



THE ADECCO GROUP

Corporate Governance Report

In an era defined by rapid transformation, the world of work is undergoing profound change. Emerging technologies like artificial intelligence, the transition to a greener economy, and evolving workforce demographics and expectations are reshaping how businesses operate and grow.

While these shifts bring exciting opportunities for innovation and progress, they also demand a renewed focus on the fundamentals. The core principles of corporate governance – transparency, accountability, responsibility, and fairness – remain as critical as ever, providing a blueprint for businesses to pursue growth with vision and integrity.

Throughout 2024, the Group remained steadfast in its commitment to these key pillars and to shaping skilled, agile workforces equipped to address the world's most complex challenges – from tackling talent scarcity and overcoming climate change to creating resilient, future-ready workforces.

In this S.172(1) Statement, our sixth 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 2024, our company Directors upheld their obligations under section 172(1)(a) to (f) to form the Director's Statement required under section 414CZA of the Companies Act 2006. This report follows 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.



Principle 1 Purpose and Leadership

2024 spotlighted the possibilities of strong purpose and leadership. Skills shortages and market instability shifted focus to in-house talent, with an emphasis on internal training programmes and boosting retention efforts.

As we progress into 2025, leaders must balance people-first policies with mounting financial pressures. The Labour government's 'Make Work Pay' agenda, introduced through the Employment Rights Bill, is expected to drive significant workplace reforms, affecting employer responsibilities and workers' rights. At the same time, higher employer National Insurance contributions will present further challenges as businesses navigate increasingly complex economic conditions.

In addition, key trends – including workforce readiness, flexible working, digital and green skills, generative AI (GenAI), and equity, diversity, and inclusion (ED&I) – will continue to shape the labour landscape.

New challenges demand new ways of working – and a renewed commitment to robust corporate governance. As a global company, the Adecco Group has a duty to act responsibly and ethically. We work towards a culture that consistently integrates environmental, social, and governance (ESG) considerations across our full value chain.



Our global business units

Throughout 2024, the Adecco Group continued to deliver through three core global business units (GBUs): Adecco, Akkodis, and LHH. Each GBU plays a vital role in our mission to provide comprehensive workforce solutions and further our clients' success.



Adecco

At Adecco, strong strategic customer partnerships have always been crucial to our business. Our omni-channel strategy combines online tools with personal support through a global network of branches, career centres, and onsite locations.

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 climate.

Over the past 12 months, we have strengthened our broad solutions portfolio (Flexible Placement, Permanent Placement, Outsourcing, Training, Upskilling & Reskilling, and Diversity & Inclusion) to better serve our clients' needs.

We simplified processes, embraced new technologies, and further developed our service offerings. These advancements led to a notable year-on-year increase in our sales pipeline and several important new client wins. Collectively, we also saw our highest-ever Net Promoter Scores (NPS), with client results increasing six points from last year.

Our 360° workforce solutions continue to benefit many organisations, allowing customers to quickly pivot between Adecco services, access relevant talent, and remain agile in a changing market.

Throughout 2024, we retained many long-standing clients on the strength of Adecco's customer experience and breadth of expertise. We were also named a Leader in contingent talent in the UK – for both business and professionals and IT recruitment – as part of research firm Everest Group's 2024 UK Contingent Talent and Strategic Solutions PEAK Matrix® Report.

Akkodis

As one of the leading consulting companies in the Smart Industry, Akkodis employs 50,000 tech experts across 30 countries. We converge IT, digital, and engineering to provide consulting, solutions, projects, outsourcing, and managed services. Our global Academy and Talent services also deliver customised upskilling and reskilling programmes, as well as critical subject matter expertise to various industries.

We help clients solve some of the world's toughest challenges, from advancing the future of sustainable transportation via a pioneering car ride-sharing app to accelerating global decarbonisation by developing an energy trading platform.

At Akkodis, we recognise that innovation and progress require the right people. In recent years, talent scarcity and rising inflation have led to high attrition risks – and the related challenge of expanding the available talent pool to meet growing client demand.

Akkodis has 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

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

Our services include Recruitment Solutions, Career Transition and Mobility, Leadership Development, Reskilling, and Coaching, Advisory and Training. In addition, our digital ventures – EZRA (digital coaching) and General Assembly (tech skills development and enhancement bootcamps) – strengthen our ability to execute on the most complex talent management challenges.

- **LHH Recruitment Solutions** covers Flexible 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 embed 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.

Adecco Group UK&I ESG Strategy, Purpose and Values

Our UK and Ireland environment, 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 creating a more inclusive and sustainable future, leading by example in everything we do.

Our purpose – to make the future work for everyone – inspires and connects us every day. This ongoing commitment, and our guiding corporate governance principles, will shape our focus throughout 2025.

Our values and culture

At the Adecco Group, our people are at the heart of everything we do. We actively listen to colleagues at all levels, using their voices to define our purpose and culture. Collaboration and continuous evolution are essential to our success, and we recognise that the right values and behaviours are crucial to propel our business forward.

In 2024, we continued to build a better working environment by operating with integrity and aligning our actions with the Adecco Group's core values:

- **Passion:** We live our purpose every day. We care about what we do and bring enthusiasm and positivity, taking pride in our work and celebrating success.
- **Entrepreneurship:** We encourage initiative to empower people, fuel economies, and enrich societies.
- **Customer centricity:** We work in partnership with clients and candidates to create value, understanding their needs and staying true to our commitments. We win when they succeed.
- **Team spirit:** We proactively foster team spirit by working together, within and across teams, to achieve company goals. We communicate transparently and honestly with positive intent.
- **Responsibility:** We learn, innovate, and positively challenge the status quo. We are bold and take accountability for our actions, with the goal of creating more work opportunities for more people.

These values are the foundation of our success and represent the best of the Adecco Group. They guide our behaviours, shape our culture, and drive our continued success.



Principle 2 Our executive leadership team

Each Adecco Group GBU – Adecco, Akkodis and LHH – has an individual governance structure and Senior Leadership Team. Statutory Directors are aligned with each legal entity, and our Country President oversees all our UK and Ireland businesses.

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

The Adecco Group Executive Leadership Team (ELT), led by the Country President, takes a key role in coordinating the Adecco Group businesses, meeting monthly and as needed to discuss relevant topics for the wider UK & Ireland leadership team.

Throughout 2024, the ELT comprised the following roles:

- **Country President**
- **Senior Vice President/Vice Presidents of all three global business units (Adecco, Akkodis, and LHH) and Pontoon**
- **Senior Vice President Finance, UK and Ireland**
- **Country Head HR, UK and Ireland**
- **Head of Legal, UK and Ireland**
- **Head of Compliance, UK and Ireland**
- **Group Senior Vice President IT & Digital, UK and Ireland**
- **Vice President Sales, Strategy and Solutions, UK and Ireland**
- **Country Head Communications, UK and Ireland**

Regular meetings were also held among the Enabling Function Heads to harmonise priorities between departments and aid alignment across the business.

Throughout 2024, several Board duties were executed through committees. The group's Health and Safety, Environment, Risk, Modern Slavery Prevention, and ED&I committees report to a member of the ELT, underlining our continued strategic commitment to our ESG priorities.



Principle 3 Director accountabilities

Our Global Competency Framework highlights how our leaders set performance goals and take personal accountability to further organisational success. The framework outlines nine competencies that are 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 information and embracing new technologies
- Embracing change and ambiguity
- Curiosity and learning
- Driving results
- Effective communications

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.

Compliance with the Internal Financial Controls framework is conducted by the Global Internal Audit department, which has a direct reporting line to the Adecco Group 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

Our success as a company relies on our ability to adapt to the ever-changing social and economic work landscape and to meet the demands of our clients and customers.

Our three strategic pillars – Simplify, Execute, and Grow – maximise opportunities by reducing complexity, improving effectiveness, strengthening tech, and building a world-class sales culture.

The strategy focuses on:

- **Placing our global business units at our core, accelerating our GBU strategies.**
- **Actioning three company-wide levers: simplify how we work, execute better than ever, and grow our market share.**



Risk

In 2020, we formalised a multi-team Risk Committee to manage our strategic risk register and our approach to risk management in the UK and Ireland. The committee comprises the Heads of Compliance, Procurement, IT Production, and IT Security, alongside our Local Privacy (Data Protection) Lead and multiple representatives from other departments and client-facing areas.

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 structure 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 (e.g. ISO 31000) and the ISO Plan-Do-Check-Act approach.

In addition, we manage legal and contractual risk in respect of legal contracts and litigation by strictly adhering to the company's UK and Ireland Management Authorisation Guidelines (MAGs). These are based on the Adecco Group's global Group Commitment and Sales Contract Policies 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.

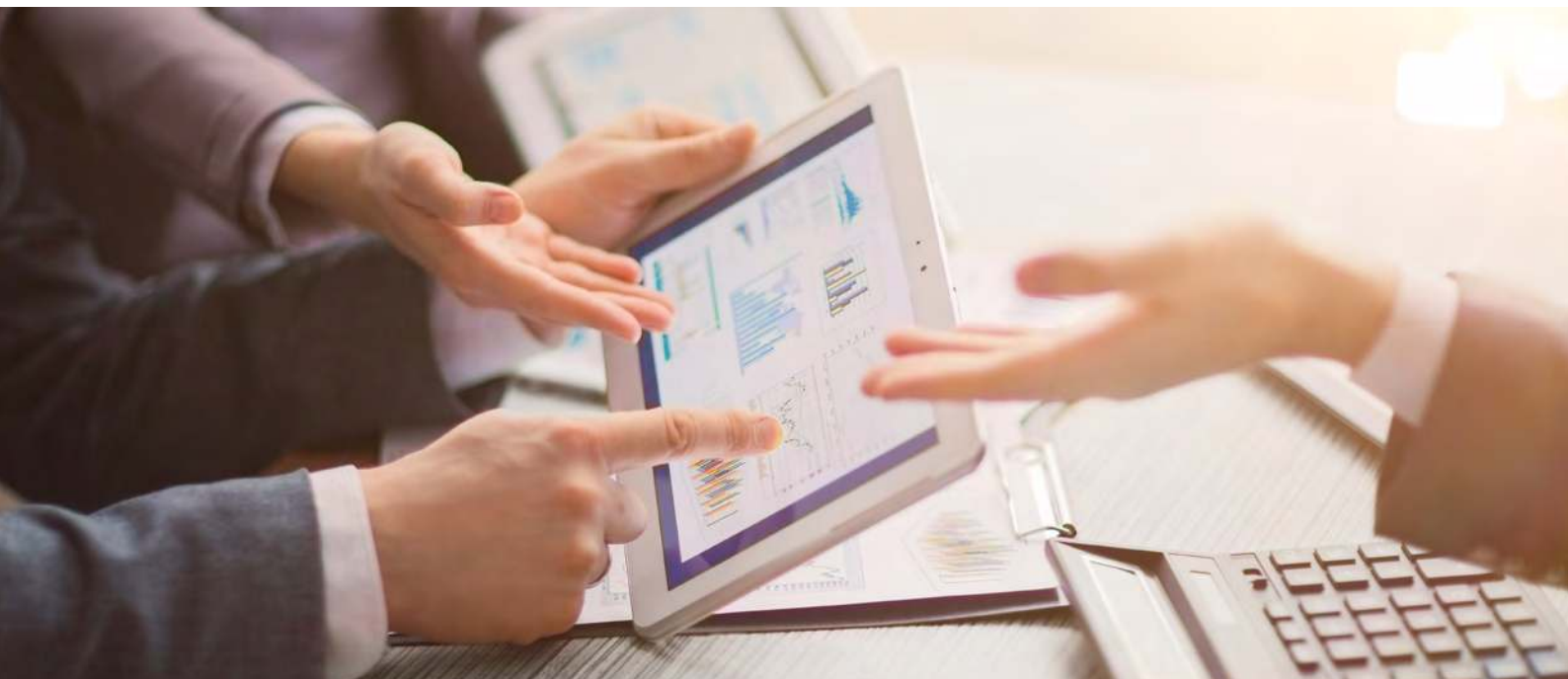
Principle 5 Remuneration

The UK and Ireland Remuneration Committee comprises the Country Heads of HR and Finance, who review workforce pay and related policies alongside the Country President. Where required, the relevant global business unit lead will join to ensure 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 or share awards in specific circumstances, when 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 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.
- **Cultural alignment:** Incentive schemes should drive behaviours consistent with company purpose, values, and strategy.



Pay is benchmarked based on the role's required tasks and responsibilities, utilising an external tool, and is reviewed annually. 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.

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 continue to push forward with purposeful initiatives such as our Equality, Diversity & Inclusion ("ED&I") Committee and talent development programmes.

In recent years, in response to higher 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 run a hardship fund allowing colleagues to apply for additional financial assistance.

We regularly review our practices to ensure regulatory compliance for pay and benefit processing across the UK and Ireland.



Principle 6



Stakeholder relationships and engagement

The Adecco Group UK&I's key stakeholders – from industry partners and suppliers to colleagues, candidates, clients, and local communities – are core to our ESG strategy and commitment to *making the future work for everyone*.

We aim to deliver social and economic value for our colleagues, clients, and candidates, shaping a more inclusive, sustainable future and leading by example in everything we do.



Colleagues

In 2024, we promoted mobility within our workforce by enhancing progression and secondment opportunities for colleagues across every corner of our company. To encourage ongoing internal growth, colleagues also access learning and development platforms, such as our TAG U Digital Campus and Apprenticeship Levy Gifting.

Meanwhile, our Changemakers Circle programme brings together ambitious and purpose-driven colleagues who are making a difference within our ED&I, charitable, and environmental activities. Committing to an annual gold, silver, or bronze target for volunteer hours, Changemakers lead impactful projects, gain access to a community of like-minded individuals, and directly influence how the Adecco Group realises its social purpose. We assess the effectiveness of our ED&I activities and colleagues' health and wellbeing through regular 'Your Voice Matters' surveys, powered by an employee feedback tool. To augment our survey findings, we review 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.

The Adecco Group UK&I ended 2024 with an employee engagement score of 8.1 (out of 10) – 0.5 points above the global benchmark. Similarly, when we used Net Promoter Score (NPS) metrics to gauge whether colleagues would recommend working for us, we earned a score of 46, compared to an average of 31 for other companies using the tool.

Our strong focus on employee loyalty and engagement paid further dividends as retention rates climbed by 1.5%, while voluntary attrition fell by 3.1%.



Candidates

The candidate experience lies at the core of our business, and we build our service on providing the best possible journey for them. Our Customer Experience (CX) team applies candidate feedback to all CX initiatives, and in LHH our Product and Innovation teams continually optimise how candidates interact with our brands and services. We regularly measure satisfaction levels via evaluation method such as candidate satisfaction feedback forms, focus groups, Transactional Net Promoter Score (tNPS) surveys and an annual Relational Net Promoter Score (rNPS) survey.

Additionally in 2024, we implemented two skill development programmes to enhance candidate credentials and employability:

- **Career mobility programmes:** These programmes provide targeted transferable skills, helping candidates broaden their expertise to address immediate knowledge gaps in high-demand sectors.
- **Employability workshops:** Our results-led workshops improve job readiness and career advancement.

In LHH, we also launched our new Career Studio platform for candidates navigating new career paths. The platform won The Adecco Group Award, 'Customer at Heart', and we have integrated AI further into the career tools the candidates use in their job search.

These initiatives reflect our commitment to creating a supportive and enriching environment for all jobseekers, ensuring they are well-equipped to succeed in their careers.

Clients

At the Adecco Group, we nurture an actionable, growth-driven customer experience culture, focused on understanding client expectations and adding value to their businesses.

We do this by delivering the best mix of permanent and flexible placements 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.

Industry partners

Throughout 2024, we were an active member of industry bodies, including the Recruitment and Employment Confederation (REC), the 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 practices, and make policy recommendations.

Transparent reporting is a key element of fostering trust with our stakeholders. In 2025, 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*.



Driving sustainable growth

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

We recognise the importance of ESG factors in driving sustainable growth and creating long-term value for our stakeholders. In 2024, our ESG priorities centred around five key sustainability areas, reflecting our commitment to responsible business practices and our dedication to positively impacting society and the environment.

Priority 1: Environmental sustainability

Adecco Group UK&I commissioned our sixth greenhouse gas emissions assessment, covering data from 1 January to 31 December 2024. The review included Scopes 1 and 2, as well as part of Scope 3 – specifically, energy consumption at our facilities, our business transport activities, and, for the first time, business commuting. We found that well-to-tank emissions related to commuting have increased, along with emissions from homeworking.

Throughout 2024, we minimised our operations' environmental impact by 22.8% compared to 2019's baseline year measurement, and our location-based footprint decreased by 6.8% from the previous year.

The key contributor to the sustained reduction is that our site energy (tCO₂e) use, particularly electricity, decreased year on year by 27.9% and natural gas consumption declined by 81.7% year on year.

Our travel footprint from flights and rail fell by 5.4% and 33% respectively.

Activity	Baseline Year 2019	Previous Year 2023	Current Year 2024	% Change vs Baseline Year (2019)	% Change vs prior Year (2023)
Total energy consumed (kWh)	5,356,652	3,437,376	2,276,135	-57.5% ▼	-33.7% ▼
(All Scopes) Total Gross Location- Based Emissions (tCO ₂ e) ^[1]	4,848.24	4,017.82	3,742.43	-22.8% ▼	-6.8% ▼
(All Scopes) Total Gross Market- Based Emissions (tCO₂e)^[1]	4,848.24	3,994.81	3,688.32	-23.9% ▼	-7.6% ▼
(All Scopes) Intensity ratio: tCO₂e per £M revenue^[2]	2.17	2.60	2.83	30% ▲	8.8% ▲

^[1] Emissions have been retrospectively calculated to 2019 and 2023 due to material additions (as a % of absolute emissions).

^[2] Adjusted for inflation.

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

^[1] It's crucial to state that emissions have been retrospectively calculated to 2019 and 2023 due to material additions (as a % of absolute emissions). Homeworking, Commuting (and subsequently Well To Tank) have been estimated based on a per full time employee basis to the latest 2024 carbon calculations as per the GHG Protocol guidance and for fairer comparisons. Furthermore, it was also identified that business travel data such as Rail, Bus, Taxi, Cash Op Out Cars and Grey Fleet emissions were either adjusted in terms of tCO₂e or adjusted due to the nature of the car that was used because new information had been discovered after the fact. Therefore, 2023 emissions have been amended since last year's SECR annex.

^[2] Adjusted for inflation.

Our Environment Committee goals

Our carbon reduction journey is overseen by our Environment Committee. The board-sponsored group of GBU leads, subject matter experts, and Employee Resource Groups (ERGs) drives our three core initiatives:

- **Greener travel:** Reducing our carbon impact through travel, including a focus on lower-emission cars.
- **Energy:** Decarbonising our properties through smarter energy use.
- **Green Careers:** Providing green skills education, tracking demand, and leading the shift to a low-carbon workforce.

Throughout the year, our Environment Committee advanced the Adecco Group UK and Ireland's short, medium, and long-term goals originally set in 2021 (and subsequently revised as part of a target-setting assessment in May 2022) to:

- **Goal 1:** Be carbon neutral by the end of 2022.
- **Goal 2:** Reduce our carbon output by 50% by 2030 (measured against our 2019 baseline level).
- **Goal 3:** 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 2024, we continued our commitment to carbon neutrality in relation to our Scope 1, 2, and part of Scope 3 carbon emissions by investing in projects that offset our measured carbon emissions for 2023.

Our chosen project was the Değirmen Weir and Hydroelectric Power Plant project in Gümüşhane Province, in Türkiye. In addition to producing sustainable green energy through hydroelectric power, the project contributes to the improvement of living standards, creating job and business opportunities for the local population.

By supporting climate action and offsetting our carbon footprint, the Adecco Group UK&I is actively contributing to several United Nations Sustainable Development Goals – (7) Affordable and Clean Energy, (8) Decent Work and Economic Growth, and (13) Climate Change.



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

Cutting our carbon footprint both year on year and compared to our baseline year, we remain on track to reach our carbon reduction target in 2050.

The Adecco Group UK&I has achieved the carbon footprint standard of a CO₂e-reduced organisation for five consecutive years and are carbon neutral for a third consecutive year.

We have revised our targets to reduce absolute market-based emissions against our baseline year for Scope 1, 2, and 3 and are currently projected to reduce since the baseline by at least 40% by 2029 and at least 85% by 2050 Adecco through the following actions that have been modelled for their impacts:

- A 5% increase in sites transitioning towards 100% renewable tariffs, prior to 2035 when all are assumed to be 100% renewable supplied due to the passive assumption of a decarbonised grid.
- A 100% reduction in natural gas emissions to 2050 as greener forms of heating replace natural gas burning boilers e.g., air source heat pumps backed by 100% renewable electricity for instance.
- A decrease in flight travel (and respective increase in rail travel) of circa 25% due to the fact that domestic/short-haul flights can be taken via rail.
- The average life of employee-owned cars on the road are 10 years old (and company cars are 3 years old) and therefore employee commuting cars (and company cars) are expected to be electric vehicles (supplied by a green electricity grid as of 2035) by 2040 and 2033 respectively.



Trees for Life partnership

During 2024, Office Angels Limited (“Office Angels”), part of Adecco GBU, continued to grow its UK forest with charity partner Trees for Life. By planting trees for new joiners, permanently placed candidates, and those awarded the ‘Temp of the Month’ certificate, they added another 1,456 trees to their grove of 10,270 trees in the Scottish Highlands, creating a haven for native wildlife and helping to rewild part of the UK.

Throughout 2025, Office Angels will maintain support for Trees for Life by planting a tree on behalf of their client for every permanent candidate placed in a new role. They will also raise awareness of the charity’s vital work by educating their clients on the meaning and importance of rewilding.

In 2023, our brands also began planting trees for baby loss awareness and have currently planted eight trees for this cause. Our teams will continue this initiative in 2025.



Green Skills initiative

Our brands have been working hard to elevate environmental sustainability through our Green Skills initiative, powered by our Green Careers Employee Resource Group (ERG).

Our Green Careers team have explored various opportunities to work collaboratively, including producing green careers awareness for schools in partnership with world-leading social enterprise WildHearts. 2024 also saw a partnership with the Institute of Environmental Management and Assessment (IEMA), which helped our Green Careers team educate colleagues and clients about the green skills transition.

Priority 2: Promoting Equity, Diversity, and Inclusion (ED&I)

We create positive change by promoting equity, diversity, and inclusion (ED&I) in every action – building education, allyship, expertise, and leadership through our internal business and client partnerships.

Our colleague-led ED&I Committee develops and drives ED&I strategy, with five Inclusion Employee Resource Groups (ERGs) – covering Disability and Mental Health, Ethnicity, Gender Perspectives, Q+, and more recently Faith – bringing our objectives to life day to day.

The strategic direction of the ERGs is linked to our Employee Voice Data, collected from our colleagues. In 2024, based on staff feedback, we evolved the governance of our ED&I Committee and integrated our Operations Leadership Group with each ERG to strengthen their strategic support of our business goals.

Throughout the year, we used our data as a guiding principle while ensuring our ED&I strategy reflected the Adecco Group's four global pillars, underpinned by employee wellbeing:

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

By Q2 of 2024, we saw an overall ED&I disclosure rate of 95% vs 63% in Q2 2021. Over the same period, our diversity and inclusion score climbed from 8.4 to 8.7 and employee wellbeing increased from 8.1 to 8.2.



Championing inclusion in 2024

In 2024, we continued to develop our client inclusion offering with a suite of workshops, webinars, and roundtable topics. Key campaigns focused on:

- **Managing a multigenerational workforce**
- **Recruiting inclusively**
- **Embedding neuroinclusive practices**
- **Tackling imposter syndrome**
- **Championing women's health**

Additionally in 2024, we signed the Change the Race Ratio Charter, focused on increasing ethnic representation at leadership level. To demonstrate our commitment within the Adecco Group, we launched a bespoke Ethnic Representation in Management programme. The five-month training initiative empowers internal colleagues from diverse ethnic backgrounds who aspire to managerial roles.

Our initiatives aim to improve employability for our candidates while enhancing skill development for all our stakeholders.



Within the Adecco Group, our bi-weekly Inclusion Brunches have gained further traction in the past year. These interactive forums provide safe spaces for colleagues to share their stories and for allies to learn and offer support. In 2024, colleagues covered a wide range of topics, including:

- **Neurodiversity in the workplace**
- **Islamophobia awareness**
- **Transgender awareness**
- **Hidden disabilities**
- **South Asian heritage**
- **Inclusive recruitment**

As an extension of our Inclusion Brunches, our Inclusion Networks allow colleagues to explore key themes, such as new parenthood, male mental health, neurodiversity and menopause. At the end of 2024, we established a Military Network, connecting colleagues who are Armed Forces veterans, Reservists, or partners of military personnel. In addition, we continued to host Food for Thought sessions, which take a deep dive into specific topics throughout the year.

In 2024, we also introduced our monthly Mindful Money webinar series. Hosted by external experts, the sessions spotlight financial wellbeing topics to support colleagues through significant life events, from property purchases to retirement.

Priority 3: Community and social impact

In the UK and Ireland, the Adecco Group's mission is to make the future work for everyone. We believe every person should have access to the employment opportunities they want and need – for today and tomorrow. The challenges of recent years have reinforced the essential role we play, as an organisation and as individuals, in strengthening our communities. We recognise our ability to guide thousands of people into rewarding jobs every year – and to leverage the power of work to fuel wellbeing, inclusion, and economic empowerment.



Social value initiatives and partnerships

In 2024, we contributed to social value activities at 84 events, engaging 2,035 people across our programmes. We focused on making an immediate and positive impact in the following areas:

- **Preparing for the world of work:** Inspiring curiosity and broadening career prospects for young people, addressing skills gaps, and creating talent pipelines.
- **Upskilling and career mobility:** Targeting those with transferable skills to support their growth and development.
- **Local jobs for local people:** Collaborating with Local Authority career hubs and employment programmes to prioritise local residents for Adecco Group vacancies.
- **Equity, Diversity & Inclusion (ED&I):** Sharing experiences and data-driven evidence to inspire clients to embed ED&I within their recruitment and retention strategies. We delivered free external training to our clients and supply chain across six different ED&I topics:
 - Across the generations
 - Empowering neurodiversity
 - Managing burnout
 - Overcoming imposter syndrome
 - Recruiting inclusively
 - Women's health strategy

Local SME support: Prioritising growing businesses to retain local spending and drive economic growth within communities. Currently, 75% of our supply chain is classified as small and medium-sized enterprises (SMEs).

Offender prevention and rehabilitation: Supporting the UK government's Prisoner Education Service to upskill offenders and reduce reoffending rates. This initiative better prepares offenders for life on release to ultimately cut crime and keep the public safe.

Charitable activities

In 2024, we entered a two-year partnership with Barnardo's, a charity dedicated to transforming the lives of disadvantaged children. The charity was selected from a shortlist vote by colleagues across our business. We committed to supporting Barnardo's in four specific ways:

- **Fundraising:** Raising £100,000 per year
- **Apprenticeship Levy Gifting:** Supporting two apprenticeships per year
- **Volunteering:** Contributing 400 hours over the two-year partnership
- **Workshops:** Gifting eight Employability Workshops over the two-year partnership

We achieved our fundraising target in 2024 and are on track to deliver on our other commitments.

We also actively collaborate with the TENT Partnership, an alliance of 400+ organisations working to integrate refugees into the labour market. To ensure employment access for people with the most disadvantaged backgrounds, globally Adecco has pledged to help recruit 85,000 refugees and train 17,000 by the end of 2027.



Priority 4: Delivering high standards of corporate governance

Our culture of integrity and compliance ensures that we operate in line with current legislation and go further to support the health, safety, and wellbeing of our colleagues and candidates. In addition, we take necessary steps to help our candidates feel confident in engaging with us, knowing 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 a broad range of disciplines, including privacy, business continuity, and risk management. 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 2024 commitment to a compliance-plus culture, we maintained key specialist accreditations and memberships, including:

- Achilles Global Energy
- Achilles Link-Up
- Achilles Network
- Achilles UVDB
- Avetta
- British Safety Council Membership
- CHAS
- Cyber Essentials and Cyber Essentials Plus
- EcoVadis
- FSQS
- JOSCAR
- RISQS
- SEDEX
- Safe Contractor

In 2024, we commenced our ISO 27001:2022 certification programme and, following a full audit programme by the British Standards Institution (BSI), our certificate was issued in January 2025.

We also retained our ISO 9001:2015 quality management system certification in key recruitment service brands following successful BSI surveillance audits and a recertification audit of our Quality Management System. 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, as well as legislative standards for providing recruitment services. Our ISO certifications also confirm that our robust Quality Management and Information Security Management systems support our core strategy.

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 carried out a survey to measure and monitor colleague feedback on integrity and compliance within the Adecco Group. In addition, all colleagues are required to attest annually to our global Code of Conduct.

At the Adecco Group, we believe in doing things the right way – and responsible business practices are central to all our actions. We maintain strong data privacy and security standards alongside a comprehensive approach to responsible AI. We are committed to transparency and proactivity when engaging with stakeholders, encouraging open communication and collaboration to drive mutual success and trust.

The Adecco Group UK&I also actively prevents modern slavery by educating our colleagues, clients, and associate workforce, and demanding high standards from our suppliers. In the past 12 months, 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.

Through our Modern Slavery Act Transparency Statement, we publicly pledged that in 2024, we would:

- **Continue to promote internal awareness, particularly within our branch offices and onsite teams, through a dedicated team of subject matter experts in HR, Procurement, and Compliance, prioritising the creation of Anti-Slavery Champions within our business.**
- **Further develop our training course to strengthen modern slavery awareness and support across our second-tier suppliers.**
- **Adopt the Adecco Group's new global third-party risk management policies and tools in the UK and Ireland.**

We were pleased to confirm our progress in these areas in our public statement for 2024, reflecting our ongoing commitment to ethical practices and continuous improvement.

In 2024, we also continued to seek suppliers who actively help us achieve our sustainability goals. 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 swiftly resolve queries to minimise payment delays.



Third-party risk management

The Adecco Group is committed to fair, honest business practices and managing the risks of our activities. We also examine the impact of our business partners' activities, including clients and suppliers, to ensure they align with our purpose and our ethical, social, and environmental standards.

In 2024, we introduced a Third-Party Risk Management (TPRM) Framework to assess and manage risks more strategically and consistently across our organisation. This approach means we take responsibility for ethical business behaviour and the risk impact of our own activities and those of our clients and suppliers.

Priority 5: 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 2024, we collaborated with government and industry bodies to unlock skills and talent pools within the UK labour market. We are committed to an inclusive culture, fostering sustainable employability and supporting resilient economies and communities. This led to the creation of our first UK TAG Manifesto, which sets out the Adecco Group's core actions to achieve our overarching ambition of removing barriers to employment.



Unleashing the potential of the workforce

We champion policies to meet future labour market demands in a sustainable and inclusive way. Our efforts include championing a well-regulated temporary employment sector that realises benefits for both workers and companies and engaging with the government on the potential challenges or unintended consequences of regulatory changes.

We also emphasise the importance of supporting the Armed Forces Covenant and expanding education and training initiatives focused on “green skills”, namely the abilities and knowledge needed to work in jobs that contribute to preserving or restoring the environment. These initiatives, such as renewable energy, energy efficiency, waste reduction, and sustainable construction, are crucial for supporting the transition to a more sustainable, low-carbon economy.

Creating a more inclusive future

It is critical that employers can create workplaces that are appealing to workers and genuinely comfortable for all. Our work in advocating for women's health, attracting and retaining neurodiverse talent, and championing mental health in the workplace are key examples.

For the Adecco Group UK&I, sustainability is not a one-off effort – it is an integral part of how we do business. Ultimately, this helps deliver economic value for our shareholders and stakeholders, as well as positive results for our local communities.

We believe in *making the future work for everyone*. Whether we find rewarding roles for our candidates, help businesses become better workplaces, or address society's most complex challenges, the Adecco Group drives the change we wish to see for people and the planet.

THE ADECCO GROUP

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**Making the future
work for everyone**