Adecco Group AG - Climate Change 2022

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. We are building on our unique 360° ecosystem of talent solutions and advisory to bring to life our vision of enabling sustainable and lifelong employability for individuals and empowering organizations to optimize their workforces. The Group's services help people fulfil their potential by enabling employability and providing access to work: each year, the Group supports approx. 3.5m individuals to find work and provides training for hundreds of thousands more. Our solutions support more than 100,000 organizations across 60 countries and territories with their human capital needs, allowing them to invest and grow. We offer the most complete ecosystem of services in the industry, from flexible and permanent placement, to career transition, training and up/reskilling, and complementary HR solutions such as Managed Service Programs or Recruitment Process Outsourcing.

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

The bedrock to achieving this is a deep understanding of the issues most material to our business and our stakeholders. We also consider the impact of our activities on 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. Climate Protection is one of our five overarching sustainability goals. To achieve this, we follow a two-pillared approach:

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

II. Managing our own environmental footprint: we are conscious of the environmental impact our operations can have and the difference we are able to make by acting responsibly. In 2019, the Adecco Group committed to becoming carbon neutral by 2030, and in 2020 substantiated this by announcing a new carbon emission reduction target of 50% by 2030; remaining emissions will be offset. We set this ambitious reduction target in line with the methodology of the SBTI (1.5° scenario). We submitted our formal letter of commitment to the SBTI in 2022 and are committed to seeking formal validation of our targets within 24 months of submission.

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

We recognize that Covid-19 continued to have a significant impact on the total amount of emissions in 2021, given ongoing office closures, working from home guidance, and restrictions in business travel, and is likely to do so well into 2022. We are thus focused on implementing measures necessary to over time be able to decouple emissions from business growth as the economy fully emerges from any remaining restrictions.

At the Adecco Group, we are committed to playing our part.

C0.2

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

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	January 1 2021	December 31 2021	Yes	3 years

C0.3

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

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

C0.4

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

EUR

C0.5

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

Operational control

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(s)	Please explain
Board-level committee	The Adecco Group pursues an integrated approach to purpose, responsible and sustainable business conduct, and shared value creation. Issues considered material from an ESG and stakeholder perspective are aligned with and embedded in the Adecco Group's overall strategic priorities and business objectives, as outlined in the Adecco Group's respective policies and rules regarding ESG. With its members as stewards of the Company, the (non-executive) Board of Directors has thus ultimate responsibility for the overall strategic direction and oversight of these matters. It has assigned certain of these duties and responsibilities to its Governance and Nominations Committee (GNC). The GNC's primary responsibility is to assist the Board in carrying out its responsibilities as they relate to ESG, public affairs, business environment, relations with shareholders and other stakeholders, nomination, succession and talent development. Concerning specifically the context at hand and as defined in its written charter, the GNC is charged with: - 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 the market's legislative and regulatory developments, including as they pertain to responsible and sustainable business conduct; - 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; - Periodically reviewing the Group's progress against ESG targets. The GNC and subsequently the Board as a whole endorsed the Group's ESG framework, within which climate protection is one of the five principal sustainability goals of the Group, substantiated by the Group's carbon neutrality commitment and 50% emissions reduction target by 2030.
Board-level committee	Jointly with the GNC, the Audit Committee periodically reviews the Group's progress against ESG targets (which explicitly extends to climate protection and environmental performance; within our ESG framework, Climate Protection is one of our overarching five goals, substantiated by the Group's carbon neutrality commitment and 50% emissions reduction target by 2030), as confirmed in its charter. The Audit Committee also oversees the Group's enterprise risk management, into which ESG was introduced as a stand-along risk category side by side with other business risks to build awareness and understanding, and is now increasingly also used as a lens through which existing risks are viewed, weaving relevant considerations into the other risk categories.
Chief Executive Officer (CEO)	At the management level, the Group Chief Executive Officer has ultimate responsibility for the Group's sustainability/ESG efforts, including our efforts related to environmental stewardship. In 2019/2020, he spearheaded the Adecco Group's commitment towards carbon neutrality and the subsequent setting of the Group's emissions reduction target of 50% by 2030, including signing off the Group's new environmental action plan. The Group CEO also recently approved the Group's commitment to the SBTi and subsequently signed the Group's formal commitment letter to the SBTi, submitted in 2022. Our carbon emissions and intensity targets are included as a KPI in the ESG and Group scorecard. Progress against the environmental target is measured on a (to date) annual basis.
Other, please specify (ESG Steering Committee)	Formed in 2021 and mandated by the Group CEO, the role and responsibilities of this Committee are to ensure that the Group's ESG approach is effectively integrated in the way we do business, by - Reviewing ESG progress against milestones and targets (i.e. the ESG Scorecard), including the environmental objectives and targets; - Identifying and addressing challenges to overcome, including in the implementation of the Group's environmental action plan; - Ensuring that ESG principles are adequately reflected in ongoing and future change projects or initiatives; - Coordinating relevant ESG matters to ensure alignment across the Group; - Defining focus areas and targets for the year and major changes to roadmap, for decision by the EC. Climate protection is explicitly included in all of the above, given its status as one of the Group's overarching global sustainability goals and inclusion of relevant metrics in the ESG and Group scorecards. It is chaired by the CFO and further consists of the President of the largest Global Business Unit, the CHRO, the Chief Sales and Marketing Officer (all members of the Executive Committee), senior representatives of the other Global Business Units, as well as the Group Heads of Finance & Accounting (incl. Procurement), Treasury/Tax, Investor Relations, Audit, Public Affairs, Communications, and Sustainability & ESG.
Chief Financial Officer (CFO)	The Group's CFO chairs the ESG Steering Committee and thus oversees and drives on an operational level the implementation of the Group's ESG strategy, progress against the ESG Scorecard (which includes climate-related targets as well as performance against a set of ESG-related ratings, incl. CDP) as well as the Group's non-financial reporting, which explicitly includes climate protection.

C1.1b

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

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Setting performance objectives Monitoring implementation and performance of objectives Monitoring and overseeing progress against goals and targets for addressing climate-related issues	<Not Applicable>	The Adecco Group pursues an integrated approach to purpose, responsible and sustainable business conduct, and shared value creation. Issues considered material from an ESG and stakeholder perspective are aligned with and embedded in the Adecco Group's overall strategic priorities and business objectives, as outlined in the Adecco Group's respective policies and rules regarding ESG. With its members as stewards of the Company, the (non-executive) Board of Directors has thus ultimate responsibility for the overall strategic direction and oversight of these matters. It has assigned certain of these duties and responsibilities to its Governance and Nominations Committee (GNC). The GNC's primary responsibility is to assist the Board in carrying out its responsibilities as they relate to ESG, public affairs, business environment, relations with shareholders and other stakeholders, nomination, succession and talent development. Concerning 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 the market's legislative and regulatory developments, including as they pertain to responsible and sustainable business conduct; - 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; - Periodically reviewing the Group's progress against ESG targets, jointly with the Audit Committee. 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, and is now increasingly also used as a lens through which other risks are viewed. There is regular engagement between the GNC, AC and/or the Board as a whole, depending on the matters at hand and decisions to be made, and the relevant management functions who address these issues on a day-to-day basis, with the Board receiving formal updates at least twice a year, including on climate-related matters. The GNC and subsequently Board endorsed the Group's ESG framework, within which climate protection is one of the Group's five principal sustainability goals, substantiated by the Group's carbon neutrality commitment and 50% emissions reduction target by 2030. As part of its overarching responsibilities, it reviewed the 2021 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. The Adecco Group board members thereby contribute based on their diverse backgrounds, experience in various industries, professional roles, and viewpoints. Backgrounds in the travel, hospitality, extractive, financial services and manufacturing industries support in achieving solutions related to topics such as climate protection and environmental impact and managing corresponding risks. Board members' risk management, financial and audit expertise and experience provide the basis for ensuring responsible, sustainable business conduct overall.	<Not Applicable>	<Not Applicable>

C1.2

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

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Other, please specify (Approving and reviewing the Group's ESG approach, which includes managing environmental opportunities and risks, ensuring its inclusion in the Group strategy, and being accountable for and overseeing its implementation) *Our carbon emissions and intensity targets are included as a KPI in the Group scorecard; progress against these targets is measured on a (to date) annual basis. Environmental metrics are also included in the ESG scorecard, regularly reviewed by the ESG Steering Committee. This allocates responsibility for implementation at source, enabling us to cascade targets and actions more easily through the organization and operationalize the framework from within. Our approach to ESG has been fully embedded into our Group's Future@Work strategy. Other issues as regards strategy and implementation plan may be discussed more frequently than annually, as important matters arise.*	<Not Applicable>	Half-yearly
Chief Financial Officer (CFO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities *The CFO as chair of the ESG Steering Committee oversees on a day-to-day basis the implementation of the Group's ESG strategy, progress against the ESG Scorecard as well as the Group's non-financial reporting, which explicitly includes climate protection. The CFO furthermore has line management responsibility for the global procurement function, which is a key driver in helping to reduce the Group's carbon footprint.*	<Not Applicable>	Quarterly
Other committee, please specify (ESG Steering Committee)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities *Formed at the beginning of 2021 and mandated by the Group CEO, the role and responsibilities of this Committee are to ensure that the Group's ESG approach is effectively integrated in the way we do business, including our approach to climate protection. This has been elevated to one of our five overarching global sustainability goals and relevant metrics are integrated into the ESG scorecard overseen by the ESG SteerCo.*	<Not Applicable>	Quarterly
Environment/ Sustainability manager *Global Head of ESG/Sustainability*	<Not Applicable>	Both assessing and managing climate-related risks and opportunities *The SVP Sustainability & ESG is responsible for developing the strategic sustainability direction for the Group 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.*	<Not Applicable>	Quarterly

C1.2a

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

The Adecco Group CEO (together with the Group Executive Committee as a whole) approves and reviews the Group's ESG approach (incl. the management of environmental opportunities and risks), ensures its ongoing inclusion in the Group strategy, and is accountable for its implementation. In 2019/2020, the CEO and EC committed the Group to carbon neutrality and an emission reduction target of 50% by 2030. Early in 2021, they furthermore signed off a revised ESG framework that elevated climate protection to one of the Group's now five overarching global sustainability goals, which was subsequently endorsed by the Board of Directors, which has ultimate oversight of ESG-related issues. Climate related metrics were included in the Group and ESG scorecards to ensure continuous, annual monitoring of progress against agreed objectives, towards our long-term targets. In 2022, the CEO approved the Group's commitment to the SBTi and subsequently signed the Group's formal commitment letter recently submitted to the SBTi.

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

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

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

- Ensuring that ESG principles are adequately reflected in ongoing and future change projects or initiatives (e.g. integration into a new Group real estate strategy)

- Coordinating relevant ESG matters to ensure alignment across the Group

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

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

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

The SVP Sustainability and ESG, with dotted line to the CFO in his role as chair of the ESG SteerCo, is responsible for (among others):

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

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

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

- Overseeing sustainability-related, non-financial reporting;

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

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

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

C1.3

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

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

C2. Risks and opportunities

C2.1

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

Yes

C2.1a

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

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

C2.1b

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

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

C2.2

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

Value chain stage(s) covered
Direct operations
Upstream
Downstream

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

Frequency of assessment
Annually

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

Description of process
Embedded in the Group's strategic and organizational context and strategic planning process, the enterprise risk management process at the Adecco Group is a management practice. This provides assurance to all key stakeholders that we will achieve our performance, profitability, and ESG-related targets and objectives. While the focus is on identifying, analyzing, mitigating, managing and monitoring significant risks for the company including financial, operational, and strategic risks, we pay equal attention to identifying opportunities for business development. The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's value creation, including financial, operational and strategic risks. These were updated to reflect the learnings and impact of Covid-19 and the changes associated with the introduction of the Group's new Future@Work strategy. We also introduced ESG as a stand-along risk category side by side with other business risks to build awareness and understanding, and increasingly use it 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, the key recurring risk categories have been determined to be: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. 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 risk categories are considered in the assessment performed by all segments within the company. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level. The enterprise risk management process is embedded into the Group's strategic and organizational context and aligned with the Group's organizational structure. Country and business line management teams are involved as well as Group management and corporate functions, to ensure consistency and comprehensive coverage by leveraging the expertise of the people in the organization close to the risks. This is consolidated through an unbiased and honest view on risks that can have a significant impact on their operations and their ability to meet objectives. Where needed, action plans are developed, and progress is reviewed during regular operational business meetings. The segments report to Group management a comprehensive risk assessment, including mitigating actions. At Group management level, the individual segment results are reviewed and discussed with the segments individually, before they are then consolidated, and a Risk Owner is designated for each risk category identified. The Enterprise Risk Management assessment, including the action plan, is reported back to the Board of Directors. As part of continuously evolving our approach, we are currently strengthening our third party risk management/due diligence practices across our value chain (sell- and buy-side), including elements concerning climate protection.

C2.2a

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

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability, and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories are: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, compliance with current/evolving regulation, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. Climate-related laws and regulations at both national and international level can have an influence on both our own operations as well as those of our clients, with a potential impact on their skills and capacity needs 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 and compliance, and sustainability & ESG) monitor and regularly report on relevant regulatory/legal developments, serving as input to our risk assessments. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Emerging regulation	Relevant, always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability, and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects (e.g. physical, regulatory/legal and market risks, compliance with current/evolving regulation, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level. The relevant functions (incl. public affairs, legal and compliance, sustainability) monitor and regularly report on relevant regulatory/legal developments, serving as input to the risk assessments. Given increasing legislation/regulation in climate-related areas (such as e.g. environmental due diligence across the value chain, non-financial reporting), this risk category is receiving increasing attention and we provide regular briefings to relevant positions within the organization including an outline of corresponding mitigation and action plans.

	Relevance & inclusion	Please explain
Technology	Relevant, always included	Technology may be considered both a driver of climate change as well as important solution to move towards a zero-carbon economy. While changes in technology may not be directly material to our own operations, it may have an impact on the business models and thus skills and capacity needs by our clients from us. E.g. we closely collaborate with the automotive industry which is undergoing drastic changes to their established business models and the talent and skills they require due to the increasing switch to electric vehicles. This may present a risk to our business in terms of the talent they recruit from us, but at the same time provides the business opportunity to support them in this transition through the provision of up- and reskilling as well as outplacement services. The process is conducted on a regular basis, steered by Group mgmt and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Legal	Relevant, always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. 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. 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 thus in the process of strengthening our non-financial reporting and disclosure processes towards external assurance, including as regards environmental factors, to further build trust in and credibility of our efforts.
Market	Relevant, always included	The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. The key recurring risk categories have thus been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above (e.g. physical, regulatory/legal and market risks, changes in client expectations and/or business models with potential impact on their skills and capacity needs) are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Reputation	Relevant, always included	The reputation of the Adecco Group is one of our most valuable assets. Reputation risk can arise from acts or omissions by the Group or any of its employees that could damage our reputation or lead to a loss of trust among our stakeholders, for example by not living up to public commitments made in the area of environmental stewardship or meeting our stakeholders' expectations as regards responsible business conduct. We therefore build our business on an unwavering commitment to behaving responsibly, ethically and adhering to applicable laws, regulations, the Group's code of conduct and internal policies. All colleagues within the Adecco Group, without exception – from our Board of Directors to the Executive Committee, line managers and colleagues – are asked to respect this responsibility and exercise their duties accordingly. This is reflected in our risk management process. A reputation risk management framework within our broader enterprise risk management has been developed early in 2021, focused on prevention, monitoring, risk mitigation and crisis management. 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.
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 physical impacts to our people and operations are not deemed material (we don't own any real estate and as demonstrated during Covid-19 are able to immediately switch our operations to remote working, with servers spread across different geographies), we may face a higher exposure on the business side should client facilities and their supply chains be severely affected by physical risks, with potential impact on their talent needs. The Adecco Group has leading positions in most major geographical markets and HR service lines. The diversity of our exposures thus provides some natural hedge to this risk. Nonetheless, we place a high priority on closely monitoring the developments that may influence our clients' demands and their impact on our value creation. The process is conducted on a regular basis, steered by Group management and overseen and approved by the Board of Directors. In collaboration with country and business line management teams as well as corporate functions, Group management has provided an extensive risk catalog defining risk categories which can have a significant impact on the Group's ability to create value. This provides assurance to all key stakeholders that we will achieve our performance, profitability and ESG-related targets and objectives. In line with the nature of our business, the key recurring risk categories have been defined as: Geopolitical, social and economic uncertainty; Client attraction and retention; Associate attraction and retention; Employee attraction and retention; Information Technology; Changes in regulatory/legal and political environment; Compliance with laws and regulations; Disruptive technologies; Data protection and cyber security; and ESG factors. Due to the nature of our business as a talent solutions and advisory company, climate-related risks are not considered as a standalone risk category, but relevant aspects such as mentioned above are captured within aforementioned risk categories. The risk assessment includes the following steps: identification of risks that could impact on the financial results or strategic achievements, assessment of the likelihood of the risk occurrence, assessment of the effectiveness of existing internal controls, and development of action plans needed to mitigate the risk to an acceptable level.
Chronic physical	Not evaluated	

C2.3

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

No

C2.3b

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

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

C2.4

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

No

C2.4b

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

	Primary reason	Please explain
Row 1	Opportunities exist, but none with potential to have a substantive financial or strategic impact on business	The transition towards a greener, low carbon economy is expected to create new opportunities for companies and workers. Whether it is about phasing out fossil fuels, delivering climate-friendly business 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-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 publication "Skills for the Green Economy" and continue to engage labor market stakeholders, including employers, policymakers and social partners, on these important topics. The Adecco Group is working closely with its clients to help address skills imbalances. We run work-readiness programs in most countries we operate in. We also support apprenticeship programs to facilitate demand-driven school-to-work transitions. Our expert brands LHH and Modis (soon to be 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 Modis Academy offers upskilling opportunities to candidates and matches them with potential employers. A long-lasting partner of mining and oil and gas industry players, but also renewable energies, LHH facilitates thousands of workers worldwide to transition to more sustainable jobs and hundreds of companies to move towards more sustainable business models. However, such up-skilling and re-skilling opportunities specifically from a climate-related perspective are at this point, in the short- to mid-term, not expected to have a substantive financial or strategic impact on the Group's business as defined in section C2.1b.

C3. Business Strategy

C3.1

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

Row 1

Transition plan

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

Publicly available transition plan

No

Mechanism by which feedback is collected from shareholders on your 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, we elevated Climate Protection to one of our now five overarching global sustainability goals, focused on enabling skills for the green transition and managing our own carbon footprint. In line with this, we have also committed ourselves to the "Business Ambition for 1.5°C" of the SBTi. However, compared to other industries, as a talent solutions and advisory company our exposure to climate-related risks and opportunities and ability to influence and create substantial value in this area is limited. Climate risks and opportunities are not expected to have a substantive financial or strategic impact on our business and at this point thus would 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 transition plan (optional)

Explain why your organization does not have a 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, and we do not anticipate doing so 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 may influence and/or accelerate the “mega-trends” that impact the way that people choose to work and the way that organizations think about human capital, we focus on those issues that are more directly impacting our core business and help us to shape our strategic thinking, such as gig and platform economy, geopolitical and economic uncertainty, human-centricity, and digitalization. We therefore do not conduct stand-alone climate-related scenario analysis but rather integrate relevant considerations (e.g. skills imbalances brought about by the transition to greener ways of doing business) into our own bespoke business modelling, and approach sustainability as a cross-cutting lens through which we consider the impact of, and our reaction to, these four megatrends to ensure long-term shared value creation.

C3.3

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

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

C3.4

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

	Financial planning elements that have been influenced	Description of influence
Row 1	Indirect costs	Expenses related to the management of climate change related risks and opportunities (e.g. personnel costs, costs for data management systems), as part of our overarching approach to integrate ESG across our operations, are already regularly budgeted and planned for. In addition, where applicable we budget and plan for the purchase of renewable electricity, energy efficiency initiatives, transitioning to more sustainable office space etc as part of the usual financial planning processes at country level. 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 exploring the introduction of an internal carbon fee, i.e. including the costs for the offsetting of remaining emissions into country/business unit budgets based on their proportion of emissions from the previous year.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's transition to a 1.5°C world?

No, but we plan to in the next two years

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

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)
63340.54

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

Base year 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)
63340.54

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 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]
31670.27

Scope 1 emissions in reporting year covered by target (metric tons CO2e)
30599.26

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

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)
30599.26

% of target achieved relative to base year [auto-calculated]
103.381752034321

Target status in reporting year
Achieved

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

Please explain target coverage and identify any exclusions
Absolute scope 1 emissions have increased year on year by 1%, but are 52% lower compared to the baseline. While a number of reduction measures have been put in place across our operations, we can't disregard the significant effects that Covid-19 and corresponding office closures, working from home requirements and business travel restrictions continued to have on our carbon footprint in 2021. The target covers all operations of the Adecco Group under its immediate control as reported in the 2021 Annual Report. It was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We have submitted our official commitment letter to the SBTi and will seek validation of this target by the SBTi within two years of submission.

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target

Target reference number
Abs 2

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)
31662.93

Base year 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)
31662.93

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 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]
15831.465

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)
17936.23

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)
17936.23

% of target achieved relative to base year [auto-calculated]
86.7051785794934

Target status in reporting year
Underway

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

Please explain target coverage and identify any exclusions
Absolute scope 2 emissions have decreased year on year by 29%, and are 43% lower compared to the baseline. While a number of reduction measures have been put in place across our operations, we can't disregard the significant effects that Covid-19 and corresponding office closures, working from home requirements and business travel restrictions continued to have on our carbon footprint in 2021. The target covers all operations of the Adecco Group under its immediate control as reported in the 2021 Annual Report. It was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We have submitted our official commitment letter to the SBTi and will seek validation of this target by the SBTi within two years of submission.

Plan for achieving target, and progress made to the end of the reporting year
We are focusing our efforts on those areas where we see the biggest reduction potential given the nature of our business: - Reducing business travel and using lower-carbon alternatives - Increasingly decarbonizing our car fleet - Improving energy efficiency within our facilities and switching to lower-carbon alternatives

List the emissions reduction initiatives which contributed most to achieving this target

<Not Applicable>

Target reference number
Abs 3

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

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 emissions covered by target (metric tons CO2e)
74981.44

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)
74981.44

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 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]
37490.72

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 emissions in reporting year covered by target (metric tons CO2e)
31067.66

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)
31067.66

% of target achieved relative to base year [auto-calculated]
117.132399697845

Target status in reporting year
Achieved

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

Please explain target coverage and identify any exclusions
Absolute scope 3 emissions have decreased year on year by 17%, and are 59% lower compared to the baseline. While a number of reduction measures have been put in place across our operations, we can't disregard the significant effects that Covid-19 and corresponding office closures, working from home requirements and business travel restrictions continued to have on our carbon footprint in 2021. The target covers all operations of the Adecco Group under its immediate control as reported in the 2021 Annual Report. The target was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We have submitted our official commitment letter to the SBTi and will seek validation of this target by the SBTi within two years of submission.

Plan for achieving target, and progress made to the end of the reporting year
<Not Applicable>

List the emissions reduction initiatives which contributed most to achieving this target

C4.1b

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

Target reference number
Int 1

Year target was set
2020

Target coverage
Company-wide

Scope(s)
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)
0.000002654

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
0.000001327

Intensity figure in base year for 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)
0.000003981

% 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 (in all Scope 3 categories) covered by this 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]
0.0000019905

% 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)
0.00000146

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
8.6e-7

Intensity figure in reporting year for 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)
0.0000023168

% of target achieved relative to base year [auto-calculated]
83.6071338859583

Target status in reporting year
Underway

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

Please explain target coverage and identify any exclusions
The 2021 value (2.3168 per million EUR revenue) represents a reduction of 19% year on year, and is 42% lower than the baseline. Scope 1+2 emissions have decreased 12.61% year on year, and 49% vs baseline, while revenues have increased by 7.1%, showing a slight decoupling of emissions vs business operations. However, while a number of reduction measures have been put in place across our operations, we can't disregard the significant effects that Covid-19 and corresponding office closures, working from home requirements and business travel restrictions continued to have on our carbon footprint in 2021. We thus anticipate scope 1+2 emissions to increase to some extent again in 2022, despite further reduction measures being underway. The target covers all operations of the Adecco Group under its immediate control as reported in the 2021 Annual Report. The target was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We have submitted our official commitment letter to the SBTi and are committed to seeking validation of this target by the SBTi within two years of submission.

Plan for achieving target, and progress made to the end of the reporting year
We are focusing our efforts on those areas where we see the biggest reduction potential given the nature of our business: - Reducing business travel and using lower-carbon alternatives - Increasingly decarbonizing our car fleet - Improving energy efficiency within our facilities and switching to lower-carbon alternatives.

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

Target reference number
Int 2

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)
1.8044

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)
0.902

Intensity figure in base year for 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)
2.71

% 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 (in all Scope 3 categories) covered by this 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]
1.355

% 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)
0.94

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)
0.55

Intensity figure in reporting year for 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)
1.49

% of target achieved relative to base year [auto-calculated]
90.0369003690037

Target status in reporting year
Underway

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

Please explain target coverage and identify any exclusions
The 2021 value (1.49 per FTE) represents a reduction of 19% year on year, and is 45% lower than the baseline. Scope 1+2 emissions have decreased 12.61% year on year, and 49% vs baseline, while the number of FTEs has increased by 7.8%, showing a slight decoupling of emissions. However, while a number of reduction measures have been put in place across our operations, we can't disregard the significant effects that Covid-19 and corresponding office closures, working from home requirements and business travel restrictions continued to have on our carbon footprint in 2021. We thus anticipate scope 1+2 emissions to increase to some extent again in 2022, despite further reduction measures being underway. The target was set in line with the methodology of the Science-Based Targets Initiative, consistent with the level of decarbonization required to keep global temperature increase to 1.5°C compared with pre-industrial levels. We have submitted our official commitment letter to the SBTi and are committed to seeking validation of this target by the SBTi within two years of submission.

Plan for achieving target, and progress made to the end of the reporting year
We are focusing our efforts on those areas where we see the biggest reduction potential given the nature of our business: - Reducing business travel and using lower-carbon alternatives - Increasingly decarbonizing our car fleet - Improving energy efficiency within our facilities and switching to lower-carbon alternatives.

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	7	
To be implemented*	5	200
Implementation commenced*	10	16700
Implemented*	6	2300
Not to be implemented		

C4.3b

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

Initiative category & Initiative type

Transportation	Company fleet vehicle replacement

Estimated annual CO2e savings (metric tonnes CO2e)
1000

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1
Scope 3 category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
Scope 3 category 7: Employee commuting

Voluntary/Mandatory
Voluntary

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

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

Payback period
No payback

Estimated lifetime of the initiative
3-5 years

Comment
We have updated 50% of our leased car fleet in Spain by replacing conventional internal combustion engines with modern hybrids.

Initiative category & Initiative type

Energy efficiency in buildings	Other, please specify (Office space reduction)

Estimated annual CO2e savings (metric tonnes CO2e)
100

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory
Voluntary

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

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

Payback period
<1 year

Estimated lifetime of the initiative
Ongoing

Comment
Office space in Belgium and the Netherlands has been reduced by -22% to account for more hybrid and flexible working.

Initiative category & Initiative type

Waste reduction and material circularity	Waste reduction

Estimated annual CO2e savings (metric tonnes CO2e)
50

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 3 category 5: Waste generated in operations

Voluntary/Mandatory
Voluntary

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

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

Payback period
No payback

Estimated lifetime of the initiative
Ongoing

Comment
We introduced a no paper policy for our operations in Spain and further decided to phase out the use of plastic products in merchandising. In moving away from paper, we leverage digital solutions such as e-signatures and invoicing.

Initiative category & Initiative type

Transportation	Other, please specify (Terminating internal courier service)

Estimated annual CO2e savings (metric tonnes CO2e)
50

Scope(s) or Scope 3 category(ies) where emissions savings occur

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

Voluntary/Mandatory
Voluntary

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

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

Payback period
1-3 years

Estimated lifetime of the initiative
Ongoing

Comment
We are terminating the internal courier service in Spain to further support moving our business towards being fully digital.

Initiative category & Initiative type

Transportation	Company fleet vehicle replacement

Estimated annual CO2e savings (metric tonnes CO2e)
1000

Scope(s) or Scope 3 category(ies) where emissions savings occur
Scope 1
Scope 3 category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2)
Scope 3 category 7: Employee commuting

Voluntary/Mandatory
Voluntary

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

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

Payback period
No payback

Estimated lifetime of the initiative
3-5 years

Comment
We are undertaking a comprehensive update of our car fleet in Northern Europe, guided by a methodology to identify different driver types and match them with the most efficient engine configuration corresponding to their specific driving needs. The initiative seeks to reduce total emissions from the car fleet by 50% by 2025. Included within the scope of the fleet update are our operations in Belgium, the Netherlands, Norway, Sweden, the United Kingdom and Ireland, while fleet updates in additional countries will align with its methodology.

Initiative category & Initiative type

Energy efficiency in buildings	Other, please specify (Branch unification and efficiency improvements (lighting & air conditioning))

Estimated annual CO2e savings (metric tonnes CO2e)
30

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

Voluntary/Mandatory
Voluntary

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

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

Payback period
1-3 years

Estimated lifetime of the initiative
Ongoing

Comment
We unified branches in Colombia, reducing office space, to account for flexible and hybrid working needs and further improved energy efficiency within our leased offices by fitting them with automatic light switches, more efficient air conditioning and LED lighting.

C4.3c

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

Method	Comment
Employee engagement	Integrating sustainability and in this context more specifically environmental considerations into our business is not the responsibility simply of the sustainability and/or procurement function. Each one of our employees - irrespective of level of seniority or role - can contribute and help us advance our sustainability objectives. We thus seek to raise awareness of the impact of activities and highlight potential alternatives (e.g. the use of video conferencing facilities or public transport vs air travel) to drive behavior change. We e.g. hosted a global webcast to share information about our global approach to sustainability, what we are doing to achieve our objectives, and what this means for our employees/how they can contribute. This was complemented by the launch of new intranet sites, a global newsletter and a one-page infographic with further information and concrete tips of what actions employees can take. We also held dedicated sessions with distinct parts of the organization to raise awareness for how they specifically can support the Group in moving towards carbon neutrality, e.g. on Green IT with the global IT function, or on responsible printing with the Marketing/Comms functions. As part of our COP26 communications, we also launched a 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.
Compliance with regulatory requirements/standards	In some of the markets in which the Adecco Group operates, local regulations require energy efficient solutions to be implemented.
Financial optimization calculations	Engagement of the procurement function to ensure energy efficiency improvements are included in cost-benefit analysis of workplace improvement projects.
Internal price on carbon	We are exploring the potential introduction of an internal carbon fee, i.e. including the costs for the offsetting of remaining emissions into country/business unit budgets (based on their proportion of emissions from the previous year) to incentivize improvement actions and changes in behavior and drive accountability at source. This would likely become effective as of 2023/2024.

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 Modis (soon to be Akkodis) business unit, we partner with our clients to deliver a wide variety of services e.g. in the energy and mining sectors, which are undergoing a significant transformation. A series of revolutions are making the industry more digital, environmentally friendly and forward thinking, responding to a wave of change in consumer demands and regulation. To meet the demand for non-fossil fuel energy, energy businesses will need to re-establish supply chains to include photo-voltaic and turbine manufacturing. They will also need to recalculate environmental impacts of the new technology, understand how to best acquire and recycle the raw mined materials and continue to invest heavily in novel R&D. And we are right there to support our clients with the corresponding services, including for example environmental impact studies; bringing engineers and IT specialists in power grid building and monitoring services to assess demand and responses to improve their efficiency; renewable energy and nuclear engineering; assistance with supply chain management; the design and build of photovoltaics and turbines necessary to embrace this shift; design and operations of production plants; production, transportation and distribution of electricity.

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

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

In July 2021, we announced the proposed acquisition of AKKA Technologies, a world leader in engineering, research and development in the Smart Industry. As the Adecco Group did not attain full ownership until May 2022, this acquisition is not yet included in the reporting scope and footprint calculation for the year 2021.

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 boundary	In line with our carbon accounting methodology of collecting first hand data from our 19 largest markets plus our global HQ, we revisited the selection of countries in scope of our data collection in light of changing FTE numbers over the course of 2020 and 2021. Accordingly, we no longer report data on Chile and have instead included Canada and Brazil in our data collection, thus increasing the number of reporting markets to 20 plus the global HQ. This resulted in an improvement of data quality and expanded the coverage of first hand data used for the calculation of our carbon footprint to now 90% of our FTE and 97% of revenue, up from approx. 80% of FTE and 85% of revenue in previous years. Further changes to system boundary include: - The category "company-owned vehicles" was expanded to include electric and hybrid vehicles (in previous years, only data for gasoline, diesel, and natural gas-powered vehicles was collected). - The category "business travel" was expanded to include rental cars (in previous years, only air travel was included). We constantly seek to further improve the quality of the data used to calculate our carbon emissions and to further extend the coverage of original data. As the result of a comprehensive mapping exercise of our internal data reporting processes over the course of the past year, we have been able to obtain additional original data where models and extrapolations had to be used to account for data gaps in the past. The recalculations resulted in slightly adjusted figures for the reported years 2018, 2019 and 2020. However, the overall difference between the restated absolute total carbon footprint and the originally reported figure does not reach the significance threshold of 10%.

C5.1c

(C5.1c) Have your organization’s base year emissions been recalculated as result of the changes or errors reported in C5.1a and C5.1b?

	Base year recalculation	Base year emissions recalculation policy, including significance threshold
Row 1	Yes	We constantly seek to further improve the quality of the data used to calculate our carbon emissions and to further extend the coverage of original data. As the result of a comprehensive mapping exercise of our internal data reporting processes over the course of the past year, we have been able to obtain additional original data where models and extrapolations had to be used to account for data gaps in the past. The recalculations resulted in slightly adjusted figures for the reported years 2018, 2019 and 2020. For our 2018 base year, we adjusted figures for Scope 1 and 3. The overall difference between the restated absolute total carbon footprint and the originally reported figure however does not reach the significance threshold of 10%.

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)
63340.54

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

Scope 2 (location-based)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
34406.83

Comment
NA

Scope 2 (market-based)

Base year start
January 1 2018

Base year end
December 31 2018

Base year emissions (metric tons CO2e)
31662.93

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

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)
1941.862

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)
2680.244

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)
38640.32

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)
31629.01

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)
0

Comment
At time of baseline calculation, we were not yet in a position to collect this type of activity data from employee and associate (temporary staff) commuting. We are currently exploring with experts how best to approach this going forward and incorporate this into an adapted baseline when we submit our targets to SBTi for validation.

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

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)
30599.259

Start date
January 1 2021

End date
December 31 2021

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.).

Past year 1

Gross global Scope 1 emissions (metric tons CO2e)
30383.73

Start date
January 1 2020

End date
December 31 2020

Comment
We constantly seek to further improve the quality of the data used to calculate our carbon emissions and to further extend the coverage of original data. As the result of a comprehensive mapping exercise of our internal data reporting processes over the course of the past year, we have been able to obtain additional original data where models and extrapolations had to be used to account for data gaps in the past. The recalculations resulted in slightly adjusted figures for the reported years 2018, 2019 and 2020.

Past year 2

Gross global Scope 1 emissions (metric tons CO2e)
58170.22

Start date
January 1 2019

End date
December 31 2019

Comment
We constantly seek to further improve the quality of the data used to calculate our carbon emissions and to further extend the coverage of original data. As the result of a comprehensive mapping exercise of our internal data reporting processes over the course of the past year, we have been able to obtain additional original data where models and extrapolations had to be used to account for data gaps in the past. The recalculations resulted in slightly adjusted figures for the reported years 2018, 2019 and 2020.

Past year 3

Gross global Scope 1 emissions (metric tons CO2e)
63340.54

Start date
January 1 2018

End date
December 31 2018

Comment
We constantly seek to further improve the quality of the data used to calculate our carbon emissions and to further extend the coverage of original data. As the result of a comprehensive mapping exercise of our internal data reporting processes over the course of the past year, we have been able to obtain additional original data where models and extrapolations had to be used to account for data gaps in the past. The recalculations resulted in slightly adjusted figures for the reported years 2018, 2019 and 2020.

C6.2

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

Row 1

Scope 2, location-based
We are reporting a Scope 2, location-based figure

Scope 2, market-based
We are reporting a Scope 2, market-based figure

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

C6.3

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

Reporting year

Scope 2, location-based
20125.014

Scope 2, market-based (if applicable)
17936.231

Start date
January 1 2021

End date
December 31 2021

Comment

Past year 1

Scope 2, location-based
26958.76

Scope 2, market-based (if applicable)
25154.34

Start date
January 1 2020

End date
December 31 2020

Comment
We constantly seek to further improve the quality of the data used to calculate our carbon emissions and to further extend the coverage of original data. As the result of a comprehensive mapping exercise of our internal data reporting processes over the course of the past year, we have been able to obtain additional original data where models and extrapolations had to be used to account for data gaps in the past. The recalculations resulted in slightly adjusted figures for the reported years 2018, 2019 and 2020.

Past year 2

Scope 2, location-based
33362.84

Scope 2, market-based (if applicable)
30943.66

Start date
January 1 2019

End date
December 31 2019

Comment
We constantly seek to further improve the quality of the data used to calculate our carbon emissions and to further extend the coverage of original data. As the result of a comprehensive mapping exercise of our internal data reporting processes over the course of the past year, we have been able to obtain additional original data where models and extrapolations had to be used to account for data gaps in the past. The recalculations resulted in slightly adjusted figures for the reported years 2018, 2019 and 2020. Location-based and market-based Scope 2 data for the reporting year 2019 remained unchanged.

Past year 3

Scope 2, location-based
34406.83

Scope 2, market-based (if applicable)
31662.93

Start date
January 1 2018

End date
December 31 2018

Comment
We constantly seek to further improve the quality of the data used to calculate our carbon emissions and to further extend the coverage of original data. As the result of a comprehensive mapping exercise of our internal data reporting processes over the course of the past year, we have been able to obtain additional original data where models and extrapolations had to be used to account for data gaps in the past. The recalculations resulted in slightly adjusted figures for the reported years 2018, 2019 and 2020. Location-based and market-based Scope 2 data for the reporting year 2018 remained unchanged.

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?
No

C6.5

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

Purchased goods and services

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
454.066

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 paper (virgin and recycled), toner and tapwater. In the previous years the IT equipment was included in 3.1; for 2021 we decided to include it in 3.2 capital goods.

Capital goods

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
2707.305

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, PCs, monitors).

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

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
19483.499

Emissions calculation methodology
Average data method
Fuel-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 provider; 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 minuscule, 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 waste being generated. Waste is thus not one of the most important scope 3 emission sources for our business, particularly considering the size of the emissions. However, an increasing number of our offices currently recycle their used paper and/or their toner cartridges. We strive to continuously improve practices in environmental management and to ingrain environmental consciousness across our business.

Business travel

Evaluation status
Relevant, calculated

Emissions in reporting year (metric tons CO2e)
8422.795

Emissions calculation methodology
Fuel-based method
Distance-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners
60

Please explain
Emissions from air travel. Travel data submitted by country-level responders was validated with data received from our travel booking provider. Missing values of reporting countries were estimated: 1) Flown distance was calculated based on the average of previous years. 2) The share of business-class air travel was based on the average of the previous years. For EU-countries the average was slightly downscaled, as it is assumed that these are mainly short-haul flights. The emission factors used for the calculation of scope 3 are obtained from the ecoinvent database.

Employee commuting

Evaluation status
Relevant, not yet calculated

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
We are currently not yet able to collect this type of activity data but are engaging in discussions with experts how best to approach this going forward and exploring opportunities to integrate this into existing tools and platforms, both for colleagues and associates placed with our clients. Particularly to capture the latter will take strong stakeholder buy-in. 2021 was deemed not to be a suitable year to launch any pilots in this area given that the majority of our colleagues and many associates were working from home due to the Covid restrictions, and the already high burden placed on people. This would not have provided for robust baseline data to extrapolate emissions from. But a pilot has been started in 2022.

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.

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; while our outsourcing/out-tasking services may at rare occasions include the management of the full assembly line of selected clients, this only represents a minuscule, negligible part of our business. As a predominantly service-based organization, we do not generate emissions material for this category.

Processing of sold products

Evaluation status
Not relevant, explanation provided

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 selected clients, this only represents a minuscule, negligible part of our business. As a predominantly service-based organization, we do not generate emissions material for this category,

Use of sold products

Evaluation status
Not relevant, explanation provided

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 selected clients, this only represents a minuscule, negligible part of our business. As a predominantly service-based organization, we do not generate emissions material for this category.

End of life treatment of sold products

Evaluation status
Not relevant, explanation provided

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 selected clients, this only represents a minuscule, negligible part of our business. As a predominantly service-based organization, we do not generate emissions material for this category

Downstream leased assets

Evaluation status
Not relevant, explanation provided

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.

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 is not in the business of running material franchising systems.

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, we have not identified any relevant “Other (upstream)” emissions sources.

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, we have not identified any relevant “Other (downstream)” emissions sources.

C6.5a

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

Past year 1

Start date
January 1 2020

End date
December 31 2020

Scope 3: Purchased goods and services (metric tons CO2e)
3502.88

Scope 3: Capital goods (metric tons CO2e)
2223.23

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
21229.54

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)
10422.292

Scope 3: Employee commuting (metric tons CO2e)

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

Past year 2

Start date
January 1 2019

End date
December 31 2019

Scope 3: Purchased goods and services (metric tons CO2e)
1833.729

Scope 3: Capital goods (metric tons CO2e)
2520.583

Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)
36562.08

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)
27851.924

Scope 3: Employee commuting (metric tons CO2e)

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

Past year 3

Start date

January 1 2018

End date

December 31 2018

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

1941.862

Scope 3: Capital goods (metric tons CO2e)

2680.244

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

38640.32

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)

31629.01

Scope 3: Employee commuting (metric tons CO2e)

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

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
0.0000023168

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
48535.49

Metric denominator
unit total revenue

Metric denominator: Unit total
20949000000

Scope 2 figure used
Market-based

% change from previous year
18

Direction of change
Decreased

Reason for change
Less consumption of fuel, electricity and heat due to COVID-19 measures with a large share of home office, as well as slight increase in revenue (7.1%).

Intensity figure
1.487678

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)
48535.49

Metric denominator
full time equivalent (FTE) employee

Metric denominator: Unit total
32625

Scope 2 figure used
Market-based

% change from previous year
19

Direction of change
Decreased

Reason for change
Less consumption of fuel, electricity and heat due to COVID-19 measures with a large share of home office, as well as slight increase in FTE (7.8%).

C7. Emissions breakdowns

C7.1

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

C7.2

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

Country/Region	Scope 1 emissions (metric tons CO2e)
Argentina	86.881
Belgium	1718.607
France	3946.921
Germany	6826.869
India	1065.605
Italy	3909.834
Japan	363.821
Mexico	104.564
Netherlands	2050.206
Norway	10.562
Spain	2354.826
Sweden	57.192
Switzerland	366.697
United Kingdom of Great Britain and Northern Ireland *This includes our Irish operations.*	1075.036
United States of America	2968.005
Other, please specify (Rest of world in which we operate (extrapolation))	3084.076
Poland	178.959
Australia	49.009
Colombia	148.023
Canada	157.836
Brazil	75.732

C7.3

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

C7.5

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

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Argentina	44.574	44.574
Belgium	132.616	0
France	723.119	0
Germany	1067.799	1067.799
India	740.455	740.455
Italy	2018.594	2018.594
Japan	869.41	869.41
Mexico	69.833	69.833
Netherlands	239.795	59.608
Norway	259.256	181.645
Spain	928.683	928.683
Sweden	31.474	31.474
Switzerland	6.549	0
United Kingdom of Great Britain and Northern Ireland *Includes our Irish operations*	1829.407	981.311
United States of America	8424.149	8424.149
Other, please specify (Rest of world in which we operate (extrapolation))	2028.385	1807.779
Poland	283.129	283.129
Australia	161.3	161.3
Canada	188.857	188.857
Colombia	72.364	72.364
Brazil	5.267	5.267

C7.6

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

C7.9

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

Decreased

C7.9a

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

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	36.38	Decreased	21.9	The share of renewable energy was almost constant. However, the total consumption of energy decreased by 27.5%
Other emissions reduction activities		<Not Applicable>		
Divestment		<Not Applicable>		
Acquisitions		<Not Applicable>		
Mergers		<Not Applicable>		
Change in output		<Not Applicable>		
Change in methodology		<Not Applicable>		
Change in boundary		<Not Applicable>		
Change in physical operating conditions		<Not Applicable>		
Unidentified		<Not Applicable>		
Other	7006.696	Decreased	12.615	Due to the ongoing Covid pandemic, there was much less business travel and employees to a large extent continued to work from home.

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	30.03	116127.8	116157.83
Consumption of purchased or acquired electricity	<Not Applicable>	12544.2	33497.17	46041.37
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>	12574.23	149624.97	162199.2

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
30.03

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

Total fuel MWh consumed by the organization

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
Unable to confirm heating value

Total fuel MWh consumed by the organization

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

Total fuel MWh consumed by the organization

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
13917.32

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
12211.87

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

Total fuel MWh consumed by the organization

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
116157.83

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
26'159.22 MWh fuel were consumed for self-generation of heat; the remaining 89'998.61 MWh fuel were consumed through company cars using Diesel, Natural Gas and Gasoline

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.

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

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)

Country/area of low-carbon energy consumption
Belgium

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
548

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

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

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)

Country/area of low-carbon energy consumption
France

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
8124.94

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

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Hydropower (capacity unknown)

Country/area of low-carbon energy consumption
Netherlands

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
325.25

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

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Renewable energy mix, please specify (Provider: Fjordkraft)

Country/area of low-carbon energy consumption
Norway

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
186.18

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

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Electricity

Low-carbon technology type
Renewable energy mix, please specify (Provider: EWZ)

Country/area of low-carbon energy consumption
Switzerland

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
467.76

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

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

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

Sourcing method
Green electricity products from an energy supplier (e.g. green tariffs)

Energy carrier
Heat

Low-carbon technology type
Sustainable biomass

Country/area of low-carbon energy consumption
Netherlands

Tracking instrument used
Contract

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)
27

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

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

Comment

C8.2g

(C8.2g) Provide a breakdown of your non-fuel energy consumption by country.

Country/area
Argentina

Consumption of electricity (MWh)
83.32

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
83.32

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

Country/area
Australia

Consumption of electricity (MWh)
220.46

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
220.46

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

Country/area

Belgium

Consumption of electricity (MWh)
548

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
548

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

Country/area
Brazil

Consumption of electricity (MWh)
38.73

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
38.73

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

Country/area
Canada

Consumption of electricity (MWh)
1284.74

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
1284.74

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

Country/area
Colombia

Consumption of electricity (MWh)
265.07

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
265.07

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

Country/area
France

Consumption of electricity (MWh)
8124.94

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
8124.94

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

Country/area
Germany

Consumption of electricity (MWh)
2174.74

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
2174.74

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

Country/area
India

Consumption of electricity (MWh)
914.14

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
914.14

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

Country/area
Italy

Consumption of electricity (MWh)
3462.43

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
3462.43

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

Country/area
Japan

Consumption of electricity (MWh)
1728.45

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
1728.45

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

Country/area
Mexico

Consumption of electricity (MWh)
135.34

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
135.34

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

Country/area
Netherlands

Consumption of electricity (MWh)
325.25

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
325.25

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

Country/area
Norway

Consumption of electricity (MWh)
606.33

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
606.33

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

Country/area
Poland

Consumption of electricity (MWh)
332.7

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
332.7

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

Country/area
Spain

Consumption of electricity (MWh)
2298.72

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
2298.72

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

Country/area
Sweden

Consumption of electricity (MWh)
767.66

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
767.66

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

Country/area
Switzerland

Consumption of electricity (MWh)
467.76

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
467.76

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

Country/area
United Kingdom of Great Britain and Northern Ireland

Consumption of electricity (MWh)
3511.34

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
3511.34

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

Country/area
United States of America

Consumption of electricity (MWh)
14110.8

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

Total non-fuel energy consumption (MWh) [Auto-calculated]
14110.8

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

Country/area
Other, please specify (Rest of the world in which we operate (extrapolation))

Consumption of electricity (MWh)
4640.48

Consumption of heat, steam, and cooling (MWh)

Total non-fuel energy consumption (MWh) [Auto-calculated]
<Calculated field>

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

C9. Additional metrics

C9.1

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

C10. Verification

C10.1

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

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

C10.2

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

C11. Carbon pricing

C11.1

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

C11.2

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

C11.2a

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

Credit origination or credit purchase
Credit purchase

Project type
Hydro

Project identification
Renewable energy generated by Hydro-electric head installation at Hydro plants in Norway. Total GO (MWh): 999 issued to ACT Commodities B.V., certified by CertiQ (Basket ID: 59125), purchased by Adecco Nederland B.V.

Verified to which standard
Please select

Number of credits (metric tonnes CO2e)
180.19

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

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

Credit origination or credit purchase
Credit purchase

Project type
Hydro

Project identification
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: EU731328, Transferring Account ID: EU-100-5033330-0-31, Acquiring Account ID: EU-100-5016380-0-3

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

Number of credits (metric tonnes CO2e)
15

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

Credits cancelled
Yes

Purpose, e.g. compliance
Voluntary Offsetting

C11.3

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

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?
Yes, our suppliers
Yes, our customers/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
Other, please specify (Climate change included in supplier selection/ management mechanism. Supplier code of conduct featuring climate change requirements and expectations)

% of suppliers by number
70

% total procurement spend (direct and indirect)

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

Rationale for the coverage of your engagement
Due to the nature of our business as a talent solutions and advisory company, we are predominantly a consumer of services, and not products or raw materials. Compared with other industry sectors such as FMCG or manufacturing, the risks associated with the environmental, social and governance impact of the Adecco Group's supply chain are thus lower. Nevertheless, one aspect of our approach to sustainability is responsible business conduct across our full value chain, and we are committed to effectively managing relevant issues within our supply chain. This means we not only take responsibility for the social and environmental impact of our own activities, but also seek to take a critical look at the impact of our business partners' activities. As part of this, we are successively seeking to integrate environmental considerations into our procurement processes. We do so to ensure that the Adecco Group is not part of or party to activities, wherever they take place, that do not adhere to certain standards of responsible business conduct. Our suppliers can help us achieve this aim. That's why we seek to work with suppliers who share our values. We acknowledge that every supplier operates independently, but we expect that all our suppliers agree and adhere to the Adecco Group's ethical standards for doing business. We are convinced that adherence to the expectations set out in our Supplier Code of Conduct will contribute to the continuity of the relationships, as well as to a more sustainable society to the benefit of all. In line with evolving legislation on mandatory (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
We are successively seeking to integrate environmental (and broader ESG) considerations into our procurement processes; our global procurement and real estate policy has been adapted accordingly, lastly in March 2022. As part of our third party due diligence requirements, we are currently evaluating different ESG data suppliers to support us in better assessing our suppliers, strengthening our supplier questionnaires and evaluation procedures (including as regards suppliers' environmental approach and performance), as well as revising our supplier code of conduct. By signing the Adecco Group Supplier Code of Conduct, we expect our suppliers to adhere to environmental laws and regulations, and to take steps to ensure safe handling, transport, storage, use and disposal of waste. We also expect policies regarding the reduction of emissions, noise nuisance, use of natural resources and use of hazardous substances. This is in addition to the respect for other relevant social and governance factors, such as human and labor rights, safe and healthy working environments, and ethical business behavior. We are also seeking to work with suppliers that can help us strengthen our own environmental management and reduce our footprint. We are for example increasingly integrating sustainability measures into our event organization, such as our Global Strategy Conference and Global Leaders Conference. To this effect we have created a checklist to be used by organizers of events, looking at issues such as environmental performance of venue, opportunity to offset emissions, location requiring the smallest number of people to fly, food management (food waste, vegetarian meals, plate service instead of buffet etc.) etc. Earlier in 2022, we have also integrated relevant environmental considerations into the expectations of our supplier supporting us in the development of our new real estate strategy.

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
1

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

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 Modis (soon to be 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. 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 e-signature) we are also enabling our clients to significantly save on paper and thus reduce their own environmental footprint.

Impact of engagement, including measures of success
The Modis Academy offers upskilling opportunities to candidates and matches them with potential employers. To guarantee a quick transition into high-demand roles for graduates, curricula are tailored to the exact type of positions that businesses are seeking. We are currently training more than 2,000 professionals per year. In 2021, we opened two additional Academies in Germany and France, complementing the existing ones in Japan, Italy, the Netherlands and the US. An example to avoid a mismatch between products and skillsets in the automotive industry is the state-of-the-art Modis E-Mobility Academy, enabling automotive producers and Original Equipment Manufacturers (OEMs) to close the skills gap in e-mobility and prepare their workforce for tomorrow's challenges by offering an innovative service approach leading to individual skilling solutions. Based on skills assessments, Modis designs individualized skills curricula and career maps for all candidates. Through a tailored, project-based reskilling program, the Modis E-Mobility Academy readies candidates for the new requirements of their existing roles or provides a smooth transition towards new roles by

leveraging its highly efficient blended approach of online courses, homework and expert-taught in-class lectures. Another great example in the automotive industry is a Smart Industry consulting project 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. Revenues from our Modis business line overall accounted for 10% of Group revenues in 2021. We are currently not in a position to further split out the % of revenue from solutions designed to deliver specific environmental benefits. Before our transformation program, we used to process more than 30 million hard copies of documents every year. Today we have digitized more than two thirds of these and are continuously exploring opportunities and incentives to work with clients to digitize the remaining ones.

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

1

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

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 draws 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 9% of Group revenues in 2021. 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

1

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

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 launch pilots and build early stage 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. 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.

C12.1d

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

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

In 2021, we were also proud to be the Official Partner for Engineering Consulting Services to the ABB FIA Formula E Championship. Formula E is at the forefront of Electrical Vehicle (EV) innovation. The EV market is set to transform the entire automotive industry sector and have a huge effect on related industries. It's become a mainstream replacement for vehicles powered by an internal combustion engine (ICE). Governments are now determined to address environmental issues, reduce their countries' over-dependence on oil and boost their economies via job creation. These movements have resulted in major policy shifts within several countries, where the ICE is now set to be replaced by EV/hybrid technology. At the same time, many of the world's largest automakers and original equipment manufacturers have pledged to roll out EVs across their ranges to address these concerns as well. The EV is the spearhead of a much wider transformation – the move towards e-mobility. E-mobility has the potential to create not only new jobs but entirely new sectors, business models and services. E-mobility will have a far-reaching societal impact, reducing the planet's dependency on oil as well as driving down energy and transportation costs for both businesses and consumers. It will be a catalyst for new, sustainable job opportunities, enterprise and positive societal change. This is not to overlook the potential adaptive pains that will be felt in the auto sector and beyond – but in the long term, EVs and e-mobility can deliver massive gains for all in society, both economically and environmentally. Our mission is to support and nurture e-mobility throughout its development journey, not only by sourcing the best talent in IT and engineering – but also by being a partner and advocate for innovation, technology and consultancy within the e-mobility ecosystem.

To promote careers in low-carbon technologies, specifically e-mobility, in 2020/2021 we launched "Lead the Charge", where we were looking for an ambitious young individual to join the Mercedes-EQ Formula E Team for one season. The chosen candidate then works closely alongside the Team Principal and with key operational partners, on technical and non-technical subjects, and is integral in helping advance the work of the Sustainability Advisory Board. The process serves to identify the next generation of new talent, support them with access to career development opportunities, and expose them to some of the world's best entrepreneurs and sports technology professionals.

C12.2

(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

From an environmental perspective, in addition to adherence to existing environmental laws and regulations, by signing the Adecco Group Supplier Code of Conduct, we expect our suppliers to take steps to ensure safe handling, transport, storage, use and disposal of waste. We also expect policies regarding the reduction of emissions, noise nuisance, use of natural resources and use of hazardous substances. We are currently in the process of revising and strengthening our third party due diligence processes that will also address compliance with our requirements and expectations, including as regards environmental performance.

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

80

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

Mechanisms for monitoring compliance with this climate-related requirement

Supplier self-assessment

Grievance mechanism/Whistleblowing hotline

Response to supplier non-compliance with this climate-related requirement

No response

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

Direct or indirect engagement that could influence policy, law, or regulation that may impact the climate
Yes, we engage indirectly through trade associations

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)
TAG Annual Report 2021.pdf

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

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 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 consistent with theirs?
Consistent

Has your organization influenced, or is your organization attempting to influence their position?
We are not attempting to influence their position

State the trade association's position on climate change, explain where your organization's position differs, and how you are attempting to influence their position (if applicable)
"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: Employmentand Skills Aspects" published in October 2021.

Funding figure your organization provided to this trade association in the reporting year, if applicable (currency as selected in C0.4) (optional)

Describe the aim of your organization's funding
<Not Applicable>

Have you evaluated whether your organization's engagement with this trade association is aligned with the goals of the Paris Agreement?
No, we have not evaluated

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
TAG Annual Report 2021.pdf

Page/Section reference
pp. 10-11, 39-40, 45-49, 62-63, 72-75, 96, 175ff.

Content elements
Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets

Comment

Publication
In voluntary communications

Status
Complete

Attach the document
TAG Skills for the Green Economy Paper_published.pdf
TAG Article SDG 7,9,13-The World Of Work In The Green Transition.pdf
TAG Training for green jobs - Final.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; we are significantly lacking a sense of focus and urgency in this respect. We are thus leveraging our position as leading talent solutions and advisory company to raise awareness for these important issues and engage with a broad range of stakeholders to address this. Our publications "Skills for the Green Economy" (2021) and "Training for Green Jobs" (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, launched in 2021 and continuing into 2022.

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 impact of its value chain on biodiversity?

	Does your organization assess the impact of its value chain on biodiversity?	Portfolio
Row 1	No, and we do not plan to assess biodiversity-related impacts within the next two years	<Not Applicable>

C15.4

(C15.4) 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>

C15.5

(C15.5) 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

C15.6

(C15.6) 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
No publications	<Not Applicable>	<Not Applicable>

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, intentions or strategies regarding the future. These forward-looking statements involve risks and uncertainties. All forward-looking statements included in this submission are based on information available to the Adecco Group as at 26 July 2022, 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 (highest level person for sustainability and ESG-related issues and member of the Global Leadership Team, CEO-2)	Environment/Sustainability manager

SC. Supply chain module

SC0.0