

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 transferrable skills athletes can bring to the corporate world. Strengthening

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

### Prioritising activities

Adecco Group: three main global programmes in our strategic areas

#### Stakeholders

- Employees
- Customers & Shareholders
- Society

#### Global programmes

##### Excellence

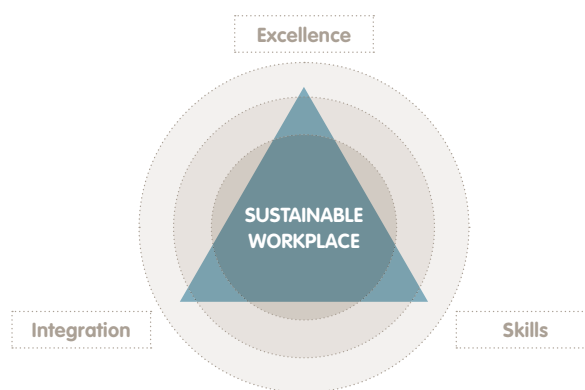
Excellence Awards  
Adecco Academy

##### Integration

IOC Athlete Career Programme  
IPC Athlete Career Programme

##### Skills

Win4Youth



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 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 will have recruited 7,000 people.

**Skills** The acquisition and on-going 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.

For more information visit [csr.adecco.com](http://csr.adecco.com).