Adecco Group AG - Climate Change 2023

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. Through our three global business units – Adecco, Akkodis and LHH – we enable sustainable and lifelong employability for individuals, deliver digital and engineering solutions to power the Smart Industry transformation, and empower organizations to optimize their workforces. In 2022, the Group placed more than 180k individuals in permanent employment, provided 2m associates with flexible employment every day (incl. JVs), and up/reskilled more than 850k individuals. 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 outsourcing, consulting, Managed Service Programs or Recruitment Process Outsourcing.

Our Future@Work strategy puts long-term, shared value creation at the center, 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, e.g. by advocating 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 our stakeholders and society more broadly, 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. To achieve this, we follow a two-pillared approach:

I. Helping facilitate a human-centric 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 an important role in helping to facilitate this human-centric, just 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 help facilitate this shift: we e.g. support in reindustrialization and revitalization processes; provide support with environmental impact studies; design, develop, and implement cutting-edge renewable energy management solutions; provide energy transition pathways and training services; or offer tech and smart industry services in the electric mobility industry.

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 (1.5° scenario). We submitted our formal letter of commitment to the SBTI in July 2022 and will be submitting our targets for formal validation in 2023.

To achieve our ambition, we focus particularly on those areas where we see the biggest reduction potential, implementing targeted measures to over time decouple emissions from business growth: improving energy efficiency within our facilities and switching to lower carbon alternatives (target of 100% renewable energy by 2030), reducing and decarbonizing our car fleet (100% transition by 2030), and reducing business travel (target of 50% by 2030) and using lower carbon alternatives where available and feasible. We also made significant progress in measuring emissions related to employee and associate commuting and are exploring options for managing these together with our clients.

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 and indicate whether you will be providing emissions data for past reporting years.

Reporting year

Start date
January 1 2022

End date
December 31 2022

Indicate if you are providing emissions data for past reporting years
Yes

Select the number of past reporting years you will be providing Scope 1 emissions data for
4 years

Select the number of past reporting years you will be providing Scope 2 emissions data for
4 years

Select the number of past reporting years you will be providing Scope 3 emissions data for
4 years

C0.3

(C0.3) Select the countries/areas in which you operate.

Argentina
Australia
Austria
Belgium
Brazil
Bulgaria
Canada
Chile
China
Colombia
Czechia
Denmark
Ecuador
Finland
France
Germany
Greece
Hong Kong SAR, China
Hungary
India
Indonesia
Ireland
Italy
Japan
Luxembourg
Malaysia
Mexico
Morocco
Netherlands
New Zealand
Norway
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Republic of Korea
Romania
Serbia
Singapore
Slovenia
Spain
Sweden
Switzerland
Taiwan, China
Thailand
Tunisia
Turkey
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
Uruguay
Viet Nam

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

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, an ISIN code	CH 0012138605
Yes, a Ticker symbol	SWX: ADEN

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 or committee	Responsibilities for climate-related issues
Chief Executive Officer (CEO)	At the executive management level, the Group Chief Executive Officer has ultimate responsibility for the Group's sustainability/ESG efforts, including our efforts related to climate protection and environmental stewardship. In 2019/2020, the then CEO 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. The present Group CEO approved the Group's commitment to the Science-Based Targets initiative and subsequently signed the Group's formal commitment letter to the Science-Based Targets initiative, submitted in 2022, as well as signed off the Group's new Group Environmental Policy, and together with the Executive Committee approved the new sub-targets to achieve our overarching 50% emissions reductions target. Our carbon emissions and intensity targets are included as a KPI in the Group ESG scorecard. Progress against the environmental target is measured on a (to date) annual basis.
Chief Financial Officer (CFO)	The Group's CFO is the Executive Committee-level sponsor for sustainability/ESG 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. The CFO is a member of the Accounting For Sustainability (A4S) network.
Other, please specify (ESG Steering Committee)	ESG Steering Committee. The implementation of the sustainability strategy and objectives, including climate protection, in the businesses and functions is driven by the ESG Steering Committee. Formed and mandated by the CEO in 2021, in 2022, it was chaired by the CFO and further composed of the CHRO, the CSMO, the President of the largest global business unit Adecco and senior representatives from the other two global business units, as well as the finance, communications, public affairs, and sustainability functions, all reporting either directly to the CEO or to EC members. In 2022, it met three times, discussing the 2022 roadmap and scorecard, governance, the materiality matrix and non-financial reporting, environmental and climate matters, as well as the target operating model for sustainability. In an effort to continuously strengthen accountability and how we govern sustainability related matters and to better reflect our integrated approach, towards the end of 2022 we moved the strategic and oversight responsibilities of the ESG Steering Committee into the EC as a whole, and evolved the Steering Committee into an Activation Committee tasked with driving the effective implementation of sustainability into the business and across the functions. Further changes to how we govern sustainability will be considered as we continue to evolve our approach and focus areas.
Board-level committee	Board of Directors (BoD) Governance and Nomination Committee (GNC). The 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 Group's overall strategic priorities and business objectives, as outlined in the Group's respective frameworks and rules regarding ESG. With its members as stewards of the Group, the BoD has thus ultimate responsibility for the overall strategic direction and oversight of these matters, but has assigned certain of these duties and responsibilities to its GNC. There is regular engagement between this Board Committee and the relevant management functions who address these issues on a day-to-day basis, with the BoD receiving formal updates at least twice a year. The GNC's primary responsibility is to assist the BoD 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: - Reviewing the Group's corporate governance structures and principles and independence rules, including principles and measures on ESG, as well as reassessing such principles and rules, including the Group's Code of Conduct, to ensure that they remain relevant and in line with legal and stock exchange requirements; -Recommendations as to best practice are also reviewed to ensure compliance; - Overseeing the Group's monitoring of market and regulatory developments, focusing on questions of market-related risks, including reputation risks; - Overseeing the Group's strategy, initiatives, targets and reviewing the principles related to ESG and responsible business conduct, by identifying and prioritizing the Group's social, regulatory, economic and ecological challenges and opportunities, and reporting on its efforts; - Deliberating, together with the Audit Committee, on methodology, controls, and processes on non-financial reporting and ESG risk management. The GNC and subsequently the BoD as a whole endorsed the Group's ESG framework, within which climate protection is a key pillar, including the Group's carbon neutrality commitment and 50% emissions reduction target (and recent new sub-targets on renewable energy, car fleet and business travel) by 2030.
Board-level committee	Board of Directors Audit Committee (AC). As confirmed in its charter, jointly with the GNC, the Audit Committee deliberates on methodology, controls, and processes on non-financial reporting (regularly reviewing the Group's ESG performance, non-financial reporting practices, and compliance with and preparedness for current and upcoming non-financial reporting regulation) and ESG risk management - ESG is a stand-along risk category within the Group's overarching enterprise risk management framework, side by side with other business risks to build awareness and understanding, while also being used as a lens through which other risks are viewed, weaving relevant considerations into the other risk categories. This explicitly extends to climate protection and environmental performance; Climate Protection is an integral pillar within our ESG framework, substantiated by the Group's carbon neutrality commitment and 50% emissions reduction target by 2030.

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 Overseeing the setting of corporate targets Monitoring progress towards corporate targets Reviewing and guiding the risk management process	<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 frameworks and rules regarding ESG. With its members as stewards of the Company, the 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 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 the context at hand, and as defined in its charter, the GNC is charged with: - Reviewing the Group's corporate governance structures and principles and independence rules, including principles and measures on ESG, as well as reassessing such principles and rules, including the Group's Code of Conduct, to ensure that they remain relevant and in line with legal and stock exchange requirements; - Recommendations as to best practice are also reviewed to ensure compliance; - Overseeing the Group's strategy, initiatives, targets and reviewing the principles related to ESG and responsible business conduct, by identifying and prioritizing the Group's social, regulatory, economic and ecological challenges and opportunities, and reporting on its efforts; - Deliberating, together with the Audit Committee, on methodology, controls, and processes on non-financial reporting and ESG risk management. The Audit Committee also oversees the Group's enterprise risk management, into which ESG is integrated as a stand-along risk category side by side with other business risks as well as used as a lens through which other risks are viewed. There is regular engagement between the GNC, AC and 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 the BoD as a whole endorsed the Group's ESG framework, within which climate protection is a key pillar, including the Group's carbon neutrality commitment and 50% emissions reduction target (and recent new sub-targets on renewable energy, car fleet and business travel) by 2030. As part of its overarching responsibilities, it reviewed the 2022 annual reporting and progress, including as related to climate protection and environmental stewardship.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues	Primary reason for no board-level competence on climate-related issues	Explain why your organization does not have at least one board member with competence on climate-related issues and any plans to address board-level competence in the future
Row 1	Yes	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, including as regard climate protection. The Adecco Group board members thereby contribute based on their diverse backgrounds, experience in various industries, professional roles, and viewpoints. Backgrounds in the financial services, travel, hospitality, extractive, and manufacturing industries support in achieving solutions related to topics such as climate protection and environmental impact. Board members' risk management, financial and audit expertise and experience provide the basis for ensuring responsible, sustainable business conduct overall, managing corresponding risks (and opportunities), meaningful oversight of performance and progress against objectives, as well as non-financial reporting and related regulatory disclosure requirements. Taken together, these comprehensive capabilities position the Board to support the Group's vision of making the future work for everyone, including by helping to safeguard the planet for current and future generations.	<Not Applicable>	<Not Applicable>

C1.2

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

Position or committee
Chief Executive Officer (CEO)

Climate-related responsibilities of this position
Integrating climate-related issues into the strategy
Setting climate-related corporate targets
Monitoring progress against climate-related corporate targets

Coverage of responsibilities
<Not Applicable>

Reporting line
Reports to the board directly

Frequency of reporting to the board on climate-related issues via this reporting line
Quarterly

Please explain
The Group CEO has ultimate responsibility for the Group's sustainability/ESG efforts, including our efforts related to climate protection and environmental stewardship. In 2022, he approved the Group's commitment to the Science-Based Targets initiative and subsequently signed the Group's formal commitment letter to the Science-Based Targets initiative, submitted in July 2022, as well as signed off the Group's new Group Environmental Policy, and together with the Executive Committee approved the new sub-targets to achieve our overarching 50% emissions reductions target.
Sustainability/ESG is a standing agenda item in the quarterly in-person Executive Committee meetings chaired by the CEO, where matters of strategy, implementation and progress against objectives are discussed. Matters of importance may be discussed in-between quarterly meetings as they arise. Our carbon emissions and intensity targets are included as a KPI in the Group ESG scorecard. Progress against the environmental target specifically is measured on a (to date) annual basis, and reported to the CEO and Executive Committee, and in turn to the Board; other climate-related issues (e.g. on strategy) may be discussed more frequently than annually as part of the regular ESG updates to the Board.

Position or committee
Chief Financial Officer (CFO)

Climate-related responsibilities of this position
Managing annual budgets for climate mitigation activities
Monitoring progress against climate-related corporate targets
Managing value chain engagement on climate-related issues
Assessing climate-related risks and opportunities
Managing climate-related risks and opportunities

Coverage of responsibilities
<Not Applicable>

Reporting line
CEO reporting line

Frequency of reporting to the board on climate-related issues via this reporting line
Quarterly

Please explain
The Group's CFO is the Executive Committee-level sponsor for sustainability/ESG 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, all explicitly including climate protection. Sustainability/ESG is a standing agenda item in the quarterly in-person Executive Committee meetings chaired by the CEO, where matters of strategy, implementation and progress against objectives are discussed, and is regularly reported on to the

Board. The CFO furthermore mandated and oversees the development of our approach to implementing an internal carbon price/budget and has line management responsibility for the global procurement function (incl. real estate and facility management), which is a key driver in helping to reduce the Group's carbon footprint.

Position or committee
Environment/ Sustainability manager

Climate-related responsibilities of this position
Managing annual budgets for climate mitigation activities
Developing a climate transition plan
Implementing a climate transition plan
Integrating climate-related issues into the strategy
Setting climate-related corporate targets
Monitoring progress against climate-related corporate targets
Managing value chain engagement on climate-related issues
Assessing climate-related risks and opportunities
Managing climate-related risks and opportunities

Coverage of responsibilities
<Not Applicable>

Reporting line
Finance - CFO reporting line

Frequency of reporting to the board on climate-related issues via this reporting line
Quarterly

Please explain
The SVP Sustainability & ESG is responsible for developing the strategic sustainability direction for the Group (incl. targets and implementation plans) together with key stakeholders, 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. The SVP Sustainability & ESG has a dotted reporting line to the CFO as EC-level sponsor for Sustainability/ESG, and reports (at least) quarterly to the CFO, the CEO/EC as standing agenda item in their quarterly in-person EC meetings, as well as regularly to the Board (at least twice to the Governance and Nomination Committee and the Audit Committee, as well as the Board in its entirety).

Position or committee
Sustainability committee

Climate-related responsibilities of this position
Implementing a climate transition plan
Integrating climate-related issues into the strategy
Setting climate-related corporate targets
Managing climate-related risks and opportunities

Coverage of responsibilities
<Not Applicable>

Reporting line
Finance - CFO reporting line

Frequency of reporting to the board on climate-related issues via this reporting line
Quarterly

Please explain
ESG Steering Committee. The implementation of the sustainability strategy and objectives, including climate protection, in the businesses and functions is driven by the ESG Steering Committee, formed and mandated by the then CEO in 2021. In 2022, it was chaired by the CFO and further composed of the CHRO, the CSMO, the President of the largest global business unit Adecco and senior representatives from the other two global business units, as well as the finance, communications, public affairs, and sustainability functions, all reporting either directly to the CEO or to EC members. In 2022, it met three times, discussing the 2022 roadmap and scorecard, governance, the materiality matrix and non-financial reporting, environmental and climate matters, as well as the target operating model for sustainability. In an effort to continuously strengthen accountability and how we govern sustainability related matters and to better reflect our integrated approach, towards the end of 2022 we moved the strategic and oversight responsibilities of the ESG Steering Committee into the EC as a whole, and evolved the Steering Committee into an Activation Committee tasked with driving the effective implementation of sustainability into the business and across the functions. Further changes to how we govern sustainability will be considered in 2023 as we continue to evolve our approach and focus areas.

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	Yes	One of the Group's revolving credit facilities is linked to sustainability KPIs, with one of the three KPIs being the achievement of agreed annual SBTI-aligned emission reduction targets, where the interest rate structure improves (or declines) in line with our performance against the targets. We are furthermore in the process of developing a concept to introduce an internal carbon price/budget for application to the financials internally from operational plan 2024 onwards, to incentivize changes in behavior and strategically drive progress towards our carbon reduction targets. Focus is initially planned to be on our twelve largest markets. While ESG-related considerations are embedded into our executive remuneration framework (short-term incentive plan), climate-related metrics are currently however not explicitly linked to any monetary or non-monetary rewards therein, given the lower materiality to our organization as opposed to people-centric metrics.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive
Other, please specify (Finance (incl. procurement) function)

Type of incentive
Monetary reward

Incentive(s)
Profit share

Performance indicator(s)
Achievement of a climate-related target

Incentive plan(s) this incentive is linked to
This position does not have an incentive plan

Further details of incentive(s)
One of the Group's revolving credit facilities is linked to sustainability KPIs, one of the three KPIs being the annual achievement of agreed SBTI-aligned emission reduction targets, where the interest rate structure (i.e. margin) improves (or declines) in line with our performance against the targets, thus saving (or costing) the organization money for lower (or higher) interest payments.

Explain how this incentive contributes to the implementation of your organization's climate commitments and/or climate transition plan
The interest rate structure (i.e. margin) improves (or declines) in line with our performance against the targets, thus saving (or costing) the organization money for lower (or higher) interest payments.

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.
Long-term	5	10	While we formulate our business strategy in rolling 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, our DEI efforts and up/reskilling.

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
Long-term

Description of process
The Group's risk management process is used to identify and mitigate our exposures, and where possible, to turn risk into business opportunities. By effectively managing our risks, we are able to maintain our resilience through challenging periods and ensure we continue to create value for our stakeholders.

An iterative and integrated management practice: 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 targets and objectives related to ESG considerations. While the focus is on identifying, analyzing, managing and mitigating risks for the company, 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 are regularly reviewed and updated as deemed necessary to account for changes in the risk environment, reflecting new and/or emerging influencing factors such as for example geopolitical developments or major acquisitions. ESG is included as a stand-along risk category side by side with other business risks to continue to build awareness and understanding, as well as used as a lens through which existing risks are viewed, weaving relevant considerations into the other risk categories. In line with our business as a talent solutions and advisory company, our major 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, 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.

All segments perform the risk management process on a regular basis and report their results to Group management. 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 segment management before being 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.

Our risk management approach extends across our supply chain. This means we not only take responsibility for the social and environmental impact of our own activities, but also take a critical look at the impact of the activities of our suppliers and service providers. In 2022, we embarked on a comprehensive journey to strengthen our existing third-party risk management (TPRM) framework to enable the Group to more strategically and consistently assess and manage risks associated with third parties that have the potential for significant adverse environmental or social impacts and may expose the Group to financial and/or reputation risks. We apply a risk-based approach to ensure our due diligence is commensurate with the products and services that we buy. We started with an analysis of our existing portfolio of roughly 10,000 suppliers, using comprehensive external data sources (covering areas such as e.g., ESG performance, financials, watch-lists, adverse media information, and country risk) to understand our risk exposure and identify and classify critical in-scope vendors. Our revised Third-Party Code of Conduct establishes the fundamental principles we expect our suppliers and related third parties to adhere to, explicitly including compliance with all applicable statutory and international standards regarding environmental protection, the minimization of adverse environmental impacts, and continual improvements in environmental protection.

The Group concluded that the risk management process has worked properly throughout 2022.

C2.2a

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

	Relevance & inclusion	Please explain

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	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 as well as expectations of their suppliers (e.g. increasing due diligence of a supplier's approach to climate risk and performance management), such as driven e.g. through the recently enacted changes to the Swiss Code of Obligation Art. 964. The relevant functions (incl. public affairs, legal and compliance, and sustainability & ESG) monitor and report on relevant regulatory/legal developments to leadership on a quarterly basis, which serves as input to our risk assessments and management plans. 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 overarching ERM 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 results and ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability, and targets and objectives related to ESG considerations. In line with the nature of our business, the major 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.
Emerging regulation	Relevant, always included	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 as well as expectations of their suppliers, e.g. increasing due diligence of a supplier's approach to climate risk and performance management). The relevant functions (incl. public affairs, legal & compliance, sustainability) monitor and report relevant regulatory/legal developments to leadership on a quarterly basis, 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 and non-financial reporting driven through the upcoming EU CSRD and CSDDD), this risk category is receiving increasing attention and we provide regular briefings to relevant positions within the organization including an outline of corresponding mitigation and action plans. The overarching ERM process is conducted on a regular basis, steered by Group management and overseen and approved by the Board. 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 results and ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability, and targets and objectives related to ESG considerations. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social & economic uncertainty; Client attraction & retention; Associate attraction & retention; Employee attraction & retention; Information Technology; Changes in regulatory/legal & political environment; Compliance with laws and regulations; Disruptive technologies; Data protection & cyber security; and ESG factors. Due to the nature of our business, climate-related risks are not considered as a standalone risk category, but relevant aspects 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.
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 of our clients and thus their skills and capacity needs from us. E.g. we closely collaborate with the automotive industry which is undergoing drastic changes to their established business models and the talent/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 ERM 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 mgmt has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's results and 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 major risk categories have been defined as: Geopolitical, social & economic uncertainty; Client attraction & retention; Associate attraction & retention; Employee attraction & 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.
Legal	Relevant, always included	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 as well as expectations of their suppliers (e.g. increasing due diligence of a supplier's approach to climate risk and performance management). We are perceiving that companies are increasingly sought to be held accountable for their approach to climate protection and environmental performance, and corresponding claims they make. We are in the process of strengthening our third-party risk management practices across our value chain including business acceptance standards, as well as our non-financial reporting and external assurance processes, including as regards environmental factors, to more strategically and consistently manage respective risks and further build trust in and credibility of our efforts. The overarching ERM process is conducted on a regular basis, steered by Group mgmt and overseen and approved by the Board. In collaboration with country and business line mgmt teams as well as corporate functions, Group mgmt has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's results and 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 risk categories are: Geopolitical, social & economic uncertainty; Client attraction & retention; Associate attraction & retention; Employee attraction & retention; Information Technology; Changes in regulatory, legal & political environment; Compliance with laws & regulations; Disruptive technologies; Data protection & cyber security; and ESG factors. Due to the nature of our business, 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.
Market	Relevant, always included	We understand market risk to refer to the risk of losses in positions arising from movements in market variables like prices and volatility. In the context of climate change, carbon-intensive industries are likely to be impacted the most. While the direct risk for our operations may be limited given our industry and business operations, this may be different for some of our clients in exposed industries with impact on their skills and capacity needs. Our balanced portfolio of services and industries positions us well to mitigate this risk. The overarching ERM 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's results and ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. The major 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 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. A reputation risk management framework within our broader enterprise risk management has been developed early in 2021, focused on reputation risk prevention (e.g. integrity & compliance training, third party risk management), monitoring (e.g. social listening, integrity monitoring), risk mitigation (e.g. customer, employee and wider stakeholder engagement) and crisis management (e.g. defined processes and responsibilities), with clearly assigned owners for each. The process is conducted on a regular basis, steered by Group mgmt, with quarterly status updates being provided to the Board of Directors. 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 are captured within.

	Relevance & inclusion	Please explain
Acute physical	Relevant, sometimes included	Current climate models (e.g. IPCC models) indicate that physical climate change risk begins to rise more materially, however with large regional variations. While at this time the risk of physical impacts to our people and operations is not deemed high (we are not a major owner of real estate but predominantly lease our office space, with effective business continuity plans in place as demonstrated during the Covid pandemic), 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 or the talent we place with them, e.g. related to the increasing frequency of extreme weather events due to climate change and the associated risk to workers in exposed industries. The Group has leading positions in most major geographical markets and HR service lines. The diversity of our exposures thus provides some natural hedge. Nonetheless, we place a high focus on closely monitoring the developments that may influence our clients' demands and their impact on our value creation. The overarching ERM process is conducted on a regular basis, steered by Group mgmt and overseen and approved by the Board. In collaboration with country and business line mgmt teams as well as corporate functions, Group mgmt has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's results and ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. Defined major risk categories are: Geopolitical, social & economic uncertainty; Client attraction & retention; Associate attraction & retention; Employee attraction & retention; Information Technology; Changes in regulatory/legal & political environment; Compliance with laws & regulations; Disruptive technologies; Data protection & cyber security; and ESG factors. 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	Relevant, sometimes included	Current climate models (e.g. IPCC models) indicate that physical climate change risk begins to rise more materially, however with large regional variations. While at this time the risk of physical impacts to our people and operations is not deemed high (we are not a major owner of real estate but predominantly lease our office space, with effective business continuity plans in place as demonstrated during the Covid pandemic), 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 or the talent we place with them, e.g. related to the increasing frequency of extreme weather events due to climate change and the associated risk to workers in exposed industries. The Group has leading positions in most major geographical markets and HR service lines. The diversity of our exposures thus provides some natural hedge. Nonetheless, we place a high focus on closely monitoring the developments that may influence our clients' demands and their impact on our value creation. The overarching ERM process is conducted on a regular basis, steered by Group mgmt and overseen and approved by the Board. In collaboration with country and business line mgmt teams as well as corporate functions, Group mgmt has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's results and ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. Defined major risk categories are: Geopolitical, social & economic uncertainty; Client attraction & retention; Associate attraction & retention; Employee attraction & retention; Information Technology; Changes in regulatory/legal & political environment; Compliance with laws & regulations; Disruptive technologies; Data protection & cyber security; and ESG factors. 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.

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, Group Management 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 currently 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. With a view to the requirements of the EU CSRD and CSDDD, we are in the planning stages to refresh our materiality analysis in-depth over the course of 2023/2024, including conducting scenario analysis, which will also extend to climate related risks and opportunities, and which may subsequently result in an update of this assessment given ever better understanding of interrelated risks and opportunities.

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 solutions, 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- 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 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 business units LHH and Akkodis 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 Akkodis Academy offers upskilling opportunities to candidates and matches them with potential employers. A long-standing partner of mining and oil and gas industry players, but also renewable energies, LHH facilitates a significant number of workers worldwide to transition to more sustainable jobs and 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. See also p. 50 of our 2022 Annual Report for details on revenue by service.

C3. Business Strategy

C3.1

(C3.1) Does your organization’s strategy include a climate transition plan that aligns with a 1.5°C world?

Row 1

Climate transition plan

Yes, we have a climate transition plan which aligns with a 1.5°C world

Publicly available climate transition plan

No

Mechanism by which feedback is collected from shareholders on your climate transition plan

We have a different feedback mechanism in place

Description of feedback mechanism

The Adecco Group focuses on providing transparent and consistent information and interactive communication. We strive for an open dialogue with the financial community, the media and all key stakeholders to enhance understanding of the business as well as to explain the risks and opportunities. We are committed to providing regular updates on key value drivers, business strategy and key ratios used by the Group to track its own performance. We are dedicated to providing true, fair and up-to-date information to every interested stakeholder.

We formally communicate our financial performance in our comprehensive quarterly results, which management discusses with the financial community and the media via conference call and webcast. We also offer meetings with management and Investor Relations at roadshows, conferences and at our headquarters, which can include ESG-related topics as deemed material. In addition we strive to ensure clear and transparent communication of other price-sensitive information through press releases and comprehensive content on our website. We respect the legal obligations relating to confidentiality and disclosure, and make every effort to guarantee equal distribution of price-sensitive information.

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, climate protection is a key pillar within our sustainability framework, focused on enabling skills for the green transition and managing our own carbon footprint. In line with this, we have also committed ourselves to the "Business Ambition for 1.5°C" of the Science-Based Targets initiative. 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 at this point not expected to have a substantive financial or strategic impact on our business and at this point would thus not merit being made a formal item at our Annual General Meeting compared to other issues more material to our company and industry.

Frequency of feedback collection

More frequently than annually

Attach any relevant documents which detail your climate transition plan (optional)

Explain why your organization does not have a climate transition plan that aligns with a 1.5°C world and any plans to develop one in the future

<Not Applicable>

Explain why climate-related risks and opportunities have not influenced your strategy

<Not Applicable>

C3.2

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

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	No, but we anticipate using qualitative and/or quantitative analysis in the next two years	Important but not an immediate priority	Due to the nature of our 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 and associated physical and transition risks 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, to date we are focusing on those issues that are more directly impacting our core business and help us to shape our strategic thinking, such as geopolitical and economic uncertainty, digitalization, talent scarcity, human-centricity, and gig and platform economy. To date we have therefore not conducted stand-alone climate-related scenario analysis but rather integrated relevant considerations (e.g. skills imbalances brought about by the transition to greener ways of doing business) into our own business modelling, and approach sustainability as a cross-cutting lens through which we consider the impact of, and our reaction to, these megatrends to ensure long-term shared value creation. As a member of the SBTi's "Business Ambition for 1.5°C", and with a view to the upcoming requirements of the EU CSRD and CSDDD, we are however in the planning stages to refresh our materiality analysis in more depth over the course of 2023/2024, which is planned to include qualitative and quantitative scenario analysis and to then also extend to relevant climate related risks and opportunities and their potential (direct or indirect) impacts on our business.

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 a key pillar within our global sustainability framework, reflecting the evolution of our approach over the past few years from focusing on carbon emissions management 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 our business units Akkodis 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 Akkodis 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 as well as renewable energies, LHH facilitates the transition of a significant number of workers worldwide into more sustainable jobs and helps 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, Akkodis has developed a state-of-the-art E-Mobility Academy, enabling automotive producers and Original Equipment Manufacturers 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, Akkodis designs individualized skills curricula and career maps for all candidates. Through a tailored, project-based reskilling program, the Akkodis 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 (environmental) due diligence, we are in the process of strengthening our global approach in this area, including elements 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 geopolitical and economic uncertainty, digitalization, talent scarcity, human-centricity, and gig and platform economy. 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 in the process of preparing the introduction of an internal carbon price/budget for financial budget 2024, e.g. planning to include the 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. As of 2020, we furthermore made additional budget available to engage an external consultancy to strengthen our footprint measurement efforts towards SBTi commitment and external assurance. To incentivize continuous improvement actions and changes in behavior and drive accountability at source towards our global targets, we are furthermore in the process of preparing the introduction of an internal carbon price/budget for financial budget 2024, e.g. planning to include the costs for the offsetting of remaining emissions into country/business unit budgets based on their proportion of emissions from the previous year.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

	Identification of spending/revenue that is aligned with your organization's climate transition	Indicate the level at which you identify the alignment of your spending/revenue with a sustainable finance taxonomy
Row 1	No, but we plan to in the next two years	<Not Applicable>

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target
Intensity target

C4.1a

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

Target reference number
Abs 1

Is this a science-based target?
Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next two years

Target ambition
1.5°C aligned

Year target was set
2020

Target coverage
Company-wide

Scope(s)
Scope 1

Scope 2 accounting method
<Not Applicable>

Scope 3 category(ies)
<Not Applicable>

Base year
2018

Base year Scope 1 emissions covered by target (metric tons CO2e)
58400.433

Base year Scope 2 emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year total Scope 3 emissions covered by target (metric tons CO2e)
<Not Applicable>

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
58400.433

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
<Not Applicable>

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)
<Not Applicable>

Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
<Not Applicable>

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
50

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
29200.2165

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
30589.107

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
30589.107

Does this target cover any land-related emissions?
No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]
95.243560950995

Target status in reporting year
Revised

Please explain target coverage and identify any exclusions
The target covers all Scope 1 emissions from mobile combustion (company owned business cars) and stationary combustion (such as heating using oil and/or natural gas etc.). Data was collected across our 21 largest markets, representing approx. 90% of our workforce and more than 92% of global revenues. 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) Missing car fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.
The target covers all operations of the Adecco Group under its immediate control as reported in the 2022 Annual Report.

Plan for achieving target, and progress made to the end of the reporting year
Fully taking methodology and boundary adjustment into account, Absolute Scope 1 emissions increased by approx. 24.7% year on year, reflecting a significant rebound of in-office attendance and fleet travel activity in 2022. Compared to the restated 2018 baseline, Scope 1 emissions are 47.6% lower in 2022 and remain ahead of the required target trajectory to meet the ambitions of Abs 1 by 2030.

To achieve our Abs 1 target, we are focusing our efforts on addressing emissions from mobile combustions by seeking to reduce and decarbonize our fleet of business cars and by consolidating our office space and improving building efficiency to reduce stationary combustion of heating fuels. Our target is to transition 100% of our car fleet by 2030.

We conducted a comprehensive analysis of driver profiles and our business car fleets to better understand our potential for effectively reducing our fleet emissions. One key take-away is that not all of our driver profiles would be best served by switching to electric or plug-in hybrid vehicles, as infrastructure limitations or long-range driving needs would not yield optimal outcomes for these vehicles (driving long distances in plug-in hybrid cars without the use of the battery actually results in more fuel consumption). Accordingly, we now pursue a fleet emissions reduction approach that is guided by the needs of different driver profiles and supplemented by an overall guidance to significantly reduce business travel for internal purposes.
As we primarily operate out of leased office spaces, our options to influence the choice of heating fuel or improve the efficiency of installed systems is limited. We are embracing a hybrid form of working in our offices in the longer term and were thus able to further consolidate office space to better reflect our needs, e.g. in Belgium, Germany or the US. An updated Real Estate Procurement guidance further ensures that energy efficiency and environmental performance are fully taken into account when we renew/change leases.

While we have put reduction measures in place to consistently reduce Scope 1 emissions, we are also aware that office and travel activities during 2022 were likely still impacted by the gradual phasing out of Covid-related restrictions in many of the countries we operate in. As such, we do not discount the possibility of observing a further slight upwards trend or stagnation of emissions over 2023.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

Target reference number
Abs 2

Is this a science-based target?
Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next two years

Target ambition
1.5°C aligned

Year target was set
2020

Target coverage
Company-wide

Scope(s)
Scope 2

Scope 2 accounting method
Market-based

Scope 3 category(ies)
<Not Applicable>

Base year
2018

Base year Scope 1 emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 2 emissions covered by target (metric tons CO2e)
27346.951

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year total Scope 3 emissions covered by target (metric tons CO2e)
<Not Applicable>

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
27346.951

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
<Not Applicable>

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
100

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)
<Not Applicable>

Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
<Not Applicable>

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
50

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
13673.4755

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
20114.763

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
20114.763

Does this target cover any land-related emissions?
No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]
52.8920975504728

Target status in reporting year
Revised

Please explain target coverage and identify any exclusions
The target covers all market-based Scope 2 emissions. The target covers all operations of the Adecco Group under its immediate control as reported in the 2022 Annual Report.
Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 21 largest markets, representing approx. 90% of our workforce and more than 92% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Plan for achieving target, and progress made to the end of the reporting year
Fully taking methodology and boundary adjustments into account, market-based absolute Scope 2 emissions increased by 31.1% year on year, reflecting a significant rebound of in-office attendance in 2022. Compared to the restated 2018 baseline, market-based Scope 2 emissions are 26.5% lower in 2022 and remain ahead of the required target trajectory to meet the ambitions of Abs 2 by 2030.

To achieve our Abs 2 target, we are focusing our efforts on reducing the emissions associated with the electricity we purchase and consume in our offices. To that end, we have set ourselves the target of powering our operations using 100% renewable energy by 2030.

To reduce our consumption, we continue to implement various measures to improve the energy efficiency of our equipment and appliances, e.g. by installing LED lighting and automated light switches, upgrading IT equipment to more energy efficient models, training our employees on energy conscious behavior or working with IT suppliers to optimize the efficiency of our own servers and of the cloud solutions we use. At the same time, we are committed to gradually increasing the amount of renewable energy we source by engaging with suppliers in local markets and exploring options to enter into virtual power purchasing agreements (VPPAs). As we primarily operate out of leased office spaces that we do not own, our options to influence the choice of energy suppliers is often limited by the availability of alternative suppliers on local or national markets, or restricted by the existing supplier agreements of our landlords. During 2022, we increased our renewable energy purchases by 29% year on year, e.g. by having onboarded most of our branches in Germany onto a new principal supply contract for renewable energy and also starting to source renewable energy in Japan. Our updated Group Environmental and Real Estate & Procurement Policies further strengthen our governance and ensure that energy efficiency and environmental performance are fully taken into account when we renew/change supply contracts with our suppliers.

While we have put reduction measures in place to consistently reduce market-based Scope 2 emissions, we are also aware that in-office attendance during 2022 was still impacted by the gradual phasing out of Covid-related restrictions in many of the countries we operate in. As such, we do not discount the possibility of observing a further slight upwards trend or stagnation of emissions over 2023.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

Target reference number
Abs 3

Is this a science-based target?
Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next two years

Target ambition
1.5°C aligned

Year target was set
2020

Target coverage
Company-wide

Scope(s)
Scope 3

Scope 2 accounting method
<Not Applicable>

Scope 3 category(ies)
Category 1: Purchased goods and services
Category 2: Capital goods
Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
Category 6: Business travel
Category 7: Employee commuting

Base year
2018

Base year Scope 1 emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 2 emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)
1294.366

Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)
1786.542

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)
26021.995

Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)
20235.693

Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)
1018493.08

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)
<Not Applicable>

Base year total Scope 3 emissions covered by target (metric tons CO2e)
1067831.68

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
1067831.68

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1
<Not Applicable>

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2
<Not Applicable>

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)
100

Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)
100

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
100

Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

100

Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)
100

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)
<Not Applicable>

Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)
<Not Applicable>

Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)
100

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes
100

Target year
2030

Targeted reduction from base year (%)
50

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]
533915.84

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 2 emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)
513.273

Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)
4393.411

Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)
11026.897

Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)
16853.737

Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)
743033.391

Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)
<Not Applicable>

Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)
99.999

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
775820.709

Does this target cover any land-related emissions?
No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]
54.6923221082933

Target status in reporting year
Revised

Please explain target coverage and identify any exclusions
The target covers Scope 3 emissions in all relevant categories. The target covers all operations of the Adecco Group under its immediate control as reported in the 2022 Annual Report. Excluded from the target is Scope 3 Category 14: Downstream leased assets, as emissions from activities falling within this Category have only become relevant, but not material, following the acquisition of AKKA in 2022.
The target covers emissions from: 1) Emissions from employee and associate commuting. 2) Office supplies and equipment: Emissions from purchased paper (virgin and recycled), toner and IT equipment (such as printers, laptops, PCs, monitors). 3) Fuel- and energy-related activities (not included in Scope 1 or 2): 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. 4) Emissions from air travel.

Data was collected across our 21 largest markets, representing approx. 90% of our workforce and more than 92% of global revenues. Missing values of reporting countries were estimated: 1) Calculations of commuting emissions are based on surveyed country-specific commuting distances per FTE covering walking/cycling, as well as public transportation and travel by car (divided into different engine configurations) and supplemented by external research. Data is extrapolated for countries and business units outside of the scope of the survey to account for our full global populations. 2) Missing IT equipment data was calculated based on the average of previous years. Missing paper data was estimated based on the average of previous years. 3) Missing heating consumption data was modelled via heating degree day per country and extrapolated by the number of FTEs. 6) Wherever supplier data (booking systems providers) is not available, flown distances are calculated based on the average of previous years and informed by regional travel activity (e.g. travel restrictions or policy updates). 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 they are mainly short-distance flights and thus economy class, in line with travel guidelines.
The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group. The emission factors used for the calculation of scope 3 are obtained from the ecoinvent database v3.6.
For additional information on the calculation methodology used and the activity covered, please see C6.5.

Plan for achieving target, and progress made to the end of the reporting year
Fully taking methodology and boundary adjustments into account, Scope 3 emissions have increased by 4% year on year, reflecting a rebound of activity in 2022. Compared to the restated 2018 baseline, Scope 3 emissions are 27.3% lower in 2022 and remain ahead of the required target trajectory to meet the ambitions of Abs 3 by 2030.

By devising a survey-based measurement methodology supplemented with models built from anonymized geo-data, we have significantly improved our measurement capabilities for Scope 3 emissions and are now in a position to report Scope 3, Category 7 emissions, thus delivering data on all material Scopes and Categories for the first time.

Every day, we provide work to more than 480'000 associates (excl. joint ventures), which we place in flexible jobs with our clients. The commuting activity of these associates, as well as our own approx. 39'000 employees accounts for approximately 90% of our total emissions. Our ability to meaningfully influence these emissions is severely restricted however as associates commute from their private residences to our clients, and as the people commuting, their commuting patterns, distances travelled, transportation used etc. change day by day. To address these emissions, we are seeking to partner with clients to better understand commuting patterns and jointly explore options to reduce associated emissions in the future, e.g. by considering commuting distances at the point of profile matching (while remaining fully compliant with anti-discrimination regulation and not limiting job opportunities), providing group transportation or incentivizing the use of public transport when-/wherever feasible.
Other more significant sources of Scope 3 emissions include our Business Travel and Fuel and energy related emissions, primarily originating from using our car fleet. While emissions from business travel have increased year on year as travel restrictions were lifted, we set ourselves a new target to reduce business travel emissions by at least 50% by 2030. Taking on board the learnings from the pandemic and fully leveraging virtual meeting solutions, new travel guidelines seek to limit particularly air travel and travel for internal purposes.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

C4.1b

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

Target reference number
Int 1

Is this a science-based target?
Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next two years

Target ambition
1.5°C aligned

Year target was set
2020

Target coverage
Company-wide

Scope(s)
Scope 1
Scope 2

Scope 2 accounting method
Market-based

Scope 3 category(ies)
<Not Applicable>

Intensity metric
Metric tons CO2e per unit revenue

Base year
2018

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)
0.000002447

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
0.000001146

Intensity figure in base year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for total Scope 3 (metric tons CO2e per unit of activity)

<Not Applicable>

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)
0.000003593

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure
100

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure
100

% of total base year emissions in Scope 3, Category 1: Purchased goods and services covered by this Scope 3, Category 1: Purchased goods and services intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 2: Capital goods covered by this Scope 3, Category 2: Capital goods intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) covered by this Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution covered by this Scope 3, Category 4: Upstream transportation and distribution intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 5: Waste generated in operations covered by this Scope 3, Category 5: Waste generated in operations intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 6: Business travel covered by this Scope 3, Category 6: Business travel intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 7: Employee commuting covered by this Scope 3, Category 7: Employee commuting intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 8: Upstream leased assets covered by this Scope 3, Category 8: Upstream leased assets intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution covered by this Scope 3, Category 9: Downstream transportation and distribution intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 10: Processing of sold products covered by this Scope 3, Category 10: Processing of sold products intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 11: Use of sold products covered by this Scope 3, Category 11: Use of sold products intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products covered by this Scope 3, Category 12: End-of-life treatment of sold products intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 13: Downstream leased assets covered by this Scope 3, Category 13: Downstream leased assets intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 14: Franchises covered by this Scope 3, Category 14: Franchises intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 15: Investments covered by this Scope 3, Category 15: Investments intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Other (upstream) covered by this Scope 3, Other (upstream) intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Other (downstream) covered by this Scope 3, Other (downstream) intensity figure
<Not Applicable>

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this total Scope 3 intensity figure
<Not Applicable>

% of total base year emissions in all selected Scopes covered by this intensity figure
100

Target year
2030

Targeted reduction from base year (%)
50

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]
0.0000017965

% change anticipated in absolute Scope 1+2 emissions
20

% change anticipated in absolute Scope 3 emissions
10

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)
0.000001294

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
8.51e-7

Intensity figure in reporting year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for total Scope 3 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)
0.000002145

Does this target cover any land-related emissions?
No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]
80.6011689396048

Target status in reporting year
Revised

Please explain target coverage and identify any exclusions
The target covers all global Scope 1 and market-based Scope 2 emissions. The target covers all operations of the Adecco Group under its immediate control as reported in the 2022 Annual Report.
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.). Gross global scope 2 emissions cover emissions from conventional and renewable electricity. Data was collected across our 21 largest markets, representing approx. 90% of our workforce and more than 92% of global revenues. 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) Missing car fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.
Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 21 largest markets, representing approx. 90% of our workforce and more than 92% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Plan for achieving target, and progress made to the end of the reporting year

Fully taking methodology and boundary adjustment into account, Scope 1+2 emissions increased by approx. 27% year on year, reflecting a significant rebound of in-office attendance and fleet travel activity in 2022. Scope 1+2 emissions are however 40.9% lower in 2022 compared to the restated 2018 baseline, and remain ahead of the required target trajectory to meet the ambitions of Int 1 by 2030. Revenues increased by 12.9% year on year.
To achieve our Int 1 target, for Scope 1 we are focusing our efforts on addressing emissions from mobile combustions by seeking to reduce and decarbonize our fleet of business cars and by consolidating our office space and improving building efficiency to reduce stationary combustion of heating fuels. For Scope 2, we are focusing our efforts on reducing the emissions associated with the electricity we purchase and consume in our offices. To that end, we set ourselves the target of achieving 100% renewable energy for our offices and to transition 100% of our remaining fleet by 2030. Further strengthening the governance and accountability structures to ensure progress against our targets, we updated our Group Real Estate and Procurement Policy and our Group Environmental Policy in 2022.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

Target reference number
Int 2

Is this a science-based target?
Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next two years

Target ambition
1.5°C aligned

Year target was set
2020

Target coverage
Company-wide

Scope(s)
Scope 1
Scope 2

Scope 2 accounting method
Market-based

Scope 3 category(ies)
<Not Applicable>

Intensity metric
Metric tons CO2e per unit FTE employee

Base year
2018

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)
1.6636

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
0.779

Intensity figure in base year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)

<Not Applicable>

Intensity figure in base year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for total Scope 3 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)
2.443

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure
100

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure
100

% of total base year emissions in Scope 3, Category 1: Purchased goods and services covered by this Scope 3, Category 1: Purchased goods and services intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 2: Capital goods covered by this Scope 3, Category 2: Capital goods intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) covered by this Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution covered by this Scope 3, Category 4: Upstream transportation and distribution intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 5: Waste generated in operations covered by this Scope 3, Category 5: Waste generated in operations intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 6: Business travel covered by this Scope 3, Category 6: Business travel intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 7: Employee commuting covered by this Scope 3, Category 7: Employee commuting intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 8: Upstream leased assets covered by this Scope 3, Category 8: Upstream leased assets intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution covered by this Scope 3, Category 9: Downstream transportation and distribution intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 10: Processing of sold products covered by this Scope 3, Category 10: Processing of sold products intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 11: Use of sold products covered by this Scope 3, Category 11: Use of sold products intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products covered by this Scope 3, Category 12: End-of-life treatment of sold products intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 13: Downstream leased assets covered by this Scope 3, Category 13: Downstream leased assets intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 14: Franchises covered by this Scope 3, Category 14: Franchises intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Category 15: Investments covered by this Scope 3, Category 15: Investments intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Other (upstream) covered by this Scope 3, Other (upstream) intensity figure
<Not Applicable>

% of total base year emissions in Scope 3, Other (downstream) covered by this Scope 3, Other (downstream) intensity figure
<Not Applicable>

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this total Scope 3 intensity figure
<Not Applicable>

% of total base year emissions in all selected Scopes covered by this intensity figure
100

Target year
2030

Targeted reduction from base year (%)
50

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]
1.2215

% change anticipated in absolute Scope 1+2 emissions
20

% change anticipated in absolute Scope 3 emissions
10

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)
0.797

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
0.524

Intensity figure in reporting year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for total Scope 3 (metric tons CO2e per unit of activity)
<Not Applicable>

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)
1.321

Does this target cover any land-related emissions?
No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]
91.85427752763

Target status in reporting year
Revised

Please explain target coverage and identify any exclusions
The target covers all global Scope 1 and market-based Scope 2 emissions. The target covers all operations of the Adecco Group under its immediate control as reported in the 2022 Annual Report.
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.). Gross global scope 2 emissions cover emissions from conventional and renewable electricity. Data was collected across our 21 largest markets, representing approx. 90% of our workforce and more than 92% of global revenues. 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) Missing car fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.
Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 21 largest markets, representing approx. 90% of our workforce and more than 92% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Plan for achieving target, and progress made to the end of the reporting year
Fully taking methodology and boundary adjustment into account, Scope 1+2 emissions increased by approx. 27% year on year, reflecting a significant rebound of in-office attendance and fleet travel activity in 2022. Scope 1+2 emissions are however 40.9% lower in 2022 compared to the restated 2018 baseline, and remain ahead of the required target trajectory to meet the ambitions of Int 2 by 2030. FTEs increased by 17.3% year on year, reflecting e.g. our acquisition of AKKA.
To achieve our Int 1 target, for Scope 1 we are focusing our efforts on addressing emissions from mobile combustions by seeking to reduce and decarbonize our fleet of business cars and by consolidating our office space and improving building efficiency to reduce stationary combustion of heating fuels. For Scope 2, we are focusing our efforts on reducing the emissions associated with the electricity we purchase and consume in our offices. To that end, we set ourselves new targets to achieve 100% renewable energy for our offices and to transition 100% of our remaining fleet by 2030. Further strengthening the governance and accountability structures to ensure progress against our targets, we updated our Group Real Estate and Procurement Policy and our Group Environmental Policy in 2022.

List the emissions reduction initiatives which contributed most to achieving this target
<Not Applicable>

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	1	0
To be implemented*	1	600
Implementation commenced*	8	4990
Implemented*	1	2752
Not to be implemented	0	0

C4.3b

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

Initiative category & Initiative type

Low-carbon energy consumption	Low-carbon electricity mix

Estimated annual CO2e savings (metric tonnes CO2e)
2752

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

Annual monetary savings (unit currency – as specified in C0.4)
82560

Investment required (unit currency – as specified in C0.4)
5651

Payback period
1-3 years

Estimated lifetime of the initiative
3-5 years

Comment
We signed a new principal supply contract for renewable energy in Germany and onboarded the majority of our sites in 2022. Procuring electricity from renewable sources comes at an average premium of 0.15ct/kwh, which amounted to a total of 5651€ for the renewable electricity consumed in our offices in Germany in 2022. While our industry is not currently in scope of the German Federal CO2 tax, we estimated the annual monetary savings in anticipation that we too could be subject to a similar tax at a later point, considering the 2022 taxation of 30€/tCO2.

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. host general and function-specific training sessions 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. For Earth Day 2022, we also launched another installment of our global "You pledge - we plant" initiative, where we committed to plant a tree for every employee pledging a concrete action they will take to help reduce our environmental impact or promote otherwise sustainable behaviors in the workplace, highlighting concrete examples of what a low-carbon work day could look like.
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 in the process of developing a concept to introduce an internal carbon fee/budget, e.g. by 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, with planned application to the financials internally from operational plan 2024 onwards. Focus is planned to be on our twelve largest markets initially.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?
Yes

C4.5a

(C4.5a) Provide details of your products and/or services that you classify as low-carbon products.

Level of aggregation
Group of products or services

Taxonomy used to classify product(s) or service(s) as low-carbon
No taxonomy used to classify product(s) or service(s) as low carbon

Type of product(s) or service(s)

Other	Other, please specify (Supporting the green transition of carbon-intense industries)

Description of product(s) or service(s)
Through our Akkodis business unit, we partner with our clients to deliver a wide variety of services e.g. in the energy and transportation 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; and design and assembly of smart chargers to boost electronic mobility.
Revenues generated from these services are estimates only; we are currently not in a position to accurately split these out.

Have you estimated the avoided emissions of this low-carbon product(s) or service(s)
No

Methodology used to calculate avoided emissions
<Not Applicable>

Life cycle stage(s) covered for the low-carbon product(s) or services(s)
<Not Applicable>

Functional unit used
<Not Applicable>

Reference product/service or baseline scenario used
<Not Applicable>

Life cycle stage(s) covered for the reference product/service or baseline scenario
<Not Applicable>

Estimated avoided emissions (metric tons CO2e per functional unit) compared to reference product/service or baseline scenario
<Not Applicable>

Explain your calculation of avoided emissions, including any assumptions
<Not Applicable>

Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year
0.5

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?
No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

Yes, an acquisition

Name of organization(s) acquired, divested from, or merged with

AKKA Technologies

Details of structural change(s), including completion dates

On 24 February 2022, the Adecco Group acquired 59.91% of the shares issued by AKKA Technologies (AKKA). This acquisition brought the Group's total holding of AKKA to 64.72%. As of 31 December 2021, the Group had already owned 2.91% of the shares issued by AKKA Technologies and the remaining 1.90% of the shares issued by AKKA Technologies were purchased between 1 January 2022 and 14 February 2022. Subsequently and up to 13 May 2022, the Group acquired all remaining outstanding shares of AKKA, bringing the ownership to 100%. Modis, the Group's high-tech services brand, was combined with AKKA, a leader in engineering R&D services, to become a leading engineering and digital solutions business in the Smart Industry market. Akkodis has been announced as the global brand for the combined business, leveraging the existing value of both brands and providing a clear, distinct brand proposition to customers and colleagues that would amplify future business development.

While AKKA was consolidated by the Group as of 24 February 2022, and the results of AKKA operations have been included in the consolidated financial statements since 24 February 2022, for the purpose of our environmental reporting specifically, 1 June 2022 is considered as the consolidation date of AKKA Technologies, when the acquisition was fully completed and full operational control obtained.

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	Yes, a change in methodology Yes, a change in boundary	Methodology: In line with evolving climate science, we updated the emissions factors used to calculate our greenhouse gas emissions from ecoinvent v2.2 to ecoinvent v3.6 for the reporting year. Supported by an expert carbon consultancy, we are thus restating our past years' emissions and our baseline in order to reflect this methodological adaptation and ensure consistency across years. For this reason, figures reported in the CDP disclosure may differ from those previously reported in the Group's 2022 Annual Report. Boundary: 1) Our 2022 emissions data considers our acquisition of AKKA Technologies with - for environmental footprint calculation purposes specifically - a consolidation date of 1 June 2022. We have consequentially also assessed the impact of the acquisition on our past year and baseline data and found that the added emissions do not meet or exceed our significance threshold for restatements of 10%. 2) Aligned with our ambition to continuously strengthen our measurement capabilities, we also conducted comprehensive surveys to source data insights into the commuting behavior of our employee and associate (the workers we place with clients) populations. Leveraging these insights, we are now in a position to report complete greenhouse gas emissions for all relevant Scope 3 categories, including category 3.7. The emissions occurring in Scope 3, Category 7 represent the largest part of our total emissions and have thus been reflected in our restated past years and baseline data.

C5.1c

(C5.1c) Have your organization's base year emissions and past years' emissions been recalculated as a result of any changes or errors reported in C5.1a and/or C5.1b?

	Base year recalculation	Scope(s) recalculated	Base year emissions recalculation policy, including significance threshold	Past years' recalculation
Row 1	Yes	Scope 1 Scope 2, location-based Scope 2, market-based Scope 3	The recalculation includes commuting (reflected in Scope 3, Category 7) and the new emission factors from ecoinvent v3.6. The emissions impact of the acquisition of AKKA has been evaluated. The difference between restated absolute total carbon footprint and originally reported figures however does not reach the significance threshold of 10% and has therefore not been considered in the recalculation.	Yes

C5.2

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

Scope 1

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
58400.433

Comment
In 2019, the Adecco Group made the commitment to become carbon neutral as an organization by 2030; we substantiated this by announcing a new carbon emissions reduction target of 50% by 2030, both in terms of absolute emissions and intensity (per unit of revenue and FTE, for Scopes 1 and 2), with 2018 as the new base year. We selected 2018 as the new base year as for our 2018 data, in collaboration with an external expert organization, we went through a comprehensive exercise to strengthen the quality, consistency and comprehensiveness of our data. In 2022, we took the next step in our ambition by signing on to the Science-Based Targets initiative (SBTi) and the "Business Ambition for 1.5°C". As a part of our commitment to set science-based targets aligned with the 1.5°C scenario of the Paris Agreement, we are currently in the process of significantly extending the scope of activity data we capture for our carbon footprint measurement. Additionally, we obtained limited assurance of our emissions data by an independent third-party for the first time in 2022 (for 2021 data). We extracted valuable learnings from the third-party review and leveraged these insights to implement comprehensive control measures to further strengthen the accuracy, completeness and validity of our greenhouse gas accounting. This year's restatements reflect this progress, presenting a more robust and complete picture of our relevant greenhouse gas emissions for our baseline year, past years, and reporting year.
We are well-advanced in the preparation of our greenhouse gas inventory for the SBTi and expect to submit our reworked targets for validation later in 2023. Please note that once validated, our baseline, past years and most recent year emissions data, as well as our stated targets will then be fully aligned with those submitted to the SBTi, likely requiring an additional restatement in 2024.

Scope 1 emissions include both stationary combustion of heating fuels for the purposes of heating in our offices, as well as mobile combustion of fossil fuels in our car fleet.

Scope 2 (location-based)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
29109.773

Comment
NA

Scope 2 (market-based)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
27346.951

Comment
In 2019, the Adecco Group committed to becoming carbon neutral by 2030, substantiated by a new carbon emissions reduction target of 50% by 2030, both in terms of absolute emissions and intensity (per unit of revenue and FTE, for Scopes 1 and 2), with 2018 as the new base year. We selected 2018 as the new base year as for our 2018 data, in collaboration with an external expert organization, we went through a comprehensive exercise to strengthen the quality of our data. In 2022, we signed on to the SBTi and the "Business Ambition for 1.5°C". As a part of our commitment to set science-based targets aligned with the 1.5°C scenario of the Paris Agreement, we are currently in the process of extending the scope of activity data we capture for our carbon footprint measurement. Additionally, we obtained limited assurance of our emissions data by an independent 3rd party for the first time in 2022 (for 2021 data). We extracted valuable learnings from the 3rd party review and leveraged these insights to implement comprehensive control measures to further strengthen the accuracy, completeness and validity of our GHG accounting. This year's restatements reflect this progress, presenting a more robust and complete picture of our relevant GHG emissions for our baseline year, past years, and reporting year.
We are well-advanced in the preparation of our GHG inventory for the SBTi and expect to submit our reworked targets for validation later in 2023. Please note: once validated, our baseline, past years & most recent year emissions data, as well as our targets will then be fully aligned with those submitted to the SBTi, likely requiring an additional restatement in 2024.

Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability from suppliers). In such cases, national grid emissions factors were applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated.

Scope 3 category 1: Purchased goods and services

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
1294.366

Comment
This category includes office supplies such as paper and toner as well as tap water

Scope 3 category 2: Capital goods

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
1786.542

Comment
This category includes emissions from newly purchased electronic devices (such as laptops, monitors, etc.)

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
26021.995

Comment
This category includes the upstream emissions of the purchased electricity, the heating energy sources as well as the fuels for the company's own vehicles.

Scope 3 category 4: Upstream transportation and distribution

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3 category 5: Waste generated in operations

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3 category 6: Business travel

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
20235.693

Comment
This category includes the emissions from business travel by air.

Scope 3 category 7: Employee commuting

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
1018493.08

Comment
When originally calculating the baseline, we were not yet in a position to collect this type of activity data from employee and associate (temporary staff) commuting; thanks to investments in our measurement capabilities, this is now possible and the emissions were recalculated for previous years based on the number of FTEs. We include both the commuting of our own employees, as well as the associates we place with clients. We base our calculations on (going forward annual) surveys conducted with both populations, sourcing more than 3500 responses from our employees and more than 6000 responses from our associates, covering a total of 22 countries. We apply a country-specific commuting distance per FTE, covering walking/cycling, as well as public transportation and travel by car (divided into different engine configurations). The country-specific commuting distances per FTE are extracted from survey responses and supplemented by external research. Data is extrapolated for countries and business units outside of the scope of the survey to account for our full global populations.

Scope 3 category 8: Upstream leased assets

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3 category 9: Downstream transportation and distribution

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3 category 10: Processing of sold products

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3 category 11: Use of sold products

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3 category 12: End of life treatment of sold products

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3 category 13: Downstream leased assets

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
There is minimal activity falling into Scope 3 Category 13; this has been calculated and found to be immaterial. It is thus not included in our baseline.

Scope 3 category 14: Franchises

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3 category 15: Investments

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
Not material to our business as talent solutions and advisory company and thus not calculated

Scope 3: Other (upstream)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
N/A

Scope 3: Other (downstream)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
0

Comment
N/A

C5.3

(C5.3) 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)
30589.107

Start date
January 1 2022

End date
December 31 2022

Comment
Gross global Scope 1 emissions cover emissions from mobile combustion (company owned business cars) and stationary combustion (such as heating using oil and/or natural gas etc.). Data was collected across our 21 largest markets and our global HQ, representing approx. 90% of our workforce and more than 92% of global revenues. 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) Missing car fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)
24524.014

Start date
January 1 2021

End date
December 31 2021

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. Data was collected across our 21 largest markets and our global HQ, then representing approx. 90% of our workforce and more than 97% of global revenues. 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) Missing car fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)
27817.137

Start date
January 1 2020

End date
December 31 2020

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. 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) Missing car fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 3

Gross global Scope 1 emissions (metric tons CO2e)
53938.282

Start date
January 1 2019

End date
December 31 2019

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. 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) Missing car fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 4

Gross global Scope 1 emissions (metric tons CO2e)
58400.433

Start date
January 1 2018

End date
December 31 2018

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. 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) Missing car fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

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 emissions factors for the respective national mix as per ecoinvent database v3.6. Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 21 largest markets and our global HQ, representing approx. 90% of our workforce and more than 92% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

C6.3

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

Reporting year

Scope 2, location-based
24373.316

Scope 2, market-based (if applicable)
20114.763

Start date
January 1 2022

End date
December 31 2022

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. For the calculation of the location-based electricity emissions, we are using the emissions factors for the respective national mix as per ecoinvent database v3.6. Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 21 largest markets and our global HQ, representing approx. 90% of our workforce and more than 92% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 1

Scope 2, location-based
16794.31

Scope 2, market-based (if applicable)
15340.49

Start date
January 1 2021

End date
December 31 2021

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. For the calculation of the location-based electricity emissions, we are using the emissions factors for the respective national mix as per ecoinvent database v3.6. Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 21 largest markets and our global HQ, then representing approx. 90% of our workforce and more than 97% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 2

Scope 2, location-based
23032.449

Scope 2, market-based (if applicable)
21592.81

Start date
January 1 2020

End date
December 31 2020

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. For the calculation of the location-based electricity emissions, we are using the emissions factors for the respective national mix as per ecoinvent database v3.6. Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 3

Scope 2, location-based
28708.634

Scope 2, market-based (if applicable)
27164.614

Start date
January 1 2019

End date
December 31 2019

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. For the calculation of the location-based electricity emissions, we are using the emissions factors for the respective national mix as per ecoinvent database v3.6. Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 4

Scope 2, location-based
29109.773

Scope 2, market-based (if applicable)
27346.951

Start date
January 1 2018

End date
December 31 2018

Comment
The recalculations using the updated emissions factors (ecoinvent v.3.6 rather than ecoinvent v2.2) resulted in slightly adjusted figures for the reported years 2018, 2019, 2020 and 2021. For the calculation of the location-based electricity emissions, we are using the emissions factors for the respective national mix as per ecoinvent database v3.6. Market-based Scope 2 emissions are calculated as follows: Certified renewable energy purchases are accounted for with an emissions factor of 0, in line with applicable carbon accounting guidance. For all other electricity purchases (conventional, non-renewable) calculations are performed by allocating the respective national grid emissions factors as per ecoinvent database v.3.6. Not all sites have been able to provide sufficiently detailed information regarding renewable energy certificates (often due to unavailability on the supplier side). In such cases, national grid emissions factors have been applied. Aligned with a conservative calculation approach, market-based emissions are therefore likely overestimated. Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. Missing values of reporting countries were calculated using the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 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

Emissions in reporting year (metric tons CO2e)
513.273

Emissions calculation methodology
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from office supplies, such as paper (virgin and recycled), toner and tapwater.

Capital goods

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
4393.411

Emissions calculation methodology
Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from purchased IT equipment, such as printers, laptops, desktop PCs and monitors.

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

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
11026.897

Emissions calculation methodology
Average data method
Fuel-based method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from electricity (conventional and renewable), heating (fuel and gas and renewable energy sources), fuel used by company owned business cars (gasoline, diesel, natural gas, electric, hybrid), 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.

Upstream transportation and distribution

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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; we thus do not have any material emissions from upstream transportation or distribution. While our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of select clients, this only represents a negligible part of our business.

Waste generated in operations

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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
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 considered a material scope 3 emission source for our business, particularly considering the size of the emissions, which is why we are currently not planning to invest capacity in collecting respective data across our office network and calculating this category. 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

Emissions in reporting year (metric tons CO2e)
16853.737

Emissions calculation methodology
Average data method
Fuel-based method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
Emissions from air travel and rented vehicles. Missing values of reporting countries were estimated. Flown distance was calculated based on the average per FTE of reporting countries and accordingly extrapolated. The share of business-class air travel was also defined based on the average of reporting countries. For EU countries the average was slightly downscaled, as it is assumed that they are mainly short-distance flights and thus economy class, in line with travel guidelines.

Employee commuting

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
743033.391

Emissions calculation methodology
Average data method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
0

Please explain
We include both the commuting of our own employees as well as the associates we place with clients. We base our calculations on surveys conducted with both populations, sourcing more than 3500 responses from our employees and more than 6000 responses from our associates, covering a total of 22 countries. We apply a country-specific commuting distance per FTE, covering walking/cycling, as well as public transportation and travel by car (divided into different engine configurations). The country-specific commuting distances per FTE are extracted from survey responses and supplemented by external research. Data is extrapolated for countries and business units outside of the scope of the survey to account for our full global populations.

Upstream leased assets

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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 upstream. Emissions from the office buildings from which we operate and which we lease as well as from the car fleet are accounted for in the respective other emissions categories.

Downstream transportation and distribution

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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; we do not have any material emissions from downstream transportation or distribution activities. While our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of select clients, this only represents a negligible part of our business.

Processing of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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 select clients, this only represents a negligible part of our business.

Use of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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 select clients, this only represents a negligible part of our business.

End of life treatment of sold products

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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 select clients, this only represents a negligible part of our business.

Downstream leased assets

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
133.53

Emissions calculation methodology
Average data method
Fuel-based method

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

Please explain
Emissions from leased assets from AKKA Germany which was aquired in 2022. Included are Scope 1 + 2 emissions from heating (natural gas and district heat) + electricity.

Franchises

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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 run a franchising system.

Investments

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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

Emissions in reporting year (metric tons 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, the Adecco Group does not cause any other relevant up- or downstream emissions.

Other (downstream)

Evaluation status
Not relevant, explanation provided

Emissions in reporting year (metric tons 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, the Adecco Group does not cause any other relevant up- or downstream emissions.

C6.5a

(C6.5a) Disclose or restate your Scope 3 emissions data for previous years.

Past year 1

Start date

January 1 2021

End date

December 31 2021

Scope 3: Purchased goods and services (metric tons CO2e)

685.678

Scope 3: Capital goods (metric tons CO2e)

2502.822

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

8384.156

Scope 3: Upstream transportation and distribution (metric tons CO2e)

Scope 3: Waste generated in operations (metric tons CO2e)

Scope 3: Business travel (metric tons CO2e)

5742.295

Scope 3: Employee commuting (metric tons CO2e)

728198.13

Scope 3: Upstream leased assets (metric tons CO2e)

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)

Scope 3: Other (downstream) (metric tons CO2e)

Comment

In line with evolving climate science, we updated the emissions factors used to calculate our greenhouse gas emissions from ecoinvent v2.2 to ecoinvent v3.6. Supported by an expert carbon consultancy, we are thus restating our past years' emissions and our baseline in order to reflect this methodological adaptation. For this reason figures reported in the CDP disclosure may differ from those previously reported in the Group's 2022 Annual Report. Aligned with our ambition to continuously strengthen our measurement capabilities, we also conducted comprehensive surveys to source data insights into the commuting behavior of our employee and associate (the workers we place with clients) populations. Leveraging these insights, we are now in a position to report complete greenhouse gas emissions for all material Scope 3 categories, including category 3.7. The emissions occurring in Scope 3, Category 7 represent the largest part of our total emissions and have thus been reflected in our restated past years and baseline data.

Data was collected across our 21 largest markets and our global HQ, then representing approx. 90% of our workforce and more than 97% of global revenues. Missing values of reporting countries were estimated: 1) Calculations of commuting emissions are based on surveyed country-specific commuting distances per FTE covering walking/cycling, as well as public transportation and travel by car (divided into different engine configurations) and supplemented by external research. Data is extrapolated for countries and business units outside of the scope of the surveys to account for our full global populations. 2) Missing IT equipment data was calculated based on the average of previous years. Missing paper data was estimated based on the average of previous years. 3) Missing heating consumption data was modelled via heating degree day per country and extrapolated by the number of FTEs. 4) Wherever supplier data (booking systems providers) is not available, flown distances are calculated based on the average of previous years and informed by regional travel activity (e.g. travel restrictions or policy updates). 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 they are mainly short-distance flights and thus economy class, in line with travel guidelines.
The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 2

Start date
January 1 2020

End date
January 1 2020

Scope 3: Purchased goods and services (metric tons CO2e)
2100.925

Scope 3: Capital goods (metric tons CO2e)
2036.741

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
10144.795

Scope 3: Upstream transportation and distribution (metric tons CO2e)

Scope 3: Waste generated in operations (metric tons CO2e)

Scope 3: Business travel (metric tons CO2e)
8761.791

Scope 3: Employee commuting (metric tons CO2e)
699635.89

Scope 3: Upstream leased assets (metric tons CO2e)

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)

Scope 3: Other (downstream) (metric tons CO2e)

Comment
In line with evolving climate science, we updated the emissions factors used to calculate our greenhouse gas emissions from ecoinvent v2.2 to ecoinvent v3.6. Supported by an expert carbon consultancy, we are thus restating our past years' emissions and our baseline in order to reflect this methodological adaptation. For this reason figures reported in the CDP disclosure may differ from those previously reported in the Group's 2022 Annual Report. Aligned with our ambition to continuously strengthen our measurement capabilities, we also conducted comprehensive surveys to source data insights into the commuting behaviour of our employee and associate (the workers we place with clients) populations. Leveraging these insights, we are now in a position to report complete greenhouse gas emissions for all relevant Scope 3 categories, including category 3.7. The emissions occurring in Scope 3, Category 7 represent the largest part of our total emissions and have thus been reflected in our restated past years and baseline data.

Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. Missing values of reporting countries were estimated: 1) Calculations of commuting emissions are based on surveyed country-specific commuting distances per FTE covering walking/cycling, as well as public transportation and travel by car (divided into different engine configurations) and supplemented by external research. Data is extrapolated for countries and business units outside of the scope of the survey to account for our full global populations. 2) Missing IT equipment data was calculated based on the average of previous years. Missing paper data was estimated based on the average of previous years. 3) Missing heating consumption data was modelled via heating degree day per country and extrapolated by the number of FTEs. 6) Wherever supplier data (booking systems providers) is not available, flown distances are calculated based on the average of previous years and informed by regional travel activity (e.g. travel restrictions or policy updates). 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 they are mainly short-distance flights and thus economy class, in line with travel guidelines.
The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 3

Start date
January 1 2019

End date
December 31 2019

Scope 3: Purchased goods and services (metric tons CO2e)
1894.741

Scope 3: Capital goods (metric tons CO2e)
2318.404

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
17369.787

Scope 3: Upstream transportation and distribution (metric tons CO2e)

Scope 3: Waste generated in operations (metric tons CO2e)

Scope 3: Business travel (metric tons CO2e)
23973.144

Scope 3: Employee commuting (metric tons CO2e)
925590.52

Scope 3: Upstream leased assets (metric tons CO2e)

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)

Scope 3: Other (downstream) (metric tons CO2e)

Comment
In line with evolving climate science, we updated the emissions factors used to calculate our greenhouse gas emissions from ecoinvent v2.2 to ecoinvent v3.6. Supported by an expert carbon consultancy, we are thus restating our past years' emissions and our baseline in order to reflect this methodological adaptation. For this reason figures reported in the CDP disclosure may differ from those previously reported in the Group's 2022 Annual Report. Aligned with our ambition to continuously strengthen our measurement capabilities, we also conducted comprehensive surveys to source data insights into the commuting behaviour of our employee and associate (the workers we place with clients) populations. Leveraging these insights, we are now in a position to report complete greenhouse gas emissions for all relevant Scope 3 categories, including category 3.7. The emissions occurring in Scope 3, Category 7 represent the largest part of our total emissions and have thus been reflected in our restated past years and baseline data.
Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. Missing values of reporting countries were estimated: 1) Calculations of commuting emissions are based on surveyed country-specific commuting distances per FTE covering walking/cycling, as well as public transportation and travel by car (divided into different engine configurations) and supplemented by external research. Data is extrapolated for countries and business units outside of the scope of the survey to account for our full global populations. 2) Missing IT equipment data was calculated based on the average of previous years. Missing paper data was estimated based on the average of previous years. 3) Missing heating consumption data was modelled via heating degree day per country and extrapolated by the number of FTEs. 6) Wherever supplier data (booking systems providers) is not available, flown distances are calculated based on the average of previous years and informed by regional travel activity (e.g. travel restrictions or policy updates). 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 they are mainly short-distance flights and thus economy class, in line with travel guidelines.
The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

Past year 4

Start date
January 1 2018

End date
December 31 2028

Scope 3: Purchased goods and services (metric tons CO2e)
1294.366

Scope 3: Capital goods (metric tons CO2e)
1786.542

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
26021.995

Scope 3: Upstream transportation and distribution (metric tons CO2e)

Scope 3: Waste generated in operations (metric tons CO2e)

Scope 3: Business travel (metric tons CO2e)
20235.693

Scope 3: Employee commuting (metric tons CO2e)
1018493.08

Scope 3: Upstream leased assets (metric tons CO2e)

Scope 3: Downstream transportation and distribution (metric tons CO2e)

Scope 3: Processing of sold products (metric tons CO2e)

Scope 3: Use of sold products (metric tons CO2e)

Scope 3: End of life treatment of sold products (metric tons CO2e)

Scope 3: Downstream leased assets (metric tons CO2e)

Scope 3: Franchises (metric tons CO2e)

Scope 3: Investments (metric tons CO2e)

Scope 3: Other (upstream) (metric tons CO2e)

Scope 3: Other (downstream) (metric tons CO2e)

Comment
In line with evolving climate science, we updated the emissions factors used to calculate our greenhouse gas emissions from ecoinvent v2.2 to ecoinvent v3.6. Supported by an expert carbon consultancy, we are thus restating our past years' emissions and our baseline in order to reflect this methodological adaptation. For this reason figures reported in the CDP disclosure may differ from those previously reported in the Group's 2022 Annual Report. Aligned with our ambition to continuously strengthen our measurement capabilities, we also conducted comprehensive surveys to source data insights into the commuting behaviour of our employee and associate (the workers we place with clients) populations. Leveraging these insights, we are now in a position to report complete greenhouse gas emissions for all relevant Scope 3 categories, including category 3.7. The emissions occurring in Scope 3, Category 7 represent the largest part of our total emissions and have thus been reflected in our restated past years and baseline data.
Data was collected across our 19 largest markets and our global HQ, then representing approx. 80% of our workforce and more than 85% of global revenues. Missing values of reporting countries were estimated: 1) Calculations of commuting emissions are based on surveyed country-specific commuting distances per FTE covering walking/cycling, as well as public transportation and travel by car (divided into different engine configurations) and supplemented by external research. Data is extrapolated for countries and business units outside of the scope of the survey to account for our full global populations. 2) Missing IT equipment data was calculated based on the average of previous years. Missing paper data was estimated based on the average of previous years. 3) Missing heating consumption data was modelled via heating degree day per country and extrapolated by the number of FTEs. 6) Wherever supplier data (booking systems providers) is not available, flown distances are calculated based on the average of previous years and informed by regional travel activity (e.g. travel restrictions or policy updates). 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 they are mainly short-distance flights and thus economy class, in line with travel guidelines.
The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco Group.

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
0.000002145

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
50703.87

Metric denominator
unit total revenue

Metric denominator: Unit total
23640000000

Scope 2 figure used
Market-based

% change from previous year
12.71

Direction of change
Increased

Reason(s) for change
Acquisitions
Change in physical operating conditions

Please explain
Many of our global employees worked remotely in 2021 due to Covid-related measures, which resulted in lower electricity (Scope 2) and heating fuel (Scope 1) consumption in our offices and reduced travel activity with fleet vehicles (Scope 1). In 2022, in-office attendance recovered, resulting in higher energy consumption and higher Scope 1 and Scope 2 emissions. We also acquired AKKA in 2022, effectively consolidating all operations and employees from 1 June 2022 (for environmental footprint calculation purposes specifically). Both the return of employees to the offices, as well as the addition of AKKA, which operate testing facilities with high electricity consumption, explain a 25% and 31% increase in Scope 1 and Scope 2 market-based emissions respectively. Because revenues only increased 12.8% in the same time frame, our intensity figure per unit of total revenue increased year on year, but is still well below the baseline intensity figure (2018: 0.000003593).

Intensity figure
1.32052

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
50703.87

Metric denominator
full time equivalent (FTE) employee

Metric denominator: Unit total
38397

Scope 2 figure used
Market-based

% change from previous year
8

Direction of change
Increased

Reason(s) for change
Acquisitions
Change in physical operating conditions

Please explain
Many of our global employees worked remotely in 2021 due to Covid-related measures, which resulted in lower electricity (Scope 2) and heating fuel (Scope 1) consumption in our offices and reduced travel activity with fleet vehicles (Scope 1). In 2022, in-office attendance recovered, resulting in higher energy consumption and higher Scope 1 and Scope 2 emissions. We also acquired AKKA in 2022, effectively consolidating all operations and employees from 1 June 2022 (for environmental footprint calculation purposes specifically). Both the return of employees to the offices, as well as the addition of AKKA, which operate testing facilities with high electricity consumption, explain a 25% and 31% increase in Scope 1 and Scope 2 market-based emissions respectively. Because FTE numbers only increased by 17% in the same time frame, our intensity figure per FTE increased year on year, but is still well below the baseline intensity figure (2018: 2.44).

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/area/region.

Country/area/region	Scope 1 emissions (metric tons CO2e)
Argentina	259.328
Belgium	1976.668
France	4317.001
Germany	6550.443
India	7.773
Italy	5430.727
Japan	159.556
Mexico	18.861
Netherlands	2510.433
Norway	33.171
Spain	2585.282
Sweden	71.581
Switzerland	712.062
United Kingdom of Great Britain and Northern Ireland *This includes our Irish operations.*	225.901
United States of America	0.581
Other, please specify (Rest of world in which Adecco operates (extrapolation))	2752.563
Poland	304.253
Australia	45.724
Colombia	8.204
Canada	491.542
Brazil	0

C7.3

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

C7.3c

(C7.3c) Break down your total gross global Scope 1 emissions by business activity.

Activity	Scope 1 emissions (metric tons CO2e)
Flexible Placement	23553.61
Permanent Placement	917.67
Career Transition	305.89
Outsourcing, Consulting & Other Services	5200.15
Training, Up-skilling & Re-skilling	611.78

C7.5

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

Country/area/region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Argentina	158.959	158.959
Belgium	139.39	139.39
France	676.323	106.842
Germany	2195.947	483.003
India	1110.678	581.9
Italy	1186.806	1137.65
Japan	910.95	724.652
Mexico	59.194	59.194
Netherlands	944.741	354.694
Norway	5.886	0
Spain	1124.685	1124.685
Sweden	19.918	16.059
Switzerland	50.118	35.914
United Kingdom of Great Britain and Northern Ireland *Includes our Irish operations*	757.882	571.831
United States of America	7298.9	7298.9
Other, please specify (Rest of world in which we operate (extrapolation))	1943.791	1531.941
Poland	1124.685	1124.685
Australia	528.405	528.405
Canada	133.049	133.049
Colombia	55.504	55.504
Brazil	17.673	17.673

C7.6

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

By activity

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Flexible placement	18767.45	15488.37
Permanent Placement	731.2	603.44
Career Transition	243.73	201.15
Outsourcing, Consulting & Other Services	4143.46	3419.51
Training, Up-skilling & Re-skilling	487.47	402.3

C7.7

(C7.7) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

Yes

C7.7a

(C7.7a) Break down your gross Scope 1 and Scope 2 emissions by subsidiary.

Subsidiary name
AKKA (fully acquired in May 2022 and since merged with Modis to form Akkodis).

Primary activity
Engineering services

Select the unique identifier(s) you are able to provide for this subsidiary
Ticker symbol
LEI number

ISIN code – bond
<Not Applicable>

ISIN code – equity
<Not Applicable>

CUSIP number
<Not Applicable>

Ticker symbol
AKA

SEDOL code
<Not Applicable>

LEI number
969500T8J3DEVXVDFA03

Other unique identifier
<Not Applicable>

Scope 1 emissions (metric tons CO2e)
2127.451

Scope 2, location-based emissions (metric tons CO2e)
4274.414

Scope 2, market-based emissions (metric tons CO2e)
4274.414

Comment
Please note that AKKA's unique identifiers refer to the company before it was acquired by the Adecco Group.

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?
Increased

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 in emissions	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	2752.34	Decreased	6	We are progressively moving our operations towards renewable energy. Over the last year, we were able to increase the share of offices covered by our principal renewable energy supply contracts in Italy, the United Kingdom and Germany. Because office attendance also increased globally in 2022 compared to 2021, leading to higher electricity consumption in our offices, we still observed a net increase of related Scope 2 emissions. In order to calculate the emissions savings achieved by increasing renewable energy, we calculated the emissions intensity of our conventional electricity supply and applied it to the additional purchases of renewable energy consumption in the reporting year. The result describes the emissions avoided by onboarding more offices into our principal renewable energy supply contracts.
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions	6410.865	Increased	13	AKKA was fully acquired in 2022 and is included in the 2022 boundary with an effective consolidation date of 01.06.2022 for the purpose of our GHG measurement specifically. This leads to a 13% increase within scope 1 and 2 emissions. Information considered for the calculation of AKKA's Scope 1 emissions includes mobile combustion (fuel consumption of car fleet) and stationary combustion (on-site heating fuel consumption). Information considered for the calculation of AKKA's Scope 2 emissions includes conventional electricity consumption in AKKA offices and testing facilities.
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions	4437.499	Increased	10	Compared to the previous year, COVID 19-related restrictions expired in many countries, thus increasing in-office attendance of our employees. This led to an increase of heating and electricity consumption in our offices.
Unidentified		<Not Applicable>		
Other		<Not Applicable>		

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	4119.42	135061.84	139181.26
Consumption of purchased or acquired electricity	<Not Applicable>	17803.67	43918.33	61722
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>	21923.09	178980.17	200903.26

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.

Sustainable biomass

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
4119.42

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>

Comment

Other biomass

Heating value
Please select

Total fuel MWh consumed by the organization
0

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>

Comment

Other renewable fuels (e.g. renewable hydrogen)

Heating value
Please select

Total fuel MWh consumed by the organization
0

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>

Comment

Coal

Heating value
Please select

Total fuel MWh consumed by the organization
0

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>

Comment

Oil

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
3265.97

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>

Comment

Gas

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
31074

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>

Comment

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value
Please select

Total fuel MWh consumed by the organization
0

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>

Comment

Total fuel

Heating value
Unable to confirm heating value

Total fuel MWh consumed by the organization
139181.26

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>

Comment

C8.2e

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

Country/area of low-carbon energy consumption
France

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
8951.81

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
France

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
Germany

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
3767.75

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
Germany

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
Switzerland

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

Low-carbon technology type
Renewable energy mix, please specify (A mix of low-carbon technology types: Solar PV, Concentrated solar power (CSP), Wind, Hydropower, Nuclear, Biomass (including biogas). Provider: EWZ. Product EWZ Naturstrom)

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
182.98

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
Switzerland

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
India

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
390.12

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
India

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
Italy

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
152.18

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
Italy

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
Japan

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
309.7

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
Japan

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
Netherlands

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
1143.3

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
Netherlands

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
Norway

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
421.88

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
Norway

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
Sweden

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
123.99

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
Sweden

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

Country/area of low-carbon energy consumption
United Kingdom of Great Britain and Northern Ireland

Sourcing method
Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier
Electricity

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

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
638.15

Tracking instrument used
Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute
United Kingdom of Great Britain and Northern Ireland

Are you able to report the commissioning or re-powering year of the energy generation facility?
No

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)
<Not Applicable>

Comment

C8.2g

(C8.2g) Provide a breakdown by country/area of your non-fuel energy consumption in the reporting year.

Country/area
Argentina

Consumption of purchased electricity (MWh)
1518.57

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1518.57

Country/area
Australia

Consumption of purchased electricity (MWh)
601.42

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
601.42

Country/area
Belgium

Consumption of purchased electricity (MWh)
4594.36

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
4594.36

Country/area
Brazil

Consumption of purchased electricity (MWh)
88.59

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
88.59

Country/area
Canada

Consumption of purchased electricity (MWh)
761.78

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
761.78

Country/area
Colombia

Consumption of purchased electricity (MWh)
266.77

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
266.77

Country/area
France

Consumption of purchased electricity (MWh)
10631.29

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
10631.29

Country/area
Germany

Consumption of purchased electricity (MWh)
4852.61

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
4852.61

Country/area
India

Consumption of purchased electricity (MWh)
819.44

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
819.44

Country/area
Italy

Consumption of purchased electricity (MWh)
3674.11

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
3674.11

Country/area
Japan

Consumption of purchased electricity (MWh)
1514.38

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1514.38

Country/area
Mexico

Consumption of purchased electricity (MWh)
105.15

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
105.15

Country/area
Netherlands

Consumption of purchased electricity (MWh)
2362.77

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
2362.77

Country/area
Norway

Consumption of purchased electricity (MWh)
421.88

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
421.88

Country/area
Poland

Consumption of purchased electricity (MWh)
1216.06

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
1216.06

Country/area
Spain

Consumption of purchased electricity (MWh)
2959.13

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
2959.13

Country/area
Sweden

Consumption of purchased electricity (MWh)
640.01

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
640.01

Country/area
Switzerland

Consumption of purchased electricity (MWh)
3137.51

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
3137.51

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of purchased electricity (MWh)
2599.5

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
2599.5

Country/area
United States of America

Consumption of purchased electricity (MWh)
14166.75

Consumption of self-generated electricity (MWh)
0

Is this electricity consumption excluded from your RE100 commitment?
<Not Applicable>

Consumption of purchased heat, steam, and cooling (MWh)
0

Consumption of self-generated heat, steam, and cooling (MWh)
0

Total non-fuel energy consumption (MWh) [Auto-calculated]
14166.75

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	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

C10.1a

(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Underway but not complete for reporting year – previous statement of process attached

Type of verification or assurance
Limited assurance

Attach the statement
2022 Annual Report.pdf

Page/ section reference
173-176

Relevant standard
ISAE 3410

Proportion of reported emissions verified (%)
100

C10.1b

(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Scope 2 approach
Scope 2 market-based

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Underway but not complete for reporting year – previous statement of process attached

Type of verification or assurance
Limited assurance

Attach the statement
2022 Annual Report.pdf

Page/ section reference
173-176

Relevant standard
ISAE 3410

Proportion of reported emissions verified (%)
100

C10.1c

(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Scope 3 category
Scope 3: Purchased goods and services
Scope 3: Capital goods
Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)
Scope 3: Business travel
Scope 3: Employee commuting

Verification or assurance cycle in place
Annual process

Status in the current reporting year
Underway but not complete for reporting year – previous statement of process attached

Type of verification or assurance
Limited assurance

Attach the statement
2022 Annual Report.pdf

Page/section reference
173-176

Relevant standard
ISAE 3410

Proportion of reported emissions verified (%)
100

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, we do not verify any other climate-related information reported in our CDP disclosure

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 canceled any project-based carbon credits within the reporting year?

Yes

C11.2a

(C11.2a) Provide details of the project-based carbon credits canceled by your organization in the reporting year.

Project type
Hydro

Type of mitigation activity
Emissions reduction

Project description
Renewable energy generated by Hydro-electric head installation at Hydro plants operated by Fjordkraft in Norway, purchased by Adecco Group Norway AS. Emissions credit deletion within ETS. Transaction ID: EU799368, Transferring Account ID: EU-100-5033330-0-31, Acquiring Account ID: EU-100-5016380-0-3

Credits canceled by your organization from this project in the reporting year (metric tons CO2e)
36

Purpose of cancellation
Voluntary offsetting

Are you able to report the vintage of the credits at cancellation?
No

Vintage of credits at cancellation
<Not Applicable>

Were these credits issued to or purchased by your organization?
Purchased

Credits issued by which carbon-crediting program
Other regulatory carbon crediting program, please specify (Registry Administrator of Norway)

Method(s) the program uses to assess additionality for this project
Market penetration assessment

Approach(es) by which the selected program requires this project to address reversal risk
No risk of reversal

Potential sources of leakage the selected program requires this project to have assessed
Market leakage

Provide details of other issues the selected program requires projects to address

Comment

Project type
Hydro

Type of mitigation activity
Emissions reduction

Project description
Renewable energy generated by Hydro-electric head installation at Hydro plants in Finland. Total GO (MWh): 999 issued to ACT Commodities B.V. (Account: 8712423026643) , certified by CertiQ, purchased by Adecco Nederland B.V. (Account 8718619003122).

Credits canceled by your organization from this project in the reporting year (metric tons CO2e)
590

Purpose of cancellation
Voluntary offsetting

Are you able to report the vintage of the credits at cancellation?
No

Vintage of credits at cancellation
<Not Applicable>

Were these credits issued to or purchased by your organization?
Purchased

Credits issued by which carbon-crediting program
Other private carbon crediting program, please specify (CertiQ)

Method(s) the program uses to assess additionality for this project
Please select

Approach(es) by which the selected program requires this project to address reversal risk
No risk of reversal

Potential sources of leakage the selected program requires this project to have assessed
Not assessed

Provide details of other issues the selected program requires projects to address

Comment

C11.3

(C11.3) Does your organization use an internal price on carbon?
Yes

C11.3a

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Type of internal carbon price
Shadow price

How the price is determined
Alignment with the price of a carbon tax
Price/cost of voluntary carbon offset credits
Benchmarking against peers
Price with material impact on business decisions

Objective(s) for implementing this internal carbon price
Change internal behavior
Drive energy efficiency
Stakeholder expectations

Scope(s) covered
Scope 1
Scope 2

Pricing approach used – spatial variance
Uniform

Pricing approach used – temporal variance
Evolutionary

Indicate how you expect the price to change over time
To drive meaningful action and behavior change, we are planning to set the price at an already high starting level, accounting for expected increases in price in the external environment in the coming years early on.

Actual price(s) used – minimum (currency as specified in C0.4 per metric ton CO2e)
50

Actual price(s) used – maximum (currency as specified in C0.4 per metric ton CO2e)
100

Business decision-making processes this internal carbon price is applied to
Operations
Procurement

Mandatory enforcement of this internal carbon price within these business decision-making processes
Yes, for all decision-making processes

Explain how this internal carbon price has contributed to the implementation of your organization's climate commitments and/or climate transition plan
We are in the process of developing a concept to introduce an internal carbon price. The current plan foresees introduction in H2 2023 for application to the financials internally from operational plan 2024 onwards, to strategically drive progress towards our carbon reduction targets. Focus initially planned to be on our twelve largest markets.

C12. Engagement

C12.1

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

C12.1a

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

Type of engagement
Information collection (understanding supplier behavior)

Details of engagement
Collect other climate related information at least annually from suppliers
Other, please specify (Climate change included in supplier selection/management mechanism. Third Party Code of Conduct featuring climate change requirements and expectations.)

% of suppliers by number
70

% total procurement spend (direct and indirect)
70

% of supplier-related Scope 3 emissions as reported in C6.5
72

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 Third Party 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 (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 further strengthening our existing third-party risk management approach, taking a risk-based approach in line with the exposures of our industry, also integrating environmental considerations.

Impact of engagement, including measures of success
Our business depends on a competitive, globally balanced, and localised network of business partners. We believe that as a leading, globally operating corporation we can make a positive contribution to sustainable development by proactively working together with our suppliers to identify, manage and mitigate environmental, social, and governance (ESG) risks and where possible turn them into opportunities. We have thus made responsible business practices a core element of our procurement strategy, supplier management process and day-to-day operations. This enables us to assess and manage such risks strategically and consistently across the Group. We are in the process of strategically updating our Third-Party Risk Management processes in line with evolving regulatory requirements and stakeholder expectations. Suppliers must pass several requirements in our qualification process, including commitment to our Third Party Code of Conduct and participation in the Third-Party Risk Assessment. Part and parcel of this is an ESG assessment, which also covers Natural Resources, Greenhouse Gas Emissions and Climate Risk, Certifications of relevant management systems, compliance with environmental regulation and disclosure of relevant initiatives and commitments. We are successively rolling out all relevant internal measures while also engaging external ESG data suppliers. This helps us to better understand our suppliers' behavior and the climate-related risks (and opportunities) in our supply chain.
We are also seeking to work with suppliers that can help us strengthen our own environmental management and reduce our footprint, e.g. as regards our server and cloud infrastructure. We reviewed and adapted our global procurement and real estate policy in 2022 to fully integrate relevant climate-related and broader ESG considerations at the heart of our purchasing process. We are furthermore increasingly integrating sustainability measures into our event organization, such as our 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 to, 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 & Details of engagement

Collaboration & innovation	Other, please specify (The Adecco Group provides services that support the transition to a low carbon economy.)

% of customers by number
0.1

% of customer - related Scope 3 emissions as reported in C6.5
0

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 transformation, 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. 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 Akkodis business unit, 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, or the design of smart chargers for electric vehicles. We also help address the skills imbalances that are brought about by these transformation e.g. via work-readiness programs. By increasingly digitizing our processes (e.g. time capture, e-filing and esignature) 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 Akkodis Academy offers upskilling opportunities to candidates and matches them with potential employers. Through a network of ten Academies across Europe, North

America, and Asia Pacific, each year we help thousands of people to develop and grow their digital and engineering skills and future-proof their careers. An example to avoid a mismatch between products and skillsets in the automotive industry is the state-of-the-art Akkodis 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, Akkodis designs individualized skills curricula and career maps for all candidates. Through a tailored, project-based reskilling program, the Akkodis 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 that started in 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. In 2022, Akkodis furthermore started collaborating with a leader in EV charging to help double their current charging infrastructure by end of 2025 and thus make EV adoption more easily accessible and attractive. Revenues from Akkodis overall accounted for 16% of 2022 Group revenues. 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 remaining ones.

Type of engagement & Details of engagement

Collaboration & innovation	Other, please specify (The Adecco Group supports a socially just and human-centric transition to a low carbon economy)

% of customers by number
0.01

% of customer - related Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement
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 models, accelerating digitization and automation, or new work practices– 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 publications "Skills for the Green Economy" and "Training for Green Jobs", as well as 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 such skills imbalances. Our expert brand LHH supports clients in carbon-intense industries in transforming their business and workforce, enabling an inclusive path towards more climate-friendly business models.

Impact of engagement, including measures of success
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. In collaborating with clients and employers in regions with at-risk legacy employment in fossil sectors undergoing transformation, LHH helps draw up re-industrialization plans aimed at identifying new sustainable projects, outside the energy sector, that allow to mitigate the impact on industrial activity. These new projects are implemented on the grounds of the plants and give a second life to many of the facilities that would otherwise be abandoned or empty. Further developing Territorial Revitalization Plans with a focus on energizing and improving business creation rates in areas affected by closures and working with employees facing lay-offs, LHH provides new employment opportunities to workers and economic perspectives to affected regions. A particularly interesting example from 2021 was the closure of a coal plant in Spain, during which LHH collaborated with the plant operators to ensure that workers are not left behind when their coal jobs disappear. Workers were first requalified and repositioned to decommission and dismantle their old coal plant, enabling them to remain in employment after coal production ceased. At the same time, LHH carried out a reindustrialization and revitalization project and attracted new investment projects and compensated the job losses in the region by creating new opportunities in a wide range of sustainable sectors (biofertilizers, fish farms, circular economy, new building materials, water treatment, microalgae, etc.) and supporting workers from the coal plant in obtaining the skills necessary to transition into these new jobs. Revenues from our LHH business line overall accounted for 8% of Group revenues in 2022. We are currently not in a position to further split out the % of revenue from solutions designed to deliver specific environmental benefits.

Type of engagement & Details of engagement

Education/information sharing	Run an engagement campaign to educate customers about the climate change impacts of (using) your products, goods, and/or services

% of customers by number
0.01

% of customer - related Scope 3 emissions as reported in C6.5
0.5

Please explain the rationale for selecting this group of customers and scope of engagement
As part of our commitment to manage our environmental risks and opportunities, we strive to address the topic of measuring (and subsequently reducing) Scope 3 emissions from associate commuting, i.e. the commuting of the talent we recruit but place into temporary work with our clients. On any given day, we may have hundreds of thousands of associates commuting to client locations. However, daily changes in commuting patterns, frequency, and the people commuting, present a number of challenges to directly, consistently and comprehensively measure this. In order to get a better understanding of commuting patterns, we have started to collaborate with clients to build models that seek to appropriately assess associate commuting while being fully mindful of the highly sensitive nature of the data required for this.

Impact of engagement, including measures of success
Collaborating with a client in the logistics sector, we created a pilot that enables us to estimate associate commuting based on office locations, anonymized geo data and commuting behaviour models. The methodology developed for this pilot has passed first assessments against the specific requirements of the Greenhouse Gas Protocol and looks to be a promising approach to further improve our measuring capabilities for Scope 3 Category 7 emissions. Early results from the pilot delivered valuable insights for both ourselves and our clients to get a more complete understanding of the impact our services may have on the climate. Following a successful pilot in early 2022 in Germany, we have since rolled out the approach in additional countries, including in France, our largest market. In a next step we plan to further refine this model and to explore avenues to strategically reduce emissions from associate commuting e.g. by offering options to integrate commuting considerations into the job search process.

Type of engagement & Details of engagement

Education/information sharing	Run an engagement campaign to education customers about your climate change performance and strategy

% of customers by number
0.07

% of customer - related Scope 3 emissions as reported in C6.5
0

Please explain the rationale for selecting this group of customers and scope of engagement
With a view to current and upcoming non-financial reporting and supply chain due diligence legislation as well as meeting their own climate-related commitments and targets, approx. 70 of our clients have proactively engaged with us on our approach to environmental performance management (beyond general ESG-related information requests through RFPs/bids and ESG ratings such as EcoVadis). While representing a small number of our global clients base, they represent approx. 10% of global revenues (FY 2022).

Impact of engagement, including measures of success
Impact is reflected in increased engagement and deeper relationship building with strategic clients in areas of material importance to them, beyond our core service offering. Thanks to the engagement and information we provide, clients are better positioned to report on their value chain emissions and achieve their own respective emissions reduction targets.

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 Akkodis) with Mercedes, which began in 2020. Akkodis was the official engineering partner of the Mercedes-Benz EQ Formula E racing team, competing in a carbon-neutral race series, until May 2022, when the team changed ownership. Akkodis has since expanded its partnership with Mercedes into Formula 1, which is committed to improving the efficiency of vehicle components from race-to-race and making the technological advancements more widely available for hybrid and electric mobility. We sit on the Sustainability Advisory Board of Mercedes AMG Formula 1 to share our expertise and collaborate on joint challenges.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization’s purchasing process?
Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization’s purchasing process and the compliance mechanisms in place.

Climate-related requirement
Complying with regulatory requirements

Description of this climate related requirement
Our business depends on a competitive, globally balanced, and localised network of business partners. We believe that as a leading, globally operating corporation we can make a positive contribution to sustainable development by proactively working together with our suppliers to identify, manage and mitigate ESG risks and where possible turn them into opportunities. We have thus made responsible business practices a core element of our procurement strategy, supplier management process and day-to-day operations. This enables us to assess and manage such risks strategically and consistently across the Group.
We are in the process of strategically updating our Third-Party Risk Management processes in line with evolving regulatory requirements and stakeholder expectations. As part of this, suppliers will have to pass several requirements in our qualification process, including commitment to our Third Party Code of Conduct and participation in the Third-Party Risk Assessment. Part and parcel of this is an ESG assessment, which also covers Natural Resources, Greenhouse Gas Emissions and Climate Risk, Certifications of relevant management systems, compliance with environmental regulation and disclosure of relevant initiatives and commitments.
Additional information about our Responsible Sourcing is available on our website at; https://www.adeccogroup.com/our-group/sustainability/sourcing-responsibly/

% suppliers by procurement spend that have to comply with this climate-related requirement
70

% suppliers by procurement spend in compliance with this climate-related requirement

Mechanisms for monitoring compliance with this climate-related requirement
Certification
Supplier self-assessment
Grievance mechanism/Whistleblowing hotline
Supplier scorecard or rating

Response to supplier non-compliance with this climate-related requirement
Other, please specify (This is decided on a case-by-case basis by subject matter experts of the category to which the risk belongs, who define the necessary mitigation actions and oversee their implementation.)

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
Yes, our membership of/engagement with trade associations could influence policy, law, or regulation that may impact the climate

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?
Yes

Attach commitment or position statement(s)
Position Statement_Environment_v2022-12-11 final.pdf
2022 Annual Report.pdf

Describe the process(es) your organization has in place to ensure that your external engagement activities are consistent with your climate commitments and/or climate transition plan
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.

Primary reason for not engaging in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

Explain why your organization does not engage in activities that could directly or indirectly influence policy, law, or regulation that may impact the climate
<Not Applicable>

C12.3b

(C12.3b) Provide details of the trade associations your organization is a member of, or engages with, which are likely to take a position on any policy, law or regulation that may impact the climate.

Trade association
BusinessEurope

Is your organization's position on climate change policy consistent with theirs?
Consistent

Has your organization attempted to influence their position in the reporting year?
No, we did not attempt to influence their position

Describe how your organization's position is consistent with or differs from the trade association's position, and any actions taken to influence their position
"Climate change is a global challenge that requires global actions. BusinessEurope is committed to and aware of the challenges that climate change presents as well as the impacts of human activities. This is why we highly welcomed the Paris Agreement, which reflects the long-term objective of limiting global warming below 2°C. The Paris Agreement is the single most important tool in providing clarity on the direction that society must take to tackle climate change. It is equally important to provide a global level playing field, as reaching the Paris Agreement requires all countries (especially major economies) to make significant efforts to bring down emissions. BusinessEurope is fully committed to implementation of the Agreement, and the companies it represents invest billions in low-carbon innovation, as well as in the development and deployment of low-carbon technologies for the future."
We are aligned with this overall position on climate change but would have preferred more advocacy towards more ambitious emissions reduction trajectories. We are also advocating that a human-centric approach to the green transition, focusing on skills and the resilience of people and companies, provides opportunity to embrace ambitious transition plans of carbon-intense sectors by significantly reducing social hazard when jobs are potentially lost. These latter considerations were picked up in a BusinessEurope orientation note on "Greening the Economy: Employment and Skills Aspects" published in October 2021.

Funding figure your organization provided to this trade association in the reporting year (currency as selected in C0.4)
30000

Describe the aim of your organization's funding
Our membership in BusinessEurope is in line with our overall principles for public affairs and stakeholder engagement. Through the Group's Public Affairs function, we connect and engage with key institutional stakeholders and relevant policymakers to create the most favourable environment to have a thriving labour market. We advocate to global, regional and local institutional stakeholders about the need to enable open and flexible labour markets that can provide opportunities and protections for all types of workers.

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?
Yes, we have evaluated, and it is aligned

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
2022 Annual Report.pdf

Page/Section reference
39-43, 56-57, 173-179

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets

Comment
Please note that we will be disclosing both our 2022 and 2023 carbon footprint, as well as the independent auditors assurance report in our 2023 Annual Report, to be published in March 2024, in line with relevant regulatory requirements in Switzerland and the EU.

Publication
In voluntary communications

Status
Complete

Attach the document
TAG Article_How to Make The Green Transition Work for Every Worker_Nov 2022.pdf
TAG Training for green jobs - Final.pdf
TAG Article_How to Nurture Green Skills for the Future of Work_Nov 2022.pdf
TAG-Position-Paper---Climate-action-must-be-labour-market-action---COP27Nov22.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 these 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. At the Adecco Group, we believe that the vital role of skills and the need for significant investments in this area is not yet fully recognized; a sense of focus and urgency in this respect is significantly lacking. 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, e.g. at international fora like the COP27 or the European SDG Summit 2022. Our publications "Training for Green Jobs" (2022) and "Climate Action must be labour market action" (2022) highlight the issues, outline concrete actions labor market participants – governments, businesses, social partners, and workers - can take to help ready the labor market for the future, as well as share examples. Further seeking to engage a broader audience on this issue, we also communicated on this as part of a communications campaign highlighting the touchpoints between the World of Work and the UN Sustainable Development Goals, available on our website.

C12.5

(C12.5) Indicate the collaborative frameworks, initiatives and/or commitments related to environmental issues for which you are a signatory/member.

	Environmental collaborative framework, initiative and/or commitment	Describe your organization's role within each framework, initiative and/or commitment
Row 1	Business Ambition for 1.5C Global Reporting Initiative (GRI) Community Member Race to Zero Campaign Science Based Targets Network (SBTN) We Mean Business	UN Global Compact: We signed on to the UN Global Compact (UNGC) in 2003 as the first company in our industry and reaffirm our commitment to its 10 principles every year in our Annual Report. We are active members of the UNGC Network Switzerland and Liechtenstein and engage with peers on responsible business. Global Reporting Initiative (GRI) Community Member: Our Non-Financial Reporting Index is published in reference to the GRI's Universal Standards 2021 and registered on the GRI website. Science Based Targets Network (SBTN): We committed ourselves to the Science-Based Targets initiative (SBTi) in 2022 and will be submitting our targets for official validation in 2023. Business Ambition for 1.5°C & We Mean Business: In committing ourselves to setting Science-Based Targets aligned with the emissions reductions required to limit climate change to 1.5°C, we joined the Business Ambition for 1.5°C in 2022. Race to Zero Campaign: We have also become members of the UN-backed Race to Zero campaign by joining the Business Ambition for 1.5°C.

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity	Scope of board-level oversight
Row 1	No, and we do not plan to have both within the next two years	<Not Applicable>	<Not Applicable>

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity	Biodiversity-related public commitments	Initiatives endorsed
Row 1	No, and we do not plan to do so within the next 2 years	<Not Applicable>	<Not Applicable>

C15.3

(C15.3) Does your organization assess the impacts and dependencies of its value chain on biodiversity?

Impacts on biodiversity

Indicate whether your organization undertakes this type of assessment
No and we don't plan to within the next two years

Value chain stage(s) covered
<Not Applicable>

Portfolio activity
<Not Applicable>

Tools and methods to assess impacts and/or dependencies on biodiversity
<Not Applicable>

Please explain how the tools and methods are implemented and provide an indication of the associated outcome(s)
<Not Applicable>

Dependencies on biodiversity

Indicate whether your organization undertakes this type of assessment
No and we don't plan to within the next two years

Value chain stage(s) covered
<Not Applicable>

Portfolio activity
<Not Applicable>

Tools and methods to assess impacts and/or dependencies on biodiversity
<Not Applicable>

Please explain how the tools and methods are implemented and provide an indication of the associated outcome(s)
<Not Applicable>

C15.4

(C15.4) Does your organization have activities located in or near to biodiversity- sensitive areas in the reporting year?
Not assessed

C15.5

(C15.5) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	No, and we do not plan to undertake any biodiversity-related actions	<Not Applicable>

C15.6

(C15.6) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No	Please select

C15.7

(C15.7) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located

C16. 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, plans, 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 25 July 2023, 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.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	SVP Sustainability & ESG	Other, please specify (SVP Sustainability & ESG, the highest level person for sustainability/ESG-related issues in the Group & member of the Senior Leadership Team, CEO-2 (quasi the Group's CSO albeit not sitting on the Executive Committee))

SC. Supply chain module

SC0.0