Adecco Group AG - Climate Change 2021

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

The Adecco Group is the world's leading talent solutions and advisory company driven by a powerful purpose – to make the future work for everyone. The Group's services help people fulfil their potential by enabling employability and providing access to work: each year, the Group supports approx. 3.5m individuals to find work and provides training for hundreds of thousands more. Our solutions support more than 100,000 organizations across 60 countries and territories with their human capital needs, allowing them to invest and grow. We offer the most complete ecosystem of services in the industry, from flexible and permanent placement, to career transition, training and up/reskilling, and complementary HR solutions such as Managed Service Programs or Recruitment Process Outsourcing.

With our new strategy Future@Work, officially launched at the beginning of 2021, we are putting long-term, shared value creation at the center of our strategy, striving to embed environmental, social and governance (ESG) considerations across our organization and value chain. Our actions, advocacy and thought leadership aim to build a better world of work for all. We are a leading voice in the need for workforce upskilling and reskilling at scale, and a vocal advocate for a new social contract that provides for adequate social protection for all, pointing the way towards a future that works for everyone.

The bedrock to achieving this is a deep understanding of the issues most material to our business and our stakeholders. We also consider the impact of our activities on sustainable development, and our ability to contribute to the achievement of the UN SDGs.

Climate protection

At the Adecco Group, we understand our environmental responsibility and thus helping to safeguard the planet for future generations, to be an integral part of our purpose to make the future work for everyone. Climate Protection has thus been elevated to one of our now five overarching sustainability goals. To achieve this, we follow a two-pillared approach:

I. Skills for a green transition: at the Adecco Group, we are convinced that robust labor markets and the skills these offer are decisive components enabling the transition towards a greener, more circular and sustainable economy. We need to ensure that our economies and societies have the skills needed to deliver this transformation, while making sure that those whose livelihoods currently depend on non-sustainable business practices or whose jobs are in sectors undergoing fundamental changes are not left behind. As the world's leading talent advisory and solutions company, we believe we can play a key role in helping to facilitate this transition. We are already working to help address resulting skills imbalances, e.g. via work-readiness programs. We are also partnering with clients to deliver relevant services to facilitate this shift: we e.g. provide support with environmental impact studies, we bring in engineers to help re-establish supply chains to include photovoltaic and turbine manufacturing, or we deploy specialists in the production, transportation and distribution of renewable energy.

II. Managing our own environmental footprint: we are conscious of the environmental impact our operations can have and the difference we are able to make by acting responsibly. In 2019, the Adecco Group committed to becoming carbon neutral by 2030, and in 2020 substantiated this by announcing a new carbon emission reduction target of 50% by 2030; remaining emissions will be offset. We set this ambitious reduction target in line with the methodology of the SBTI, consistent with the level of decarbonization required to keep global temperature increase to 1.5° compared with pre-industrial levels.

To achieve our ambition, we will focus particularly on those areas where we see the biggest reduction potential: reducing business travel and using lower carbon alternatives, increasingly decarbonizing our car fleet, and improving energy efficiency within our facilities and switching to lower carbon alternatives. We are also starting to explore options as regards employee and associate commuting.

We recognize that Covid-19 and the ensuing office closures, working from home guidance, and restrictions in business travel have had (and will continue to have) a singular impact on the total amount of emissions. It is thus of even greater importance to put the necessary measures in place now to over time be able to decouple emissions from business growth once the economy fully emerges again from current restrictions. At the Adecco Group, we are committed to playing our part.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2020	December 31 2020	No	<Not Applicable>

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.

Argentina
Australia
Belgium
Chile
Colombia
France
Germany
India
Ireland
Italy
Japan
Mexico
Netherlands
Norway
Poland
Spain
Sweden
Switzerland
United Kingdom of Great Britain and Northern Ireland
United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

EUR

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Board-level committee	The Adecco Group pursues an integrated approach to purpose, responsible and sustainable business conduct, and shared value creation. Issues considered material from an ESG and stakeholder perspective are aligned with and embedded in the Adecco Group's overall strategic priorities and business objectives, as outlined in the Adecco Group's respective policies and rules regarding ESG. With its members as stewards of the Company, the (non-executive) Board of Directors has thus ultimate responsibility for the overall strategic direction and oversight of these matters. It has assigned certain of these duties and responsibilities to its Governance and Nominations Committee (GNC). The GNC's primary responsibility is to assist the Board in carrying out its responsibilities as they relate to ESG, public affairs, business environment, relations with shareholders and other stakeholders, nomination, succession and talent development. Concerning specifically the context at hand and as defined in its written charter, the GNC is charged with: - Overseeing the Group's monitoring of the market's legislative and regulatory developments, including as they pertain to responsible and sustainable business conduct; - Overseeing the Group's initiatives to identify and prioritize the Group's environmental, social and governance (ESG) challenges and opportunities, and act as advisory partner to the Board on these issues; - Overseeing and endorsing the Group's ESG strategy and targets and oversee their governance and implementation; this includes the periodic review of the Group's ESG-related principles and policies as well as their effectiveness; - Reviewing progress against agreed ESG targets as well as the Group's annual external reporting on ESG. The GNC and subsequently the Board as a whole endorsed the Group's revised ESG framework, within which climate protection was elevated to one of the now five principal sustainability goals of the Group, substantiated by the Group's carbon neutrality commitment and 50% emissions reduction target by 2030.
Chief Executive Officer (CEO)	At the management level, the Group Chief Executive Officer has ultimate responsibility for the Group's sustainability efforts, including our efforts related to environmental stewardship. In 2019/2020, he spearheaded the Adecco Group's commitment towards carbon neutrality and the subsequent setting of the Group's emissions reduction target of 50% by 2030, including signing off the Group's new environmental action plan. Our carbon emissions and intensity targets are included as a KPI in the Group/CEO scorecard as well as the scorecards of all global business units as well as the global functions. Progress against the environmental target is measured on a (to date) annual basis.
Other, please specify (ESG Steering Committee)	Newly formed in 2021 and mandated by the Group CEO, the role and responsibilities of this Committee are to ensure that the Group's ESG approach is effectively integrated in the way we do business, by - Reviewing ESG progress against milestones and targets (i.e. the ESG Scorecard), including the environmental objectives and targets - Identifying and addressing challenges to overcome, including in the implementation of the Group's environmental action plan - Ensuring that ESG principles are adequately reflected in ongoing and future change projects or initiatives - Coordinating relevant ESG matters to ensure alignment across the Group - Defining focus areas and targets for the year and major changes to roadmap, for decision by EC. Climate protection is explicitly included in all of the above, given its status as one of the Group's overarching global sustainability goals and inclusion of relevant metrics in the ESG and Group scorecards. It is chaired by the CFO and further consists of the President of the largest Global Business Unit, the CHRO, the Chief of Staff and Communications Officer (all members of the Executive Committee), as well as the Group Heads of Strategy, Finance & Accounting, Audit, Public Affairs, and ESG.
Chief Financial Officer (CFO)	The Group's CFO chairs the ESG Steering Committee and thus oversees and drives on an operational level the implementation of the Group's ESG strategy, progress against the ESG Scorecard (which includes climate-related targets as well as performance against a set of ESG-related ratings, incl. CDP) as well as the Group's non-financial reporting, which explicitly includes climate protection.
Other C-Suite Officer	The Chief of Staff and Communications Officer (CoSCO) is a member of the Group Executive Committee and has line management responsibility for the Group Strategy Office, the Group Transformation Office, Group Communications and Group ESG/Sustainability, which includes the Group's approach to climate protection. Our carbon intensity target as well as the performance against a set of ESG-related ratings (incl. CDP) is included in the CoSCO Scorecard that the function is measured against.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Setting performance objectives Monitoring implementation and performance of objectives Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	The Adecco Group pursues an integrated approach to purpose, responsible and sustainable business conduct, and shared value creation. Issues considered material from an ESG and stakeholder perspective are aligned with and embedded in the Adecco Group's overall strategic priorities and business objectives, as outlined in the Adecco Group's respective policies and rules regarding ESG. With its members as stewards of the Company, the (non-executive) Board of Directors has thus ultimate responsibility for the overall strategic direction and oversight of these matters. It has assigned certain of these duties and responsibilities to its Governance and Nominations Committee (GNC). The GNC's primary responsibility is to assist the Board in carrying out its responsibilities as they relate to ESG, public affairs, business environment, relations with shareholders and other stakeholders, nomination, succession and talent development. Concerning specifically the context at hand and as defined in its written charter, the GNC is charged with: - Overseeing the Group's monitoring of the market's legislative and regulatory developments, including as they pertain to responsible and sustainable business conduct; - Overseeing the Group's initiatives to identify and prioritize the Group's environmental, social and governance (ESG) challenges and opportunities, and act as advisory partner to the Board on these issues; - Overseeing and endorsing the Group's ESG strategy and targets and oversee their governance and implementation; this includes the periodic review of the Group's ESG-related principles and policies as well as their effectiveness; - Reviewing progress against agreed ESG targets as well as the Group's annual external reporting on ESG. There is regular engagement between the GNC (and/or the Board as a whole, depending on the matters at hand and decisions to be made) and the relevant management functions who address these issues on a day-to-day basis, with the Board receiving formal updates at least twice a year, including on climate-related matters. The GNC and subsequently Board endorsed the Group's revised ESG framework, within which climate protection was elevated to one of the now five principal sustainability goals of the Group, substantiated by the Group's carbon neutrality commitment and 50% emissions reduction target by 2030, as previously presented and endorsed in 2019/2020. As part of its overarching responsibilities, it subsequently reviewed the 2020 annual reporting and progress, including as related to climate protection and environmental stewardship.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Other, please specify (Approving and reviewing the Group's ESG approach, which includes managing environmental opportunities and risks, ensuring its inclusion in the Group strategy, and being accountable for and overseeing its implementation) *Our carbon emissions and intensity targets are included as a KPI in the Group/CEO scorecard; progress against these targets is measured on a (to date) annual basis. Environmental metrics are also included in the scorecards of the Global Business Units and the Group Functions. This allocates responsibility for implementation at source, enabling us to cascade targets and actions more easily through the organization and operationalize the framework from within. At the same time, this underscores our integrated approach to addressing ESG-related issues, that this does not sit separate from the business but is an integral part of how we do business. Our approach to ESG has been fully embedded into our Group's Future@Work strategy. Other issues as regards strategy and implementation plan may be discussed more frequently than annually, as important matters arise.*	<Not Applicable>	Annually
Chief Financial Officer (CFO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities *The CFO as chair of the ESG Steering Committee oversees on a day-to-day basis the implementation of the Group's ESG strategy, progress against the ESG Scorecard as well as the Group's non-financial reporting, which explicitly includes climate protection. The CFO furthermore has line management responsibility for the global procurement function, which is a key driver in helping to reduce the Group's carbon footprint.*	<Not Applicable>	Quarterly
Other C-Suite Officer, please specify (Chief of Staff and Communications Officer) *The Chief of Staff and Communications Officer is a member of the Group Executive Committee and has line management responsibility for the Group Strategy Office, the Group Transformation Office, Group Communications and Group ESG/Sustainability.*	<Not Applicable>	Both assessing and managing climate-related risks and opportunities *The Chief of Staff and Communications Officer is a member of the Group Executive Committee and has line management responsibility for the Group Strategy Office, the Group Transformation Office, Group Communications and Group ESG/Sustainability, which includes the Group's approach to climate protection.*	<Not Applicable>	Quarterly
Other committee, please specify (ESG Steering Committee)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities *Newly formed at the beginning of 2021 and mandated by the Group CEO, the role and responsibilities of this Committee are to ensure that the Group's ESG approach is effectively integrated in the way we do business, including our approach to climate protection. This has been elevated to one of our five overarching global sustainability goals and relevant metrics were integrated into the ESG scorecard overseen by the ESG SteerCo.*	<Not Applicable>	Quarterly
Environment/ Sustainability manager *Global Head of ESG/Sustainability*	<Not Applicable>	Both assessing and managing climate-related risks and opportunities *The Global Head of ESG/Sustainability is responsible for developing the strategic sustainability direction for the Group together with key stakeholders; responsible for driving and coordinating efforts, ensuring alignment across the Group, engaging with stakeholders, and reporting on progress. This explicitly includes responsibility for the Group's approach to climate risk and opportunity management.*	<Not Applicable>	More frequently than quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

The Adecco Group CEO (together with the Group Executive Committee as a whole) approves and reviews the Group's ESG approach (incl. the management of environmental opportunities and risks), ensures its continuing inclusion in the Group strategy, and is accountable for its implementation. In 2019/2020, the CEO and EC committed the Group to carbon neutrality and an emission reduction target of 50% by 2030. Early in 2021, they furthermore signed off a revised ESG framework that elevated climate protection to one of the Group's now five overarching global sustainability goals, which was subsequently endorsed by the Board of Directors, which has ultimate oversight of ESG-related issues. Climate related metrics were included in the Group/CEO, global business unit and functional scorecards to ensure continuous, annual monitoring of progress against agreed objectives, towards our long-term targets.

Mandated by the Group CEO, early in 2021 we introduced a new ESG Steering Committee (chaired by the CFO and consisting of four EC members and further global function heads), tasked with managing and overseeing the day-to-day implementation of the ESG framework, including:

- Reviewing ESG progress against milestones and targets (such as our annual targets for carbon reductions)

- Identifying and addressing challenges to overcome (e.g. in the implementation of our environmental action plan across the Group)

- Ensuring that ESG principles are adequately reflected in ongoing and future change projects or initiatives

- Coordinating relevant ESG matters to ensure alignment across the Group

- Defining focus areas and targets for the year and major changes to roadmap, for decision by EC

Climate protection (e.g. carbon footprint management) is explicitly included, given its status as one of the Group's overarching global sustainability goals and inclusion of relevant metrics in the ESG and Group scorecards. The Committee reports regularly to the Group CEO and Board.

The CFO as chair of the ESG Steering Committee oversees on a day-to-day basis the implementation of the Group's ESG strategy, progress against the ESG Scorecard as well as the Group's non-financial reporting, which explicitly includes climate protection. The CFO furthermore has line management responsibility for the global procurement function, which is a key driver in helping to reduce the Group's carbon footprint.

The Chief of Staff and Communications Officer (COSCO), a member of the Group Executive Committee, has line management responsibility for the Group ESG/Sustainability function, overseeing the day-to-day implementation of the Group's sustainability approach and objectives, including the activities towards achieving our climate protection ambitions.

The Global Head of ESG/Sustainability, reporting directly to the CoSCO (and the CFO in his role as chair of the ESG SteerCo), is responsible for (among others):

- Driving the sustainability approach and objectives for the Group and ensuring alignment across the business and country operations;

- Leading the development and implementation of consistent sustainability policies and practices across the Group;

- Working with the relevant function and business heads as well as country leads to ensure the consistent embedding of material ESG considerations into business operations; in the context at hand, e.g. working with the global and country heads of procurement and ESG to implement emissions reduction activities, advance our environmental ambitions and understand developments on the ground; working with the Head of Strategic Planning, General Counsel, Head of Compliance, Head of Audit and Head of Public Affairs to ensure specific sustainability-related risks and developments (e.g. of regulatory/legislative nature) are adequately monitored and considered in relevant processes and approaches;

- Overseeing sustainability-related, non-financial reporting;

- Engaging with internal and external stakeholders on relevant topics and representing the Group in relevant sustainability arenas.

Performance against our climate-related targets is monitored and managed through the above-mentioned structures, positions and committees. We furthermore regularly engage with diverse external stakeholders such as clients, industry associations, investors and/or policymakers to better understand developments and changing expectations to better enable us to analyze, manage and mitigate risk as well as identify opportunities for business development.

This is complemented by the integration of ESG-related risks in our overarching enterprise risk management process; see next sections.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	No, not currently but we plan to introduce them in the next two years	Our carbon intensity targets (together with other ESG-related targets) have been integrated into the Group/CEO Scorecard, as well as the scorecards of global business units and corporate functions. This allocates responsibility for implementation at source, enabling us to cascade targets and actions more easily through the organization and operationalize the framework from within and underscores our integrated approach to addressing ESG-related issues. Climate-related metrics are currently however not explicitly linked to any monetary or non-monetary rewards, given the lower materiality to our organization as opposed to people-centric metrics. We are considering the potential introduction of an internal carbon fee, i.e. including the costs for offsetting remaining emissions into country/business unit budgets (based on their proportion of emissions from the previous year) with the aim of incentivizing improvement actions and changes in behavior and driving accountability at source.

C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	1	Aligned with annual financial planning cycle.
Medium-term	1	5	This is aligned with the Adecco Group's strategic planning horizon; e.g. the current Adecco Group strategy Future@Work covers the span from 2021 to 2025.
Long-term	5	10	While we formulate our business strategy in three- to five-year cycles, we reflect longer time horizons in the development and formulation of said strategy. In pertinent areas particularly as they relate to sustainability we have also set long-term targets until 2030, e.g. as regards our carbon footprint reductions.

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

At the Adecco Group, a 5% impact on Group profits would be considered material.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered
Direct operations
Upstream
Downstream

Risk management process
Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment
Annually

Time horizon(s) covered
Short-term
Medium-term

Description of process
Embedded in the Group's strategic and organizational context and strategic planning process, the enterprise risk management process at the Adecco Group is a management practice. This provides assurance to all key stakeholders that we will achieve our performance, profitability, and ESG-related targets and objectives. While the focus is on identifying, analyzing, mitigating, managing and monitoring significant risks for the company including financial, operational, and strategic risks, we pay equal attention to identifying opportunities for business development. The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's value creation, including financial, operational and strategic risks. These were updated to reflect the learnings and impact of Covid-19 and the changes associated with the introduction of the Group's new Future@Work strategy. We also introduced a new risk category to better account for ESG-related risk factors. Due to the nature of our business, climate-related risks are not considered as a standalone risk category, but potential aspects (e.g. physical, regulatory/legal and market risks, changes in client needs and expectations) are captured within the overarching risk categories as deemed material. In line with our business as a talent solutions and advisory company, the key recurring risk categories have thus been determined to be: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. All risk categories are considered in the assessment performed by all segments within the company. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level. The enterprise risk management process is embedded into the Group's strategic and organizational context and aligned with the Group's organizational structure. Country and business line management teams are involved as well as Group management and corporate functions, to ensure consistency and comprehensive coverage by leveraging the expertise of the people in the organization close to the risks. This is consolidated through an unbiased and honest view on risks that can have a significant impact on their operations and their ability to meet objectives. Where needed, action plans are developed, and progress is reviewed during regular operational business meetings. The segments report to Group management a comprehensive risk assessment, including mitigating actions. At Group management level, the individual segment results are reviewed and discussed with the segments individually, before they are then consolidated, and a Risk Owner is designated for each risk category identified. The Enterprise Risk Management assessment, including the action plan, is reported back to the Board of Directors.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability, and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories are: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, compliance with current/evolving regulation, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. Climate-related laws and regulations at both national and international level can have an influence on both our own operations as well as those of our clients, with a potential impact on their skills and capacity needs. The relevant functions (incl. public affairs, legal and compliance, and sustainability) monitor and regularly report on relevant regulatory/legal developments, serving as input to our risk assessments. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Emerging regulation	Relevant, always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability, and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, compliance with current/evolving regulation, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level. The relevant functions (incl. public affairs, legal and compliance, sustainability) monitor and regularly report on relevant regulatory/legal developments, serving as input to the risk assessments. Given increasing legislation/regulation in climate-related areas (such as e.g. environmental due diligence across the value chain, non-financial reporting), this risk category is receiving increasing attention and we provide regular briefings to relevant positions within the organization.
Technology	Relevant, always included	Technology may be considered both a driver of climate change as well as important solution to move towards a zero-carbon economy. While changes in technology may not be directly material to our own operations, it may have an impact on the business models and thus skills and capacity needs of our clients from us. E.g. we closely collaborate with the automotive industry which is undergoing drastic changes to their established business models and the talent and skills they require due to the increasing switch to electric vehicles. This may present a risk to our business in terms of the talent they recruit from us, but at the same time provides the business opportunity to support them in this transition through the provision of up- and reskilling as well as outplacement services. The process is conducted on a regular basis, steered by Group mgmt and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.

	Relevance & inclusion	Please explain
Legal	Relevant, always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. While the direct climate-related legal risk for our own operations may be limited, this may be different for some of our clients with impact on their skills and capacity needs. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Market	Relevant, always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. The key recurring risk categories have thus been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Reputation	Relevant, always included	The reputation of the Adecco Group is one of our most valuable assets. Reputation risk can arise from acts or omissions by the Group or any of its employees that could damage our reputation or lead to a loss of trust among our stakeholders, for example by not living up to public commitments made in the area of environmental stewardship or meeting our stakeholders' expectations as regards responsible business conduct. We therefore build our business on an unwavering commitment to behaving responsibly, ethically and adhering to applicable laws, regulations, the Group's code of conduct and internal policies. All colleagues within the Adecco Group, without exception – from our Board of Directors to the Executive Committee, line managers and colleagues – are asked to respect this responsibility and exercise their duties accordingly. This is reflected in our risk management process. The process is conducted on a regular basis, steered by Group mgmt and overseen and approved by the Board of Directors. In collaboration with country and business line mgmt teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. The key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Acute physical	Relevant, sometimes included	Current climate models such as the IPCC models indicate that physical climate change risk begins to rise more materially, however with large regional variations. While at this time physical impacts to our people and own operations are not deemed material, we may face a higher exposure on the business side should client facilities and their supply chains be severely affected by physical risks, with potential impact on their talent needs. The Adecco Group has leading positions in most major geographical markets and HR service lines. The diversity of our exposures thus provides some natural hedge to this risk. Nonetheless, we place a high priority on closely monitoring the developments that may influence our clients' demands and their impact on our value creation. The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Chronic physical	Not evaluated	

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

No

C2.3b

(C2.3b) Why do you not consider your organization to be exposed to climate-related risks with the potential to have a substantive financial or strategic impact on your business?

	Primary reason	Please explain
Row 1	Risks exist, but none with potential to have a substantive financial or strategic impact on business	In collaboration with country and business line management teams as well as corporate functions, the Group's Enterprise Risk Management Steering Committee has provided an extensive risk catalog defining risk categories which can have a significant impact on the Adecco Group's financial results or strategic achievements. Those key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but potential aspects (e.g. physical, regulatory/legal and market risks, impact of climate change on the business models and operations of our clients and the potential ensuing changes in their talent needs) are captured within aforementioned risk categories as deemed material. They are however not deemed to have the potential to have a substantive financial or strategic impact on our business as a talent solutions and advisory company, as defined above. The Adecco Group has furthermore leading positions in most major geographical markets and HR service lines; the diversity of our exposures thus provides some further natural hedge to these risks.

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

No

C2.4b

(C2.4b) Why do you not consider your organization to have climate-related opportunities?

	Primary reason	Please explain
Row 1	Opportunities exist, but none with potential to have a substantive financial or strategic impact on business	The transition towards a greener, low carbon economy is expected to create new opportunities for companies and workers. Whether it is about phasing out fossil fuels, delivering climate-friendly business practices, accelerating digitization and automation, or new work models – we need skillful individuals to design innovative and responsible solutions – and corresponding, forward-looking skilling approaches across the larger workforce. We need to ensure that our economies and societies have the skills needed to deliver the Green Transition, while safeguarding that those whose livelihoods currently depend on non-sustainable business practices and whose jobs are in sectors undergoing fundamental changes are not left behind. A new approach to life-long learning, and especially up-skilling and re-skilling for the implementation of greener ways of production and service delivery, must be embraced if the economy and society are to prosper. At the Adecco Group, we are convinced that robust labor markets, their skills offering, and corresponding investments will be decisive components enabling the green transition. We have further explored this issue in our recent publication "Skills for the Green Economy" and continue to engage labor market stakeholders, including employers, policymakers and social partners, on these important topics. The Adecco Group is working closely with its clients to help address skills imbalances. We run work-readiness programs in most countries we operate in. We also support apprenticeship programs to facilitate demand-driven school-to-work transitions. Our expert brands LHH and Modis e.g. enable a more seamless transition for workers and businesses in the energy sector by combining their expertise in career management and passion for technology. The Modis Academy offers upskilling opportunities to candidates and matches them with potential employers. A long-lasting partner of mining and oil and gas industry players, but also renewable energies, LHH facilitates thousands of workers worldwide to transition to more sustainable jobs and hundreds of companies to move towards more sustainable business models. However, such up-skilling and re-skilling opportunities specifically from a climate-related perspective are at this point, in the short- to mid-term, not expected to have a substantive financial or strategic impact on the Group's business as defined in section C2.1b.

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?

Yes, and we have developed a low-carbon transition plan

C3.1a

(C3.1a) Is your organization's low-carbon transition plan a scheduled resolution item at Annual General Meetings (AGMs)?

	Is your low-carbon transition plan a scheduled resolution item at AGMs?	Comment
Row 1	No, and we do not intend it to become a scheduled resolution item within the next two years	The Adecco Group is committed to helping safeguard the planet for future generations and adequately and meaningfully managing climate-related risks and opportunities across our business operations. We understand this to be an important part of our purpose of making the future work for everyone. In recognition thereof, we elevated Climate Protection to one of our now five overarching global sustainability goals, focused on enabling skills for the green transition and managing our own carbon footprint. However, compared to other industries, as a talent solutions and advisory company our exposure to climate-related risks and opportunities and ability to influence and create substantial value in this area is limited. Climate risks and opportunities are not expected to have a substantive financial or strategic impact on our business and at this point in time our related plans would not merit being made a formal item at our AGM compared to other issues more material to our company and industry.

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

No, and we do not anticipate doing so in the next two years

C3.2b

(C3.2b) Why does your organization not use climate-related scenario analysis to inform its strategy?

Due to the nature of our core business as a talent solutions and advisory company, our exposure to climate-related risks, impacts and opportunities is considered to be limited compared to other industries. While we recognize that climate change and environmental degradation may influence and/or accelerate the "mega-trends" that impact the way that people choose to work and the way that organizations think about human capital, we focus on those issues that are more directly impacting our core business and help us to shape our strategic thinking, such as gig and platform economy, geopolitical and economic uncertainty, human-centricity, and digitalization. We therefore do not conduct stand-alone climate-related scenario analysis but rather integrate relevant considerations (e.g. skills imbalances brought about by the transition to greener ways of doing business) into our own bespoke business modelling, and approach sustainability as a cross-cutting lens through which we consider the impact of, and our reaction to, these four megatrends to ensure long-term shared value creation.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	We have elevated Climate Protection to one of our now five overarching global strategic sustainability goals, reflecting the evolution of our approach over the past few years from focusing on carbon reductions to establishing the linkages to our core business. We recognize the important role we can play in helping to strengthen awareness and understanding for the critical importance of investments in skills to enable the transition to a green economy and supporting our clients with the necessary expertise. This is e.g. reflected in the business strategies of two of our lead brands, Modis and LHH – enabling our clients in industries that are undergoing massive transformations, influenced and accelerated also by climate change, to make the changes necessary to stay ahead of the game, achieve efficiencies and prepare for constant change. In the energy sector, they enable e.g. a more seamless transition for workers and businesses by combining their expertise in career management and passion for technology. The Modis Academy offers upskilling opportunities to candidates and matches them with potential employers. To guarantee a quick transition into high-demand roles for graduates, curricula are tailored to the exact type of positions that businesses are seeking. A long-lasting partner of mining and oil & gas industry players, but also renewable energies, LHH facilitates thousands of workers worldwide to transition to more sustainable jobs and hundreds of companies to move towards more sustainable business models. Another example is the transformation in the automotive industry. To avoid a mismatch between products and skillsets, Modis have developed a state-of-the-art E-Mobility Academy, enabling automotive producers and Original Equipment Manufacturers (OEMs) to close the skills gap in e-mobility and prepare their workforce for tomorrow's challenges by offering an innovative service approach leading to individual skilling solutions. Based on skills assessments, Modis designs individualized skills curricula and career maps for all candidates. Through a tailored, project-based reskilling program, the Modis E-Mobility Academy readies candidates for the new requirements of their existing roles or provides a smooth transition towards new roles by leveraging its highly efficient blended approach of online courses, homework and expert-taught in-class lectures.
Supply chain and/or value chain	Evaluation in progress	Due to the nature of the Adecco Group's core business as an HR solutions provider, we are predominantly a consumer of services and not products or raw materials. Compared with other industry sectors such as manufacturing, our exposure to climate-related risks and opportunities associated with our supply chain are thus limited. While we are committed to effectively managing environmental issues in our supply chain (e.g. integrating environmental considerations into relevant RFPs) and expect our suppliers to share the same high standards of business conduct, climate-related risks and opportunities have not significantly influenced our supply chain strategy to date. However, to ensure that the Adecco Group is not part of or party to activities, wherever they take place, that do not adhere to our expectations of responsible business conduct and in line with and anticipating increasing regulation on mandatory (human rights and) environmental due diligence, we are in the process of exploring options to further strengthen our global approach in this area to better understand the environmental performance of our supplier base and how this can support us in achieving our own climate-related objectives. We will look to do the same for our downstream business partners, exploring options to better collaborate also on environmental issues to ensure the achievement of mutual objectives.
Investment in R&D	No	Due to the nature of the Adecco Group's core business as a talent solutions and advisory company, we do not have R&D costs in accordance with ASC 730 of the Generally Accepted Accounting Principle (GAAP) Standard. Any related activities would be part of our product and service development and therefore covered under the respective point above. These are however more closely focused on the megatrends influencing the world of work more directly, such as the gig and platform economy, geopolitical and economic uncertainty, human-centricity, and digitalization. While climate change may influence and/or accelerate these megatrends, climate risks and opportunities as such and independently have not significantly influenced our corresponding strategy or agenda.
Operations	Yes	We see increased possibilities of increases in energy costs and carbon pricing systems being introduced that could result in increased operational costs for our business. We are also recognizing the opportunities for savings in operating costs by moving for example to more energy efficient offices and smarter office planning overall, switching to more efficient lighting fixtures and systems, reducing business travel etc., as evidenced by actions our country operations are taking. We have committed to becoming carbon neutral by 2030, with the associated target of reducing our total carbon emissions by 50% by 2030. To incentivize further and continuous improvement actions and changes in behavior and drive accountability at source, we are exploring the introduction of an internal carbon fee, i.e. including costs for the offsetting of remaining emissions into country/business unit budgets based on their proportion of emissions from the previous year.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Indirect costs	Expenses related to the management of climate change related risks and opportunities (e.g. personnel costs, costs for data management systems), as part of our overarching approach to integrate ESG across our operations, are already regularly budgeted and planned for. In addition, where applicable we budget and plan for the purchase of renewable electricity, energy efficiency initiatives, transitioning to more sustainable office space etc as part of the usual financial planning processes at country level. Starting in 2020, we furthermore made additional budget available to engage an external consultancy to strengthen our footprint calculation efforts. To incentivize continuous improvement actions and changes in behavior and drive accountability at source towards our global targets, we are furthermore exploring the introduction of an internal carbon fee, i.e. including the costs for the offsetting of remaining emissions into country/business unit budgets based on their proportion of emissions from the previous year.

C3.4a

(C3.4a) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

2021 marked the beginning of a new strategic cycle for the Adecco Group, called Future@Work. Our approach to sustainability has been firmly embedded into this, with the ambition to maintain the highest standards of sustainable business conduct and to establish a culture that consistently integrates material environmental, social and governance(ESG) factors across our organization. Our overarching sustainability goals guide our activities. As part of this new strategic cycle, Climate Protection has been elevated to the level of these now five goals, reflecting the importance of climate change to our stakeholders and the important role we can play in highlighting the linkages between skills and the transition to a green economy. For each sustainability goal, we have identified the most immediate drivers that will help determine success and have set short-term (2021), medium-term (2025) and where feasible long-term (2030) targets to chart a clear path forward and ensure continuous progress. These metrics (including our carbon footprint and intensity) are reflected in the new Group, Global Business Units and/or Functional scorecards, allocating responsibility for implementation at source, enabling us to cascade targets and actions more easily through the organization and operationalize the framework from within. At the same time, this underscores our integrated approach to addressing ESG-related issues and how we assess performance.

As part of this strengthened approach, we are furthermore increasingly using our unique position as leading talent solutions and advisory company to highlight and help facilitate the decisive role that robust labor markets - and the skills these offer - play in enabling a just transition towards a greener, more circular economy. Whether it is about phasing out fossil fuels, delivering climate-friendly business practices, accelerating digitization and automation, or new work models – we need skillful individuals to design innovative and responsible solutions and corresponding, forward-looking skilling approaches across the larger workforce. We need to ensure that our economies and societies have the skills needed to deliver the Green Transition, while safeguarding that those whose livelihoods currently depend on non-sustainable business practices and whose jobs are in sectors undergoing fundamental changes are not left behind. We have further substantiated this in our 2021 publication "Skills for the Green Economy" accessible on our website.

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?
Both absolute and intensity targets

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number
Abs 1

Year target was set
2020

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 1

Base year
2018

Covered emissions in base year (metric tons CO2e)
64163.78

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
100

Target year
2030

Targeted reduction from base year (%)
50

Covered emissions in target year (metric tons CO2e) [auto-calculated]
32081.89

Covered emissions in reporting year (metric tons CO2e)
32407.91

% of target achieved [auto-calculated]
98.9837880498936

Target status in reporting year
New

Is this a science-based target?
Yes, we consider this a science-based target, but it has not been approved by the Science-Based Targets initiative

Target ambition
1.5°C aligned

Please explain (including target coverage)
Absolute scope 1 emissions have decreased year on year by 42%, and are 49% lower compared to the baseline. While a number of reduction measures have been put in place across our operations, we can't disregard the significant but singular effects of Covid-19 and corresponding office closures, working from home requirements and business travel restrictions on our carbon footprint. In 2020, we have committed to new emission reduction targets for 2030 with 2018 as the base year, retiring the targets set in 2012 until 2022. This followed a change in how we calculate our emissions data and close data gaps in 2019 (for 2018 data), to a methodology that is more stringent and conservative than in previous years particularly as compared to the calculation of the original 2012 baseline, thus significantly increasing the quality, comprehensiveness and representativeness of data. The target covers all operations of the Adecco Group under its immediate control as reported in the 2020 Annual Report. It was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We are currently exploring the submission of these targets to the SBTI for formal approval.

Target reference number
Abs 2

Year target was set
2020

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 2 (market-based)

Base year
2018

Covered emissions in base year (metric tons CO2e)

31662.9

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
100

Target year
2030

Targeted reduction from base year (%)
50

Covered emissions in target year (metric tons CO2e) [auto-calculated]
15831.45

Covered emissions in reporting year (metric tons CO2e)
25154.35

% of target achieved [auto-calculated]
41.1115216862638

Target status in reporting year
New

Is this a science-based target?
Yes, we consider this a science-based target, but it has not been approved by the Science-Based Targets initiative

Target ambition
1.5°C aligned

Please explain (including target coverage)
Absolute scope 2 emissions have decreased year on year by 19%, and are 21% lower compared to the baseline. While a number of reduction measures have been put in place across our operations, we can't disregard the significant but singular effects of Covid-19 and corresponding office closures, working from home requirements and business travel restrictions on our carbon footprint. In 2020, we have committed to new emission reduction targets for 2030 with 2018 as the base year, retiring the targets set in 2012 until 2022. This followed a change in how we calculate our emissions data and close data gaps in 2019 (for 2018 data), to a methodology that is more stringent and conservative than in previous years particularly as compared to the calculation of the original 2012 baseline, thus significantly increasing the quality, comprehensiveness and representativeness of data. The target covers all operations of the Adecco Group under its immediate control as reported in the 2020 Annual Report. It was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We are currently exploring the submission of these targets to the SBTI for formal approval.

Target reference number
Abs 3

Year target was set
2020

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 3 (upstream & downstream)

Base year
2018

Covered emissions in base year (metric tons CO2e)
74019.8

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)
100

Target year
2030

Targeted reduction from base year (%)
50

Covered emissions in target year (metric tons CO2e) [auto-calculated]
37009.9

Covered emissions in reporting year (metric tons CO2e)
38388.91

% of target achieved [auto-calculated]
96.273942917976

Target status in reporting year
New

Is this a science-based target?
Yes, we consider this a science-based target, but it has not been approved by the Science-Based Targets initiative

Target ambition
1.5°C aligned

Please explain (including target coverage)
Absolute scope 3 emissions have decreased year on year by 42%, and are 48% lower compared to the baseline. While a number of reduction measures have been put in place across our operations, we can't disregard the significant but singular effects of Covid-19 and corresponding office closures, working from home requirements and business travel restrictions on our carbon footprint. In 2020, we have committed to new emission reduction targets for 2030 with 2018 as the base year, retiring the targets set in 2012 until 2022. This followed a change in how we calculate our emissions data and close data gaps in 2019 (for 2018 data), to a methodology that is more stringent and conservative than in previous years particularly as compared to the calculation of the original 2012 baseline, thus significantly increasing the quality,

comprehensiveness and representativeness of data. The target covers all operations of the Adecco Group under its immediate control as reported in the 2020 Annual Report. The target was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We are currently exploring the submission of these targets to the SBTI for formal approval.

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number
Int 1

Year target was set
2020

Target coverage
Company-wide

Scope(s) (or Scope 3 category)
Scope 1+2 (market-based)

Intensity metric
Metric tons CO2e per unit revenue

Base year
2018

Intensity figure in base year (metric tons CO2e per unit of activity)
0.000004015

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure
100

Target year
2030

Targeted reduction from base year (%)
50

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]
0.0000020075

% change anticipated in absolute Scope 1+2 emissions
20

% change anticipated in absolute Scope 3 emissions
10

Intensity figure in reporting year (metric tons CO2e per unit of activity)
0.0000029427

% of target achieved [auto-calculated]
53.414694894147

Target status in reporting year
New

Is this a science-based target?
Yes, we consider this a science-based target, but it has not been approved by the Science Based Targets initiative

Target ambition
1.5°C aligned

Please explain (including target coverage)
The 2020 value (2.9427 per million EUR revenue) represents a reduction of 20% year on year, and is 27% lower than the baseline. Scope 1+2 emissions have decreased 33.58% year on year, and 40% vs baseline, while revenues have decreased by 16.5%, showing a slight decoupling of emissions vs business operations. However, while a number of reduction measures have been put in place across our operations, we can't disregard the significant but singular effects of Covid-19 and corresponding office closures, working from home requirements and business travel restrictions on our carbon footprint. We thus anticipate scope 1+2 emissions to increase to some extent again in 2021, despite further reduction measures being underway, but recognizing that a number of Covid-19 related restrictions will remain in place in certain markets for some time to come. Scope 3 emissions (currently predominantly comprised of business travel) are anticipated to rebound at a lower level given continuing travel restrictions. In 2020, we have committed to new emission reduction targets for 2030 with 2018 as the base year, retiring the targets set in 2012 until 2022. This followed a change in how we calculate our emissions data and close data gaps in 2019 (for 2018 data), to a methodology that is more stringent and conservative than in previous years particularly as compared to the calculation of the original 2012 baseline, thus significantly increasing the quality, comprehensiveness and representativeness of data. The target covers all operations of the Adecco Group under its immediate control as reported in the 2020 Annual Report. The target was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We are currently exploring the submission of these targets to the SBTI for formal approval.

Target reference number
Int 2

Year target was set
2020

Target coverage
Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (market-based)

Intensity metric
Metric tons CO2e per unit FTE employee

Base year
2018

Intensity figure in base year (metric tons CO2e per unit of activity)
2.76

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure
100

Target year
2030

Targeted reduction from base year (%)
50

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]
1.38

% change anticipated in absolute Scope 1+2 emissions
20

% change anticipated in absolute Scope 3 emissions
10

Intensity figure in reporting year (metric tons CO2e per unit of activity)
1.9

% of target achieved [auto-calculated]
62.3188405797101

Target status in reporting year
New

Is this a science-based target?
Yes, we consider this a science-based target, but it has not been approved by the Science Based Targets initiative

Target ambition
1.5°C aligned

Please explain (including target coverage)
The 2020 value (1.9 per FTE) represents a reduction of 24% year on year, and is 31% lower than the baseline. Scope 1+2 emissions have decreased 33.58% year on year, and 40% vs baseline, while the number of FTEs has decreased by 13%, showing a slight decoupling of emissions. However, while a number of reduction measures have been put in place across our operations, we can't disregard the significant but singular effects of Covid-19 and corresponding office closures, working from home requirements and business travel restrictions on our carbon footprint. We thus anticipate scope 1+2 emissions to increase to some extent again in 2021, despite further reduction measures being underway, but recognizing that a number of Covid-19 related restrictions will remain in place in certain markets for some time to come. Scope 3 emissions (currently predominantly comprised of business travel) are anticipated to rebound at a lower level given continuing travel restrictions. In 2020, we have committed to new emission reduction targets for 2030 with 2018 as the base year, retiring the targets set in 2012 until 2022. This followed a change in how we calculate our emissions data and close data gaps in 2019 (for 2018 data), to a methodology that is more stringent and conservative than in previous years particularly as compared to the calculation of the original 2012 baseline, thus significantly increasing the quality, comprehensiveness and representativeness of data. The target was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We are currently exploring the submission of these targets to the SBTI for formal approval.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?
No other climate-related targets

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.
Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	3	20000
To be implemented*	7	20612
Implementation commenced*	7	2925
Implemented*	11	375
Not to be implemented		

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in buildings	Other, please specify (Refitting of office buildings in Belgium with LED lights and automated light switches. Refitting of all windows on office buildings in Belgium with UV-film to prevent high indoor temperatures, reducing the need for air conditioning.)

Estimated annual CO2e savings (metric tonnes CO2e)
30

Scope(s)
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period
<1 year

Estimated lifetime of the initiative
Ongoing

Comment

Initiative category & Initiative type

Energy efficiency in buildings	Other, please specify (Two offices in the Netherlands reduced office space and the call center was moved into a modern, climate-neutral building.)

Estimated annual CO2e savings (metric tonnes CO2e)
40

Scope(s)
Scope 1
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment

Initiative category & Initiative type

Energy efficiency in buildings	Lighting

Estimated annual CO2e savings (metric tonnes CO2e)
15

Scope(s)
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment

Two branches and the HQ in Spain switched to LED lighting and fitted offices with automated switches (motion sensors). Additionally, office space was reduced by closing one facility and moving employees into the HQ.

Initiative category & Initiative type

Energy efficiency in buildings	Lighting

Estimated annual CO2e savings (metric tonnes CO2e)

30

Scope(s)

Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period

1-3 years

Estimated lifetime of the initiative

3-5 years

Comment

All offices in the UK and Ireland switched to LED lighting.

Initiative category & Initiative type

Other, please specify	Other, please specify (All electronic devices in office buildings in Argentina are automatically switched-off at night.)

Estimated annual CO2e savings (metric tonnes CO2e)

5

Scope(s)

Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period

1-3 years

Estimated lifetime of the initiative

3-5 years

Comment

Initiative category & Initiative type

Low-carbon energy consumption	Low-carbon electricity mix

Estimated annual CO2e savings (metric tonnes CO2e)

0

Scope(s)

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

No payback

Estimated lifetime of the initiative

3-5 years

Comment

Operations in France now run solely on electricity generated from renewable sources. In line with the guiding criteria, carbon savings are reflected as 0 in this section because the reduced carbon emissions have already been accounted for in our carbon footprint calculations. The initiative is cost neutral.

Initiative category & Initiative type

Low-carbon energy consumption	Biogas

Estimated annual CO2e savings (metric tonnes CO2e)
0

Scope(s)
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
0

Payback period
No payback

Estimated lifetime of the initiative
3-5 years

Comment
Operations in the Netherlands now use biogas. In line with the guiding criteria, carbon savings are reflected as 0 in this section because the reduced carbon emissions have already been accounted for in our carbon footprint calculations. The initiative is cost neutral.

Initiative category & Initiative type

Low-carbon energy consumption	Low-carbon electricity mix

Estimated annual CO2e savings (metric tonnes CO2e)
0

Scope(s)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
0

Payback period
No payback

Estimated lifetime of the initiative
3-5 years

Comment
Operations in Norway are now fully carbon neutral and use electricity generated from renewable sources. In line with the guiding criteria, carbon savings are reflected as 0 in this section because the reduced carbon emissions have already been accounted for in our carbon footprint calculations. The initiative is cost neutral.

Initiative category & Initiative type

Transportation	Company fleet vehicle replacement

Estimated annual CO2e savings (metric tonnes CO2e)
55

Scope(s)
Scope 1

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
0

Investment required (unit currency – as specified in C0.4)
0

Payback period
No payback

Estimated lifetime of the initiative
3-5 years

Comment
In a first round of car lease renewals in France targeted at frequent, long distance drivers, 600 lease agreements have been renewed and 257 orders placed (9% hybrid) that incorporate new sustainability procurement criteria. This initiative is cost neutral and targets our scope 1 emissions.

Initiative category & Initiative type

Transportation	Business travel policy

Estimated annual CO2e savings (metric tonnes CO2e)
150

Scope(s)
Scope 3

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

Investment required (unit currency – as specified in C0.4)

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment
Introduction of a new business travel policy prioritizing travel by train in Japan, resulting in travel by train representing >90% of all business trips taken in Japan.

Initiative category & Initiative type

Energy efficiency in buildings	Other, please specify (Reduction and consolidation of office space in Australia)

Estimated annual CO2e savings (metric tonnes CO2e)
50

Scope(s)
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
45081

Investment required (unit currency – as specified in C0.4)
0

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Employee engagement	Integrating sustainability and in this context more specifically environmental considerations into our business is not the responsibility simply of the sustainability and/or procurement function. Each one of our employees - irrespective of level of seniority or role - can contribute and help us advance our sustainability objectives. We thus seek to raise awareness of the impact of activities and highlight potential alternatives (e.g. the use of video conferencing facilities or public transport vs air travel) to drive behavior change. We e.g. hosted a global webcast to share information about our global approach to sustainability, what we are doing to achieve our objectives, and what this means for our employees/how they can contribute. This was complemented by the launch of new intranet sites, a global newsletter and a one-page infographic with further information and concrete tips of what actions employees can take. We also held dedicated sessions with distinct parts of the organization to raise awareness for how they specifically can support the Group in moving towards carbon neutrality, e.g. on Green IT with the global IT function, or on responsible printing with the Marketing/Comms functions.
Compliance with regulatory requirements/standards	In some of the markets in which the Adecco Group operates, local regulations require energy efficient solutions to be implemented.
Financial optimization calculations	Engagement of the procurement function to ensure energy efficiency improvements are included in cost-benefit analysis of workplace improvement projects .
Internal price on carbon	We are exploring the potential introduction of an internal carbon fee, i.e. including the costs for the offsetting of remaining emissions into country/business unit budgets (based on their proportion of emissions from the previous year) to incentivize improvement actions and changes in behavior and drive accountability at source. This would likely become effective as of 2022/2023.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.

Level of aggregation

Group of products

Description of product/Group of products

Through our Modis brand, we partner with our clients to deliver a wide variety of services e.g. in the energy and mining sectors, which are undergoing a significant transformation. A series of revolutions are making the industry more digital, environmentally friendly and forward thinking, responding to a wave of change in consumer demands and regulation. To meet the demand for non-fossil fuel energy, energy businesses will need to re-establish supply chains to include photo-voltaic and turbine manufacturing. They will also need to recalculate environmental impacts of the new technology, understand how to best acquire and recycle the raw mined materials and continue to invest heavily in novel R&D. And we are right there to support our clients with the corresponding services, including for example environmental impact studies; bringing engineers and IT specialists in power grid building and monitoring services to assess demand and responses to improve their efficiency; renewable energy and nuclear engineering; assistance with supply chain management; the design and build of photovoltaics and turbines necessary to embrace this shift; design and operations of production plants; production, transportation and distribution of electricity. One great example from 2020 is a Smart Industry consulting project with an Original Equipment Manufacturer in the automotive industry. We are focusing our consulting services on the future 'E' (i.e. electromobility) or fuel-cell-driven, autonomous and connected cars of tomorrow. We are integrating the newest sensor technology in tires and are using data analytics and AI to create a more sustainable mobility. With our connected wire solution, we have reduced tire-related incidents by 90% and have also managed to lower fuel consumption, helping to reduce the carbon impact.

Are these low-carbon product(s) or do they enable avoided emissions?

Avoided emissions

Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions

Other, please specify (No formal taxonomy, project or methodology applied)

% revenue from low carbon product(s) in the reporting year

% of total portfolio value

<Not Applicable>

Asset classes/ product types

<Not Applicable>

Comment

Revenues from our Modis business line overall accounted for 9,5% of Group revenues in 2020. We are currently not in a position to split out the % of revenue from solutions designed to deliver specific environmental benefits.

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

January 1 2018

Base year end

December 31 2018

Base year emissions (metric tons CO2e)

64163.78

Comment

In 2019, the Adecco Group made the commitment to become carbon neutral as an organization by 2030. In 2020, we substantiated this by announcing a new carbon emissions reduction target of 50% by 2030, with 2018 as the new base year, both in terms of absolute emissions and intensity (per unit of revenue and FTE, for Scopes 1 and 2). We selected 2018 as the new base year as for our 2018 data we went through a comprehensive exercise in collaboration with an external expert organization to strengthen the quality of our data. The method used to close data gaps was more conservative and stringent than in previous years and significantly increased the comprehensiveness and representativeness of data while reducing the uncertainty range due to assumptions, extrapolation and sampling, thus providing a stronger data basis to launch our new reduction target and efforts from.

Scope 2 (location-based)

Base year start

Base year end

Base year emissions (metric tons CO2e)

0

Comment

NA

Scope 2 (market-based)

Base year start

January 1 2018

Base year end

December 31 2018

Base year emissions (metric tons CO2e)

31662.93

Comment

In 2019, the Adecco Group made the commitment to become carbon neutral as an organization by 2030. In 2020, we substantiated this by announcing a new carbon emissions reduction target of 50% by 2030, with 2018 as the new base year, both in terms of absolute emissions and intensity (per unit of revenue and FTE, for Scopes 1 and 2). We selected 2018 as the new base year as for our 2018 data we went through a comprehensive exercise in collaboration with an external expert organization to strengthen the quality of our data. The method used to close data gaps was more conservative and stringent than in previous years and significantly increased the comprehensiveness and representativeness of data while reducing the uncertainty range due to assumptions, extrapolation and sampling, thus providing a stronger data basis to launch our new reduction target and efforts from. The market-based electricity emissions are calculated as follows: if a company buys a certificate for renewable energy, the emission factor is 0 for this part of their used electricity. The rest of their used electricity (non-renewable) is calculated with the respective national emissions factors as per ecoinvent database v.2.2. Not all sites have been able to provide information regarding renewable energy certificates, therefore the market-based emissions are rather overestimated.

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

32407.907

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

Gross global Scope 1 emissions cover emissions from mobile combustion (business cars) and stationary combustion (such as heating using oil and/or natural gas etc.).

C6.2

(C6.2) Describe your organization’s approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

For the calculation of the location-based electricity emissions, we are using the emission factors for the respective national mix as per ecoinvent database v2.2. The market-based electricity emissions are calculated as follows: If a company buys a certificate for renewable energy, the emission factor is 0 for this part of used electricity. The rest of the used electricity (non-renewable) is calculated with the respective national emission factors as per ecoinvent database v2.2.

C6.3

(C6.3) What were your organization’s gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

27126.669

Scope 2, market-based (if applicable)

25154.358

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization’s gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Metric tonnes CO2e

5688.449

Emissions calculation methodology

Emissions from purchased paper (virgin and recycled), toner and IT equipment (such as printers, laptops, PCs, monitors).

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Capital goods

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Not applicable. The Adecco Group is a talent solutions and advisory company; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of selected clients, this only represents a minuscule, negligible part of our business.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Metric tonnes CO2e

22240.517

Emissions calculation methodology

Emissions from electricity (conventional and renewable), heating (fuel and gas), fuel used by business cars (gasoline, diesel, natural gas), the cars' lifecycle and road construction/maintenance. Missing values of reporting countries were estimated: 1) Missing heating consumption data was modeled via heating degree day per country and extrapolated by the number of FTEs. 2) Other missing values were estimated based on the average of previous years.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Upstream transportation and distribution

Evaluation status

Not relevant, explanation provided

Metric tonnes CO2e

<Not Applicable>

Emissions calculation methodology

<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

Please explain

Not applicable. The Adecco Group is a talent solutions and advisory company. As a service-based company, we do not source products like heavy machinery or raw materials that would generate emissions relevant for this category.

Waste generated in operations

Evaluation status

Not relevant, calculated

Metric tonnes CO2e

37.659

Emissions calculation methodology

Emissions from tap water are calculated via the number of FTEs. The emission factors used for the calculation are obtained from the ecoinvent database. The office waste was not reported and is therefore not included in the emissions.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

As a talent solutions and advisory company, we are not operating in a waste-heavy industry beyond the day to day office waste being generated. Waste is thus not one of the most important scope 3 emissions sources for our business, particularly considering the size of the emissions. However, an increasing number of our offices currently recycle their used paper and/or their toner cartridges. We strive to continuously improve practices in environmental management and to ingrain environmental consciousness across our business.

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO2e

10422.292

Emissions calculation methodology

Emissions from air travel. Missing values of reporting countries were estimated: 1) Flown distance was calculated based on the average of previous years. 2) The share of business-class air travel was based on the average of the previous years. For EU-countries the average was slightly downscaled, as it is assumed that these are mainly short-haul flights. The emission factors used for the calculation of scope 3 are obtained from the ecoinvent database.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Employee commuting

Evaluation status
Relevant, not yet calculated

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
We are currently not yet able to collect this type of activity data but are engaging in discussions with experts how best to approach this going forward and exploring opportunities to integrate this into existing tools and platforms, both for colleagues and associates placed with our clients. Particularly to capture the latter will take strong stakeholder buy-in. 2020 was deemed not to be a suitable year to launch any pilots in this area given that the majority of our colleagues and many associates were working from home due to the Covid restrictions, and the already high burden placed on people. This would not have provided for robust baseline data to extrapolate emissions from.

Upstream leased assets

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. The Adecco Group does not lease any CO2-relevant assets.

Downstream transportation and distribution

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. The Adecco Group is a talent solutions and advisory company; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of selected clients, this only represents a minuscule, negligible part of our business. As a predominantly service-based organization, we do not generate emissions material for this category.

Processing of sold products

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. The Adecco Group is a talent solutions and advisory company; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of selected clients, this only represents a minuscule, negligible part of our business. As a predominantly service-based organization, we do not generate emissions material for this category.

Use of sold products

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. The Adecco Group is a talent solutions and advisory company; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of selected clients, this only represents a minuscule, negligible part of our business. As a predominantly service-based organization, we do not generate emissions material for this category.

End of life treatment of sold products

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. The Adecco Group is a talent solutions and advisory company; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of selected clients, this only represents a minuscule, negligible part of our business. As a predominantly service-based organization, we do not generate emissions material for this category

Downstream leased assets

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. The Adecco Group does not lease any CO2-relevant assets.

Franchises

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. The Adecco Group is not in the business of running a franchising system.

Investments

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. The Adecco Group does not hold any material CO2-relevant investments.

Other (upstream)

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. As a talent solutions and advisory company, we have not identified any relevant “Other (upstream)” emissions sources.

Other (downstream)

Evaluation status
Not relevant, explanation provided

Metric tonnes CO2e
<Not Applicable>

Emissions calculation methodology
<Not Applicable>

Percentage of emissions calculated using data obtained from suppliers or value chain partners
<Not Applicable>

Please explain
Not applicable. As a talent solutions and advisory company, we have not identified any relevant “Other (downstream)” emissions sources.

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?
No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure
0.0000030375

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
59534.58

Metric denominator
unit total revenue

Metric denominator: Unit total
19561000000

Scope 2 figure used
Location-based

% change from previous year
20.12

Direction of change
Decreased

Reason for change
Less consumption of fuel, electricity and heat due to Covid-19-related measures.

Intensity figure
1.9671747361

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
59534.58

Metric denominator
full time equivalent (FTE) employee

Metric denominator: Unit total
30264

Scope 2 figure used
Location-based

% change from previous year

23.45

Direction of change
Decreased

Reason for change
Less consumption of fuel, electricity and heat due to Covid-19-related measures

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Intensity figure
0.0000029427

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
57562.26

Metric denominator
unit total revenue

Metric denominator: Unit total
19561000000

Scope 2 figure used
Market-based

% change from previous year
20.6

Direction of change
Decreased

Reason for change
Less consumption of fuel, electricity and heat due to Covid-19-related measures.

Intensity figure
1.9020045426

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
57562.27

Metric denominator
full time equivalent (FTE) employee

Metric denominator: Unit total
30264

Scope 2 figure used
Market-based

% change from previous year
23.92

Direction of change
Decreased

Reason for change
Less consumption of fuel, electricity and heat due to Covid-19-related measures.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?
No

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
Argentina	34.801
Belgium	2045.374
France	4510.517
Germany	6386.673
India	709.72
Italy	2761.133
Japan	966.197
Mexico	595.301
Netherlands	2538.625
Norway	219.892
Spain	3784.979
Sweden	126.772
Switzerland	442.099
United Kingdom of Great Britain and Northern Ireland *This includes our Irish operations.*	1266.419
United States of America	254.134
Other, please specify (Rest of world in which we operate (extrapolation))	4829.706
Poland	247.135
Australia	61.934
Chile	284.107
Colombia	342.392

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
Argentina	200.625	200.625	375	0
Belgium	145.2	0	600	600
France	921.8	0	10357.8	10357.8
Germany	1277.7	1277.7	2602	0
India	713.7	713.7	881	0
Italy	2164.1	2164.1	3712	0
Japan	1834.1	1834.1	3646.28	0
Mexico	210.6	210.6	408.21	0
Netherlands	191.2	0	345.13	345.1
Norway	90.5	90.5	216.99	0
Spain	991.7	991.7	2454.66	0
Sweden	49.5	0	1207.2	1207.2
Switzerland	7.2	0	512.24	512.24
United Kingdom of Great Britain and Northern Ireland *Includes our Irish operations*	2348	1968.2	4506.58	728.9
United States of America	11331.9	11331.9	18981.43	0
Other, please specify (Rest of world in which we operate (extrapolation))	3818.5	3540.8	2069.12	0
Poland	281.9	281.9	331.26	0
Australia	216.6	216.6	296.04	0
Chile	152.7	152.7	293.18	0
Colombia	179.2	179.2	656.31	0

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	441.99	Decreased	0.3	The share of renewable energy consumption increased. The consumption of renewable energy was almost constant (+2%), and the consumption of conventional energy decreased by 17%.
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology	1297.01	Increased	0.8	There has been a change in methodology for the closing of data gaps. This method is more conservative than the methods used in previous years, which explains the increase of emissions.
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other	58115.838	Decreased	37.9	Decrease in emissions due to impact of Covid-19, such as office closures, working from home requirements and restrictions in business travel.

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization’s energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	Unable to confirm heating value	0	122229.49	122229.49
Consumption of purchased or acquired electricity	<Not Applicable>	16004.08	44961.38	60965.47
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Total energy consumption	<Not Applicable>	16004.08	167190.87	183194.96

C8.2b

(C8.2b) Select the applications of your organization’s consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)
Diesel

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
60556.34

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
0.0027

Unit
metric tons CO2 per liter

Emissions factor source
ecoinvent database v2.2

Comment
Used for transport (cars)

Fuels (excluding feedstocks)
Motor Gasoline

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
36254.61

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
0.0024

Unit
metric tons CO2e per liter

Emissions factor source
ecoinvent database v2.2

Comment
Used for transport (cars)

Fuels (excluding feedstocks)
Natural Gas

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
10719.33

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
0.2

Unit
kg CO2e per liter

Emissions factor source
ecoinvent database v2.2

Comment

Fuels (excluding feedstocks)
Fuel Oil Number 1

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
14699.21

MWh fuel consumed for self-generation of electricity
<Not Applicable>

MWh fuel consumed for self-generation of heat
<Not Applicable>

MWh fuel consumed for self-generation of steam
<Not Applicable>

MWh fuel consumed for self-generation of cooling
<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration
<Not Applicable>

Emission factor
0.0027

Unit
metric tons CO2e per liter

Emissions factor source
ecoinvent database v2.2

Comment

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method
Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

Low-carbon technology type
Other, please specify (A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal)

Country/area of consumption of low-carbon electricity, heat, steam or cooling
Belgium

MWh consumed accounted for at a zero emission factor
600

Comment
A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal

---

Sourcing method
Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

Low-carbon technology type
Other, please specify (A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal)

Country/area of consumption of low-carbon electricity, heat, steam or cooling
France

MWh consumed accounted for at a zero emission factor
10357.8

Comment
A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal

---

Sourcing method
Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

Low-carbon technology type
Other, please specify (A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal)

Country/area of consumption of low-carbon electricity, heat, steam or cooling
Netherlands

MWh consumed accounted for at a zero emission factor
345.1

Comment
A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal

---

Sourcing method
Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

Low-carbon technology type
Other, please specify (A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal)

Country/area of consumption of low-carbon electricity, heat, steam or cooling
Sweden

MWh consumed accounted for at a zero emission factor
1207.2

Comment
A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal

---

Sourcing method
Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

Low-carbon technology type
Other, please specify (A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal)

Country/area of consumption of low-carbon electricity, heat, steam or cooling
Switzerland

MWh consumed accounted for at a zero emission factor
512.24

Comment
A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal

---

Sourcing method
Green electricity products (e.g. green tariffs) from an energy supplier, not supported by energy attribute certificates

Low-carbon technology type
Other, please specify (A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal)

Country/area of consumption of low-carbon electricity, heat, steam or cooling

United Kingdom of Great Britain and Northern Ireland

MWh consumed accounted for at a zero emission factor
728.9

Comment
A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas), Tidal

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?
No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?
No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?
Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits originated or purchased by your organization in the reporting period.

Credit origination or credit purchase
Credit purchase

Project type
Other, please specify (Reforestation)

Project identification
The project is located in France and certified to the French "Bas Carbone" standard issued by the French government. This meets all necessary requirements as to additionality, verifiability, traceability, performance, and contribution to sustainable development.

Verified to which standard
Other, please specify (Label "Bas Carbone" issued by the French government)

Number of credits (metric tonnes CO2e)
3750

Number of credits (metric tonnes CO2e): Risk adjusted volume

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Energy efficiency: industry

Project identification
Transaction ID EU644091 Transaction Type: 10-90 Deletion Transferring Account ID: Fjordkraft AS EU-100-5033330-0-31 Acquiring Account ID: EU-100-5016380-0-3 Acquiring Account Type: Unit allowance deletion account

Verified to which standard
Other, please specify (European Emissions Trading Scheme)

Number of credits (metric tonnes CO2e)
107

Number of credits (metric tonnes CO2e): Risk adjusted volume

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

C11.3

(C11.3) Does your organization use an internal price on carbon?
No, but we anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?
Yes, our suppliers
Yes, our customers
Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement
Compliance & onboarding

Details of engagement
Included climate change in supplier selection / management mechanism
Code of conduct featuring climate change KPIs

% of suppliers by number
70

% total procurement spend (direct and indirect)

% of supplier-related Scope 3 emissions as reported in C6.5
10

Rationale for the coverage of your engagement
Due to the nature of our business as a talent solutions and advisory company, we are predominantly a consumer of services, and not products or raw materials. Compared with other industry sectors such as FMCG or manufacturing, the risks associated with the environmental, social and governance impact of the Adecco Group's supply chain are thus lower. Nevertheless, one aspect of our approach to sustainability is responsible business conduct across our full value chain, and we are committed to effectively managing relevant issues within our supply chain. This means we not only take responsibility for the social and environmental impact of our own activities, but also seek to take a critical look at the impact of our business partners' activities. As part of this, we are successively seeking to integrate environmental considerations into our procurement processes. We do so to ensure that the Adecco Group is not part of or party to activities, wherever they take place, that do not adhere to certain standards of responsible business conduct. Our suppliers can help us achieve this aim. That's why we seek to work with suppliers who share our values. We acknowledge that every supplier operates independently, but we expect that all our suppliers agree and adhere to the Adecco Group's ethical standards for doing business. We are convinced that adherence to the expectations set out in our Supplier Code of Conduct will contribute to the continuity of the relationships, as well as to a more sustainable society to the benefit of all. In line with evolving legislation on mandatory (human rights and) environmental due diligence across a company’s supply if not value chain, corresponding expectations and requirements of other stakeholders such as clients, as well as our own evolving expectations and standards, we are currently exploring how to further strengthen our existing approach, taking a risk-based approach in line with the exposures of our industry.

Impact of engagement, including measures of success
From an environmental perspective, in addition to adherence to existing environmental laws and regulations, by signing the Adecco Group Supplier Code of Conduct, we expect our suppliers to take steps to ensure safe handling, transport, storage, use and disposal of waste. We also expect policies regarding the reduction of emissions, noise nuisance, use of natural resources and use of hazardous substances. This is in addition to the respect for other relevant social and governance factors, such as human and labor rights, safe and healthy working environments, and ethical business behavior. We are also seeking to work with suppliers that can help us strengthen our own environmental management and reduce our footprint. We for example incorporated questions related to sustainability opportunities in a global energy consultancy RFP to support us in strengthening our electricity and gas procurement. We are also increasingly integrating sustainability measures into our event organization, such as our Global Strategy Conference and Global Leaders Conference. To this effect we have created a checklist to be used by organizers of events, looking at issues such as environmental performance of venue, opportunity to offset emissions, location requiring the smallest number of people to fly, food management (food waste, vegetarian meals, plate service instead of buffet etc.) etc.

Comment

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement
Collaboration & innovation

Details of engagement
Other, please specify (The Adecco Group provides services that support the transition to a low carbon economy)

% of customers by number
1

% of customer - related Scope 3 emissions as reported in C6.5

Portfolio coverage (total or outstanding)
<Not Applicable>

Please explain the rationale for selecting this group of customers and scope of engagement
At the Adecco Group, we believe that skills are at the heart of the transition to a greener, low carbon and more circular economy. As leading talent solutions and advisory company, we feel we can play an important role in helping to facilitate this transition, by enabling our clients in industries that are undergoing massive transformations, influence and accelerated also by climate change, to make the changes necessary to stay ahead of the game, achieve efficiencies and prepare for constant change. To meet the demand for non-fossil fuel energy for example, energy businesses will need to re-establish supply chains to include photovoltaic and turbine manufacturing. They will also need to recalculate environmental impacts of the new technology, understand how to best acquire and recycle the raw mined materials and continue to invest heavily in novel R&D. Through our Modis brand, we partner with our clients to deliver a wide variety of services e.g. in the energy and mining sectors, including for example environmental impact studies, bringing engineers and IT specialists in power grid building and monitoring services to assess demand and responses to improve their efficiency, renewable energy and nuclear engineering, assistance with supply chain management, the design and build of photovoltaics and turbines necessary to embrace this shift, design and operations of production plants, production, transportation and distribution of electricity. We also help address the skills imbalances that are brought about by these transformations e.g. via work-readiness programs. By increasingly digitizing our processes (e.g. time capture, e-filing and e-signature) we are also enabling our clients to significantly save on paper and thus reduce their own environmental footprint.

Impact of engagement, including measures of success
The Modis Academy offers upskilling opportunities to candidates and matches them with potential employers. To guarantee a quick transition into high-demand roles for graduates, curricula are tailored to the exact type of positions that businesses are seeking. We are currently training more than 2,000 professionals per year. In 2021 we will open two additional Academies in Germany and France, complementing the existing ones in Japan, Italy, the Netherlands and the US. An example to avoid a mismatch between products and skillsets in the automotive industry is the state-of-the-art Modis E-Mobility Academy, enabling automotive producers and Original Equipment Manufacturers (OEMs) to close the skills gap in e-mobility and prepare their workforce for tomorrow's challenges by offering an innovative service approach leading to individual skilling solutions. Based on skills assessments, Modis designs individualized skills curricula and career maps for all candidates. Through a tailored, project-based reskilling program, the Modis E-Mobility Academy readies candidates for the new requirements of their existing roles or provides a smooth transition towards new roles by leveraging its highly efficient blended approach of online courses, homework and expert-taught in-class lectures. Another great example in the automotive industry is a Smart Industry consulting project from 2020. We are focusing our consulting services on the future 'E' (i.e. electromobility) or fuel-cell-driven, autonomous and connected cars of tomorrow. We are integrating the newest sensor technology in tires and are using data analytics and AI to create a more sustainable mobility. With our connected wire solution, we have reduced tire-related incidents by 90% and have also managed to lower fuel consumption, helping to reduce the carbon impact. Revenues from our Modis business line overall accounted for 9,5% of Group revenues in 2020. We are currently not in a position to further split out the % of revenue from solutions designed to deliver specific environmental benefits. Before our transformation program, we used to process more than 30 million hard copies of documents every year. Today we have digitized more than two thirds of these and are continuously exploring opportunities and incentives to work with clients to digitize the remaining ones.

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

Our contribution to a sustainable tomorrow is also illustrated by our partnership (through Modis) with Mercedes, which began in 2020. Modis is the official engineering partner of the Mercedes-Benz EQ Formula E racing team, which is a great achievement and a testament to our strength. Collectively we are committed to improving the efficiency of electric cars from race-to-race and making the technological advancements more widely available. We also sit on the Sustainability Advisory Board of Mercedes-Benz EQ Formula E to share our expertise and collaborate on joint challenges. Being part of a carbon-neutral race series is an important way for us to contribute to creating a carbon-free, sustainable world.

We are also proud to be the Official Partner for Engineering Consulting Services to the ABB FIA Formula E Championship. Formula E is at the forefront of Electrical Vehicle (EV) innovation. The EV market is set to transform the entire automotive industry sector and have a huge effect on related industries. It's become a mainstream replacement for vehicles powered by an internal combustion engine (ICE). Governments are now determined to address environmental issues, reduce their countries' over-dependence on oil and boost their economies via job creation. These movements have resulted in major policy shifts within several countries, where the ICE is now set to be replaced by EV/hybrid technology. At the same time, many of the world's largest automakers and original equipment manufacturers have pledged to roll out EVs across their ranges to address these concerns as well. The EV is the spearhead of a much wider transformation – the move towards e-mobility. E-mobility has the potential to create not only new jobs but entirely new sectors, business models and services. E-mobility will have a far-reaching societal impact, reducing the planet's dependency on oil as well as driving down energy and transportation costs for both businesses and consumers. It will be a catalyst for new, sustainable job opportunities, enterprise and positive societal change. This is not to overlook the potential adaptive pains that will be felt in the auto sector and beyond – but in the long term, EVs and e-mobility can deliver massive gains for all in society, both economically and environmentally. Our mission is to support and nurture e-mobility throughout its development journey, not only by sourcing the best talent in IT and engineering – but also by being a partner and advocate for innovation, technology and consultancy within the e-mobility ecosystem.

To promote careers in low-carbon technologies, specifically e-mobility, in 2020/2021 we launched "Lead the Charge", where we are looking for an ambitious young individual to join the Mercedes-EQ Formula E Team for one season. The chosen candidate will work closely alongside the Team Principal and with key operational partners, on technical and non-technical subjects. This is an evolution from the Formula E Innovation Manager Challenge we hosted in previous years. The process serves to identify the next generation of new talent, support them with access to career development opportunities, and expose them to some of the world's best entrepreneurs and sports technology professionals.

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

Other

C12.3e

(C12.3e) Provide details of the other engagement activities that you undertake.

The Adecco Group is committed to contributing to policy discussions, specifically in our domain, i.e. the world of work. Working closely with governments, regulators and other relevant stakeholders such as labor unions will ensure that we can not only anticipate market developments but also share our expertise to contribute to the effective development and implementation of key regulations and frameworks.

The Adecco Group takes a leading role in our industry, as well as in the wider business community. We do this via our close involvement in the World Employment Confederation (WEC) and its member federations on national level. We are a member of the International Organization of Employers (IOE) and BusinessEurope, and many of their national member federations. We contribute to several dedicated business communities such as Business at OECD, and the G20/B20 process. These relationships support our outreach to regional and national policymakers, and regional and global bodies, including the European Union (EU), the International Labour Organization (ILO), the Organisation for Economic Cooperation and Development (OECD), the G20 and G7, and the World Economic Forum.

Our advocacy and engagement is thereby focused on issues material to our core business and where we have the competence, expertise and ability to share our knowledge, to influence and have an impact, such as creating open, dynamic and efficient labor markets that lead to optimal outcomes for all stakeholders, or addressing issues such as skills imbalances, social protection for all, youth employment, responsible recruitment, or other labor market related issues.

In recent months, we have taken a more public, vocal stance on climate-related issues with a view specifically to highlighting the crucial role that robust labor markets, skills and investment in skilling play in enabling the Green Transition. As leading talent solutions and advisory company, we feel uniquely positioned to engage with our stakeholders on these specific issues and help accelerate action in this direction. In our publication “Skills for the green economy” (https://www.adeccogroup.com/future-of-work/latest-research/skills-for-the-green-economy/) we outlined concrete actions labor market participants – governments, businesses, social partners, and workers - can take to help ready the labor market for the future. Following the outstanding reception of this publication, we hosted a webinar with representatives from the European Parliament, the European Commission and the European Automobile Manufacturers' Association (ACEA) to further explore the important role that policies play and share best practices: https://www.adeccogroup.com/future-of-work/latest-insights/climate-change-may-well-be-the-biggest-challenge/

We also highlighted the need for more focus on skills policies, concrete skilling frameworks and labor market policies in response to the recent publication of the European Commission's “Fit for 55” legislative package to make the Europe the first climate-neutral continent.

https://www.adeccogroup.com/future-of-work/latest-insights/making-the-labour-market-fit-for-55-not-without-skilling

See also: https://www.adeccogroup.com/future-of-work/latest-insights/from-green-to-ghreen-putting-a-human-face-on-sustainability/

Connected to this, the Adecco Group continues to be a vocal advocate for the need for a New Social Contract. The massive shift caused by climate change is likely to result in more and more frequent career transitions, as well as geographic shifts in economic activity. In order to mitigate their impacts, we believe that a new and socially innovative approach to social protection is needed. Regulatory frameworks should support diverse forms of work, and provide a balance between flexibility and security. We set out our views on this in more detail in our publication "Time to Act - Creating a new social contract for work in the 21st century“.

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

In recent years, the Group has built a consistent footprint, coherent in terms of policy and solutions delivery. The Adecco Group has a dedicated Public Affairs function, reporting directly to the Group CEO, which leads the engagement with key institutional stakeholders and relevant policymakers to support and advocate its messaging at both the global and national levels. Building from a priority topic list, it ensures that the Group develops and advocates consistent and strategically aligned public policy positions and that matters are managed consistently across the Group. Significant public policy positions and discussion papers are syndicated in close collaboration with subject matter experts and relevant departments across the Group, and signed off by senior leadership.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication
In mainstream reports, incorporating the TCFD recommendations

Status
Complete

Attach the document
2020 Adecco Group Annual Report.pdf

Page/Section reference
Pages 8, 26-27, 48-49, 56-57, 82-83, 181ff

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets

Comment
The 2020 report does not yet reflect the elevation of Climate Protection to one of the now five overarching sustainability goals, as this was only endorsed by Group EC and Board of Directors in early 2021. Further information on our framework, approach and governance can also be found on our website: www.adeccogroup.com/sustainability as well as https://www.adeccogroup.com/our-group/sustainability/operating-responsibly/

Publication
In voluntary communications

Status
Complete

Attach the document
TAG Skills for the Green Economy Paper_published.pdf

Page/Section reference
All

Content elements
Strategy
Risks & opportunities

Comment
At the Adecco Group, we are convinced that robust labor markets and the skills this offer will be decisive components enabling the transformation to greener, low carbon economies. Whether it is about phasing out fossil fuels, delivering climate-friendly solutions, innovating production processes, or new work models – they depend entirely on the capabilities of women and men, young and old, workers and entrepreneurs. Environmental technology is quickly developing and requires - as other novel technologies - constantly evolving skills-building systems. We need to ensure that our economies and societies continuously have the skills needed to deliver the Green Transition. Skills gaps and shortages are already recognized as a major bottleneck in a number of sectors. At the same time, we need to safeguard that those whose livelihoods currently depend on non-sustainable business practices and whose jobs are in sectors that are undergoing fundamental changes are not left behind. The development of relevant skills is at the heart of a just transition - and a just recovery from the pandemic-, to reduce the risk of rising unemployment, poverty and inequality. We believe that the vital role of skills and the need for significant investments in this area is not yet fully recognized; we are significantly lacking a sense of focus and urgency in this respect. At the Adecco Group we are thus leveraging our position as leading talent solutions and advisory company to raise awareness for these important issues and engage with a broad range of stakeholders to address this. Our recent publication "Skills for the Green Economy" highlights the issues as well as concrete actions labor market participants – governments, businesses, social partners, and workers - can take to help ready the labor market for the future. A successful transition will not come automatically. In order to make this work for workers, companies and societies, comprehensive, forward-looking skills strategies are needed: to train young people and reskill the current workforce to meet the skills needs of the new jobs generated in the transition process. The availability of the right skills then paves the way to a productive green transformation and decent job creation. In light of the urgency, all of us have a shared responsibility in taking bold measures for us to succeed in this monumental mission.

Publication
In voluntary communications

Status
Underway – previous year attached

Attach the document
the-adecco-group-environmental-guidelines.pdf

Page/Section reference
All

Content elements
Governance
Strategy
Risks & opportunities
Emission targets

Comment
The Adecco Group Environmental Guideline is currently undergoing a comprehensive review, in line with our new commitment, approach and targets. This is planned to be completed in Q4 2021 and will then become available on the Group's corporate website, https://www.adeccogroup.com/our-group/sustainability/policies-reports-ratings/.

C15. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

Disclaimer and cautionary statement

Information provided throughout this submission may involve guidance, expectations, beliefs, intentions or strategies regarding the future. These forward-looking statements involve risks and uncertainties. All forward-looking statements included in this submission are based on information available to the Adecco Group as at 26 July 2021, and the Adecco Group assumes no duty to update any such forward-looking statements. The forward-looking statements in this submission are not guarantees of future performance, and actual results could differ materially from the Adecco Group's current expectations. Numerous factors could cause or contribute to such differences.

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Global Head of ESG/Sustainability	Environment/Sustainability manager

SC. Supply chain module

SC0.0