

C0.3

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

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

C0.4

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

EUR

C0.5

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

Operational control

C1. Governance

C1.1

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

Yes

C1.1a

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

Position of individual(s)	Please explain
Board-level committee	The Adecco Group pursues an integrated approach to purpose, responsible and sustainable business conduct, and shared value creation. Issues considered material from a sustainability and stakeholder perspective are aligned and embedded with the Adecco Group's overall strategic priorities and business objectives, as outlined in the Adecco Group's respective policies and rules regarding sustainability. 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, but has assigned certain of these duties and responsibilities to its Governance and Nomination Committee (GNC). The GNC's primary responsibility is to assist the Board in carrying out its responsibilities as they relate to strategy, governance, sustainability and public responsibility, business environment, relations with shareholders and other stakeholders, nomination, succession and talent development. Concerning specifically the context at hand, the GNC is charged with: - Reviewing the Group's corporate governance structures and principles and independence rules, including principles and measures on sustainability, 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 initiatives and reviewing the principles related to sustainable and responsible business conduct, by identifying and prioritizing the Company's social, regulatory, economic and ecological challenges and opportunities and reporting on its efforts; At the beginning of 2019, the GNC signed off the Group's new integrated sustainability framework, within which environmental stewardship was identified as one of the Sustainability Fundamentals - an area where we will ensure we have best practice standards in place. In 2019/2020, the GNC furthermore e.g. endorsed the Group's carbon neutrality commitment. The GNC (as well as the Chair of the Audit Committee) subsequently also signed off the 2019 annual reporting, including reporting on the managing of environmental opportunities and risks.
Chief Executive Officer (CEO)	At the management, Executive Committee level, the Group Chief Executive Officer has ultimate responsibility for the Group's sustainability efforts, including our efforts related to environmental stewardship. In 2019/2020, he spearheaded the Adecco Group's commitment towards carbon neutrality and subsequent emissions reduction target of 50% by 2030, including signing off the Group's new environmental action plan.

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
Sporadic - as important matters arise	<ul style="list-style-type: none"> 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>	<p>The Adecco Group pursues an integrated approach to purpose, responsible and sustainable business conduct, and shared value creation. Issues considered material from a sustainability and stakeholder perspective are aligned and embedded with the Adecco Group's overall strategic priorities and business objectives, as outlined in the Adecco Group's respective policies and rules regarding sustainability. 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, but has assigned certain of these duties and responsibilities to its Governance and Nomination Committee (GNC). The GNC's primary responsibility is to assist the Board in carrying out its responsibilities as they relate to strategy, governance, sustainability and public responsibility, 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 sustainability, 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 initiatives and reviewing the principles related to sustainable and responsible business conduct, by identifying and prioritizing the Company's social, regulatory, economic and ecological challenges and opportunities and reporting on its efforts. The GNC (and/or the Board as a whole) typically receive updates on relevant sustainability (including climate-related) matters twice a year. In early 2019, the GNC e.g. endorsed the Adecco Group's new sustainability framework, which includes environmental performance as one of six Sustainability Fundamentals - an area we want to ensure we have best practice standards in place. Following this, the GNC also endorsed the Group's commitment to carbon neutrality and corresponding emissions reduction target, as presented later in 2019/early 2020. As part of its overarching responsibilities, it subsequently reviewed 2019 annual reporting and progress, including as related to environmental stewardship.</p>

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) <i>Chief Marketing and Communications Officer, member of the Executive Committee</i>	<Not Applicable>	Other, please specify (Approving and reviewing the Group's sustainability approach (which includes managing environmental opportunities and risks), ensuring its inclusion in the Group strategy, and being accountable for and overseeing its implementation)	<Not Applicable>	As important matters arise
Other C-Suite Officer, please specify (Chief of Staff and Communications Officer)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually
Environment/ Sustainability manager	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Annually

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 sustainability approach – incl. the management of environmental opportunities and risks, ensures its inclusion in the Group strategy, and is accountable for its implementation. In 2019/2020, the CEO and EC e.g. committed the Group to carbon neutrality and an emission reduction target of 50% by 2030.

The Chief of Staff and Communications Officer (COSCO), a member of the Group Executive Committee, coordinates the Adecco Group strategy efforts, leads operational effectiveness, communication and thought leadership, and closely works with the CEO to set the priorities of the CEO office. As part of this role, the COSCO has direct management responsibility for the sustainability function and oversees the day-to-day implementation of the Group's sustainability approach and objectives.

The Global Head of Sustainability, reporting directly to the COSCO, 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 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 to implement emissions reduction activities and advance our environmental ambitions; 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 are adequately 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.

Embedded in the 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 sustainability-related targets and objectives. While the focus is on analyzing, managing and mitigating 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. Country and business line management teams are involved 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 country assessments and action plans are then consolidated and reported to Group management, 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.

Principal business risks as reported for 2019 for the Adecco Group: Geopolitical 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; and data protection and cyber security.

Given the nature of our business as an HR solutions company, climate-related issues are currently not considered as standalone key business risks, but potential aspects (e.g. physical, regulatory/legal and/or market risks, changes in client needs and expectations, skills imbalances brought about by climate change) are captured within above risk categories as deemed material.

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	As part of the discussion and subsequent sign-off of the action plan to achieve our 2030 carbon neutrality commitment and 50% emissions reduction target, the Adecco Group Executive Committee also discussed 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) 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	3	This is aligned with the Adecco Group's strategic planning horizon.
Long-term	3	10	While we formulate our business strategy in three-year cycles, we reflect longer time horizons in the development and formulation of said strategy.

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
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 sustainability-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 results, including financial, operational and strategic risks. In line with our business as an HR solutions provider, the key recurring risk categories have been determined to be Geopolitical 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, and Data protection and cyber security. All risk categories are considered in the assessment performed by all segments within the company. 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 aforementioned risk categories as deemed material. 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 risk assessment is aligned with the Group's organizational structure. Country and business line management teams are involved to ensure consistency and comprehensive coverage by leveraging the expertise of the people in the organization close to the risks. This is consolidated through an unbiased and honest view on risks that can have a significant impact on their operations and their ability to meet objectives. Where needed, action plans are developed, and progress is reviewed during regular operational business meetings. The segments report to Group management a comprehensive risk assessment, including mitigating actions. At Group management level, the individual segment results are reviewed and discussed with the segments individually, before they are then consolidated, and a Risk Owner is designated for each risk category identified. The Enterprise Risk Management assessment, including the action plan, is reported back to the Board of Directors.

C2.2a

(C2.3b) 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, 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 are geopolitical 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, and data protection and cyber security. Due to the nature of our business as an HR solutions provider, 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 or expectations) 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 an HR solutions provider.

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 workers. These new jobs require new skills, which remain in short supply. A new approach to life-long learning, and especially up-skilling and re-skilling, must be embraced if the economy and society are to prosper. Access to training, raising environmental awareness and climate literacy for current and future workers will be essential for the implementation of greener ways of production and service delivery. 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 in a number of countries to facilitate demand-driven school-to-work transitions. Our subsidiary Modis for example, in Japan, trains graduates in practical engineering skills. However, such up-skilling and re-skilling opportunities specifically from a climate-related perspective are at this point, in the near term, not expected to have a substantive financial or strategic impact on the Group's business as defined in section C2.1b.

C3. Business Strategy

C3.1

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

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

C3.1a

(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?

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

C3.1c

(C3.1c) Why does your organization not use climate-related scenario analysis to inform its strategy?

Due to the nature of our core business as an HR solutions provider, 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 have a severe impact on the world of work, we focus on those issues that are more directly impacting our core business, such as skills imbalances, the gig and platform economy, new demographic mix, digitalization, automation, AI & machine learning, and big data & analytics. We therefore do not conduct stand-alone climate-related scenario analysis but rather integrate relevant considerations into our own bespoke business modelling.

C3.1d

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

Scope 1

Base year start

January 1 2012

Base year end

December 31 2012

Base year emissions (metric tons CO₂e)

51562

Comment

Following our commitment to become carbon neutral by 2030, made in 2019, we have subsequently set a reduction target of total carbon emissions by 50% by 2030, with 2018 as the new base year. 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 2012

Base year end

December 31 2012

Base year emissions (metric tons CO₂e)

0

Comment

N/A

Scope 2 (market-based)

Base year start

January 1 2012

Base year end

December 31 2012

Base year emissions (metric tons CO₂e)

52372

Comment

The market-based electricity emissions are calculated as follows: if a company buys a certificate for renewable energy (REC), 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 production emissions factors (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. Following our commitment to becoming carbon neutral by 2030, made in 2019, we have subsequently set a reduction target of total carbon emissions by 50% by 2030, with 2018 as the new base year. We selected 2018 as the new based 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.

C5.2

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

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

C6. Emissions data

C6.1

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

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

55715.992

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

Gross global Scope 1 emissions cover emissions from mobile combustion (business cars) and stationary combustion (heating oil and/or natural gas). Data was collected from our 19 largest markets, representing more than 80% of employees and more than 85% in revenues. Missing values of reporting countries were estimated: 1) Missing heating consumption data was modeled via heating degree day per country and extrapolated by the number of FTEs. 2) Missing car-fuel consumption was modeled with the average of previous years. The total of all reporting countries was then extrapolated for non-reporting countries of the Adecco-Group.

C6.2

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

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

For the calculation of the location-based electricity emissions, we are using the 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 again 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

33362,844

Scope 2, market-based (if applicable)

30943.661

Start date

<Not Applicable>

End date

<Not Applicable>

Comment

C6.4

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

No

C6.5

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

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		<Not Applicable >		
Other emissions reduction activities	9167.06	Decreased	10	The gross global emissions (Scope 1 + 2) of the Adecco Group for 2019 are 86,659,653 metric tons of CO2e. Our gross global emissions for the previous reporting year were 95,826,71 metric tons of CO2e. This means that the total change in emissions is -9,167,057 metric tons of CO2e, equal to a 9.57% decrease, according to the formula provided in the explanation of terms ((9167,057/95826,71) * 100 = 9,57%). Almost every reporting country (representing more than 80% in employees and more than 85% in revenues; data for other countries was extrapolated according to recognized standards as laid out in other parts of the CDP submission) was able to reduce its emissions through emissions reduction activities, e.g. moving to more energy efficient offices, reducing car travel and/or replacing parts of their car fleet.
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		<Not Applicable >		

C7.9b

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

Market-based

C8. Energy

C8.1

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

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

C8.2

MWh fuel consumed for self-generation of cooling

<Not Applicable>

MWh fuel consumed for self-cogeneration or self-trigeneration

<Not Applicable>

Emission factor

0.2

Unit

kg CO2 per liter

Emissions factor source

ecoinvent database v2.2

Comment

Used for heating

C8.2e

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

Sourcing method

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

Low-carbon technology type

Other, please specify (A mix of low-carbon technology types, see comment below.)

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

Europe

MWh consumed accounted for at a zero emission factor

16493.43

Comment

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

C9. Additional metrics

C9.1

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

C10. Verification

C10.1

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

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

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

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

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

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

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

Due to the nature of the Adecco Group's business as an HR solutions provider and related expertise, there is little opportunity and rationale for us to directly engage with policy makers on climate-related issues and/or have a material direct impact in this respect. However, climate change influences and/or accelerates the "mega-trends" that have a severe impact on the world of work. The future of work has become *the* policy topic for various stakeholders, including the ILO, the OECD, the World Bank and the World Economic Forum. The Adecco Group is active in these policy discussions on all levels. Our work particularly focuses on two aspects: the impact that the changing world of work has on skills needs, and social protection and the need for a New Social Contract for work in the 21st century:

- The transition to environmental sustainability can potentially create millions of jobs, but this will require significant investments in reskilling and upskilling of workers' capabilities to realize their full potential and contribute to the productivity of enterprises. Access to training, raising environmental awareness and climate literacy for current and future workers will be essential for the implementation of greener ways of production and service delivery. Policies for greening economies are ideally complemented by identification of skills needs and efficient skills response strategies, including a focus on lifelong learning and employability, e.g. through a gradual shift towards the individual, portable and transferable build-up of training accounts. In 2018, we released the "Future Skills" study exploring what the future of skills acquisition looks like for today's workers and companies. In another study focused on "Rethinking workforce investment", we identified three alternative models to help rethink how companies invest in re/upskilling and how this could be treated during the accounting process. We are also a major proponent of investing in apprenticeships to facilitate demand-driven school-to-work transitions. Our commitments and engagement make us one of the biggest investors in youth across the world, underlining our drive to equip young talent with the skills required by the labour market.
- The massive shift caused by climate change is likely to result in more and more frequent career transitions, as well as geographic shifts in economic activity. In order to mitigate these, the Adecco Group advocates for a New Social Contract. We believe that a new and socially innovative approach to social protection is needed. Regulatory frameworks should support diverse forms of work, and provide a balance between flexibility and security. We set out our views on this in more detail in our publication "Time to Act - Creating a new social contract for work in the 21st century".

C12.3f

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

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

C12.4
