THE ADECCO GROUP

# Sustainability Factsheets

Investor Relations | April 2025

# The Adecco Group: a Sustainability leader with meaningful social impact

As the **world's #2 provider of expertise in talent and technology**, and with **170,000[1] own-employees**, on top of **placing millions of people in jobs** every year, **the scale of Adecco Group's social impact is substantial**.

The Adecco Group's Sustainability ambition is integral to the Group's strategy and business proposition, and is designed to drive shared value:

## Environmental sustainability

- Targeting Net Zero by 2050: targets and roadmap for emissions reductions approved by SBTi
- Transitioning to renewable energy sources, a low-emission car fleet, and energy-efficient practices

## Social responsibility

- Advance to gender parity in leadership roles by 2030
- Nurturing inclusive and diverse employees, while fostering a culture of continuous learning
- Driving initiatives to improve employability and foster skill-development at scale, for everyone
- Setting the standard in Human Rights practices

## Corporate governance

- Operating with integrity and compliance, enabling responsible business practices across the value chain
- Ensuring robust data privacy and security standards, comprehensive approach to Responsible AI
- Committed to transparent and proactive stakeholder engagement

[1] When including tech experts and bench associates, company-based employees (FTEs) ~30,000

# Living our purpose

People placed[1]:

**449,000+** on assignment, every day

**171,000+** permanent placements

**883,000+** trained and coached

Employer of choice:

**~170,000** FTEs

when including tech experts and bench associates[2]

**+32** Employee engagement, **+8 pts above** benchmark[3]

THE ADECCO GROUP

Adecco AKKODIS LHH

[1] Management estimates. [2] Company-based employees (FTEs) ~30,000 [3] Engagement score applies to Company-based employees only, compared to 2019 baseline

# Environmental sustainability

## 2024 in figures

- **Emissions reduction:** 4% yoy reduction, 22% below 2019 baseline
- **Renewable energy:** 24% share of total energy consumption
- **Further reductions:** 8% yoy reduction in total energy consumption, 50% reduction in Scope 2 emissions vs 2019 baseline

## Targeting Net Zero

- In June 2024, the Group's 2030 and 2050 carbon reduction targets and roadmap were validated by the Science-Based Targets initiative (SBTi)
- The Group enhanced its disclosures in line with the mandatory Swiss Ordinance on Climate Disclosures, based on the recommendations of the Taskforce on Climate-related Financial Disclosures

## Clear plans to support ongoing reductions

- Expanded measurement capabilities and emissions inventory to include additional sources of emissions not previously measured (Scope 3.1 – 3.5)
- Double Materiality Assessment: Climate-related issues are not considered material to the business but remain an important focus from a stakeholder perspective
- Comprehensive policy framework translating the Group's commitment into daily business:
  - Group Environmental Policy
  - Group Procurement and Real Estate Policy
  - Third-Party Code of Conduct

Note: The Group's approach focuses firmly on measuring, managing, and reducing its carbon emissions. While we recognise the importance of other environmental considerations such as air pollution, water consumption, biodiversity, and land and resource use, these are not material to the business thus not in focus of its reporting efforts.

## TARGETS[1]

### 2030[2]

- Reduce absolute scope 1 and 2 GHG emissions 51.7%
- Reduce absolute scope 3 GHG emissions from employee commuting 27.5%

### 2050[2]

- Reduce absolute scope 1, 2 and 3 GHG emissions 90%
- **Reach net-zero** GHG emissions across value chain[3]

[1] GHG targets validated by the Science Based Targets initiative (SBTi) [2] 2019 as base line year [3] Net zero achieved by GHG emissions reductions (90%) and carbon removals/storage (10%)

# Social responsibility

## 2024 in figures

- Global footprint: 170,000 FTEs (incl. tech experts and bench associates)
- 36% leadership roles held by women (+2% yoy)
- Conscious inclusion training across 75% of the organisation
- Employee Engagement score 8 pts above industry benchmark

## INTERNAL APPROACH

### Gender parity

- Our goal is to expand access to career development opportunities for all, prioritising an inclusive and supportive culture where everyone can succeed and reach their full potential
- To drive this, we are focused on providing support to enable women to progress at the Adecco Group and ensure our 56% female (including Akkodis Tech Experts) employee base is supported into senior management roles, subject to adherence to local laws and regulations

### Nurturing inclusive, and engaged employees empowered by continuous learning

- Employee engagement and satisfaction is measured through biannual surveys that influence the Group's talent attraction and retention strategies
- The Group promotes actions that protect the physical, mental and social well-being of its employees, such as flexible working programmes

## TARGETS

- **Advance gender parity** in leadership roles by 2030, in compliance with relevant local laws

Note: The Company's policy is to comply with applicable local law at all times. All programmes, initiatives, and targets are subject to compliance with applicable local law and may not be operational or available in all locations, including but not limited to the United States.

# Social responsibility

## 2024 in figures

- **Flexible employment:** 449,293 associates[1] placed daily, 2+ million associates[2] on daily assignments
- **Permanent employment:** 170,758 individuals secured permanent roles
- **Skills development:** 883,022 individuals up/re-skilled
- **Refugees:** >30,000 placed & 5,000 skilled

## EXTERNAL APPROACH

### Enabling access to employment and long-term employability

- Implementing initiatives that lower barriers to access and build skills **for sustained employability at scale**, enabling everyone to thrive
- Initiatives vary from tailored programmes in key markets, like PROFEA project in Spain and CARE & ELOCA initiatives in France, to dedicated service lines across the Group, such as Adecco Inclusion, in compliance with applicable laws
- The Group aims to assist 85,000 refuges into employment, and to up and re-skill 17,000 refuges to build their employability by 2027

### Setting the standard in human rights practices

- The Group's recently launched its latest Human and Labour Rights Policy, supported by continuously evolving due diligence, which protects against child or forced labour risks and fosters ethical recruitment practices

Note: The Company's policy is to comply with applicable local law at all times. All programmes, initiatives, and targets are subject to compliance with applicable local law and may not be operational or available in all locations, including but not limited to the United States.

[1]Associates provided with flexible employment every day, excluding joint ventures

[2]Associates on assignments every day including joint ventures

# Corporate governance

## 2024 in figures

- **Tax contributions:** EUR 6,052mn total taxes paid
- **Transparency:** 2024 Non-Financial Report will be presented for a non-binding consultative shareholder vote at the Annual General Meeting (AGM)

## Operating with integrity and compliance

- Enhanced Code of Conduct instituted, setting out standards for ethical business, supported by revised e-learning, attestation process and a comprehensive policy framework
- Continued implementation of third-party risk management framework, enabling responsible business practices across the Group's value chain

## Ensuring robust data privacy and security standards

- With investments in compliance resources, business processes and technology, the Group is committed to compliance with relevant data privacy principles and security programmes
- Comprehensive approach to Responsible AI: Responsible AI Principles and Group Policy, overseen by the Responsible AI Committee; group-wide training programme

## Committed to transparency and proactive stakeholder engagement

- Annual non-financial report with externally assured KPIs by PwC (limited assurance)
- Responsible tax practices, adhering to OECD standards and local tax laws across 62 countries

## Effective implementation

- Sustainability strategy is overseen by the Board of Directors, with the Governance & Nomination Committee and Audit Committee taking the lead
- The Group's EC is responsible for driving effective implementation across the business
- The short-term incentive plan (STIP) for EC members includes sustainability indicators, such as gender parity

# Adecco Group is highly rated by major ESG indices

## 2023

MSCI ESG RATINGS — A

CCC | B | BB | BBB | A | AA | AAA

Rated — MORNINGSTAR | SUSTAINALYTICS

Negligible risk profile, 9.1 score,
Industry rank 24/450
Global rank 174/15652

CDP — DISCLOSURE INSIGHT ACTION — B

2023 CLIMATE CHANGE

SILVER 2023 ecovadis Sustainability Rating

## 2024

MSCI ESG RATINGS — AA

CCC | B | BB | BBB | A | AA | AAA

SUSTAINALYTICS

Negligible risk profile, 7.0 score,
Industry rank 8/476
Global rank 68/16049

ESG 2024 INDUSTRY TOP RATED

ESG 2024 REGIONAL TOP RATED

CDP — DISCLOSURE INSIGHT ACTION — A-

SILVER | Top 15% ecovadis Sustainability Rating JAN 2024

Forbes 2024 WORLD'S BEST EMPLOYERS — POWERED BY STATISTA

## 2025 YTD

2025 SUSTAINALYTICS GLOBAL 50 ESG TOP RATED MORNINGSTAR

2025 SUSTAINALYTICS INDUSTRY ESG TOP RATED MORNINGSTAR

For more detailed insights, please refer to the 2024 Annual Report and Non-Financial Report available on the Group's website.

https://www.adeccogroup.com/our-group/sustainability

https://www.adeccogroup.com/investors/annual-report

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# Solid progress through a measurable ESG strategy

## SOCIAL & EMPLOYEE

### Employee Matters

**Company-based employees, by gender and geography**

| | Total headcount | Female | Male | Other/Not Disclosed |
|---|---|---|---|---|
| Australia | 1,544 | 54% | 45% | 1% |
| Belgium | 1,545 | 54% | 46% | 0% |
| Canada | 697 | 61% | 38% | 1% |
| France | 15,179 | 49% | 51% | 0% |
| Germany | 6,253 | 37% | 62% | 1% |
| Italy | 4,738 | 62% | 38% | 0% |
| Japan | 14,009 | 35% | 65% | 0% |
| Netherlands | 1,101 | 48% | 52% | 0% |
| Spain | 4,215 | 60% | 40% | 0% |
| Switzerland | 900 | 50% | 50% | 0% |
| UK | 2,645 | 60% | 39% | 1% |
| Rest of the world | 17,945 | 58% | 42% | 0% |
| Total | 70,771 | 50% | 50% | 0% |

**Company-based employees, by age group**

| | |
|---|---|
| 15-20 years | 0% |
| 21-30 years | 31% |
| 31-40 years | 34% |
| 41-50 years | 22% |
| 51-60 years | 11% |
| 61-70 years | 2% |
| >70 years | 0% |

| | 2024 | 2023 |
|---|---|---|
| Board of Directors gender parity | 50% female | 56% female |
| Executive Committee gender parity | 38% female | 44% female |
| Global Leaders gender parity | 36% female | 34% female |
| Total turnover of Company-based employees | 27% | 25% |

### Social Matters

| | 2024 | 2023 |
|---|---|---|
| Individuals at work (number of flexible placements)[1] | 449,293 | 474,167 |
| Individuals at work (number of flexible placements); gender representation (female/male/other)[2] | 41% / 58% / 1% | 41% / 59% / 0% |
| Individuals at work (number of flexible placements); age group representation (≤30/31-50/>50)[2] | 43% / 42% / 15% | 44% / 41% / 15% |
| Individuals placed (number of permanent placements)[3] | 170,758 | 169,062 |
| External individuals up-/re-skilled | 883,022 | 884,029 |

1 Excluding joint ventures, reflected on an FTE basis.
2 Reflects the respective gender/age representation on a headcount basis in markets comprising 74% of total flexible placement revenues.
3 Including permanent placements in RPO.

Assured by PwC (limited assurance)

## ENVIRONMENTAL

**Greenhouse gas (GHG) emissions (metric tonnes $CO_2e$)[4,5]**

| | 2024 | 2023 | 2019 (baseline) | YoY Change | Vs Baseline |
|---|---|---|---|---|---|
| Scope 1 (Direct Emissions) | 40,426 | 38,947 | 51,277 | 4% | -21% |
| Scope 2 (Indirect Emissions, market-based) | 28,910 | 26,353 | 57,930 | 10% | -50% |
| Scope 3 Total | 822,451 | 866,936 | 1,032,367 | -5% | -20% |
| Scope 3.1 (Purchased goods and services) | 7,883 | 19,528 | 17,199 | -60% | -54% |
| Scope 3.2 (Capital goods) | 10,281 | 11,830 | 25,643 | -13% | -60% |
| Scope 3.3 (Fuel and energy-related activities) | 15,096 | 14,706 | 23,638 | 3% | -36% |
| Scope 3.5 (Waste generated in operations) | 977 | 978 | 980 | 0% | 0% |
| Scope 3.6 (Business travel) | 23,223 | 22,977 | 35,957 | 1% | -35% |
| Scope 3.7 (Employee commuting) | 764,153 | 795,815 | 927,985 | -4% | -18% |
| Scope 3.13 (Downstream leased assets) | 35 | 139 | – | -75% | – |
| Scope 3.15 (Investments) | 803 | 963 | 965 | -17% | -17% |
| **Total Emissions** | 891,787 | 932,236 | 1,141,574 | -4% | -22% |

**Proportion of electricity from renewable vs non-renewable sources**

| Electricity consumption and mix | 2024 | 2023 |
|---|---|---|
| Consumption of purchased electricity from renewable sources (MWh) | 19,246 | 26,767 |
| Share of renewable sources in total electricity consumption (%) | 24% | 31% |
| Consumption of purchased electricity from non-renewable sources (MWh) | 59,798 | 58,780 |
| Share of non-renewable sources in total electricity consumption (%) | 76% | 69% |

4 Following the formal validation of our carbon emission reduction targets by the SBTi in 2024, 2023 figures have been revised to align to the SBTi boundary, and to reflect additional improvements to data accuracy.
5 The Adecco Group calculates Scope 2 emissions according to the Greenhouse Gas Protocol's market-based methodology.

## GOVERNANCE

| | 2024 | 2023 |
|---|---|---|
| Corporate income taxes paid (EUR millions) | 155 | 146 |
| Sales taxes paid (EUR millions) | 2,744 | 2,737 |
| Employer payroll and social security taxes paid (EUR millions) | 3,153 | 3,163 |
| Number of new misconduct cases reported | 294 | 249 |
| • Proven | 26% | 20% |
| • Not proven | 20% | 21% |
| • Inconclusive | 12% | 13% |
| • Not related to misconduct/not appropriate for investigation | 42% | 46% |
| Number of new misconduct cases reported which include allegations of discrimination and/or harassment | 77 | 58 |

Note: The Adecco Group reports in line with the Greenhouse Gas Protocol. We currently collect data from 23 of our markets plus our Swiss headquarters, representing 91% of our workforce and more than 93% of global revenues. To account for 100% of our operations, missing values of reporting countries are modelled, and the total of all reporting countries is then extrapolated for non-reporting countries of the Group. All KPIs marked with a check mark have been audited by PwC in 2024 (limited assurance).