



THE ADECCO GROUP

**Corporate
Governance
Report**

Termed the year of the polycrisis, 2022 was a time of rapid and unexpected change for our clients, candidates and the world.

Now more than ever, people are the most crucial asset in solving the world's pressing priorities - from establishing equality to protecting our planet. The Adecco Group is committed to providing the necessary skills and resources to rise to these challenges.

2022 saw high employment levels combined with record vacancy numbers and talent scarcity across all sectors. With candidate shortages likely to impact hiring in 2023 and beyond, the fundamental principles of corporate governance - transparency, accountability, responsibility and fairness - will remain key to all employers in attracting and retaining talent.

In this S.172(1) Statement, our fourth corporate governance report, we demonstrate how the Adecco Group puts these principles to work in our business. We describe how, for the year ending 31 December 2022, our company directors upheld their obligations under

section 172(1)(a) to (f) to form the Directors' Statement required under section 414CZA of the Companies Act 2006.

This report uses the Companies (Miscellaneous Reporting) Regulations 2018 and the Wates Corporate Governance Principles for Large Private Companies (the 'Wates Principles') - published by the Financial Reporting Council - as the framework for disclosing our corporate governance arrangements.

As a truly purpose-led organisation, our environmental, social and governance (ESG) strategy aims to deliver social and economic value for our clients, candidates, colleagues and the wider community. We are dedicated to building a better, more inclusive and more sustainable future and leading by example in everything we do.

Our purpose - *to make the future work for everyone* - inspires and connects us all, every day. This ongoing commitment, and our guiding corporate governance principles, will shape our focus throughout 2023.

Principle 1 Purpose and Leadership

A Global Perspective

The Adecco Group UK & Ireland is part of the Adecco Group, the world's leading talent advisory and solutions company. Our services help people fulfil their potential, providing access to work and improving employability.

2022 saw the continuation of our global Future@Work strategy - powering our worldwide purpose of *making the future work for everyone*. Our strategy is driven by a bold overarching vision: to enable sustainable and lifelong employability for individuals and empower organisations to optimise their talent needs and organisational models to achieve their goals.

Future@Work is fuelled by three enablers that drive transformation across our global business units. These enablers are *putting the customer at the centre, differentiating the future of our offer and digitalising the future*. Each strand is underpinned by three core cultural values:

- **People First** - We foster a diverse, equal and inclusive culture of people from all walks of life.
- **Growth Mindset** - We nurture our robust entrepreneurial culture, providing solutions that solve our customers' biggest challenges.
- **Collective Spirit** - We have a one-company, one-culture mindset, working together with a common purpose to *make the future work for everyone*.

In line with our worldwide Future@Work strategy, the Adecco Group is transitioning from a country-centric approach to become globally brand-driven.

While each global brand has its own distinct ambition, our company purpose - *to make the future work for everyone* - is the common thread across the Adecco Group ecosystem. We also focus on collective ESG goals, championing UK & Ireland-based initiatives that support our global objectives.

Our five key sustainability priorities include:

Elevating environmental sustainability

Throughout 2022, we minimised the impact of our operations on the environment and commissioned our fourth carbon footprint report. Due to a rise in business activity and travel post-COVID, the findings showed a predicted increase in our overall emissions in the last 12 months, moving from total emissions of 974.88 in 2021 to 1839.45 CO₂e in 2022. However, our footprint fell 30.6% compared to our 2019 baseline year measurement of 2651.88. Additionally, our emissions decreased from our baseline year by 56.6% per employee and 15.2% per £million turnover.

Element	2019	2021	2022	(%) change on baseline year (2019)	(%) change on previous year
Total Tonnes of CO ₂ e (Location-based)	2,651.88	974.88	1,839.48	-30.6%	88.7%
Tonnes of CO ₂ e per Employee	1.69	0.49	0.73	-56.6%	48.5%
Tonnes of CO ₂ per £M Turnover	1.46	0.67	1.24	-15.2%	85.4%
Total Tonnes of CO ₂ e (Market-based)	-	913.85	1,691.55	n/a	85.1%
Tonnes of CO ₂ e per Employee	-	0.48	0.67	n/a	40.5%
Tonnes of CO ₂ per £M Turnover	-	0.63	1.14	n/a	80.4%

Data on our energy and greenhouse gas emissions in accordance with Streamlined Energy & Carbon Reporting (SECR) is once again included in our Directors' Statement.

Throughout 2022, we focused on three carbon reduction initiatives, each with a dedicated executive sponsor:

- Reducing travel, particularly by air.
- Replacing company cars with lower emission models.
- Reviewing energy use and switching all sites to providers with renewable 'green' electricity plans.

Our brands also continued their sustainability journey, with Office Angels renewing their annual partnership with Trees for Life, a conservation charity in the Scottish Highlands. Throughout 2022, they planted a tree for every new joiner, two for each permanent placement and one for every 'Temp of the Month' award. By December 2022, the brand had planted just over 6,000 trees and have pledged to plant 10,000 trees by the end of 2023.

In 2023, our Adecco brand will also plant one tree for every permanent candidate placed.

Our Environment Committee Goals

Throughout the year, our Environment Committee pushed ahead with the Adecco Group UK & Ireland's short, medium and long-term goals, set in 2021. These are:

- To be carbon neutral by the end of 2022.
- To reduce our actual carbon output by 50% by 2030 (measured against our baseline level in 2019).
- To reduce our carbon output by 90% by 2050 (versus the same 2019 baseline) and eventually reach net-zero, using voucher offsetting as a last resort.

Goal 1 successes: Achieving carbon neutrality

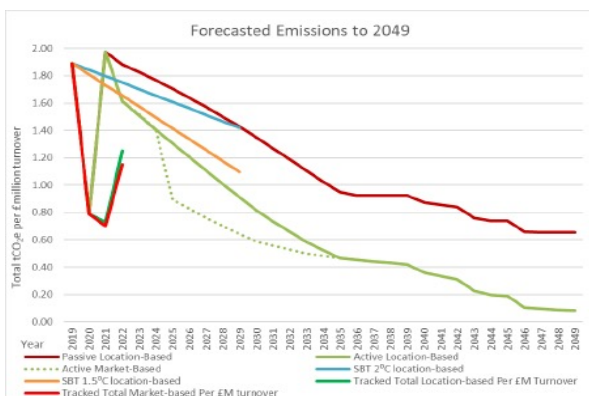
In 2022, we were delighted to become carbon neutral in relation to scope 1, 2 and 3 of our carbon emissions for the first time. We achieved our first goal ahead of schedule by investing in projects that offset our measured carbon emissions for 2021. The Environment Committee voted for the projects they wanted to support and chose:

- The Keo Seima Wildlife Sanctuary in Cambodia, which protects one of the largest remaining forests in Cambodia.
- The Larimar Windfarm in the Dominican Republic, which generates clean electricity using wind energy.

As well as providing climate change solutions, these two projects bring benefits to their local communities. As a result, the Adecco Group UK & Ireland is actively contributing to two UN Sustainable Development Goals – *good health and wellbeing* and *decent work and economic growth* – in addition to supporting climate action and offsetting our carbon footprint.

Goal 2 successes: Reducing our carbon output by 50% by 2030

Despite an overall increase in emissions, we are still on track to reach our carbon reduction targets, having made more reductions than required by 2022.



Our actual carbon output has dropped 30.6% from our 2019 baseline year, keeping us on target to achieve a 50% reduction by 2030.

Our most significant decreases are associated with site energy, particularly electricity. An Environment Committee awareness campaign encouraged action within our workforce, and energy-saving tips are now displayed as screensavers on all colleague laptops.

We also made strides by improving space utilisation in our properties, moving to more energy-efficient lighting systems and partnering with green energy providers.

Promoting Equity, Diversity and Inclusion (ED&I)

We drive positive change by promoting equity, diversity and inclusion (ED&I) in every action – through building awareness, encouraging internal dialogue and supporting clients with their ED&I strategies.

In 2022, the governance of our Equity, Diversity and Inclusion Committee evolved with the addition of subject matter experts (SMEs). Colleagues from our learning and development, policy and governance, marketing and transformation teams now ensure every aspect of our business – from policies and projects to training and recruitment – aligns with our ED&I goals.

Our SMEs work alongside our executive sponsor, committee chair and forum leads, as well as stakeholders representing colleagues, candidates, clients and the wider community.

Throughout 2022, we ensured our ED&I activity and initiatives fell within at least one of our five global pillars:

- **Structural inclusion**
- **Inclusive leaders**
- **Conscious inclusion**
- **Accountability**
- **Wellbeing**



Key achievements included refreshing existing policies and developing new ones to ensure inclusivity, expanding training to embed ED&I at every stage and developing reliable data to measure impact and inform future activity.

In 2022, we saw a 60% increase in ED&I data being shared and higher engagement scores across our key themes of ethnicity, religion, sexual orientation, disability and gender.

Hosted by our Gender, Ethnicity, LGBTQ+ and Disability and Mental Health forums, our Inclusion Coffee Mornings have seen a 60% increase in attendance since their launch. These interactive forums provide safe spaces for colleagues to share their stories and for allies to learn and offer support. In 2022, we covered diverse topics, including same-sex fertility, bereavement, Holocaust memorial and baby loss awareness.

Following this success, Adecco Group UK & Ireland launched a new peer-to-peer listening network called 'TAG Talk'. We created a directory of volunteers who are happy to provide support at any time on challenges from fertility to loneliness. We also introduced Inclusion Networks for colleagues to conduct in-depth discussions on specific subjects, such as neurodiversity and menopause.

Menopause was a significant topic for our Gender Forum in 2022. Following the launch of our menopause policy on 18 October 2021 for World Menopause Day, Adecco Group became one of only 10% of employers to have a policy at that time. Throughout 2022, we trained over 100 clients to write their own menopause policy, hosted external client webinars on Menopause in the Workplace and delivered menopause training for managers on client sites.

During 2022, we extended our statutory gender pay gap reporting to include our first ethnicity pay gap report. In consultation with members of our Ethnicity Forum, we developed and implemented an ethnicity pay gap action plan.

Community and Social Impact

In the UK & Ireland, the Adecco Group's mission is to build our internal and external purpose. We focus on making an immediate and positive impact in two core areas:

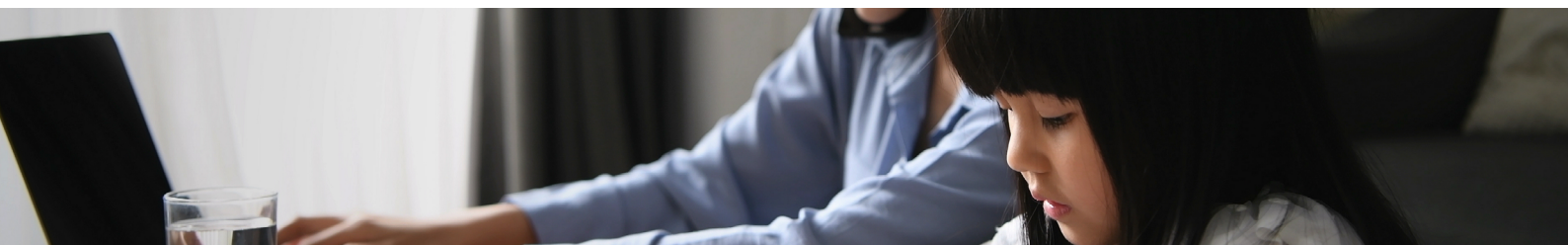
- Influencing future talent pools through our Creating Brighter Futures programme, which ensures everyone has access to opportunity – regardless of their background.
- Providing access to work by maximising individuals' working potential.

Creating Brighter Futures Programme

Our Creating Brighter Futures Programme empowers young people by connecting them with enterprises and educational bodies, providing access to opportunity and influencing future talent pools.

To ensure our support is tailored and effective, the programme offers three dedicated pathways based on age:

- **Think Bright** – A pre-employability skills development school programme designed for 11 to 15-year-olds.
- **Plan Bright** – A work experience and soft skills development school programme for 16 to 18-year-olds.
- **Shine Bright** – Apprenticeships, traineeships and a suite of early careers programmes for young people, tapping into a 'Talent Collective' of employers who actively support emerging talent.



Supporting social mobility and The Purpose Coalition

As part of the world leader in recruitment solutions, Adecco Group UK & Ireland has a responsibility to boost employability for people whose working potential is currently under-realised – including refugees, people with disabilities, people with lived experiences of homelessness and ex-offenders.

We also recognise that barriers to employment are systemic and that young people and people from diverse backgrounds need help to kickstart a fulfilling career. With that goal in mind, we took the Social Mobility Pledge in 2021 – an initiative led by Justine Greening, former Secretary of State for Education, to encourage businesses to widen access to opportunity.

The Pledge's most passionate partners became The Purpose Coalition – a group of purpose-led organisations committed to closing the UK's opportunity gap. We're proud to be among the top 150 UK and Ireland companies focused on purpose, and ensure social mobility is embedded in everything we do.

In partnership with The Purpose Coalition, in 2023 the Adecco Group will launch **FINDMYPURPOSE** – an opportunity platform to improve access to work for everyone, regardless of their background or circumstances. The project complements our established Getting Real Opportunities for Work (GROW) Programme, developed in partnership with the housing and homelessness charity, Shelter. The initiative is designed alongside people with lived experience of homelessness, involving GROW trainees in shaping and improving Shelter's activities and services. Trainees are then mentored, upskilled and placed into sustainable jobs by the Adecco Group.

Alongside the GROW Programme, we actively lobby government and conduct research via our national Employee Housing and Wellbeing Index to help companies better support those vulnerable to insecure housing.

Delivering high standards of corporate governance

Our culture of integrity and compliance ensures we operate in full compliance with legal requirements - and go further where needed to guarantee the health and safety of our colleagues and candidates. We also take necessary steps to make sure our candidates feel confident in engaging with us and know their personal information is safe and secure.

Our legal and compliance teams comprise dedicated lawyers who specialise in commercial contracts, insurance, litigation and employment law, as well as compliance experts covering privacy and business continuity. We also rely on our health and safety professionals and business assurance colleagues to uphold the integrity of our company, and the safety and trust of our colleagues and candidates.



As evidence of our 2022 commitment to a compliance-plus culture, we maintained key specialist accreditations, such as Achilles, Avetta, CHAS, Cyber Essentials, British Safety Council Membership, Ecovadis, FSQS, RISQS, Sedex, Safe Contractor and JOSCAR. We also retained our ISO 9001:2015 quality management system certification in key recruitment service brands following successful surveillance audits and an annual review of our Quality Management System by the British Standards Institution. We are also proud to hold a Disability Confident Employer Level 2 Certificate.

By earning these accreditations, we demonstrate commitment to delivering services that meet our candidates' and clients' requirements - and legislative standards for providing recruitment services. The certification also confirms that our robust quality management system supports our core strategy and is led from the top.

In the past year, our global teams reinforced the Adecco Group's principled approach with mandatory ethics and compliance e-learning modules for all levels of the organisation. The global business also launched a survey to measure and monitor colleague feedback on integrity and compliance within the Adecco Group. In the UK & Ireland, we provided bespoke in-house training to ensure colleagues recognise and respond to concerns around modern slavery - training we share with clients and suppliers upon request.

Driving public policy engagement

We actively engage with government and industry bodies to advocate regulatory frameworks and policies that fit our purpose – *to make the future work for everyone*.

Throughout 2022, we continued campaigning for a more flexible approach to the Apprenticeship Levy. To enable greater upskilling, training and development opportunities, we firmly believe that all candidates should have access to the levy for training opportunities – not just our permanent colleagues.

For the first time in 2022, we incorporated our ED&I agenda into our public affairs work. After becoming one of only 10% of employers to have a menopause policy, we began conversations with government to galvanise all large employers to implement similar support for women experiencing menopause.

Focusing on another critical challenge, we will bring together our environment and public affairs agendas in 2023, capturing our unique knowledge and client-led insights about green skills for the future. We will marry this intelligence with current skills data and candidate information about sought-after jobs to provide an accurate picture to government on the green skills needed moving forward.



Principle 2 Executive Leadership Team

2022 saw the ongoing reorganisation of the Adecco Group brands into three global business units: Adecco, LHH and Akkodis, each with its own governance structure and Senior Leadership Team. Statutory directors are aligned separately to each of the legal entities which form the global business units.

The role of a country-level Primus Inter Pares (PIP, meaning 'first among equals') continued to coordinate the UK & Ireland businesses.

To ensure governance and integration, meetings are held at differing frequencies to disseminate information and integrate strategy.

The Adecco Group Executive Leadership Team (ELT), led by the Primus Inter Pares continued to take a key role in the alignment of the Adecco Group business,

meeting every two months and as needed to discuss relevant topics for the wider UK & Ireland leadership team. The ELT comprises the following roles:

- Primus Inter Pares
- Senior Vice President/Vice Presidents of our three global business units (Adecco, LHH and Akkodis) and Pontoon Vice President Finance, UK & Ireland
- Vice President HR, UK & Ireland
- Senior Vice President, General Counsel and Integrity and Compliance Officer, UK & Ireland
- Vice President IT, UK & Ireland
- Vice President Sales, Strategy and Solutions, UK & Ireland
- Vice President Marketing, Communications and Social Impact



Regular meetings are also held among the Enabling Function Heads to harmonise priorities between functions, as well as the Transformation Steering Committee to ensure alignment with the transformation agenda.

Throughout 2022, several Board duties were executed through committees. An executive sponsor for the group's Health and Safety, Environment, Risk and ED&I committees reported back to the ELT, underlining our continued strategic commitment to our sustainability priorities.

Principle 3 Director Responsibilities

While our strategy sets our business direction, our values set us apart and provide the foundation for our culture. Our leaders are critical to bringing both to life.

All of our colleagues deserve to work with leaders committed to being better every day and living up to the expectations of their teams and those around them.

Our Global Competency Framework highlights how our leaders set performance goals and take personal accountability to further organisational success. The framework outlines nine competencies aligned with our vision of putting people first in all our actions and *making the future work for everyone*. They are:

- Customer centricity
- Strategic thinking
- Purposeful collaboration
- Developing others
- Evaluating new information and embracing new technologies
- Embracing change and ambiguity

- Curiosity and learning
- Driving results
- Effective communications

Each of the Adecco, Akkodis and LHH Leadership Teams receive regular reports on key areas, including health and safety, operational matters and financial performance, as well as our ESG priorities.

Financial information is provided to the leadership teams on a timely basis by appropriately qualified colleagues to ensure data integrity. Each year, these financials are externally audited by Ernst & Young. Compliance with the internal financial controls framework is conducted by the global internal audit department, which has a direct reporting line to the Adecco AG Board. It is independent of the Finance function and provides the rigorous review expected of a large company.

Principle 4 Opportunity and Risk

Opportunity

We launched our Future@Work strategy and transformation programme in 2020 to prepare our business for the future world of work and ensure we can seize the opportunities in front of us.

Our strategic vision is to enable sustainable and lifelong employability for individuals and empower organisations to optimise their workforces. As such, our Future@Work strategy focuses on:

- Executing through a globally brand-driven approach - with distinct strategies for our three Global Business Units.
- Three transformation enablers - Customer Experience, Differentiation and Digital.

Our Business Excellence and Change team ensures we successfully deliver our strategic Future@Work roadmap.

This team is also responsible for continuous improvement - achieved through our Perform Methodology, which we digitised via a programme called Perform Plus. They also drive customer experience and monitor internal and external trends, digital products and working practices to ensure we retain and embed best practice.

Risk

In 2020, we formalised a multi-team Risk Committee to manage the group's Risk Register. Since then, executive oversight has been provided by the Adecco Group's Senior Vice President General Counsel and Integrity and Compliance Officer, UK & Ireland, and the Vice President Finance, UK & Ireland, together with the following cross-function representatives:

- Head of Business Process
- Head of Corporate Governance and Sustainability
- Vice President HR, UK & Ireland
- Head of IT Production
- Project Portfolio Manager, Business Transformation
- Local Privacy Lead
- Senior Business Quality Manager

The Risk Committee acts as a single point of control to evaluate, report and address risks highlighted through a bespoke risk submission form – or identified directly by Risk Committee members.

Managers within our global business units remain responsible for monitoring, managing and reporting

potential risks within their area, but the framework allows anyone at any level to identify and submit points for central review. Risks are assessed using agreed scales for probability, impact and strength of control. In accordance with our Risk Management Policy, the framework follows standard risk methodologies and the ISO Plan-Do-Check-Act approach.

Any strategic risks pinpointed by the Risk Committee are ultimately reported to the Adecco Group UK & Ireland leadership team, informing our approach to project and programme management.

In addition, we manage legal and contractual risk in respect of legal contracts and litigation by ensuring strict adherence to the company's UK & Ireland Management Authorisation Guidelines (MAGs). These are based on the Adecco Group's global Group Commitment Policy and Sales Contract Policy and adapted and augmented for use in the UK & Ireland. The MAGs are controlled and managed by the UK & Ireland Legal Department, with set parameters for accepting contractual and other legal risks at particular levels of management.



Principle 5 Remuneration

The UK & Ireland Remuneration Committee comprises the Vice President HR and the Vice President Finance, who review workforce pay and related policies and ensure our incentives and rewards complement our company culture.

The Adecco Group's remuneration measures allow for discretion to override formulaic outcomes, including provisions that enable the company to recover and/or withhold sums, share awards and specify circumstances when it would be appropriate.

When determining policies and practices, the Remuneration Committee aims to achieve the following:

- **Clarity** - Remuneration arrangements should be transparent and promote effective engagement with stakeholders and the workforce.
- **Simplicity** - Structures should avoid complexity and rationale, and their operation should be easy to understand.
- **Risk** - Arrangements should identify and mitigate reputational or behavioural risks from excessive rewards or target-based incentive plans.
- **Predictability** - The range of possible reward values for individuals and any other limits or discretions should be identified and explained when approving the policy.
- **Proportionality** - The link between individual awards, strategy delivery and the company's long-term performance must be clear. Outcomes should not reward poor performance.
- **Alignment to culture** - Incentive schemes should drive behaviours consistent with company purpose, values and strategy.

Colleagues are paid competitively, considering their existing and future potential relative to other individuals currently performing the role. The pay rate must be within the appropriate job level salary range, which is reviewed on an annual basis.

When determining a colleague's pay rate, we consider the following:

- Demonstrated or potential capability, relative to the requirements of their role.
- A salary level that is affordable within agreed departmental budgets.
- Relevant market guidance.
- Pay practice for existing role holders and their relative capability.
- Role-specific recruitment and retention difficulties.
- The current salary of the colleague.

Each year, we share gender pay gap reports for our larger brands. We now have an equal proportion of women and men on the executive leadership team and a higher proportion of women across most levels. To help us target and tackle pay and representation imbalances across our family of brands, we are pushing forward with purposeful projects such as our Equity, Diversity and Inclusion (ED&I) Committee and our talent development programmes.

In response to rising inflation and living expenses, we launched a cost-of-living toolkit for colleagues highlighting our extensive benefits and support provision - including employee discounts, working pattern adjustments and partnerships with financial providers. We also introduced a hardship fund allowing colleagues to apply for additional financial assistance.



Principle 6

Stakeholder Relationships and Engagement

The Adecco Group UK & Ireland's key stakeholders - from industry partners and suppliers to colleagues, candidates, clients and our local communities - lie at the heart of our ESG strategy and commitment to *making the future work for everyone*.

Industry partners

Throughout 2022, we were an active member of industry bodies, including the Recruitment and Employment Confederation (REC), Association of Professional Staffing Companies (APSCO), Outsource and the Association of Labour Providers. We collaborated on individual and joint approaches to

government concerning policies and consultations affecting the entire industry.

We joined industry roundtable discussions, using the opportunity to meet with the Employment Agency Standards Inspectorate (EASI), share best practice and make policy recommendations.

Colleagues

To *make the future work for everyone*, our colleagues need to be at the heart of what we do. So we always put our people first.

We assess the effectiveness of our ED&I activities, as well as colleagues' health and wellbeing, through regular 'Your Voice Matters' surveys, powered by the Peakon employee feedback tool.

The online platform allows our HR and leadership team to track overall engagement and colleague attitudes towards our policies and programmes, ED&I strategy and wellbeing support. In 2021, we also implemented Peakon Include, which reviews our ED&I and health and wellbeing provision through the lens of ethnicity, gender, sexual orientation, religion and disability. These deeper insights help us address specific concerns from under-represented groups.

Peakon also enables managers to receive colleague feedback in real time, respond directly to comments and identify improvement areas.

The Adecco Group UK & Ireland ended 2022 with an employee engagement score of 8.4 (out of 10) - 0.5 points above the global Peakon benchmark. Similarly, when we used Net Promotor Score (NPS) metrics to gauge whether colleagues would recommend working for us, we earned a score of 54, compared to Peakon's average of 37.

To drive mobility within our workforce, we have enhanced progression and secondment opportunities across every corner of our company. Last year, we supported over 500 promotions and moves throughout the worldwide Adecco Group ecosystem, opening doors across sales, central services and global operations.

Our evolving employee-led forums - or Sounding Boards - helped us ensure our corporate goals are aligned, understood and clearly communicated. These cross-functional teams assist us in embedding business aims at every level and make certain each colleague knows their part in enabling our Future@Work objectives.

2022 was a year of growth, when we saw colleague numbers expand by 15%. Throughout the year, colleague retention rates improved and voluntary attrition fell by 25% - testimony to our focus on loyalty and engagement.

In the past 12 months, we also launched the Changemakers Circle, a programme supporting ambitious and purpose-driven colleagues who want to make a difference within our community, ED&I, charitable and environmental activities.

Changemakers have the opportunity to lead impactful projects, gain access to a community of like-minded individuals and directly influence how the Adecco Group realises its social purpose to *make the future work for everyone*.

Candidates

In 2022, we integrated our Customer Experience team into our broader Business Excellence and Change function. The new structure ensures that candidate feedback is woven into key initiatives to continually optimise our candidates' journey and their resulting experience.

We started the year with a workshop series focusing on feedback from our annual Relational Net Promoter Score (rNPS) survey, which shaped various candidate-facing improvement projects.

Extending the capability of our FAQ support bot was a key priority. Throughout 2022, we increased our live chat open hours to ensure omnichannel availability and broadened support based on common questions. The changes boosted our live chat CSAT customer satisfaction score, which now sits at 89%.

Improving responsiveness was also an important

objective. With this in mind, we added centralised and supported Google review sites for our branch network, which ensure contact details and locations are correct – and that questions and reviews are answered promptly.

Our support teams also added several interactive voice response (IVR) options to ensure callers get to the right place, first time. Online, we added further social media channels to assist with social listening and give candidates on-target help when and where they need it.

We actively promote review sites to gather more feedback and will continue maximising customer opinions through 2023. Upcoming initiatives include a Transactional Net Promoter Score (tNPS) project to support branches and regions with drop-in customer service sessions, an augmented customer charter and expanding the role and reach of our bot and live chat services.

Clients

At the Adecco Group, we nurture an actionable, growth-driven customer experience culture, which focuses on understanding the expectations of our clients and candidates, adding value to their business and enriching their professional lives.

In recent years, we have established global Voice of the Customer (VoC) programmes, systematically measuring our progress based on customer success in 47 countries. 2022 marked a positive evolution in the customer experience of the Adecco Group, with a six-point increase in the Net Promoter Score (NPS) of clients (NPS=32 in 2022 vs NPS=26 in 2021).

2022 was also the second year of implementation of our Future@Work strategy. Our end-to-end talent solutions,

delivered through the complementary expertise and capabilities of the three Global Business Units (GBUs) – Adecco, Akkodis and LHH – provide holistic solutions to help individuals develop their careers, and clients transform their workforces.

We do this by delivering the best mix of permanent and flexible placement at scale, outsourcing, upskilling and reskilling, coaching, outplacement and consulting across the technology and engineering spheres. Our people-focused expertise also helps clients to create empathetic cultures and progressive policies that champion the changing needs of their workforce – from menopause support programmes to ED&I strategies.



Adecco

At Adecco, strong strategic customer partnerships have always been crucial to our business. For us, the best way to achieve this is through our omni-channel strategy, combining online tools with a personal approach - delivered through a global network of branches (urban and rural), career centres and onsite. This approach ensures that we offer our local and global clients the services they need - at the locations they want - and enables us to build strong customer relationships, which are vital during a challenging economic environment.

Throughout 2022, we strengthened our unique solutions portfolio (flexible placement, permanent placement, outsourcing, training, upskilling & reskilling and diversity & inclusion) to better serve our clients' needs by being attractive to candidates. We saw near-unprecedented growth for both temporary and

permanent appointments, and talent scarcity became a key challenge for many organisations.

In response, Adecco developed a new solution to meet the needs of clients with high-volume permanent requirements. We have already onboarded key clients under this solution, which will continue to thrive throughout 2023.

Our 360° workforce solutions continue to benefit many organisations, as our clients can quickly pivot between different Adecco services, enabling flexibility of solutions in a changing market. We retained many long-standing clients on the strength of Adecco's customer experience and breadth of expertise and were positioned as the 2022 leader in contingent staffing by independent industry analyst, Everest Group.



Akkodis

Akkodis was formed in early 2022 when Modis, the Adecco Group's high-tech services business, was combined with AKKA, a leader in engineering R&D services. Today, we employ 30,000 tech experts across 30 countries and are one of the leading global service companies in the Smart Industry, providing consulting, solutions, RPO and managed services. Our global Academy network also provides customised upskilling and reskilling programmes.

We help clients solve some of the world's toughest challenges, from advancing the future of sustainable transportation via an innovative car ride sharing app, to speeding up the global energy transition by developing an energy trading platform.

But innovation and progress require the right people. In the past year, talent scarcity and rising inflation led to high attrition risks - and the related challenge of expanding the available talent pool to meet growing client demand.

Akkodis responded by engaging our Academy service to upskill and reskill our own employees, allowing them to be rapidly deployed to meet our clients' needs. With five million pre-qualified candidates for engineering and digital roles, Akkodis now has one of the largest tech talent recruiting networks worldwide.

LHH is the professional talent arm of the Adecco Group, providing a comprehensive range of services to help clients address all their professional-level talent challenges.

Our services include recruitment solutions, career transition and mobility, leadership development and coaching, advisory and training and reskilling. In addition, our digital ventures – EZRA (digital coaching), General Assembly (tech skills development and enhancement bootcamp) and Hired (matching skilled talent to tech and sales roles) – provide further depth to our ability to execute on the most complex talent management challenges.

- **LHH Recruitment Solutions** covers temporary and permanent recruitment, executive search, interim management and recruitment process outsourcing via our managed recruitment experience (MRX) team.
- **LHH Career Transition and Mobility** helps employers build cultures based on lifelong learning and career mobility, identifying career paths with predictive analytics. This is in addition to supporting those being made redundant to successfully transition to the next phase of their career.
- **LHH Leadership Development** provides culture and leadership consulting, diagnostics and assessment, coaching and leadership and team development.

Community

The challenges of recent years have reinforced the essential role we play, as an organisation and as individuals, in supporting our communities. We recognise our ability to guide hundreds of thousands of people into rewarding jobs every year – and to leverage the power of work to fuel wellbeing, inclusion and positive change.



Adecco Group programmes

In addition to our social mobility and inclusion programmes detailed earlier in this report, we have developed a number of initiatives, partnerships and commitments that spread fulfilment, opportunity and vital resources throughout our business and beyond.

- We commit to ambitious fundraising targets and maintain active involvement in local communities, with volunteering initiatives that drive real impact. This allows colleagues to fundraise and give their time and expertise to social causes they care about.
- All volunteering opportunities are recorded on the Adecco Group's Karma Hub, enabling colleagues to marry their skills with volunteering and receive points upon completion of activities – all of which will combine towards a 20,000-hour volunteering target set for 2023. The Karma Hub also tracks colleague and client contributions to the United Nations Sustainable Development Goals. To date, our colleagues have amassed a total of 18,500 volunteering hours since the Karma Hub's launch in 2020.
- We continue to support two key global programmes. Win4Youth unites colleagues, candidates and clients as they collectively clock up hours of sporting activities for each country's choice of charity partner.
- Meanwhile, the worldwide CEO for One Month initiative offers young people the possibility to develop and showcase their leadership potential, acquire critical career skills and, if selected, shadow the Adecco Group's global CEO for four weeks.

Third sector partnerships

With an issue as complex and multifaceted as meaningful work, we know we can't do it alone. Adecco Group partners closely with the third sector to deliver a wide range of programmes that meet the needs of unique populations.

- We are actively involved in fundraising - having raised £186,000 by the end of 2022 during our three-year partnership with Shelter, the UK's largest charity addressing housing insecurity and advocating for people with lived experiences of homelessness.
- Our partnership with Shelter will continue till mid-2023, with Adecco Group UK & Ireland colleagues fundraising and volunteering their skills, as well as formally helping Shelter users on their journey to sustainable employment.
- We also leverage partnerships with the Careers & Enterprise Company, Skills Builder Partnership,

the TENT Alliance for refugees, Offploy and the Business Disabilities Forum, and placed over 1,500 people from the most disadvantaged backgrounds back into to work in 2022.

- As a business, we are passionate about building more opportunities for differently abled individuals in work. Globally, we have taken the Valuable 500 commitment to disability inclusion and work with the British Paralympics Association to upskill para-athletes and place them with our clients.
- Our global engagements include Paradigm for Parity, the International Labour Organisation's Global Business and Disability Network and the European Network Against Racism's Equal@Work Platform. The Adecco Group is also a signatory to the United Nations LGBTI Standards of Conduct.

Suppliers

We are increasingly seeking out suppliers who actively help us achieve our sustainability goals.

Our reported figures on our payment practices, policies and performance for 2022 show that the average time to pay increased slightly from 14 days in 2021 to 15 days during 2022. A number of process and reporting reviews are scheduled for 2023, with a focus on improving the overall invoice processing journey.

In line with our company values, we endeavour to pay all suppliers within terms, with particular focus on SMEs, where cash flow is critically important. We regularly review our outstanding invoices, follow up approvals and support in resolving queries to minimise payment delays.

The Adecco Group UK & Ireland is also committed to preventing modern slavery by educating our colleagues, clients and associate workforce, and demanding high standards from our suppliers. Through our Modern Slavery Act Transparency Statement, we publicly pledged that in 2022 we would:

- Promote internal awareness of this crucial human rights issue, particularly with our branches and onsite teams, through dedicated subject matter experts in HR, procurement and compliance, with a specific focus on communications around Anti-Slavery Day.
- Use our bespoke training course to promote awareness of modern slavery and the importance of training our clients and suppliers.
- Audit our suppliers, especially those who provide candidates to our clients through second-tier arrangements.

We were pleased to confirm our progress in these areas in our public statement for 2022.

Transparent reporting is a key element of building trust with our stakeholders. In 2023, we will continue to work with our industry partners to advocate regulatory frameworks and policies that remove barriers to employment and fit with our purpose of *making the future work for everyone*.



THE ADECCO GROUP