

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.

Our corporate social responsibility

'better work, better life' is our job. Every day, we help companies succeed by bringing together work teams with skills and attitudes that best match their needs. We ensure that our associates worldwide have the best possible jobs. Employment is key to a healthy economy and reduces the welfare burden. Most importantly, it gives people dignity and purpose through their contributing to society every day.

To demonstrate our commitment to 'better work, better life' for all our stakeholders and to constantly improve our performance, we participate in the Dow Jones Sustainability Index where in 2014, for the fourth consecutive year, Adecco was recognised as one of the top-scoring companies in the Commercial & Professional Services Industry Group. In addition, we respond to Investor and Supplier modules in the Carbon Disclosure Project and to the FTSE4Good Index Series review. Since 2003, we have submitted our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the GRI Guidelines.

Corporate social responsibility for Adecco is our responsibility towards the three dimensions of sustainability: economic, social, and environmental.

Our goal is to integrate all economic, social, and environmental aspects into our CSR strategy so that we fulfil the requirements of each of the three dimensions without compromising on any one of them. At the same time, our strategy supports the challenges and demands of our core business, taking into account global trends in our industry as well as requests and feedback from our employees, candidates and associates, clients, and the broader public.

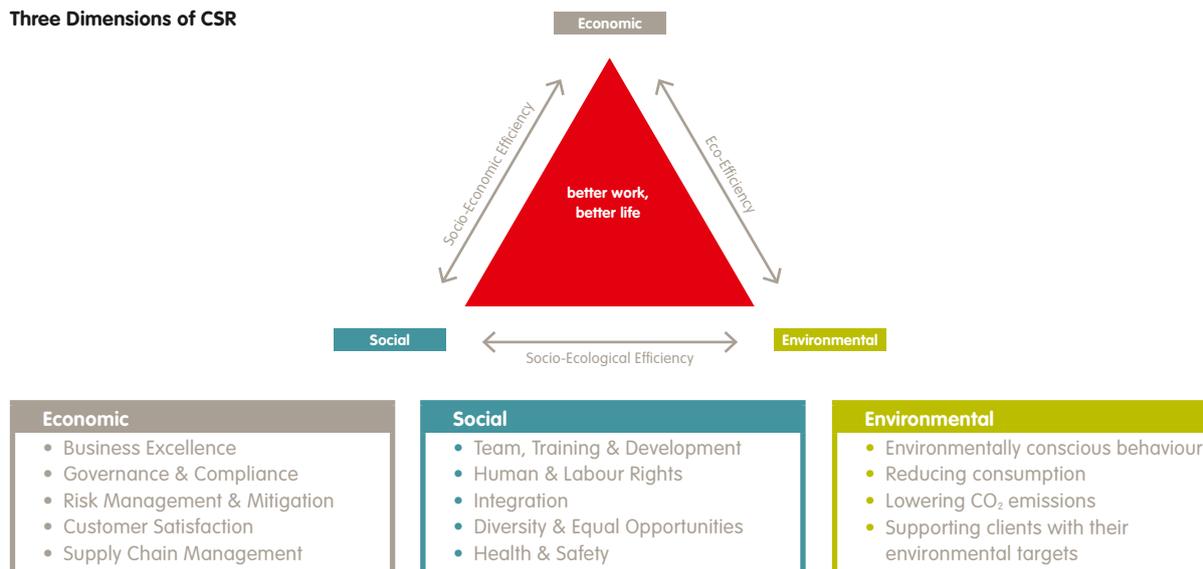
Our six focus areas



Our corporate social responsibility reflects our business values and goals, which is why we report on the following six strategic focus areas, as they have a major impact and value for our Company and society in the current labour market environment.

Team, Training & Development Currently, around 8 million jobs don't get filled despite high unemployment rates, especially in European countries such as Greece, Spain, Italy, and France but also in the USA, Australia, and Japan. This is to a large extent due to a mismatch between available skills and educational qualifications and the requirements of the business world. Adecco and its industry can contribute to solving

Three Dimensions of CSR



these issues by retraining and upgrading workers' skills and through such initiatives as our Candidate International Mobility programme. HR services companies help people enhance their employability through career counselling, education, and continuous training, connecting people with job opportunities globally.

Integration Every company's workforce needs people with diverse skills sets and from all backgrounds with regard to abilities, age, ethnicity, or gender. Integrating people into the workforce through agency work and making companies' workforces more diverse is a central part of our business. Jobs offer people work experience and an income. Consecutive assignments provide people with a variety of work experiences, enhance their adaptability to different roles and teams, and serve as a stepping-stone to a permanent position for individuals who otherwise could become marginalised.

Diversity and Equal Opportunities Engagement with our employees is one of six strategic priorities for the Adecco Group. Our employees and associates are key contributors to our success. Therefore, our approach to diversity and equal opportunities and our open company culture help the Adecco Group to attract, motivate, and retain talented employees and associates. The success of the Sochi Olympic and Paralympic Winter Games 2014 was an example of what diverse teams can accomplish. As the Games Temporary Staffing supplier, Adecco Russia recruited 5,330 temporary staff over eight months from among 112,000 applications. 92% of the required workforce was relocated to the city of Sochi from 25 countries. The Adecco Russia recruitment team grew from 6 to 109 employees in one year, with people joining from all over the country and from all age groups.

Health and Safety We are committed to the health and safety of our employees and of the associates working with our clients. Our industry is unique. We do not directly control the workplace of our associates. Therefore, we must properly select, train, and equip our associates before assigning them

to a job. It is of utmost importance to ensure that our clients adhere to the highest safety standards for associates to conduct their tasks in a safe and healthy workplace with adequate supervision. For our employees, we encourage a healthy lifestyle through our Win4Youth programme whereby all employees around the world can ensure a Group donation to children in need by taking part in sports activities.

Human and Labour Rights In recent years, human and labour rights have become an increasingly important aspect to businesses and within corporate social responsibility. Adecco has published guidelines on human and labour rights which reflect the size and maturity of our Company. They provide guidance and raise awareness amongst all our stakeholders. In June 2013, the European Commission issued a Sector Guide on Implementing the UN Guiding Principles on Business and Human Rights for three business sectors including a guide for the Employment and Recruitment Agencies sector to which we contributed in a multi-stakeholder initiative.

Environment Since 2010, environmentally conscious management, monitoring, and reduction is carried out in the following areas:

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

This applies to 13 of our largest markets (France, North America, UK & Ireland, Germany, Japan, Italy, Netherlands, Belgium, Norway, Sweden, Spain, Switzerland, and Mexico) as well as the joint global and Adecco Switzerland headquarters. These countries represent over 85% of our business operations in terms of revenues. By reducing our CO₂ emissions, we will save costs due to the lower consumption of resources which will benefit the Company's overall performance as well as our clients' through the services they receive from us.

Our global figurehead programmes in the social dimension



Win4Youth This highly successful employee engagement programme has grown from strength to strength over the past five years. Colleagues all over the globe take part in sports events, united behind a great cause that allows us to live our values to the full and embrace a healthy lifestyle. In our free time, we clock up kilometres and turn them into a Group donation to foundations supporting youth development, giving youngsters in need a better start in life and work. Our associates and clients are also warmly invited to join us.

In 2014 our chosen sport was cycling with a goal of 2 million kilometres by year end. As the highlight event, on August 30, eighty-six Adecco Win4Youth ambassadors from 35 countries cycled up the Col du Tourmalet in the French Pyrenees – the renowned climb which is part of the Tour de France. Over 29,500 Adecco colleagues worldwide joined the cause in 2014 along with 2,616 associates and 10,540 clients. This enabled us to exceed our highly ambitious target with a final total of 2.2 million kilometres. Five foundations, working with children and teenagers in Cambodia, Argentina, Portugal, Poland, and Italy benefited from our sports activities: a total donation of USD 375,000 was made by the Adecco Group.

The Godfather of Win4Youth 2014 was Alessandro Zanardi, a former Formula One driver as well as Paralympic hand biker, winning both gold and silver medals at the London Paralympic Games 2012. For the first time this year, we organised volunteering weeks in the five foundations for ten colleagues from the countries and business lines that contributed the most kilometres to Win4Youth. They all lived an unforgettable and rewarding experience working with the young people and sharing their expertise of the world of work. For more information:

www.facebook.com/win4youth.



International Olympic Committee & International Paralympic Committee Athlete Career Programmes

While life as an elite athlete and life in the business world may seem to have few similarities, achieving success in the field of play and in a corporate environment requires similar personal traits and qualities. There are many transferable skills acquired by athletes during their sporting career that can prove to be invaluable in a professional capacity, such as the ability to perform under pressure, dedication, self-motivation, time management, and a winning attitude. Making the transition from a sports career into the job market can be a difficult process, which is why the International Olympic Committee (IOC) and the International Paralympic Committee (IPC) Athlete Career Programmes are proving to be such a vital resource for Olympians and Paralympians with one eye on the future.

Since 2005 and 2007, respectively, the IOC and IPC in cooperation with the Adecco Group have been providing educational, life skills, career development, and job placement expertise to help elite athletes successfully transition into the workforce. Since the programmes were launched, more than 35 National Olympic and Paralympic Committees have cooperated with Adecco to deliver the programmes in their countries. Together with outreach activities, delivered in countries that do not currently have a local agreement in place, and during the Youth Olympic Games as well as through open online courses, more than 22,000 elite athletes from over 180 countries have received support since the start of the programmes.

Over 2,000 athletes aged 15–18, coaches, and National Olympic representatives from 173 countries were reached by the IOC ACP during the Nanjing 2014 Youth Olympic Games (YOG) in China through workshops on time management and networking targeted to their talent and career development beyond sports and competition. The IPC Athlete Career Programme has increased its focus on workplace inclusion and workplace accessibility of Paralympic athletes through a series of events, which began in 2014 in Italy and Belgium and will culminate in the IPC Inclusion Summit during the Rio Paralympic Games 2016. Read more on how to engage in the Athlete Career Programmes:

<http://athlete.adecco.com>.



Adecco Way to Work In 2013, the Adecco Group decided to take action against high youth unemployment with the launch of the Adecco Way to Work™ programme. Employment prospects are for young people. According to International Labour Organisation estimates, over 74 million young people worldwide are currently looking for work¹. In the USA, figures stand at 17% and the Eurozone youth unemployment rate hit over 23% with peaks of more than 50% in Spain and Greece.

In 2014, for the second time, Adecco employees worldwide provided a helping hand to school leavers and graduates in their search for a job. Driven by the belief that we cannot stand by and watch a whole generation lose their dreams and ambitions, on April 30 our employees were on the streets, offering tips and techniques for job hunting, CV writing, and interview success. In total, we estimate that over 600,000 people were reached in more than 900 cities and during more than 2,000 open days at Adecco branches all over the world. In total, 1,500 coaching sessions were held.

On the same day, the Adecco Experience was launched. Young job seekers could apply for one-month job experiences in 54 countries. From production to marketing, communications, and human resources roles, 88 young people were placed in paid internships in some of the world's leading companies, thanks to over 70 clients who shared Adecco's vision to make a difference. Of the Adecco Experience interns, 46 talents had the further ambition to put themselves forward as 'CEO for One Month': a unique opportunity to be mentored by the Adecco Group CEO. Thanks to their performance on the job, the host companies' evaluation, and the way they shared their experience with their generation through social media, ten candidates earned their place in the final selection.

The candidate who proved to be fittest for the once-in-a-lifetime position was 26-year-old Paola Ospina from Colombia. She spent the month of September working and travelling alongside Group CEO, Patrick De Maeseneire, attending operational meetings, carrying out business assignments, and meeting many of the Adecco colleagues around the globe. The most rewarding result of the Adecco Experience is that over 50% of participants found employment. The ten finalists are either in jobs or are continuing their full-time studies. For a full overview of the 2015 programme visit the website: www.adeccowaytowork.com.

¹ ILO World Employment and Social Outlook 2015.