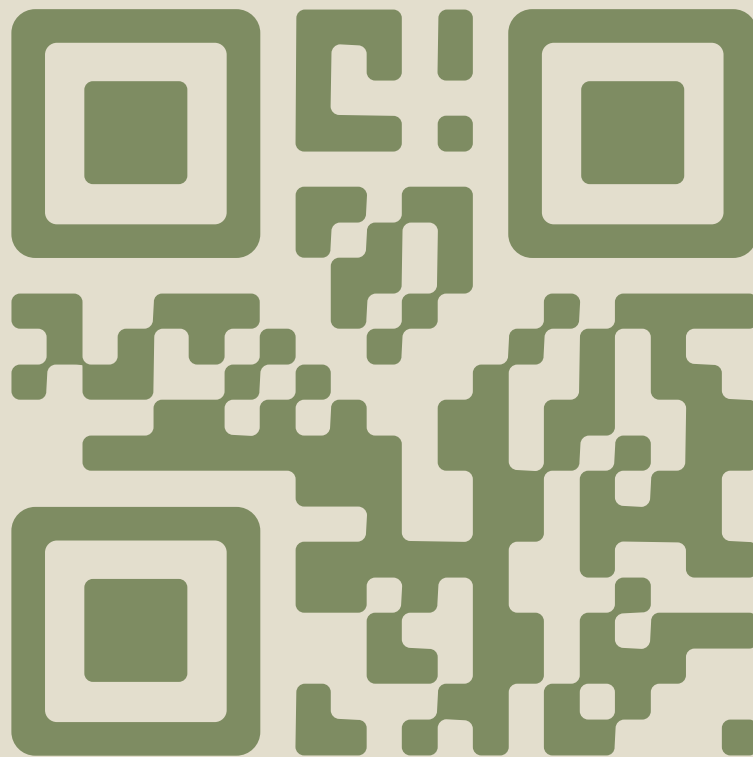




Our full CSR CoP 2011 experience is available.  
Visit [csr.adecco.com](http://csr.adecco.com)



# Contents

3	The Adecco Group
7	Message from the CEO
9	Our business and CSR
12	Our corporate social responsibility
14	Selected CSR activities 2011/2012
26	GRI content index
32	Further reading
35	Glossary
38	CSR Governance
40	Imprint

# The Adecco Group

We inspire individuals and organisations to work more effectively and efficiently, and create greater choice in the domain of work, for the benefit of all concerned. As the world's leading provider of HR solutions – a business that has a positive impact on millions of people every day – we are conscious of our global role.



33,000+

FULL-TIME EQUIVALENT  
EMPLOYEES<sup>1</sup>



700,000+

ASSOCIATES ON  
ASSIGNMENT DAILY<sup>2</sup>



100,000+

CLIENTS  
EVERY DAY<sup>2</sup>

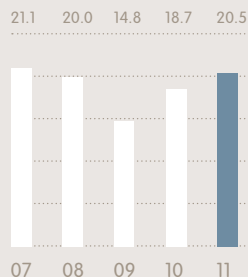


5,500+

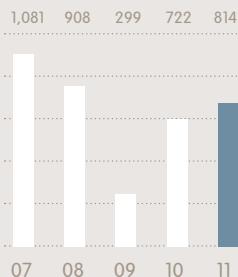
BRANCHES IN OVER 60  
COUNTRIES & TERRITORIES<sup>1</sup>

# Key figures

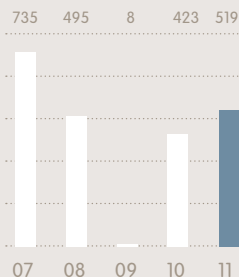
**Revenues**  
in EUR billions



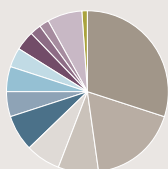
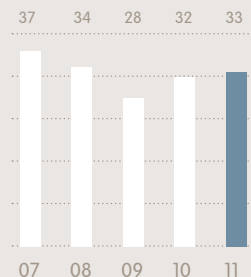
**EBITA**  
in EUR millions



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

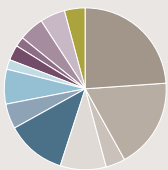


**Employees FTE (year-end)**  
in thousands



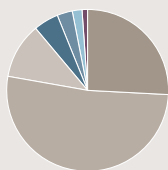
**2011 Revenue split by segment in %**

- France 30%
- North America 18%
- UK & Ireland 8%
- Japan 7%
- Germany & Austria 7%
- Benelux 5%
- Italy 5%
- Nordics 4%
- Iberia 4%
- Australia & New Zealand 2%
- Switzerland 2%
- Emerging Markets 7%
- LHH 1%



**2011 EBITA split by segment in % (operating units)**

- France 24%
- North America 18%
- UK & Ireland 4%
- Japan 9%
- Germany & Austria 12%
- Benelux 5%
- Italy 7%
- Nordics 2%
- Iberia 3%
- Australia & New Zealand 2%
- Switzerland 5%
- Emerging Markets 5%
- LHH 4%



**2011 Revenue split by business line in %**

- Office 26%
- Industrial 52%
- Information Technology 11%
- Engineering & Technical 5%
- Finance & Legal 3%
- Medical & Science 2%
- Solutions 1%

<sup>1</sup> Year-end 2011

<sup>2</sup> Average 2011

## Share price performance comparison 2011

in CHF



## Share information

### Tickers

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

### Share price in CHF

• Year-end	39.35
• Average	49.84
• High/low	66.05/32.15

## Historical data

for the fiscal years in EUR millions (except shares)

	2011	2010	2009	2008	2007
<b>Statement of operations data</b>					
Revenues	20,545	18,656	14,797	19,965	21,090
Gross profit	3,566	3,329	2,649	3,673	3,927
EBITA <sup>4</sup>	814	722	299	908	1,081
Net income attributable to Adecco shareholders	519	423	8	495	735
<b>Other financial indicators</b>					
Cash flow from operating activities	524	455	477	1,054	1,062
Free cash flow <sup>5</sup>	415	350	385	948	971
Net debt <sup>6</sup>	892	751	110	617	866
<b>Key ratios (as % of revenues)</b>					
Gross margin	17.4%	17.8%	17.9%	18.4%	18.6%
SG&A ratio <sup>7</sup>	13.4%	14.0%	15.9%	13.8%	13.5%
EBITA margin	4.0%	3.9%	2.0%	4.5%	5.1%
<b>Per share figures</b>					
Basic EPS in EUR	2.72	2.20	0.04	2.82	3.97
Diluted EPS in EUR	2.72	2.17	0.04	2.71	3.80
Cash dividend in CHF	1.80 <sup>8</sup>	1.10	0.75	1.50	1.50
<b>Number of shares</b>					
Basic weighted-average shares	190,671,723	192,113,079	177,606,816	175,414,832	185,107,346
Diluted weighted-average shares	190,805,080	195,596,325	177,613,991	184,859,650	195,279,053
Outstanding (year-end)	170,448,401	174,702,026	174,079,431	174,188,402	182,647,293

<sup>3</sup> SMI and Basket of competitors (Manpower, Randstad and Kelly Services market capitalisation weighted in CHF) relative to Adecco's share price: 1.1.2011 = CHF 61.25.

<sup>4</sup> EBITA is a non-U.S. GAAP measure and is defined herein as operating income before amortisation of intangible assets and impairment of goodwill and intangible assets.

<sup>5</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>6</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>7</sup> Excluding amortisation of intangible assets and impairment of goodwill and intangible assets.

<sup>8</sup> Proposed by the Board of Directors.

# Our business at a glance

## Adecco Group HR solutions and services

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

# Dear stakeholder,

Helping people to achieve 'better work, better life' is our common purpose and defines how we contribute to society every day. Work is a source of dignity. It gives people a sense of purpose and belonging.

We recognise work as a basic need and right, and the foundation of personal, family and societal well-being. Helping millions of associates find their best possible job as well as building talented, flexible teams for companies is a motivating force for Adecco employees. We reinforce this role through our CSR strategy centred upon Integration, Skills and Excellence. This is explained in depth in our full 2010 CSR Report and updated upon in this Communication on Progress 2011.

Ongoing economic uncertainty brings into sharp focus our commitment to enable 'better work, better life'. We are experiencing high and rising unemployment, particularly amongst young people, as well as jobless recoveries. At the same time, talent shortages are growing in markets as diverse as the US and China. This paradox reflects widespread skill mismatches between education/training systems and the needs of the labour market. We can clearly see that there is an underlying structural labour market crisis as well as economic challenges which need to be addressed.

As the global leader of HR Solutions, we accept our responsibility to take action and also partner others in a drive to tackle these issues and improve the world of work. Some of these initiatives are reflected in our latest highlights:

## **Progress highlights**

Our REDvolución project began in Spain, supporting our 'Integration' efforts for those excluded from the workforce. Adecco employees took to the streets to offer 70,000 people practical job-finding support, including local workshops; as official

recruitment provider to the upcoming London Olympic Games, we have created a Disability Talent Pool to guarantee interview and job opportunities for disabled applicants; we also extended our involvement in a global series of workshops with the ILO International Business and Disability Network.

A new aspect of our activities to help people acquire 'Skills' is our leading role in 'Unlocking Britain's Potential' campaign, including an action to help businesses to foster closer links with schools, therefore bridging the gap between education and work; we are participating in the 2012 European Year of Active Ageing through the 'Golden Workers' project, helping mature workers gain IT skills needed for employment; in addition, over 17,000 of our employees volunteered their time to cycle in our Win4Youth initiative, raising a large donation to charitable foundations helping young people acquire skills for a better life.

Our recent CSR activities focused upon 'Excellence' involve meeting increased expectations of clients and reporting indices in regard to our environmental, social and governance (ESG) performance: in 2011, Adecco became a constituent of the Dow Jones Sustainability Indexes (DJSI) World & Europe; we were amongst the top 250 companies of the 2011 Newsweek Green Rankings; our Carbon Disclose ranking improved. Not least, Adecco again met the corporate responsibility standards of the FTSE4Good Index Series.

Linking our environmental 'Excellence' to 'Integration', we participated in the United Nations Environmental Programme (UNEP) conference on Green Jobs for Youth. In support of our sustainable business success, we also launched the Adecco Academy, thus strengthening our Group's global training and development programmes.



**Our role**

As the global industry leader, we feel it is our job to improve the world of work. We use our expertise to shape the industry agenda and bring innovative workforce solutions in order to broaden work opportunities for millions of people. Our CSR strategy of Integration, Skills and Excellence brings added intensity to our core commitment to enable 'better work, better life' for the benefit of all our stakeholders.

Thank you for reading our Communication on Progress.

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

**Patrick De Maeseneire**  
Chief Executive Officer

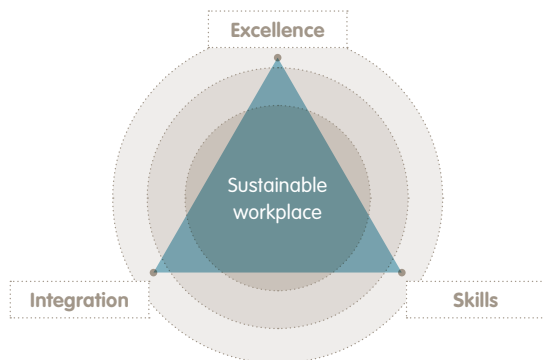


We unlock potential for individuals, businesses and economies reinforced by our CSR strategy centred upon Excellence, Integration and Skills.

# Our business and CSR

## Prioritising activities

Adecco Group: three main global programmes in our strategic areas

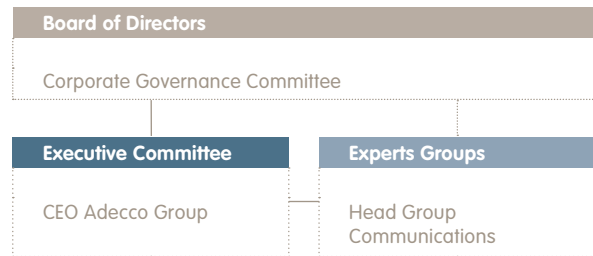


## Stakeholders

- Employees
- Customers & Shareholders
- Society

## Global programmes

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



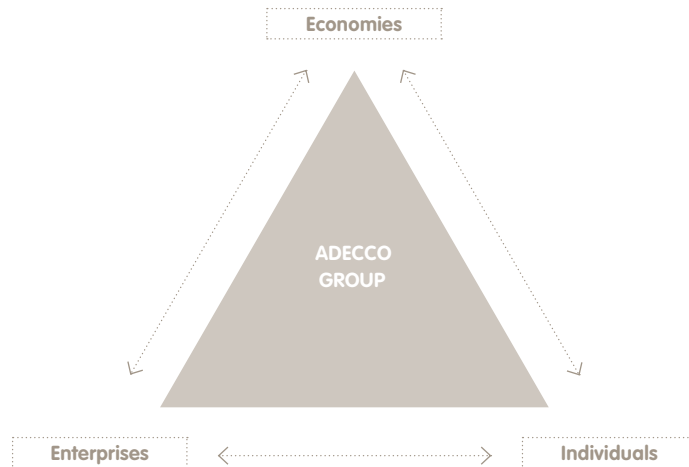
## How CSR relates to our business

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.

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.

## How HR services benefit labour markets



## 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, HR Process Management, including Career Transition and Talent Development Solutions. 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

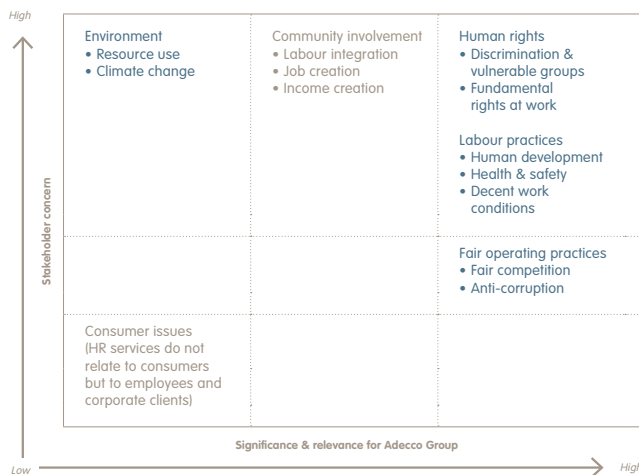
(blue = corresponding to UN Global Compact principles)

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, fulfilment of a dream, as a basis for independence</li> <li>Work as basic need, which often is difficult to meet</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>Socially and environmentally responsible investments</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>Equal opportunities</li> <li>Work as social integration for vulnerable groups</li> <li>Undeclared work as burden for social costs</li> <li>Decent work conditions</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).

## Materiality matrix

(blue = corresponding to UN Global Compact principles)



How we prioritise the ISO 26000 core subjects and issues related to our business and the concerns of our stakeholders. Based on this, we designed our three operational focus areas (see chart on page 13).

We unlock potential for individuals, businesses and economies reinforced by our CSR strategy centred upon Excellence, Integration and Skills. For more information, read our latest CSR Report: [csrr.adecco.com](http://csrr.adecco.com)

# Our corporate social responsibility

## Unlocking potential

At Adecco, we unlock potential in the domain of work for the benefit of all stakeholders. Thanks to the commitment of more than 33,000 employees, around 700,000 associates work through Adecco every day, amounting to more than 3 million people in the workforce each year.

Their income supports many families' lives. Their talent, skills and efforts contribute to the productivity and sustainable success of over 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.

Helping individuals and clients throughout their career and business life cycle and optimising our positive impact without compromise is our Corporate Social Responsibility (CSR). The Corporate Governance Committee and the CEO oversee our CSR strategy which is focused on three pillars in the world of work: Integration, Skills and Excellence.

A range of specific programmes and activities underpin each pillar and are the designated responsibility of management throughout our business operations. We submit our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the Global Reporting Initiative GRI Guidelines for our CSR reporting. In 2011, the Adecco Group became a constituent of the Dow Jones Sustainability Indexes (DJSI) World and Europe.

The effectiveness, efficiency and choice that we bring to the world of work are exemplified by a number of highlights presented here.

**Integration** Integrating people into the workforce through temporary work is a central part of our business. Jobs offer people work experience and an income. Consecutive assignments provide people with diverse work experiences and

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%) twelve months after working as an agency worker<sup>1</sup>.

Adecco is involved in various public-private initiatives such as the ILO Global Business and Disability Network relaunched in 2011 and the Golden Workers project. The latter was started in October 2011 and is one of several initiatives that have been undertaken by the EU Commission in support of the 'Year of Active Ageing and Solidarity between Generations 2012'. The main goal of Golden Workers is to identify emerging technologies and socio-economic trends, new models of extending professional active life and novel application scenarios in the area of Information and Communications Technology (ICT) for active ageing at work.

A centrepiece of our integration efforts is the IOC and the IPC Athlete Career Programmes. The International Olympic Committee (IOC) and the International Paralympic Committee (IPC) Athlete Career Programmes are designed to help high-performing athletes, as well as Olympians and Paralympians, to address their education, life skills and employment needs in order to enhance their prospects for success beyond competition. The focus of Adecco's role is to provide career development and job placement support to help ease the challenges that athletes face while they transition into the workforce. Adecco also works with 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, reaching out to more than 8,500 Olympic and Paralympic athletes around the world. New landmarks were achieved in 2011 with the participation of more than 2,000 athletes in the programme. Adecco has hired athletes from 13 countries, being a strong believer in the transferable

<sup>1</sup> Source: Ciett Economic Report 2011.

## 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> <ul style="list-style-type: none"> <li>• Discrimination &amp; vulnerable Groups</li> <li>• Fundamental rights at work</li> </ul> <b>Labour practices</b> <ul style="list-style-type: none"> <li>• Health &amp; safety</li> <li>• Decent work conditions</li> </ul> <b>Fair operating practices</b> <ul style="list-style-type: none"> <li>• Fair competition</li> <li>• Anti-corruption</li> </ul> <b>Environment</b> <ul style="list-style-type: none"> <li>• Resource use</li> <li>• Climate change</li> </ul>	<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> <ul style="list-style-type: none"> <li>• Human development</li> <li>• Training</li> <li>• Further training</li> </ul>	<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> <ul style="list-style-type: none"> <li>• Labour integration</li> <li>• Work creation</li> <li>• Income creation</li> </ul>	<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.

skills athletes can bring to the corporate world. Strengthening the Olympic Movement’s responsible approach to athletes, the IOC in cooperation with Adecco also delivered career development advice to over 250 young athletes and volunteers during the 1<sup>st</sup> Winter Youth Olympic Games in Innsbruck in January 2012.

As Official Recruitment Services Provider to London 2012, Adecco UK & Ireland is working as an integral part of the London Organising Committee of the Olympic and Paralympic Games (LOCOG) to achieve the commitment for the Games to be the most diverse and inclusive ever. By the time the Games start, Adecco UK & Ireland will have recruited 7,000 people.

**Skills** The acquisition and ongoing development of skills is a passport to employment, income and a sustainable career. Providing and guiding our associates, as well as employees, to suitable training and development opportunities is an essential part of our business approach.

Helping disadvantaged people acquire the skills they need is a real passion that unites the Adecco Group. This is highlighted by the participation of 16,500 employees in our 2011 Win4Youth initiative. At more than 2,300 events in 63 countries, our employees and 4,000 clients cycled a total of 1,565,528 kilometres. Over 84,000 kilometres of this total were achieved during our worldwide Solidarity Day raising funds for the victims of the Japanese earthquake and tsunami.

For every 5 kilometres completed – on road bike or even spinning machine – the Adecco Group donated USD 1 to a grand total which was shared between three foundations: Brazil – Social Circus in Rio de Janeiro; Philippines – The Cebu boys home; and in Greece we supported ‘The Smile of the Child’ dedicated to providing community homes giving shelter and safety to children. The highlight of the 2011 project – which built upon a running-themed Win4Youth project in 2010 – was the successful cycling ascent of Mont Ventoux in France by 74 employees from around the world.

**Excellence** Striving for and measuring excellence is central to our ethos and operational practices. It enables us to sustain our business success and industry leadership but at the same time furthers our team spirit and maximises our positive contribution to society. Since October 2011, the Adecco Academy has been running our Group development programmes aimed at excellence in leadership, services & sales and operations.

In 2011, we ran our third Adecco Group Excellence Awards. Eight winning teams were recognised and rewarded for outstanding results achieved through applying our four core values of team spirit, customer focus, responsibility and entrepreneurship. Whilst Adecco Eastern Europe was the overall winner, Adecco Spain received an award in recognition of the highest retention rate – one of Adecco Group’s key strategic priorities. Other winners included Adecco South America, Adecco Italy, Adecco US Staffing, Tuja Germany, Adecco Brazil and one of our international account teams.

Many of our advances in the social, economic and environmental aspects of the CSR arena were reflected in internationally recognised assessments in 2011. The Dow Jones Sustainability Index (DJSI), in cooperation with Sustainable Asset Management (SAM), recognised the Adecco Group as one of the sustainability leaders in the Industrial Goods and Services sector based on performance across economic, environmental and social criteria. Additionally, Adecco retained its inclusion as a member company of the FTSE4Good Index, the responsible investment index calculated by global index provider FTSE Group in its Semi-Annual Review 2011. We were named among the top 250 companies on the 2011 Newsweek Green rankings. This is in step with our increased focus on environmental performance which we track through the ‘myclimate’ emission measuring platform and our involvement in the Carbon Disclosure Project (CDP). Through our participation in the World Economic Forum as a strategic partner, we support the Forum’s commitment to improving the state of the world by creating greater choice in the domain of work and by unlocking potential in individuals, enterprises and society in general.

# Selected CSR activities 2011/2012

## Integration

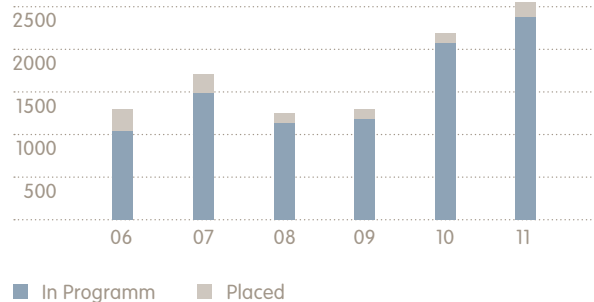
Integrating people into the workforce through temporary work is a central part of our business. Jobs offer people work experience and an income. Consecutive assignments provide people with diverse work experiences and environments and enhance their adaptability to different roles and teams. In many cases, 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%) twelve months after working as an agency worker.

### The IOC and IPC Athlete Career Programme

A centrepiece of our integration efforts is the IOC and the IPC Athlete Career Programmes. The International Olympic Committee (IOC) and the International Paralympic Committee (IPC) Athlete Career Programmes are designed to help high-performing athletes, as well as Olympians and Paralympians, to address their education, life skills and employment needs in order to enhance their prospects for success beyond competition. The focus of Adecco's role is to provide career development and job placement support to help ease the challenges that athletes face while they transition into the workforce. The programmes have been in place since 2005 (IOC) and 2007 (IPC) respectively, reaching out to more than 10,000 Olympic and Paralympic athletes from more than 100 countries with career training and job placement. New landmarks were achieved in 2011 with the participation of more than 2,000 athletes in the programme.

On July 5, 2012, the International Olympic Committee (IOC) underscored its firm commitment to the IOC Athlete Career.

**Annual Athlete participation in the IOC and IPC Athlete Career Programme between 2006 and 2011**



Programme (IOC ACP) by agreeing to an eight-year extension of its cooperation agreement with the Adecco Group.

[www.olympic.org/athletes-space](http://www.olympic.org/athletes-space)

[www.paralympic.org/athletes](http://www.paralympic.org/athletes)

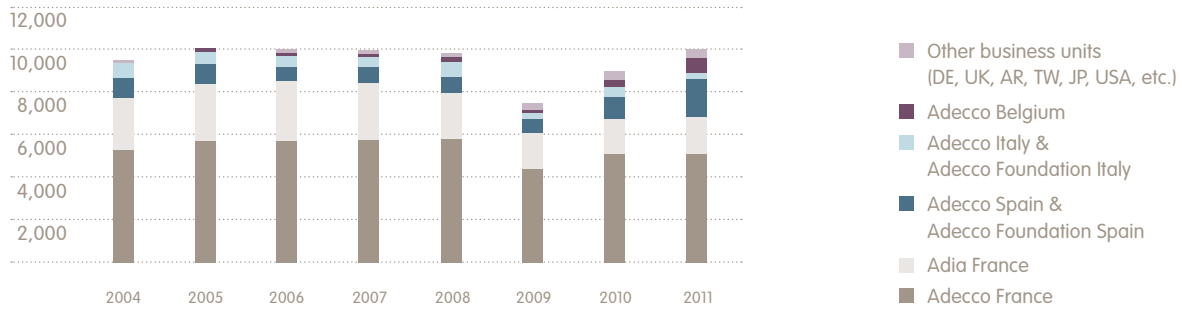
### IPC Inclusion Summit during London 2012

In September 2012, during the Paralympic Summer Games in London, Adecco together with the IPC is co-hosting the 2<sup>nd</sup> IPC Academy Inclusion Summit. The event is a natural extension of the current IPC ACP services as it will focus on inclusion and accessibility from a community, sport, and labour perspective. Adecco has focused on integrating Paralympic athletes and people with disabilities into the workplace for many years with many companies. The Summit represents an important opportunity to share our experience in helping people with disabilities to be able to integrate into the workforce and society. The Inclusion Summit will be an opinion-leading debate with a focus on inclusion and accessibility from a community, sport, and labour perspective.

[www.ipcinclusionsummit.com](http://www.ipcinclusionsummit.com)

## People with disabilities integrated into the labour market

Information on number of individuals



### Extended involvement with the Global ILO Business and Disability Network

People with disabilities make up around 15% of the world's population. This amounts to over 1 billion people, making them the largest minority group. As an employer of over 10,000 people with disabilities per year, we bring considerable experience to the Global ILO Business and Disability Network through our membership and role on the Steering Committee. The Network is comprised of representatives from multinational enterprises, employers' organisations and business networks, and selected non-governmental and disabled peoples' organisations. It assists companies with the inclusion of people with disabilities into the workforce from the perspectives of business and human rights cases.

The Network held a special session on June 11, 2012 in Geneva, Switzerland, in order to formalize its structure, strategic plan and membership commitments. This marks a significant advance in the Network, moving on from its start point as purely being an informal group of like-minded businesses and employers' organisations.

The Network's event which was attended by several Heads of States – took place during the 101<sup>st</sup> session of the International Labour Conference (ILC) of the ILO. It was a valuable opportunity to raise the profile of the Network, increasing its visibility among employers, unions and government representatives.

Global network meetings conducted since 2010 with Adecco's participation include: Europe (Paris), US (New York), India (Bangalore), Argentina (Buenos Aires) and South Africa (Johannesburg). [Watch the video.](#)  
[www.businessanddisability.org](http://www.businessanddisability.org)

### Olympic and Paralympic Games – Adecco UK & Ireland helps achieve diversity for London 2012

In January 2009, the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) named Adecco UK & Ireland as their official recruitment services provider. Rising to the challenge, Adecco UK & Ireland developed a unique diversity tracking software that measures the six streams of diversity (age, ethnicity, faith, gender, disability and sexuality) in every department. Recognising that disability is a major recruitment challenge, we devised a number of programmes to assist with the process; including a guaranteed interview scheme that helped candidates with the right skills to get the best possible chance of a role in London 2012. Adecco UK & Ireland also developed a disability talent pool that ensures talented candidates with a disability – that may not have been offered a role initially – are mentored and tracked in case opportunities should arise.

### Our charitable Foundations

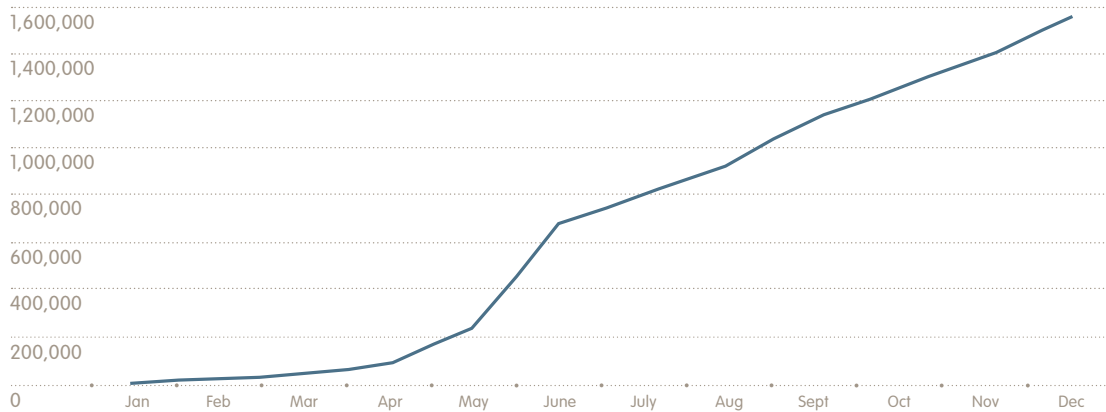
Adecco Group and its Foundations – often in partnership with respected organisations – are involved in a range of international, national and local programmes to help groups 'at risk' of exclusion from the workforce because of disabilities, age, ethnicity or gender.

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 Foundation France, created in 2002:

- Purpose: Assisting, supporting and training disadvantaged people for labour integration.
- 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 200 Adecco employees volunteer to participate in a local solidarity initiative. It also provides the French Athlete Career Programme devoted to help Elite, Olympic and Paralympic athletes to find their place in the labour market.

## Global engagement Win4Youth 2010 (cumulative)



■ 1,565,528 Total distance in KM

- Employees: 5.
- Annual donation by Adecco Groupe France: approximately EUR 300,000.
- Budget Foundation: EUR 550,000.

[Adecco Fondation Groupe France](#)

### Adecco Foundation Italy, created in 2001:

- Purpose: Assisting, supporting and training disadvantaged people for labour integration.
- Activities: The foundation runs several partnerships and initiatives to integrate people with disabilities, single women with family charge, long-time unemployed, people over 40, elite Olympic and Paralympic athletes.
- Employees: 7.
- Annual donation by Adecco Group Italy: approximately EUR 500,000.
- Budget Foundation (in kind donations): EUR 300,000.

[Adecco Fondazione](#)

### Adecco Foundation Spain, created in 1999:

- Purpose: Assisting, supporting and training disadvantaged people for labour integration.
- Activities: The foundation runs several partnerships and initiatives. As a result, it finds employment for about 1,800 disabled people, over 230 single mothers, more than 670 people aged over 45, as well as 20 elite Olympic and Paralympic athletes.
- Employees: 91.
- Annual donation by Adecco Group Spain: approximately EUR 520,000.
- Budget Foundation 2011: EUR 10,536,588.

[Adecco Fundación](#)

## Country highlights at a glance



**REDvolución project in Spain** During 2011, over 5 million people – or close to 23 percent of the working population – were out of work in Spain. Adecco Spain took unprecedented action on the streets of Spain on October 27, 2011. The aim was to use its expertise to help people unlock their potential, make a step into work, and integrate into society in an innovative and high-impact way. Driven by the belief that work is a fundamental right and a basic need, Adecco's REDvolución initiative focused upon combating Spain's rising unemployment. Adecco's branch network in Spain set up 300 'hot spots' around the country where 1,100 colleagues who took to the streets for the day offered practical job-finding support to 70,000 people. In addition, 500 workshops on interview techniques and CV writing took place in November and December across the nation with a total of 4,000 attendees. [www.laredvolucionadecco.com](http://www.laredvolucionadecco.com)

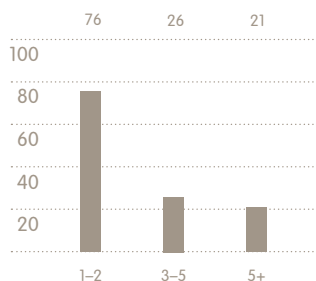
## Skills

The acquisition and ongoing development of skills is a passport to employment, income and a sustainable career. Providing and guiding our associates, as well as employees, to suitable training and development opportunities is an essential part of our business approach.





## Hours of training by tenure



Caption: Training hours per year per colleague in 2011 by tenure (years of employment). 81% of all training comes from a classroom environment vs. 19% online.

**Win4Youth helping young people succeed** This global initiative which started back in 2010 gives all employees the opportunity to cycle and raise funds that help give children and young people in challenging situations a future. In 2011, we reached an astounding 1,565,528 kilometres – cycled by over 16,500 colleagues and 4,000 clients at more than 2,300 events in 63 countries around the world. Over 84,000 kilometres of this total were achieved during our worldwide Solidarity Day raising funds for the victims of the Japanese earthquake and tsunami.

A rounded-up figure of 330,000 US dollars was given to our three foundations:

- Se Essa Rua Fesse Minha (Brazil). [www.seessarua.org.br](http://www.seessarua.org.br)
- The Smile of the Child (Greece). [www.hamogelo.gr](http://www.hamogelo.gr)
- Roter Keil (Philippines). [www.roterkeil.net](http://www.roterkeil.net)

Win4Youth 2012 was officially launched in January 2012 due to our employees' efforts in meeting the 2011 goal. In 2012, all Adecco colleagues around the globe are swimming, cycling and running for youth in order to foment great team spirit and stay fit but most importantly to continue help youngsters get a better start in life.

Adecco has selected four new foundations in China, Morocco, New Zealand and Belgium which will benefit from our Win4Youth donation in 2012.

Marc Herremans, the chosen godfather for the Win4Youth 2012 project, was twice Belgian Champion in triathlon over an Olympic distance. In 2001, he came in 6<sup>th</sup> at the Ironman of Hawaii – the toughest triathlon competition in the world. His dream was to one day win the Ironman, and despite a terrible accident which left him paraplegic, he never gave up on that dream. He was the first wheelchair athlete to cross the finish line at the Ironman of Hawaii in 2006 at the age of 33. We have a godfather who is a true inspiration – in sport and in life.

[Read more](#)

## Adecco Academy – Service Excellence Course

The Academy, launched at our Management Conference in January 2011 has started with courses to train thousands of colleagues each year, at various levels and with various areas of focus. Colleagues from Germany, Spain, Italy, France and the UK, attended the first Service Excellence course in October 2011 in Zurich. It was all about unlocking the desire and expertise to become more customer service oriented. Participants explored their behaviours and their impact on the perception of service – it is all about awareness and choices. The design and development phase involved interviewing 136 customers from 14 different countries to include their needs, expectations and even desires in the course content. We aim to create consistency across the globe to provide our customers with a great experience. No matter which branch a client or associate makes contact with, he or she will know that it is Adecco and that the service received is the great experience he or she can expect from the world's leading provider in HR solutions. Sessions are a blend of breakout workgroups conducted in either English, French, German, Spanish or Italian and plenary sessions with all languages groups together. In 2012, a total of 10 Service Excellence Courses will take place in Asia, Australia, North America and Europe.



## 'Unlocking Britain's Potential' campaign launched in 2011

This major initiative facilitated by Adecco Group UK was designed to engage UK business, Government and broader stakeholders in the debate on the action needed to realise the full potential of the UK workforce. We engaged with some of the most forward-thinking, insightful and yet practical business leaders, HR practitioners and key stakeholders, hosting

four roundtable events during April, May and June 2011. Each event focused on one of four key workplace topics for the future – education, technology, engagement and diversity. The initiative culminated in the conference held in London in February 2012, where we launched our Ten Point Plan (see under 'Further Reading').

[www.unlockingbritainspotential.co.uk/](http://www.unlockingbritainspotential.co.uk/)

## **GOLDEN workers** The 'Golden Workers' project – building a roadmap for ICT

2012 has been designated by the European Commission as the 'European Year for Active Ageing and Solidarity between Generations. The objective of the 'Golden Workers' project is to help mature workers gain IT skills needed for employment. Through the Adecco Foundation Spain and Adecco Group, we are part of the Golden Workers Consortium and specifically contribute to the evaluation of results, workshop organisation and participation, experts consultation, study dissemination, media approach, our expertise in the integration of the mature workforce to develop topics like: expertise on job places, environment analysis, labour market tendencies, human resources experience, companies requirements, social exclusion issues, foresight analysis. The project has started in October 2011 and will end in December 2012. [www.goldenworkers.org](http://www.goldenworkers.org)

### **Jobs for Youth, Skills for Companies**

As a summit partner of the European Business Summit, we participated in the Jobs for Youth, Skills for Companies open forum session in April 2012. A dual education system combines apprenticeships in a host company and vocational education at a vocational school in one course. This system has a long tradition in several countries, e.g. Germany, Austria, Switzerland, the Netherlands, Denmark and Norway. It has also been introduced, e.g. in the Czech Republic, France, Hungary, Ireland, Poland and the United Kingdom. The dual education systems offer a great variety of apprenticeship occupations. In Switzerland, there are around 230 occupations to choose from, in Germany more than 350. The precise skills and theory taught are generally strictly regulated and defined by national standards. The dual education systems create jobs for youth and provide the skills European companies need to remain innovative and competitive. For more information, look at the Adecco Group White Paper: 'Two worlds collide? Bringing Copenhagen to Bologna' (see under 'Further Reading').

### **Country highlights at a glance**

#### **'Jardines de Cosecha' in Argentina**

'Jardines de Cosecha' is a programme which contributes to the prevention and elimination of agricultural child labour. The programme grew out of the request from working mothers who, during harvest, do not have appropriate places to leave their children, thus being forced to take them to work. Adecco Argentina has created child care opportunities where the worker's children receive food and emotional support as well as recreational activities including medical assistance.

So far, the accomplishments include:

- The creation of 11 Jardines de Cosecha in Salta, Jujuy (Tobacco harvest) and Tucumán (Lemon harvest), Mendoza (Vine harvest), where children can be a safe learning environment whilst their mothers work.
- 1300 children have been attended through the project.
- Social work was carried out with 550 rural families.
- 10 work teams were created in order to train over 90 teachers which all led to job creation and employment for teachers, child care and maintenance personnel.

The ILO praised the programme as a model of public-private partnership. [A video is available on Jardines de Cosecha.](#)

#### **Germany: Children learn for their occupational future**

Adecco Group Germany through its cooperation with the charitable association 'Brotzeit e.V.', which supports underprivileged children with breakfast and tutorial support, came up with a new project on how to get children engaged with the world of work. The Adecco-Brotzeit initiative introduces youngsters to apprenticeship programmes at the Adecco training center 'TRAINICO'. Trainico GmbH is a leading provider of technical and commercial training for the aviation industry in Germany. Over 2,300 people aged between 25 and 50 graduate each year on Trainico certified courses. A remarkable 92% of graduates from long-term training courses obtain work after their course, reflecting the targeted approach of training to address growing skill shortages. Already plans are underway to extend Trainico's offer outside the aviation industry and place it at the heart of the training, education and professional placement offer of the Adecco Group Germany and its brands. Through the scheme, DIS AG pays the apprentice salary and acts as mentor, helping them acquire valuable skills and qualifications and enhance employment prospects.

[www.brotzeitfuerkinder.com](http://www.brotzeitfuerkinder.com)

[Watch the video.](#)

### Adecco Japan puts emphasis on early career education

Our colleagues in Japan launched a programme called 'Career education for the next generation' in 2011. At local elementary schools, classes were conducted with the objective to provide young children with the opportunity to get in touch with different professions at an early stage. The classes were taught through role plays by Adecco colleagues from the sales and planning departments.

### Adecco Sweden joins network to reduce youth unemployment

In order to support youngsters in Sweden, Adecco joined a network initiated by Metro newspaper: Metro Future Stars. The network aims to reduce youth unemployment and reaches out to young professionals in particular. Jointly with the other companies in the network, Adecco looks to employ the young people supporting them with: CV's, interview training including feedback and the whole process which is required to apply for a job.

## Excellence

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. Excellence means achieving 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.

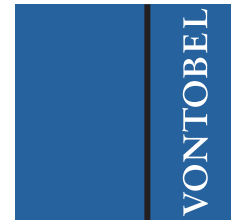


**Our Values** Team Spirit, Customer Focus, Responsibility and Entrepreneurship are the principles guiding all that we do.

- **Team Spirit** Our work and best-practice exchange is based on mutual **respect** and **trust**. We **cooperate** 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.

### Excellence Awards

In 2011, we ran our third Adecco Group Excellence Awards. Eight winning teams were recognised and rewarded for outstanding results achieved through applying our four core values of Team Spirit, Customer Focus, Responsibility and Entrepreneurship. Whilst Adecco Eastern Europe was the overall winner, Adecco Spain received an award in recognition of the highest retention rate – one of Adecco Group's key strategic priorities. Other winners included Adecco South America, Adecco Italy, Adecco US Staffing, Tuja Germany, Adecco Brazil and one of our international account teams.



## Acknowledgements of our Social Responsibility – indices and funds

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

In 2011, the DJSI, in cooperation with Sustainable Asset Management (SAM), recognised the Adecco Group as one of the sustainability leaders in the Industrial Goods and Services sector. Adecco was compared to almost 1,500 of the largest companies worldwide. The assessment consists of an in-depth analysis of the companies' performance across economic, environmental and social criteria such as corporate governance, environmental risks and stakeholder relations.<sup>1</sup>

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

- DJSI World  
[www.sustainability-indexes.com](http://www.sustainability-indexes.com)
- DJSI Europe  
[www.sustainability-indexes.com](http://www.sustainability-indexes.com)
- FTSE4GOOD Global Index  
[www.ftse.com/ftse4good](http://www.ftse.com/ftse4good)
- FTSE4GOOD Europe Index  
[www.ftse.com/ftse4good](http://www.ftse.com/ftse4good)
- ECPI Ethical Index Global  
[www.e-cpartners.com](http://www.e-cpartners.com)
- ECPI Ethical Index Euro  
[www.e-cpartners.com](http://www.e-cpartners.com)
- ESI Excellence Europe  
[www.ethibel.org](http://www.ethibel.org)
- DAXglobal Sarasin Sustainability Switzerland  
[www.sarasin.ch](http://www.sarasin.ch)

- Pictet-Ethos Swiss Sustainable Equities Fund  
[www.pictetfunds.com](http://www.pictetfunds.com)
- Natixis Impact Europe Equities Fund  
[www.am.natixis.com/](http://www.am.natixis.com/)
- Vontobel Fund – Global Responsibility Swiss Equity  
[www.vontobel.com](http://www.vontobel.com)

### Other ratings we have received:

#### Enhanced rating in the Carbon Disclose Project (CDP):

Adecco's efforts in measuring and reporting its greenhouse gas emissions were acknowledged in CDP's evaluations 2011: Adecco improved from Band C ('low / improvable') to B ('middle/appreciation').

#### BILANZ magazine CSR rating 2011 – Adecco scores high:

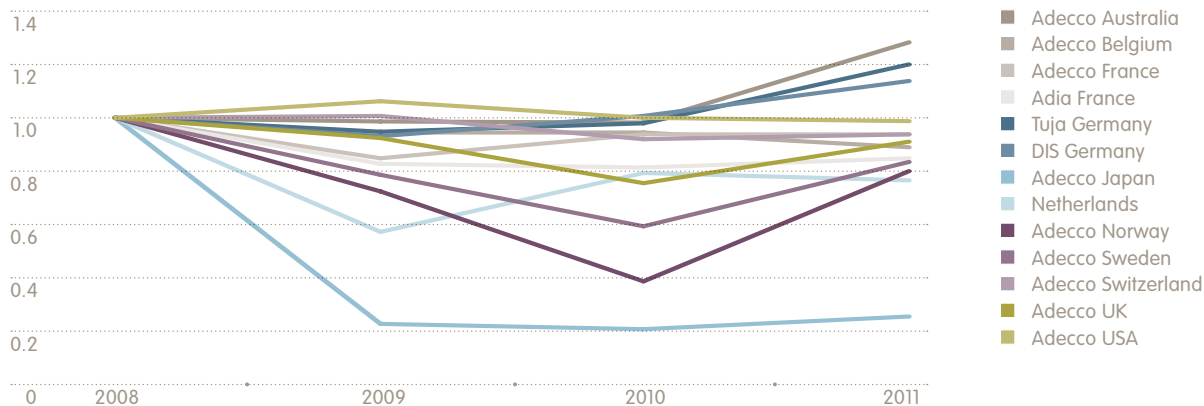
The business magazine 'BILANZ' in cooperation with Inrate, an independent sustainability rating agency based in Switzerland, rated 20 companies of the Swiss Market Index (SMI) comparing them against 1,800 international companies from the same sector. As a basis for the rating, 100 criteria were defined and the ratings went from -6 to (least) to +6 (best). Adecco reached grade +5 and came in the top 5.

#### Adecco has been named among the top 250 companies on the 2011 NEWSWEEK GREEN RANKINGS® Global List.

Newsweek's Green Rankings cut through the green chatter and compare the actual environmental footprints, management (policies, programmes, initiatives, controversies), and reporting practices of big companies. Newsweek teamed up with two leading research organisations, Trucost and Sustainability to create the most comprehensive rankings available. Newsweek ran its first Green Rankings two years ago for the first time.

<sup>1</sup> Source: Press release

## Accident frequency rates



### CSR achievements in Morocco and Tunisia

Adecco Morocco is the first temporary work and recruitment company to receive the CGEM label that acknowledges their Corporate Social Responsibility policy.

Adecco Morocco sees its social responsibility policy approved by receiving the CGEM label (Confédération Générale des Entreprises du Maroc, i.e. General Confederation of Moroccan Enterprises). Jérick Develle, General Manager of Adecco Morocco, and his team are acknowledged for putting the individual at the heart of the recruitment process.

On September 12, 2011, Adecco Tunisia achieved ISO 26000 certified by Vigeo.

### Adecco Group France assessed by EcoVadis

In the 2011 assessment, Adecco Group France reached a total score of 7 out of 10 points. This is 1 point above average of the 'temporary employment agency activities' industry. The assessment reviewed environmental, labour, fair business and supply chain policies and practices.

**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.

**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.

**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.

**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.

**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.

**4. Medical checks** In accordance with local regulations, we conduct preliminary and periodic medical health checks, geared to the respective assignment, to protect associates health in high-risk working environments.

**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.

### EU renewed CSR Strategy 2011–2014

Adecco fully supports the European Commission Communication on a 'Renewed Strategy 2011–2014 for Corporate Social Responsibility' as published in October 2011 in order to create conditions favourable to sustainable growth, responsible business behaviour and durable employment generation in the medium and long term. Especially the need to give greater attention to human rights and to contribute to implement John Ruggie's Principles ('Protect, Respect & Remedy') is one important part of the Renewed Strategy 2011–2014. We strongly welcome the Commission's decision to develop sector-specific guidance to further enforce compliance regarding human and Labour Rights and anti-corruption for the employment and recruitment sector. If developed and implemented effectively, this guidance will be extremely valuable in promoting comprehensive, improved corporate responsibility practices in our sector, in qualitative and quantitative terms.

[Read more](#)

### EUROCIETT-UNI Europa project on 'Transitions in the Labour Market'

As an actively involved EUROCIETT member, Adecco has been contributing to the Report 'Temporary Agency Work and Transitions in the Labour Market' under the funding and guidance of the EU Commission researched and in coordination with the German Institute 'Wilke, Maack und Partner'. The report is due to be published at the end of 2012. Its focus lies on how temporary agency work can contribute to facilitating the transitions in the labour market while at the same time fostering progression in the career paths of agency workers in line with the concept of 'making transitions pay'. Additionally it illustrates the added value of social partnerships, assessing the potential of practice transfer and learning effects for other countries and looking at the impact on working and employment conditions, labour market transitions.

[Read more](#)

### Human Rights guidance for Employment & Recruitment Agencies sector

Shift and the Institute for Human Rights and Business (IHRB) in a joint project with the European Commission are to develop human rights guidance for the Employment and Recruitment Agencies sector as a member of the project's multi-stakeholder Employment and Recruitment Agencies Sector Advisory Group.

The European Commission identified the development of guidance on the corporate responsibility to respect human rights under the UN Guiding Principles on Business and Human Rights as one of its priority actions in its recent communication on corporate social responsibility. Shift and IHRB were selected to carry out the project over the course of 2012, including the recommendation on the sectors to be addressed, and now in developing the guidance for the three sectors chosen by the Commission: Employment and Recruitment Agencies, ICT, and Oil and Gas.

Adecco, involved through its industry confederation CIETT, has provided input on the Discussion Paper for the Employment and Recruitment Agencies Sector Roundtable.

We are currently undertaking and are involved in several initiatives through CIETT and its engagement with the EU Commission to develop guidance for the sector. This will support us in implementing a meaningful policy on Human and Labour Rights, a system to monitor compliance and auditing of non-compliance within the Adecco Group.

[Read more](#)

In November 2003, the Adecco Group became the first company in its industry to sign the United Nation's Global Compact (UNGC). This public endorsement underlines Adecco's adherence to:

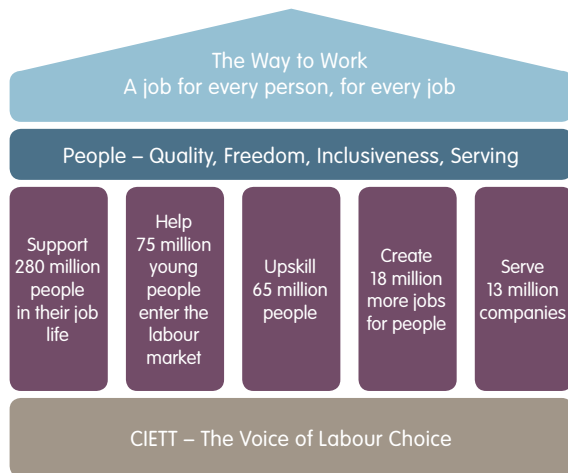
- UN Charter of Human Rights
- ILO Declaration on Fundamental Principles and Rights at work
- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- OECD Guidelines for Multinational Enterprises

**Adecco Colombia & Human Rights** As one of the 'Countries of Concern', Adecco in Colombia engaged in a multi stakeholder initiative foreseen as a measure within the Free Trade Agreement between the Colombian and the Swiss Government, at the end of 2011. Various companies, the Swiss and the Colombian Government, an NGO 'Fundación Ideas para la paz' signed the 'compromiso ético', focusing on the respect of Human Rights by the adhering companies and organisations. Since beginning of 2012, two meetings took place, with the first meeting in April focusing on explaining the concept and importance of International Humanitarian Law and the second meeting focused on the 'Guías Colombia' on Human Rights and International Humanitarian Law which was led by the NGO 'Fundación Ideas para la paz'.

**New CIETT Strategy – The Way to Work** At the CIETT World Employment Conference staged in London in May 2012, CIETT launched 'The way to work: A job for every person, a person for every job' as the new vision brought to life for the private employment services (PrES) industry. Building on the Adapting to Change report, CIETT is taking the industry to a next level. In May 2012, CIETT unveiled the industry's commitment to better functioning labour markets through the 5 pledges CIETT members will undertake at the global level, over the next 5 years:

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

## The Way to Work - A job for every person, a person for every job



As a corporate member of CIETT, Adecco strongly supports the industry pledges to improve the global labour market by supporting millions of people and companies.

[Read more](#)

### World Economic Forum WEF – Adecco steps up engagement to Strategy Partner

In January 2012, the Adecco Group took part in the World Economic Forum in Davos for the first time since becoming a Strategic Partner in December 2011. Job creation was very high on the agenda of the Annual Meeting and we were represented by our management in several initiatives and on the panel of 'Future of Human Capital', Adecco contributed to the Talent Mobility report as a member of the Global Agenda Council and Steering Board on Skills & Talent Mobility. As Strategic Partner, Adecco is also involved in a series of regional WEF's such as the one for Latin America, East Asia, Middle East, North Africa, and Eurasia, the WEF Annual Meeting of New Champions in China, and the WEF India Economic Summit in India with our local leaders to further co-shape the agenda on job creation.

### G20 – B20 – L20 Meetings in Cannes, France, in 2011 and Los Cabos, Mexico, in 2012

Adecco for the first time joined the few Companies to represent Business at the B20 Summit in Cannes in November 2011. As a member of the 'Employment and Social Dimension' Working Group, Adecco was involved in the drafting of the Workings Groups Recommendations, focusing on better functioning labour markets, measures to stimulate job creation and the interaction between social protection and job creation through social protection floors. Adecco also participated in the first encounter with global Trade Union representatives in the B20-L20 meetings, contributing to the B20-L20 Joint Statements on Employment, Social Protection, Fundamental Principles and Rights at Work and the coherence of actions in the multilateral system.

Adecco spurred its contribution at the B20 in 2012 held in Los Cabos, where the focus was put on finding solutions to Youth Unemployment, building on the 2011 B20 Working Group Recommendations. They emphasise the necessity to improve collaboration between business and educational institutions and the need to scale internships and apprenticeships to facilitate transitions from school to work. Within the B20 – L20 efforts driven also by Adecco, the Joint Statements were complemented by 2 Addendums on Developing Youth employment – Apprenticeships and Internships and Developing the formal Economy.

[www.b20.org/employment.aspx](http://www.b20.org/employment.aspx)

### Supplier Code of Conduct and questionnaire

The Adecco Group expects its suppliers, vendors, contractors and other entities with whom we conduct business to apply at least the same level of commitment towards responsible business practices, as we do. This responsible business practices span across the ethical, social and environmental dimensions. Therefore, we have launched a new Supplier Code of Conduct together with a questionnaire which will be sent to our major suppliers going forward. Adecco recognises the variety of legal and cultural environment in which its suppliers operate. However, our Supplier Code of Conduct should be understood as the framework of minimum requirements, which are applicable in the vast majority of situations. The requirements set forth in this Code of Conduct are linked to the UN Global Compact's ten principles, to which Adecco is a signatory since 2003.

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

Source	Scope	Emissions metric tonnes CO <sub>2</sub> e (CO <sub>2</sub> equivalent)		Coverage extrapolated to Group level (% FTEs)		Data basis <sup>1</sup> (% of Group FTEs)	
		2011	2010	2011	2010	2011	2010
Own business cars	1 (direct)	81,423	85,683	100%	100%	16.15%	14.5%
Electricity	2 (indirect)	62,609	70,663 <sup>2</sup>	100%	100% <sup>1</sup>	27.73%	24.9%
Electricity	3 (indirect)	27,275	30,615 <sup>2</sup>	100%	100% <sup>1</sup>	27.73%	24.9%
Own business cars	3 (indirect)	45,989	46,631	100%	100%	16.15%	14.5%
Rental cars	3 (indirect)	2,060 <sup>3</sup>	1,956	100%	100%	20.95%	22.1%
Air travel	3 (indirect)	7,372	6,407	100%	100%	82.90% <sup>4</sup>	72.0% <sup>4</sup>
Paper	3 (indirect)	2,368	2,458 <sup>5</sup>	100%	100%	33.96%	11.5%
Toner	3 (indirect)	596	642 <sup>5</sup>	100%	100%	33.96%	11.5%
New lap & desktops	3 (indirect)	2,497	2,446 <sup>5</sup>	100%	100%	100%	100%

More details on emissions and measurement methodology are provided in our Carb Disclosure Project answers to be found under [www.cdproject.net](http://www.cdproject.net).

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

	Total consumption extrapolated to Group level (100% FTEs)		Data basis <sup>1</sup> (% of Group FTEs)	
	2011	2010	2011	2010
<b>Material</b>				
Paper (office supply, does not include printed matters)	1,845 metric tonnes	1,898 metric tonnes <sup>4</sup>	33.96%	11.5%
Toner (modelled from paper consumption)	185 kg	189 kg	33.96%	11.5%

## Our electricity consumption

	Total consumption extrapolated to Group level (100% FTEs)		Data basis <sup>1</sup> (% of Group FTEs)	
	2011	2010	2011	2010
<b>Energy source</b>				
Electricity (from national grids)	145,080,770 kWh	160,014,370 kWh	27.73%	24.9%

<sup>1</sup> The respective figures in the CSR Report 2010 based on a coverage of 78%, which could be raised to 100%. Consequently, the emission values for 2010 could be restated accordingly.

<sup>2</sup> Data stem from representative branches in FR, USA, UK, JP, DE, BE, NL, IT, NO, SW, ES, CH.

<sup>3</sup> Data extrapolated from 2010 to 2011, as for 2011 no original data were available.

<sup>4</sup> Data basis relating to total staff of all HQs Group-wide. More adequate, since air travelling mainly occurs amongst HQ staff.

<sup>5</sup> Restated figures. The respective figures in the CSR Report 2010 were too high due to some calculation errors.



## Environmental performance

**Mitigating greenhouse gas emissions** As the global leader in HR services, we are conscious about the environmental impact our operations might have and the difference we can make by acting responsibly. Therefore, in 2010 we started to collect the data with regards to our CO<sub>2</sub> emissions in our 10 largest countries including the global headquarters, stepping the reporting up to 12 countries in 2011 by adding Japan and Sweden. With that information, and by benchmarking with similar industries, we now defined a company-wide reduction target for our emissions going forward of 12% by 2022.

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

In 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 86% 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.

We have set a long-term CO<sub>2</sub> reduction target for the Group by 2022 of 12%.

### Linking youth unemployment and the environment

Adecco took part in the United Nations Environmental Programme (UNEP) conference on Green Jobs for Youth. With one in three unemployed persons today between the ages of 15 and 24 years, governments are called on to shift priorities toward greater investment in youth. The green economy as an approach to sustainable development may offer job opportunities for youth. Support to national and international efforts aimed at all-inclusive education, vocational training, skills upgrading, youth entrepreneurship promotion and greening work place practices are key components of the policy response. Adecco and in particular DIS AG focus' lies in this area: DIS AG supports the whole value chain of alternative energy sector, specifically wind energy with specialists. DIS AG is involved nationwide in manufacturing, construction and service of wind turbines on- and offshore. We train or re-train our employees to become wind energy experts with in-

dustry partners and certified training companies. Due to the proceeding on the job training, they become our professional wind energy experts: As of spring 2012, DIS AG had 359 specialists involved in wind energy projects.

[Read more](#)

### Country highlights at a glance

#### Green lease plan for Adecco Belgium's business car fleet:

As a result to the reviewed car policy, Belgium succeeded in decreasing car carbon emission by 187 tonnes CO<sub>2</sub>. Taking the occasion of a renewal of the whole car fleet including 140 cars, Adecco has chosen the GreenPlan, offered by the leasing company. This included first of all an eco-friendly vehicle selection but also integrated services to make sure the cars run in a most ecological friendly manner which includes periodic tyre pressure checks, internal consumption monitoring etc.

**Objective 'zéro papier' in France:** Adecco Groupe France, representing 30% of total Group revenues worldwide, succeeds in implementing its 'zero paper' policy. The aim is to continuously substitute paper documents by electronic files. In 2011, Adecco Group France saved 18.3 tonnes of paper, including pay slips, work reports, contracts, etc. This results in saved carbon emission of more than 10 tonnes. The target for 2012 is to have 60% of work reports sent to the clients in electronic format only.

#### Car sharing service for all employees of Adecco Group

**France** Since April 2012, Adecco Group France offers its employees and associates and even its candidates, who actually do not work (yet) for Adecco, a car sharing service for commuting. Adecco offers this service in partnership with 'Co-voiturage.fr', the first carpooling site in France. The initiative resulted from the fact that around 80% of workers commute by car, driving alone to work and back.

#### First detailed CSR reporting by Adecco Groupe France

Adecco Group France, representing 30% of total Group revenues worldwide, publishes in 2012 the first time – and as the first Adecco subsidiary – a detailed CSR Report. The CSR Reporting in France will become legally compulsory for companies with over 5,000 people, however only as of 2013. The Adecco Groupe France is taking the opportunity to already engage now with the new reporting requirements. Main focus areas in the reporting include: equality for all – continued fight against discrimination and promotion of diversity which is tied to the 'integration' pillar. Safety & prevention issues, stakeholder dialogue as well as client and supplier relationship and environmental performance. All these topics belong to the Excellence pillar. With regards to the Skills pillar, employability and professional development as well as citizenship and the Adecco Groupe France Foundation activities are emphasised.

# 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** The purpose of this report is to give an overview of our progress since the publication of our full CSR Report in July 2010. It is therefore limited in nature, concentrating on the material performance indicators for our business. For most GRI elements, there were no significant changes to report; in these cases we refer to the coverage in our last year's reporting. It is based on the G3.1 Global Reporting Initiative (GRI) Guidelines. Based on our own assessment, this report achieves GRI application level B, as illustrated in the GRI applications level grid below. An in-depth account of our CSR strategy, initiatives and performance can be found on the relevant Adecco corporate webpages and in our next full CSR Report 2012.

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.

In particular, we recommend the **new CSR Report of Adecco Group France** which is published in 2012 in line with Act 'Grenelle 2', the law of July 12, 2010, which comes now into effect and regulates public reporting on sustainable development.



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
- AR11 Reference to page number in Adecco Annual Report 2011
- CSR10 Reference to page number in last year's CSR Report 2010
- www Link to www.adecco.com

Code	UNGC Principles	Description	Reference or short answer
<b>Strategy and analysis</b>			
1.1	1-10	■ Statement from the most senior decision-maker	7-8
1.2		■ Description of key impacts, risks and opportunities	Key impacts: 9-11; risks and opportunities: AR11 32-33
<b>Organisational profile</b>			
2.1		■ Name of the reporting organisation	Adecco S.A.
2.2		■ Primary brands, products, and/or services	6; AR11 12-15
2.3		■ Operational structure of the organisation	AR11 19; AR11 40 (>point 1.2)
2.4		■ Location of organisation's headquarters	Glattbrugg, Switzerland
2.5		■ Number and names of countries in which the Adecco Group operates	Over 60 countries; AR11 126
2.6		■ Nature of ownership and legal form	AR11 129-130
2.7		■ Markets served, including geographic breakdown, sectors served and types of customers	AR11 23-26
2.8		■ Scale of the Adecco Group	4-5; AR11 43-49
2.9		■ Significant changes during the reporting period	AR11 4-5
2.10		■ Awards received in the reporting period	20-21
<b>Report parameters</b>			
3.1		■ Reporting period for information provided	Calendar year 2011
3.2		■ Date of most recent previous report	CSR Report 2010, published in July 2011
3.3		■ Reporting cycle	Annually
3.4		■ Contact point for questions regarding this report	40
3.5		■ Process for defining report content	11 (charts); 26
3.6		■ Boundary of the report	CSR10 59
3.7		■ Specific limitations on the scope or boundary of the report	CSR10 59
3.8		■ Comparability from period to period	CSR10 59
3.9		■ Data measurement techniques and the bases of calculations	CSR10 59
3.10		■ Explanation of the effect of any restatement of information	CSR10 60
3.11		■ Significant changes from previous years in the measurement methods	CSR10 60
3.12		■ GRI content index	27-31
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: AR11 106-107.

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	AR11 136–148; CSR Management: 38–39
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	AR11 136–148
4.4		■	Mechanisms for shareholders and employees to provide recommendations to the Board of Directors	CSR10 60, 64; AR11 149–151
4.5		■	Elements of the compensation programme 2011 for the Executive Committee	AR11 158–165
4.6		■	Processes in place for the highest governance body to ensure conflicts of interest are avoided	AR11 140 (point 3.5)
4.7		■	Process for determining the composition, qualifications, and expertise of Board members	CSR10 60 (cf. AR11 143, point 3.5.3)
4.8		■	Internally developed charters and principles relevant to sustainable performance	Values and Leadership Principles: 19, more detailed: CSR11 27–28. Code of Conduct: CSR11, 30
4.9		■	Procedures of the Board of Directors for overseeing management of sustainable performance	CSR10 60; AR11 144 (point 3.7)
4.10		■	Processes for evaluating the Board of Directors' own performance	The Board of Directors discusses and assesses its own and its members' performance.
4.11		■	Explanation of whether and how the precautionary approach or principle is addressed	CSR10 61
4.12		■	Externally developed, voluntary charters and sets of principles which the organisation endorses	22–23
4.13		■	Principal memberships in industry and business associations	CSR11 61–64
4.14		■	List of stakeholder groups	10–11
4.15		■	Basis for identification and selection of stakeholders with whom to engage	10–11
4.16		■	Approaches to stakeholder consultation	CSR11 64
4.17		■	Key topics and concerns	Stakeholders: 11 ISO 26000: 11 AR11 8–11
<b>Economic Performance Indicators</b>				
DMA EC		■	Disclosure on management approach EC	AR11 16–19
EC1		■	Economic key data – Investments in philanthropic activities	4–5; AR11 43–49 16
EC2	7	■	Financial implications of climate change	65
EC3		■	Coverage of the organisation's defined benefit plan obligation	AR11 87–91
EC4		■	Significant financial assistance received from government	CSR10 65
EC5	1	–	Range of ratios of standard entry-level wage compared to local minimum wage	Reason f. omission: CSR10 65
EC6		■	Policy, practices, and proportion of spending on locally based suppliers	CSR10 65
EC7	6	■	Procedures for local hiring and proportion of senior management hired from the local community	CSR10 65
EC8		■	Development and impact of services provided primarily for public benefit	14–18; CSR10 66–69
EC9		■	Understanding and describing significant indirect economic impacts	13 (chart)

Code	UNGC principles	Reported	Description	Reference or short answer
<b>Environmental Performance Indicators (continued)</b>				
<b>DMA EN</b>		■	Disclosure on management approach EN:	23; CSR10 70
<b>EN1</b>	8-9	■	Materials used by weight or volume	24
<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	24
<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	CSR10 37: Work opportunities related to green energy
<b>EN7</b>	8-9	—	Initiatives to reduce indirect energy consumption	CSR10 36-37
<b>EN8</b>	8-9	■	Total water withdrawal by source	Not relevant. Cf. CSR10 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	24
<b>EN17</b>	8-9	■	Other relevant indirect greenhouse gas emissions by weight	24
<b>EN18</b>	7-9	■	Initiatives to reduce greenhouse gas emissions	CSR10 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	CSR10 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>				
DMA LA		■	Disclosure on management approach LA: overview • DMA on Health & safety	13 (chart); AR11 27–29 21
LA1		■	Total workforce	AR11 47 (point 3.4)
LA2	6	■	Total number of new hires and employee turnover	AR11 28
LA3		■	Benefits provided to full-time employees that are not provided to temporary or part-time employees	CSR10 72
LA4	1; 3	■	Percentage of employees covered by collective bargaining agreements	CSR10 72 (more details to come in next year's report)
LA5		■	Minimum notice period(s) regarding operational changes	CSR10 72
LA6	1	■	Percentage of total workforce represented in formal joint management – worker health and safety committees	CSR10 73
LA7	1	■	Rates of injury, occupational diseases, lost days, work-related fatalities	21
LA8	1	—	Programmes in place regarding serious diseases	Reason f. omission: CSR10 73
LA9	1	—	Health and safety topics covered in formal agreements with trade unions	Reason f. omission: CSR10 73
LA10		■	Average hours of training per year per employee	17 (chart)
LA11		■	Programmes for skills management and lifelong learning	16–19; AR11 27–28
LA12		■	Percentage of employees receiving regular performance and career development reviews	60–100%, depending on employee categorisation
LA13	1; 6	■	Composition of governance bodies	AR11 29; AR11 136–148
LA14	1; 6	—	Ratio of basic salary of men to women	Reason f. omission: CSR10 73
LA15		■	Return to work and retention rates after parental leave, by gender	CSR10 73
<b>Social Performance Indicators: Human Rights</b>				
DMA HR		■	Disclosure on management approach HR: overview • DMA on human rights as part of our day-to-day responsibility	13 (chart); 22–23 CSR10 30
HR1	1–6	■	Significant investment agreements that include human rights	CSR10 74
HR2	1–6	■	Screening of suppliers, contractors and other business partners on human rights	CSR10 74
HR3	1–6	■	Employee training on policies and procedures, concerning aspects of human rights	CSR10 30
HR4	1; 2; 6	■	Total number of incidents of discrimination and actions taken	CSR10 74
HR5	1; 2; 3	■	Operations in which the rights for freedom of association and collective bargaining are at significant risk – and actions taken	CSR10 74
HR6	1; 2; 5	■	Operations in which child labour is identified as significant risk – and measures taken	CSR10 74
HR7	1; 2; 4	■	Operations in which forced labour is identified as significant risk – and measures taken	CSR10 74
HR8	1; 2	■	Percentage of security personnel trained in human rights	Adecco Group is not in need of specific security personnel to protect its offices.
HR9	1; 2	■	Total number of incidents of violations involving rights of indigenous people	See HR4
HR10	1; 2	—	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	HR10 and HR11 are new indicators, introduced with G3.1 (launched in March 2011). In our 2011 Communication on Progress, we cannot report on these indicators yet. We however intend to do so going forward.
HR11	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>				
<b>DMA SO</b>		■	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>	T3 (chart) CSR10 30 15–16 AR11 55
<b>SO1</b>		■	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	CSR10 74
<b>SO2</b>	10	■	Business units analysed for risks related to corruption	CSR10 74
<b>SO3</b>	10	■	Percentage of employees trained in organisation's anti-corruption policies and procedures	96% (Compliance & Ethics online training)
<b>SO4</b>	10	■	Actions taken in response to incidents of corruption	To date, we are not aware of any incidents of corruption. Cf. CSR10 74
<b>SO5</b>	1–10	■	Public policy positions and participation in public policy development and lobbying	22–23; CSR10 33–34
<b>SO6</b>	10	■	Financial and in-kind contributions to political parties, politicians, and related institutions	CSR10 75
<b>SO7</b>		■	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices and their outcomes	No such legal actions in 2011.
<b>SO8</b>		■	Significant fines and sanctions for non-compliance with laws and regulations	In 2011, there were no significant fines or sanctions.
<b>SO9</b>		■	Operations with significant potential or actual negative impacts on local communities	In 2011, we are not aware of any Adecco Group operations with significant negative impacts on local communities.
<b>SO10</b>		—	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>				
<b>DMA PR</b>		■	Disclosure on management approach PR	9
<b>PR1</b>		■	Life cycle stages in which health and safety impacts of services are assessed for improvement	CSR10 75
<b>PR2</b>		■	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.
<b>PR3</b>	8	■	Type of product and service information required and services subject to such information requirements	CSR10 75
<b>PR4</b>	8	■	Incidents of non-compliance with regulations concerning product and service information	CSR10 75
<b>PR5</b>		■	Practices related to customer satisfaction, including surveys measuring customer satisfaction	CSR10 28
<b>PR6</b>		■	Programmes for adherence to laws and standards related to marketing communications	The Adecco Group adheres to laws and applicable standards related to marketing communications.
<b>PR7</b>		■	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.
<b>PR8</b>		■	Substantiated complaints regarding breaches of customer privacy and losses of customer data	CSR10 75
<b>PR9</b>		■	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).

## Further reading

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

For more and further knowledge resources, please visit Adecco Group's 'Industry Insights' on: [www.adecco.com](http://www.adecco.com)

#### Global insights

##### **Ciett Economic Report 2012**

Ciett has published its 2012 Annual Economic Report, based on figures available for 2010. This report is the fifth of its kind to reveal that the agency work industry is one of the largest private employers in the world today, boasting just under 10.4 million workers employed on a daily basis, and global annual sales revenues in excess of EUR 247 billion.

[http://www.eurociett.eu/fileadmin/templates/ciett/docs/Stats/Ciett\\_econ\\_report\\_2012\\_final.pdf](http://www.eurociett.eu/fileadmin/templates/ciett/docs/Stats/Ciett_econ_report_2012_final.pdf)

##### **Talent Mobility Good Practices – Collaboration at the Core of Driving Economic Growth (2012)**

This WEF report was prepared in collaboration with Mercer, is based on 55 case studies from around the world. It shows concrete actions that organisations – including companies, governments, academic institutions, and non-profit entities – have implemented to address talent challenges. Among the case studies, the featured solutions to these problems are varied, ranging from shaping academic curricula to better meet an industry's talent needs to training underskilled workers for employment. The report concludes with recommendations on how individual stakeholders can advance successful collaborative talent mobility practices.

[http://www3.weforum.org/docs/WEF\\_PS\\_TalentMobility\\_Report\\_2012.pdf](http://www3.weforum.org/docs/WEF_PS_TalentMobility_Report_2012.pdf)

##### **Unlocking Britain's potential (2012)**

Driven by ongoing economic uncertainty, inspired by the promise of a diverse and inclusive Olympic and Paralympic Games, and spurred on by the unrelenting rise of economic superpowers such as China and Russia, Britain felt it was imperative to develop a blueprint for future business success and competitiveness. Education is failing to equip the future workforce effectively. Many believe that the role of education should be to focus more on 'employability' skills in young people, and less on qualifications. As a nation, we place insufficient value on the basic tools of employability, such as behaviour, attitude and communication; not just in the classroom and the workplace, but in the home too.

<http://www.unlockingbritainspotential.co.uk/download/>

##### **Adapting to Change, Better Labour Markets and Decent Work (2011)**

This Boston Consulting Group/Ciett study finds that the private employment sector stands for a number of characteristics that help labour markets to remain and become more efficient, and making it a valuable employment partner for governments, companies and workers in the decades to come.

[http://www.ciett.org/fileadmin/templates/ciett/docs/Stats/Adapting\\_to\\_Change/CIETT\\_Adapting\\_to\\_Change.pdf](http://www.ciett.org/fileadmin/templates/ciett/docs/Stats/Adapting_to_Change/CIETT_Adapting_to_Change.pdf)

##### **It's time to manage age (2011)**

This Adecco Group White Paper coincides with the EU Year 2012 of 'Active Ageing and Solidarity Between Generations' and provides an overview of labour market practices affecting older workers in Europe. It also gives evidence on how to support active ageing policies and promote age diversity within companies.

[http://www.adecco.com/en-US/Industry-Insights/Documents/mature\\_workers\\_2011.pdf](http://www.adecco.com/en-US/Industry-Insights/Documents/mature_workers_2011.pdf)

##### **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.

<http://www.adecco.com/en-US/Industry-Insights/Pages/Issues.aspx#Generation-Z>

##### **Disability: Dispelling the Myths – How People With Disabilities Can Meet Employer Needs (2012)**

Disability: Dispelling the Myths is a resource for businesses. It provides information on successful strategies used by employers to meet their labour force needs and includes practical examples and commonsense approaches for hiring and retaining people with disabilities. Chambers of commerce can use this publication to educate and advise local businesses and their partners on workforce development strategies.

[http://www.ncsu.edu/dso/general/disability\\_myths.pdf](http://www.ncsu.edu/dso/general/disability_myths.pdf)



### **ILO World report on Disability (2011)**

The first ever World report on disability, produced jointly by WHO and the World Bank, suggests that more than a billion people in the world today experience disability. People with disabilities have generally poorer health, lower education achievements, fewer economic opportunities and higher rates of poverty than people without disabilities. This is largely due to the lack of services available to them and the many obstacles they face in their everyday lives. The report provides the best available evidence about what works to overcome barriers to health care, rehabilitation, education, employment, and support services, and to create the environments which will enable people with disabilities to flourish.

[http://www.who.int/disabilities/world\\_report/2011/en/index.html](http://www.who.int/disabilities/world_report/2011/en/index.html)

### **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)

### **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)

### **Local insights**

#### **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>

#### **Guía 'Diferentes' (2012 Spanish)**

OHL (Obrascon-Huarte-Lain) and Fundación Adecco created 'Diferentes', an illustrated guide for children between the age of four and eight on diversity and disabled people. The guide was illustrated by the renowned artist Miguel Gallardo and written by Angels Ponce, a family therapist and specialist on disability. The guide aims to remove social barriers and normalise disability at an early stage.

[http://www.fundacionadecco.es/SalaPrensa/PublicacionesEstudioCasos.aspx?Est\\_Id=163](http://www.fundacionadecco.es/SalaPrensa/PublicacionesEstudioCasos.aspx?Est_Id=163)

#### **Study on Corporate Social Responsibility in Spain (2010, Spanish)**

The study, conducted by 'El Club de Excelencia de Sostenibilidad' and Adecco Fundación, elaborates on why companies should engage in community projects. It makes it clear that such an engagement is much more than a one-way benefit but it actually contributes greatly to achieve corporate objectives leading to a more sustainable way of doing business.

[http://www.clubsostenibilidad.org/main.asp?id\\_pagina=26](http://www.clubsostenibilidad.org/main.asp?id_pagina=26)

#### **2012 US Job market perspectives**

This report examines both the current and future state of the labour market while also exploring how trends in U.S. economic development, as well as the upcoming presidential election, will impact America's workforce. Topics discussed in the report include: Significant workforce trends of 2011 and 2012 including the unemployment rate, sector growth and the global economic impact on the US workforce; the role of the labor market on the 2012 presidential election; and insight into anticipated job trends for 2012 by geography and industry.

<http://www.adeccousa.com/Documents/flipbook/2012-job-market-perspectives/index.html>

**2011 US 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 US 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>

**Adecco Group Australia Temporary Labour Report (2012)**

The second edition of the Adecco Group Temporary Labour Report. On behalf of the Adecco Group, economist Dr Chris Caton presented on 'The Global and Australian Economy and the role of Temporary Employment' and commented on how the Australian economy will fare in 2012 and beyond.

<http://www.adecco.com.au/en-AU/our-services/temp-labour-report/Documents/temporary%20labour%20report%202012.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)

## 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.

**CIETT** The International Confederation of Private Employment Agencies. CIETT is the authoritative voice representing the common interests of the agency work industry and consists of 40 national federations from EU and EFTA and 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.

**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 lead-

ing 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 Standardisation. It aims to be a first step in helping all types of organisation in both the public and private sectors to consider implementing ISO 26000 as a way to achieve the benefits of operating in a socially responsible manner. The guidance standard was published in November 2010 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.

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

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

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

**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
Andreas Jacobs	Vice-Chairman

## Responsibilities at committee

Andreas Jacobs, Chairman Alexander Gut David Prince Dominique-Jean Chertier	Audit Committee
--	-----------------

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

Wanda Rapaczynski, Chairwoman Alexander Gut Didier Lamouche Thomas O'Neill	Corporate Governance Committee
---	--------------------------------

## Corporate functions

Patrick De Maeseneire	Chief Executive Officer
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

Ken Graham	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

## Adecco CSR country contacts

<b>Australia &amp; New Zealand</b>	
Rick Khinda	Director Marketing & Communications and CSR
<b>Belgium</b>	
Geert Van Droogenbroeck	Marketing Manager & CSR
<b>Denmark</b>	
Vibeke Jacobsen	HR Manager & CSR
<b>Eastern Europe</b>	
Evangelia Isari	Marketing Manager and CSR
<b>Finland</b>	
Marko Pajula	Sales & Marketing Director and CSR

<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>	
Rashi Chaturvedi	Marketing & Communications
<b>Italy</b>	
Claudio Soldà	General Secretary Adecco Fondazione & Public Affairs Adecco Italy
<b>Japan</b>	
Hiroataka Yamamoto	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>	
Brian Jeal	Procurement Manager

# Imprint

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

## **Contact details**

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

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

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

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

## **Imprint**

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

July 2012



