



---

**THE ADECCO GROUP**

# Corporate Governance Report

2021 was a turbulent and transformative time for us all. While the year began with a third national lockdown, the prospect of vaccines boosted hope and positivity. Extreme weather grabbed headlines, and activists and world leaders wrestled with the challenges of climate change. Global megatrends continued to shape our lives – both personal and professional – and individuals carved out new career opportunities.

At the Adecco Group UK and Ireland, we recognise the critical role we must play in rebalancing our world – for everyone’s benefit. We are committed to building a better future and leading by example in how we conduct our business.

In this S.172(1) Statement, we describe how, for the year ended 31 December 2021, the Directors have had regard to their obligations under section 172(1) (a) to (f) to form the Directors’ statement required under section 414CZA of the Companies Act 2006. In accordance with the Companies (Miscellaneous

Reporting) Regulations 2018, the Adecco Group UK and Ireland has again chosen to apply the Wates Corporate Governance principles for Large Private Companies (the ‘Wates Principles’) – published by the Financial Reporting Council – as an appropriate framework for disclosing our corporate governance arrangements.

In this, our third corporate governance report, we demonstrate how we have continued to apply the fundamental principles of corporate governance – transparency, accountability, responsibility and fairness – through each of the Wates Principles throughout 2021. We also set out how these principles will shape our focus throughout 2022.

In doing so, we illustrate how our environmental, social and governance (ESG) strategy is key to creating social and economic value for our clients, candidates, colleagues and the wider community – and ensures we safeguard our planet for future generations.

# Principle 1 Purpose and Leadership

## A Global Perspective

The Adecco Group UK and Ireland is part of the global 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.

2021 saw the first year of a new global strategy – Future@Work – 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 and unite 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, ensuring we provide 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.

All of this means that we are transitioning from a country-centric approach to become globally brand-driven. In turn, each global brand has its own distinct ambition, which was communicated to all colleagues at our annual leadership conferences.

Despite the reorganisation of the business into these core brands, the Adecco Group's ESG programme continues to focus on the UK and Ireland's goals, and in particular, on the following five key sustainability priorities:

### Elevating environmental sustainability

Throughout 2021, the Adecco Group UK and Ireland continued its work to understand the impact of our operations on the environment. We commissioned our third carbon footprint report, which showed a 12.4% reduction on our overall emissions in the last 12 months with total emissions of 974.88 CO<sub>2</sub>e in 2021, reduced from 1,113.01 CO<sub>2</sub>e in 2020, and 2,651.88 in 2019. This equates to a reduction of almost two thirds since our 2019 baseline year. We also achieved a further 5% reduction in our CO<sub>2</sub>e per £M turnover since 2020, and a 35% reduction in our CO<sub>2</sub>e per employee in the same period.

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

Our Office Angels brand renewed their partnership with a conservation charity based in the Scottish Highlands. Having previously planted a tree for every colleague in the brand, they stepped up their commitment in 2021 by planting a tree for every new colleague who joined. Office Angels have also planted two trees for every permanent placement (one for each candidate and client), as well as for every 'Temp of the Month' they award.

By the end of the year, the brand had surpassed their original target of 2021 trees in 2021, with 3000 saplings in the ground. They have promised to plant 6000 trees by the end of 2022.

In early 2021, we anticipated that emerging from lockdown would increase our carbon footprint. We worked with an environmental impact consultant to agree specific focus areas for carbon reduction. These targets form the basis of a committee action plan to be delivered from 2022 onwards through three key project areas:

- Reducing travel, particularly by air. Sometimes travel is inevitable and necessary for business, but the pandemic proved the effectiveness of remote working and online.
- Replacing company cars with electric models, starting with hybrid vehicles and ultimately looking to move to an all-electric fleet.
- Reviewing energy use for heating and cooling our sites and looking at our options to phase out other forms of heating power, such as oil or gas, and switching all branch and office sites to electricity providers with a renewable 'green' electricity plan.

To demonstrate our leadership commitment to delivering our environment goals, each focus group has a dedicated board sponsor.

The Environment Committee also set its short, medium and long-term goals for the Adecco Group UK and Ireland businesses:

- 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.

## Promoting diversity and inclusion (D&I)

We aim to drive positive change by promoting equality, diversity and inclusion in every action – whether that’s through building awareness, encouraging internal dialogue or supporting clients with their own D&I strategies.

2021 was a significant turning point for our diversity and inclusion committee. The group retained its business co-chairs and strengthened partnerships with subject matter experts specialising in corporate governance, communication and learning and development, as well as stakeholders representing clients, candidates, colleagues and community stakeholder groups.

Each focus group – covering Gender, Race and Ethnicity, LGBTQ+ and Accessibility – progressed their agenda with an enhanced policy landscape and began to consider their equality impact assessments. Colleagues became directly involved in discussions through a series of internal online events and ‘coffee mornings’ covering a range of key topics. These inclusive forums provided a safe space for colleagues to share stories and support. Highlights included:

- The LGBTQ+ Forum showcased the launch of their LGBTQ+ UK and Ireland Network, where LGBTQ+ colleagues and allies can discuss their experiences and learn from each other. The forum also hosted successful events such as Pride Month, Bisexual Visibility Day and Trans Awareness Week.
- Our Gender Forum introduced the Adecco Group’s menopause policy, which coincided with World Menopause Day and placed us within the forward-thinking 10% of companies with corporate menopause guidance. We created a Manager’s Toolkit and workshop series for colleagues and leadership.
- Our Accessibility Forum focused on mental health, signposting the Group’s comprehensive support provision and encouraging involvement in Time to Talk Day.
- Our Race and Ethnicity Forum hosted a design thinking workshop to give insight into what it’s like to be a person of a Black, Asian or Multiple Ethnic background. During Black History Month (BHM), the forum celebrated UK trailblazers, inspiring poetry and books and colleagues’ ‘Proud to Be’ statements and stories. The group also hosted colleague ‘malt mornings’ to spark discussion about various Black History Month topics.



Looking ahead to 2022:

- Our Accessibility Forum will work with the business to carry out an equality impact assessment and will also work with external partners to bring new ideas, training and approaches into the business.
- The Race and Ethnicity Forum plan to create a mentoring programme, and will continue to review our data capture and monitoring.
- Our LGBTQ+ forum will specifically review our internal policies to ensure they are LGBTQ+ inclusive, launch our Allyship Programme, celebrate awareness days and host educational events.
- The Gender Forum will build on the success of their menopause policy event, helping our charity and community partners to implement their own frameworks.

## Community and social impact

In the UK and Ireland, the Adecco Group's mission is to build our internal and external purpose by creating brighter futures for all. We aim to do this by influencing future talent pools, maximising individuals' working potential and improving diversity and inclusion for everyone.

Social impact is driven by activating three inter-related pillars:

- **Access to Work** uses our strengths to support people whose working potential is currently under-realised.
- **Access to Opportunity** empowers underserved youth by bringing our work closer to schools.
- **Inclusive Futures** parallels our efforts internally to drive diversity and inclusion for everyone.

Throughout 2021, the Adecco Group UK and Ireland continued our membership of the Purpose Coalition, chaired by the Rt Hon Justine Greening, former Secretary of State for Education, Secretary of State for Transport and Secretary of State for International Development in the UK Government. The Purpose Coalition aims to level up the UK through 14 Levelling Up Goals built on the foundations laid by the United Nation's Sustainable Development Goals.



## Delivering high standards of corporate governance

This culture includes fostering a best-in-class approach to health and safety management for our colleagues and associates, and a proactive approach to driving modern slavery prevention in all areas of our supply chain.

Governance is about being fully compliant with laws - but also going further where necessary. For example, adopting an 'extra-mile' approach to data privacy, so 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 confidence of our colleagues and candidates.

As evidence of our 2021 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 annual review of our Quality Management System by the British Standards Institution.

By holding this certification, we show that we provide services that meet our candidates' and clients' requirements, as well as the 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.

Our global teams reinforced the 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 and 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 of Making the Future Work for Everyone.

Throughout the pandemic, The Adecco Group played a central role in supporting Government efforts to keep the labour market moving by ensuring that key sectors retained the ability to access workers quickly and efficiently.

Most notably, The Adecco Group worked throughout the pandemic to secure the introduction of legislation to allow the permanent use of ID Verification Technology in assessing right to work documents, providing evidence and insight into the recruitment industry on the significant positive impacts such legislation would deliver in reducing barriers to employment.

We also introduced a specific campaign to discuss the opportunities and challenges posed by the apprenticeship Levy. We firmly believe that all candidates should be able to access the levy for training opportunities, not just our permanent colleagues, to enable greater upskilling, training, and development opportunities.



# Principle 2 Board Composition

2021 saw a global reorganisation of the Adecco Group brands into three global business units: Adecco, LHH and Modis, each with its own governance structure. This meant there was no longer an integrated Country Head. Instead, a new role of primus inter pares (PIP) was created at country level. Meaning 'first among equals', the role coordinates across the entire business within the UK and Ireland.

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

The executive leadership team, led by the PIP, meets monthly to discuss relevant topics for the wider UK and Ireland leadership team and comprises the following roles:

- PIP
- Vice President Finance, UK and Ireland
- Vice President HR, UK and Ireland
- Senior Vice President General Counsel and Integrity and Compliance Officer, UK and Ireland

- Vice President IT, UK and Ireland
- Vice President Sales, Strategy and Solutions, UK & Ireland
- Senior Vice President / Vice Presidents of all three global business units (Adecco, LHH and Modis)
- Country Lead Pontoon GSMO

Regular meetings are also held amongst the Enabling Function Heads to harmonise priorities between functions, as well as a Transformation SteerCo to ensure alignment to the transformation agenda.

Throughout 2021, several duties of the Board were executed through committees. For example, the presence of a board sponsor on each of the Group's Risk, Health and Safety, Environment and Diversity and Inclusion committees underlined our ongoing strategic commitment to our sustainability priorities.



# Principle 3 Director Responsibilities

Whilst 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 who are committed to being better every day and living up to the expectations of their teams and those around them.

Our recently launched Global Competency Framework highlights how our leaders can 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 to make 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

The Board receives 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 Board on a timely basis by appropriately qualified colleagues to ensure data integrity. These financials are externally audited by Ernst & Young on an annual basis. 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

---

The Adecco Group's new Future@Work strategy has replaced country-led innovation with a global approach that focuses on supporting the strategic priorities of the global business units. The Operational Excellence team retains responsibility for identifying opportunities to optimise processes as a result of digitisation, automation and centralisation of key operational activities.

The Adecco Group UK and Ireland embeds a culture of continuous improvement across the business through our Perform Methodology, which we digitised via a programme called Perform Plus.

Beyond boosting best practice and business performance, we continuously explore how excellence can equip us for the future, shape opportunities for the next generation and create new ways of working. Through their dedicated Adoption team, our Transformation colleagues ensure that emerging digital products and working practices are embedded to support sustainable business change.

## Risk

---

In 2020, we formalised a multi-team Risk Committee to manage the Group's Risk Register. Board oversight was provided by the Group's Senior Vice President General Counsel and Integrity and Compliance Officer, UK and Ireland together with the following cross-function representatives:

- Head of Business Process
- Head of Corporate Governance and Sustainability
- Vice President HR UK and 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 reported 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 any risks within their area, but

the framework allows anyone at any level to identify and submit risks 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 identified by the Risk Committee are ultimately reported to the UK and 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 and 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 and Ireland. The MAGs are controlled and managed by the UK and Ireland Legal Department, with set parameters for accepting contractual and other legal risks at particular levels of management.



# Principle 5 Remuneration

The UK and Ireland Remuneration Committee is made up of two independent directors who review workforce pay and related policies and make sure our incentives and rewards complement our company culture.

The 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 the circumstances in which it would be appropriate to do so.

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 any reputational or behavioural risks from excessive rewards or target-based incentive plans.
- **Predictability** - The range of possible rewards 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 current and future potential relative to existing colleagues performing the role. The pay rate must be within the appropriate job level salary range, which is reviewed on an annual basis.

When determining an individual'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 the Adecco Group UK and Ireland and our larger brands. We now have an equal proportion of women and men on the executive leadership team led by the PIP, and have a higher proportion of women across most levels. To help us target and tackle pay and hiring imbalances across our family of brands, we are pushing forward with purposeful projects such as our Diversity and Inclusion Committee, and our Talent Development Programmes. In 2021 we also introduced a new floor rate for colleagues to ensure all of our colleagues are paid in excess of the National Minimum Wage, and are able to access the Group's flexible benefits scheme.

# Principle 6

## Stakeholder Relationships and Engagement

The Adecco Group UK and Ireland's key stakeholders – from industry partners and suppliers to our '4 Cs' (Colleagues, Candidates, Clients and Community) – lie at the heart of our ESG strategy and commitment to Making the Future Work for Everyone.

### Industry partners

---

Throughout 2021, we played an active role as a member of the Recruitment and Employment Confederation (REC), the industry body for employment agencies and businesses. In the face of unique COVID-related challenges, we worked closely with the REC on individual and joint approaches to Government on policies affecting the entire industry. These included successfully lobbying for the permanent use of ID Verification Technology from 6 April 2022, and thereafter an extension to the temporary relaxation of the obligation to conduct right to work checks in person until 30 September 2022,

enabling a grace period for businesses to prepare and for technology providers to be certified.

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

In 2021, the Adecco Group also joined APSCO Outsource and the Association of Labour Providers to further strengthen our compliance commitments across the industry.

### Colleagues

---

To Make the Future Work for Everyone, we must always put our people first: our colleagues need to be at the heart of what we do.

We assess the effectiveness of our engagement and diversity and inclusion activities, as well as colleagues' health and wellbeing through regular 'temperature checks' using our 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, D&I strategy and wellbeing support. In 2021 we also implemented Peakon Include, which provides us with the opportunity to review engagement, diversity and inclusion and health and wellbeing through the lens of ethnicity, gender, sexual orientation, religion and disability. This further insight enables us to address specific concerns from underrepresented groups.

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

The Adecco Group UK and Ireland ended 2021 with an employee engagement score of 8.3 (out of 10) – 0.4 points above the global benchmark. Similarly, when we used Net Promoter Score (NPS) metrics to gauge how many colleagues would recommend working for the Group, we earned a score of 54, compared to Peakon's benchmark of 17.

Peakon also helps us shape our D&I programme. In 2021, we introduced Peakon Include, which showcases engagement levels through the lens of ethnicity, religion, sexual orientation, disability and gender. These insights highlight targeted focus points and progress across our D&I efforts.

As set out above, in 2021 we relaunched our D&I committee and implemented four new forums to spotlight gender, race and ethnicity, LGBTQ+ and accessibility priorities. Each forum maps out an annual strategic plan and works towards shared objectives, including:

- Reviewing policies to make sure they are as inclusive as possible.
- Using inclusion data to increase diversity in our colleague community.
- Implementing mentoring schemes.
- Creating allyship programmes.
- Enhancing our training and development provision.
- Collaborating with external partners to gather expertise and inform our approach.

We are incredibly proud of our 80-strong D&I committee's achievements over the past 12 months.

- 20 D&I-related events, including coffee mornings and webinars - with more than 1,200 colleagues in attendance.
- 2,655 hours of D&I training.
- 4,667 colleague volunteer hours to support under-represented groups.
- 11 colleagues actively mentoring people with lived experience of homelessness, to speed their route back to sustainable work.

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.

We also created Sounding Board, an employee-led forum that challenges our Group strategy and ensures corporate goals are aligned, understood and clearly communicated. The cross-functional team helps embed business aims at every level and make certain each colleague knows their part in enabling our Future@Work objectives.



## Candidates

---

Throughout 2021, we renewed our commitment to continuous candidate feedback – a Group-wide mission to build a ‘candidate-obsessed culture’, using Net Promoter Scores (NPS) and regular feedback surveys to map, measure and maximise our candidate experience. In particular, we increased the rollout of Transactional NPS to gain timelier, more relevant feedback. Requests are triggered at critical ‘Moments of Truth’ during the candidate journey. Results are then acted on and fed into broader feedback from the annual global survey.

Other candidate-focused activities included:

- Implementing the Boost benefits system for all candidates, offering discounts and mental health and wellbeing support.
- Investing in a new customer experience department to look after social and customer experience.
- Centralising control of all our social review sites and implementing a social strategy.
- Launching a social media response team to follow up on comments and private messages.
- Consolidating multiple mailboxes, making contact simpler and more accessible for associates.

- Introducing CAS, a digital chatbot solution on our website that feeds into a manned live chat functionality.

Into 2022, we will launch additional digital live chat technology to make it easier for our candidates to contact us. We will also implement a new customer charter, focusing on providing the highest levels of customer care across the business.

During 2021, we also took part in the Government’s Kickstart scheme, which sought to create high quality six-month work placements for young people aged 16 to 24 who were claiming Universal Credit and were at risk of long-term unemployment. Through this scheme we were able to provide 29 placements for colleagues to work directly in our business.

In addition we partnered with Corndel Limited to form “Adecco Working Ventures” and become a Kickstart gateway organisation to support smaller businesses to access the Kickstart scheme; a partnership which enabled us to facilitate a further 594 placements, 35% of which were subsequently offered permanent roles with our clients.

## Clients

---

We capitalised on our Future@Work strategy to enable sustainable and lifelong employability and empower organisations to optimise their workforce. We became a member of the Purpose Coalition in partnership with Rt Hon Justine Greening to support social mobility. Our levelling up social value action plan sets a clear roadmap for how we can help our clients to hire and upskill talent as part of this critical commitment.

We saw strong growth across all business areas as organisations responded to scaled-up consumer demand. Distribution, hospitality and catering all experienced exceptional growth, with clients bidding for vital talent in a candidate-led market. Professional services also rebounded strongly, particularly IT and

technical skills, as clients continue their journey of digital transformation.

2021 also saw us support the National Census, providing more than 25,000 people with contingent work for this landmark project, operating within the restrictions imposed in response to COVID-19. This programme required exceptional agility from our delivery teams to attract, hire and manage such a high volume of workers.

We have diversified our service offering, continuing our transformation towards a full 360 workforce solutions provider. This has seen us design and build industry-leading solutions for HR Outsourcing, including full pension administration outsourcing in response to critical client need.

Every decision made during 2021 was underpinned by data. We were guided by market intelligence and research to not only meet our clients' immediate resourcing needs, but also to provide consultancy, guidance and support. We forged a new relationship with leading economists Oxford Economics to provide forward-looking insight into the future of the labour market. The partnership has enabled us to further

advise our clients on areas such as skills supply and demand and industry recovery.

We are committed to supporting individuals and employers to rebound strongly from the pandemic, recognising the further challenge of the war in Ukraine and the cost-of-living crisis. Throughout 2022, we will continue to champion meaningful work for everyone.



## Community

---

The challenges of the past two years have reinforced the importance for Adecco Group UK and Ireland to focus on how we, as an organisation and as individuals, can better support our communities. True social inclusion is driven by stability in housing, healthcare and employment. The Adecco Group recognises that it is in a position to have a unique, positive impact on society through our ability to support hundreds of thousands of people into meaningful jobs every year.

The Adecco Group takes our responsibility in rebuilding society after the pandemic seriously and has launched multiple programmes in the UK and Ireland to evolve how our business helps to spread opportunity more widely, while working directly with communities.

The Adecco Group UK and Ireland aims to improve labour market access and social mobility for everyone. Through our Creating Brighter Futures programme, we help youth to build skills they need for the future of work, while enabling underserved populations - refugees, people with disabilities, people with lived experiences of homelessness and ex-offenders - to

understand the opportunities available to them and the competencies necessary for success. By addressing the essential skills gap, the Adecco Group is creating a fairer future workforce.

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. In partnership with the Purpose Coalition, in 2022 the Adecco Group will launch Open Door - a platform aimed at improving access to work for populations with under-realised labour market potential.

With an issue as complex and multifaceted as access to work, we know we can't do it alone. That's why the 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 over £65,000 in 2021 for Shelter, the UK's largest charity addressing housing insecurity and advocating for people with lived experiences of homelessness. Our partnership with Shelter will continue in 2022, with Adecco Group

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, Offploy and the Business Disabilities Forum.

We continue to commit to demanding fundraising targets and maintain active involvement in local communities, with volunteering initiatives that drive real impact. This means colleagues can both fundraise and give their time and expertise to social causes that they care about. All of these 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-hours volunteering target set for 2022. The Karma Hub also tracks colleague contributions to the United Nations' Social Development Goals.

The Adecco Group also launched our Levelling Up Action Plan, positioning our stance on being purpose-led, contributing to the levelling up agenda and having

a positive social impact on people and communities. This Action Plan sets out how the Adecco Group has already demonstrated significant best practice in tackling inequality of opportunity. It puts the Adecco Group amongst a credible team of employers called the Purpose Coalition, who are ahead of the curve when it comes to actualising the Government's levelling up agenda, launched in early 2022.

We also continue to support two key global programmes. Win4Youth unites colleagues, candidates and clients as they collectively clock up hours of sporting activities for our global charity partner, Plan International, to improve the lives, education and employment prospects of young people worldwide. Meanwhile, CEO for One Month is a global initiative that offers young people the possibility to develop and showcase their leadership potential, learn what it takes to succeed as a business leader and acquire the skills and experience needed to get a foot on the career ladder.

## 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 2021 show that the average time to pay has remained relatively static since 2020 (increasing from 13 days to 14 days). The percentage of invoices not paid within terms saw a slight increase due to resource challenges, but remedial action is in place to rectify this for 2022.

The Adecco Group UK and Ireland is also committed to preventing modern slavery by educating our colleagues, clients and workforce, and demanding high standards from our suppliers. Through our Modern Slavery Act Transparency Statement, we publicly pledged that in 2021 we would:

- Continue to provide mandatory training to all new colleagues, with at least one day per year in which we commit to raising awareness of this important topic throughout our whole business.
- Progress our dialogue with our clients by offering support, information and training.

- Conduct regular analysis of our workers' records to ensure risk areas – such as multiple workers having the same contact telephone numbers, address or bank details – are identified and investigated.
- Continue to audit our suppliers who are operating in high-risk areas.

We were pleased to confirm our progress in these areas in our public statement for 2021.

Transparent reporting is a key element of building trust with all of our stakeholders. In 2022, we will 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**