

2025 Reporting Scope and Methodology

Strategic Non-Financial
Key Performance Indicators

Introduction

This document outlines the criteria against which the Adecco Group (“the Group”) measures and reports our strategic non-financial key performance indicators (KPIs), which form a subset of our broader sustainability reporting framework. The non-financial KPIs reflected in this document provide insights into topics which are considered material in line with the outcomes of the Group’s double materiality assessment, aligning with the requirements of the EU Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS), or which are disclosed in line with the requirements of the Swiss Ordinance on Climate Disclosures.

A number of these metrics have been prepared with reference to ESRS, together with relevant standards published by the Global Reporting Initiative (GRI), the Greenhouse Gas Protocol Corporate Standard and the Group’s own methodology. An overview of the reporting criteria of our strategic non-financial KPIs is reflected on the following page.

The performance results of our strategic non-financial metrics are published in our 2025 Non-Financial Report, disclosed as part of our Annual Report, which is available on <https://www.adeccogroup.com/who-we-are/sustainability-and-social-value/measurement-reporting>.

Scope

Scope of consolidation

The scope of reporting of our strategic non-financial KPIs is aligned to the scope of the Group’s consolidated financial statements prepared in accordance with US generally accepted accounting principles (US GAAP).

Acquisitions and divestitures

Newly acquired entities are included in the scope of non-financial reporting from the date of acquisition. Divested entities are excluded from the scope of non-financial reporting from the date of divestiture.

Data Collection

Data is collected and reported on a calendar-year basis in alignment with the financial reporting period. All data is extracted from Group systems or from third parties with their authorization when and where relevant. For environmental indicators, data for 2025 is based on nine months of actual data (as at 30 September), which are then extrapolated to annual estimated values (see Section 13 below for details).

Strategic Non-Financial Key Performance Indicators – Overview

Topic	Metric	Criteria
Social Matters	1. Number of flexible placements, by gender and age group	GRI 2-7 Group's own methodology
	2. Number of permanent placements	Group's own methodology
	3. Number of external individuals up-/re-skilled	GRI 404-2 Group's own methodology
Employee Matters	4. Company-based employees, by gender, geography and age group	ESRS S1-6 §50(a) ESRS S1-9 §66(b)
	5. Turnover of company-based employees	ESRS S1-6 §50(c)
	6. % of employees covered by workers' representatives	ESRS S1-8 §63(a)
	7. % of employees covered by collective bargaining agreements	ESRS S1-8 §60(a-b)
	8. % of employees entitled to take family-related leave	ESRS S1-15 §93(a)
	9. Leadership gender parity	ESRS S1-9 §66(a)
	10. Board of Directors' gender parity	GRI 405-1
	11. Executive Committee gender parity	GRI 405-1
Governance	12. New misconduct cases reported	ESRS S1-17 §103(a-b)
Environmental Matters	13. Greenhouse Gas emissions (Scope 1, 2, and 3)	GRI 305-1, 305-2, 305-3
	Proportion of electricity from renewable vs. non-renewable sources	GRI 302-1

Strategic Non-Financial Key Performance Indicators – Methodology

1. Number of flexible placements, by gender and age group

Definition

A flexible placement comprises the placement of an individual to a client for a fixed period of assignment.

Methodology

GRI 2-7, the Group's own methodology

Flexible placements are measured in terms of the number of individuals placed in a flexible employment arrangement per day. Flexible placements are calculated based on flexible placement volume, taking into consideration flexible placement hours sold during the year. Country-specific considerations with respect to standard trading hours and working days are addressed in the respective calculation.

Flexible placements by gender reflect the proportion of unique individuals placed during the year by gender, as determined by the respective individual placed. The gender representation calculation does not include individuals for which no gender representation data is reported.

Flexible placements by age group reflect the proportion of unique individuals placed during the year by age group, as determined by the month and year of birth of the respective individual placed.

Scope

All flexible placements for which the Group places an individual with a client organization, regardless of the length of the assignment, are included in the reported metric.

Flexible placements by gender and age group are reported for markets comprising 82% of Flexible Placement Revenue.

2. Number of permanent placements

Definition

A permanent placement comprises the placement of an individual with a client's organization on a permanent basis.

Methodology

The Group's own methodology

Permanent placements are measured in terms of the number of individuals placed with a client in a permanent employment arrangement. Individuals are generally considered placed on the day the individual begins employment with the client.

Scope

Permanent placements reflect all individuals placed by the Group with a client organization, including individuals placed through our Recruitment Process Outsourcing (RPO) business.

Assumptions

The reporting of permanent placements originating from the RPO business is dependent on the data definitions utilized by our respective clients; judgment may therefore be required to determine at which point an individual begins employment with the client.

3. Number of external individuals up-/re-skilled

Definitions

Up-skilling

Up-skilling refers to the development and training of individuals with the purpose of enhancing their skill sets to enable better performance in their current positions, and/or equipping individuals with the skills and opportunities required to advance in their chosen career path.

Re-skilling

Re-skilling refers to services which involve targeted training in new skills that enable individuals to take on new roles.

Methodology

GRI 404-2, the Group's own methodology

Our up- and re-skilling services are provided with the purpose of enhancing on-the-job skills and/or enabling career advancement, ultimately contributing to the sustainable employability of the individual served. The number of individuals up-/re-skilled is measured in terms of the number of individuals who participated in up-/re-skilling events delivered by the Group.

Scope

Individuals in scope of the reported metric reflect those individuals who are considered external to the Group, primarily our candidates and associates, client employees, and private individuals. Company-based employees, including consultants, are not captured in the reporting of this metric.

Assumptions

The number of individuals up-/re-skilled represents the number of unique individuals who have participated in an up-/re-skilling event during the annual reporting period.

Where training is provided to individuals with no direct employment or formal education agreement with any Group entity, the Group typically does not capture personal information for each unique individual trained. In such cases, individuals up-/re-skilled are reported in terms of participants in attendance at the training event as a proxy for unique individuals up-/re-skilled.

4. Company-based employees, by gender, geography, and age group

Definitions

Company-based employees are individuals under employment contract/engagement, subject to local government employment laws, working for the Adecco Group legal entity, under the supervision, direction, and control of the Adecco Group, with material HR-related considerations managed by the Adecco Group HR function (i.e. salary, career progression, leaves/absences, etc.).

Methodology

ESRS S1-6 §50(a), S1-9 §66(b)

The number of company-based employees is calculated based on headcount as at the final date of the reporting period (31 December). Headcount factors one individual as one employee. Any attributes or distinctions of an individual such as skills or hours are not considered; both part-time and full-time employees are individually represented and counted.

The respective gender distribution illustrates the headcount by gender, as defined by the employee, as at the end of the reporting period (31 December). The gender representation calculation does not include individuals for which no gender representation data is reported.

The respective age distribution illustrates the headcount by age group, as determined by the date of birth of the employee, as at the end of the reporting period (31 December).

The respective country illustrates the headcount by country location, being the specific physical workplace for the employee.

The Adecco Group discloses the number of company-based employees by gender and geography for those countries with significant operations, consistent with prior year disclosures, which is beyond only those countries representing at least 10% of the Group's total number of employees as specified by ESRS S1-6 §50(a). Similarly, the Group discloses the number of company-based employees by age group at a more granular level than that specified by ESRS S1-9 §66(b). The Group considers these disclosures to be transparent and relevant to readers of our Non-Financial Report.

Scope

This metric excludes contractors/contingent workers.

5. Turnover of company-based employees

Methodology

ESRS S1-6 §50(c)

Turnover measures the percentage of company-based employees who left the Group during the reporting period, calculated as the number of leavers divided by the average headcount during the period. Both voluntary and involuntary leavers are included in the disclosure and calculation.

Scope

Individuals in scope of the reported metric include company-based employees, aligned to the scope of reporting as per Section 4 above.

6. % of employees covered by workers' representatives

Definition

Workers' representatives are defined as:

- trade union representatives, i.e. representatives designated or elected by trade unions or by members of such unions in accordance with national legislation and practice; and/or
- duly elected representatives, i.e. representatives who are freely elected by the workers, not under the domination or control of the employer in accordance with provisions of national regulations or of collective agreements and whose functions do not include activities which are the exclusive prerogative of trade unions in the country and which existence is not used to undermine the position of the trade unions concerned or their representatives.

Methodology

ESRS S1-8 §63(a)

The proportion of company-based employees that are covered by workers' representatives is calculated based on headcount and respective coverage as at the final date of the reporting period (31 December).

Scope

Individuals in scope of the reported metric include company-based employees, aligned to the scope of reporting as per Section 4 above, whose physical workplace is a European Economic Area (EEA) country.

7. % of employees covered by collective bargaining agreements

Definition

Collective bargaining agreements are those agreements between an employer, or one or more employers' organizations, on the one hand, and one or more trade unions or the representatives of the workers duly elected in accordance with national laws and regulations, on the other. The company-based employees covered by collective bargaining agreements are those individuals to whom the Adecco Group is obliged to apply the respective collective bargaining agreement.

Methodology

ESRS S1-8 §60(a-b)

The proportion of company-based employees that are covered by collective bargaining agreements is calculated based on headcount and respective coverage as at the final date of the reporting period (31 December).

Scope

Individuals in scope of the reported metric include company-based employees, aligned to the scope of reporting as per Section 4 above, whose physical workplace is an EEA country.

8. % of employees entitled to take family-related leave

Definition

Family-related leave includes maternity leave, paternity leave, parental leave and carer's leave.

Methodology

ESRS S1-15 §93(a)

The proportion of company-based employees that are entitled to take family-related leave, either by law, collective agreement, or Group policy, is calculated based on headcount and respective entitlement as at the final date of the reporting period (31 December).

Scope

Individuals in scope of the reported metric include company-based employees, aligned to the scope of reporting as per Section 4 above.

9. Leadership gender parity

Definition

The Adecco Group leadership comprises senior strategic leaders, defined by our refreshed internal organizational leadership architecture, contributing to the implementation of the Group strategy and its results.

Methodology

ESRS S1-9 §66(a)

Leadership gender parity reflects the number and percentage of female representation in the leadership group as at year-end (31 December).

10. Board of Directors' gender parity

Methodology

GRI 405-1

Board of Directors' gender parity reflects the percentage of female representation in the Group Board of Directors as at year-end (31 December).

11. Executive Committee gender parity

Methodology

GRI 405-1

Executive Committee gender parity reflects the percentage of female representation in the Group Executive Committee as at year-end (31 December).

12. New misconduct cases reported

Methodology

ESRS S1-17 §103(a-b)

Misconduct cases reflect the number of reports received by the Group relating to actual, suspected, or alleged workplace wrongdoing by employees or third parties acting on behalf of the Group. Concerns may be raised and respective reports may be submitted through various channels, including anonymously.

Allegations are classified into the following categories: Accounting irregularities, bribery and corruption, conflicts of interest, data privacy, deception, discrimination, improper competitive practices, improper gifts, gratuities and entertainment, insider trading, improper workplace conduct, local office financial violations, misuse of internal company systems, money laundering, regulatory non-compliance, retaliation of whistleblowers, third-party violation, violation of confidential or proprietary information rules, violation of health and safety rules, and violation of procurement rules.

Misconduct cases which include allegations of discrimination and harassment reflect those wherein an employee or third party acting on behalf of the Group is alleged to have engaged in misconduct on the basis of discrimination in relation to a characteristic held by an individual which falls under a protected category under the applicable law, or engaged in unwanted or improper conduct in breach of internal policy in the form of harassment.

13. Greenhouse Gas emissions (Scope 1, 2, and 3); Proportion of electricity from renewable vs. non-renewable sources

Methodology

GRI 305-1, 305-2, 305-3, 302-1

The Group reports carbon emissions in line with the internationally acknowledged standard 'The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard' by the World Resources Institute (WRI, 2004; 'GHG Protocol'), reflecting emissions from carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆), and nitrogen trifluoride (NF₃). As these greenhouse gases may have different global warming potential, the Group follows standard market practice in expressing greenhouse gas emissions as a weight of carbon dioxide equivalent (CO₂e) in order to report a consolidated absolute carbon emissions result at Group level.

The Group applies the "operational control" approach in defining the organizational boundaries for which carbon emissions are reported. Under this approach, the Group accounts for 100% of emissions from operations over which the Group or one of its consolidated subsidiaries has operational control. As the Group seeks to align environmental and financial reporting, the Group is considered to have operational control over those entities which are consolidated for financial reporting purposes.

In order to identify the activities which lead to material direct and indirect emissions, the Group considers the magnitude of GHG emissions for specific activities, as well as the Group's influence over the activity, the contribution of the activity to the Group's risk exposure, the importance of the activity to stakeholders, and relevant industry/sector guidance.

The Group considers material direct and indirect emissions to arise from the following activities:

- **Scope 1** (direct GHG emissions from sources that are owned or controlled by the Group): stationary combustion of heating fuels, such as natural gas or heating oil, for the purposes of heating and/or cooling, and those from mobile combustion of fuels in company-owned automobiles.
- **Scope 2** (indirect GHG emissions from the generation of purchased electricity consumed by the Group): conventional and/or renewable electricity consumption and energy consumption of on-premises servers.
- **Scope 3** (other indirect GHG emissions which are a consequence of the activities of the Group, but occur from sources not owned or controlled by the Group):
 - **Scope 3, Category 1:** Purchased goods and services. Upstream (cradle-to-gate) emissions related to the purchase of non-capital goods and services, i.e., office supplies including paper and toner, Cloud Azure, and leasehold improvements.
 - **Scope 3, Category 2:** Capital goods. Upstream (cradle-to-gate) emissions related to the purchase of capital goods, i.e., IT equipment and non-IT Property & Equipment.
 - **Scope 3, Category 3:** Fuel and energy-related activities not included in Scope 1 and 2. Upstream (cradle-to-gate) emissions related to the production, transportation, transmission, and distribution of purchased fuels and energy, i.e., upstream emissions from purchased electricity, heating fuels and automotive fuels, lifecycle emissions of company-owned automobiles and energy consumption of on-premises servers.
 - **Scope 3, Category 5:** Waste generated in operations. Emissions from solid waste and waste-water.
 - **Scope 3, Category 6:** Business travel. Emissions related to the transportation of employees for business-related activities in vehicles owned or operated by third parties, i.e., aircraft, rental or short-term lease cars and train travel.
 - **Scope 3, Category 7:** Employee commuting. Emissions related to the transportation of employees, consultants, associates, and outsourcing employees between their homes and their worksites.
 - **Scope 3, Category 13:** Downstream leased assets. Emissions not included in Scope 1 and 2 from the operation of assets owned by the Adecco Group and leased to other entities in the reporting year.
 - **Scope 3, Category 15:** Investments in joint ventures (FESCO).

Reported categories may be updated over time in line with evolving measurement methodologies and external standards.

Consumption of purchased electricity

Purchased electricity consumed by Group office locations is measured based on reported kilowatt hours of consumption from renewable or non-renewable sources.

Renewable sources of electricity refer to electricity derived from inexhaustible sources, including solar, wind, water, geothermal energy, and biofuels. Volumes of consumed renewable electricity are allocated lower Scope 2 and Scope 3 emission factors than conventional electricity in our greenhouse gas accounting only when the necessary quality criteria for underlying contractual arrangements and consumption certifications are met, following the Scope 2 quality criteria included in the GHG Protocol. Wherever certificates or documentation of the contractual arrangements are not available or do not meet the defined quality criteria, consumed volumes are allocated with the locally (country-specific) applicable emission factor for conventional electricity.

Assumptions

Given the global organizational footprint and decentralized data collection capabilities, data is not currently collected for all locations globally. The scope of our data collection includes 23 of our markets plus our Swiss headquarters, representing 91% of our company-based employees and more than 93% of global revenues. Primary activity data is collected for these markets across the material activities defined above; where primary data is not available in a specific market, we model the relevant data point using benchmarks developed internally considering (for example) office square footage or number of full-time equivalents (FTEs), prior year activity data, or average Group consumption based on relevant FTEs.

To account for the remaining markets, the total activity data for all reporting markets, collected or modelled as outlined above, is then extrapolated for non-reporting markets of the Group based on FTEs.

The measurement of emissions from the commuting of employees, consultants, associates and outsourcing employees was calculated based on surveys conducted with each population, having received feedback from 17 countries, enhanced with publicly available benchmarks and databases. A country-specific commuting distance per FTE was applied, reflecting commuting options including travel by walking/cycling, public transportation, and automobile (divided into different engine configurations). Data was extrapolated to account for our full global commuting population.

All primary activity data collected for the 2025 reporting period is based on nine months of actual data (as at 30 September), which are then extrapolated to annual estimated values using a straight-line approach aligned with recognized practice.

Emission sources and factors

Emission factors used by the Group are derived from the ecoinvent Database v3.11 (2024), supplemented by other country-specific and global databases as deemed relevant. The Group reviews all emission factors applied for material emission categories on an annual basis.

Prior year adjustments

In instances where, due to a change in calculation methodology, improvements to data accuracy, structural changes to the Group or the identification of an error in prior period reporting, emissions are determined to be materially misstated, the Group shall revise the relevant reported emissions for all reporting years impacted in the subsequent reporting cycle.

Where material structural changes occur during the reporting period, current period emissions shall be reflected for the entire year, i.e., for businesses acquired during the year, full-year emissions of the acquired entity are included in Group emissions; for businesses divested during the year, full-year emissions from the divested entity are excluded from Group emissions. If it is not possible to calculate full-year emissions for the acquired/divested entity in the year of the structural change, an estimate shall be carried out in the year of structural change and a recalculation shall be carried out in the following year. Prior period emissions shall be revised on a full-year basis.