we supported 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.

For more information visit csr.addecco.com and follow us on www.facebook.com/addecco and www.facebook.com/win4youth.