

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 support many companies to succeed by bringing together work teams with skills and attitudes that best match their needs. Employment is key to a healthy economy and reduces the welfare burden but most importantly, it gives people dignity and purpose through their contributing to society at large.

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 2013 we were named the Leader in the Commercial & Professional Services Industry, the Carbon Disclosure Project and the FTSE4Good Index Series. We also submit our Communication on Progress (CoP) on a yearly basis to the UN Global Compact and apply the GRI Guidelines.

In 2013, we further developed our Corporate Social Responsibility strategy, aligning it more closely with our core business in response to global trends in our industry and to the requests and feedback we receive from our employees, associates/candidates and our clients as well as the broader public.

Corporate Social Responsibility for us is the responsibility of companies towards the three dimensions of sustainability:

1. Economic
2. Social
3. Environmental

Our goal is to integrate economic, social and environmental targets into our corporate activities in a way that fulfils the requirements of each of the three dimensions without compromising on any one of them.

Our six focus areas

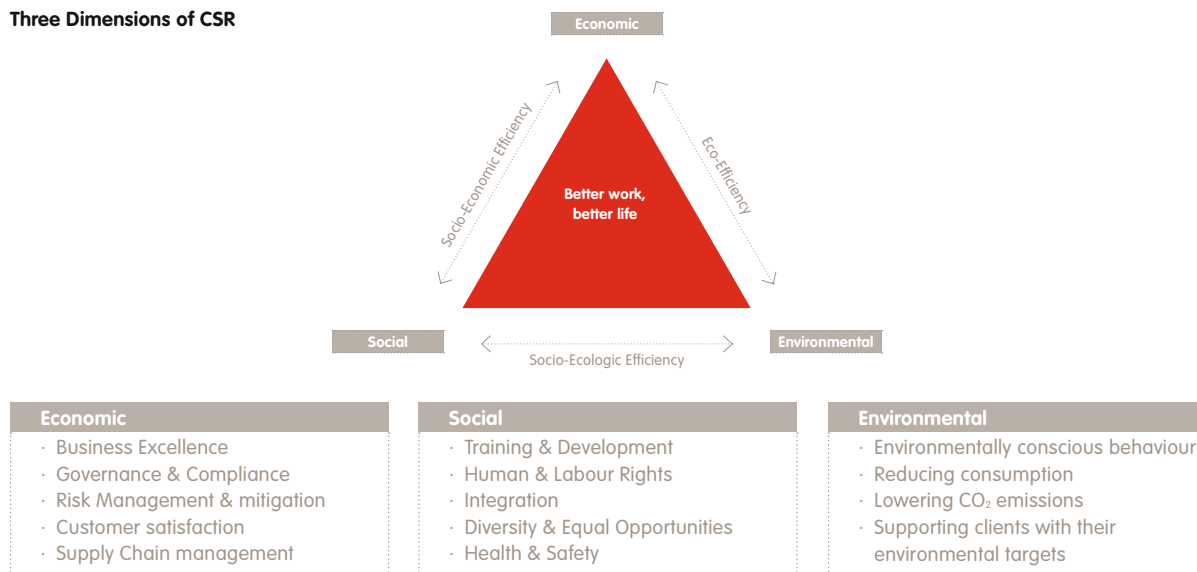


Our six focus areas

Our Corporate Social Responsibility reflects our business values, while addressing social, environmental and economic challenges. We have therefore defined the following six focus areas with the greatest value and impact for our company and society in the current labour market environment:

Team, Training & Development Currently, around 7 million jobs don't get filled despite high unemployment rates especially in European countries such as Greece, Spain, Italy, France and the USA, Australia and Japan. This is to a large extent due to a mismatch between available jobs and skills. Adecco and its industry can contribute to solving this issue through unlocking people's potential by retraining and up-

Three Dimensions of CSR



grading workers’ skills. HR services companies help people enhance their employability through career counselling, education and continuous training.

Integration Every company’s workforce needs people with diverse skill sets and from all backgrounds with regard to disabilities, age, ethnicity or gender. Integrating people into the workforce through agency work is a central part of our business. Jobs offer people work experience and an income. Consecutive assignments provide people with diverse 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 the most important reason for our success. 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 London 2012 Olympic and Paralympic Games were an example of what diverse teams can accomplish. Adecco as the official recruitment services provider was given the task and succeeded in recruiting the most diverse workforce. Adecco shared the LOCOG (London Organising Committee of the Olympic and Paralympic Games) vision for a highly talented, committed and diverse workforce, developing a special tracking software that measured the six streams of diversity. London 2012 provided a unique opportunity for our teams to help people realise their true potential, regardless of their background.

Health & Safety We are committed to the health and safety of our employees and 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 so that our associates have a safe and healthy workplace with adequate supervision.

Business & Human 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 rights which reflect the size and maturity of our company. They were released in August 2013 to provide guidance and raise awareness amongst all our stakeholders. Also, in June 2013, the European Commission issued Sector Guides 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 areas of:

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

in our 11 largest regions and countries including the joint global & Adecco Switzerland headquarters. These countries represent over 86% of our business operations in terms of revenues. By improving our environmental performance, we will save costs due to the lower consumption of resources which will benefit the Company’s overall performance as well as our clients’ performance through the services they receive from us.

Our global figurehead programmes in the social dimension



Win4Youth Over the four years of the Win4Youth programme, we have built on its huge success and momentum, also opening up participation to our clients and associates around the world. The 2013 Win4Youth initiative went back to its roots by selecting running as our sports activity. It culminated in the Athens Classic Marathon in Greece on November 10, 2013, where 75 colleagues participated in one of the toughest long-distance races, running 42.195 kilometres each. The Adecco team of ambassadors who competed in Athens represented their colleagues worldwide who have been running and walking for Win4Youth throughout the year. The goal was to cover at least 500,000 kilometres to ensure a donation to the four selected foundations in Colombia, Italy, Thailand and Belgium. The targeted kilometres were already reached in autumn and were immediately upped to 600,000 kilometres by year end. An outstanding result of 700,840 kilometres was achieved in 2013. Over 11,000 events in more than 60 countries took place where 20,853 colleagues, 2,304 associates and 9,531 clients participated. Since the launch of Win4Youth in 2010, sports events have been organized in all our countries contributing to a Group donation by running, biking and swimming for youth employment and development programmes around the world. A total of more than one million Swiss francs had been donated by the Adecco Group by the end of 2013. 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. 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 been cooperating with Adecco in their countries to deliver the programmes. Together with outreach activities, delivered in countries that do not currently have a local agreement in place, more than 15,000 elite athletes from over 100 countries had been supported by the end of 2013. Outreach training continues to grow in the following regions: Oceania, Africa, Europe, Middle East, Latin America and Asia, strengthening the Olympic Movement's global commitment to preparing athletes for life after sports. Read more on how to engage in the Athlete Career Programmes: <http://athlete.adecco.com>.



Adecco Way to Work™ Given the current, dramatic employment prospects for young people – globally, almost 300 million 15- to 24-year-olds are unemployed or inactive and the Eurozone youth unemployment rate again hit a record high of 24% – Adecco employees worldwide gave a helping hand to school leavers and graduates in their search for a job. Driven by the belief that access to work is a fundamental right, over 10,000 Adecco employees in 50 countries kicked off the Adecco Way to Work™ programme on April 30 and took to the streets, visiting nearly 300 schools and universities to offer career advice, guidance and free training workshops. Today it is clear that young people must be better equipped with the right hard and soft skills that businesses are asking for. That's where Adecco comes in – we help bridge the skills mismatch by providing guidance and training. The lack of job experience counts strongly against new entrants to the job market. Temporary work can help youngsters to take their first step onto the career ladder. They can start to build up that much-needed experience through a variety of jobs. In total, we reached out to more than half a million youngsters. The initiative also sent nine young people – the winners of a work experience contest with 23,500 applicants – around the world to gain a first-hand insight into the world of work through job experiences across five continents. The first edition of the Adecco Way to Work™ programme was very well received. The Adecco Way to Work™ is here to stay and will be continued in 2014. For a full overview of the programme visit the main website at: www.adeccowaytowork.com.