



This is our Communication on Progress in implementing the principles of the United Nations Global Compact. We welcome feedback on its contents.

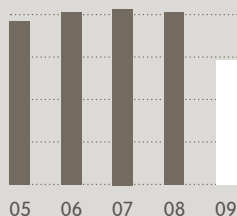


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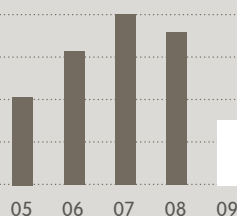
Revenues in EUR billions

18.3 20.4 21.1 20.0 14.8



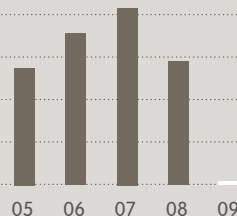
EBITA in EUR millions

617 828 1,081 908 299



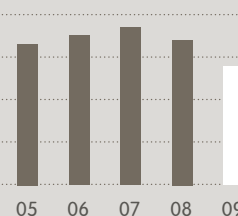
Net income attributable to Adecco shareholders in EUR millions

453 611 735 495 8



Employees FTE (year-end) in thousands

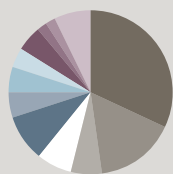
33 35 37 34 28



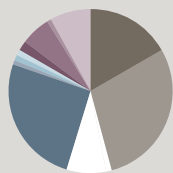
Key figures 2009

- Over 28,000 full-time-equivalent employees
- Currently over 500,000 associates on assignment daily
- Over 100,000 clients every day
- Over 5,500 offices in more than 60 countries and territories

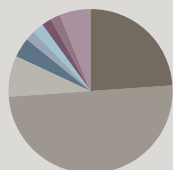
2009 Revenue split by geography in %



2009 EBITA split by geography in %



2009 Revenue split by business lines in %



* UK & Ireland not included in the pie-chart

** Emerging Markets, excluding professional business lines.

Adecco Group as a sustainable investment:

Adecco Group is included in the following sustainable investment indices, which select constituents by assessing environmental, social and governance criteria (further information at www.sustainable-investment.org):

FTSE4GOOD Global Index
www.ftse.com/ftse4good

FTSE4GOOD Europe Index
www.ftse.com/ftse4good

ECPI Ethical Index Global
www.e-cpartners.com

ECPI Ethical Index Euro
www.e-cpartners.com

ESI Excellence Europe
www.ethibel.org

DAXglobal Sarasin
Sustainability Switzerland
www.sarasin.ch

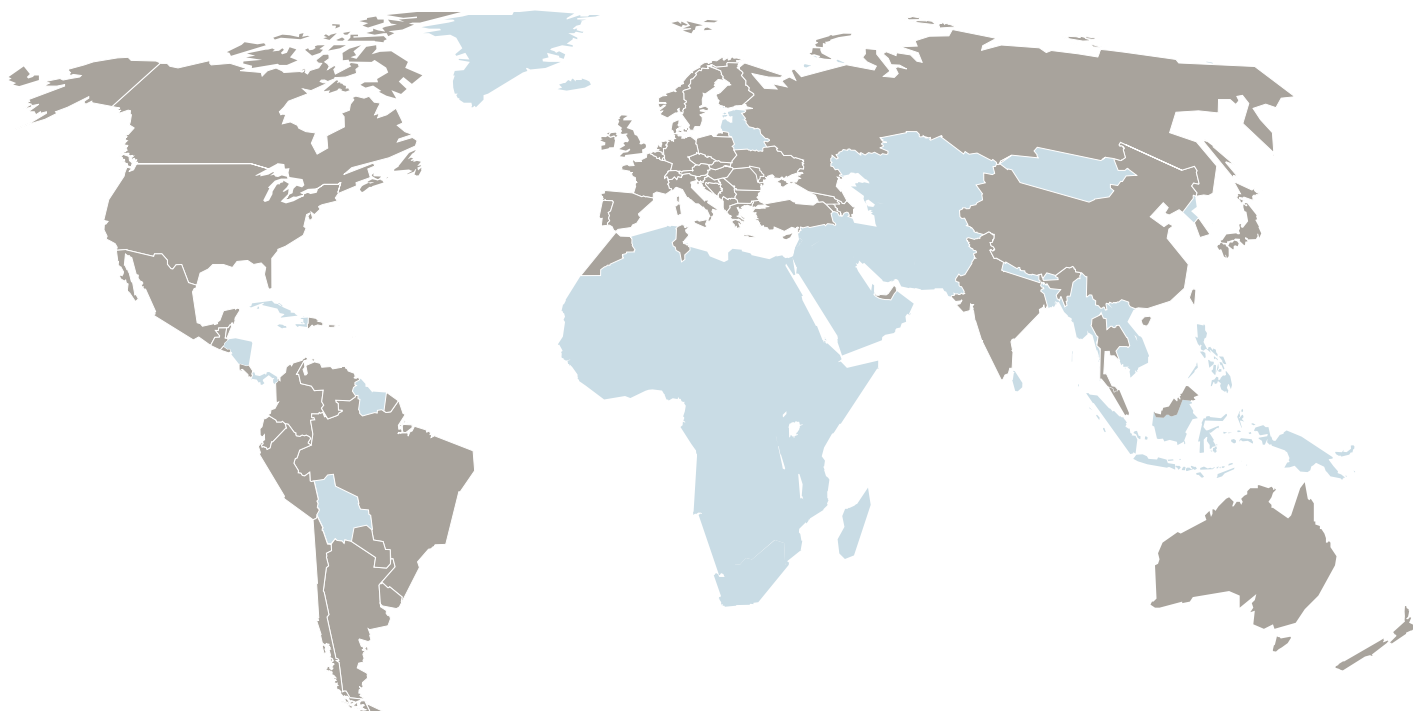
Our business at a glance

Our business at a glance

Office and Industrial*	Brands	
<p>In the Office and Industrial businesses, we offer flexible staffing solutions in response to clients' business fluctuations and skill shortage needs. We serve large global clients as well as small and mid-sized enterprises across a variety of sectors through a dense network of offices, as well as through on-site solutions.</p> <p>We offer a full range of general staffing services, including temporary staffing, permanent placement, assessment, training and integrated human resources solutions.</p>	<p>Core brands</p> <ul style="list-style-type: none"> • Adecco Office • Adecco Industrial <p>Secondary brands**</p> <ul style="list-style-type: none"> • Adia France • TUJA Germany • Office Angels UK 	<p>Further specialised networks are also utilised, such as:</p> <p>Adecco Office:</p> <ul style="list-style-type: none"> • Adecco Top Secretaries • Adecco Gov. Solutions (USA) • Adecco à Domicile (France) <p>Adecco Industrial:</p> <ul style="list-style-type: none"> • Adecco Automotive • Adecco Transport & Logistics • Adecco Hospitality • Adecco Airport • Adecco Construction • Adecco Retail
Professional business lines	Brands	
<p>In the Professional business lines, we offer high-level, specialist points of contact with clients and longer-lasting assignments for associates, resulting in quality placements and services.</p> <p>We offer a range of services to clients and associates, from short- to long-term projects, with specific competencies in project secondments, permanent placements, temporary recruitment solutions and managed solutions.</p>	<p>Core brands</p> <ul style="list-style-type: none"> • Adecco Human Capital Solutions • Adecco Sales, Marketing & Events • Adecco Medical & Science • Adecco Information Technology • Adecco Engineering & Technical • Adecco Finance & Legal <p>Secondary brands**</p> <ul style="list-style-type: none"> • Ajilon USA, Australia • DIS AG Germany • Lee Hecht Harrison USA • Altedia France 	

* Incl. Office and Industrial of Emerging Markets.

** Only material brands are listed.



■ The Adecco Group operates in over 60 countries and territories worldwide.

Countries (alphabetically)				
• Andorra	• Denmark	• Malaysia	• Romania	• Turkey
• Argentina	• Ecuador	• Mexico	• Russia	• Ukraine
• Australia	• Finland	• Morocco	• Serbia	• United Arab Emirates
• Austria	• France	• Monaco	• Singapore	• United Kingdom
• Belgium	• Germany	• Netherlands	• Slovakia	• United States
• Brazil	• Greece	• New Caledonia	• Slovenia	• Uruguay
• Bulgaria	• Hong Kong	• New Zealand	• South Korea	• Venezuela
• Canada	• Hungary	• Norway	• Spain	
• Chile	• India	• Peru	• Sweden	
• China	• Ireland	• Poland	• Switzerland	
• Colombia	• Italy	• Portugal	• Taiwan	
• Croatia	• Japan	• Puerto Rico	• Thailand	
• Czech Republic	• Luxembourg	• Tunisia		

Countries (alphabetically)	
• Australia	• New Zealand
• Belgium	• Norway
• Bulgaria	• Portugal
• Canada	• Slovakia
• Denmark	• Spain
• Finland	• Sweden
• France	• Switzerland
• Germany	• United Kingdom
• Ireland	• United States
• Italy	
• Japan	
• Luxembourg	
• Netherlands	

Key figures	
	2009
<i>in EUR millions</i>	
Revenues G11*	10,854
Revenues Emerging Markets	951
Revenues total	11,805
Associates (average)	500,000
FTE employees (year-end)	22,000
Countries	58

Key figures	
	2009
<i>in EUR millions</i>	
Revenues total	2,992
Associates (average)	50,000
FTE employees (year-end)	6,000
Countries	22

* Adecco's major geographies (see key figures section).

The Adecco Group

We inspire individuals and organisations to work more effectively and efficiently, and create greater choice in the domain of work, for the benefit of all concerned. As the world's leading Human Resources services group – a business that has a positive impact on millions of people every day – we are conscious of our global role.

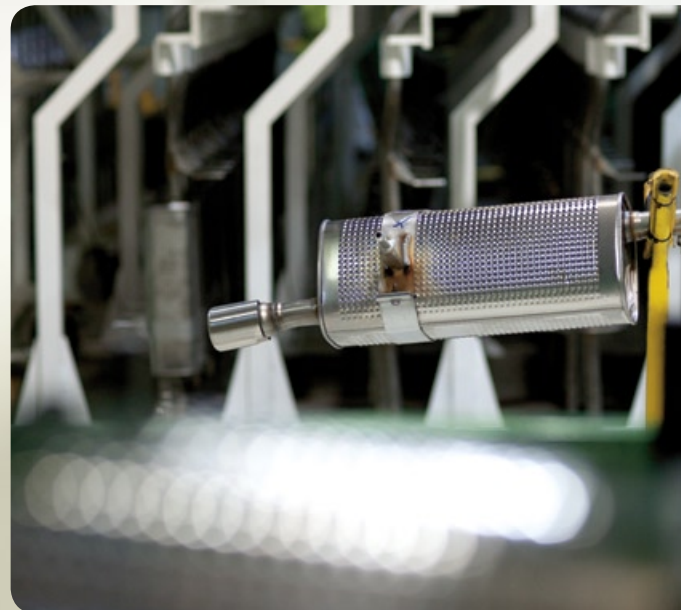


Site Manager, Faurecia Emissions Control Technologies,
Aulnay-sous-Bois, France:

“For our flexible workforce
we rely on getting people
with the right aptitude
and attitude. That’s why
we work with Adecco.”




Changing lives. In 2008, Anne-Marie da Costa Lopes, manager of Adecco's Île-de-France agency, was contacted by Peugeot Citroën Automobile (PCA) with a request for a temporary production worker for its plant in Aulnay-sous-Bois, on the outskirts of Paris. The chosen candidate, Patrick Bayiha, a Cameroon national, trained and worked at the plant for nine months. The feedback from PCA was so positive, Adecco decided to offer him funding for three CACES modules. This earned Patrick a certificate of proficiency in the safe operation of equipment, qualifying him as a forklift truck driver. In 2009, Adecco placed him with Faurecia, a subcontractor of PCA, initially on a temporary basis. After nine months, he was offered a CDI employment contract with an unlimited term. Adecco also helped Patrick resettle his family in an apartment close to his work.





Patrick Bayiha, 36, Cameroonian, forklift driver:

"Since signing with Adecco I've never been out of work. I've learned two new trades and got a job contract, plus a home for my family. And all that in a time of crisis!"

A photograph of a middle-aged Black man with a shaved head, smiling slightly and looking towards the camera. He is wearing a white long-sleeved shirt under a bright yellow high-visibility safety vest. He is leaning against a green metal structure, possibly part of a machine or conveyor system. The background is a blurred industrial setting with warm, yellowish-orange lights and structural elements.

Skills and integration are focal points of our corporate social responsibility programme. We believe that the workplace is a key factor in social integration, contributing to the well-being of society at large. As flexible workforces become an increasingly important fact of economic life and the number of temporary workers rises, our industry plays a vital role in improving the efficiency and diversity of the labour markets and integrating disadvantaged people. We see temporary work as an ongoing opportunity to provide training and career development for the people working with us.

This approach is fundamental to our ability to attract, motivate and retain the best candidates available. And to build long-term relationships with employers who value the quality and versatility of the people we engage. Workers benefit by acquiring transferable skills in a multitude of roles and situations, enhancing their employability and job security.

Dear stakeholder

The importance of work, and what our industry does to help people find jobs and companies find people, cannot be overstated. A company starts up needing people and advice. As it grows, it needs more people and different skills, both flexible and permanent. International expansion leads to cross-border recruitment. As economic events unfold, the company may need to downsize and restructure; mergers may face those involved with the need to reskill and change careers.

Adecco aims to be alongside its customers at every stage of their life cycle, and accompany candidates throughout their professional development; from graduates entering the workforce with a temporary or permanent job, to more adept individuals, switching between professions and moving up the job ladder, to bringing people back to work from unemployment. Experience and knowledge are key requirements for being successful at any job and at any age. For companies, skills shortages mean it is more and more difficult and costly to find the right people at the right time.



Patrick De Maeseneire
Chief Executive Officer

Work is at the heart of the Adecco business, and optimising our positive contribution to the economy and society is core to our corporate social responsibility (CSR) strategy, which upholds the ten principles of the UN Global Compact. As a vital part of our strategy, we have attached three global programmes to our focus areas: The Excellence Awards (excellence), the Win4Youth programme (skills) and the IOC/IPC Athlete Career Programme (integration). Sustainability at the workplace is central to all we do as the safety, health and well-being of people improves productivity and commitment to organisations. We all benefit from a sustainable workplace, which is why we consider it the basis for our everyday work.

This CSR CoP 2009 aims to give an overview of our progress since the publication of our full CSR Report 2008 in July 2009. An in-depth account of our CSR strategy, initiatives and performance can be found on the relevant Adecco corporate web pages and in our next full CSR Report in 2011.

Patrick De Maeseneire
Chief Executive Officer

We safeguard people's well-being and legal integrity.
 We recognise individual strengths and develop talents.
 We strive to make work accessible to all.

Our corporate social responsibility

The way we work

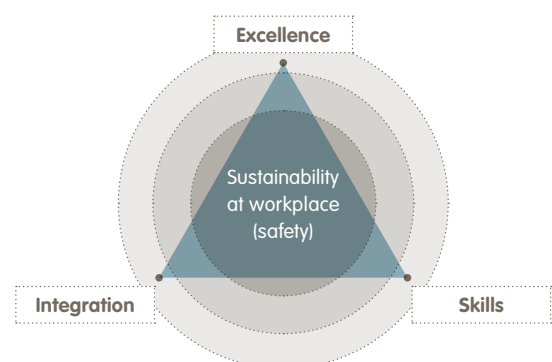
CSR is not just about what we do, but how we do it. Whatever the business objectives we strive for, we aim to achieve sustainable success. This means optimising our positive contribution to all stakeholders.

An integrated, principled approach is the key and centres on:

- **Compliance:** ensuring that we comply in our daily business with local legislation and international law, as well as the Adecco Group's Code of Conduct.
- **Excellence:** striving to meet or exceed our stakeholders' expectations.
- **Improvement:** monitoring our CSR development on the basis of measurable performance indicators (PIs) and engaging in projects that take our commitment to the next level.
- **Transparency:** disclosing factual sustainability reports, reporting on progress and fostering open dialogue with stakeholders.

Prioritising activities

Adecco Group: three main global programmes in our strategic areas



Stakeholders

- Employees
- Customers & Shareholders
- Society

Global programmes

Excellence
 Excellence Awards

Skills
 Win4Youth

Integration
 IOC/IPC
 Athlete Career Programme

Our areas of focus and global initiatives

- **Excellence:** This enables us to serve our customers, including clients and associates, most effectively, as well as making our businesses and people more successful and widely recognised for what they do. At our annual Management Conference, we present the Adecco Group **Excellence Award** for great achievements by our people. The award is a programme designed to foster the spirit of our core values – Team Spirit, Customer Focus, Responsibility and Entrepreneurship, as well as showing best practice in terms of performance – in all our country organisations.
- **Skills:** It is our main goal to help people develop according to their individual aspirations and potential. Training and career development enable us to attract, motivate and retain talented colleagues. Through our global **Win4Youth programme**, launched in January 2010, Adecco colleagues from around the world can join together in running for a good cause. The Adecco Group will fund every kilometre completed with \$1 and the money raised will be donated to six foundations focusing on the education of young people and their successful integration into the labour market. This year's Win4Youth programme will culminate on 7 November 2010, when 65 colleagues from all continents will run in the New York City Marathon.
- **Integration:** We strive for fair access to the labour market and equal opportunities for all. Integration starts with training for our consultants in non-discriminatory practices and reaches out to our public-

private partnerships with governmental organisations to help disadvantaged groups enter the labour market. In 2005, we launched the **International Olympic Committee Athlete Career Programme**, followed in 2007 by the **International Paralympic Committee Athlete Career Programme**, to support elite athletes making the difficult transition from sport to a new career. By the end of 2009, we had assisted more than 5,000 athletes in over 40 countries with training and job placement.

- **Sustainability at the workplace (safety):** A sustainable work environment is key to enabling our employees and associates develop their full potential, while protecting them from threats and risks in the workplace. We constantly monitor adherence to all local standards and regulations, and have introduced performance indicators on accident frequency rates for employees and associates in the main countries in which we operate.

Performance indicators

In 2010, we came up with specific CSR performance indicators (PIs) in order to measure our progress. The following PIs will be covered in our major countries going forward:

- accident frequency rates
- training and development
- retention
- diversity and
- mobility.



HR, Legal and Public Affairs Director,
Fondazione La Biennale di Venezia, Venice, Italy:

“The challenge was to find good staff with a passion for the arts who would also relish the opportunity to learn on the job at this unique cultural event.”



Performance culture. The Venice Biennale has been in the avant-garde of contemporary arts since its foundation in 1895, staging world-class festivals of art and architecture, and later film, music, theatre and dance. It engaged Adecco to recruit, train and manage 185 members of staff for a wide range of specialised tasks at the 2009 Biennale, e.g. gallery attendants, ticket collectors, receptionists and drivers. Angelo Lo Vecchio, Head of Adecco Hospitality, and his Venice office team developed a complex plan, including 700 hours of training by experienced Biennale staff and coordination of shift-working at the Giardini and Arsenale sites in Venice. Adecco drew on a pool of candidates, mainly from art colleges and universities, with the right background and motivation. One of them, Elena Oselladore, is working at the library of the Biennale's Historical Archive of Contemporary Arts.






Elena Oselladore, 29, Italian, graduate in art and performing arts:

"It's so exciting to be part of the Biennale. Every day is a challenge. I've met such great people and learned so much."





For projects requiring office and administration skills, we offer specialised solutions, focusing on industry know-how and cost leadership. Fondazione Biennale signed a partnership with Adecco Hospitality as preferred supplier for 2009 because it recognised the value of an all-round partner who could help further improve the quality of visitor reception services, also through specialised staff training. Some of the recruits are former Adecco workers nurtured through the "Candidate Caring" project, in which Adecco Italy has invested EUR 10 million. The aim is to offer free training, skills assessment, career orientation and opportunities to over 30,000 temporary workers whose placements have not been renewed owing to the recession.

Adecco benefits from the association with the Biennale as a world-class cultural institution. It is a showcase for our expertise in providing complex staffing requirements, as well as an opportunity to invite top clients to prestigious events such as the art and film festivals.

Selected CSR activities 2009

Refocused core values

Adecco Group In the course of 2009, the Adecco Group refocused its core values, defining them as the guiding principle for all that we do. The Group-wide Excellence Awards, the Win4Youth project and the IOC and IPC Athlete Career Programme are three overarching initiatives that enable our people to live out our values and apply our CSR principles on a daily basis. See page 21.

Sustainability indices and ratings

Adecco Group The Adecco Group is included in several sustainable investment indices due to its compliance with environmental, social and governance criteria. See page 22.

France The Adecco Group France underwent an extensive social rating in 2008. Three priorities have been set at Group level, in line with the globally defined main areas of focus: excellence, skills, integration and safety. See page 22.

Excellence

Adecco Group Excellence Awards Five teams from Spain, Norway, Australia and the USA were honoured for their outstanding performance and expertise. See pages 24–25.

Skills

Adecco Group Win4Youth programme Win4Youth is an opportunity for every Adecco employee to step forward and raise money that will enable young people from difficult backgrounds to benefit from education and access to the labour market. See page 27.

Netherlands Career Up is an educational programme offering our external employees the possibility to improve their skills, professionally and personally. See page 28.

Germany DIS AG works with clients in various industries to develop and run training schemes for apprentices. See pages 13 ff. in AR09

LATAM The PREJAL programme, led by the ILO in cooperation with Adecco, helps young men and women at risk of social exclusion with training, coaching and employment.
See page 28.

Integration

Adecco Group IOC and IPC Athlete Career Programme The IOC and IPC, in cooperation with Adecco, support elite athletes with the difficult transition from sport to a new career.
See page 34.

USA 2009/2010 Strategic Diversity Business Plans, outlining priorities and goals that consolidate our reputation as industry leaders in the area of diversity.

France A further step was taken towards becoming a member of the ENAR Ad Hoc Expert Group on promoting equality in employment.
See page 36.

Italy A "Candidate Caring" programme is providing training and career advice for 30,000 victims of the global recession.
See page 36.

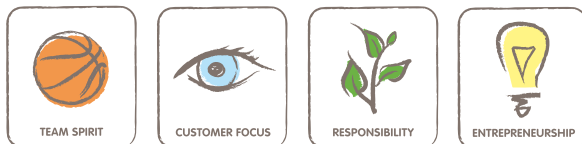
Sustainability at the workplace (safety)

Norway Decrease in reported injuries by 50% through translation of safety-related documents into several languages and investment in improving the physical fitness of our associates.

Korea Introduction of regular medical check-ups for internal and external employees.

France In early 2010, the results of a large-scale campaign of discrimination tests amongst Adecco, Adia and Adecco à domicile were released.
See page 38.

Refocused core values



We defined Team Spirit, Customer Focus, Responsibility and Entrepreneurship as the guiding principles underlying all that we do. In order to attune the whole organisation to our new core values, regional and country project teams were invited to compete for the first annual Excellence Awards. The five winning projects had to epitomise at least one of the four values.

- **Team Spirit:** Our work and best practice exchange is based on mutual **respect** and **trust**. We **cooperate** across boundaries, branches and disciplines. Team, trust and talent are our keywords.
- **Customer Focus:** Our **expertise** lies in customising solutions and connecting the right people. We are **committed** to building long-term **partnerships** with our colleagues, associates and clients. The focus on people with a warm heart, cool head and working hands is our core competence.
- **Responsibility:** Our **integrity** leads to better work, better life – and to a sustainable future. We are **honest** and **fair** partners to our stakeholders at all times. Promoting fairness, diversity and equality is our corporate legacy.
- **Entrepreneurship:** Our **passion** is to lead through enterprise and innovation. We encourage **initiative** in decision-making and **creative** solutions. Our aim is always to go the extra mile.

The winning teams were announced and presented with the awards for their expertise at the 2010 Management Conference in January.



FTSE4Good



Sustainability indices and ratings

Adecco Group

The Adecco Group is included in the following sustainable investment indices, which select constituents by assessing environmental, social and governance criteria (further information at www.sustainable-investment.org):

- FTSE4GOOD Global Index
www.ftse.com/ftse4good
- FTSE4GOOD Europe Index
www.ftse.com/ftse4good
- ECPI Ethical Index Global
www.e-cpartners.com
- ECPI Ethical Index Euro
www.e-cpartners.com
- ESI Excellence Europe
www.ethibel.org
- DAXglobal Sarasin
Sustainability Switzerland
www.sarasin.ch

Other ratings, we have received:

oekom research

Adecco S.A., **the most sustainable Swiss multinational enterprise 2009** in the "services" sector according to the sustainability rating by oekom research.
www.co2-monitor.ch/media/medialibrary/2010/02/Bilanz_22.05.2009.pdf

INrate

Adecco has been rated amongst the 30 best Swiss companies when it comes to measuring CO₂ emissions and we are the leader in the services industry.
www.ccer.ro/userfiles/articlesFiles/Bilanz_%C3%B6ko-rating_05211643.pdf

Triodos Bank

Adecco has been selected for the investment universe of Triodos Bank and complies with the minimum standards they apply. Adecco ranks second out of nine international employment services companies.
www.triodos.com/com/who_we_finance/funds/293994/adecco

Adecco Group France

The Adecco Group France – which accounts for 30% of our global revenues – had requested an extensive social rating from Vigeo in 2008 for its six main business units. The first social rating for the company – and the first in its industry in France – was shared with the Management Committee.

The results are now being translated into action plans involving CSR leaders in the main subsidiaries and by reporting to the French corporate CSR department. In late 2009, a CSR committee was created to gather practice leaders and share progress on action plans as well as best practice. The next steps include a formal French CSR progress report to all stakeholders.



Francisco Mesonero,
CEO Adecco Foundation Spain:

"For more than ten years, we at the Adecco Foundation have believed in values that transform the management of human resources into a responsible model, centred on each person's talents."





Excellence

Our principle Every day, we connect 100,000 clients with over 500,000 associates, building on a bond of trust – the key to our success. Everything we do is driven by a combination of expertise and passion. It is our strategy to be alongside our customers at each stage of their life cycle. For clients, that means from start-up to growing and expanding abroad, through to restructuring and mergers. For associates and candidates, it covers the transition from school to temporary and permanent employment, through to moving up the job ladder, switching careers and re-inserting people into the labour market.

Our corporate initiative Adecco Group Excellence Awards Our country project teams were invited to compete for the first annual Adecco Excellence Awards. Their chosen project had to epitomise at least one of the four values. The Excellence Award Committee (Group CEO, CFO, Head HR and Head Group Communications & Strategic Marketing) selected the winning teams for outstanding achievements in their work on behalf of our customers. The winners were announced and received their awards at the 2010 Management Conference in Cannes, and the results were published in our Group Annual Report 2009.

The 2009 Excellence Awards winning teams:

Spain: Fundación Adecco Last year marked the tenth anniversary of the Foundation's activities to promote and facilitate job placements for social groups that have great difficulty finding employment. During those years, Adecco Fundación has helped more than 200,000 disadvantaged people find work. The project demonstrates a clear mission and purpose, close relationships with the business units, and intensive activity and media presence, from an outstanding team with a firm conviction about their corporate social responsibility.

Team: All 76 employees of the Fundación Adecco.

USA: Lee Hecht Harrison Global Sales Team

The merger of two leading electronics companies in 2008 led to a global workforce reduction of 36,700 over three years. Building on the excellent customer service provided to both companies prior to the takeover, LHH won a global career transition contract for 2009. For LHH, this meant providing services to over 9,000 individuals in 38 countries. A project of this complexity requires a high level of commitment in sales, project management and collaboration with global teams.

Team: Rosanne Altrows, Veda Collins, Chuck Copley, Dan Countryman, Jeff Hollowell, Laura Holmes, Kendra Jordan, Kristen Leverone, David Longo and Russel Williams.

Norway: International Mobility

Adecco Norway is a trailblazer in international recruitment for the construction and industrial sectors. The focus is on qualified, properly trained personnel. Initiatives include setting up courses abroad to educate personnel in the language and culture of the country, and coach them about the special requirements for working in Norway. Combined with a strong sales focus, these initiatives have enabled the company to achieve a market share of over 60% in this sector.

Team: John Berg, Tony Goffredo, Iwona Kilanowska, Erling Kornkveen, Kennet Pettersen, Torstein Ravndal and Alicja Zadrozna.

Australia: Ajilon Western Australia business unit

Ajilon WA achieved dramatic improvements in revenues and performance in 2009, in a generally adverse environment. Ajilon WA, with more than 350 consultants, is focused on business and IT consulting, serving numerous major government and commercial clients in Perth, where it is seen as the premier consulting company. Ajilon's secret is to focus on its people and culture, developing great integrity, trust and respect within the business unit.

Team: Jonno Andrews, Chris Benthien, Susanna DeBari, Annabel Flynn, Karl Johns, Anne McCormack, Jason Pentony, Chuen Seet, Mark Smith and Gordon Webster.

USA: Adecco Solutions Client Relationship Team

In 2009, Adecco was awarded the Managed Service Provider programme (MSP) of a leading financial institution. Adecco has expanded its programme to manage the client's contingent staffing needs across all domestic lines of business, representing a projected 500% growth. The consistent performance of the entire team, the development of the key relationships and the success of multi-generation implementations convinced the institution's leadership that our success would continue to bring and enhance value to the overall MSP programme.

Team: Jennifer Barrett, Kate Dyer, Alex Garcia, Irit Gross, Steve Hinckley, Gayle Jacobs, Cristine Kane, Diana Karabelas, Julie Nalesnik, Mindy Notte, Glen Tolleson and Buffy White.



Shukla Bose, Founder and CEO
of the Parikrma Foundation:

"With support from organizations like Adecco, we can confirm our promise to make sure children never 'get left behind', irrespective of the family background they come from."





Skills

Our principle We are convinced that training and career development are fundamental to the Adecco Group's ability to attract, motivate and retain the best people available, as this is a key value driver for the company – see "People – our main asset" (AR 09 pages 59 ff.).

Our corporate initiative Win4Youth Our colleagues from around the world are asked to join together in running for a good cause. The Adecco Group will contribute \$1 dollar for every kilometre completed and the money raised will be donated to six foundations focusing on the education of young people and preparing the ground for a successful transition into the labour market.

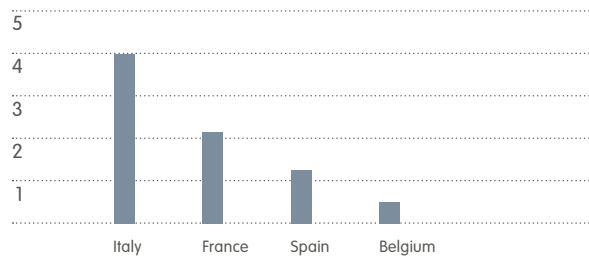
The Win4Youth initiative will culminate on 7 November 2010, when 65 colleagues from all continents will run in the New York City Marathon.

The following foundations have been selected to receive funding:

- **Parikrma Humanity Foundation (India):** Transforming the lives of underprivileged youth in urban India through access to first-class education. www.parikrmafoundation.org
- **Education for Haiti (Haiti):** Primary schooling for the poorest children. www.heks.ch
- **Entreprendre pour Apprendre (France):** Project "Young enterprise", introducing young people to the world of entrepreneurship. www.entreprendre-pour-apprendre.fr
- **Fundació Èxit (Spain):** Achieving social integration and job insertion of young people at risk of social exclusion. www.fundacioexit.org/web/?pagina=intro
- **The National Urban League (USA):** Project "Ready", providing enhanced academic and social support to high-school students. www.nul.org
- **Fundación de Solidaridad Romanos XII (Chile):** Training centre enhancing employability in the field of computer technology and telecommunications. www.romanosxii.cl/web2/index.php

Minimum investment in training for associates

in % of gross wages (according to national law and collective agreements)



Source: "Temporary agency work and collective bargaining in the EU" (www.eurofound.europa.eu/eiro/studies/tn0807019s/tn0807019s.htm)

Training for associates In 2009, each associate received up to 60 hours of further or occupational training, each internal colleague 48 hours. For this purpose, we invested up to EUR 700 per associate and up to EUR 1,200 per internal colleague. We also measure the success of our talent management of associates by average length of service for associates and the average number of consecutive assignments, which was three to four in 2009. For our colleagues, we achieved an overall retention rate of close to 70%, which is among the best in the industry.

Our training extras Our training engagements go beyond the ordinary offerings and programmes, as described in "People – our main asset" (AR 09 pages 59 ff.). We deploy training opportunities selectively to foster and integrate under-represented and disadvantaged groups.

Training for youngsters In most countries where Adecco has offices, we collaborate with educational institutions to teach job entrants how to apply for jobs and enter the labour market. In the Netherlands, the Adecco Career Up education programme offers 30 training programmes for call centres, logistics, and for technical and industrial personnel to develop their skills. We also offer internships at many of our subsidiaries. Last year, for example, Adecco Netherlands hosted 219 interns, while Adecco Korea cooperated

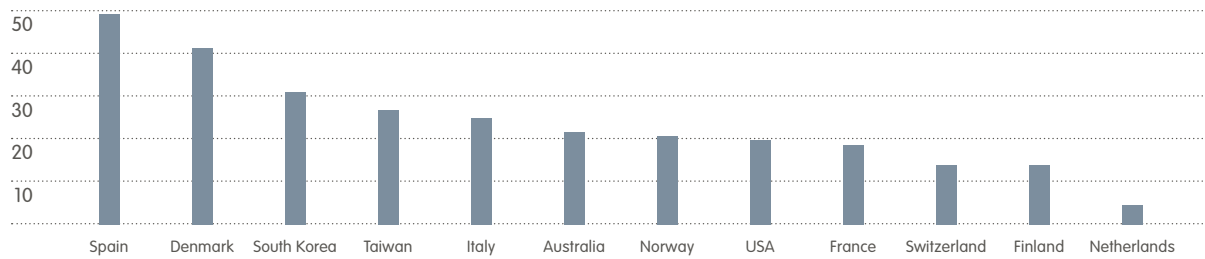
with the Korean Labour Ministry, supporting internships with Adecco clients by having the Korean Labour Ministry subsidise the interns' salaries. Through this public-private partnership, we were able to offer 30 students their first work experience and provide our clients with fresh talent.

Training for young people at risk in Latin America

Adecco Spain and the Spanish Adecco Foundation, together with the regional offices in Argentina, Colombia and Peru, work with a number of other companies in the PREJAL programme (Promotion of Youth Employment in Latin America – Promoción del Empleo Juvenil en América Latina), led by the International Labour Organisation (ILO). The programme coaches, trains and ultimately helps young men and women at risk of social exclusion find employment. A centrepiece of Adecco's contribution is to offer young people training to prepare them for entry into the labour market, including advice on interview techniques, CV preparation and matching people's profiles to current vacancies. In 2008 and 2009, some 1,820 young people benefitted from Adecco's offering, with a labour insertion success rate of 129%, measured against the original objective.

Training for colleagues

Average training hours per colleague in 2009: Select subsidiaries



Training for immigrants Most of Adecco Group Norway's international recruitment is from Poland. Adecco Norway therefore provides an intensive course in Norwegian (lasting from five weeks to six months, depending on the assignment) at Mrzezyno, one of our recruitment centres in Poland.

The courses are free and provide basic knowledge about the language and life in Norway. After coming to the country, our foreign associates are encouraged to learn more while they are at work. Those who learn quicker are rewarded through increments in their wages. Our clients are satisfied with our associates because of the thorough preparation provided by Adecco before they start work. Between 2006 and 2009, Adecco Norway supported 3,471 immigrants with specific training, improving their chances in the labour market.



Manager for Athletes' Study and Career Planning,
Finnish Olympic Committee, Helsinki, Finland:

"The IOC Athlete Career Programme proves we can solve the tricky equation of engineering studies + elite sports = good career prospects."




Career-best performance. Jenni Mikkonen is majoring in industrial management at the Tampere University of Technology in southwestern Finland. She started canoeing in her home town of Lahti at the age of 9 and took up serious training when she was 14. Jenni holds multiple national solo kayaking titles. She competed in the Athens 2004 Olympic Games and Beijing in 2008, and won bronze at the World Championships in 2006 and silver at the 2008 European Championships. Her main goal is an Olympic medal in London in 2012. Under the auspices of the IOC Athlete Career Programme, Jenni took part in a career seminar for athletes run by Adecco. Her adviser was Virpi Ojakangas-Palmunen, who is responsible for the implementation of the IOC Athlete Career Programme in Finland. Despite intensive training commitments, Jenni hopes to complete her bachelor's degree in 2010 and master's in engineering before the London Games in 2012.



Jenni Mikkonen, 29, Finnish, Olympic kayaker

"The main lesson I've learned is that a sports career counts as valuable work experience."



A close-up portrait of a smiling blonde woman with blue eyes, wearing a white high-necked athletic jacket with blue accents. She is holding a blue bag or piece of equipment that has the text "Kayak" and "Fin" visible on it. The background is a blurred mix of pink and blue.

The IOC Athlete Career Programme (ACP) in Finland is run jointly by the Finnish Olympic Committee and Adecco Finland. Some 200 Finnish athletes and coaches are currently involved. Launched in 2005, the programme helps Olympic and Paralympic athletes successfully manage the difficult transition from elite sport to a new career. It has already supported some 5,000 athletes.

Adecco operates career programmes in around 30 countries worldwide to help elite athletes enter or re-enter the social and professional mainstream through educational, career planning and job placement services that bring them into contact with leading companies. The IOC ACP can also help athletes still active in competition to find a job that enables them to balance work, life and sport. Talented athletes who make the sacrifices necessary to excel in their sports deserve an equal chance to excel in their careers.

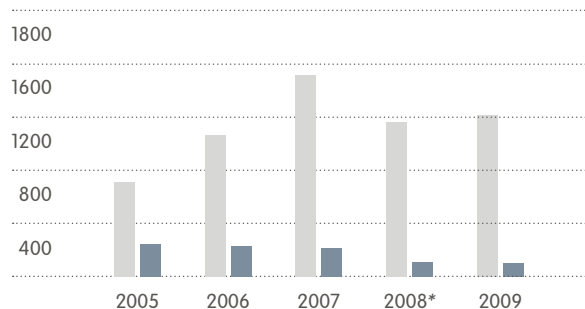


INTERNATIONAL
OLYMPIC
COMMITTEE
IOC ATHLETE CAREER PROGRAMME
In Cooperation with Adecco Group



IPC ATHLETE CAREER PROGRAMME
In Cooperation with Adecco Group

IOC and IPC Athlete Career Programme participants



* There is a natural participation cycle with the Olympic Games.

■ In programme
■ Placements

Integration

Our principles We demonstrate respect for the rights and dignity of all people. We believe that work is a key factor for social integration and contributes to the well-being of society at large. Consequently, we not only uphold the elimination of discrimination and specifically train our staff on risks of potentially discriminatory recruitment practices, but also make use of our role as employer for the social integration of under-represented groups.

Our corporate initiative IOC and IPC Athlete Career Programme The International Olympic Committee (IOC) and the International Paralympic Committee (IPC) Athlete Career Programme, in cooperation with Adecco, helps elite athletes around the world ease the transition from sport to their next career.

In 2009, the IOC ACP expanded its programme to three pillars – Education, Life Skills and Employment – to strengthen the support it provides to athletes. The Employment pillar, including Career Training and Job Placement, is delivered by Adecco. A total of 26 National Olympic Committees have entered into agreements with Adecco country organisations to run the programme on a joint basis in their local areas as of January 2010. In outreach areas (to date, Africa and the South Pacific), where Adecco has no local offices, we have delivered career training to athletes from 18 additional countries.

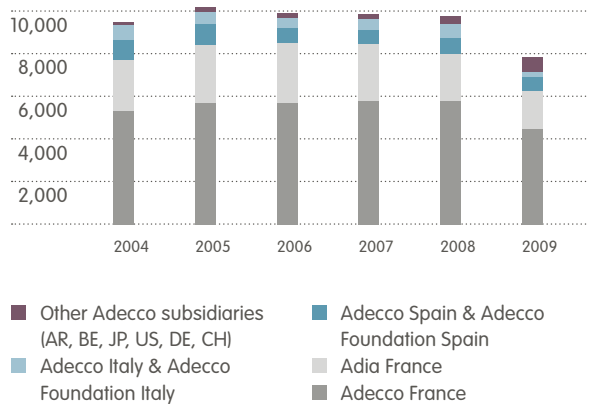
At the annual gala of the Spanish National Olympic Committee (NOC), the Adecco Foundation Spain was presented with an award in recognition of its many years of dedicated work on behalf of elite athletes, under the auspices of its “Programa Maestro”, part of the IOC Athlete Career Programme. Since its inception in Spain in 1999, the programme has supported approximately 500 athletes, and more than 250 of them have been integrated into the working world.

“The IOC Athletes’ Commission and its partner Adecco, have come up with the IOC Athlete Career Programme: a programme designed by athletes for athletes,” states Frank Fredericks, Chairman of the IOC Athletes’ Commission. The programme has been in place for five years and has supported more than 5,000 athletes from over 40 countries and 5 continents.

The IPC launched the programme, in collaboration with Adecco, in 2007 and extended its commitment in 2009 to support Paralympic athletes around the world until 2012. These developments were announced at the IPC General Assembly in Kuala Lumpur in 2009. Paralympic athletes have participated in the programme on a regional basis, and the global focus will extend the reach and level of support.

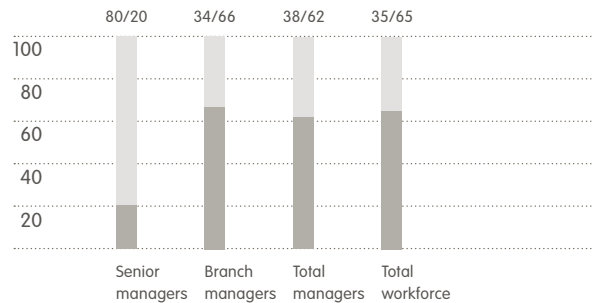
People with disabilities integrated into the labour market

Information on number of individuals



Gender distribution in 2009

in %



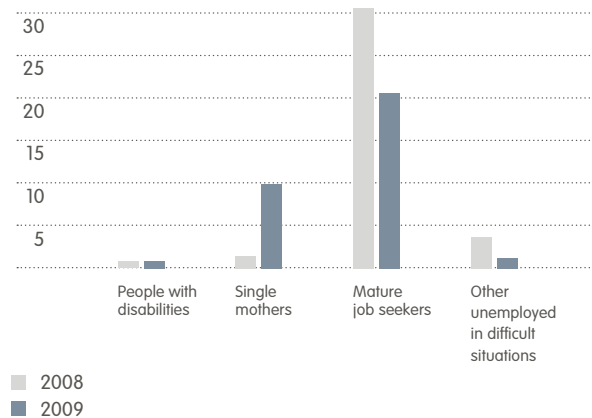
We measure our performance on social integration of under-represented groups in terms of the different programmes provided by our Adecco foundations in France, Spain and Italy, as well as through special public-private partnerships such as “Business and Disability”, a European network of companies involved in helping disabled people access the labour market. Our commitment through the IOC and IPC Athlete Career Programme, helping elite athletes with job training and employment after excelling in sports, is another important initiative. Additionally, we measure the diversity of our internal employees largely according to the gender distribution on various levels of management.

Disability and employment In absolute terms, the number of people with disabilities integrated into the labour market declined in 2009, but in relative terms, in comparison with overall placement rates, it remained stable. That shows the extent to which the “Disability and Employment” programmes in France, Italy, Spain, Belgium, USA, Japan and Argentina are embedded in Adecco’s staffing business. Two highlights are worthy of mention.

In January 2009, the London Organising Committee of the Olympic Games and Paralympic Games (LOCOG) named Adecco as their official recruitment services provider. Under this agreement, **Adecco UK** will create a **“Disability Talent Pool”** – a comprehensive list of the qualifications and capabilities of disabled candidates who apply for roles in London 2012 – as well as a guaranteed interview scheme for disabled people who meet the minimum criteria for particular roles. The **Adecco Foundation Spain** provides employers with consultancy services to ensure **accessibility in the ambit of workplaces**. In 2009, the Foundation, working with the Club of Excellence and Sustainability, developed an Accessibility Guide for companies, addressing design and furniture specifications, and offering advice on the adaptation of workspaces. In January 2010, this guide was introduced at the European Parliament in Brussels.

Beneficiaries of Adecco Foundation employment integration programmes 2008 and 2009 in Spain

Number of individuals in thousands



Help for victims of the recession During the crisis, a particular concern of corporate social responsibility was to remain committed to continue and further develop existing programmes in numerous countries – including Spain, Italy, France, USA, Germany, Norway, Netherlands, Belgium and Japan – for the integration of young people, older job seekers, long-term unemployed, immigrants and disabled people. Adecco Italy actually took its engagement a significant step further.

In cooperation with six trade unions, it launched the **Candidate Caring Project** to support former Adecco candidates hit by the economic crisis and help them become more competitive in the labour market. More than 400 Adecco consultants, all over Italy, got in touch with 30,000 former temporary workers, who worked with Adecco during the last quarter of 2008, and whose placements had not been extended.

Adecco offers all of them a package of services, including analysis of past professional experience, testing of acquired skills and career path evaluation. Anyone who worked with Adecco for at least six months during the past year is offered a way back

to employment through skills analysis, orientation, training and placement proposals. Adecco Italy has invested EUR 10 million in their “Candidate Caring” project. Further Adecco subsidiaries in other countries, such as the Netherlands and Russia, launched special projects dedicated to the victims of the economic crisis.

In Spain, we run similar integration programmes for the unemployed in difficult situations, with almost 34,000 people participating in 2009.

Following its participation in the 2007 Annual Conference of the European Network Against Racism (ENAR, the federation of 600 anti-racist NGOs throughout Europe), the **Adecco Group France** took a further step towards becoming a **member of the ENAR Ad Hoc Expert Group** on Promoting Equality in Employment, a pioneering initiative bringing together businesses committed to **diversity and inclusion** (Adecco Group, IBM, L’Oréal and Sodexo) with non-governmental anti-racist organisations, to work together on ways to ensure the full participation of ethnic minorities in the labour market.

Sustainability at the workplace (safety)

Our principle Adecco Group strives to prevent accidents, injuries and diseases in the workplace. Additionally, it is Adecco Group's declared goal to protect people's mental, legal and physical integrity through action that ranges from occupational safety measures for all employees to upholding the elimination of forced or child labour within our sphere of influence. Recognising the risks our colleagues are exposed to when entering new and unfamiliar workplaces, the Adecco Group meets all statutory health and safety obligations and frequently goes a step further, with initiatives to keep this issue high on the agenda.

In order to ensure a fair basis for comparison of our safety performance among our country organisations, we look at the development of accident frequency rates (AFR), rather than comparing absolute AFR values. This is due to the fact that our involvement in the different business sectors – and thus different risk potentials – varies significantly from subsidiary to subsidiary.

Preventing accidents and diseases Our standard measures vary from country to country. The five main elements are described in the following: Our subsidiaries have **health and safety coordinators and committees** in place, organised and positioned in keeping with local requirements.

For example, in France we are part of the "Comité d'hygiène, de sécurité et des conditions de travail" (CHSCT), a joint management-worker health and safety committee. In subsidiaries such as Japan, USA and UK & Ireland, we have dedicated health and safety coordinator teams, specialists or working groups. In other countries, these tasks are outsourced to designated agencies: for example, Adecco Germany subcontracts to its own occupational health and safety company www.gap-arbeitsschutz.de; while in Serbia, a licensed third-party agency is employed.

Before placing our employees, we conduct workplace **health and safety due diligence checks on clients' premises**, with regular follow-ups thereafter. The assessment tools range from sector-specific checklists through to web-based, intelligent databases, such as those used by Adecco UK, or formal client site safety evaluation processes, as implemented in the USA. In all countries, **training or briefing in accident prevention** is most commonly available to our external employees in the construction or industrial sector. For this purpose, Adecco Netherlands holds the SCT1 certification; while in France, specialised branches hold the CEFRI2 certification for their ability to assure the appropriate qualification, medical checks, training in risk prevention and coaching of employees on assignment at nuclear sites, and/or the similar MASE3 certification for assignments at chemical and petroleum sites.

The Adecco Group UK is accredited with “Achilles” for provision of staff for rail infrastructure, CHAS (Contractors Health and Safety Assessment Scheme) for the construction sector and “SAFEcontractor”, an accreditation scheme that assesses the health and safety competence of contractors and service providers.

In accordance with local regulations, we conduct preliminary and **periodic medical health checks**, geared to the respective assignment. By mutual agreement with clients, the Adecco Group or the clients themselves supply our associates with **personal protection equipment**.

Protecting mental and legal integrity Besides our global online Adecco Group Compliance and Ethics (ACE) training and ACE reporting tools, we take steps to prevent any discriminatory recruitment practices on a country level and make our recruiters aware of potentially discriminatory recruitment practices. This includes clear guidelines on how to react when a client requests discriminatory selection criteria.

In early 2010, the Adecco Group in France released the results of a **large-scale campaign of discrimination tests** held between October 2008 and September 2009 in the Adecco, Adia, Adecco Medical and Adecco à domicile networks. The overall aim of this campaign was to screen the recruitment process for discriminatory practices, following the strong commitment of the Group since 1999 on this crucial labour market issue. Through testing, processes were further improved and precise action plans developed to guarantee a quality service for all our stakeholders. In order to ensure a neutral and objective survey, the tests were conducted by the expert organisation ISM Corum, using a methodology which is certified by the International Labour Organisation (ILO). Following face-to-face training on how to fight discrimination, conducted with 3,500 colleagues since 2003, an e-learning session has been made compulsory for all colleagues as of 2010.

Our day-to-day responsibility

In 2003, the Adecco Group signed up to the United Nations Global Compact, UNGC, a milestone in our efforts to meet the challenge of corporate social responsibility. This prompted changes in our business operations to ensure that the Global Compact's principles in the areas of human rights, labour, the environment and anti-corruption become part of our strategy, culture and day-to-day operations.

Adecco Group Compliance & Ethics (ACE)

Awareness ACE Awareness is part of an ongoing company initiative to enhance and foster a legally compliant and ethical corporate culture. Other components of ACE Awareness include the Adecco Group Code of Conduct and the ACE reporting tools, designed to assist our employees in reporting actual or potential violations of the law, corporate policies and procedures, or the Code of Conduct.

Code of Conduct

The ACE **e-learning module for the Code of Conduct** has to be completed by every employee. The CoC is published on our Global intranet and websites. It sets guidelines for the Adecco Group and its subsidiaries.

All our employees, irrespective of their position, conduct business on a daily basis. This requires that they comply with and surpass legal requirements, and conduct their working activities in an ethical way.

Our Code of Conduct has been revised to reflect Adecco's high standards of ethical and legal conduct. The updated Code of Conduct is available in eight languages.

www.adecco.com/AboutAdecco/CodeOfConduct/Pages/CodeOfConduct.aspx

Prevention through training

Our focus is on prevention. All our employees have to complete online training on the new Code of Conduct by the end of the year. The selection of mandatory training modules depends on the individual employee's function and responsibilities. By the end of 2009, 71% of our employees had completed and passed a related online training course which familiarises them with topics such as information security, business conduct and ethics, i.e. the Code of Conduct, conflicts of interest and potential violations of the law, as well as our core values. The course is completed with a test to determine whether the employees have understood the content.

The purpose of the course is to raise awareness of the fact that merely abiding by the law is not enough and that it is often necessary to go beyond the letter of the law in order to act ethically.

UNGC Communication on Progress

The various case studies featured in this report give an insight into our activities in line with the ten principles of the UN Global Compact. For more details on our progress in relation to the UNGC principles, please refer to the table on the following page.

Did you know?

The UN Global Compact stands as the largest corporate citizenship and sustainability initiative in the world - with over 7,700 corporate participants and stakeholders from over 130 countries.

The participating businesses are committed to aligning their operations and strategies to uphold human rights, labour standards, environmental stewardship and the fight against corruption.

The Global Compact is neither legally binding nor a substitute for existing regulatory approaches. It is a purely voluntary initiative designed to promote innovation in relation to good CSR. Never before have the objectives of the international community and the business world been so aligned.



This is our **Communication on Progress**
in implementing the principles of the
United Nations Global Compact.
We welcome feedback on its contents.

Coverage of the UN Global Compact Communication on Progress in the framework of the Global Reporting Initiative (GRI)

Elements of Communication on Progress	Corresponding GRI indicators	Page
A statement of continuing support for the Global Compact by the Chief Executive Officer	Embedded in message from the CEO	11
Human rights		
1 Support and respect the protection of internationally proclaimed human rights within their sphere of influence	HR1–HR9 EC5 LA4, 6–9 LA 13–14 SO5	38–40; CRR08 63 CRR08 52 CRR08 61–62 35; AR09 59–60 CRR08 64
2 Make sure not to be complicit in human rights abuses	HR1–HR9 SO5	38–40; CRR08 63 CRR08 64
Labour standards		
3 Uphold the freedom of association and the effective recognition of the right to collective bargaining	LA4–LA5 HR1–3; 5 SO5	CRR08 61 39–40; CRR08 63 CRR08 64
4 Uphold the elimination of all forms of forced and compulsory labour	HR1–3; 7 SO5	39–40; CRR08 63 CRR08 64
5 Uphold the effective abolition of child labour	HR1–3; 6 SO5	39–40; CRR08 63 CRR08 64
6 Eliminate discrimination in respect of employment and occupation	LA2; 13–14 HR1–4 EC7 SO5	35; AR09 60, 170–181 CRR08 63 CRR08 52 CRR08 64
Environment		
7 Support a precautionary approach to environmental challenges	EC2 EN18; 26; 30 SO5	CRR08 52 49; CRR08 58–59 CRR08 64
8 Undertake initiatives to promote greater environmental responsibility	EN1–30 SO5 PR3–4	49 CRR08 64 CRR08 65
9 Encourage the development and diffusion of environmentally friendly technologies	EN1–30 SO5	49 CRR08 64
Anti-corruption		
10 Work against all forms of corruption, including extortion and bribery	SO2–6	39; CRR08



HR Vice-President, Lombard Odier,
Geneva, Switzerland:

"This initiative has opened up
a new and dynamic channel
of recruitment, way beyond
the scope of conventional
staffing services."




Skilful solutions In 2007 and 2008, the banking industry in Geneva and Zurich faced an acute shortage of specialist staff, particularly for back-office operations. Working with the Swiss banks' Centre for Young Banking Professionals, Adecco Finance devised the 'Fit for Banking' programme to train commercial apprentices in back-office skills. Heather Steele, Director of Adecco Business Line Finance in Switzerland, and Dominique Pouchkine, Adecco Finance, Geneva, executed a pilot project, which then ran nationwide. The three-week course is a building block for the banking apprenticeship and participants can continue their studies later. Yavuz Kose was training as a financial advisor when he joined the course in 2007. It led to a placement with LODH in Securities Settlement and then a permanent role at the bank. He now has a choice of internal and external training opportunities to broaden his skills and further his career in banking.





Yavuz Kose, 28, Swiss/Turkish, back-office specialist:

"The 'Fit for Banking' course is a great chance for young people with enquiring minds and motivation to broaden their experience in banking."



In the first two years of the Adecco Finance 'Fit for Banking' programme, we provided 75 young professionals with training in much-needed skills. Despite the crisis in banking, three-quarters of them are still in placements with 16 of our banking clients, either on temporary assignments or in permanent roles. The programme has been a great success in its immediate objective of creating a pool of young banking specialists, with skills focused on back-office operations. To meet the changing needs of the banking sector, the programme is being adapted to include front-office operations in 2010.

The scheme has also reinforced the positioning of Adecco Finance as a solution-oriented partner, rather than a basic staffing provider. Our ability to differentiate ourselves from our competitors in the banking sector has helped us to build stronger and deeper relationships with a widening circle of clients.

GRI content index

About this report

The purpose of the CSR Communication on Progress 2009 is to give an overview of our progress since the publication of our full CSR Report in July 2008. It is therefore limited in nature, concentrating on the material performance indicators for our business. For most GRI elements, there were no significant changes to report; in these cases we refer to the coverage in our last year's reporting. Based on our own assessment, this report achieves GRI application level B, as illustrated in the GRI applications level grid below.



An in-depth account of our CSR strategy, initiatives and performance can be found on the relevant Adecco corporate web pages and in our next full CSR Report 2010.

	C	C+	B	B+	A (highest level)	A+
G3 Profile disclosures	Report on: 1.1 2.1–2.10 3.1–3.8; 3.10–3.12 4.1–4.4; 4.14–4.15	Report externally assured	Report on all criteria listed for Level C plus: 1.2 3.9; 3.13 4.5–4.13; 4.16–4.17	Report externally assured	Same as requirement for Level B	Report externally assured
G3 Management approach disclosures	Not required		Management approach disclosed for each indicator category		Management approach disclosed for each indicator category	
G3 Performance indicators	Report on a minimum of ten performance indicators, including at least one of the following: social, economic and environmental.		Report on a minimum of 20 performance indicators, including at least one of the following: economic, environmental, human rights, labour, society and product responsibility.		Respond on each core G3 and sector supplement indicator, with due regard for the materiality principle, by either: a) reporting on the indicator, or b) explaining the reason for its omission.	

GRI content index

Legend

- reported
- partly reported
- not reported, see reference provided for reason of omission

- EC GRI core indicator
- EC GRI additional indicator
- AR09 reference to page number in Adecco Annual Report 2009
- CRR08 reference to page number in last year's Adecco Corporate Responsibility Report 2008
- www reference to www.adecco.com > corporate responsibility > our approach

Code	Reported	Description	Page/other reference/short answer
Strategy and analysis			
1.1	■	Statement from the most senior decision-maker	11–12
1.2	■	Description of key impacts, risks and opportunities	CRR08 38; AR09 47–49
Organisational profile			
2.1	■	Name of the reporting organisation	Adecco S.A.
2.2	■	Primary brands, products, and/or services	4–5; AR09 50–53
2.3	■	Operational structure of the organisation	4–5; AR09 50–53
2.4	■	Location of organisation's headquarters	54
2.5	■	Number and names of countries in which the Adecco Group operates	4–5; AR09 160
2.6	■	Nature of ownership and legal form	AR09 162–163
2.7	■	Markets served, including geographic breakdown, sectors served and types of customers	3–5
2.8	■	Size of the Adecco Group	3–5; AR09 85–91
2.9	■	Significant changes during the reporting period	AR09 6–9
2.10	■	Awards received in the reporting period	22; www.adecco.com > corporate responsibility > external assessments
Report parameters			
3.1	■	Reporting period for information provided	2009 fiscal year
3.2	■	Date of most recent previous report	CRR08, published in July 2009
3.3	■	Reporting cycle	Annual, see also above: "About this report"
3.4	■	Contact point for questions regarding this report	54
3.5	■	Process for defining report content	See above: "About this report"
3.6	■	Boundary of the report	See above: "About this report"
3.7	■	Specific limitations on the scope or boundary of the report	See above: "About this report"
3.8	■	Comparability from period to period	See above: "About this report"
3.9	■	Data measurement techniques and the bases of calculations	Similar to last year, cf. CRR08 45
3.10	■	Explanation of the effect of any restatement of information	There are no restatements of information
3.11	■	Significant changes from previous years in the measurement methods	None
3.12	■	GRI content index	47–51
3.13	■	Current practice with regard to seeking external assurance for this report	This document has not been audited by external auditors

Code	Reported	Description	Page/other reference/short answer
Governance, commitments, and engagement			
4.1	■	Governance structure of the organisation, including major committees	AR09 170–181
4.2	■	Executive functions of the Chairman of the Board	No executive functions
4.3	■	Number of Board members that are independent	All are independent, see also AR09 181 point 4.2
4.4	■	Mechanisms for shareholders and employees to provide recommendations to the Board of Directors	CRR08 46; AR09 181
4.5	■	Elements of the 2009 compensation programme for the Executive Committee	AR08 189–192
4.6	■	Processes in place for the highest governance body to ensure conflicts of interest are avoided	CRR08 46
4.7	■	Process for determining the expertise required of Board members	CRR08 46
4.8	■	Internally developed charters and principles relevant to sustainable performance	22; CRR08 46–47
4.9	■	Procedures of the Board of Directors for overseeing management of sustainable performance	AR09 97; CRR08 47–48
4.10	■	Processes for evaluating the Board of Directors' own performance	CRR08 48
4.11	■	Explanation of whether and how the precautionary approach or principle is addressed	CRR08 48
4.12	■	Externally developed, voluntary charters and sets of principles which the organisation endorses	CRR08 48
4.13	■	Principal memberships in industry and business associations	CRR08 48–50
4.14	■	List of stakeholder groups	CRR08 50
4.15	■	Basis for identification and selection of stakeholders with whom to engage	CRR08 50
4.16	■	Approaches to stakeholder consultation	CRR08 50–51
4.17	■	Key topics and concerns	AR09 47–49
Economic Performance Indicators			
DMA EC	■	Disclosure on management approach EC	AR09 17–21
EC1	■	Economic key data (see also 2.8)	3; AR09 85–91
EC2	■	Financial implications of climate change	CRR08 52
EC3	■	Coverage of the organisation's defined benefit plan obligation	AR09 125–128
EC4	■	Significant financial assistance received from government	No such assistance received, cf. CRR08 52
EC5	—	Range of ratios of standard entry-level wage compared to local minimum wage	CRR08 52
EC6	■	Policy, practices, and proportion of spending on locally based suppliers	CRR08 52
EC7	■	Procedures for local hiring and proportion of senior management hired from the local community	CRR08 52
EC8	■	Development and impact of services provided primarily for public benefit	34–36; CRR08 25–28; 52–55
EC9	■	Understanding and describing significant indirect economic impacts	CRR08 56
Environmental Performance Indicators			
DMA EN		Disclosure on management approach EN: see environmental policy	www.adecco.com/SocialResponsibility/OurApproach/Pages/PrinciplesAndPolicies.aspx
EN1	—	Materials used by weight or volume	Will be covered again in full CSR report 2010
EN2	—	Percentage of materials used that are recycled input materials	Will be covered again in full CSR report 2010
EN3	—	Direct energy consumption by primary energy source	Will be covered again in full CSR report 2010
EN4	—	Indirect energy consumption by primary source	Not relevant
EN5	—	Energy saved due to conservation and efficiency improvements	Will be covered again in full CSR report 2010
EN6	—	Initiatives to provide energy-efficient or renewable energy-based products and services	Not relevant

Code	Reported	Description	Page/other reference/short answer
Environmental Performance Indicators (continued)			
EN7	—	Initiatives to reduce indirect energy consumption	Not relevant
EN8	—	Total water withdrawal by source	Not relevant
EN9	—	Water sources significantly affected by withdrawal of water	Not relevant
EN10	—	Percentage and total volume of water recycled and reused	Not relevant
EN11	—	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not relevant
EN12	—	Significant impacts on biodiversity in protected areas	Not relevant
EN13	—	Habitats protected or restored	Not relevant
EN14	—	Managing impacts on biodiversity	Not relevant
EN15	—	Conservation list species affected by operations	Not relevant
EN16	■	Total direct and indirect greenhouse gas emissions by weight	See our responses on www.cdproject.net
EN17	—	Other relevant indirect greenhouse gas emissions by weight	Not relevant
EN18	—	Initiatives to reduce greenhouse gas emissions	Not relevant
EN19	—	Emissions of ozone-depleting substances by weight	Not relevant
EN20	—	NOx, SOx, and other significant air emissions by type and weight	Not relevant
EN21	—	Total water discharge by quality and destination	Not relevant
EN22	—	Total weight of waste by type and disposal method	Not relevant
EN23	—	Total number and volume of significant spills	Not relevant
EN24	—	Weight of transported, imported, exported, or treated waste deemed hazardous	Not relevant
EN25	—	Water bodies significantly affected by discharges of water	Not relevant
EN26	■	Initiatives to mitigate environmental impacts	CRR08 59
EN27	—	Percentage of products sold that have their packaging materials reclaimed	Not relevant
EN28	■	Fines and sanctions for non-compliance with environmental regulations	No such cases in 2009
EN29	—	Significant environmental impacts of transportation	Not relevant
EN30	—	Total environmental protection expenditures and investments by type	Not relevant
Social Performance Indicators: Labour Practices			
DMA LA	■	Disclosure on management approach LA	AR09 59–60
LA1	■	Total workforce	AR09 89
LA2	■	Average staff turnover and retention rates	AR09 60
LA3	■	Benefits provided to full-time employees that are not provided to temporary or part-time employees	CRR08 61
LA4	—	Percentage of employees covered by collective bargaining agreements	CRR08 61
LA5	■	Minimum notice period(s) regarding operational changes	CRR08 61
LA6	■	Percentage of total workforce represented in formal joint management – worker health and safety committees	CRR08 17; 61
LA7	—	Rates of injury, occupational diseases, lost days	Will be covered again in full CSR report 2010
LA8	—	Programmes in place regarding serious diseases	CRR08 62
LA9	—	Health and safety topics covered in formal agreements with trade unions	CRR08 52
LA10	■	Average hours of training per year per employee	29
LA11	■	Programmes for skills management and lifelong learning	27–29; AR09 59–60
LA12	■	Percentage of employees receiving regular performance and career development reviews	Close to 100%
LA13	■	Composition of governance bodies	Gender distribution: 35; AR09 170–181
LA14	—	Ratio of basic salary of men to women	CRR08 62

Code	Reported	Description	Page/other reference/short answer
Social Performance Indicators: Human Rights			
DMA HR		Disclosure on management approach HR: • DMA on human rights as part of our day-to-day responsibility • DMA on people's mental and physical integrity • DMA on non-discrimination	39 37 34
HR1	—	Significant investment agreements that include human rights	CRR08 63
HR2	■	Screening of suppliers on human rights	CRR08 63
HR3	■	Employee training on policies and procedures, concerning aspects of human rights	39–40
HR4	■	Total number of incidents of discrimination and actions taken	CRR08 63; 38
HR5	■	Operations in which the rights of freedom of association and collective bargaining are at significant risk	CRR08 63
HR6	■	Operations in which child labour is identified as significant risk	CRR08 63
HR7	■	Operations in which forced labour is identified as significant risk	CRR08 63
HR8	■	Percentage of security personnel trained in human rights	CRR08 63
HR9	■	Total number of incidents of violations involving rights of indigenous people	CRR08 63
Social Performance Indicators: Society			
DMA SO	■	Disclosure on management approach SO: Our principle "Work is a key factor for social integration".	34
SO1	■	Programmes and practices that assess and manage the impacts of operations on communities	CRR08 63–64
SO2	—	Business units analysed for risks related to corruption	CRR08 64
SO3	■	Percentage of employees trained in organisation's anti-corruption policies and procedures	39
SO4	■	Actions taken in response to incidents involving corruption	CRR08 64
SO5	■	Public policy positions and participation in public policy development and lobbying	CRR08 64
SO6	■	Financial and in-kind contributions to political parties, politicians, and related institutions	No such contributions, cf. CRR08 64
SO7	■	Legal actions for anti-competitive behaviour, antitrust, and monopoly practices and their outcomes	Media release of 2. 2. 2009, available on www.adecco.com
SO8	■	Significant fines and sanctions for non-compliance with laws and regulations	See above (SO7)
Social Performance Indicators: Product Responsibility			
DMA PR		Disclosure on management approach PR: compliance, excellence, improvement, transparency	13
PR1	■	Life cycle stages in which health and safety impacts of services are assessed for improvement	37–38
PR2	■	Incidents of non-compliance with regulations concerning health and safety impacts of products and services	No such significant incidents known
PR3	■	Type of product and service information required and services subject to such information requirements	CRR08 65
PR4	■	Incidents of non-compliance with regulations concerning product and service information	No such significant incidents known
PR5	■	Practices related to customer satisfaction, including surveys measuring customer satisfaction	AR09 48–49; CRR08 50 (> point 4.16)
PR6	■	Programmes for adherence to laws and standards related to marketing communications	CRR08 65
PR7	■	Incidents of non-compliance with regulations concerning marketing communications	No such significant incidents known
PR8	■	Substantiated complaints regarding breaches of customer privacy and losses of customer data	No such significant complaints known
PR9	■	Significant fines for non-compliance with laws and regulations concerning products and services	No such significant fines known

CSR management within the Adecco Group

Board of Directors

Rolf Dörig	Chairman of the Board of Directors
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Responsibilities at committee

Jakob Baer, Chairman	Audit Committee
Thomas O'Neill, Vice-Chairman	
Alexander Gut	
David Prince	

Andreas Jacobs, Chairman	Nomination & Compensation Committee
Francis Mer	
Judith A. Sprieser	

Francis Mer, Chairman	Corporate Governance Committee
Jakob Baer	
Alexander Gut	
Wanda Rapaczynski	

Corporate functions

Patrick De Maeseneire	Chief Executive Officer
Stephan Howeg	Head Group Communications
Christian Vasino	Chief HR Officer
Urs Wälchli	General Counsel
Hans Brüttsch	Compliance Reporting
Pierlaurent Barbieri	Group Internal Audit

Australia & New Zealand

Rick Khinda	CSR & Director Marketing & Communications
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Belgium

Geert Van Droogenbroeck	CSR & Marketing Manager
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Denmark

Torben Sneve	CSR & Marketing
Vibeke Jacobsen	CSR & HR Manager

Eastern Europe

Evangelia Isari	CSR & Marketing
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France	
Bruce Roch	CSR Manager, Adecco Group Foundation
Jérôme Gervais	Adecco Group Foundation France
Iberia & LATAM	
Francisco Mesonero	CSR Director Adecco Iberia & LATAM and CEO of Adecco Foundation
Italy	
Claudio Soldà	CSR & Public Affairs Manager, Adecco Foundation
India	
Vanitha Nav Jain	CSR, Marketing & Communications Senior Manager
Japan	
Hiroataka Yamanami	CSR Japan & Asia
Netherlands	
Rinus Wittenberg	CSR & Marketing Manager
Norway	
Reidun Brekke	Regional Director & CSR
Joshua Ruzibiza	CSR Senior Advisor
North America	
Ed Blust	CSR & Marketing Senior Vice-President
Rachelle Chapman	"Career Connections"
Lois Cooper	Employee Relations and Diversity, incl. "Renaissance Program"
Pauline Gebon	Supplier Diversity
Switzerland	
José M. San José	CSR & Marketing Director
Sweden	
Pehr Ohlsson	CSR & Head of Negotiation and Remuneration
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