



The logo for The Global Compact, featuring a globe with the text "THE GLOBAL COMPACT" above it and "WE SUPPORT" below it.	<p>This is our Communication on Progress in implementing the principles of the United Nations Global Compact. We welcome feedback on its contents.</p>
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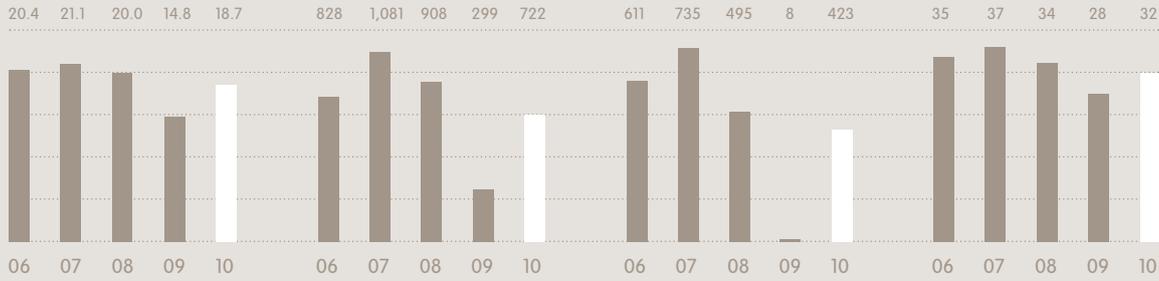
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**Revenues**  
in EUR billions

**EBITA**  
in EUR millions

**Net income attributable  
to Adecco shareholders**  
in EUR millions

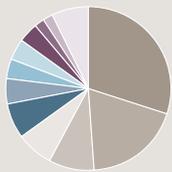
**Employees FTE (year-end)**  
in thousands



# Key figures

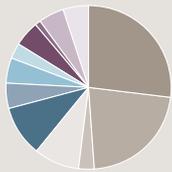
- Over 32,000 full-time equivalent employees
- Over 700,000 associates on assignment daily
- Over 100,000 clients every day
- Over 5,500 offices in more than 60 countries and territories

**2010 Revenue split by geography in %**



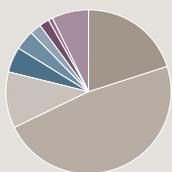
France 30%	Italy 4%
North America 19%	Iberia 4%
UK & Ireland 9%	Nordics 4%
Japan 7%	Australia & New Zealand 2%
Germany & Austria 7%	Switzerland 2%
Benelux 5%	Emerging Markets 7%

**2010 EBITA split by geography in %  
(operating units)**



France 27%	Italy 5%
North America 22%	Iberia 3%
UK & Ireland 3%	Nordics 5%
Japan 9%	Australia & New Zealand 1%
Germany & Austria 10%	Switzerland 5%
Benelux 5%	Emerging Markets 5%

**2010 Revenue split by business lines in %**



Office 20%	Medical & Science 2%
Industrial 48%	Sales, Marketing & Events 2%
Information Technology 11%	Human Capital Solutions 1%
Engineering & Technical 5%	Emerging Markets 7%
Finance & Legal 4%	

## Share price performance comparison 2010

in CHF



## Share information

### Tickers

SWX Europe	ADEN
Bloomberg	ADEN.VX
Reuters	ADEN.VX
ISIN	CH0012138605

### Share price in CHF

• Year-end	61.25
• Average	56.46
• High/low	66.15/46.22

## Historical data

for the years in EUR million (except shares)

	2010	2009	2008	2007	2006
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### Statement of operations data

Revenues	18,656	14,797	19,965	21,090	20,417
Gross profit	3,329	2,649	3,673	3,927	3,546
EBITA <sup>2</sup>	722	299	908	1,081	828
Net income attributable to Adecco shareholders	423	8	495	735	611

### Other financial indicators

Cash flow from operating activities	455	477	1,054	1,062	747
Free cash flow <sup>3</sup>	350	385	948	971	662
Net debt <sup>4</sup>	751	110	617	866	556

### Key ratios (as % of revenues)

Gross margin	17.8%	17.9%	18.4%	18.6%	17.4%
SG&A ratio <sup>5</sup>	14.0%	15.9%	13.8%	13.5%	13.3%
EBITA margin	3.9%	2.0%	4.5%	5.1%	4.1%

### Per share figures

Basic EPS in EUR	2.20	0.04	2.82	3.97	3.28
Diluted EPS in EUR	2.17	0.04	2.71	3.80	3.14
Cash dividend in CHF	1.10 <sup>6</sup>	0.75	1.50	1.50	1.20

### Number of shares

Basic weighted-average shares	192,113,079	177,606,816	175,414,832	185,107,346	186,343,724
Diluted weighted-average shares	195,596,325	177,613,991	184,859,650	195,279,053	196,532,960
Outstanding (year-end)	174,702,026	174,079,431	174,188,402	182,647,293	184,836,462

<sup>1</sup> SMI and Basket of competitors (Manpower, Randstad and Kelly Services market capitalisation weighted in CHF) relative to Adecco's share price: 1.1.2010 = CHF 57.05.

<sup>2</sup> EBITA is a non-U.S. GAAP measure and is defined herein as operating income before amortisation and impairment of goodwill and intangible assets.

<sup>3</sup> Free cash flow is a non-U.S. GAAP measure and is defined herein as cash flow from operating activities minus capital expenditures.

<sup>4</sup> Net debt is a non-U.S. GAAP measure and comprises short-term and long-term debt, less cash and cash equivalents and short-term investments.

<sup>5</sup> Excluding amortisation of intangible assets and impairment of goodwill and intangible assets.

<sup>6</sup> Approved by shareholders at the Annual General Meeting on April 19, 2011 and paid out on May 3, 2011.

# Our business at a glance

## Overview of staffing and other HR-related services market

HR services	General staffing	
<ul style="list-style-type: none"> <li>• Permanent</li> <li>• Temporary</li> <li>• Secondment</li> <li>• Outsourcing</li> <li>• Training</li> <li>• Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Office &amp; Industrial</li> </ul>	
<ul style="list-style-type: none"> <li>• Restructuring</li> <li>• Career transition</li> <li>• Talent management</li> <li>• Training</li> </ul>	<b>Professional business lines</b> <ul style="list-style-type: none"> <li><b>Professional staffing</b></li> <li>• Information Technology</li> <li>• Engineering &amp; Technical</li> <li>• Finance &amp; Legal</li> <li>• Medical &amp; Science</li> <li>• Sales, Marketing &amp; Events</li> </ul>	
<ul style="list-style-type: none"> <li>• HR process management services</li> </ul>	<b>Professional services</b> <ul style="list-style-type: none"> <li>• Human Capital Solutions</li> </ul>	<b>RPO</b> (Recruitment Process Outsourcing) <b>MSP</b> (Managed Services Provider)

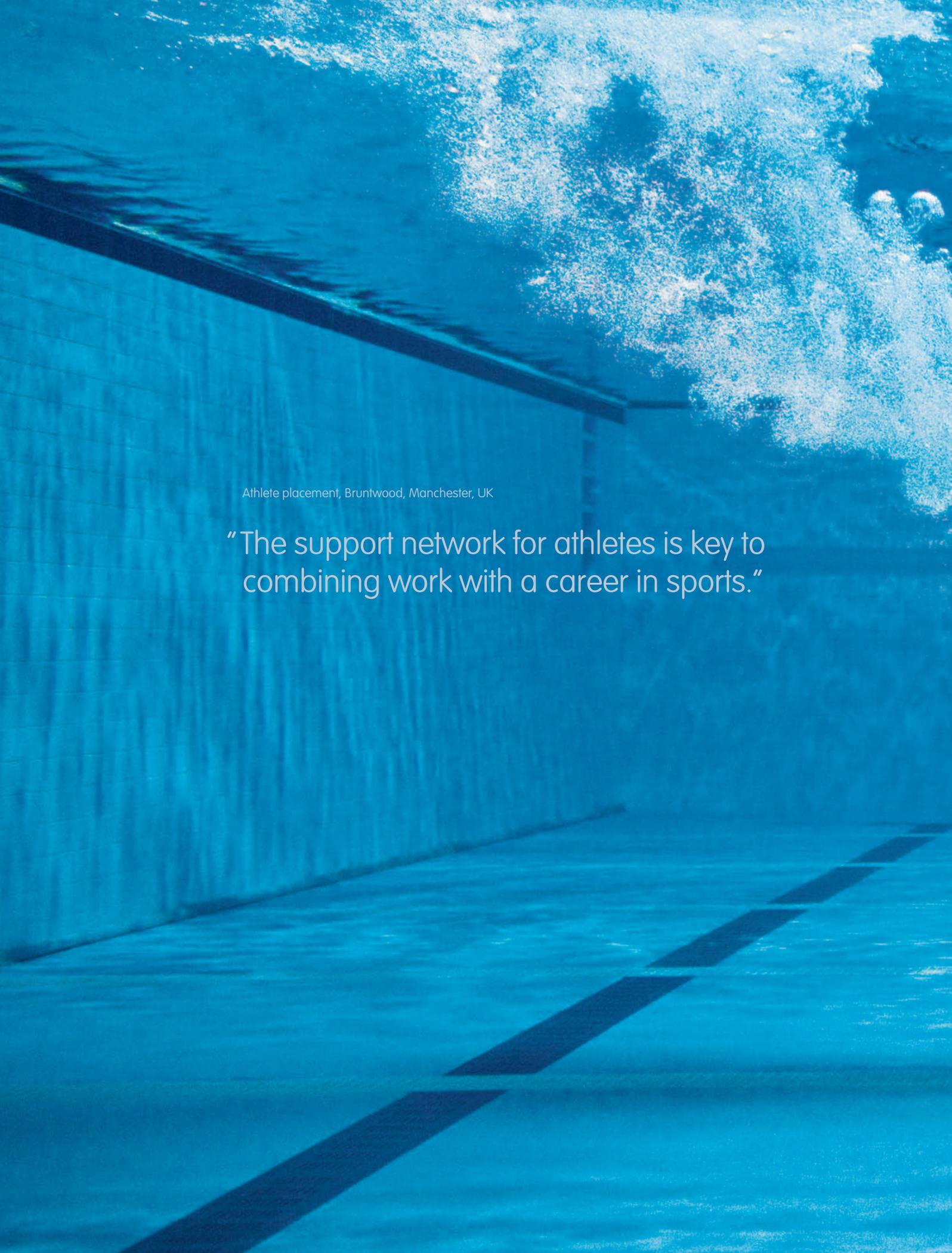
# The Adecco Group

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 Human Resource services group – a business that has a positive impact on millions of people every day – we are conscious of our global role.



Angela Aimson, United Kingdom, Senior Branch Manager, Adecco UK, Manchester

“At the heart of the BOA Athlete Career Programme is a focus on matching talented and dedicated athletes with employers looking for their winning qualities, drive and strong team spirit.”

An underwater photograph of a swimming pool lane. The water is clear and blue. A tiled wall is visible on the left side, and lane lines are visible on the pool floor. The lighting is bright, creating a shimmering effect on the water's surface.

Athlete placement, Bruntwood, Manchester, UK

“The support network for athletes is key to combining work with a career in sports.”





Craig Figes, United Kingdom, Team Captain GB Water Polo

“The work was relevant to my skill set and flexible enough to fit around a tough training regime.”

# Dear stakeholder

In 2010, thanks to the commitment of our 32,000 employees, over 700,000 associates worked through Adecco every day, amounting to more than 3 million people in the workforce each year. Their income supported many families' lives. Their skills and efforts contributed to the productivity and sustainable success of around 100,000 Adecco clients. Employment reduces the welfare burden and enables people to contribute to society at large. At the same time, it gives individuals independence, a purpose and may even fulfil a dream. At Adecco, we unlock potential in the domain of work for the benefit of all stakeholders.

### **Unlocking potential**

For our candidates and associates, our goal is to help unlock their potential at every stage of their career life cycle, from leaving school to retirement. We equip people of all abilities, ages, and ethnic backgrounds to integrate into the workforce and sustain their employability in a fast-changing global economy. We assess associates' changing capabilities, motivations and training needs, connect them to a choice of opportunities and help them gain skills and the confidence required to grow in their career roles.



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

Clients face challenges throughout their business life cycle. Securing and managing talent is a major issue, especially in mature markets where aging populations and skills mismatches between education systems and labour market needs drive scarcity. Using our broad industry expertise and geographical reach, we provide the right talent, at the right time and in the right place. By connecting clients with talent – hired on a temporary or permanent basis – they gain the resources and flexibility they need in an increasingly made-to-order economy. Change has become a dominant corporate characteristic and we provide solutions to help clients navigate mergers, restructuring and geographical expansion.

Our own employees are the foundation of Adecco Group's ability to support the life cycles of associates and clients. We offer training and development opportunities, manage and measure retention and benchmark employee satisfaction through the Great Place to Work® survey.

Our commitment to unlocking potential can only be realised through a responsible approach to every aspect of our business at local and global level. We constantly improve our programmes to ensure employees and associates work in safe working environments, have equal opportunities and fair terms and conditions. On a global level, we were the first in our industry to sign the UN Global Compact in 2003, we have leading roles in industry associations such as Ciett and Eurociett and are a partner of the World Economic Forum. Our engagement with governments, unions as well as the ILO and networks such as ENAR underlines our commitment to stakeholders. Equally, we must adhere to high standards of corporate governance and environmental management.

As we strive for excellence in everything we do, we optimise our positive role for all stakeholders.



We champion equal opportunity and integrate people into work so that their talents and careers can flourish.

Our commitment to life-long learning and skill development sustains employability and expands opportunity.

Adecco Group's Corporate Social Responsibility is embedded in our business strategy, our day-to-day work and our shared values and leadership principles. Together, we strive to achieve excellence, enable integration and build skills in the world of work. To strengthen our commitment in 2010, we launched our Global Excellence Awards, further expanded the IOC and the IPC Athlete Career Programmes and introduced the Win4Youth charitable project.

As the world's leading HR services company, we are conscious of our role and responsibility.

**Patrick De Maeseneire**  
Chief Executive Officer

We unlock potential for individuals, businesses and economies reinforced by our CSR strategy centred upon Excellence, Integration and Skills.

# Our business and CSR

## Prioritising activities

Adecco Group: three main global programmes in our strategic areas



## Stakeholders

- Employees
- Customers & Shareholders
- Society

## Global programmes

- Excellence**  
Excellence Awards
- Integration**  
IOC Athlete Career Programme  
IPC Athlete Career Programme
- Skills**  
Win4Youth



## How CSR relates to our business

In our global organisation, spanning over 60 countries, a concerted managed approach to CSR is required. CSR is recognised as an integral part of our business by the Board of Directors and by the Executive Committee. Our programmes and activities are a designated responsibility of management throughout our business operations.

We communicate and report regularly to meet our internal and external stakeholders' expectations. We respond to the Dow Jones Sustainability Assessment, the Carbon Disclosure Project, and the FTS4Good Index Series. We also submit our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the Global Reporting Initiative GRI Guidelines.

## How HR services benefit labour markets

Benefits for associates/employees	Benefits for employers
<ul style="list-style-type: none"><li>• Continuous training</li><li>• Flexibility for individual workers; e.g. mobility, lifestyle, choice</li><li>• Work-life balance</li><li>• Employability</li><li>• Transition from school to work</li></ul>	<ul style="list-style-type: none"><li>• Access to a broad range of skills and experience</li><li>• Fostering entrepreneurial spirit</li><li>• Professional relationships with trade unions in the framework of a sectoral and social dialogue at both national and international levels</li><li>• Choice and flexibility for companies on a global basis; manage fluctuations</li></ul>
Long-term benefits for the labour market	
<ul style="list-style-type: none"><li>• Creating new jobs</li><li>• Matching labour supply and demand</li><li>• Reducing unemployment</li><li>• Facilitating change in the labour market</li></ul>	

Our responsibility – as the market leader in HR services – is to unlock and match existing potential on both sides. Work is the foundation of personal and family life, corporate and organisational success, social stability and economic development. Work is a basic need and should be a basic right of all people. 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 stakeholders

Our stakeholder groups are manifold reflecting the pervading importance of work. Amongst our employees and associates, all socio-economic backgrounds, ages and abilities are represented. The spectrum of roles and occupations we offer is vast, as is the diversity of our client base. This encompasses industry sectors such as Office, Industrial, IT, Engineering & Technical, Finance & Legal, Medical & Science, Human Capital Solutions and Emerging Markets. Our services and knowledge around work brings 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. Through established partnerships and activities with leading universities such as INSEAD, IMD, LBS and other academies around the world, we are a key

source for individuals, organisations and governments seeking to understand and shape the future of work. We strive for an open dialogue with the financial community and the media to enhance understanding of our business. This involves explaining our business and implied risks as well as opportunities through the release of our comprehensive quarterly results and through meetings with our management at roadshows, industry and market conferences.

Being a service sector industry with a network of over 5,500 offices in more than 60 countries, we consider our environmental impact to be relatively minor. However, we are conscious of the increasing importance of reducing our Carbon Footprint and have implemented an emission calculator to measure and reduce our impact within our major markets.

With this report, we provide an overview of our three-pillar CSR strategy centred upon Excellence, Integration and Skills.

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

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

The concerns we learn from stakeholder dialogue, surveys and scientific research help us prioritising our CSR core subjects and issues (see materiality matrix on next page).

## Excellence in essence

**Excellence Awards – Core Values – Global Satisfaction Survey – Seniority Awards – Great Place to Work – Revised Code of Conduct – Safety Standards – ACE – Institutional Dialogue – Environmental Performance**

Achieving excellence is central to sustaining our business success and industry leadership and at the same time maximises our positive social contribution. We encourage performance excellence through our global **Adecco Group Excellence Awards**. At the beginning of 2011, eight winning teams were recognised and rewarded for achieving outstanding results together by applying the four **Core Values** of team spirit; customer focus; responsibility and entrepreneurship. The winning teams exceeded expectations in connecting associates to work opportunities and by providing HR solutions to clients, whilst sticking to sound business principles.

Engaging with our clients and associates by listening to and addressing their needs, is a business imperative and our social responsibility. Our **Global Satisfaction Survey (GSS)**, which is carried out twice a year, is a valuable tool to monitor client satisfaction within countries and regions. The Adecco Group uses the results to train and support employees to constantly improve screening and placement processes as well as other dimensions of our services. To attract and retain clients, candidates and associates, we must offer con-

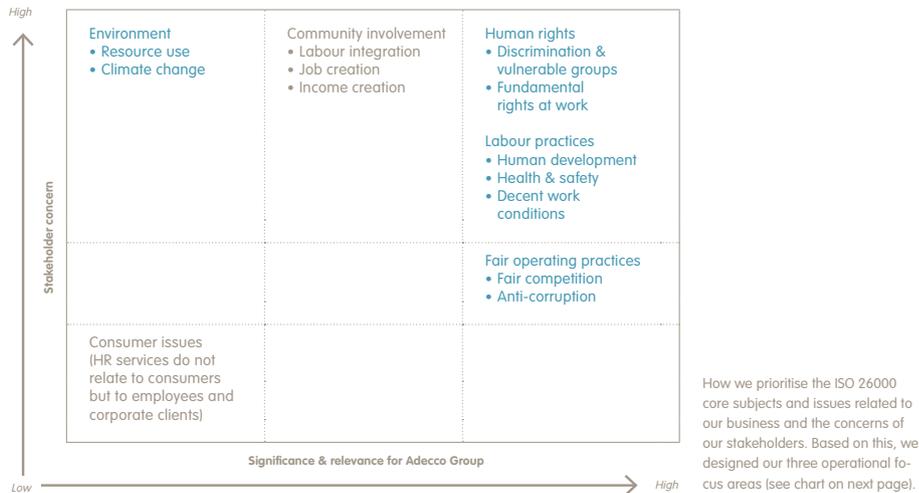
ditions and assignments that are attractive and competitive and in tune with the changing needs of our customers.

Our focus upon attracting, training and retaining the best people – as associates or as our own employees – is key in light of the growing scarcity of talent. We measure average length of service for associates and retention is one of our key priorities for our employees. Therefore in 2009, we introduced our **Seniority Awards** for employees who have served our company for 20+ years. For the first celebration in 2009, over 860 people worldwide were recognised. In 2010, the Seniority Awards were granted to over 300 people. We have set a consolidated group target for retention of 75% amongst our own employees. In step with the importance of this issue, in 2010 we also extended our involvement in the **Great Place To Work® (GPTW)** survey from 10 to 24 countries, covering over 90% of our geographical reach in terms of revenues.

Our core business touches on key social responsibility subjects, such as labour practices including health and safety at work; human rights, non-discrimination; fair operating practices, as well as anti-corruption and fair competition. In 2010, a revised and more comprehensive **Code of Conduct (CoC)** was introduced with a new mandatory online training module for all our employees. Amongst other issues, the CoC is an excellent reinforcement of our commitment to adhere to country and industry **Safety Standards** to also ensure

## Materiality matrix

(blue = corresponding to UN Global Compact principles)



the physical and psychological well-being of our employees and associates. The Adecco Compliance & Ethics (ACE) is our 5-module online training and testing programme for employees. It prepares them to handle ethical and legal issues which they may encounter in their day-to-day work. The ACE tools encourage employees and associates to reporting actual or potential violations of the law, Adecco Group policies and procedures or the Code of Business Conduct.

Our **Institutional Dialogue** with governments, unions and other interested stakeholders is ongoing. We develop and support initiatives that enable our industry to grow responsibly through removing restrictions upon our sphere of operations, without compromising workers' rights. Special emphasis is being given at global level to the measures supporting the ratification of ILO Convention 181 on Private Employment Agencies as well as the bi-annual ILO Global Dialogue Forum. In 2011, this will focus on the "Role of Private Employment Agencies in Promoting Decent Work and Improving the Functioning of Labour Markets in Private Services Sectors". We actively foster social dialogue through numerous cooperations at national and global level, under the umbrella of the Memorandum of Understanding (MoU) signed in 2008 between Ciett and UNI Global on temporary agency work. Aligned to support our business priorities, our regulatory efforts enhance the employability of candidates and facilitate their labour market transition. In late 2009, Adecco initiated its Industry Partnership in the Professional Services

category with the World Economic Forum (WEF). We have since been involved in a series of WEF projects and participated in several regional WEF meetings throughout 2010, shaping discussions around employment issues.

In 2010, together with employees in our major countries, we extended the measurement of our **Environmental Performance** using the 'myclimate' platform to calculate our emissions. This will help us assess and reduce emissions and to retain our position as a credible supplier for our clients. Additional guidelines have been issued for our own suppliers to make sure they adhere to social and environmental standards according to the ten principles of the UN Global Compact.

**Our three operational focus areas address the material CSR core subjects and issues**  
 (blue = corresponding to UN Global Compact principles)

Focus areas	ISO 26000 CSR core subjects and issues	Our key ambitions
<b>Excellence</b>	<b>Human rights</b> • Discrimination & vulnerable Groups • Fundamental rights at work <b>Labour practices</b> • Health & safety • Decent work conditions <b>Fair operating practices</b> • Fair competition • Anti-corruption <b>Environment</b> • Resource use • Climate change	<ul style="list-style-type: none"> <li>• We stay alongside our clients, associates and employees throughout their life cycle</li> <li>• We are a great place to work</li> <li>• Whatever we do: we act responsibly, to meet the highest standards</li> </ul>
<b>Skills</b>	<b>Labour practices</b> • Human development • Training • Further training	<ul style="list-style-type: none"> <li>• Unlocking potential</li> <li>• We support people to apply talents and contribute to society</li> <li>• We connect top talents with top jobs</li> <li>• We offer a future with opportunities for personal development</li> </ul>
<b>Integration</b>	<b>Community involvement</b> • Labour integration • Work creation • Income creation	<ul style="list-style-type: none"> <li>• We see work as a basic needs, which should be a basic right for all people</li> <li>• We contribute to social integration of disadvantaged individuals</li> <li>• We create new jobs</li> <li>• We reduce unemployment</li> </ul>

With our three focus areas, we integrate the material core subjects relevant to our business from both – the UN Global Compact and the ISO 26000 – throughout our organisation and operations.

## Integration in essence

### Stepping Stone – Non-Discrimination – Diversity Business Councils – Business & Disability – IOC & IPC Athlete Career Programmes – Adecco Foundations & Public-Private Partnerships

Much of our day-to-day work involves integrating people into the workforce through a temporary job. This can be a great **Stepping Stone** into employment. It can result in consecutive assignments or in an offer of a permanent position, once experience has been gained. According to the Ciett Economic Report 2011, 37% of all temporary workers are officially registered as “unemployed” before working with an agency. This proportion falls to less than half that level (15%) after working as an agency worker.

Some people may require additional help if they are at risk of exclusion of workforce through disabilities, age, ethnicity or gender. Adecco Group and its Foundations – often in partnership with respected organisations – are involved in a range of international, national and local programmes to help these at risk groups. We also adhere to internationally recognised principles and standards, such as the UN Global Compact, the OECD Guidelines for Multi-National Enterprises (MNEs) to ensure, we fully adhere to their principals of **Non-Discrimination** and inclusion with respect to employment and occupation.

Working with various partner organisations, the Adecco Group **Diversity Business Councils** help people with disabilities find meaningful employment and build a workplace of diversity and inclusion.

We are a founding member of **‘Business & Disability’** a European network of companies involved in helping disabled people access the labour market. This network has now been embraced by the ILO. As part of the steering committee and as an employer of over 10,000 people with disabilities a year, Adecco brings considerable experience to this effective network.

One of our key global programmes helps Olympic and Paralympic athletes find employment during or after their sports career. Many sports people face difficulties earning an income whilst competing or when they try to make the transition into mainstream work, once their athletic career is over. Since 2005 and 2007 respectively, the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) in cooperation with the Adecco Group run the **IOC and the IPC Athlete Career Programme (ACP)**. Currently, Adecco provides career development and job placement support for elite athletes in over 33 countries and has assisted more than 7,000 athletes so far.

**The Adecco Foundations** in France, Italy and Spain – partially funded by the respective Adecco country organisations – collectively donate funds as well as many hours of employee’s time and expertise to help disadvantaged groups integrate into the workforce. The three Foundations and our country organisations are deeply involved in **Public-Private Partnerships** that succeed in integrating disadvantaged people into work.

## Skills in essence

### **Passport to employment – Skills development – AdeccoXpert® & Training – Life long learning – Win4Youth**

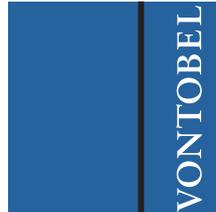
The acquisition and ongoing development of skills is a **Passport to employment** and provides income security and a sustainable career. We help our associates and employees acquire **skills** through a range of programmes and tools. **AdeccoXpert®**, our online candidate and associate assessment and training tool, is present in 46 countries and was used over 3 million times in 2010. To help develop our own employees’ talent, we have a series of initiatives focusing upon **Life long learning** and development. In the area of leadership, we run programme together with INSEAD and IMD; in Service & Sales, we have our High Intensity Training (HIT) and the Value Focused Selling VFS training programmes; and within Operations Global

English for language improvement is offered. We also ask every employee to complete the five modules of the Compliance & Ethics ACE programme.

In 2010, we launched our global **Win4Youth** programme to engage employees with our new values whilst also helping young people in need. In total, 29,255 employees and over 700 clients voluntarily ran or walked 230,000 km to raise funds that help give children and young people in challenging situations a future. As a result, at the beginning of 2011, the Adecco Group donated USD 230,000 to six charitable foundations in Haiti, Chile, Spain, the USA, France and India. Each Foundation focuses upon helping young disadvantaged people between the age of 4 and 24 gain the skills they need to integrate into the labour market.



FTSE4Good



## Acknowledgements of our Social Responsibility – indices and funds

### External and independent bodies acknowledged our CSR performance on global and national level in 2010:

Adecco stocks are included in the following sustainable investment indices and funds, which select their constituents by assessing environmental, social and governance criteria:

**FTSE4Good Global & Europe** indices – benchmark and tradable financial indices, designed to identify companies that meet globally recognised corporate responsibility (CSR) standards.

**STOXX Europe Sustainability Index** – tracking the performance of the leading European companies in terms of economic, environmental and social sustainability criteria.

**ECPI Ethical Index Global & Europe** indices – designed to provide investors with direct access to ESG investments, i.e. considering environmental risk, social impact, and Corporate Governance structure.

**ESI Excellence Europe** index – Ethibel’s European quality label for socially responsible investment funds.

### **DAXglobal Sarasin Sustainability**

**Switzerland** index – a selection out of the 50 biggest and most liquid Swiss values, which meet the sustainability criteria of the Sarasin Sustainability Matrix.

**Pictet-Ethos Swiss Sustainable Equities Fund** – is an equity fund aiming at an above-average performance by investing in Swiss stocks of companies, which are strongly committed to sustainability.

**Natixis Impact Europe Equities Fund** Natixis Asset Management has become N°1 in SRI management in France and is an acknowledged pioneer in SRI (Socially responsible investment) management with over 20 years of experience.

**Vontobel Fund – Global Responsibility Swiss Equity** – is investing primarily in high quality companies, with strong business models, managed for long-term value creation. As a company’s value is influenced by its sustainability profile, this latter is an integral component in the process of its valuation.



**Further sustainability assessments results**

**The Carbon Disclosure Project** is an independent non-profit organisation holding the largest database of primary corporate climate change information in the world. It was launched to accelerate solutions to climate change and water management by putting relevant information at the heart of business, policy and investment decisions.

**oekom research** qualified Adecco as the most sustainable Swiss multinational enterprise 2009 in the 'services' sector according to the sustainability rating by oekom research.

**Inrate** counts Adecco amongst the 30 best Swiss companies when it comes to measuring CO<sub>2</sub> emissions and identified Adecco as the respective leader in the services industry.

**Triodos Bank** selected Adecco for the investment universe of Triodos Bank and ranked Adecco second out of nine international employment services companies.

**Kempen Capital Management** gives Adecco the Pass status in the Kempen SNS Socially responsible universe. The SRI (Socially Responsible Investment) universe consists of European companies that meet or exceed the strict ethical, social and environmental performance standards set by Kempen Capital Management.

**Outlook**

**Excellence**

By delivering excellence throughout our business, we will achieve sustained commercial success. This will intensify our positive role as leader of a high-growth industry. We bring efficiency and effectiveness to the world of employment, a foundation of successful societies. Our Excellence Awards will continue to reinforce the strong relationship between commercial success and optimising our positive social contribution. Communicating this role at international and national level will be a priority: We will focus upon providing legitimate reasons for the lifting of restrictions upon our operations in some market sectors and countries. We will extend our involvement in the World Economic Forum as well as industry associations such as Ciett and Eurociett. Increasingly, measuring client and associate satisfaction through our Global Satisfaction Survey will be the basis of our actions aimed at continuous improvement. Our goal is to achieve retention rates of our own employees worldwide of 75% in the near term. This reflects our commitment to be an employer of choice in our industry and beyond. Year-on-year, the number of Adecco businesses participating in the Great Place To Work® survey will increase and benchmark our progress. Our high standards for ethical and legal behaviour and safety at work will be rigorously reinforced by using established tools. We will spread the use of the 'myclimate' platform to improve our environmental performance by reducing our Carbon

Footprint. Our commitment to meeting or exceeding stakeholder expectations, be they related to the economic, social or environmental dimension, dictates our approach to Excellence.

### **Integration**

Demographic trends, skill mismatches and the speed of business change, aside from unpredictable economic conditions: all increase the risk of labour market exclusion. Our greatest contribution will continue to be made through our core services. Temporary work for example can kick-start confidence and careers. These will be reinforced by projects targeted at specific groups, run at local, national and international level through public and private partnerships. Our international integration activities will play a key role raising awareness of the risks of exclusion, the value of a diverse workforce and the importance of equal opportunity. We will share our expertise and create additional work opportunities for disabled people. This will be through our participation in the ILO Global Business and Disability Network and our own Disability and Employment Programme. Our Global Diversity Council established in 2010 will develop best practices for diverse recruitment policies for ourselves and our clients. As the London Olympic Games of 2012 approach, the IOC and the IPC Athlete Career Programme bring the importance of work integration into sharp focus.

### **Skills**

The acquisition and lifelong learning of skills will define most people's access to job opportunities and sustained employability. In an increasingly performance-related world with growing talent shortages, the importance of skills as a passport to employment will be undeniable. Our career guidance role that helps people acquire skills and experience will crystallise as our most important source of competitive advantage. This cements our relationships with associates and clients through their career and business life cycles respectively. Core tools, such as Adecco Xpert® will continue to be improved as our portfolio of online and offline training opportunities expands and adapts to changing job market needs. Our Adecco Academy to be launched in the fall of 2011 will offer new and existing training and development opportunities for our own employees on a worldwide basis. Win4Youth 2011 gives employees a chance to cycle, raising corporate donations for skill development projects targeted to young people in Greece, the Philippines and Brazil. As a unifying force for our Group and a powerful way for employees to express our shared values, the Win4Youth concept is set to grow.

More details and examples of our key activities in the sphere of Excellence, Integration and Skills are explored in the insights chapter of our CSR Report, which is followed by our GRI standard disclosure and index.



Heinrich Florian, Germany, coordinator, bratZeit e.V

"I never forget that by taking care of children, we are ensuring that future generations get a good start in life"



broiZeit project, Primary School in Berlin, Germany

“We welcome the children in the morning, give them breakfast, make them feel cared for and encourage and support them with their schoolwork.”





Sofia Walicka, Poland, brofZeit volunteer

“After a rewarding career as a flight attendant, I’ve found my second dream occupation..”

Performance excellence, strong values and adherence to the highest international standards is key to our ability to optimise work opportunities for all stakeholders.

# Insights – Excellence

## Excellence Awards



Successful business operations imply we can help more individuals in their working careers and provide the flexibility and efficiency companies need for sustainable success and to create employment opportunities. Based on this and to heighten every employee's commitment to our success, in 2010, we ran our first Excellence Awards. The Adecco Group Excellence Awards recognise people, teams and countries that achieve outstanding performances whilst applying our core values of Team Spirit, Customer Focus, Responsibility and Entrepreneurship as well as our leadership principles: Cool Head, Warm Heart and Working Hands.

At our Management Conference in January 2011, eight teams were awarded for their outstanding contribution to the Adecco Group:

### Overall winner

**Germany and Austria** Best performing region and overall winner 2010. **Contributors:** Regional head Andreas Dinges and team.

**Germany** Strongest intern/extern improvement 2010. **Contributors:** Country head Andreas Dinges and team.

**Australia and New Zealand** Best temp margin protection 2007–2010. **Contributors:** Regional head Australia & New Zealand Jeff Doyle and team.

**Switzerland** Highest conversion ratio 2010. **Contributors:** Country head Michael Agoras and team.

**Sweden** Outstanding performance 2010. **Contributors:** Country head Per-Arne Gulbrandsen and team.

### Best International Account Team 2010

**Contributors:** Intl. Account Manager Neal Ramdenee and team.

**France** Best absolute increase in economic profit 2010. **Contributors:** Regional head François Davy and team.

**India** Best Emerging Market 2010.

**Contributors:** Country head Sudhakar Balakrishnan and team.



## Our Core Values

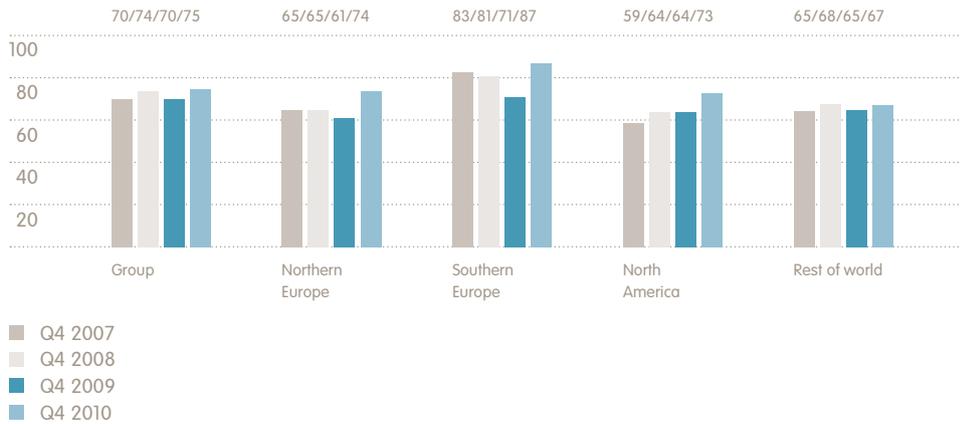
**Our Values** Team Spirit, Customer Focus, Responsibility and Entrepreneurship are the principles guiding all that we do.

- **Team Spirit** Our work and best-practice exchange is based on mutual **respect** and **trust**. We **co-operate** across boundaries, branches and disciplines. Team, trust and talent are our keywords.
- **Customer Focus** Our **expertise** lies in customising solutions and connecting the right people. We are **committed** to building long-term **partnerships** with our employees, associates and clients. The focus on people with a Warm Heart, Cool Head and Working Hands is our core competence.
- **Responsibility** Our **integrity** leads to better work, better life – and to a sustainable future. We are **honest** and **fair** partners to our stakeholders at all times. Promoting fairness, diversity, and equality is our corporate legacy.
- **Entrepreneurship** Our **passion** is to lead through enterprise and innovation. We encourage **initiative** in decision-making and **creative** solutions. Our aim is always to go the extra mile.

## Global Satisfaction Survey – listening to stakeholders

**Frequent stakeholder consultation** We seek continuous dialogue with our various stakeholders in several fields. Our **Global Satisfaction Survey (GSS)** reaches out to more than 100,000 clients and 240,000 associates twice a year. Today, the survey encompasses 25 countries and 19 languages, across eight major Group brands. The GSS monitors client and associate satisfaction and other retention metrics. It supports our ambition of delivering service excellence at all times by listening to and partnering with our customers. Employee satisfaction is specifically measured by the **Great Place To Work®** Institute.

**Retention rate 2007–2010 in %**



**Sustaining our workforce – retention rates**

**Strategic priority** Retention is one of six strategic priorities for the Group. Our employees and associates are the most important reason for our success, which makes retention one of the Adecco Group’s six strategic priorities. Our approach to training and career development, equal opportunities and diversity and our open company culture help Adecco Group to attract, motivate and retain talented employees and associates. The merits of these efforts and investments appear in constantly increasing employee retention rates, reaching 75% in 2010 (up from 70% in 2009).

**Associates/candidates** By nature of our business, the duration of a temporary assignment ranges from days to many months and even years, resulting in a high average turnover rate. As the Group seeks to expand career development opportunities, we are increasingly measuring the length and nature of the relationship between our clients and associates working for the Adecco Group. The average length of service for associates was 99 days in 2008. Figures for 2010/2011 are currently assessed. The average number of consecutive assignments was three to four in 2008.

**Employees** The average employee turnover was about 25% in 2010 (2008: 26%). The Adecco Group’s retention rate of 75% is among the best in the industry, particularly in the major markets. Almost 71% (2008: 64%) of the Group’s employees remain in the company for more than two, and approximately 41% (2008: 37%) for more than five years. This figure varies from country to country, but in France – our largest market – 56% (2008: 50%) are staying with us for over five years, while in Italy this figure is at 62% (2008: 60%).

**Great Place to Work – measuring our progress**

**GREAT PLACE TO WORK®** We have also extended our involvement in the **Great Place To Work®** survey. This is an employee survey tool that measures the level of credibility, respect, fairness pride and camaraderie within workplaces. In 2004/2005, ten Adecco Group countries participated, rising to 24 in the 2010 survey and representing about 90% of Adecco Group’s worldwide workforce. In the latest survey, our subsidiary DIS AG was ranked as best employer in Germany and 4<sup>th</sup> in Europe overall. In the Netherlands, we ranked 12<sup>th</sup> amongst large and multi-national companies in the country.

## FTE employees and branches at year-end by geography

	FTE employees			Branches		
	2010	2009	% variance	2010	2009	% variance
<b>Geographical breakdown (year-end)</b>						
France	7,017	6,910	2	1,552	1,659	(6)
North America	7,169	5,208	38	1,063	950	12
UK & Ireland	2,771	2,081	33	358	353	1
Japan	2,049	2,177	(6)	146	171	(15)
Germany & Austria	2,356	2,279	3	471	515	(9)
Benelux	1,570	1,485	6	346	348	(1)
Italy	1,552	1,461	6	422	428	(1)
Iberia	1,493	1,499	0	380	387	(2)
Nordics	1,041	1,009	3	192	204	(6)
Australia & New Zealand	548	495	11	78	83	(6)
Switzerland	455	442	3	105	106	(1)
Emerging Markets	3,858	3,051	26	457	395	16
Corporate	229	217	6	-	-	-
<b>Adecco Group</b>	<b>32,108</b>	<b>28,313</b>	<b>13</b>	<b>5,570</b>	<b>5,599</b>	<b>(1)</b>

## Mandatory Code of Conduct & Corporate Governance

**Our Code of Conduct** The Company's Code of Conduct (CoC) was revised in 2010 and will be reinforced by an updated mandatory online training module planned for 2011. It reflects the increasingly multicultural business environment and the evolution of legal, financial and regulatory requirements. The CoC which sets out the principles to be followed by all our employees worldwide, was issued by the CEO and approved by the Board of Directors. The Adecco Group Code of Conduct is available under [www.adecco.com](http://www.adecco.com) and includes the following guidelines and policies:

- **Workplace conduct:** mutual respect, training and career development, health, safety and the environment, use of company resources, conflicts of interest, insider information and securities trading.
- **Financial controls and reporting:** internal controls, accurate reporting.
- **Commercial practices:** anti-trust and fair competition, contracting, confidential information and privacy rights, gifts and entertainment, intellectual property, anti-corruption, records management.

- **Political activities and government relations:** political activities and contributions, government relations.

- **Reporting issues and concerns:** What to do in the case of belief of the existence of a known, suspected or potential violation of the law, this Code of Conduct or any Company policy.

Our focus is on prevention. By the end of 2010, 76% of our employees had completed the **Adecco Compliance & Ethics (ACE)** online training and testing programme covering the Adecco Group Code of Business Conduct. In addition to the Code of Business Conduct module, the following topics are covered by the ACE online training tool: Business Ethics, IT security, Conflicts of interest and Email usage. Through the ACE hotline, employees, associates, clients as well as any other stakeholders can report actual or potential violations of the law, company policies, procedures, ethical standards or of the Code of Conduct by the Adecco Group Compliance office. Reports can also be made in writing to the address provided in the Compliance & Ethics Reporting page on our website [www.adecco.com](http://www.adecco.com).

Through Corporate Governance practices we, apply the highest Corporate Governance standards as reported in our Corporate Governance Report and adhere to the highest ethical standards and best practice as a signatory of the UN Global Compact.

## Safety standards – a commitment

**Safety at work** 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.

**Preventing accidents and diseases** Our standard measures vary from country to country. The five main elements are:

**1. Health and safety coordinators and committees** We have formal joint management-worker health and safety committees in several countries.

In **France**, we are part of the "Comité d'hygiène, de sécurité et des conditions de travail" (CHSCT), a joint management-worker health and safety committee. In countries such as **Japan, the USA and the UK & Ireland**, we have dedicated health and safety coordinator teams, specialists or working groups. In **other countries**, these tasks are outsourced to designated agencies: for example, Adecco **Germany** subcontracts to its own occupational health and safety company [www.gap-arbeitsschutz.de](http://www.gap-arbeitsschutz.de); while in **Serbia**, a licensed third-party agency is employed.

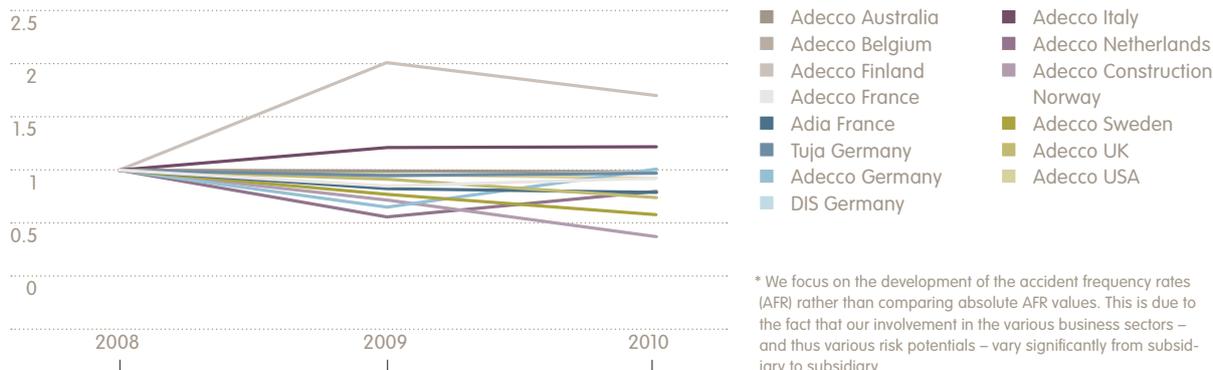
**2. Risk assessment in the workplace** Before placing our employees, we conduct workplace health and safety due diligence checks on clients' premises, with regular follow-ups thereafter. The assessment tools range from sector-specific checklists through to web-based, intelligent databases, such as those used by Adecco **UK**, or formal client site safety evaluation processes, as implemented within Adecco **USA**.

**3. Employee testing, training and induction** In all countries, training or briefing in accident prevention is most commonly available to our associates in the construction or industrial sector. The actual briefing or training sessions are usually carried out either directly by the clients or by Adecco.

- **Xpert®** Our candidate and associate training tool **Xpert®** includes specific modules which help determine an individual's attitude to compliance with rules and safety orientation. In some countries, we also run risk awareness tests, tailored to specific jobs in the industrial sector.

### Development\* of accident frequency rates 2008–2010, selected subsidiaries

Rebased to 100% as of 2008



\* We focus on the development of the 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 – vary significantly from subsidiary to subsidiary.

- **‘S@ve Compétence’ in France** Since 2008, Adia has successfully used and improved ‘S@ve Compétence’. This is an innovative **accident prevention tool** for the construction sector. It facilitates the dialogue between recruiter and candidates, addressing their level of technical knowledge in safety matters and their capacity to assess risk in the workplace. The process concludes with a debriefing from the recruiter, revealing examples of good and bad practice. The efficiency of this new approach undergoes continuous improvement because our recruiters also learn from our associates’ broad experience and good practice. The integration of S@ve Compétence as an Internet platform has made it easily adaptable to specific client area of expertise.

### Country certifications

- Adecco **Netherlands** holds the **SCT<sup>1</sup> certification**
- The Adecco Group **France** has specialised branches that are **CEFRI<sup>2</sup>-certified**. This certification covers validation of workers qualifications, medical checks, training in risk prevention and coaching of people working on assignment, and/or the similar **MASE<sup>3</sup> certification** for assignments at chemical and petroleum sites.
- The Adecco Group **UK** is accredited with **‘Achilles’**, targeted towards staff working on railway infrastructure; **‘CHAS’** (Contractors Health and Safety Assessment Scheme) for the construction sector and **‘SAFEcontractor’**, an accreditation scheme that assesses the health and safety competence of contractors and service providers.

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

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

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



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

**5. Personal protection equipment** By contractual agreement with clients, the Adecco Group or the clients themselves supply our associates with personal safety and protection equipment.

**Our occupational accidents decrease** 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 subsidiary to subsidiary.

## Institutional dialogue

Adecco's global institutional activities focus on driving the industry's role through the **Ciett membership** and the interaction with key global stakeholders such as the **ILO** and the **EU**. In 2011, Ciett will publish an Industry Report together with Boston Consulting Group which exemplifies how HR services providers enable the adaptation to the structural challenges taking place in national labour markets.

The ratification of the **ILO Convention 181** on Private Employment Agencies has dropped off the political agendas of national governments in recent years. Therefore, Adecco has pledged to support the ILO in its task to further enhance the acceptance of the role of HR services providers around the globe. Special emphasis is being given at Group level to the bi-annual **ILO Global Dialogue Forum**. In 2011, it will focus on the role of Private Employment Agencies (PEAs) in promoting decent work conditions and improving labour markets in private services sectors.

We are involved in national and regional **sectoral social dialogue** facilitated by the EU Commission and on global level through the **Memorandum of Understanding (MoU)** on Temporary Agency Work signed by UNI Global and Ciett respectively.

Additionally, a special focus is being placed on projects enhancing the employability of candidates. This is most notably through the **'European Alliance on Skills for Employability'**, EU-funded training programmes and the facilitation of worker's mobility through the contribution to the **EU Commission's European Employment Services (EURES)** programme.

In Europe, our focus alongside the industry has since 2008 been on the implementation of the **EU Agency Work Directive**. In the months leading up to the implementation deadline of December 5, 2011, we will remain fully committed to the dialogue with national and European stakeholders aimed at transposing the key elements of the EU directive. These include lifting restrictions on temporary agency work and the support of the provision of equal treatment where applicable. Adecco, through its **Eurociett corporate membership** and the mandates held in the various EU national temporary staffing associations, is advocating for a common research project with **UNI Europa** on 'Temporary Agency Work & transitions in the labour market'.

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

Source	Scope	Emissions 2010 metric tonnes CO <sub>2</sub> e (CO <sub>2</sub> equivalent)	Coverage extrapolated to Group level (% FTEs)	Data basis (% of Group FTEs)
Own business cars	1 (direct)	85,683	100%	14.5%
Electricity	2 (indirect)	64,651	78%*	24.9%
Electricity	3 (indirect)	24,678	78%*	24.9%
Own business cars	3 (indirect)	46,631	100%	14.5%
Rental cars	3 (indirect)	1,956	100%	22.1%
Air travel	3 (indirect)	6,407	100%	72.0%**
Paper	3 (indirect)	23,815	100%	11.5%
Toner	3 (indirect)	7,574	100%	11.5%
New lap & desktops	3 (indirect)	15,895	100%	100%

\* The reported gross global Scope 2 emissions figure relates to emissions from electricity consumption. In 10 major markets of Adecco (representing 80% of our FTE), we measured the electricity consumption in our major sites (representing 25% of our FTE) and extrapolated the figure within each country to 100%. As the CO<sub>2</sub> emission factors for electricity vary very much from country to country, we did not extrapolate them for other countries. Therefore, our total gross global Scope 2 figure represents 80% of our total business and comprises a level of uncertainty of about 30%.

\*\*Data basis relating to total staff of all HQs Group-wide. More adequate, since air travelling mainly occurs amongst HQ staff.

## Environmental performance

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

**Mitigating greenhouse gas emissions** As the global leader in HR services, we are conscious about the environment and of the difference we can make by acting responsibly. Therefore, in 2010, we started to collect the following environmental activity data for 10 of Adecco's major markets<sup>1</sup> including Global HQ to measure our carbon footprint:

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

<sup>1</sup> France, USA, UK, Germany, Italy, Spain, Belgium, Netherlands, Norway.

In order to assess this data in a consistent and structured manner, we are using the 'myclimate' platform to collect and evaluate our carbon footprint. The 'myclimate' emission calculator helps us to assess our emissions at any point in time, covering close to 80% of our operations in terms of revenue and it enables participant countries and the Global HQ to:

1. Identify their Carbon Footprint
2. Use the data for any stakeholder inquiry
3. Start reducing our CO<sub>2</sub> emission through targeted projects
4. Communicate about it accordingly to all stakeholders involved.

### Our materials and water consumption (GRI indicator EN1)

	Total consumption 2010 extrapolated to Group level (100% FTEs)	Data basis (% of Group FTEs)
<b>Material</b>		
Paper (office supply, does not include printed matters)	18,080 metric tonnes	11.5%
Toner (modelled from paper consumption)	181 kg	11.5%
Water (from public water supply)	9,924,287 m3	6.7%

**Saving and recycling paper** The global introduction of electronic time capture (ETC) allows us to track, approve and control the actual working hours of our 700,000 associates electronically. Examples of the most commonly used ETC solutions are: Internet Time Capture, Swipe Cards and Electronic File Transfers. Given the fact that we employ on average 700,000 associates per day, this has a positive impact on the environment. Since the global launch of ETC at the beginning of 2006, electronic time capture has risen continuously. Although we do not track the amount of paper saved on group level, it is obvious that ETC saves millions of printed time sheets and envelopes per year.

Efforts to reduce the office carbon footprint and increase recycling have become standard practices in most of our countries. The concept has been embraced by employees in our branches which has substantially increased our recycling efforts for waste and paper.

#### Country highlights at a glance

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

- For several years now, Adecco **Japan** has been using **soy ink** for all printed publications. In 2006, a comprehensive paper recycling system was introduced. Since then magazines and brochures have been printed on **recycled paper**.
- 95% of the paper used by the Adecco Group **UK** headquarter for printers and copiers is from **recycled sources**. The goal is to achieve the same percentage or better in the UK branch network.
- In 2010, Adecco **Belgium** reviewed its car policy. Categories have been adapted and car models have been renewed leading to a **lower CO<sub>2</sub> emission**. Total gain has not been measured yet, but CO<sub>2</sub> emission reduction is to be considered as a permanent ongoing effort. The follow-up in 2011 is our **eco-driving training** for employees, reducing fuel consumption and CO<sub>2</sub> emissions. Furthermore, since June 2011, electric power consumption is 'greened' by purchasing '**Guarantees of Origin**' (GoO). These GoO's are the only proof that power was generated in a renewable way, i.e. from different sources such as wind, hydro or biomass.

## Our electricity consumption

	Total consumption 2010 extrapolated to Group level (100% FTEs)	Data basis (% of Group FTEs)
<b>Energy source</b> Electricity (from national grids)	137,437,090 kWh	24.9%

- In September 2010, Adecco **Netherlands** entered into a new contract that will ensure **environmental friendly cars** will be used throughout the whole fleet by mid 2011. Additionally, Adecco Netherlands will be the first service provider in the Netherlands certified for the **“CSR Performance Ladder”** <http://www.mvoprestatieladder.nl/doc/CSRPerformanceLadder.pdf>. Additionally, since 2009, the headquarters of Adecco Netherlands has had an ‘A’ rating for energy consumption.
- Adecco **Norway** sponsors sports equipment for their employees in order to encourage them to leave the car at home and **ride a bicycle** to work.
- Since 2008, Adecco **Japan** has promoted employees to wear comfortable business clothing according to the season. This avoids over-dependence on room cooling or heating. The **temperature of air conditioners** can be set to a minimum of 28°C in summer and to a maximum of 20°C during the cool and cold season. Adecco Japan also uses commercial vehicles with **low-fuel consumption** for client visits.
- In Adecco **Australia**, the head office is one of Melbourne’s first environmentally sensitive commercial buildings and contains recycled content in its steel and concrete construction. It leads by example with a **‘High Green Star’ Rating** under the GBCA Scheme and the Australian Building Greenhouse Rating Scheme.

**Sweden and Norway – our first subsidiaries with an ISO 14001:2004 certification** Adecco Sweden obtained ISO 14001:2004 certification for its Adecco HR (administrative personnel) division in May 2007. Adecco Norway has held its ISO 14001:2004 certification since October 2008. Adecco UK has launched a project to gain accreditation to ISO 14001 for its environmental management system (EMS).

### Work opportunities related to green energy

The green energy sector is growing fast and is generating huge investments all over the world, but particularly in Germany, China and the United States as well as Spain and Japan. DIS AG in Germany, for example, provides trained technicians for offshore windmills in partnership with its customers. Adecco Norway trained construction workers about new insulation regulations and Adia in France recruited 100 workers for photovoltaic panel installation in Portugal.

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

# Insights – Integration

## Stepping stone into work

**A stepping stone to the labour market** Temporary jobs offer people work experience and an income. Consecutive assignments provide people with diverse job experiences, work environments 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. 37% of all temporary workers are officially registered as 'unemployed' before working with an agency. This proportion falls to less than half that level (15%) after working as an agency worker (source: Ciett Economic Report 2011).

**Higher employment rates** Temporary jobs reduce unemployment and help prepare the ground for a job-creating economic upturn. It is a fact that countries with a higher proportion of agency work have a lower proportion of long-term unemployed and a lower unemployment rate in general. Around 80% of jobs created by temporary agency work would not otherwise have existed. In most European countries, the main motive to work in a temporary job is to find a permanent position (28% in the Netherlands) or to gain work experience (30% in Finland) but also to achieve a better work-life balance. (source: Ciett Economic Report 2011).

**Less undeclared work** The higher the agency work penetration is in a country, the lower the level of undeclared work. By serving as a legal alternative in sectors often plagued by illegal labour, agency work can bring to the labour market thousands previously illegally employed, hence serving as a means of fighting undeclared work. Such jobs boost income tax revenues and reduce social costs, as the number of people drawing unemployment benefit falls. A study conducted by the Italian National Institute of Statistics demonstrated that agency work plays a key role in the reduction of undeclared work (source: Ciett Economic Report 2011).

## UN Global Compact: International principles and standards

Adecco believes labour markets should be fair and free from discrimination and malpractices that hinder the integration of adults into the workforce.

### **Adecco endorses the OECD Guidelines for MNEs and is signatory of the UN Global Compact.**

In accordance with the **UNGC principle 6**, Adecco upholds the **elimination of discrimination** in respect of employment and occupation. In line with **ILO convention 111**, Adecco does not allow any form of dis-

### Gender distribution in 2009–2010



crimination against its employees or associates and candidates with respect to employment or occupation. This includes any grounds such as race, colour, sex, religion, political opinion, national extraction or social origin (unless selectivity concerning employee characteristics furthers established governmental policies which specifically promote greater equality of employment opportunity or relates to the inherent requirements of a job). The non-discrimination applies not only in context of access to employment and particular occupations, but also in context of terms and conditions of employment as well as access to vocational training. Furthermore, Adecco promotes **equal remuneration** for men and women conducting work of equal value as set forth in the **ILO convention 100**.

In accordance with the **UNGC principles 3**, Adecco upholds the **freedom of association** and the effective recognition of **the right to collective bargaining**. As set forth in the **ILO conventions 87 and 98**, Adecco respects the right of its associates and candidates as well as employees to be represented by trade unions and other bona fide representatives of employees, and engage in constructive negotiations, either individually or through employers' associations, with a view to reaching agreements on employment conditions.

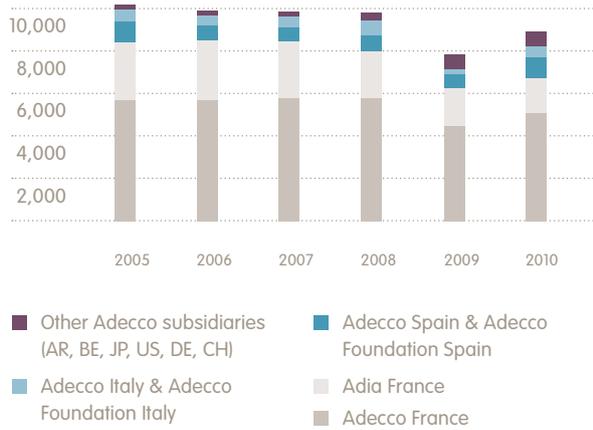
In accordance with the **UNGC principle 4**, Adecco upholds the **elimination of all forms of forced and compulsory labour**. As set forth in the **ILO convention 29**, Adecco declines any work or service which is exacted from any person under the menace of any penalty and for which the said person has not offered himself voluntarily (except some special cases of forms of compulsory labour as defined in Art. 2 of the ILO convention 29).

Adecco also supports the **ILO convention 105**, which calls to take effective measures to secure the immediate and complete abolition of forced or compulsory labour.

In accordance with to the **UNGC principle 5**, Adecco upholds the effective **abolition of child labour**. Concerning minimum ages for employment, Adecco adheres to the applicable local law as long as it complies at least with minimum ages as specified by the **ILO convention 138**. In case there is no or insufficient local law on minimum ages, Adecco applies article 2 of the ILO convention 138, stating that the minimum age shall not be less than the age of completion of compulsory schooling and, in any case, shall not be less than 15 years. Of course, Adecco also supports the prohibition and elimination of the worst forms of child labour as defined in **ILO convention 182**.

### People with disabilities integrated into the labour market

Information on number of individuals



## Adecco Group Global Diversity Council

In March 2010, our country organisations in North America, Canada, France, Ireland, Italy, Spain, United Kingdom and Mexico launched the Adecco Group **Global Diversity Business Council**. This commits us to embrace and value diversity, inclusion and non-discrimination as a business priority. It also supports our efforts to meet the increasingly diverse needs of clients, employees, candidates and communities. Adecco's global Diversity & Inclusion function operates as a best-in-class internal and external solutions provider designed to drive global revenue growth; increase global market share; ensure legal compliance management; reinforce and build new global client and talent relationships and enhance global branding. The first 'Inclusion Strategy Session' was held in Vienna, Austria, on March 11, 2010.

## Disability and employment

We are involved in **'Disability & Employment' programmes** in France, Italy, Spain, Norway, Belgium, the Netherlands, Japan, the USA and Argentina. In order to help people with disabilities find suitable employment, we build partnerships with the respective NGOs. We also train our staff in specific aspects relating to disabilities in recruitment procedures and provide specific training for mentally and physically challenged applicants to increase their employability. Finally, we give our clients guidance about how to welcome someone with a specific disability onto their team and prepare the work environment accordingly.

**We employ thousands of people with disabilities** As a result of our 'Disability & Employment' programme, the Adecco Group probably employs more people with disabilities in Europe than any other company. In 2010, the Adecco Group helped around 9,000 people with disabilities gain employment in Europe, which is an increase of 20% compared to 2009.

### **ILO Global Business and Disability Network**

Due to Adecco's long-standing experience in integrating people with different backgrounds and abilities into the workforce, in 2010, the company was approached by the UN International Labour Organization (ILO) to take part in and co-develop a global Business and Disability Network. The Network comprises multinational companies, existing employer and business networks on disability, as well as representatives of disability organisations. The goal of the network is to assist companies integrating disabled people into the workplace.

Adecco has also joined the Steering Committee which held its first meeting in June 2011. The Network has four main purposes and areas of focus:

- Sharing knowledge and identifying good practices among companies and employers' organisations.
- Developing joint products and services for employers and companies to facilitate hiring and retention.
- Strengthening the work of employers' organisations and business networks that have greater access to small and medium-size companies at national level, plus building their technical expertise on disability issues.
- Linking companies to ILO activities and partners at national level and working through their local offices and supply chains.

The Network is a joint activity of the Employers' Bureau and the Disability Team in the Skills and Employability Department, operating out of the ILO headquarters in Geneva.

### **Some country highlights at a glance:**

- In **France**, Adecco Medical and **Agefiph** (the most important association in France for inclusion of professional people with disabilities) signed a collaboration agreement in June 2010 dedicated to the recruitment of people with disabilities specifically for jobs in the health sector.
- In Paris, Adecco Group **France** opened a city centre branch specialising in the recruitment of people with disabilities. The branch helps coordinate the **disabled recruitment efforts** of other Adecco branches in the Paris region. More insights on Disability & Employment in France: [www.trilogie.adecco.fr](http://www.trilogie.adecco.fr).
- As the official recruitment services provider of the London Organising Committee of the Olympic and Paralympic Games (LOCOG) of permanent and temporary workers, Adecco **UK** has created a **'Disability Talent Pool'**. This is a comprehensive list of the qualifications and capabilities of disabled candidates who apply for roles in London 2012. We have also introduced a guaranteed interview scheme for disabled people who meet the minimum criteria for particular roles.



**IPC ATHLETE CAREER PROGRAMME**  
In Cooperation with Adecco Group

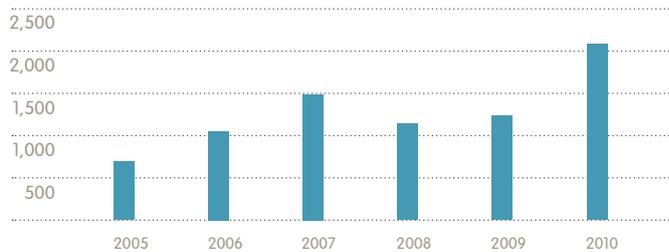
- In the **USA**, over the past 17 years, through our partnership with **'Abilities Inc.'** Adecco has been able to connect many of Abilities' participants to job opportunities in the New York area. As a member of the Abilities Business Advisory Council, Adecco employees have an opportunity to volunteer, offer job shadowing opportunities and participate bi-monthly in practice interviews with students seeking work. The 'Business Skills' with Office Technology & Applications Training gives participants an opportunity to learn practical job skills required to secure employment as Data Entry Clerks, Administrative Assistants, Accounting Clerks and Microsoft Office Application Specialists.
- The **Adecco Foundation Spain** provides employers with workplace accessibility consultancy services. Working with the **'Club of Excellence and Sustainability'**, our Foundation developed an **'Accessibility Guide for companies'**. The guide addresses design and furniture specifications and offers advice on the adaptation of workspaces for people with disabilities. As a result of the success of the Guide in Spain, it was presented at the European Parliament in Brussels in January 2010.

## IOC and IPC Athlete Career Programme

The **International Olympic Committee (IOC) and the International Paralympic Committee (IPC) Athlete Career Programmes** are designed to help high-performance athletes, as well as retired Olympians and Paralympians, to address their education, life skills and employment needs in order to enhance their prospects of success beyond competition. The focus of Adecco's role is to provide **career development** and **job placement** to help ease the transition of the athletes into the workforce. Adecco also involves employers to help them identify and understand the qualities athletes can bring to their business. The programmes have been in place since 2005 (IOC) and 2007 (IPC) respectively and have assisted over 7,000 athletes in more than 33 countries.

Adecco also involves employers to help them identify and understand the qualities athletes can bring to their business. One highlight of 2010 was the creation of the **Team USA Career Program** by the United States Olympic Committee, (USOC) in partnership with pilot partners, Adecco and Hilton Worldwide. The Team USA Career Program was developed to provide a part-time, flexible employment programme for elite athletes, while allowing them to pursue their Olympic dreams, as well as help lay foundations for a career beyond sport.

**Annual athlete participation in the IOC and IPC Athlete Career Programme between 2005 and 2010**



We have also helped young aspiring athletes address their career goals. During the first ever **Youth Olympic Games**, which were held in Singapore in August 2010, over 200 young athletes from 69 countries attended IOC ACP workshops, which were held in seven different languages.

In 2010, Adecco **UK** launched the **IPC ACP in conjunction with the ParalympicsGB**. The programme is open to around 3,000 competing and retired Paralympians. Aligned with London’s 2012 ambition to use the power of the Paralympics to change people’s lives, the ParalympicsGB ACP will make a lasting difference to the promotion of diversity.

More information about the IOC ACP and the IPC ACP:

<http://www.olympic.org/elite-athletes>

<http://www.paralympic.org/Athletes/>

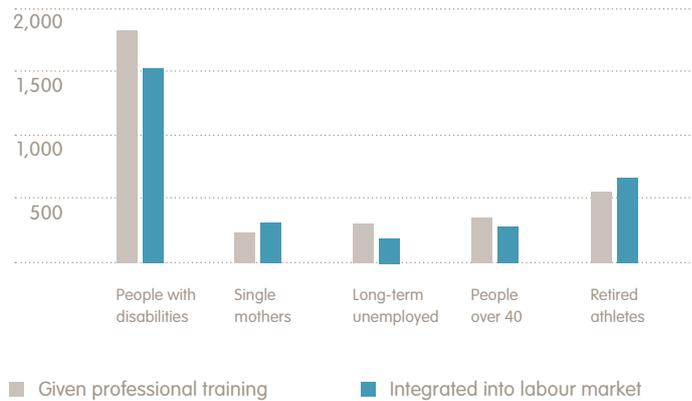
**Adecco Foundations & Public-Private Partnerships**

As the world leader in HR services and one of the world’s largest employers, Adecco has a vital responsibility to help make the world of work a better place. In this context, ‘better’ means fair access to employment and equal opportunities for all. Accordingly, we run our own **Foundations in Spain, Italy and France** to help disadvantaged people succeed in a purely commercially driven labour market environment.

Our respective voluntary initiatives and public private partnership programmes focus mainly on vulnerable groups in the labour market. As well as disabled people, our labour integration programmes touch groups like the ageing workforce, women in need, the young and long-term unemployed.

### 10 years Adecco Foundation Italy

Number of individuals helped 2001–2010



### Investments in our charitable Foundations

Our Adecco Foundations in France, Italy and Spain are funded by contributions from Adecco and other companies and organisations committed to supporting our integration efforts.

Adecco Group Foundation France, created in 2002

- **Purpose:** Assisting, supporting and training disadvantaged people for integration into the workplace
- **Activities:** Develop social partnerships with various non-profit organisations in three fields: education, career orientation and professional integration. As a result, every year, 50 non-profit organisations are supported and 150 employees volunteer to participate in local solidarity initiatives. The Foundation also manages the IOC Athlete Career Programme.
- **Employees:** 5
- **Adecco annual donation:** Approximately EUR 300,000
- **Website:** <http://www.groupe-adecco-france.fr/Fondation-Groupe-Adecco/Pages/Fondation-Groupe-Adecco.aspx>

Adecco Foundation Italy, created in 2001

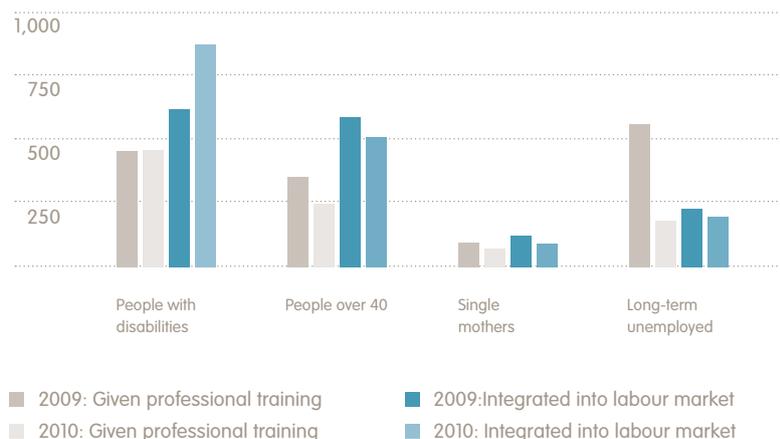
- **Purpose:** Assisting, supporting and training disadvantaged people for integration into the workplace
- **Activities:** The foundation runs several partnerships and initiatives. As a result, it finds employment every year for disabled people, single mothers, long-term unemployed and people aged over 40
- **Employees:** 7
- **Adecco annual donation:** Approximately EUR 500,000
- **Website:** [www.fondazioneadecco.org](http://www.fondazioneadecco.org)

Adecco Foundation Spain, created in 1999

- **Purpose:** Assisting, supporting and training disadvantaged people for integration into the workplace
- **Activities:** The foundation runs several partnerships and initiatives. As a result, it finds employment for the following groups: disabled people, men and women over 45, single mothers and/or victims of domestic violence, elite athletes and former elite athletes.
- **Employees:** 78
- **Adecco annual donation:** Approximately EUR 520,000
- **Website:** [www.fundacionadecco.es](http://www.fundacionadecco.es)

### Adecco Foundation Spain

Number of individuals helped 2009–2010



## Helping disadvantaged groups find employment

**Helping disadvantaged groups** The Adecco Group’s largest initiatives to help the unemployed back into work is the government-supported ‘Réseau Adecco Insertion’ programme in France. This operates through 40 specialised branches across the country and coaches over 4,000 people each year. Additionally, the programmes of our foundations in Spain, Italy, and France, support thousands of disadvantaged job seekers every year.

### The European Network Against Racism (ENAR)

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

### Some country highlights at a glance:

- In 2010, Adecco **Argentina** was recognised as one of only eleven companies that act as ‘**Model of Gender Equality for Argentina**’. This award follows the success of a pilot programme of certification of companies in gender **equity** lead by the National Institute against Discrimination, Xenophobia and Racism (INADI) and supported by the World Bank.
- The Adecco Group **USA** put its focus on the mature workers who face unique challenges due to shifting demographics and evolving workforce trends. During the months of May and June 2010, Adecco Group North America provided ‘**job readiness training**’ for the Urban League of the Long Island Mature Worker Program.
- As part of an overall effort to help service members returning from Iraq and Afghanistan acclimate to civilian life at home, the Adecco Group **USA** has supported the U.S. troops as well as military families and veterans through the ‘**Career Connections program**’ during the months of July, August and September 2010.

- Adecco **UK's** partnership with London 2012 includes the implementation of a **BAME** (Black, Asian and Minority Ethnic) **Talent Pool**. This was launched at the Afro Caribbean Advocacy Group in November 2010. Also staff from the Government's Job Centre Plus are embedded in our team on-site at London 2012. This ensures we are fully connected with local communities to hire unemployed people.
- The introduction of the **Equality Act 2010 in UK** highlighted the importance of preventing discriminatory recruitment practices, in particular through the use of application forms for roles and health declaration forms. One of our UK businesses, Office Angels, produced a leaflet called '**Your guide to the Equality Act**' for its own employees and clients.

## Combatting child labour

**Adecco Argentina's** participation in '**Jardines de cosecha**' programme in 2010 enabled 350 small children to attend kindergarten rather than having to accompany their mothers whilst they worked on tobacco harvest. This initiative is sponsored by the Network of Companies for the Fight against Child Labour '**Conaetti**' and the Ministry of Labour, Employment and Social Security of the Nation.

We are convinced that training and career development unlock personal potential and help sustain employability. Our investments in training and development help us attract, motivate and retain the best candidates, associates and employees who ultimately are the key value drivers of our business.

# Insights – Skills

## Skills and development for associates

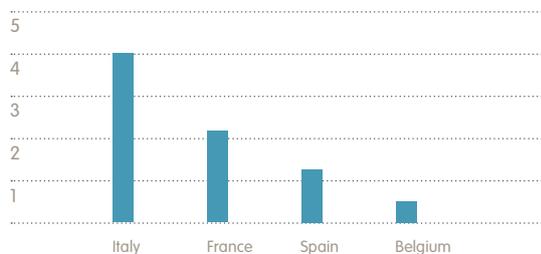
**AdeccoXpert®** Our online candidate and associate assessment and training tool AdeccoXpert® is currently deployed in 46 countries. It is available in more than 20 languages and 3 million assessments are done on a yearly basis for candidates and associates. The tool is used to evaluate and develop skills, knowledge, aptitudes, motivation and work preferences. Testing and training is available for technical skills such as MS Office and IT courses, as well as for business skills including project management, recruiting and leadership. AdeccoXpert® is a core tool in our efforts to partner with associates in their career development.

**Adecco Group training institutes** Several business units run training divisions at country level or even invested in their own Adecco training institutes. Adecco Group France facilitates individually tailored training projects for associates, many of them leading to accredited certificates in a wide range of subjects and professions. Some 30,000 to 40,000 associates benefited from this opportunity in 2010 (33,000 in 2008). Similar Adecco Group training institutes exist in Spain, Italy, Chile and other countries.

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

### Minimum investments into training for associates

In % of gross wages (according to national law and collective agreements)



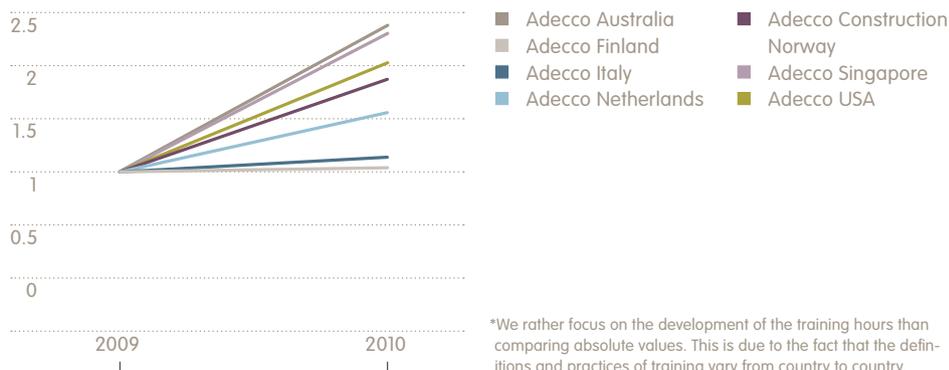
Source: "Temporary agency work and collective bargaining in the EU" (<http://www.eurofound.europa.eu/eiro/studies/tn0807019s/tn0807019s.htm>)

### Some country highlights at a glance

- Due to talent shortages in the medical sector, **Adecco Medical in France** launched a training programme tailor-made for **mature professionals** who had been unemployed for some time. The training focused upon the latest medical regulations, technology and practices, thus boosting their confidence and success in finding temporary and permanent roles.
- In France, **Adia** launched '**Galileo**' - a three-year programme for recruiters. The programme encompasses candidate sourcing, assessment and selection methods and special subjects such as the recruitment of mature professionals.
- In 2006, **DIS AG in Germany** began partnering Lufthansa's training arm '**TRAINICO**', by placing young associates in their occupational apprenticeship programme. Through the scheme, DIS AG pays the apprentice's salary and acts as mentor, helping them acquire valuable skills and qualifications and enhance employment prospects. The success of the scheme was one of the reasons why the Adecco Group Germany acquired part of 'TRAINICO' in March 2011. Every year, TRAINICO trains around 2,000 people for a wide range of roles within the aviation industry.
- **Adecco Germany** introduced a '**technical**' career path, for those associates not aspiring to leadership positions within the company. The 'technical career path' contains several steps: junior consultant, consultant and senior consultant. There is a well-defined selection process for the various steps.
- In 2010, **Adecco Belgium** introduced '**Project S**', a very practical five-step coaching programme (assess, coach, match, hire and retain). This has helped Adecco recruit, place and retain candidates and associates more effectively. It consists of developing a personalised coaching map for each associate to make sure his or her skills and attitude match the jobs they are placed in and also fulfill the requirements of our clients.
- **Adecco Hungary** has launched a 12-month **internship programme for MA graduates**. During the 12 months, interns will be exposed to all aspects of Adecco's operations whilst also being directly involved in client work. The best interns will be offered career opportunities within Adecco.

**Development\* of training hours per employee  
2008–2010; selected subsidiaries**

Rebased as of 2009



\*We rather focus on the development of the training hours than comparing absolute values. This is due to the fact that the definitions and practices of training vary from country to country.

## Developing our employees

In 2010, across the Adecco Group we continued to enhance our established talent development opportunities for our employees at national and global level.

**Leadership development** Complementary to the various country initiatives, the Adecco Group has a long-standing commitment to leadership development. Over the past six years, more than 600 of our high potential future leaders have attended the **Adecco Leadership Programme 'AdeccoI3'** at **IMD business school** in Lausanne, Switzerland.

The redeveloped leadership programme delivers cutting-edge theory and experiences to best equip Adecco leaders to live our values and leadership principles and to grow personally during their careers. Since last October, we have already had three sessions of the programme with excellent results and feedback.

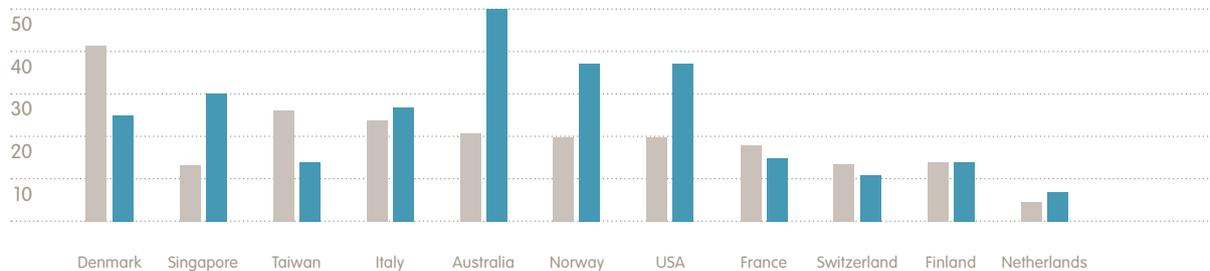
In addition, a **senior leadership programme** for top management has been developed with **INSEAD business school in France**. Seven sessions have been conducted so far and 91 of our top leaders from around the world, including members of the Executive Committee, have participated.

**HIT (High Intensity Training)** This programme originated in North America but has also been deployed in Australia and Europe. It focuses primarily on **'the basics' for branch managers** by reinforcing the core sales, recruiting and customer service principles. To date, over 500 delegates from 25 countries have attended HIT and it acts as a great example of a joint international initiative.

## Training for employees

Average training hours per employee; selected subsidiaries

■ Training hours 2009  
■ Training hours 2010



In addition, in 2010 we continued to roll out a key training course for branch managers around the world. The **VFS 'Value Focused Sales'** course goes beyond basic sales technique and focuses on how to create consultative relationships with clients, thus improving our overall level of service and helping build long-term client relationships.

To date, almost 1,000 branch managers from 20 countries have attended the course held at Global HQ in Zurich, Switzerland. The course covers:

- Sales best practices
- Consultative selling
- Understanding the customer and their primary business objectives
- Aligning our value proposition with the customer business objectives
- Leveraging "authentic" business relationships

Course attendees improve their ability to probe and understand what each client is attempting to accomplish. They learn how to uncover the client's industry drivers, business objectives and operational issues and then attune our services to their needs thus growing the business relationship.

**STEP (SHORT TERM EXCHANGE PROGRAMME)** The concept of STEP which was just launched in 2011 is to offer our top performers at branch level an opportunity to exchange jobs with a colleague having a similar function in another country within our Group. The exchange typically lasts between 1 to 6 months and provides a first step towards an international career.

In 2010, Adecco began laying the foundations of the **Adecco Academy**. This will be our overarching concept for all our various training initiatives for branch managers, high potentials as well as senior leaders and top executives. The launch is planned for October 2011.



## Win4Youth Helping young people succeed

This global initiative gave all employees the opportunity to run and raise funds that help give children and young people in challenging situations a future. A Group donation of USD 230,000 was distributed to six charitable foundations located in India, Chile, Haiti, Spain, France and the USA. All of the foundations focus upon helping young people acquire the skills they need to integrate into the labour market. Each Foundation received a USD 38,333 donation – one sixth of the total amount raised.

29,255 employees in 58 countries responded to the Win4Youth challenge magnificently. Teams joined forces and organised runs or ran as a group in community races, motivated to add to the kilometres and funds raised. For every kilometre completed, the Adecco Group donated funds to the following foundations:

**Humanity Foundation (India)** Transforming the lives of underprivileged youth in urban India through access to first-class education. [www.parikrmafoundation.org](http://www.parikrmafoundation.org)

**Education for Haiti (Haiti)** Primary schooling for the poorest children. [www.heks.ch](http://www.heks.ch)

**Entreprendre Pour Apprendre (France)** Project 'Young enterprise', introducing young people to the world of entrepreneurship. [www.entreprendre-pour-apprendre.fr](http://www.entreprendre-pour-apprendre.fr)

**Fundació Èxit (Spain)** Achieving social integration and job insertion of young people at risk of social exclusion. [www.fundacioexit.org/web/?pagina=intro](http://www.fundacioexit.org/web/?pagina=intro)

**The National Urban League (USA)** Project 'Ready', providing enhanced academic and social support to high-school students. [www.nul.org](http://www.nul.org)

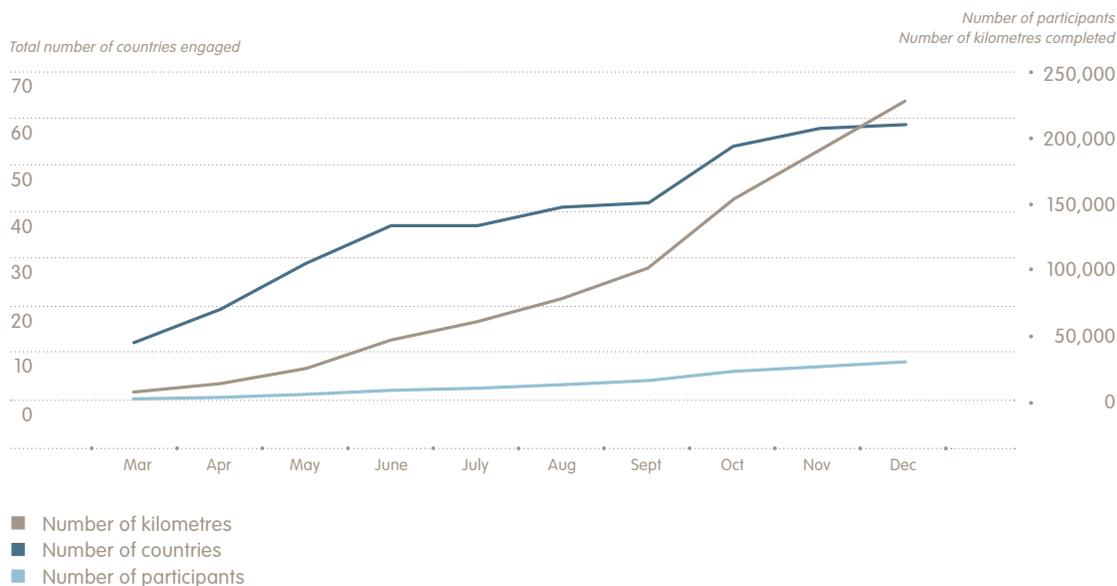
**Fundación de Solidaridad Romanos XII (Chile)** Training centre enhancing employability in the field of computer technology and telecommunications. <http://romanosxii.galeon.com/>



Sanketh Chengappa, Adecco India, New York City Marathon runner

“Together with my colleagues in India,  
we ran 75,754 kilometres knowing  
that we could make a difference  
to children’s lives in our own country.”

**Global engagement Win4Youth 2010 (cumulative)**



A major highlight of Win4Youth took place on November 7<sup>th</sup>, when 64 employees, representing all continents, participated in the New York City Marathon 2010.

And in October, an entire Adecco region organised a Win4Youth Solidarity day during which around 2,700 employees ran a total of over 13,000 kilometres. The countries which took part included France, Switzerland, India, Dubai, Morocco and Tunisia, among many others.

Win4Youth was the first experience of this kind for Adecco – it provided an opportunity to bring vital aspects of our four core values to life: showing Team Spirit, the willingness to take Responsibility by promoting fairness, diversity and equality and by having the passion to take the initiative and make a positive difference in the lives of young people in need.

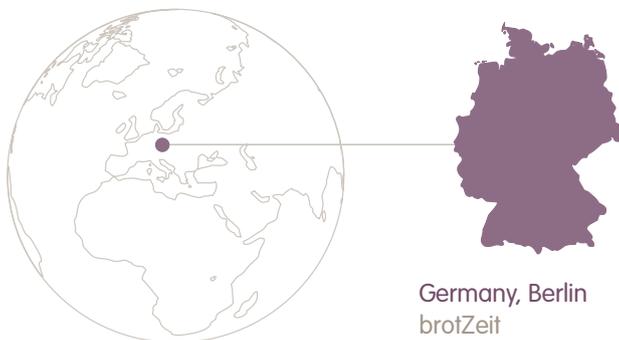


## UK places its first athlete through the BOA Athlete Career Programme



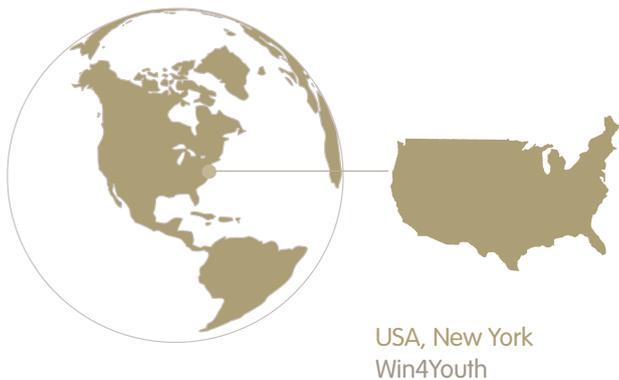
**Adecco is the Official Recruitment Services Provider to the London 2012 Olympic and Paralympic Games.** With sport in the limelight across the country, this was the ideal moment for the British Olympic Association to launch the ACP in partnership with Adecco UK. The first athlete referred was Craig Figes, captain of the GB Water Polo team. His goal is to lead the team at the London 2012 Olympic Games, but, as water polo is not as well funded as other disciplines, he needed additional income to carry on training. Craig was referred to Angela Aimson at Adecco's Manchester branch. Her challenge was to find him part-time work with a company willing to work around his training regime. Craig's degree in geography and environmental management led to a placement with property company Bruntwood, which was delighted to have the kudos of an Olympian on the payroll. Craig gained valuable career experience and the financial footing he needed. Adecco was proud to place a leading athlete and fully satisfy a client's requirements.

## Career to carer: active retirees improving life for underprivileged children



**Adecco Personaldienstleistungen and DIS, which support the brotZeit initiative, are German brands of the Adecco Group.** Thousands of children in Germany come from families living below the poverty line. They often turn up for school hungry and generally lack for care and attention. brotZeit aims to make a difference to their lives, offering children aged six to nine "bread and time". Schools make breakfast for the children, assisted by retirees who are glad to offer their time, experience and enthusiasm. Currently working in 38 schools in Munich and Berlin, there are plans to expand to other cities. Adecco agreed to use its expertise to help with recruitment, initially for the three-year expansion period. Heinrich Florian, retired branch manager at DIS AG, Nuremberg, jumped at the chance to be a coordinator and liaison. The initiative fits well with the motto: encouraging youth, connecting generations. One of the recruits, Sofia Walicka, former flight attendant and airline clerk, serves breakfast to some 20 children at a primary school in Berlin. The retirees recruited by Adecco are making a difference by giving these children a better start to the day and a better start in life.

## Win4Youth 2010 – employees running for a great cause



**Win4Youth is an internal initiative involving all Adecco employees worldwide. It is one of the strategic pillars of our Corporate Social Responsibility and has drawn the admiration of world tennis champion Kim Clijsters.** In 2010, Adecco employees and invited clients from around the world took part in runs and recorded the distance covered to make a contribution to charitable works. For each kilometre, the Adecco Group donated USD 1 to a grand total, which was shared among six selected foundations in India, Haiti, Chile, France, Spain and the USA. All foundations have a clear focus on preparing disadvantaged young people for a successful transition into the labour market. Far exceeding the initial goal to run twice around the world, 228,002 kilometres were finally completed by 29,255 employees across 58 countries. One of the highlights of Win4Youth 2010 was the successful completion of the New York City Marathon by 62 employees on November 7, 2010. This is a truly global initiative that highlights the Adecco Group's core values of Team Spirit, Responsibility, Entrepreneurship and Customer Focus. Win4Youth 2011 sees employees riding bikes to raise money under the watchful eye of cycling legend Eddy Merckx.

# GRI\* standard disclosures

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\* The Global Reporting Initiative (GRI) is explained in the Glossary under "GRI", page 86.

This section provides the GRI standard disclosures as far as they are neither covered above in this report nor in the Annual Report 2010 yet. The reference numbers in the following are those used in the GRI Guidelines. For a complete overview, please check the GRI content index on pages 77–81.

## Organisational profile

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

**September 2009:** The Adecco Group Executive Committee was extended as of October 1, 2009. With this move, all Adecco markets are represented in the Executive Committee.

**October 2009:** Adecco announced the successful closing of the acquisition of Spring Group on October 20, 2009. Spring Group is a UK-listed company, with sales of GBP 517 million in 2008 and a net cash position of GBP 40 million at the end of 2008. Spring Group offers an excellent strategic fit and substantial synergy potential for Adecco in the UK staffing market. With this transaction, Adecco strengthens its position in the fragmented UK market and further increases its professional staffing exposure.

**January 2010:** MPS Group shareholders approve Adecco's acquisition. At a special meeting held on January 15, 2010, MPS Group shareholders approved the previously announced agreement and plan of merger entered into with Adecco.

**December 2010:** FESCO and Adecco set up joint venture in Shanghai to enhance HR service offerings in China. Adecco Group set up a joint venture in Shanghai with FESCO, one of the leading HR service companies in China. Under the terms of the joint venture, FESCO and Adecco hold 51% and 49% of the equity respectively. Pooling Adecco's global staffing know-how with a Chinese partner is an important step forward to take advantage of the growth potential in China.

The Shanghai-based joint venture, FESCO Adecco, begins operations as of January 1, 2011. Shanghai is the largest HR market in China. The newly formed joint venture already today has over 100,000 associates on assignment, and has access to a network of more than 100 branches throughout China with a large and established local and multinational client base. FESCO Adecco will mainly provide clients with general staffing, professional staffing and outsourcing services including the management of payroll and benefits administration, with scope to enhance its offering, benefiting from Adecco's multinational expertise in the HR services industry.

### 2.10 Awards received

**The Great Place to Work® survey 2010/2011** The Great Place to Work® Institute helps organisations to create cultures where trust flourishes. This is done via independent, anonymous surveys – the results of which are provided to companies to help them improve the workplace based on real employee feedback. This is the largest survey of workplace practices worldwide.



**DIS AG, Germany,** is 'Germany's Best Employer 2011' (in the category 501 -2,000 employees), a large step forward from rank 26 in 2010.

**DIS AG, Germany,** is ranked 4<sup>th</sup> amongst 'Europe's Best Employer 2011' (in the category 501 -2,000 employees), out of 1,380 competing employers in its category in 18 countries, a large step forward from rank 12 in 2010. With this achievement, DIS AG is Europe's best Personnel Services Provider.

**Adecco Group Netherlands** reached 12<sup>th</sup> place on the list of the 24 top companies to work for.

**TUJA, Germany, is amongst the** Great Place to Work® top 100 list in Germany.

**The UK Office Angels, Adecco and Spring** all are listed in the 'Sunday Times Best 100 Companies to work' for in the UK.

**Adecco Norway** reached rank 8 in the Great Place to Work® 'large companies' list of Norway.

**Further awards received:** Besides these ratings, Adecco Group subsidiaries collected various awards for their socially responsible practice and achievements, such as:

- In 2010, **Adecco Group** was recognised as one of the top three companies for its approach to talent management in a study by the University of Innsbruck, Austria, which focused on Germany, Austria and Switzerland, and with more than 60% of SMI, DAX and ATX listed companies participating.
- **Adecco Argentina** was awarded with the first prize by the French Argentinian Chamber of Commerce for the programme “Jardines de Cosecha”: an initiative together with the Chamber of Tobacco of Salta and Sesa Select prevent and eliminate child labour in rural areas and to offer tools that allow improvements in education, hygiene and a healthy life for the children.
- **Adecco Foundation and Adecco Spain** obtained in 2010 a total of nine awards, such as the Good Business Practice prize by the Andalusian Board for Equality and Social Welfare to merit Adecco’s efforts and successes in integrating disadvantaged people into the labour market.
- **Adecco North America** was selected as one of the 2010 **Top 50 Employers for Workers Over 50** by the American Association of Retired Persons (AARP), and awarded the Champions of Diversity Award by the New York Urban League – just to mention two out of many awards received.
- **Office Angels UK** is one of only 84 organisations in the UK to have been awarded the **top three-star rating in the Best companies accreditation** scheme. Based on staff feedback, companies receive a Best Companies index score that determines their star rating compared to a fixed standard. One star is first class, two stars are outstanding and three stars are extraordinary. This is the third year in a row that we have received this coveted award.

## Report parameters

### 3.5 Process for defining report content

Apart from following all core and additional performance indicators published in Version G3.1 of the GRI Guidelines, we concentrate on areas which are relevant to our stakeholders and material for our HR services business, as presented in the charts on pages 16–18. We decided in 2010 to aggregate and consolidate on a group level environmental reporting with ‘myclimate’.

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

This CSR Report has been prepared following the G3.1 GRI Guidelines. In line with the Adecco Group’s core business, this report focuses mainly on social and economic performance indicators, however, environmental indicators are also covered. Where possible, we provide information and data for the whole Adecco Group. Where necessary, we indicate how representative our figures are.

### 3.8 Comparability from period to period

There were no fundamental changes in our business that would significantly affect the comparability of the data with our previous reports.

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

Data for the report were collected from the Adecco Group’s subsidiaries, and consolidated and checked at Group level. Economic data have been copied from the audited Annual Report for 2009 and 2010. In the event of any divergence, the figures published in the Annual Report prevail.

### **3.10 Explanation of the effect of any restatement of information**

There were no developments within our business that would require any restatement of information provided in our previous Sustainability Reports.

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

Since we introduced this time a new and much more comprehensive environmental reporting method (myclimate Performance Management System), there is only a limited comparability of environmental data from this period to the ones before.

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

## **Governance, commitments, and engagement**

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

The shareholders' rights are published in the Annual Report 2010, pages 199–201. Adecco S.A.'s Investor Relations Department publishes its contact details and relevant publications, such as quarterly, half-year and full-year results. There is also an opportunity to request information and make contact on the Investor Relations section of our website ([www.adecco.com](http://www.adecco.com)). These facilities allow all shareholders to approach Adecco S.A. The Group Communications Department stands as contact point for all other stakeholders (see also 4.16, page 64).

### **Adecco Group Compliance & Ethics reporting (ACE):**

All employees and associates, investors or other interested parties can report any allegations of fraud or violations of the law, Company policy, procedure or ethical standards of conduct by the Adecco Group or any of its employees or agents directly to the Group Compliance Office either by calling or writing to the address provided in the Compliance & Ethics Reporting page on our website ([www.adecco.com](http://www.adecco.com)). Calls and written correspondence made to the Company or to its Board of Directors via the respective hotline numbers or address will be received 24 hours a day, seven days a week, by a third-party service provider on the Adecco Group's behalf. In accordance with instructions issued by the Corporate Governance Committee and the Audit Committee of Adecco Group's Board of Directors, related to accounting, internal controls, auditing matters, corporate governance, safety, health or environmental issues, or any other significant legal or ethical issues relating to the Adecco Group, will be dealt with by the Group Compliance Office. This, unless they are of trivial nature or otherwise not related to the aforementioned topics. Where deemed, appropriate, such reports will be forwarded directly to the intended member of the Board of Directors.

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

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

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

The Corporate Governance Committee (CGC): The CGC's primary responsibility is to assist the Board of Directors in carrying out its responsibilities as they relate to Corporate Governance principles. The CGC is charged with developing and recommending appropriate Corporate Governance principles and independence rules to the Company, including principles and measures on Corporate Responsibility as well as reviewing and reassessing such principles and rules to ensure that they remain relevant and in line with legal and stock exchange requirements. Recommendations as to best practice are also reviewed to ensure compliance.

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

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

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

While upholding the human rights is primarily the responsibility of governments, Adecco promotes and supports the **Universal Declaration of Human Rights**, as its preamble emphasises "that every individual and every organ of society, (...) shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures (...) to secure their universal and effective recognition".

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

In November 2008, **UNI Global Union** and Ciett Corporate Members, including the Adecco Group, signed a **Memorandum of Understanding (MoA)** to consolidate the industry 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:

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

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

##### Principal memberships and affiliations on corporate level:

- **Ciett and Eurociett** The Adecco Group is a member of Ciett, Eurociett and Ciett&LA, respectively the International, European and Latin America Confederations of Private Employment Agencies. Ciett is the authoritative voice representing the common interests of the agency work industry and consists of 40 national federations from EU and EFTA and seven of the largest staffing companies worldwide: [www.ciett.org](http://www.ciett.org)
- **'Business & Disability'** The Adecco Group is a founding member of Business & Disability (founded in December 2004), a network of European companies striving to improve access for disabled people to the labour market, the Internet and society at large: [www.businessanddisability.org](http://www.businessanddisability.org) (cf. pages 18, 41).
- **ENAR European Network Against Racism**, the European platform NGO federation of national NGOs against ethnic and religious discrimination, representative for the European Institutions: <http://www.enar-eu.org/>.
- **Carbon Disclosure Project CDP** As respondent company to the Carbon Disclosure Project (CDP), Adecco discloses its greenhouse gas emissions and climate change strategies in response to CDP's information requests. This data is collected by CDP annually on behalf of institutional investors, purchasing organisations and government bodies. More info <https://www.cdproject.net/en-US/Pages/HomePage.aspx>.
- **WEF Industry Partner** The Adecco Group is amongst the select member companies of the World Economic Forum that are actively involved in the Forum's mission at the industry level.
- **economiesuisse** The Adecco Group is member of the Swiss Business Federation, the largest umbrella organisation representing the Swiss economy. The mission is to create an optimal economic environment for Swiss business.

##### Principal memberships by country level:

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

<b>Adecco Australia</b>	<ul style="list-style-type: none"> <li>• <b>Australian Industry Group</b> A non-profit association to assist Australian industry in becoming more competitive on a domestic and international level.</li> <li>• <b>Asia Pacific Utilities Group (APUG)</b></li> <li>• <b>CEO, CFO and HRD Forum</b></li> <li>• <b>Personnel and Industrial Relations Group</b> A subgroup of the Australian Industry Group nationally</li> <li>• <b>Australian Institute of Banking and Finance</b></li> <li>• <b>Institute of Company Directors.</b></li> <li>• <b>Australian Institute of Management</b></li> <li>• <b>Starlight Children’s Foundation</b> (Supporting partner)</li> </ul>
<b>Adecco Colombia</b>	<ul style="list-style-type: none"> <li>• <b>Global Compact Colombia.</b></li> </ul>
<b>Adecco Denmark</b>	<ul style="list-style-type: none"> <li>• <b>Foreningen Nydansker</b> An association for the integration of immigrants into the Danish labour market</li> <li>• <b>Instituttet for Fremtidsforskning</b> Copenhagen Institute for Futures Studies</li> </ul>
<b>Adecco Group France</b>	<ul style="list-style-type: none"> <li>• <b>ENAR European Network Against Racism</b> The European platform NGO federation of national NGOs against ethnic and religious discrimination, representative for the European institutions.</li> <li>• <b>Association Française des Managers de la Diversité (AFMD)</b> French Diversity Managers Association to promote diversity management to line managers, 80 members (Adecco Group France represented with the Vice President).</li> <li>• <b>IMS Entreprendre</b> A club of over 100 of France’s top companies committed to improving their impact on society (Adecco Group France, Adecco and Adia).</li> <li>• <b>Observatoire de la Responsabilité Sociétale des Entreprises (ORSE)</b> A French network designed to study and promote socially responsible investment (SRI), corporate social responsibility, as well as all the issues related to sustainable development (Adecco Group France).</li> <li>• The ‘Employment and Inclusion’ branches are members of the <b>Conseil National des Entreprises d’Insertion</b> A federation of enterprises working on labour integration for low-skilled and unemployed people (an indirect partnership) (Adecco Insertion, Idees Interim, Janus).</li> <li>• <b>Club Etre</b> A national network of enterprises for disabled people (Adecco Group France, Adecco and Adia).</li> <li>• <b>Osons! Entreprises et Handicap</b> A corporate club on disability inclusion in the workforce (Adecco Group France).</li> <li>• <b>Club Handicap &amp; Compétences</b> A corporate action tank on disability inclusion initiated by Adecco France’s Espace Emploi Handicap &amp; Compétences (Adecco).</li> <li>• <b>Forum français des amis du Global Compact</b> The national point of contact of the Global Compact in France (Adecco and Adia)</li> <li>• <b>FACE</b> (Fondation Agir Contre les Exclusions) A network of enterprises, institutional actors and pressure groups, aiming to prevent and fight exclusion (Adecco and Adia).</li> <li>• <b>Charte de la Diversité</b> (Diversity Charter), a charter signed by enterprises to commit them to fighting discrimination at work and thus better reflect the diversity of the French population (Adecco and Adia).</li> <li>• <b>Charte de la Parentalité</b> A charter to promote parenthood at work (Adecco Group France).</li> <li>• <b>Pas@Pas</b> A web-designed portal to promote purchase management among sheltered ‘Employment and Inclusion’ companies (Adecco Group France).</li> <li>• <b>Charte de l’apprentissage</b> A charter signed by enterprises which aims to promote professional integration of young people, using a specific work contract between a firm and a student: the students spend half the time working for the firm and the other half learning at school (Adecco and Adia).</li> <li>• <b>Le Réseau</b> (Réseau National des Entreprises pour l’Egalité des Chances dans l’Education Nationale), a professional network to promote equality in Education (Adecco)</li> </ul>

<b>Adecco Germany</b>	<ul style="list-style-type: none"> <li>• <b>German Network of the United Nations Global Compact.</b></li> <li>• <b>Zukunftsvertrag Zeitarbeit</b> ('Future contract for temporary employment') is an initiative of the leading staffing companies in Germany. Its goal is to develop and implement innovative employment concepts.</li> <li>• <b>BSW</b> (Bundesverband Solarwirtschaft): the German Solarbusiness Association (BSW-Solar) represents the interests of 650 companies in the solar industry. The organisation acts as a consultant and intermediary between politics, business and consumers.</li> <li>• <b>Hanse-Aerospace e.V., Hamburg</b>, is Germany's largest association of small and medium-sized aerospace companies. The members represent a wide spectrum, ranging from development companies, makers and maintenance companies, to aerospace-oriented service companies. Training schools, universities and universities of applied science complete the membership. A total of 14,000 staff – about 15% of all personnel employed in the German aviation and space industries – work for Hanse-Aerospace members.</li> </ul>
<b>DIS AG Germany</b>	<ul style="list-style-type: none"> <li>• Supporting Partner of <b>broitZeit e.V.</b> An association supporting children with difficult socio-economic backgrounds</li> <li>• <b>Zukunftsvertrag Zeitarbeit</b> ('Future contract for temporary employment') is an initiative of the leading staffing companies in Germany. Its goal is to develop and implement innovative employment concepts.</li> </ul>
<b>TUJA Germany</b>	<ul style="list-style-type: none"> <li>• Supporting partner of <b>roterkeil.net</b> An association to fight sexual abuse of children.</li> <li>• <b>Hanse-Aerospace e.V., Hamburg</b> (see above under 'Adecco Germany').</li> </ul>
<b>Adecco Italy</b>	<ul style="list-style-type: none"> <li>• <b>Global Compact Italian Network</b> Member of the Steering Committee of the national GC network</li> <li>• <b>HRCommunity Academy</b> A network of HR managers and executives</li> </ul>
<b>Adecco Netherlands</b>	<ul style="list-style-type: none"> <li>• <b>Port4Growth</b> Platform for growing entrepreneurs</li> <li>• <b>ABU</b> The Dutch association of temporary work agencies</li> <li>• <b>JINC</b> A non-profit organisation which helps young people get in contact with businesses</li> <li>• <b>Hogeschool Utrecht University of Applied Sciences</b> One of the largest further education colleges in the Netherlands</li> <li>• <b>NCD</b> Dutch centre for executive and non-executive directors.</li> <li>• <b>MVO Nederland</b> A knowledge and network organisation which encourages companies to be socially responsible</li> <li>• <b>NVP</b> The Dutch Association for Personnel Management and Organisation Development</li> <li>• <b>NIMA</b> A marketing platform for professional marketers in the Netherlands</li> <li>• <b>STOOF</b>, which helps flextime workers to develop through education; via STOOF Adecco is also involved in the Lezen en Schrijven project of the Stichting Lezen &amp; Schrijven foundation, which is campaigning to reduce illiteracy in the Netherlands.</li> </ul>
<b>Ajilon Netherlands</b>	<ul style="list-style-type: none"> <li>• <b>The Nederlandse Biotechnologische Vereniging</b> (Dutch Biotechnological Union); a Union for professionals who work in the Life Sciences.</li> <li>• <b>SDO Stichting Deeltijd Opleidingen.</b></li> <li>• And many further educational organisations.</li> </ul>
<b>Adecco Norway</b>	<ul style="list-style-type: none"> <li>• <b>Global Compact Nordic Network</b></li> </ul>
<b>Adecco Poland</b>	<ul style="list-style-type: none"> <li>• <b>Polish HR Forum</b> initiative of leading companies from the employment agencies sector, operating to promote highest ethical standards, develop the employment agencies sector in Poland, and influence trade unions, authorities and government administrative bodies.</li> </ul>
<b>Adecco Spain &amp; Adecco Foundation</b>	<ul style="list-style-type: none"> <li>• <b>Sustainability in Excellence Club</b> An organisation that works for effectiveness within the framework of social sustainability.</li> <li>• <b>Foundation Seres</b> Foundation for Society and Responsible Companies</li> <li>• <b>Foro Soria</b> A non-profit organisation for sustainable development.</li> <li>• <b>UN Global Compact Spain</b></li> <li>• <b>Foundation More Family</b> ('Fundación Más familia'). Conciliation between family and employment.</li> <li>• <b>Fundación Compromiso Empresarial</b> Foro Iberoamericano. International forum for foundations.</li> <li>• <b>CSR Commission of CEOE</b> CSR Commission of Spanish Companies Confederation</li> </ul>
<b>Adecco Switzerland</b>	<ul style="list-style-type: none"> <li>• <b>Avenir Suisse</b> An independent think tank for economic and social issues.</li> </ul>

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**Office Angels UK**

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

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**Adecco USA**

- **National Minority Supplier Development Council (NMSDC).**
  - **Women's Business Enterprise National Council (WBENC).**
  - **National Business Disability Council (NBDC).**
  - **Challenged Athletes Foundation (CAF).**
  - **Wounded Warrior Project (WWP).**
  - **Abilities, Inc.**
  - **'Welcome Back Warriors'**
- 

## Stakeholder engagement

### 4.16 Approaches to stakeholder consultation

- **Global Satisfaction Survey (GSS)**, see pages 16 and 28.
- **Internationally centralised employees survey:**  
The Great Place to Work® Trust Index, see pages 16 and 29.

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

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

### **The Investor Relations & Communications Departments**

maintain contact with investors, analysts and the media through the quarterly presentations and webcasts of the quarterly results, company-specific scheduled days as well as roadshows, interviews and participation at investor conferences. It maintains the corporate investor information website with a broad range of investment- and governance-relevant information.

**Society at large** is very much affected by the dynamics and the development of the labour market, which at the same time is the Adecco Group's field of business. The Group therefore considers society at large as a very important stakeholder group for dialogue, and aims to contribute to a positive development of the labour market through our corporate research engagements. These include the Adecco Institute, the Adecco Professorship in Business and Society at the London Business School, our research fellowship at Warwick University UK, and the Adecco Tata Institute of Social Sciences (TISS) Labour Market Research Initiative in India. Similar initiatives at country level include the Adecco Swiss Job Market Index at the University of Zurich and the monthly Adecco Job Creation Index in UK.

## Economic indicators

### EC1 Economic key data

Overall economic key data, see pages 3–4; and AR 94–101.

#### Investments in philanthropic activities:

Purpose	Donations in 2010	Reference
Adecco Foundation France	EUR 305,000	page 44
Adecco Foundation Italy	EUR 500,000	page 44
Adecco Foundation Spain	EUR 520,700	page 44
Win4Youth		
Helping Young People Succeed	EUR 163,000	page 51

### EC2 Financial implications of climate change

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

Due to climate change and recent developments, sustainable energy has become an important topic also in terms of the creation of new job profiles. Through renewable energy from alternative sources such as wind energy, solar energy and biomass, green technology new profiles are emerging.

In accordance to a survey conducted in our largest market, France, between 300,000 to 600,000 jobs will be created between 2015 and 2020 in the following sectors: construction, renewable energy and water, sanitation, waste management. – Profiles requested by companies are skilled or very skilled profiles (Roofers Photovoltaics).

In Germany, for many years we have been delivering RE-POWER Systems service technicians for onshore windmills. Now, our client is in need for offshore technicians for building and servicing the first and coming wind parks. As these qualifications are rare and not likely to be found on the open market, we offered a “search and train” approach.

### EC4 Significant financial assistance received from government

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

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

Adecco Group is a decentralised, global enterprise, with some 5,500 branches in more than 60 countries, managing over 700,000 employees at any given time in all professions and business sectors. We have decided not to report in relation to this GRI economic performance indicator, but may do so at a later date.

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

The procurement of goods, materials and services is not usually directly related to our products and services. It would take remarkable efforts to consolidate and document here our supply expenditure, and the respective policies and practices.

Regarding suppliers as recruitment subcontractors, Adecco USA runs a Supplier Diversity initiative, designed to provide opportunities for qualified minority-/women-owned businesses to participate in staffing procurement activities, and to forge relationships that are critical to their success. We currently work with approximately 234 (2008: 190) diverse suppliers in the USA and, in 2010, 10% (2008: 13%) of the business Adecco did with secondary suppliers was conducted with minority-/women-owned businesses.

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

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

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

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

S = Engagement in our focus area 'Skills'

I = Engagement in our focus area 'Integration'

Partner organisation(s)		Short description of project or programme
<b>Adecco Group</b>		
European Network Against Racism (ENAR)	I	Expert Group on Employment with multi stakeholders: European institutions, NGOs, National Authorities Against Discrimination, Trade Unions and corporations (Adecco Group, IBM, L'Oréal, Sodexo)
ILO Business & Disability network	I S	Dialogue Group on disability inclusion within corporations, initiated at EU level by Adecco and partner companies in 2004 and included in 2010 in a worldwide ILO initiative
European Association of Service Providers for People with Disabilities (EASPD)	I S	Partnerships on European programmes mainly targeting at empowering sheltered employment workers and actors towards the private and public employment. Programmes Hop Skip Jump, <b>Conversion</b> and <b>Pass it on</b>
<ul style="list-style-type: none"> <li>International Olympic Committee</li> <li>International Paralympic Committee</li> </ul>	I	Training and labour integration of elite athletes Training and labour integration of elite athletes
<b>Adecco Belgium</b>		
<ul style="list-style-type: none"> <li>Network For Training Entrepreneurship NFTE Belgium</li> </ul>	I S	Adecco is 'Golden Partner' of NFTE. Teaching entrepreneurship to low-income youth, helping them to become economically productive members of society.
<ul style="list-style-type: none"> <li>Close The Gap, an international not-for-profit organisation to assist in improving local knowledge and putting local talent to use by offering cost-efficient IT solutions to projects in developing countries</li> </ul>	S	Assisting with IT equipment supplies
<b>Adecco Bulgaria</b>		
<ul style="list-style-type: none"> <li>Ministry of labor and social policy</li> </ul>	S	Operative programme development of the human capital 'I can' – providing trainings and development courses
<b>Adecco Canada</b>		
<ul style="list-style-type: none"> <li>CARP, Canada's Association for Retired Professionals</li> </ul>	I	<ul style="list-style-type: none"> <li>Integration programme ensuring needs and expectations of mature workforce (50+) is met.</li> </ul>
<ul style="list-style-type: none"> <li>Miziwe Biik, Aboriginal Employment Training</li> </ul>	S	<ul style="list-style-type: none"> <li>Training and employments initiatives for the Aboriginal community</li> </ul>
<ul style="list-style-type: none"> <li>Seneca College, leading college and educational institution.</li> </ul>	S	<ul style="list-style-type: none"> <li>Job placement and training with Xpert® for students</li> </ul>
<ul style="list-style-type: none"> <li>Skills for Change (SfC), Canadian non-profit agency.</li> </ul>	S	<ul style="list-style-type: none"> <li>Learning and training opportunities for immigrants and refugees</li> </ul>
<ul style="list-style-type: none"> <li>Canadian Immigration Integration Project (CIIP).</li> </ul>	I	<ul style="list-style-type: none"> <li>Labour integration for skilled immigrants through effective preparation in their country of origin</li> </ul>
<b>Adecco Denmark</b>		
<ul style="list-style-type: none"> <li>IFF, Institute for Future Studies</li> </ul>	S	Seminars on the future role of the labour market
<b>Adecco Group France, Adecco</b>		
<ul style="list-style-type: none"> <li>European Network Against Racism (ENAR)</li> </ul>	I	(see above under Adecco Group)
<ul style="list-style-type: none"> <li>ILO Business &amp; Disability network</li> </ul>	I S	(see above under Adecco Group)
<ul style="list-style-type: none"> <li>European Association of Service Providers for People with Disabilities (EASPD)</li> </ul>	I S	(see above under Adecco Group)

Partner organisation(s)		Short description of project or programme
• Agefiph, Association for Disabled Workers' Integration	I	Labour integration programme for handicapped and unemployed people
• Direction for Integration & Citizenship (Ministry of Internal Affairs) and National Agency for Social Cohesion and Equality	I S	Programmes against illiteracy for single women extended to migrants and other beneficiaries
• Réseau Adecco Insertion (Adecco's subsidiary for integration through temporary work, in partnership with Groupe Idees)	I S	Labour integration programme for low-skilled, unemployed people
• Pôle emploi (French national public job centre)	I	Labour programme for long-term unemployed people
<b>Adia France</b>		
• Ministry for Work and Social Affairs • Conseil National des Missions Locales (CNML, a national office specifically for young unemployed people with social difficulties): national agreement • Pole emploi (French national public job centre)	I S	"Projet Jeunes Destination Emploi": Integration into Adia's clients' workforce of young unemployed people from depressed areas
• JANUS, the temporary work subsidiary of "Vitamine T", an enterprise helping people in difficulty find employment • Pôle emploi (French national public job centre) • Ministry of Women's Rights and Gender Equality	I S	Labour integration programme for long-term unemployed people
• Ministry of Women's Rights and Gender Equality	I S	Labour programme for professional equality between women and men (including promotion of better access of women to specific jobs traditionally seen as 'jobs only for men', e.g. in the construction sector)
• Agefiph, Association for Disabled Workers' Integration	I S	"Projet Jeunes Destination Emploi": Integration into Adia's clients' workforce of young unemployed people from depressed areas
<b>Adecco Italy and Adecco Foundation</b>		
• Associazione Italiana Persone Down • Associazione Talassemici • Associazione Regionale Siciliana per la Lotta Contro La Fibrosi Cistica • Lega Italiana Fibrosi Cistica Onlus • Associazione Diabetici • Associazione Genitori Persone con Sindrome Di Down • CE.I.S. di Venezia Mestre "Don Lorenzo Milani" • CFPP onlus Casa di Carità Arti e Mestieri Torino • Ministry of equal opportunities • About 25 public regional and local employment agencies throughout the country (such as in communities and regions of Bergamo, Brescia, Lombardia, Milano, Piemonte, Puglia, Ragusa, Torino, Veneto, Venezia, Vicenza, etc.)	I S	Labour integration programmes for <ul style="list-style-type: none"> <li>• People with disabilities</li> <li>• Long-term unemployed</li> <li>• People over 40</li> <li>• Single mothers</li> <li>• Athletes</li> </ul>
• University of Milano • University of Trieste • University of Torino • University of Roma	I	<ul style="list-style-type: none"> <li>• Research and publications on labour market developments, in particular concerning vulnerable groups</li> <li>• Preparing students for labour market entry</li> </ul>
<b>Adecco Netherlands</b>		
• JINC (business financed association to support literacy of young people with difficult socio-economic backgrounds)	S	Adecco organises practical interview courses at high schools in Amsterdam-West for underprivileged youth. Each year about 1,000 students attend a course
• STOOFF Foundation	I	Adecco participates with STOOFF in projects that stimulate the labour market participation of young people and unemployed people.

Partner organisation(s)		Short description of project or programme
• Foundation "Lezen en Schrijven"	I S	Adecco is involved in the Lezen en Schrijven project of the Stichting Lezen & Schrijven foundation, which is campaigning to reduce illiteracy in the Netherlands
• Project Frisse Start	I	Adecco is involved in a sports project for unemployed people to help them reintegrate in the labour market.
<b>Adecco Norway</b>		
• Norwegian Association for Deaf People	I	Pilot project to help deaf people find employment
<b>Adecco Poland</b>		
• Autocreation Foundation	I S	Labour integration & training programmes for: <ul style="list-style-type: none"> <li>• foreigners in Poland</li> <li>• people over 50</li> </ul>
• European Management Assistants in Poland	S	Advisory & training project to help office workers (assistants, secretaries, receptionists) find employment
• TEB Education	S	Advisory & training project for high-school graduates
• State College of Shorthand and Foreign Languages	I	Labour integration programme for college graduates
• Amnesty International in Poland		Pro bono recruitment services
<b>Adecco Spain and Adecco Foundation</b>		
<ul style="list-style-type: none"> <li>• Ministry for Work and Social Affairs</li> <li>• Consejería de Economía, Hacienda y Empleo de la Comunidad de Valencia</li> <li>• Consejería de Gobernación de la Junta de Andalucía.</li> <li>• Public Employee Services of: Madrid, Andalucía, Valencia, Catalunya, Canarias, Aragon, País Vasco, Murcia</li> <li>• European Social Fund</li> <li>• City Council of Madrid</li> <li>• Ayuntamiento de San Cristóbal de La Laguna Área de Servicios Sociales y Organismo Autónomo de Deportes</li> <li>• Servicio Navarro de Empleo</li> <li>• Consellería de Justicia y Administraciones Públicas de la Generalitat Valenciana</li> <li>• Fundación Pro-esport de la Comunitat Valenciana</li> <li>• Servicio Andaluz de Empleo</li> <li>• Consejería de Comercio, Turismo y Deporte de la Junta de Andalucía</li> <li>• Consell de Mallorca Institut Mallorquí d'Afers Socials</li> <li>• Diputación Foral de Guipuzkoa (Fundación Kirołgi)</li> <li>• Instituto Aragonés de Empleo</li> <li>• Xunta de Galicia</li> <li>• Comité Olímpico Español</li> </ul>	I S	Labour integration programmes for <ul style="list-style-type: none"> <li>• (Long-term) unemployed people</li> <li>• disabled people</li> <li>• People over 45 years</li> <li>• Single mothers</li> <li>• Athletes and ex-athletes</li> </ul>
• ILO, International Labour Organisation	I S	Collaboration in PREJAL (Promoción del Empleo Juvenil en América Latina), an ILO project promoting employment for young disadvantaged people from Latin America
<ul style="list-style-type: none"> <li>• 'Tambien' Foundation</li> <li>• 'Deporte y Desafío' Foundation</li> <li>• 'La Caixa' Foundation</li> <li>• Down's Syndrome Foundation</li> <li>• 120 further local foundations and associations</li> </ul>	I	Labour integration programmes for people with disabilities
<ul style="list-style-type: none"> <li>• FEFN, Spanish Federation of Large Families</li> <li>• Foundation More+ Family, for conciliation between family and job</li> </ul>	S	Online training for the mothers of large families Workshops and research reports in conciliation issues
<ul style="list-style-type: none"> <li>• University of Lérida</li> <li>• University of Castilla La Mancha</li> <li>• Polytechnic University of Madrid</li> </ul>	I	Development of software to better accommodate the needs of people with disabilities at the workplace

Partner organisation(s)		Short description of project or programme
<ul style="list-style-type: none"> <li>Sustainability in Excellence Club</li> </ul>	I S	Studies and guides for implementation of corporate responsibility policies in companies
<ul style="list-style-type: none"> <li>Universities of Barcelona, Cádiz, Huelva, Sevilla, Internacional de Catalunya Miguel Hernández de Elche</li> </ul>	I S	Programmes to improve the employability of students with disabilities
<ul style="list-style-type: none"> <li>Gresol Foundation, a recognised platform for analysing and exchanging socio-economic opinions</li> </ul>		Adecco Foundation rewards the category “social commitments” of Gaudi Gresol awards to recognise companies in Catalunya
<ul style="list-style-type: none"> <li>European Commission DG Employment, Social Affairs and Equal Opportunities</li> </ul>		Partnership on the European Day of People With Disabilities, 2010
<ul style="list-style-type: none"> <li>UN Global Compact Association Spain</li> </ul>		Collaboration in CSR issues, including annual Communication on Progress
<b>Adecco Switzerland</b>		
<ul style="list-style-type: none"> <li>ORIF – Intégration et formation professionnelle</li> </ul>	I	Collaboration in the French part of Switzerland, in 30 Adecco branches. The collaboration aims at the integration of people finding themselves in a disadvantaged situation (eg. accident, handicap, illness) in the first labour market.
<ul style="list-style-type: none"> <li>University of Zurich, Institute of Sociology</li> </ul>		Issuing and publishing the quarterly Adecco Swiss Job Market Index ASJMI, <a href="http://www.stellenmarktmonitor.ch">www.stellenmarktmonitor.ch</a>
<ul style="list-style-type: none"> <li>University of Zurich</li> <li>Swiss Federal Institute of Technology Zurich</li> </ul>		Adecco is main sponsor of their annual HR-Barometer study
<b>Badenock &amp; Clark UK</b>		
<ul style="list-style-type: none"> <li>Disability Symbol - Positive about disabled people</li> </ul>	I	Support for disabled people looking for jobs by connecting them with companies experienced in hiring, retaining and developing the abilities of disabled staff.
<b>Adecco UK</b>		
<ul style="list-style-type: none"> <li>Paralympics GB</li> </ul>	I S	Support this charity through career development programmes and fundraising initiatives.
<ul style="list-style-type: none"> <li>Great Ormond Street Hospital</li> <li>Help for Heroes</li> </ul>		A variety of local fund-raising initiatives, such as sporting events, pub quizzes, coffee mornings, bake-offs, and monthly dress-down days
<b>Adecco USA</b>		
<ul style="list-style-type: none"> <li>Army Spouse Employment Partnership</li> </ul>	I	Military Spouse Programme: ‘Career Connections’, helping military spouses find meaningful work opportunities
<ul style="list-style-type: none"> <li>US Army Reserve</li> </ul>	I	Army Reserve Employer Partnership: an initiative to recruit, train and put skilled Reservists to work while on inactive duty with the Army
<ul style="list-style-type: none"> <li>NBDC – National Business and Disability Council</li> <li>Abilities, Inc.</li> <li>Just One Break, Inc.</li> <li>ACLD – Adults and Children with Learning Disabilities</li> </ul>	I	Enhancing the workplace for disabled workers
<ul style="list-style-type: none"> <li>Women for Hire, a company devoted to a comprehensive array of recruitment services for women</li> </ul>	I	Participating in career fairs for women. This partnership has afforded Adecco to reach thousands of talented, diverse women
<ul style="list-style-type: none"> <li>About 50 further partner organisations</li> </ul>	I S	Labour integration support for <ul style="list-style-type: none"> <li>African American and other minority professionals</li> <li>professionals from the Emerging Markets</li> <li>mature Workforce Professionals</li> <li>disabled individuals</li> <li>political refugees</li> <li>women and other minority professionals</li> <li>veterans and individuals with disabilities</li> <li>latin professionals</li> <li>Asian American Professionals</li> </ul>

A chronological-historical overview of the development and impact of our activities, provided primarily for public benefit, is presented on pages 15–16 of our Corporate Responsibility Report 2008.

## Environmental indicators

As of the reporting year 2010, we have implemented an emission calculator with 'myclimate' to centrally collect and evaluate our CO<sub>2</sub> footprint. This year's results will serve as basis for defining reduction targets going forward.

As we introduced our new and comprehensive environmental data reporting method with the 'myclimate' emission calculator in 2010, there is only a limited comparability of environmental data with previous years. Therefore, we do not integrate the data from recent periods in the tables below.

### EN1 Materials used by weight or volume

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

	Total consumption 2010 extrapolated to Group level (100% FTEs)	Data basis (% of Group FTEs)
<b>Materials</b>		
Paper (office supply, does not include printed matters)	18,080 metric tonnes	11.5%
Toner (modelled from paper consumption)	181 kg	11.5%

### EN3 Direct energy consumption by primary energy source

Energy source		
Electricity (from national grids)	137,437,090 kWh	24.9%
Natural gas	(unknown)	
Heating oil	(unknown)	
Fuel/diesel (business cars)	(unknown)	

### EN8 Total water withdrawal by source

Withdrawal by source		
Water (from public water supply)	9,924,287 m <sup>3</sup>	6.7%

### EN16 Total direct and indirect greenhouse gas emissions

The table below gives an overview of some of our scope 1 and 2 emissions, based on the 'The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard'. More details on the methodology are provided in our Carbon Disclosure Project response 2011, which is available at [www.cdproject.net](http://www.cdproject.net)

Source	Scope	Emissions 2010 metric tonnes CO <sub>2</sub> -e (CO <sub>2</sub> -equivalent)	Coverage extrapolated to Group level (% FTEs)	Data basis (% of Group FTEs)
Own business cars	1 (direct)	85,683	100%	14.5%
Electricity	2 (indirect)	64,651	78%*	24.9%

### EN17 Total other indirect greenhouse gas emissions

The table below gives an overview of some of our scope 3 emissions, based on the 'The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard'. More details on the methodology are provided in our Carbon Disclosure Project response 2011, which is available at [www.cdproject.net](http://www.cdproject.net)

Source	Scope	Emissions 2010 metric tonnes CO <sub>2</sub> -e (CO <sub>2</sub> -equivalent)	Coverage extrapolated to Group level (% FTEs)	Data basis (% of Group FTEs)
Electricity	3 (indirect)	24,678	78%*	24.9%
Own business cars	3 (indirect)	46,631	100%	14.5%
Rental cars	3 (indirect)	1,956	100%	22.1%
Air travel	3 (indirect)	6,407	100%	72.0%**
Paper	3 (indirect)	23,815	100%	11.5%
Toner	3 (indirect)	7,574	100%	11.5%
New lap- /desktops	3 (indirect)	15,895	100%	100%

\* For 10 of Adecco's major markets (representing 80% of our FTE), we measured the electricity consumption in some sites (representing 25% of our FTE) and then extrapolated within each country to 100%. As the CO<sub>2</sub>-emission factors for electricity vary very much from country to country, we did not extrapolate into other countries. Therefore, our total gross global scope 2 figure represents only 80% of our total business, respectively comprises level of uncertainty of more than 30%.

\*\*Data basis relating to total staff of all HQs Group-wide. More adequate, since air travelling mainly occurs amongst HQ staff.

## Labour practices

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

Legally mandated benefits (such as contributions to health care, disability, maternity, education, holidays and retirement) vary from country to country, as do the additional benefits the Adecco Group provides.

Additional benefits for employees usually depend on position and number of years served, while additional benefits for associates are offered in the context of attraction and retention programmes. Most of the larger subsidiaries run such programmes, offering several kinds of additional benefits, including free or discounted access to further training, discount vouchers for shopping and travelling, and extra holidays. Eligibility usually depends on the number of hours worked.

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

In the Temporary Agency Work (TAW) Industry, multitude of Collective Bargaining Agreements (CLAs) stipulate the framework relationship and functioning of workers and companies rights and responsibilities. Globally, if at all, there are great differences in the coverage of employees by CLAs, depending on national legislation. The countries with the highest percentage of employees covered by CLAs are countries with mature labour legislation, mostly on the European continent. But even in Europe, there are big differences, summarised in 3 different types of CLAs: Company CLAs (signed between user companies and their staff), TAW Industry CLAs (signed between Agency Work National Associations and Industry Trade Unions) and Employer Association CLAs signed on behalf of the TAW Industry with Global Trade Unions. Due to the number of countries (and national labour legislation frameworks) Adecco operates in and the variety of CLAs (with variations according to Country, Industry, Sector and Customer) it has engaged in, the Adecco Group has no record of the percentage of employees covered by CLAs.

In November 2008, **UNI Global Union** and Ciett Corporate Members, including the **Adecco Group**, signed a **Memorandum of Understanding (MoU)** to create a partnership and global social dialogue to achieve fair conditions for the temporary agency work industry and the 9 million temporary agency workers on assignment daily around the world. The agreement is global in scope with mutual commitments to – amongst others – respect the freedom of association and the right to collective bargaining as guaranteed by the International Labour Organisation ILO.

Further documents were signed between Eurociett and UNI-Europa (the European level), as ‘Joint declarations’:

- Eurociett/UNI-Europa: Joint Declaration on the Sectoral Social Dialogue on Agency Work, signed in 2000
- Eurociett/UNI-Europa Joint Declaration within the framework of the ‘Flexicurity debate’ as launched and defined by the EU Commission, signed in 2007
- Eurociett/UNI-Europa Joint Declaration on the Directive on working conditions for temporary agency workers, signed in 2008
- Eurociett/UNI-Europa Joint Declaration on Training for Temporary Agency Workers: Joint actions developed by sectoral social partners play a key role in facilitating skills upgrading, signed in 2009

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

To date, the Adecco Group does not, at a corporate level, gather data for this core indicator. Generally, our workforces are informed about operational changes at the first opportunity. In several countries, the Adecco Group employees receive information on operational changes through their representatives on the national works councils or enterprise committees, with notice periods varying according to the agreement at national level. In line with EU regulation, the Adecco Group has since 1999 been following the minimum notice period regarding operational changes stipulated in the PACE (platform for Adecco Communication in Europe) Agreement. With the change of the EU regulation underway under the ‘Recast Directive’, Adecco is in the process of setting up the new ‘Adecco European Works Council’ Agreement that will regulate the minimum notice period regarding operational changes from 2011 on.

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

Adecco Group does not run a formal joint management-worker health and safety committee. At corporate and national level, issues of health and safety are (formally and informally) in the focus of Adecco and measures are being taken to guarantee standards are being upheld (see also paragraph "Preventing accidents and diseases", page 32 ). Due to the GRI number of Countries Adecco operates in (60) and the variety of regulation set-ups regarding the handling of health and safety issues (in many countries not being handled formally by joint management-worker committees), Adecco Group but has no record of the percentage of total workforce represented in formal joint management-worker health and safety committees.

**LA8 Programmes in place regarding serious diseases**

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

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

Adecco Group does not have signed a formal agreement covering health and safety topics with any trade union. At corporate and national level, issues of health and safety are (formally and informally) in the focus of Adecco and measures are being taken to guarantee standards are being upheld. Due to the number of Countries (60) Adecco operates in and the variety of regulation set-ups and the wide range of agreements with trade unions regarding the handling of health and safety issues (in many countries, there are no agreements with trade unions on any topics), Adecco Group but has no record of the health and safety topics covered in formal agreements with trade unions.

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

Training for employees and associates is a top priority for the Adecco Group. A precise Group-wide method for counting training hours has not yet been developed. The time invested in training is mainly for formal internal and external training courses, individual online training at work and at home, and informal training on the job. Some figures on training are provided on pages 48 and 49.

**LA13 Composition of governance bodies**

Details on the composition of the Board of Directors and the Executive Committee are provided in the 2010 Annual Report, pages 186–189 and 195–198.

Governance bodies 2010	Male	Female	Nr. of nationalities
Board of Directors (total 9 members)	7	2	6
Executive Committee (total 12 members)	12	0	7

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

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

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

This is a new GRI indicator (released in March 2011). For the time being, we can report against this indicator for the Adecco Group Headquarter and Adecco Switzerland 2009/2010:

100% return to work after parental leave of female employees. There were no parental leaves of male employees in 2009/2010

## Human rights

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

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

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

The Group does not yet have social performance criteria, including human rights performance, as part of its suppliers' evaluation processes.

Initiated in 2010 and implemented in 2011, the Global Procurement department is progressively rolling out new guidelines related to CSR, which our top 15 countries will implement.

These guidelines cover human rights (compliance with UN Global Compact principles), environment (effort to at least measure the carbon footprint induced by using a given product or service). Further initiatives are currently being assessed to mutualise efforts at global level (e.g. - Guidelines on Procurement's position on sustainability, sustainable procurement action plan, active participation to the Group's international Corporate Social Responsibility community).

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

All our internal colleagues must do an online training course on our Code of Conduct, and on business ethics. See page 30.

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

In 2001, the 'Parquet', the State Office of Public Prosecution in Brussels, started enquiring at the Head Office of Adecco in Brussels and at two of its branches in the Brussels area upon an anonymous testimony of discrimination placed with the NGO "SOS-Racisme".

On September 2, 2009, this case had reached prescription (legal expiration). Therefore the appeals was dismissed in application to the procedural law.

On September 1, 2009, SOS Racism and FGTB (Fédération Générale du Travail de Belgique) – both parties in the criminal procedure – have initiated a separate and new civil procedure before the civil judge requesting the following indemnities for the alleged damages: EUR 25,000 to SOS Racisme and a symbolic fine of EUR 1 to FGTB for racist practices in employment by using the 'Belgian only' (Blanc, Bleu, Belge) wording. The court hearing and pleadings took place on February 10, 2011. The judgment was announced on May 31, 2011 by the Civil Court, finding Adecco Belgium to be guilty of discriminatory hiring practice in some of its branches. The company was condemned to a fine of EUR 25,000 and EUR 1. Adecco has taken notice of the decision. Adecco has not committed any wrong-doings and has therefore appealed against the decision.

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

In most countries and territories where the Adecco Group operates, human rights are generally accepted and respected in both national law and general business practices. However, a few subsidiaries are operating in some so-called 'countries of concern': The current list of 43 'countries of concern' by EIRIS is based on the Freedom House list (see [www.freedomhouse.org](http://www.freedomhouse.org)), amended in light of further information, including the annual reports from Human Rights Watch and Amnesty International. This list (FTSE4Good inclusion criteria, p. 5) contains three countries where the Adecco Group operates: China, Colombia and Russia. The subsidiaries in these countries represent about 0.77% of the Adecco Group's employees and associates. See also pages 39 and 46 regarding the issue of child labour.

## Society

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

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

*\* Reference basis: total Adecco Group revenues. The country operations, which run such programmes, represent more than 90% of total Group revenues.*

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

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

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

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

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

We count governments among our most important stakeholders. To this end, we are a member of Ciett and Eurociett, the Confederations of Private Employment Agencies, and an authoritative voice representing the interests of agency work businesses.

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

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

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

The Adecco Group reached a settlement with the French Competition Council (Conseil de la Concurrence) to close the proceedings regarding restrictive competition practices. The case goes back to 2004, when the authorities started investigating the Adecco Group France and certain of its competitors.

## Product responsibility

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

Both our staffing process with our clients and our job placement processes with our candidates/associates foresee specific health and safety measures and assessments as described on pages 31–33.

### **PR3–PR4 Required product and service information**

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

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

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

We are not aware of any substantial breaches of clients' privacy or losses of our associates' and/or candidates' data in 2009/2010.

# GRI content index

# UN Global Compact Communication on Progress index

## Content indices

### 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

This publication reports the sustainability status and performance of the Adecco Group. It is based on the G3.1 Global Reporting Initiative (GRI) Guidelines. This report achieves **GRI application level B – checked and confirmed by the GRI** – as illustrated in the GRI applications level grid below.



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

Application level	C	C+	B	B+	A	A+
G3 Profile Disclosures	Report on: 1.1 2.1–2.10 3.1–3.8; 3.10–3.12 4.1–4.4; 4.14–4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9; 3.13 4.5–4.13; 4.16–4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
G3 Management Approach Disclosures	Not required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosed for each Indicator Category	
G3 Performance Indicators & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social, and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of: Economic, Environmental, Human Rights, Labour, Society, Product Responsibility.		Respond on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

\* Sector supplement in final version

Legend

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

- EC GRI core indicator
- EC GRI additional indicator
- 12 Reference to page number in this Report
- AR 12 Reference to page number in Adecco Annual Report 2010; with direct link to online version
- www Link to [www.adecco.com](http://www.adecco.com) > corporate responsibility > our approach

Code	UNGC Principles	Description	Reference or short answer
<b>Strategy and analysis</b>			
1.1	1-10	■ Statement from the most senior decision-maker	12-13
1.2		■ Description of key impacts, risks and opportunities	Key impacts: 14-15; risks and opportunities: AR 51-53
<b>Organisational profile</b>			
2.1		■ Name of the reporting organisation	Adecco S.A.
2.2		■ Primary brands, products, and/or services	5; AR 17-18; AR 54
2.3		■ Operational structure of the organisation	AR 18; AR 92 (>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	60 countries; AR 176
2.6		■ Nature of ownership and legal form	AR 178
2.7		■ Markets served, including geographic breakdown, sectors served and types of customers	AR 27-30; AR 39-46
2.8		■ Scale of the Adecco Group	3-4; AR 94-101
2.9		■ Significant changes during the reporting period	58
2.10		■ Awards received in the reporting period	21-22; 58-59
<b>Report parameters</b>			
3.1		■ Reporting period for information provided	Calendar year 2010
3.2		■ Date of most recent previous report	CSR Communication on Progress 2009, published in July 2010
3.3		■ Reporting cycle	Annually
3.4		■ Contact point for questions regarding this report	90
3.5		■ Process for defining report content	16-18 (charts); 59
3.6		■ Boundary of the report	59
3.7		■ Specific limitations on the scope or boundary of the report	59
3.8		■ Comparability from period to period	59
3.9		■ Data measurement techniques and the bases of calculations	59
3.10		■ Explanation of the effect of any restatement of information	60
3.11		■ Significant changes from previous years in the measurement methods	60
3.12		■ GRI content index	77-81
3.13		■ Current practice with regard to seeking external assurance for this report	This report has not been assured by external auditors, but the Annual Report: AR 174-175

Code	UNGC principles	Reported	Description	Reference or short answer
<b>Governance, commitments, and engagement</b>				
4.1		■	Governance structure of the organisation, including major committees	AR 186–198; CSR Management: 89–90
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	AR 186–189
4.4		■	Mechanisms for shareholders and employees to provide recommendations to the Board of Directors	60; 64; AR 199–201
4.5		■	Elements of the compensation programme 2010 for the Executive Committee	AR 205–207; AR 210–214
4.6		■	Processes in place for the highest governance body to ensure conflicts of interest are avoided	AR 190 (point 3.5)
4.7		■	Process for determining the composition, qualifications, and expertise of Board members	60 (cf. AR 193 (point 3.5.3))
4.8		■	Internally developed charters and principles relevant to sustainable performance	Values and Leadership Principles: 27–28 Code of Conduct: 30
4.9		■	Procedures of the Board of Directors for overseeing management of sustainable performance	60; AR 194 (point 3.7)
4.10		■	Processes for evaluating the Board of Directors' own performance	AR 204–205
4.11		■	Explanation of whether and how the precautionary approach or principle is addressed	61
4.12		■	Externally developed, voluntary charters and sets of principles which the organisation endorses	38–39; 61
4.13		■	Principal memberships in industry and business associations	61–64
4.14		■	List of stakeholder groups	15–16
4.15		■	Basis for identification and selection of stakeholders with whom to engage	14–15
4.16		■	Approaches to stakeholder consultation	28–29; 64
4.17		■	Key topics and concerns	Stakeholders: 16 ISO 26000: 17 AR 27–30
<b>Economic Performance Indicators</b>				
DMA EC		■	Disclosure on management approach EC	AR 17–20
EC1		■	Economic key data (see also 2.8) – Investments in philanthropic activities	3–4; AR 94–101 65
EC2	7	■	Financial implications of climate change	65
EC3		■	Coverage of the organisation's defined benefit plan obligation	AR 139–143
EC4		■	Significant financial assistance received from government	65
EC5	1	–	Range of ratios of standard entry-level wage compared to local minimum wage	Reason for omission: 65
EC6		■	Policy, practices, and proportion of spending on locally based suppliers	65
EC7	6	■	Procedures for local hiring and proportion of senior management hired from the local community	65
EC8		■	Development and impact of services provided primarily for public benefit	40–46; 66–69
EC9		■	Understanding and describing significant indirect economic impacts	18

Code	UNGC principles	Reported	Description	Reference or short answer
<b>Environmental Performance Indicators (continued)</b>				
<b>DMA EN</b>		■	Disclosure on management approach EN:	35; environm. policy: www
<b>EN1</b>	8-9	■	Materials used by weight or volume	70
<b>EN2</b>	8-9	—	Percentage of materials used that are recycled input materials	Percentages not known
<b>EN3</b>	8-9	■	Direct energy consumption by primary energy source	70
<b>EN4</b>	8-9	—	Indirect energy consumption by primary source	Not known
<b>EN5</b>	8-9	—	Energy saved due to conservation and efficiency improvements	Not known
<b>EN6</b>	8-9	—	Initiatives to provide energy-efficient or renewable energy-based products and services	37: Work opportunities related to green energy
<b>EN7</b>	8-9	—	Initiatives to reduce indirect energy consumption	36-37
<b>EN8</b>	8-9	■	Total water withdrawal by source	70
<b>EN9</b>	8-9	—	Water sources significantly affected by withdrawal of water	Adecco Group runs an office-based business; its operations do not therefore have a significant impact on any water sources, protected areas, habitats and biodiversity.
<b>EN10</b>	8-9	—	Percentage and total volume of water recycled and re-used	
<b>EN11</b>	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	
<b>EN12</b>	8-9	—	Significant impacts on biodiversity in protected areas	
<b>EN13</b>	8-9	—	Habitats protected or restored	
<b>EN14</b>	8-9	—	Strategies, actions and plans for managing impacts on biodiversity	
<b>EN15</b>	8-9	—	Conservation list species affected by operations	
<b>EN16</b>	8-9	■	Total direct and indirect greenhouse gas emissions by weight	71
<b>EN17</b>	8-9	■	Other relevant indirect greenhouse gas emissions by weight	71
<b>EN18</b>	7-9	■	Initiatives to reduce greenhouse gas emissions	35-37
<b>EN19</b>	8-9	—	Emissions of ozone-depleting substances by weight	Not relevant
<b>EN20</b>	8-9	—	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight	Not relevant
<b>EN21</b>	8-9	—	Total water discharge by quality and destination	Not relevant
<b>EN22</b>	8-9	—	Total weight of waste by type and disposal method	Not relevant
<b>EN23</b>	8-9	—	Total number and volume of significant spills	Not relevant
<b>EN24</b>	8-9	—	Weight of transported, imported, exported, or treated waste deemed hazardous	Adecco Group does not transport, import, export or treat any waste, and therefore no waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.
<b>EN25</b>	8-9	—	Water bodies significantly affected by discharges of water	
<b>EN26</b>	7-9	■	Initiatives to mitigate environmental impacts	35-37
<b>EN27</b>	8-9	—	Percentage of products sold that have their packaging materials reclaimed	Not relevant
<b>EN28</b>	8-9	■	Fines and sanctions for non-compliance with environmental regulations	Adecco Group is not aware of any incidents of or fines for non-compliance with any applicable international declaration, or national or local regulations associated with environmental issues.
<b>EN29</b>	8-9	—	Significant environmental impacts of transportation	See EN24 and EN25
<b>EN30</b>	7-9	—	Total environmental protection expenditures and investments by type	Adecco Group currently does not have any specific environmental protection budgets.

Code	UNGC principles	Reported	Description	Reference or short answer
<b>Social Performance Indicators: Labour Practices</b>				
<b>DMA LA</b>		■	Disclosure on management approach LA: overview <ul style="list-style-type: none"> <li>• DMA on Health &amp; safety</li> <li>• DMA on Employment &amp; work conditions</li> <li>• DMA on Employee development and equal opportunities</li> </ul>	18 (chart); AR 59–62) 31–33 38–40 47–50
<b>LA1</b>		■	Total workforce	30
<b>LA2</b>	6	■	Total number of new hires and employee turnover	29–30
<b>LA3</b>		■	Benefits provided to full-time employees that are not provided to temporary or part-time employees	72
<b>LA4</b>	1; 3	■	Percentage of employees covered by collective bargaining agreements	72
<b>LA5</b>		■	Minimum notice period(s) regarding operational changes	72
<b>LA6</b>	1	■	Percentage of total workforce represented in formal joint management – worker health and safety committees	73
<b>LA7</b>	1	■	Rates of injury, occupational diseases, lost days, work-related fatalities	32
<b>LA8</b>	1	—	Programmes in place regarding serious diseases	Reason for omission: 73
<b>LA9</b>	1	—	Health and safety topics covered in formal agreements with trade unions	Reason for omission: 73
<b>LA10</b>		■	Average hours of training per year per employee	49–50
<b>LA11</b>		■	Programmes for skills management and lifelong learning	47–50
<b>LA12</b>		■	Percentage of employees receiving regular performance and career development reviews	60–100%, depending on employee categorisation
<b>LA13</b>	1; 6	■	Composition of governance bodies	73; AR186–189; AR195–198
<b>LA14</b>	1; 6	—	Ratio of basic salary of men to women	Reason for omission: 73
<b>LA15</b>		■	Return to work and retention rates after parental leave, by gender	73
<b>Social Performance Indicators: Human Rights</b>				
<b>DMA HR</b>		■	Disclosure on management approach HR: overview <ul style="list-style-type: none"> <li>• DMA on human rights as part of our day-to-day responsibility</li> <li>• DMA on people's mental and physical integrity; non-discrimination</li> </ul>	18 (chart) 30 38–40
<b>HR1</b>	1–6	■	Significant investment agreements that include human rights	74
<b>HR2</b>	1–6	■	Screening of suppliers, contractors and other business partners on human rights	74
<b>HR3</b>	1–6	■	Employee training on policies and procedures, concerning aspects of human rights	30
<b>HR4</b>	1; 2; 6	■	Total number of incidents of discrimination and actions taken	74
<b>HR5</b>	1; 2; 3	■	Operations in which the rights for freedom of association and collective bargaining are at significant risk – and actions taken	74
<b>HR6</b>	1; 2; 5	■	Operations in which child labour is identified as significant risk – and measures taken	74
<b>HR7</b>	1; 2; 4	■	Operations in which forced labour is identified as significant risk – and measures taken	74
<b>HR8</b>	1; 2	■	Percentage of security personnel trained in human rights	Adecco Group is not in need of specific security personnel to protect its offices.
<b>HR9</b>	1; 2	■	Total number of incidents of violations involving rights of indigenous people	See HR4
<b>HR10</b>	1; 2	—	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	HR10 and HR11 are new indicators, introduced with G3.1 (launched in March 2011). In our 2010 report, we cannot report on these indicators yet. We however intend to do so going forward.
<b>HR11</b>	1; 2	—	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms	

Code	UNGC principles	Reported	Description	Reference or short answer
<b>Social Performance Indicators: Society</b>				
DMA SO		■	Disclosure on management approach SO: overview <ul style="list-style-type: none"> <li>• DMA on business ethics</li> <li>• DMA on community involvement</li> <li>• DMA on compliance</li> </ul>	18 (chart) 30 43 AR 107
SO1		■	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	74
SO2	10	■	Business units analysed for risks related to corruption	74
SO3	10	■	Percentage of employees trained in organisation's anti-corruption policies and procedures	76%
SO4	10	■	Actions taken in response to incidents of corruption	17-18 (charts); 74
SO5	1-10	■	Public policy positions and participation in public policy development and lobbying	33-34
SO6	10	■	Financial and in-kind contributions to political parties, politicians, and related institutions	75
SO7		■	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices and their outcomes	75
SO8		■	Significant fines and sanctions for non-compliance with laws and regulations	In 2010, there were no significant fines or sanctions.
SO9		■	Operations with significant potential or actual negative impacts on local communities	In 2010, 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
<b>Social Performance Indicators: Product Responsibility</b>				
DMA PR		■	Disclosure on management approach PR	14-15
PR1		■	Life cycle stages in which health and safety impacts of services are assessed for improvement	75
PR2		■	Incidents of non-compliance with regulations concerning health and safety impacts of products and services	To date, we are not aware of any significant incidents of non-compliance with regulations in this context.
PR3	8	■	Type of product and service information required and services subject to such information requirements	75
PR4	8	■	Incidents of non-compliance with regulations concerning product and service information	75
PR5		■	Practices related to customer satisfaction, including surveys measuring customer satisfaction	28
PR6		■	Programmes for adherence to laws and standards related to marketing communications	The Adecco Group adheres to laws and applicable standards related to marketing communications.
PR7		■	Incidents of non-compliance with regulations concerning marketing communications	The Adecco Group is not aware of any relevant infringements of the law in this context.
PR8		■	Substantiated complaints regarding breaches of customer privacy and losses of customer data	75
PR9		■	Significant fines for non-compliance with laws and regulations concerning products and services	In the HR services industry, PR9 comes up to SO8 (see above).



## Statement GRI Application Level Check

GRI hereby states that **Adecco management & consulting** has presented its report "Adecco Group CSR Report 2010" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines.

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

Amsterdam, 20 July 2011

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

Nelmara Arbex  
Deputy Chief Executive  
Global Reporting Initiative



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

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 11 July 2011. GRI explicitly excludes the statement being applied to any later changes to such material.

## Further reading

### Publications by the Adecco Group and other industry-related studies

#### **Demographic Fitness Survey 2009 Germany**

The demographic Fitness Survey 2009 looks at how fit German companies are in comparison with their European peers through different indicators.

[http://institute.adecco.com/Research/Articles/Documents/2009\\_Germany\\_German\\_DemographicFitness.pdf](http://institute.adecco.com/Research/Articles/Documents/2009_Germany_German_DemographicFitness.pdf)

#### **Adecco Switzerland HR-Barometer 2010**

The Swiss Human-Relations-Barometer 2010 is the fifth edition of a yearly study which looks at work relations, work conditions as well as work ethics and behaviour of employees in Switzerland. The developments over the past five years are being exemplified and discussed.

ISBN: 978-3-03823-610-8

#### **Adecco Switzerland HR-Barometer 2011**

The Swiss Human-Relations-Barometer 2011 is the sixth edition of a yearly study which looks at work relations, work conditions as well as work ethics and behaviour of employees in Switzerland. The developments over the past six years are being exemplified and discussed.

ISBN: 978-3-03823-648-9

#### **Adecco Swiss Job Market Index**

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

<http://www.adecco.ch/en-US/about-adecco/sponsoring-partnerships/university-of-zurich/Pages/PublicationsASJMI.aspx>

#### **Partnerships between private and public employment agencies – What do European top managers think about it? (2009)**

Public-private partnerships are seen as part of the solution to problems on the employment market: Over 60% of European top managers demand more cooperation between private and public employment market stakeholders, according to an Adecco Institute survey.

<http://institute.adecco.com/Research/Articles/Pages/Labour-Market2008PPPEurope.aspx>

#### **Improving lifelong learning a toolbox for companies, employees and institutions (2009)**

This white paper gives a new impetus to the implementation of lifelong learning beyond the Lisbon targets, which were set for 2010. In cooperation with the Jacobs Center on Lifelong Learning and Institutional Development, a multidisciplinary perspective on lifelong learning has been chosen to stimulate the debate on how to bring new dynamics into the European training landscape.

[http://institute.adecco.com/Research/Articles/Documents/LLL2009\\_World\\_EN.pdf](http://institute.adecco.com/Research/Articles/Documents/LLL2009_World_EN.pdf)

#### **Accessibility Guide for Companies (2010)**

Just a little over a decade ago, it would have been surprising to find companies that were interested in adapting their buildings, environments, and positions for people with physical, sensory, or psychological disabilities. Things are no longer that way. This is not only due to the current laws and regulations that preserve and promote the incorporation of disabled workers in the workforce, but mostly due to the cultural change where principles of plurality and equality have become stronger in daily life and at the workplace.

[http://www.csr360gpn.org/uploads/files/resources/Accessibility\\_Guide\\_for\\_Companies.pdf](http://www.csr360gpn.org/uploads/files/resources/Accessibility_Guide_for_Companies.pdf)

#### **2011 U.S. Job market perspectives**

The phrase "job growth" was happily welcomed back into the American vernacular in 2010. Following one of the most challenging time periods for the U.S. economy and job market. What is now referred to as the 'Great Recession' this past year introduced a level of stability which helped to nudge the economic pendulum in a new direction.

<http://www.adeccousa.com/Documents/flipbook/2011-job-market-perspectives/index.html>

#### **Two worlds collide? Bringing Copenhagen to Bologna (2011)**

This white paper, initiated by the Adecco Group, looks at what is done to increase the proportion of highly educated people in the workforce. Policymakers in the European Union initiated the Bologna Process, which aims to increase the number of university graduates and to harmonise higher education certificates. At the same time, comparable policy measures for vocational education have had hardly any impact. Vocational education in a dual system, which is widespread in Germany, Switzerland and Austria, is often presented and discussed as one way to successfully meet the growing needs of the information society. The report will be available as of August 2011 on: [www.adecco-group.de](http://www.adecco-group.de)

**Future Jobs – How does work look like in Europe 2020 (2011, German)**

This study by DIS AG and the German 'Zukunftsinstitut' looks at work as a central theme. Work is not only about earning money and is far more than just an economic transaction. Work provides a status, an identity and gives a sense of belonging. So how will work develop over the coming years? What are the trends across industries and regions?  
[http://www.dis-ag.com/dis/Presse/Documents/1104\\_DIS\\_Studie\\_FutureJobs.pdf](http://www.dis-ag.com/dis/Presse/Documents/1104_DIS_Studie_FutureJobs.pdf)

**Social Media @ Human Resource Management – A study about social networks (2011, German)**

A study initiated by DIS AG and conducted by the University of Applied Sciences in Dresden and the Leipzig University of Applied Sciences found out that 18 million people in Germany have a profile on Facebook and around 3.8 million Germans are on XING. Social media are belonging to everyday life for many people in the private and professional domain. This has been acknowledged by many companies in recent times. More and more, social media is becoming a tool for them to access talent. But what do employers need to think and be aware of when using social media?  
[http://www.dis-ag.com/dis/Presse/Documents/DIS\\_AG\\_Social\\_Media\\_Studie\\_2011.pdf](http://www.dis-ag.com/dis/Presse/Documents/DIS_AG_Social_Media_Studie_2011.pdf)

**Adecco Group Australia Temporary Labour Report (2011)**

The world's leading recruiter presents Australia's first temporary labour market report, revealing findings from the Adecco Group 'Temporary Labour Employer Survey and Temporary Labour Employee Survey'. The report is the first of its kind in Australia to focus on this important aspect of the nation's labour market. A copy of the report can be ordered by sending an e-mail to: [marketing@adecco.com.au](mailto:marketing@adecco.com.au)

**Agency Workers Regulations: Six months to go — is British business ready? (2011)**

Last year, Adecco commissioned an independent research consultancy to speak to 100 decision-makers in HR from organisations that regularly use temporary workers, to assess the levels of awareness, understanding and preparedness for the AWR. The resulting 2010 AWR survey found evidence of confusion, complacency and inertia surrounding the regulations. In March 2011, Adecco has updated the survey to see how these views have changed.  
<http://www.adecco.co.uk/SiteCollectionDocuments/Adeccoawrpro.pdf>

**Ciett Economic Report 2011**

Ciett has published its 2011 Annual Economic Report, based on figures available for 2009. This report is the fourth of its kind to reveal that the agency work industry is one of the largest private employers in the world today, boasting just under 9 million workers employed on a daily basis, and global annual sales revenues in excess of EUR 203 billion.  
[http://www.ciett.org/fileadmin/templates/eurociett/docs/stats/Ciett\\_Economic\\_Report\\_2011.pdf](http://www.ciett.org/fileadmin/templates/eurociett/docs/stats/Ciett_Economic_Report_2011.pdf)

**Temporary agency work and collective bargaining in the EU (2008)**

This report reviews the present situation regarding the use of temporary agency work (TAW) in European Union Member States. It examines arrangements for social dialogue and collective bargaining at national level across the EU. It also examines the role of collective bargaining in determining such matters as length of assignment, the use of TAW in strikes, and the proportion of agency workers allowed. It also analyses the role of collective bargaining in determining equality of treatment in pay, training and other conditions of employment.  
[http://www.ciett.org/fileadmin/templates/eurociett/docs/EIRO\\_Foundation\\_Report\\_on\\_TAW\\_Dec\\_08.pdf](http://www.ciett.org/fileadmin/templates/eurociett/docs/EIRO_Foundation_Report_on_TAW_Dec_08.pdf)

# Glossary

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

**Affinity group** A small group of individuals responsible for a given activity, issue, role or skill.

**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.

**Baby boomers** Individuals born between 1946 and 1964.

**Branch** Where we offer our products and services to candidates and clients.

**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 CO<sub>2</sub> (carbon dioxide), which are induced by activities in a given time frame.

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

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

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

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

**CO<sub>2</sub> equivalent (CO<sub>2</sub>-e)** An accounting value for greenhouse gas (GHG) emissions: These are generally expressed as a weight of carbon dioxide equivalent (CO<sub>2</sub>-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 CO<sub>2</sub>-e.

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

**Competence-based training** Training that focuses exclusively on teaching the skills, facts and attitudes associated with a specific job.

**CoP** Business participants in the UN Global Compact make a commitment to comply with the Global Compact's ten principles, including them into 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 of the UN Global Compact, and in supporting broad UN development goals.

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

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

**Corporate (Social) Responsibility (CR or CSR)** The definition CR/CSR is still evolving. It addresses the concept that, beyond merely conducting its business and adhering to legal guidelines, an organisation has obligations such as looking after the welfare of its employees, the community, society at large and the environment. CR encompasses corporate governance, economic, social and environmental responsibilities. CR is backed by UN initiatives such as the Global Compact and is the subject of several standardisation initiatives such as the GRI, the AA1000 series and the ISO 26000 guide.

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

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

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

**Dow Jones Sustainability Index DJSI** Launched in 1999, the Dow Jones Sustainability Indexes are the first global indexes tracking the financial performance of the leading sustainability-driven companies worldwide.

**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](http://www.ethibel.org)

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

**Eurociett** The European Confederation of Private Employment Agencies. See under "Ciett". [www.euro-ciett.org](http://www.euro-ciett.org)

**Eurofound** The European Foundation for the Improvement of Living and Working Conditions is a European Union body. Specifically, it was set up to contribute to the planning and design of better living and working conditions in Europe. Eurofound's core business is both research and communicating the results of that research. [www.eurofound.europa.eu](http://www.eurofound.europa.eu)

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

**FTSE4Good** The FTSE4Good Index Series is a series of benchmark and tradable indices for socially responsible investors. The indices are used as a basis for regional and global index tracker funds – a range of structured products – and as a stock selection platform for actively managed funds. The index inclusion criteria have been designed to identify companies that meet globally recognised and accepted, socially responsible criteria as they evolve. [www.ftse.com/ftse4good](http://www.ftse.com/ftse4good)

**Generation X** Individuals born between 1965 and 1977. Adecco describes generation Xers as being influenced by technology, television, day care and divorce. They represent an age of accelerated schedules, multitasking and the information revolution.

**Generation Y** Individuals born between 1978 and 1989. Adecco describes generation Yers as pragmatic and hard-working, as well as wanting independence and job satisfaction. They are a generation of volunteers who seek such opportunities outside the workplace.

**GHG** Greenhouse gases are those gases which are supposed to trap the heat in the atmosphere and thus to cause a global warming. The principal greenhouse gases that enter the atmosphere because of human activities are: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (NO<sub>2</sub>) and various fluorinated gases.

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

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

**Human resource business process outsourcing (HR BPO)** Total or partial outsourcing of HR duties (e.g. payroll, recruiting, training, benefits, employee orientation, staffing).

**ILO** The International Labour Organization (ILO) is the tripartite UN agency that brings together governments, employers and workers of its member states in common action to promote decent work throughout the world. [www.ilo.org](http://www.ilo.org)

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

**ISO 26000** A Guidance on social responsibility issued by the International Organisation for Standardization. It aims to be a first step in helping all types of organization 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 as ISO 26000 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.

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

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

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

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

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

**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.

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

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

**Peer review** An assessment conducted by a person of the same level.

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

**Project staffing/consulting** The assignment of an employee or a team from the Adecco staff (potentially complemented by

associate[s]) to the client for the execution of a project, with the resources remaining on Adecco's payroll and integrated into Adecco's reporting structure.

**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.

**Recruitment process outsourcing (RPO)** Is the transfer of operational responsibility for one or more recruiting functions for permanent labour (including recruitment administration) from the client to a services provider.

**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.

**Secondment** The assignment of an Adecco employee (not an associate) to a client, with the employee remaining on Adecco's payroll, but fully integrated into the client's organisation.

**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.

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

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

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

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

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

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

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

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

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

# CSR Governance within the Adecco Group

## Board of Directors

Rolf Dörig	Chairman of the Board of Directors
Thomas O'Neill	Vice-Chairman

## Responsibilities at committee

Alexander Gut, Chairman	Audit Committee
Andreas Jacobs	
David Prince	

Andreas Jacobs, Chairman	Nomination & Compensation Committee
Thomas O'Neill	
Wanda Rapaczynski	

Wanda Rapaczynski, Chairwoman	Corporate Governance Committee
Jakob Baer	
Alexander Gut	
Didier Lamouche	

## Corporate functions

Patrick De Maeseineire	Chief Executive Officer
Stephan Howeg	Head Group Communications & CSR
Christian Vasino	Chief HR Officer
Patrick Kleffel	General Counsel
Hans Brütsch	Head Compliance Reporting
Pierlaurent Barbieri	Head Group Internal Audit

## Adecco Group Global Diversity Business Council

Jeff O'Neill	Canada
Bruce Roch	France
Claudio Soldà	Italy
Lois Cooper	North America
William T. Rolack Sr.	
David J. Maldonado Esq.	
Francisco Mesonero Fernández de Córdoba	Spain
Steve Girdler	United Kingdom & Ireland
Salvador de Antuñano	Mexico

## Australia & New Zealand

Rick Khinda	Director Marketing & Communications and CSR
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## Belgium

Geert Van Droogenbroeck	Marketing Manager & CSR
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## Denmark

Vibeke Jacobsen	HR Manager & CSR
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## Eastern Europe

Evangelia Isari	Marketing Manager and CSR
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## Finland

Marko Pajula	Sales & Marketing Director and CSR
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<b>France</b>	
Bruce Roch	CSR Director, Adecco Group France
Jean-François Connan	Director Insertion, Adecco Group France
Jerôme Gervais	General Manager, Adecco Group Fondation
<b>Iberia &amp; LATAM</b>	
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
<b>India</b>	
Vanitha Nav Jain	Marketing & Communications Senior Manager and CSR
<b>Italy</b>	
Claudio Soldà	General Secretary Adecco Fondazione & Public Affairs Adecco Italy
<b>Japan</b>	
Hiroataka Yamanami	Corporate Planning and CSR Japan & Asia
<b>Netherlands</b>	
Rinus Wittenberg	Marketing Manager and CSR
<b>Norway</b>	
Reidun Brekke	Regional Director & CSR
<b>North America</b>	
Lois Cooper	Vice President CSR & Inclusion
Tyra Tutor	Corporate Development and CSR
Pauline Gebon	Supplier Diversity
Rachelle Chapman	'Career Connections Programme'
<b>Switzerland</b>	
José M. San José	Marketing Director and CSR
<b>Sweden</b>	
Fred Lafquist	Sponsoring and CSR
Charlotte Norden	Director Marketing and CSR
<b>UK &amp; Ireland</b>	
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# Imprint

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