

Sustainability Reporting 2016/17

GRI Content Index

The Adecco Group's sustainability reporting has been prepared in accordance with the GRI Standards, version 2016 (comprehensive option) and aim at providing a balanced and reasonable representation of the Adecco Group's positive and negative contributions towards the goal of sustainable development.

The following pages serve as the GRI Content Index and refer to information disclosed in several locations and formats, mainly our Corporate Social Responsibility Report (CSRR) 2016/17, Annual Report (AR) 2016, as well as some other relevant online documents.

GRI Standard 2016	UNGC principle	Topic	Short information	Reference for further details
Organizational profile				
102-1		Name of the organization	Adecco Group AG	
102-2		Activities, brands, products, and services	The Adecco Group is the world's leading provider of workforce solutions , transforming the world of work through talent and technology. Through its global brands Adecco, Modis, Badenoch & Clark, Spring Professional, Lee Hecht Harrison and Pontoon , The Adecco Group offers total workforce solutions including temporary staffing, permanent placement, career transition, talent development, and outsourcing.	TheAdeccoGroup
102-3		Location of headquarters	Zurich, Switzerland	
102-4		Location of operations	Worldwide in 60 countries and territories around the world.	CSRR p.2
102-5		Ownership and legal form	The Adecco Group AG is a stock corporation organised under the laws of Switzerland.	AR p.48
102-6		Markets served	Our global footprint (contribution to Group revenues): <ul style="list-style-type: none"> • 60% Europe • 20% North America • 18% Rest of the World • 2% Lee Hecht Harrison (managed as a global business line) 	CSRR p.2
102-7		Scale of the organization	<ul style="list-style-type: none"> • Each year, over 1 million people around the world provided with career opportunities, guidance and insights. • EUR 22,708 million revenues • EUR 1,096 million EBITA • EUR 723 million net income 	AR p.140
102-8	6	Information on employees and other workers	<ul style="list-style-type: none"> • More than 33,000 full time equivalent employees • Over 700,000 associates on assignment daily 	CSRR p.2

102-9		Supply chain	The procurement of goods, materials and services is usually not directly related to our products and services but rather to our business operations. We have global supplier agreements for some goods and services but most suppliers are chosen by our country organisations.	
102-10		Significant changes to the organization and its supply chain	Dec. 2016: The Adecco Group and GTCR announce merger of Beeline and IQnavigator	PR.BeelineIQN
102-11		Precautionary Principle or approach	The risk management process at the Adecco Group has strategic and organisational dimensions. Besides monitoring, analysing and mitigating risks, the aim is also to identify opportunities. This makes it obvious that the precautionary approach (which indicates that lack of scientific certainty is no reason to postpone action to handle potential risks) is inherent to Adecco Group's risk and opportunities management.	AR p.119 (->Note 18)
102-12	1-6; 10	External initiatives	In November 2003, the Adecco Group signed the United Nations Global Compact (UNGC) . In November 2008, UNI Global Union and Ciett Corporate Members, including the Adecco Group, signed a Memorandum of Understanding (MoU) to consolidate the industry's global social dialogue to achieve fair conditions for the temporary agency work industry. These two public endorsements are due to the fact that Adecco Group acknowledges adherence to: <ul style="list-style-type: none"> • 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 	HumanRightsGuidelines
102-13	6	Membership of associations	The Adecco Group... <ul style="list-style-type: none"> • is a partner of the International Organization of Employers, the recognized voice of business in multilateral organizations as the ILO, G20 and others • partners with the ILO on key initiatives such as the ILO Fair Recruitment Initiative, the WEC Code of Conduct and the WEC Business Case for Fair Recruitment. • is engaged in the Youth initiatives driven by the OECD • is strategic partner of the World Economic Forum and participant in their regional meetings • works with the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) • is member of the ILO Global Business and Disability Network • is member of the G20/B20 Employment Task Force • is founding member of the World Employment Confederation (formerly known as 'Ciett') • is member of the Global Forum on Migration and Development (GFMD) • is member of Global Apprenticeship Network (GAN) In 2017 the Adecco Group Foundation established a long-term partnership with the International Committee of the Red Cross (ICRC).	IOE-Adecco CSRR p.38 CSRR p.42 CSRR p.46 CSRR p.49 CSRR p.44 CSRR p.46 CSRR p.38 CSRR p.38 CSRR p.42 CSRR p.46

Strategy				
102-14		Statement from senior decision-maker	<p>“For the Adecco Group, Sustainability is standard business practice, inseparable from our service and solution offerings.”</p> <p>Alain Dehaze, CEO & Wanda Rapaczynski, Member of the Board of Directors Chairwoman, Corporate Governance Committee</p>	CSRR p.6-7
Ethics and integrity				
102-15		Key impacts, risks, and opportunities	<ul style="list-style-type: none"> • Employment for people. • Workforce solutions for businesses. • Conducting our business ethically and in a compliant manner • Making a positive difference in co-creating more inclusive workplace environments and societies • Improving our productivity and reducing our environmental impact • Attractive total returns for our investors. 	CSRR p. 4-5; 10-11
102-16	10	Values, principles, standards, and norms of behavior	<p>At the heart of The Adecco Group’s culture sit our five core values: Team Spirit, Customer Focus, Passion, Responsibility, and Entrepreneurship. Equally valuable is the importance we place on diversity and equal opportunity for everyone working with or through The Adecco Group.</p> <p>Our internal norms of behavior:</p> <ul style="list-style-type: none"> • Adecco Group Code of Conduct • Adecco Group Human and Labour Rights Guidelines • Adecco Group Supplier Guidelines • Adecco Group Environmental Guidelines 	<p>Values</p> <p>CoC</p> <p>HumanRightsGuidelines</p> <p>CoC-Suppliers</p> <p>Env.Guidelines</p>
102-17	10	Mechanisms for advice and concerns about ethics	We take our legal, governance and ethical standards seriously and encourage employees to raise concerns.	CSRR p.34-35
Governance				
102-18		Governance structure	<p>The Company is organised in a geographical structure plus the global business Lee Hecht Harrison, which corresponds to the primary segments. This structure is complemented by business lines. The segments consist of France, North America, UK & Ireland, Germany, Austria, Switzerland, Benelux & Nordics Italy, Japan, Iberia, Lee Hecht Harrison, and the Rest of World segments.</p> <p>The Board of Adecco Group AG consists of nine members. All members qualify as independent and non-executive members.</p> <ul style="list-style-type: none"> • Audit Committee • Corporate Governance Committee • Nomination & Compensation Committee <p>The Executive Committee consists of 13 members.</p>	<p>AR p.48</p> <p>AR p.51-55</p> <p>AR p.56-57</p> <p>AR p.60-62</p>
102-19		Delegating authority	Board has delegated the co-ordination of the day-to-day business operations of the Company to the CEO.	AR p.57
102-20		Executive-level responsibility for economic, environmental, and social topics	The Adecco Group Executive Committee, each of whom also acts as a sponsor to one or more of our strategic priorities.	ExecutiveCommittee
102-21		Consulting stakeholders on economic, environmental, and social topics	See 102-43	

102-22	Composition of the highest governance body and its committees	<ul style="list-style-type: none"> • Board of Directors: 2 females, 7 males. 6 nationalities. • Executive Committee: 1 female, 12 males; 9 nationalities. 	AR p.51-57
102-23	Chair of the highest governance body	The Chair of the Board of Directors qualifies as non-executive function.	AR p.51
102-24	Nominating and selecting the highest governance body	The Annual General Meeting (AGM) elects individually the members of the Board, its Chairman and the members of its compensation committee. The compensation committee has been assigned with a number of tasks in the field of nomination by the Board and is therefore named Nomination & Compensation Committee (NCC).	AR p.54
102-25	Conflicts of interest	The Board regularly assesses the independence of its members. As of 31st Dec. 2016 all members of the Board were independent and non-executive.	AR p.54
102-26	Role of highest governance body in setting purpose, values, and strategy	In addition to the determination of the overall strategy of the Company and the supervision of management the Board addresses manifold key matters.	AR p.57
102-27	Collective knowledge of highest governance body	The Board of Directors takes care of enhancing its collective knowledge of economic, environmental and social topics.	AR p.54-55
102-28	Evaluating the highest governance body's performance	The Board of Directors discusses and assesses its own and its members' performance.	AR p.54-55
102-29	Identifying and managing economic, environmental, and social impacts	The enterprise risk management system identifies both strategic and operational risks. We use the information gathered to improve our performance and identify opportunities.	CSRR p.36
102-30	Effectiveness of risk management processes	The Company's Board of Directors, who are ultimately responsible for the risk management of the Company, has delegated its execution to Group management .	AR p.119 (->note18)
102-31	Review of economic, environmental, and social topics	The Board's instruments of information and control vis-à-vis management consist of several main elements.	AR p.57
102-32	Highest governance body's role in sustainability reporting	The sustainability report is subject of review and formal approval by the Board of Directors.	
102-33	Communicating critical concerns	The Adecco Compliance & Ethics (ACE) Reporting Tools have been designed to assist any stakeholder to report actual or potential violations of the law, The Adecco Group's Code of Conduct, policies or procedures.	ReportingTools
102-34	Nature and total number of critical concerns	Reported concerns refer mainly to employment practices , then to internal workplace conduct and finally to other issues such as fraud, internal business operations, regulatory non-compliance, conflict of interest.	
102-35	Remuneration policies	The remuneration philosophy translates into the following core principles: <ul style="list-style-type: none"> • Reward for performance • Alignment to shareholders' Interests • Internal fairness and external competitiveness 	AR p.70
102-36	Process for determining remuneration	The Board has entrusted the NCC to provide support in establishing and reviewing the remuneration philosophy, principles and plans, in determining the remuneration of the Board and EC members and preparing the proposals to the AGM.	AR p.69

102-37	Stakeholders' involvement in remuneration	Shareholders annually prospectively approve the Maximum Total Amount of Remuneration, each of the Board and Executive Committee. Secondly, they approve the Remuneration Report in a retrospective consultative vote .	AR p.69
102-38	Annual total compensation ratio	The ratio of the mean employee compensation (on global level) and the total annual compensation of the Chief Executive Officer (Switzerland): ca. 0.01.	
102-39	Percentage increase in annual total compensation ratio	Not yet tracked.	
Stakeholder engagement			
102-40	List of stakeholder groups	Investors, Employees, Associates & candidates, Clients, Suppliers, Governments & Social Partners	CSRR p.10
102-41	3 Collective bargaining agreements	In the Temporary Agency Work (TAW) industry, a multitude of Collective Bargaining Agreements (CLAs) stipulates the framework relationship and functioning of workers and companies rights and responsibilities. The Adecco Group has only approximate records of the percentage of employees covered by CLAs.	CSRR2015/16 p.71
102-42	Identifying and selecting stakeholders	We maintain a constant dialogue with employers and employees as well as with social, government, and business stakeholders.	
102-43	Approach to stakeholder engagement	In 2016, we launched a project called ' Face ' to engage with a range of stakeholders to design the future of The Adecco Group Customer Experience. Customer satisfaction is measured annually through the Global Satisfaction Survey (GSS) . Internationally centralised employees survey: The Great Place to Work® Trust Index We make our labour market insights and experience available to governments and society at large to shape policies for the welfare of economies and society and aim to be a thought leader in the world of work.	CSRR p.13 CSRR p.27 CSRR p.16 power-to-work
102-44	Key topics and concerns raised	<ul style="list-style-type: none"> • People management: We create rewarding careers with a purpose and lifelong development opportunities. • Customer relationship management: Our business is built on relationships and the confidence and trust of our clients, candidates, and associates. • Compliance & risk management: Leading by example and adhering to highest ethical standards is part of our licence to operate • Corporate citizenship: We can lead and shape societal and workplace change • Infrastructure: investing in our effectiveness through new delivery models and enhanced digitalisation will do both, support business growth and reduce our environmental impact as well as that of our clients. 	CSRR p.12
Reporting practice			
102-45	Entities included in the consolidated financial statements	The Adecco Group AG holds direct as well as indirect investments in subsidiaries across the world.	AR p.125-126, 132
102-46	Defining report content and topic Boundaries	Material factors derive from our stakeholder engagement process, what matters most to our stakeholders.	CSRR p.10-13

102-47		List of material topics	<ul style="list-style-type: none"> • People management • Customer relationship management: • Compliance & risk management • Corporate citizenship • Infrastructure 	CSRR p.12-13
102-48		Restatements of information	There were no developments within our business that would require any restatement of information provided in our previous CSR Reports.	
102-49		Changes in reporting	Adoption of GRI Standard, version 2016.	
102-50		Reporting period	Calendar year 2016 (some important developments from 1st HY 2017 are included)	
102-51		Date of most recent report	CSR Report 2015/2016, published in August 2016	CSRR2015/16
102-52		Reporting cycle	Annually	
102-53		Contact point for questions regarding the report	www.adeccogroup.com/contact	
102-54		Claims of reporting in accordance with the GRI Standards	This reporting has been prepared in accordance with the GRI Standards: Comprehensive option . Our sustainability reporting refers to information disclosed in several locations and formats, mainly our Corporate Responsibility Report (CRR) 2016/17, Annual Report (AR) 2016 and some Internet documents as indicated in the right column.	
102-55		GRI content index	It is this document.	
102-56		External assurance	The Corporate Responsibility Report has not been assured externally. Our Annual Report is assured externally.	AR p.134-135
Management Approach				
103-1	1	Explanation of the material topic and its Boundary	To assess and prioritise material factors , we continuously seek to understand the concerns of our key internal and external stakeholders, while taking into account global and industry key trends. For each material factor, we take into account the dimension of value creation .	CSRR p.13 CSRR p.12-13
103-2	1-10	The management approach and its components	<ul style="list-style-type: none"> • Our strategy: Perform, Transform, Innovate • For each material factor, we take into account the respective risks and opportunities. • People: The Adecco group talent framework. • Growing together with our clients, candidates, and associates. • Identifying, mitigating and managing risks. • We aim to prevent accidents, injuries and disease, and to promote well-being at work for everyone. • We work with EcoVadis, the supplier sustainability rating platform, to consistently manage supply chain risks. • We strive to have a positive impact on society, well beyond the boundary of our day-to-day work. • We're working to improve our environmental footprint. 	CSRR p.8 CSRR p.12-13 CSRR p.15 CSRR p.25 CSRR p.36 CSRR p.37 CSRR p.39 CSRR p.41
103-3	9	Evaluation of the management approach	For each material factor, we defined specific metrics to evaluate our progress.	CSRR p.54 CSRR p.12-13

Economic Performance				
201-1		Direct economic value generated and distributed (in EUR millions)	<p>Revenues: 22,708 EBITA: 1,096 Net income 723</p> <p>The Adecco Group foundations in France, Spain and Italy have received funding from The Adecco Group of EUR 1.4 million in 2016/17 to support vulnerable groups in context of work.</p> <p>A Group "Win4Youth" donation of EUR 427,809 was made to 9 Foundations supporting children's development needs.</p>	<p>AR p.34</p> <p>CSRR p. 43</p> <p>CSRR p. 23</p>
201-2	7	Financial implications and other risks and opportunities due to climate change	<p>The efforts to address climate change represent business opportunities for us. In accordance to the ILO report "Working towards sustainable development: opportunities for decent work and social inclusion in a green economy", the transformation to a greener economy could generate 15 to 60 million additional jobs globally over the next two decades and lift tens of millions of workers out of poverty. We expect climate change mitigation to lead to new profiles both in developed countries and in emerging markets.</p>	
201-3		Defined benefit plan obligations and other retirement plans	<p>In accordance with local regulations and practices the Company has various employee benefit plans including defined contribution and both contributory and non-contributory defined benefit plans.</p>	AR p.104-108 (->Note 10)
201-4		Financial assistance received from government	<p>The Adecco Group does not receive any material financial subsidies for its business from governments.</p> <p>However, some of our social contributions at local level are subsidised (mainly through – but not limited to – our main foundations).</p>	CSRR p.43
Market Presence				
202-1	6	Ratios of standard entry level wage by gender compared to local minimum wage	<p>Adecco Group is a decentralised, global enterprise, with some 5,100 branches in more than 60 countries, managing over 700,000 associates at any given time in all professions and business sectors. We have for the time being decided not to report on GRI Disclosure 202-1.</p>	
202-2		Proportion of senior management hired from the local community	<p>The procedures for hiring senior managers are generally carried out at country level with local talents. Generally, our management and senior management in our country organisations are hired from the respective countries or are recruited from within the existing Adecco Group talent pool.</p>	
Indirect Economic Impacts				
203-2		Significant indirect economic impacts	<ul style="list-style-type: none"> We prioritise training and development, and empowering our people to perform at the very top of their game through a variety of initiatives Fostering and maintaining relationships and growing together with our clients, candidates, and associates. We build our business on an unwavering commitment to behaving responsibly, ethically and in compliance with the law. We strive to have a positive impact on society, well beyond the boundary of our day-to-day work. We employ more than 10,000 people with a disability every year. 	<p>CSRR p.15-24</p> <p>CSRR p.25-32</p> <p>CSRR p.33-40</p> <p>CSRR p.41-52</p> <p>CSRR p.44</p>

Procurement Practices				
204-1		Proportion of spending on local suppliers	We have global supplier agreements for some goods and services but most suppliers are chosen by our country organisations.	
Materials				
301-1	7; 8	Materials used by weight or volume	890 metric tons virgin paper (office paper) 206 metric tons recycling paper (office paper)	
Energy				
302-1	7; 8	Energy consumption within the organization	Gasoline & Diesel (business cars): 189,347 MWh Electricity, renewable sources: 3,597 MWh Electricity, conventional: 68,029 MWh	
Emissions				
305-1	7; 8	Direct (Scope 1) GHG emissions	51,647 CO ₂ e metric tons	CSRR p.54-55
305-2	7; 8	Energy indirect (Scope 2) GHG emissions	29,680 CO ₂ e metric tons	CSRR p.54-55
305-3	7; 8	Other indirect (Scope 3) GHG emissions	68,517 CO ₂ e metric tons	CSRR p.54-55
305-4	8	GHG emissions intensity	3.58 t per million EUR revenues 2.44 t per FTE 0.11 t per Associate on assignment	
305-5	8; 9	Reduction of GHG emissions	Scope 1: increase 3.6% vs. 2015 Scope 2: decrease 10.5% vs. 2015	
Supplier Environmental Assessment				
308-1	8	New suppliers that were screened using environmental criteria	Between November 2015 and December 2016, 60% of our largest 25 suppliers had responded to our request for information via EcoVadis, with an average score of 58 out of 100.	CSRR p.39
308-2	8	Negative environmental impacts in the supply chain and actions taken	We are not aware of any substantial negative environmental impacts in the supply chain.	
Employment				
401-1	6	New employee hires and employee turnover	Average number of FTE employees 2015: 32,266 Average number of FTE employees 2016: 33,391 Retention rate of Adecco Group Employees: 76%	CSRR p.17 AR p.29, 140
401-2		Benefits provided to full-time employees that are not provided to temporary or part time employees	Legally provided benefits (such as contributions to health care, disability, maternity, education, holidays, and retirement) vary from country to country as do local laws and regulations. We adhere to at least the minimum requirements of local laws for associates. Some benefits for employees may depend on position and number of years served. For associates, we offer talent development services, including training, coaching and counselling, to enable all our associates to reach their professional goals and potential.	CSRR p.15-17
401-3	6	Parental leave	Total number of employees that are entitled to respectively took parental leave is not tracked.	
Labor/Management Relations				
402-1	3	Minimum notice periods regarding operational changes	The Adecco Group employees receive information on operational changes through their representatives on the national works councils or enterprise committees, with notice periods varying according to the agreement at national level. The Adecco Group is the first Company in the Employment & Workforce Solutions Industry with an operating European Works Council.	AEWC

Occupational Health and Safety			
403-1		Workers representation in formal joint management-worker health and safety committees	Adecco Group does not run any formal joint management-worker health and safety committees. At corporate and national level, issues of health and safety are a key focus for Adecco and measures are in place, adhering to the highest standards. Due to the number of countries, Adecco operates in and the variety of regulations regarding health and safety issues, the Adecco Group has no record to date of the percentage of total workforce represented in formal joint management-worker health and safety committees. CSRR p.37
403-2		Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Accident frequency rate in France, our largest market, is decreasing. Adecco Group has over 700,000 associates on assignment daily with many thousands of clients worldwide. Occupational injury data from local assignments with our clients is currently not consolidated by The Adecco Group. CSRR p.37
403-3		Workers with high incidence or high risk of diseases related to their occupation	There are appropriate measures in place to meet work-related needs for training and prevention – e.g. for associates in the health care industry – depending on local conditions and requirements. Education, training, counselling, prevention, and risk-control programmes to assist employees regarding serious diseases are addressed as needed to protect our employees and associates. CSRR p.37
403-4		Health and safety topics covered in formal agreements with trade unions	The Adecco Group has not signed a formal agreement covering health and safety topics with any trade union. At corporate and national level, issues on health and safety are addressed by Adecco Group and necessary measures are taken to guarantee that the highest standards are adhered to. Due to the number of countries, Adecco Group operates in, the variety of law and regulations and the wide range of agreements with trade unions regarding the handling of health and safety issues, in many countries the Adecco Group has to date no consolidated overview of the health and safety topics covered in formal agreements with trade unions.
Training and Education			
404-1	6	Average hours of training per year per employee	Training for employees and associates is a top priority for the Adecco Group. However, a Group-wide standardised methodology to measure and consolidate training hours and budgets on global level has not yet been implemented. Our training measures encompass a wide and manifold spectrum of activities, mainly including for formal internal and external training courses, individual online training at work and at home, and informal training on the job.
404-2		Programs for upgrading employee skills and transition assistance programs	The Adecco group talent framework is built around the following five elements: Inspire – Get – Keep – Grow – Enable . CSRR p. 15
			The Adecco Group has a specific competency framework and development programme for our leaders of today and tomorrow. CSRR p. 17
404-3	6	Percentage of employees receiving regular performance and career development reviews	80-100% CSRR p. 17

Diversity and Equal Opportunity			
405-1	6	Diversity of governance bodies and employees	We're working to increase the number of women in middle and senior management by supporting women to make the step from branch manager to regional and country manager. CSRR p.18
405-2	6	Ratio of basic salary and remuneration of women to men	Adecco Group provides equal employment opportunities to all employees and candidates, regardless of race, gender, religion or any other discriminatory category. This also applies to compensating any employees and associates fairly for their work.
Non-discrimination			
406-1	6	Incidents of discrimination and corrective actions taken	We are not aware of any allegations against Adecco regarding discrimination in 2016. We do not report the number of internally witnessed, reported and mitigated incidents of discrimination, because such numbers may be misleading due to materiality. However, calls and written correspondence via our Ethics & Compliance website made to the Board of Directors via the phone numbers or address provided can be received 24 hours a day, seven days a week by a third-party service provider with whom Adecco has contracted to receive such messages on Adecco's behalf. In addition to alleged cases of discrimination and harassment on global level, country operations have additional systems in place to address any allegations/incidents.
Freedom of Association and Collective Bargaining			
407-1	3	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There were no Adecco Group operations identified during 2016 to be at significant risk concerning employee rights to freedom of association and collective bargaining.
Child labour and forced or compulsory labour			
408-1	5	Operations and suppliers at significant risk for incidents of child labor, forced or compulsory labor	In most countries and territories where the Adecco Group operates, Human Rights are embedded and respected in both national law and general business practices. According to relevant ILO studies*, the risk exposure to child and forced labour occurs mainly in Latin America and the Asian Pacific area. These regions represent about 25% of Adecco Group's business. The Adecco Group has issued Human Rights Guidelines and contributed to the European Commission E&RA Sector Guide on Business & Human Rights. * ILO Global child labour developments: Measuring trends from 2004 to 2008; ILO Minimum Estimate of Forced Labour in the World. CSRR2015/16 p. 49 HumanRightsGuidelines CoC
409-1	4		
Human Rights Assessment			
412-1		Operations that have been subject to human rights reviews or impact assessments	Adecco Group has over 700,000 associates on assignment daily with many thousands of clients worldwide. Eventual data on human rights reviews or impact assessments on local assignments with our clients is currently not consolidated by The Adecco Group.
412-2	1	Employee training on human rights policies or procedures	All our employees must do an online training course on our Code of Conduct, and on business ethics. CSRR p. 35

412-3	2	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Our Code of Conduct, which covers aspects of Human Rights, is applicable to our whole business and all our country organisations. We have a joint venture (set up in 2010) in Shanghai with FESCO, one of the leading HR service companies in China. Under the terms of the joint venture, FESCO and Adecco hold 51% and 49% of the equity, respectively. All employees from FESCO Adecco have been requested to complete the Adecco Compliance & Business Ethics online training including the modules on the Code of Conduct and Bribery & Corruption as well as the other six modules (see page 23).	
Local Communities				
413-1	1	Operations with local community engagement, impact assessments, and development programs	53% of The Adecco Group's subsidiaries run at least one community engagement programme to integrate vulnerable people into the job market	CSRR p.41-44
413-2	1	Operations with significant actual and potential negative impacts on local communities	In 2016, we did not become aware of any Adecco Group operations with significant negative impacts on local communities.	
Supplier Social Assessment				
414-1	2	New suppliers that were screened using social criteria	Between November 2015 and December 2016, 60% of our largest 25 suppliers had responded to our request for information via EcoVadis, with an average score of 58 out of 100.	CSRR p.39
414-2	2	Negative social impacts in the supply chain and actions taken	We are not aware of any substantial negative social impacts in the supply chain.	
Public Policy				
415-1	10	Political contributions	Our Code of Conduct as well as our Group Policy on the Prevention of Bribery & Corruption discourage to make political contributions and makes them subject to certain conditions. Henceforth, we are not aware of any substantial political contributions during the reporting period.	
Customer Privacy				
418-1		Substantiated complaints concerning breaches of customer privacy and losses of customer data	We are not aware of any substantial complaints.	CSRR p. 39
Socioeconomic-compliance				
419-1		Non-compliance with laws and regulations in the social and economic area	We are not aware of any substantial non-compliance with laws and regulations in the social and economic area.	