

We are working with a purpose, assuming our economic, social, and environmental responsibility. With our global engagement programmes, we create value for clients, associates, and employees.

Our corporate social responsibility

In the labour market, high unemployment, particularly among young people, exacerbated by skills gaps and mismatches between people's abilities and their locations, remains central. Matters are complicated by three other key trends: the so-called 'talent crunch', which signifies the challenges of an ageing population and also the impact of increased automation; companies' constant search for greater flexibility to stay competitive; and the tendency of ever more workers to view themselves as self-employed contractors rather than staying tied forever to a single company.

To constantly improve our ability in addressing these topics as well as our performance in the economic, social, and environmental dimensions, we seek to be benchmarked by leading CSR indices through participation in the Dow Jones Sustainability Index, responding to Investor and Supplier modules in the Carbon Disclosure Project and to the FTSE4Good Index Series review. Since 2003, we have submitted our Communication on Progress (CoP) on a yearly basis to the UN Global Compact. The Adecco Group's CSR Report is prepared in accordance with the comprehensive option of the Global Reporting Initiative's GRI G4 guidelines.

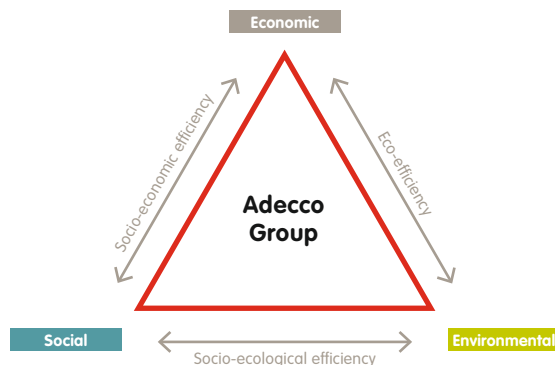
We ensure we work with those who share the same values of doing business, respecting human and labour rights, fostering inclusion, and focusing on a healthy and safe work environment. We equip our employees and associates with the skills and attitudes to excel through a broad range of courses and development programmes. We continue to minimise the impact of our activities on the environment by raising awareness internally and by finding more sustainable ways of working with clients and suppliers. And through our global programmes, the IOC and IPC Athlete Career Programme, Win4Youth, Adecco Way to Work™, and 'CEO for One Month', we engage our employees to support young people in gaining career development and experience in the world of work.

Our six focus areas



Our CSR strategy is aligned with our core business, with the global trends in our industry, and with the requests and feedback we receive from our employees, associates/candidates, and our clients.

Three dimensions of CSR



- | Economic |
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| <ul style="list-style-type: none"> • Business excellence • Governance & compliance • Risk management & mitigation • Customer satisfaction • Supply chain management |

- | Social |
|--|
| <ul style="list-style-type: none"> • Team, training & development • Human & labour rights • Integration • Diversity & equal opportunities • Health & safety |

- | Environmental |
|---|
| <ul style="list-style-type: none"> • Environmentally conscious behaviour • Reducing consumption • Lowering CO₂ emissions • Supporting clients with their environmental targets |

Team, training & development

Despite 33 million people searching for a job in the USA and in Europe, 8 million vacancies do not get filled¹. This is especially true in European countries such as Greece, Spain, Italy, and France but also in the USA, Australia, and Japan. This is to a large extent due to a mismatch between available skills and educational qualifications and the requirements of the business world. The Adecco Group and its industry can contribute to solving these issues by retraining and upgrading workers' skills and through such initiatives as our Candidate International Mobility programme. HR services companies help people enhance their employability through career counselling, education, and continuous training, connecting people with job opportunities globally.

Integration

Every company's workforce needs people with diverse skills sets and from all backgrounds with regard to abilities, age, ethnicity, or gender. For this reason, we partner with the ILO Global Business and Disability Network and drive progress through our foundations and core business, often working together with our clients. Integrating and including people into the workforce through agency work and making companies more diverse is a central part of our business. It means tapping into an extraordinary pool of skilled talent, not only matching our clients' needs but also the desires and aspirations of people wanting to actively contribute to society. Jobs offer people work experience, an income, and most importantly – a purpose.

Diversity and equal opportunities

Our employees and associates are key contributors to our success. Therefore, our approach to diversity and equal opportunities and our open company culture help the Adecco Group to attract, motivate, and retain talented people. Through the Adecco Academy, we develop our talents and give them the tools and experience to continuously improve their performance and boost their motivation. Through our global programmes and cooperation with organisations such as the World Economic Forum, the Global Apprenticeships Network, the European Alliance for Apprenticeships, as well as our Candidate International Mobility programme, we stay at the forefront together with experts and our clients to increase diversity and create new job opportunities.

Human and labour rights

Working with over 32,000 employees and around 700,000 associates on daily assignments with our clients in over 60 countries and territories requires a strong focus on human and labour rights. In 2013, we published our Human and Labour Rights Guidelines, which also address adherence of our clients and suppliers. The Adecco Group upholds the principle that the inherent dignity and the equal and inalienable rights of all members of the human family is the foundation of freedom, justice, and peace in the world as set forth in the Universal Declaration of Human Rights. The Adecco Group also contributed to the development of sector-specific human rights guidance, which was one of the deliverables of the European Commission's policy on corporate social responsibility.

The Adecco Group aims to implement the United Nations 'Protect, Respect and Remedy' framework, which was endorsed by the United Nations Human Rights Council in 2011. The Adecco Group recognises that the Guiding Principles provide an authoritative global standard for preventing and addressing the risk of adverse impacts on human rights linked to business activity.

¹ Source: BLS/Eurostat 2015.

Health & safety

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

Our standard measures are based on five cornerstones:

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

Environment

Since 2010, environmental conscious management, monitoring, and reduction are carried out in the following areas:

- Electrical energy consumption
- Mobility: company car mileages and air miles flown
- Office supply: paper and toner consumption
- Office equipment: computers bought and replaced

These efforts are carried out in our 15 largest markets and emerging markets (France, North America, UK & Ireland, Germany, Japan, Italy, Netherlands, Belgium, Norway, Sweden, Spain, Argentina, Mexico, and Singapore), including the joint global and Adecco Switzerland headquarters. These countries represent over 85% of our business operations in terms of revenues. Despite having a minor impact on the environment as an HR services company, reducing our CO₂ emissions raises awareness amongst employees and saves costs due to the lower consumption of resources. This will benefit the Group's overall performance as well as our clients' through the services they receive from us.

Our global programmes in the social dimension



International Olympic Committee & International Paralympic Committee Athlete Career Programmes

Succeeding in the field of play and in a corporate environment requires similar personal traits and qualities. There are many transferable skills acquired by athletes during their sporting career that can prove to be invaluable in a professional capacity, such as the ability to perform under pressure, dedication, self-motivation, time management, and a winning attitude. Making the transition from a sports career into the job market can be a difficult process, which is why the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) Athlete Career Programmes are proving to be such a vital resource for Olympians and Paralympians.

Since 2005 and 2007, respectively, the IOC and IPC in cooperation with the Adecco Group have been providing educational, life skills, career development, and job placement expertise to help elite athletes successfully transition into the workforce. Since the programmes were launched, more than 35 National Olympic and Paralympic Committees have cooperated with the Adecco Group to deliver the programmes in their countries. Together with outreach activities, delivered in countries that do not currently have a local agreement in place, and during the Youth Olympic Games as well as through open online courses, more than 28,000 elite athletes from over 185 countries have received support since the start of the programmes. For the first time, in 2015 Paralympic athletes joined outreach trainings together with Olympic athletes in Colombia, Sri Lanka, Mongolia, Lithuania, and during the IPC Powerlifting European Open Championship in Hungary.

The IPC Athlete Career Programme has increased its focus on workplace inclusion and workplace accessibility of Paralympic athletes through a series of events attended by both athletes and clients, which began in 2014 in Italy and Belgium and was further increased in 2015 to a total of eight events, which took place in Brazil, Belgium, France, and Italy. This series of events will culminate in the second IPC Inclusion Summit during the Rio 2016 Paralympic Games.

Read more on how to engage in the Athlete Career Programmes: <http://athlete.adecco.com>.



Win4Youth

This highly successful employee engagement programme has continued to grow over the past six years. Employees all over the globe take part in sports events, united behind a great cause that allows us to live our core values to the full and embrace a healthy lifestyle. In their free time, employees clock up kilometres and turn them into a Group donation to foundations supporting youth development and families from disadvantaged communities to gain a better start in life and work. In many countries, our associates and clients join our events and contribute to our goal.

In 2015, the sixth year of Win4Youth, triathlon was our chosen sport, which meant that all employees could clock up kilometres by swimming, cycling, and running. Our goal was to achieve 1.75 million kilometres. By September, we had already clocked up 2.7 million and we rose to a new challenge of 3 million kilometres. By year end, the grand total had reached over 3.4 million. Our more than 32,000 employees, our associates, and clients in more than 60 countries and territories contributed to this outstanding result and ensured a donation of USD 375,000 by the Adecco Group to eight foundations in Australia, Belgium, Brazil, Bulgaria, Cambodia, Colombia, Greece, and the USA, which were selected by our employees.

The Win4Youth 2015 team of 80 ambassadors trained to take part in the Skoda Triathlon in Palma de Mallorca on September 6, 2015. Nine employees also had the opportunity to each spend one week in one of the eight foundations, contributing through their professional backgrounds and their passion to make a difference in youngsters' lives. In 2015, we were fortunate to have Nicola Spirig in the role of the programme's god-mother. Nicola is the three-time Swiss Olympic triathlete, gold medalist in London 2012, and five-time European Champion. She motivated employees and was a true inspiration to us all.

Find more information on Win4Youth:
www.win4youth.com

WAY TO WORK

by Adecco Group

Adecco Way to Work

Unemployment, especially youth unemployment, remains alarming. Worldwide, more than 200 million people are without work² – almost 40% of them are 25 or younger. At the same time, eight million jobs are vacant in the USA and Europe alone. In the rest of the world too, skills shortage and talent mismatch are important issues, damaging human capital and productivity. Our goal with Adecco Way to Work™ is to tackle youth unemployment. This global initiative involves employees of the Adecco Group in over 50 countries around the world. The Adecco Way to Work™ initiative consists of three programmes: Street Day, internship opportunities, and the 'CEO for One Month'.

On March 26, 2015, for the third year in a row, more than 7,300 employees in over 1,130 cities in 54 countries hit the streets to help combat youth unemployment, reaching an estimated 1.2 million people with career advice. Some 470 schools and universities were visited and a total of 1,000 coaching sessions were held, including more than 1,700 Adecco branch open days. The sessions included tips on job seeking, advice on interview techniques, and how to prepare a winning CV. Since its launch in 2013, the number of people reached with the programme has reached almost 2.2 million.

With Adecco Way to Work™ we offer internships within the company or at our clients and aim to provide young people with a way into work, improving their employability and skills to match the needs of the business environment. In 2015, quality internships were provided in 50 countries to over 3,000 youngsters.

A unique internship opportunity was offered to 34 ambitious youngsters who took part in the 'CEO for One Month' programme. They were selected out of 18,000 applicants to work alongside senior management of the Adecco Group in their countries of residence. After a series of assignments and assessments, one of them was offered the role of Adecco Group 'CEO for One Month'. Ayumi Kunori from Japan excelled in the three-day boot camp. Under the mentorship of Adecco Group CEO Alain Dehaze, she worked and travelled to eight countries in three different continents during the month of October 2015.

Find more information on Way to Work:
www.adeccowaytowork.com

More information on our CSR activities:
www.adecco.com/csr/csrreport.aspx

² Source: International Labour Organization 2016.