CSR Report 2015/2016

Executive Summary
Adecco key figures 2015
Labour market facts & trends 2015/2016

71.9 MILLION PEOPLE ENABLED TO WORK IN 2014

60.9 MILLION PEOPLE GAINED ACCESS TO THE LABOUR MARKET GLOBALLY THROUGH OUR INDUSTRY. 40.2 MILLION WORKING AS AGENCY WORKERS.

5,100+ BRANCHES IN OVER 60 COUNTRIES & TERRITORIES

30% UNEMPLOYED BEFORE, ONLY 11% AFTER AGENCY WORK

22.0~ EUR BILLIONS REVENUE IN 2015

700,000+ ASSOCIATES ON ASSIGNMENT DAILY²

33,000+ FULL-TIME EQUIVALENT EMPLOYEES¹

ON AVERAGE, 50% OF AGENCY WORKERS ARE UNDER 30 YEAR-OLD

76% OF AGENCY WORK ASSIGNMENTS ARE OVER 1 MONTH

1 Year end 2015  2 Average 2015.
Our business 2015
Services, candidate profiles, revenue split

The services we offer
Gross profit split by service line

- Temporary Staffing 72%
- Permanent Placement 10%
- Career Transition 8%
- Outsourcing, Talent Development, and other services 10%

The profiles of our candidates
Revenue split by business line

- Industrial 50%
- Office 24%
- Information Technology 12%
- Engineering & Technical 5%
- Finance & Legal 4%
- Medical & Science 2%
- Solutions 3%
Our CSR strategy

Main stakeholders

Our main stakeholders and their concerns
(blue = corresponding to UN Global Compact principles)

<table>
<thead>
<tr>
<th>Our employees and associates</th>
<th>Concerns</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Our employees</strong></td>
<td></td>
</tr>
</tbody>
</table>
| Employees, candidates and associates, all socio-economic backgrounds, ages and abilities | • Work as a basic need  
• Work generates income, is a basis for independence  
• Work as opportunity, as a pathway into a personal future  
• Work as social value which creates and fosters relationships |

<table>
<thead>
<tr>
<th>Our clients</th>
<th></th>
</tr>
</thead>
</table>
| Small and large, global and local, private and public employers from all industry sectors | • Human Resources management as a key factor for competitive advantage and growth  
• Top talents for top jobs  
• The right person at the right time  
• Flexibility in the ever-evolving markets |

<table>
<thead>
<tr>
<th>Our investors</th>
<th></th>
</tr>
</thead>
</table>
| Individual and institutional investors, analysts and stock market index providers | • Profitability and return on investment  
• Sustainable growth  
• Corporate Governance  
• Risks and opportunities  
• Socially and environmentally responsible investments |

<table>
<thead>
<tr>
<th>Society at large</th>
<th></th>
</tr>
</thead>
</table>
| Communities, governments and related bodies, media, research institutes, etc. | • Employment rates  
• Work as social integration for vulnerable groups  
• Undeclared work as a burden for social costs  
• Decent work conditions |

The concerns we learn from stakeholder dialogue help us to prioritise our CSR core subjects and issues.
## Our CSR strategy

### Materiality matrix

**Materiality matrix: How we prioritise issues in respect of the**
**Nature of our business and the concerns of our stakeholders**

<table>
<thead>
<tr>
<th>Stakeholder concern</th>
<th>Environment</th>
<th>Environment</th>
<th>Human Rights</th>
<th>Data Security</th>
<th>Professional Integrity</th>
<th>Consumer issues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Energy and resources</td>
<td>• Labour integration</td>
<td>• Anti-discrimination</td>
<td>• Policies and practices relating to collection, usage, and retention of customers (clients, candidates, associates)</td>
<td>• Professional integrity and duty</td>
<td>(HR services do not relate to consumers, but to employees and corporate clients)</td>
</tr>
<tr>
<td>Low</td>
<td>• consumption</td>
<td>• Job creation</td>
<td>• Fundamental rights at work</td>
<td>• Disclosure of security breaches information</td>
<td>• of care by management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Climate change</td>
<td>• Engagement with vulnerable groups</td>
<td></td>
<td></td>
<td>• Fair operating practices</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Low</td>
<td></td>
<td>• - Anti-corruption</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Low</td>
<td></td>
<td>• - Fair competition</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Low</td>
<td></td>
<td>• Disclosure of legal and regulatory fines and settlements associated to above</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Low</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
<td></td>
<td>High</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

How we prioritise the ISO 26000 core subjects and issues related to our business and the concerns of our stakeholders.
Our CSR strategy
‘Improving the world of work’

We believe work is a basic human need. Our responsibility is to bring to life the principle of ‘better work, better life’ amongst all our stakeholders.

Embracing the three Dimensions of CSR

In 2015 and 2016, we further strengthened our CSR strategy, aligning it with our core business and responding to global trends in our industry as well as to the request and feedback received from our employees, associates/candidates, our clients, suppliers and the broader public.

Focusing on where our business can make a difference

CSR needs to reflect our business and values, while addressing social, environ-mental and economic challenges. The six strategic focus areas have the greatest value and impact for our company and society in the current labour market environment.
The Economic Dimension – our performance
Supply Chain Assessment & Client Satisfaction

EcoVadis Supply Chain Management – Adecco Group supplier compliance overview 2015

GSS Results: Global share of satisfied respondents 2013-2015, in %

- No badge: Global score < 37
- Bronze: Global score between 37 and 45
- Silver: Global score between 46 and 61
- Gold: Global score > 61

Note: Share (%) of satisfied respondents is a combined category of “satisfied” (5) and “very satisfied” (6) on the scale 1–6.
The Economic Dimension – our performance

Compliance & Ethics

Completed online training on fundamental ethical business practices 2013-2016

NB: Dependant on usual staff turnover, the actual training completion rate stays always below the ideal of 100%.

* The new custom-built competition module was launched in October 2015 in all the English-speaking countries and even later in some others. France to launch the module in August 2016. The completion rate 2016 is based on this new module for the countries that had launched it at the time of reporting.
The Economic Dimension – our performance
Compliance & Ethics

ACE reporting 2015
Allocation of reported issues, in %

- Employment Practices 56%
- Fraud 21%
- Internal Workplace Conduct 8%
- Other 14%

Completed online training on Bribery & Corruption prevention 2015
(\% of all employees in question)

USA and Canada run their own ACE awareness training, not the global one, thus not included in this chart.

NB: According to usual staff turnover, completion rate stays always below the ideal of 100%
The Economic Dimension – our performance

Global Talent Competitiveness Index

Key Success factors of ‘Talent Champions’ Countries
• Top level education
• Vocational training
• Flexible labour markets
• Talent mobility
• Professional management practices

Top 20 Global
1. Switzerland
2. Singapore
3. Luxembourg
4. United States
5. Denmark
6. Sweden
7. United Kingdom
8. Norway
9. Canada
10. Finland
11. New Zealand
12. Netherlands
13. Australia
14. Germany
15. Austria
16. Ireland
17. Iceland
18. Belgium
19. Japan
20. Czech Republic

(Source: INSEAD, Adecco, HCLI - Global Talent Competitiveness Index 2015-16)
The Social dimension – our performance
Strategic focus areas – Team, Training & Development

Great Place to Work® results – survey cycle 2015/2016
Trust index average (average of organisation & workgroup results as used for the Great Place to Work Trust Index®)

![Graph showing Great Place to Work® results for various countries, with scores for 2015/16, variance from last year, and benchmark (top 10 on best workplace list).]
The Social dimension – our performance
Strategic focus areas – Team, Training & Development

Employee satisfaction - Great Place to Work rankings 2010 – 2015 in %

- Adecco Spain: 3
- Adecco Luxembourg: 3
- DIS Germany: 4
- Adecco Sweden: 5
- Adecco Belgium: 5
- Adecco Netherlands: 7
- Adecco Italy: 8
- Adecco Norway: 10
- Group HQ: 14
- Adecco Europe: 15
- Ailon Netherlands: 15
- HOSpring Personnel UK: 17
- Adecco Canada: 19
- Adecco UK: 27
- HSpring Technology UK: 28
- Office Angels: 38
- Badenoch & Clark UK: 38
- Adecco Canada: 42
- Adecco Canada: 46
The Social dimension – our performance
Strategic focus areas – Team, Training & Development

Adecco Academy’s Leadership courses
nr. of employees trained 2015/2016

- MBA Highlights (INSEAD), since 2011
- SLDP (INSEAD), since 2010
- 13 (IMD), since 2010
- LWI (Hyper Island), since 2013

Adecco Academy’s Service & Sales courses
nr. of employees trained 2015/2016

- SEC, since 2011
- SLC, trainings in 2015
- PPP, since June 2015

Since 2011, 57 countries participated in our Service & Sales courses, such as the Service Excellence Courses (SEC), Sales Leadership Courses (SLC) and the Permanent Placement Programme (PPP).
The Social dimension – our performance
Strategic focus areas – Team, Training & Development

Retention rate 2011–2015 in %

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rest of World</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Social dimension – our performance
Strategic focus areas – Team, Training & Development

Retention rate: Newly hired employees retained after 2 years in %
The Social dimension – our performance
Strategic focus areas – Team, Training & Development

Training investment in associates
Select countries 2015

Educational attainment level of associates, in % of all workers in temp. sector

The Adecco Group’s investment in associates’ training, in EUR/associate on assignment over full year 2015
The Social dimension – our performance
Strategic focus areas – Team, Training & Development

Number and length of assignments per associate
Select countries 2015

Temporary work legislation and culture vary from country to country. This leads to different temporary work patterns: from many but short assignments (e.g. France, Spain) to few but long assignments (e.g. Ecuador, India, Ukraine).
The Social dimension – our performance
Strategic focus areas – Business & Human Rights

Situation of our associates in %, worldwide

Employees covered by CLA
More than 30% of our employees are represented by an independent trade union or covered by collective labour agreements.

Employees covered by CLA
About 30% of our associates are represented by an independent trade union or covered by collective labour agreements.

ILO Convention 181
About 37% of our Associates are hired in those 32 countries, where ILO Convention 181 on Private Employment Agencies is ratified.

Non-discrimination
More than 77% of our recruiters went through a country-specific training on non-discrimination.
The Social dimension – our performance
Strategic focus areas – Business & Human Rights

Gender distribution amongst the Adecco Group employees 2012-2015, in %
(Select countries)
The Social dimension – our performance
Strategic focus areas – Business & Human Rights

Gender distribution among the Adecco Group associates
Female employment rates compared to Adecco female associate in select markets in %
The Social dimension – our performance
Strategic focus areas – Business & Human Rights

Age distributions: regions *in %*

Age distributions 2015: select countries *in %*

Our youngest and most mature workforces

<table>
<thead>
<tr>
<th>Region</th>
<th>Age Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
<tr>
<td>North America</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
<tr>
<td>South America</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Country</th>
<th>Age Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
<tr>
<td>Romania</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
<tr>
<td>Finland</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
<tr>
<td>Sweden</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
<tr>
<td>Norway</td>
<td>&gt;60: 20% 51–60: 40% 41–50: 10% 31–40: 10% &lt;30: 10%</td>
</tr>
</tbody>
</table>
The Social dimension – our performance
Strategic focus areas – Diversity & Equal Opportunities

Employees with a disability in select subsidiaries
in % of headcount

The chart shows Adecco subsidiaries, which reported more than 1% employees with a disability between 2013 and 2015. This diversity indicator depends also on local definitions on disability. Private data protection laws in many countries do not allow this indicator to be tracked.
The Social dimension – our performance
Strategic focus areas – Diversity & Equal Opportunities

People with a disability integrated into the labour market
in % of headcount

1 2015: Argentina, Germany, Hungary, Mexico, Netherlands, Russia, Serbia. We run similar integration programmes in further countries. Private data protection laws in many countries (such as the USA) do not allow tracking the number of individuals with a disability integrated into the labour market.
The Social dimension – our performance
Strategic focus areas – Diversity & Equal Opportunities

Helping people with disabilities: in 51% of Adecco’s markets

Helping immigrants and other vulnerable groups: in 36% of the Adecco Group’s markets

Helping mature job seekers: in 46% of the Adecco Group’s markets

In close to 51% of its global markets, the Adecco Group runs specific programmes to integrate people with disabilities into the labour market.

In 36% of its global markets, the Adecco Group runs specific programmes to integrate immigrants, long-term unemployed and other vulnerable groups into the labour market.

In close to 53% of its global markets, Adecco Group runs specific programmes (Adecco Way to Work™ not included) to integrate young job seekers into the labour market.
The Social dimension – our performance
Strategic focus areas – Integration

Helping elite athletes: in 65% of Adecco’s markets

In 65% of its global markets, the IOC and IPC Athlete Career Programmes in cooperation with the Adecco Group are currently being delivered to integrate active and retiring athletes into the labour market.

Helping young job seekers: in 54% of Adecco’s markets

In close to 53% of its global markets, Adecco Group runs specific programmes (Adecco Way to Work™ not included) to integrate young job seekers into the labour market.

Helping students in their school to work transition: in 55% of the Adecco Group’s markets

In more than 50% of its global markets, the Adecco Group runs specific programmes (Way to Work™ not included) to integrate young job seekers into the labour market.

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Helping elite athletes: in 65% of Adecco’s markets

- Europe
- North America
- South America
- Asia
- Australia & New Zealand

Helping students in their school to work transition: in 55% of the Adecco Group’s markets

- France
- UK (ì Ireland)
- Spain
- Italy
- Other European subsidiaries (NL, BE, CH, NO, SE)
- MENA (PL, RO, TK, CZ, SL, HU)
- Japan & Taiwan
- Chile, Columbia, Peru

Helping young job seekers: in 54% of Adecco’s markets

- France
- North America
- Japan
- Italy
- Poland
- Netherlands
- Colombia
- Argentina
- Other: Greece, Serbia, Sweden, Thailand, Turkey
The Social dimension – our performance
Strategic focus areas – Health & Safety

Development of Accident Frequency Rates for associates 2013 – 2015 in select countries
(rebased to 1 as of 2013)

Development of Accident Frequency Rates 2007–2015 in France, our largest market
(22% of Adecco Group’s associates, rebased to 1 as of 2007)

Health & Safety Plan 2010–2014
Implementation

S@ve compétence: first implementations in construction sector (Adia)
S@ve compétence: expanded to industry and transport sectors (Adecco Groupe France)
S@ve compétence: roll-out of version 2.0

- Australia
- Belgium
- Canada
- Finland
- France
- Germany
- Italy
- Netherlands
- Spain
- Switzerland
- UK & Ireland
The Environmental dimension – our performance
Strategic focus areas – Environment

(Carbon dioxide equivalent, scopes 1, 2 & 3, in metric tonnes)

2015 Greenhouse Gas emissions split by source

1) Mobility business cars and air travelling: high impact with 68%.
2) Electricity consumption: highest impact with 29%.
3) Office supply (paper & toner) and IT equipment: reasonable impact with 2%, each.

The GHG split indicates Adecco Group’s environmentally most material issues:
## The Environmental dimension – our performance

### Strategic focus areas – Environment

### Our scope 1, 2 & 3 emissions

*(based on the green house gas protocol)*

<table>
<thead>
<tr>
<th>Source</th>
<th>Scope</th>
<th>Total emissions extrapolated to Group level (100% FTE employees) metric tonnes CO2e (CO2 equivalent)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>2015</strong></td>
</tr>
<tr>
<td>Own business cars</td>
<td>1 (direct)</td>
<td>49,843</td>
</tr>
<tr>
<td>Electricity</td>
<td>2 (indirect)</td>
<td>33,184</td>
</tr>
<tr>
<td>Electricity</td>
<td>3 (indirect)</td>
<td>10,311</td>
</tr>
<tr>
<td>Own business cars</td>
<td>3 (indirect)</td>
<td>23,866¹</td>
</tr>
<tr>
<td>Air travel</td>
<td>3 (indirect)</td>
<td>29,212</td>
</tr>
<tr>
<td>Paper</td>
<td>3 (indirect)</td>
<td>2,062</td>
</tr>
<tr>
<td>Toner</td>
<td>3 (indirect)</td>
<td>513</td>
</tr>
<tr>
<td>New lap &amp; desktops</td>
<td>3 (indirect)</td>
<td>2,552</td>
</tr>
</tbody>
</table>

More details on emissions and measurement are provided in our Carbon Disclosure Project assessment: [www.cdproject.net](http://www.cdproject.net)

¹ Business car’s Scope 3 emissions include gasoline/diesel upstream emissions, – and new since 2015: also infrastructure emissions, from cars’ life cycles and streets building/maintenance. This explains why Scope 3 emissions from business cars is substantially higher than the reported values in previous years.

² GHG emissions from business cars were restated for 2014 due to a reporting error, revealed in context of activity data collection 2015.

³ Emission coefficients for electricity (Eco invent Database v2.2) have been updated since 2011 due to latest scientific findings. This resulted in substantial lower emission values.
The Environmental dimension – our performance
Strategic focus areas – Environment

Our office materials and water consumption
(based on the green house gas protocol)

<table>
<thead>
<tr>
<th>Source</th>
<th>Total consumption extrapolated to Group level (100% FTE employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Materials</strong></td>
<td></td>
</tr>
<tr>
<td>Purchased paper</td>
<td>991 metric tonnes</td>
</tr>
<tr>
<td>(office supply, does not include printed matter)</td>
<td></td>
</tr>
<tr>
<td>Toner (calculated from paper consumption)</td>
<td>99 kg</td>
</tr>
</tbody>
</table>

Our electricity and vehicle petrol consumption

<table>
<thead>
<tr>
<th>Source</th>
<th>Total consumption extrapolated to Group level (100% FTE employees)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Energy source</strong></td>
<td></td>
</tr>
<tr>
<td>Electricity (from national grids)</td>
<td>66,465 MWh</td>
</tr>
<tr>
<td>Green electricity</td>
<td>1,020 MWh</td>
</tr>
<tr>
<td>(from 100% renewable sources)</td>
<td></td>
</tr>
<tr>
<td>Gasoline</td>
<td>2,583,400 litres</td>
</tr>
<tr>
<td>Diesel</td>
<td>16,474,800 litres</td>
</tr>
</tbody>
</table>

More details on emissions and measurement are provided in our Carbon Disclosure Project assessment: [www.cdproject.net](http://www.cdproject.net).

² GHG emissions from business cars were restated for 2014 due to a reporting error, revealed in context of activity data collection 2015.

⁴ Compared to our CSR Report 2012/2013, the Adecco Group is no longer reporting its water consumption due to not being material for our daily business operation. The decision was taken on the grounds of our materiality assessment, see also the GRI G4 Content Index.
Our three global figurehead programmes

**Win4Youth** is an opportunity for every Adecco Group colleague, associate and client to step forward and contribute through sports activity to raise money which is donated to select foundations that all have a common purpose: They help give young people a future in life, education and work. Since its start in 2010, the Win4Youth has seen an amazing number of our people enthusiastically take the opportunity to bring vital aspects of our four core values to life. Showing team spirit, the willingness to take responsibility by promoting fairness, diversity and equality and by demonstrating passion to engage with Win4Youth and make a positive difference for youngsters in need and often times to their own lives.

http://www.win4youth.com/
https://www.facebook.com/win4youth
#Win4Youth @Win4Youth

**The Adecco Way to Work™ programme** was launched in 2013, when Adecco decided to act by giving a helping hand and making its expertise available to young job seekers and school leavers. Adecco Group employees in over 50 countries go out on the streets, or visit schools and universities to offer career guidance and free training workshops targeted to help youngsters improve their employability. The programme has grown and now also offers youngsters a unique experience through the ‘CEO for One Month’ in 50 countries and through quality internships. It is our way of giving young people an opportunity to unlock their potential. The Adecco Way to Work™ website provides job seekers with various resources to get their job hunting on track.

https://www.adeccowaytowork.com
https://www.facebook.com/AdeccoWayToWork
@AdeccoWaytoWork #WayToWork #CEO1Month

**The IOC & IPC Athlete Career Programmes** – ‘developing lifelong success’ Since 2005 and 2007 respectively, the IOC & IPC Athlete Career Programmes (ACP), delivered in cooperation with the Adecco Group, support elite athletes while they prepare for and go through their career transition. It provides resources and training to athletes enabling them to develop their life skills and maximise their education and employment opportunities. Adecco, through career guidance and job placement, helps athletes identify where their interests and skills lie and how to make the successful transition and use their experience and traits acquired from world-class competition in the workplace.

http://athletes.adecco.com
https://keithricks.wordpress.com/
#IOCACP #IPCACP
Three Global figurehead Programmes – our performance
Strategic focus areas – Win4Youth (Health & Safety; Team, training & development, integration)

Global engagement Win4Youth
Nr. of events, involved clients and employees in more than 60 countries

Win4Youth performance
(in km) Sport activity: Running, cycling, swimming

Charitable donations from Win4Youth
Donations (in EUR) for integration initiatives 2010-2015

1 An additional EUR 100,000 were contributed through the Win4Youth Global Solidarity Day 2015.
Three Global figurehead Programmes – our performance
Strategic focus areas – Way to Work™ (Team, Training & Development; Integration)

Overview Way to Work™ 2015/2016

**INTERNSHIP OPPORTUNITIES**
- Commitment to provide young people with quality internships and work-based training opportunities
- Adecco Way to Work™ joins the European Alliance for Apprenticeships in June 2015 and pledges 5,000 apprenticeships for young people in Europe by the end of 2017
- Launch of Groupe Adecco France Apprenticeship school in September 2015. The goal is to provide 10,000 work-study contracts in 3 years
- Globally, over 3,000 internship opportunities were allocated in 2015
- The goal is to globally provide over 5,000 internship opportunities by the end of 2016

**STREET DAY**
- 17 March: 4th Global Adecco Group Street Day in 53 countries
- Workshops, career advice and coaching sessions to job seekers in public spaces, schools and universities
- Over 3 million people have been supported through Adecco Group Street Day since its launch in 2013

**CEO FOR ONE MONTH**
- Over 53,400 online registrations received
- Local ‘CEO for One Month’ appointed in 50 Adecco countries during July and August 2016
- Top 10 country ‘CEOs’ attend the ‘CEO for One Month’ boot camp to run for the Adecco Group ‘CEO for One Month’
- The Adecco Group ‘CEO for One Month’ on assignment during October 2016
Three Global figurehead Programmes – our performance
Strategic focus areas – Way to Work™ (Team, Training & Development; Integration)

Global engagement Way to Work™

Internship for young people in select countries
(nr. of interns in 2015)

Internship for young people overall
(nr. of interns 2014-2016)

Interns at clients
Interns with the Adecco Group

Goal for 2016
Three Global figurehead Programmes – our performance
Strategic focus areas – Way to Work™ (Team, Training & Development; Integration)

Global engagement Way to Work™

Street Day 2015 – Engagement & people reached

<table>
<thead>
<tr>
<th>Year</th>
<th>Nr. of colleagues engaged</th>
<th>People reached</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>10,000</td>
<td>1,200,000</td>
</tr>
<tr>
<td>2014</td>
<td>12,000</td>
<td>1,400,000</td>
</tr>
<tr>
<td>2015</td>
<td>14,000</td>
<td>1,600,000</td>
</tr>
<tr>
<td>2016</td>
<td>16,000</td>
<td>1,800,000</td>
</tr>
</tbody>
</table>

Street Day - Activities and engagement

<table>
<thead>
<tr>
<th>Year</th>
<th>Nr. of cities with activities</th>
<th>Nr. of schools/universities cooperating</th>
<th>Nr. of free coaching sessions provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>200</td>
<td>300</td>
<td>400</td>
</tr>
<tr>
<td>2014</td>
<td>500</td>
<td>800</td>
<td>1,000</td>
</tr>
<tr>
<td>2015</td>
<td>1,000</td>
<td>1,500</td>
<td>2,000</td>
</tr>
<tr>
<td>2016</td>
<td>1,500</td>
<td>2,000</td>
<td>3,000</td>
</tr>
</tbody>
</table>
Three Global figurehead Programmes – our performance

Strategic focus areas – Way to Work™ (Team, Training & Development; Integration)

Global engagement Way to Work™

‘CEO for One Month’ 2014-2016
(nr. of youngsters who became ‘CEO for One Month’ with the Adecco Group)
Three Global figurehead Programmes – our performance

Strategic focus areas – IOC & IPC Athlete Career Programmes (Team, Training & Development; Diversity & inclusion; Integration, Health & Safety)

Global engagement IOC & IPC Athlete Career Programme (ACP)

IOC & IPC Athlete Career Programme development
(nr. Of athletes reached)

With outreach activities during the Youth Olympic Games (YOG), close to 4,800 elite athletes from over 185 countries have received support since the start of the programmes, also from countries that do not currently have a local agreement in place.