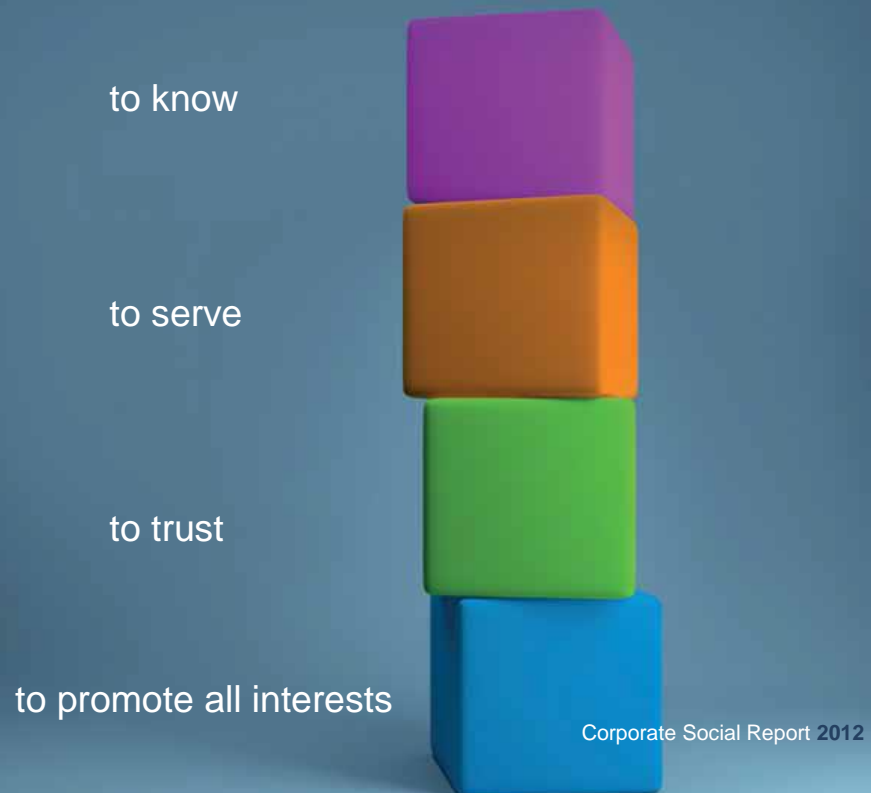


# Shaping a more balanced world



 randstad

Staffing - Professionals - Search & Selection - HR Solutions - Inhouse Service

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# CEO's letter



Once again you are receiving our corporate social report, which finds us happy to know that we have chosen the right path in terms of sustainability. Increasingly, our sustainability management is more visible and connected to the organization's strategy, probably for three major reasons.

Firstly, our integration as a global company feeds us with latest developments and put us at the forefront in this subject. Globally, we are one of the organizations that have decided to join the Integrated Report pilot programme that points the future way of corporate reporting.

Secondly, the vocation to make sustainability a cross-discipline connects even more intensely the operations with the sustainable development strategy.

Thirdly, our sustainability model and the organization's overall strategy gives us a framework that allows to measure impacts and results of our management.

We have a great opportunity and responsibility to generate impact in our clients, flex workers, employees and communities from our experience in the world of employment. That is why our sustainability model is focused on five relevant aspects over we have set some milestones.

In terms of our customers' programme, "The best workforce for our clients", we can realise an improvement in satisfaction levels compared with the previous year.

With relation to our flex workers' programme, "The best job for candidates", we have achieved key goals such as the reduction of the accident rate, which continues to fall every year, besides achieving about 90% of employees with a positive view of their working experience with Randstad.

Regarding our programme related to communities, "Expertise for a better society", our flagship programme "Crop Nurseries" received recognition by the Global Compact Secretariat for Responsible Investment, ranking the programme as one of the 50 outstanding initiatives among all the signatories of the Global Compact. These results lead us to renew our commitment to the United Nations Global Compact.

With regard to our employees, our programme "The employer of choice for our employees" achieved the most important result: a substantial improvement on employees' satisfaction on the internal climate survey. This shows maturity and flexibility of our employees because in a year of great challenges, such as the rebranding, we were able to achieve an improvement with the feeling of belonging to the company.

In terms of progress on aspects of sustainability basics, we took a step forward with our suppliers' commitment. We know that this is a great challenge but based on dialogue and good management systems we will succeed in getting our spirit of sustainable development to all our value chain.

This sustainability model will lead us to reach our long-term visions, identified as "vision 2020" throughout the report.

**Andrea Avila. Executive Director**

# Sustainability letter



Our 2012 corporate social report includes some aspects which hopefully will help to explain our stakeholders how we have built it. Our sustainability model, with the definition of the most relevant topics can be found in the **Randstad's value creation model** section, and in section **Mechanisms of dialogue with stakeholders** we show how we have tried to carry forward the necessary dialogues to understand our responsibilities and impacts.

To describe the impacts, challenges and opportunities we have introduced at the beginning of each section a brief of our management approaches for each of our programmes, summarising the most relevant aspects.

Each of these sections are described like this:



In this way we can provide clarity to our approach and appraise our management.

Below, we summarize our commitments/challenges and levels achieved, as well as the objectives for the next period.

What we said	What we did	Assessment	Objectives 2013
That customers' behaviour indicates that our fundamental values and innovative concepts are a differentiator, and that we are preferred above others.	We raised customer's satisfaction level with a score of 8.2 / 10, positioning ourselves above the industry. We achieved the highest overall satisfaction mark of historical series, overcoming the 8 points for the first time.		Keep 2012'S levels as a base.
That candidates' behaviour and survey scores show we are preferred because of our ability to provide them with the right jobs.	We reduced accidents across the organization: TAcc showed the lowest value (11.13%). The 87.25% of employees have a positive perception of our company according to the job satisfaction survey.		Continue with the TAcc's downward trend.
Employee survey scores show we offer a highly rated, safe, healthy, and learning environment, with equal opportunities for all	We increased internal satisfaction levels achieving an overall score of 8.3/10 and scores greater than 8 in every aspect (commitment, satisfaction, recommendation, pride and retention).		Maintain 2012'S levels as a base.
We are recognized as a key contributor to public debates on employment markets.	We were finalists for the award "Social Investment Pioneer" of the UN Global Compact. Focus on prevention of child labour. VSO Development Argentina. Leadership as leaders in CSR.		Participation in the Global Compact's Pioneer Awards and other local comparative studies.
We are recognized as a leader in sustainability management in our industry.	We obtained a B+ report, and our fourth report in accordance with GRI.		Improve our measurement and reporting processes to achieve its publication in the first quarter.

Elsa Zorrilla. Sustainable Development Manager.

# Randstad, the company

## strategy and growth drivers

Our organization is based on a value creation model that symbolizes the global strategy. Our strategic pillars -solid concepts, best people, excellent execution and superior brands-, are our growth formula and key factors for market understanding. We believe that four external growth drivers will define Human Resource services in the following decades: the need for flexibility, demographic aspects, regulation /

deregulation and customers looking for a complete solution. By combining these two blocks, we create value for our stakeholders, allowing us to continue developing our business from our five service concepts -Search & Selection, Staffing, HR Solutions, Inhouse and Professionals- and fulfil our strategic objectives.

### growth drivers & strategy





## randstad in Argentina

In July 2012 we adopted the name of Randstad, a brand the Holding operates in the more than 40 countries. As a milestone in the history of the company, this change was the result of an integration process that has been under development for the past four years, time when SESA Select joined Randstad due to the international merger Randstad/Vedior.

The knowledge of the argentine market, underpinned by 32 years of track record of the company in the country, combined with

Randstad's international experience to interpret the changes in a labour market increasingly dynamic, provide with conditions to build a strong position to face the expansion we project.

We have a network of 38 branches, where more than 390 employees manage a payroll of 11,000 flex workers.



## structure

Our governance structure has people with extensive experience in the industry and strong managerial career. The key organizational roles are:

- Chairman: Omar Ávila
- Chief Executive Officer (CEO): Andrea Avila
- Chief Financial Officer (CFO): Max Schellhas
- Chief Marketing Officer (CMO), Communication, Recruitment and Selection: Regina Avila
- Human Capital Director (HC): José Tarzia
- Staffing, S&S Director: Viviana Melatini
- Outsourcing & Business Development Director: Jorge Figueroa
- RIS Manager: Alberto Torrisi,
- Sustainable Development Manager: Elsa Zorrilla

In addition to its leadership team, the organization counts with three (3) non-executive directors.

## branches

- CIUDAD AUTÓNOMA DE BUENOS AIRES.
- GRAN BUENOS AIRES: AVELLANEDA; MORÓN; SAN ISIDRO; SAN MIGUEL; QUILMES.
- PROVINCIA DE BUENOS AIRES: BAHÍA BLANCA; CAMPANA LA PLATA; MAR DEL PLATA; PILAR; MERCEDES.
- REGIÓN LITORAL: ROSARIO; SAN LORENZO; SAN NICOLÁS; VENADO TUERTO; GUALEGUAYCHÚ; RAFAELA; SANTA FE, RESISTENCIA.
- REGIÓN CENTRO CUYO: CÓRDOBA; MENDOZA; TUNUYÁN; LUJÁN DE CUYO; SAN JUAN; SAN LUIS; VILLA MERCEDES.
- REGIÓN SUR: CATRIEL; COMODORO RIVADAVIA; CUTRAL CÓ; NEUQUÉN; RINCÓN DE LOS SAUCES.
- REGIÓN NOA: TUCUMÁN; SALTA.
- URUGUAY.

More information about our branches and contact points is available at

[www.randstad.com.ar/quienes-somos/sucursales](http://www.randstad.com.ar/quienes-somos/sucursales).



# global presence

We are the second largest group worldwide in human resources services. With over 50 years of experience in the international market, we have a global team of 29,320 employees providing HR Integrated Services for business customers in more than 40 countries. This experience allows daily count with 581,700 flex workers through its 4,496 offices spread around the world.

From its headquarters in Netherlands, Randstad is listed on Amsterdam's stock exchange and its consolidated sales reached 17.1 billion Euros in 2012. Randstad Holding nv is a listed company in the NYSE Euronext Amsterdam Exchange.

## **Organization's scale**

Our company publishes a comprehensive report of its financial statements without making a statement of the individual operations of each of the countries where it operates. This decision responds to strategic reasons. However, the company's annual report, which presents the information on its subsidiaries, is public and is available on <http://www.randstadannualreport.com/>. On this site you can find the processes related to the evaluation, compensation and promotion of executives in the organization.

Randstad and other 85 companies in the world, have joined the Integrated Reporting Pilot Programme, a global initiative led by the International Integrated Reporting Committee (<http://www.theiirc.org/>) which aims to provide transparency to company reports in terms of strategy, governance, performance and future prospects in order to create value in the short, medium and long term. More information about the pilot programme can be found in <http://www.theiirc.org/companies-and-investors/pilot-programme-business-network/>

value  
at work  
annual report 2012



# services

The following services are inside our integral proposal of Human Resources solutions. They are designed to achieve productivity and efficiency improvements for our customers.

## Staffing

We deliver professional and efficient support so that companies can have a flexible workforce that suit depending on the need to cover vacations, absences, seasonal peaks or any demand of staff produced by productive or commercial extraordinary initiatives or sudden expansions.

In addition to this, we completely take care of those processes that do not correspond to the core of your enterprise, guiding your company to effective results that guarantee the optimization of resources, costs reduction and the increase of your productivity.

## Search and Selection

We carry out recruitment process for permanent positions in your company. Our selection system is based on a double assessment that considers the candidate's competence and the perfect match between the position profile, the company culture and its expectations of potential development.

## Professionals

Our Professionals division specializes in the best talent recruitment and selection within a vast variety of disciplines and specializations, both for permanent jobs and for specific projects. One of the keys for a successful search of professionals in a changing and challenging work environment like the current, is the deep knowledge of the various markets. Randstad Professionals is exclusively focused on finding featured professionals in different areas such as Engineering, Finance and Accounting, Human Capital, Technology and Marketing and Sales; among others.

Our consultants have a vast experience and a rich agenda of contacts in their respective

specialization fields, and that allows them to identify, assess and refer candidates whose skills, experience and career goals match what your company needs to move forward. From specialists to specialists, that is our differential.

## HR Solutions

We collaborate in deep renewals and strategies for high impact from performance evaluations, measurements of the organizational climate, training of replacements process and implementation of young professionals' programmes. We also perform outplacement processes to reduce the effects generated by rightsizing processes. Our participation in these projects, will allow your organization to count with more resources to be concentrated on the basics of its human capital strategy.

## Inhouse Services

We develop an integral Human Resources process, from recruitment and selection to planning, introduction and management of high volumes of staff. The characteristic of this concept is the inclusion of the role of a Process Manager, specialized in the design and implementation of processes oriented to optimize Human Resources management and the role of an Account Specialist who works at the same client's workplace.



# vertical markets

Our experience allows us to deeply know the problem of different vertical markets, competitively positioning us to offer real solutions and cope with the needs of the following sectors:

- Agribusiness
- Trade Marketing & Promotions
- Energy, oil and mining
- Sales Force
- Industry
- Hospitality & Gastronomy
- Information Technology
- HealthCare
- Banking&Finance
- Contact Centres

# value creation

Our mission is to become leaders in building of the world of work and to provide value to the society as a whole. That is why we give each candidate the job that best develop his/her talent and we find for each customer the employee who is better identified with the organization.



Our identity as a company is based on 5 business principles that are the built on our success, our ability to fulfil the mission and our

reputation of integrity, service and professionalism.

- 
1. **To know.** We are experts. We can only promote the interests of our candidates, clients, collaborators, suppliers, staff and shareholders, if we know what mobilize them and what their objectives are.
  2. **To serve.** Our service spirit allows us to exceed our industry's requirements.
  3. **To trust.** The commitment with our stakeholders is based on mutual trust that allows us to build lasting relationships.
  4. **Looking for perfection.** We aim to improve and innovate, to satisfy our clients and candidates in all we do.
  5. **In simultaneous defence of all interests.** Our business must always benefit society as a whole. We assume our social responsibility, our links with suppliers and our shareholders' interests.

---

The values we share serve as compass for everyone at Randstad, since they guide our behaviour and represent the base of our

culture, shaping the company in the place where we chose to develop both professionally and personally.

# ethical principles

## Anti-corruption, transparency and bribery

If we want a country with less corruption, we must begin to eradicate it from the business world. Therefore we commit ourselves to:

- conduct our business in a fair, honest and transparent way.
- Not pay or offer bribes, either directly or indirectly, to obtain economic or commercial advantages.
- Do not accept bribes, both directly and indirectly, to grant commercial or economic advantages.
- Expressly prohibit the practice of facilitation payments or special bonuses that has the objective of facilitate business and influence decisions for personal profit and/or for our companies' earnings.
- Do not accept gifts and expensive or luxurious attentions from suppliers, or potential suppliers and/or customers or potential customers, which intend improperly to generate a commercial advantage.
- Avoid doing business with those who do not accept our values or could damage our reputation.
- Establish our own processes to prevent bribery, whether direct or indirect, respecting and supporting our values.

- Keep clear and up-to-date negotiations records and business transactions.
- Ensure that everyone in our company, as well as our customers and suppliers, are aware of our principles.
- Respect these principles even in difficult situations and stages.

**Randstad follows the 10  
Universal Ethical Principles  
declared by the United Nations  
Global Compact  
([www.unglobalcompact.org](http://www.unglobalcompact.org))**

## Workplace

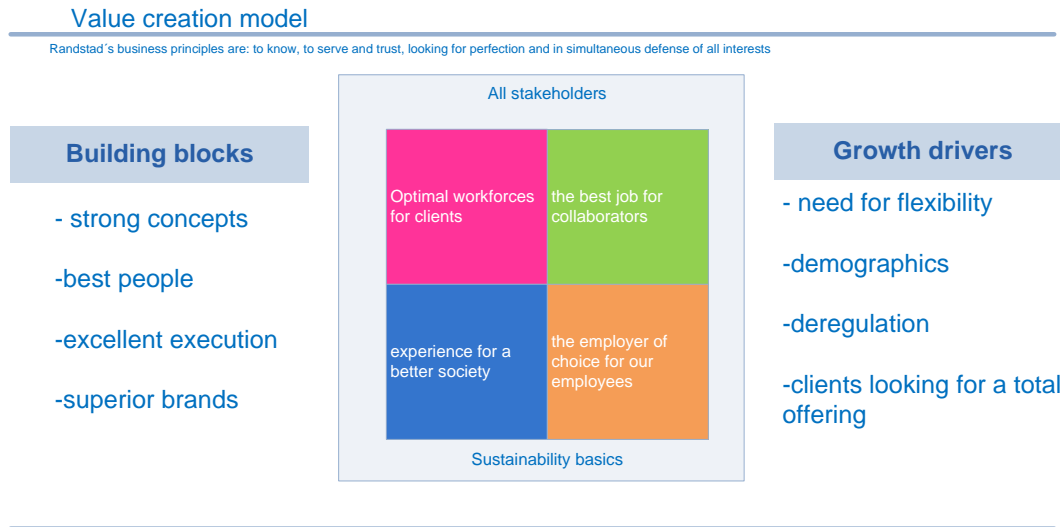
Because we believe in the dignity of work, we commit ourselves to:

- comply with the legislation that prohibits non-registered work.
- Promote training and development of our staff.
- Promote decent and reasonable working conditions.
- Prevent and eliminate child labour.
- Promote the labour inclusion of people with disabilities.
- Promote gender equality inside and outside the company.

# Randstad's value creation model

## *An approach to sustainable development*

Our value creation model encompasses the core values and the strategic pillars of the organization along with the growth drivers detected from risk analysis and long-term opportunities. This model allowed defining a global sustainability framework based on five strategic management pillars.



The following chapters of the report are structured around five strategic issues for the management of our company.

- 1.** The best workforce for our clients
- 2.** The best job for collaborators
- 3.** Expertise for a better society
- 4.** The employer of choice for our employees
- 5.** Sustainability basics

**All stakeholders**

We can only promote the interests of the groups with whom we interact if we know them well. Accordingly, it will allow us to build a relationship of mutual trust, which is reinforced by providing quality services and supporting the interests of our environment, both inside and outside the company limits.

**Dialogue mechanisms with stakeholders**

Stakeholders to engage are selected by the Executive Management and the Sustainable Development area based on: (a) experience achieved in management and in the preparation of the three previous reports on the GRI framework, (b) strategic interests and (c) the Randstad's global sustainability framework. Each of the stakeholders of our organization is closely related with one of the strategic pillars of our sustainability model.

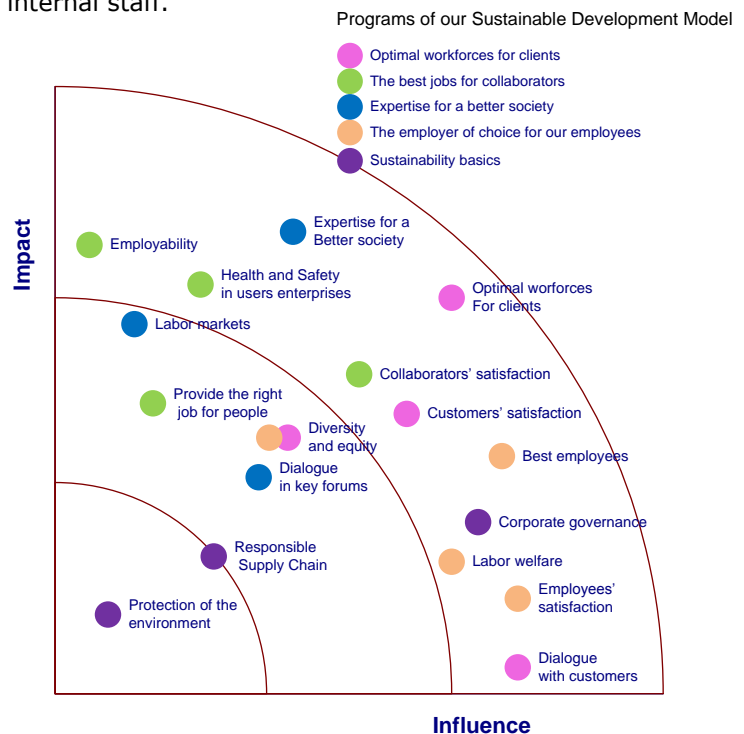
The Sustainable Development area is responsible for verifying and encouraging that dialogue mechanisms are taking place with stakeholders in order to strengthen its connections with the organization. Major players in 2012 were: flex workers, employees, managers, directors, customers, government actors and civil society.

Moreover, the Human Capital area was responsible for dialogue with internal staff while the Commercial area focused its actions on developing programmes for clients and flex workers to maintain close contact with them.

To measure and assess the development of relations with stakeholders, the Marketing area conducted surveys among customers and internal staff.

The actions we took have different social impacts and influence in various ways on our stakeholders.

The diagram displays the issues we have identified during our conversations with stakeholders, presented in terms of our ability to generate a change in these matters (influence) and the impact we can achieve in the stakeholders. In each section of the report we provide treatment to these needs with our sustainability programmes.



# OPTIMAL WORKFORCES FOR CLIENTS

We help our clients to create and manage a balanced workforce, with employees who have the right skills, competencies and cultural fit. And we help our clients to be more attractive employers and effective organizations. In short, we play a key role in managing our clients' key assets: their people.



Our programme for CUSTOMERS covers the following management approaches:

**Diversity**

**Dialogue**

**Satisfaction**

**Best flex-workers**





## Diversity

By the Club of Committed Enterprises (CEC) we promote the integration of people with disabilities both outside and inside the company. CEC's in Buenos Aires, Rosario, Cordoba and Mendoza were created in 2012. In addition, we continue implementing the Gender Equality programme, certified by INADI.

*No complaints or penalties for discriminatory treatment were received in 2012.*



## Dialogue

Randstad promotes "open doors" management practices as a tool for Management and People Management.

We understand "opening" (physical and philosophical) as of hierarchical decision processes of the company, removing bureaucratic barriers and promoting access for all staff to the Managers and Premises, as well as fostering open, respectful and straightforward dialogue at all levels of the organization.

**These concepts are managed with two lines of action clearly defined:**

**Direct line:** a formal communication channel is set directly with the Executive Director and the Directors, to inform or propose ideas immediately. Anyone can arrange a meeting, send an e-mail to a / Manager or Director/a without reporting to his/her direct superior, or ask for special permits.

**"Managing by walking around":** promote the visit and walk through the working premises and visit desks of each employee, to facilitate informal dialogue with staff. On the 'Management by Walking Around' philosophy, it is expected that who is responsible for a team's management should be in contact with people when operations are running.

Diversity

Dialogue

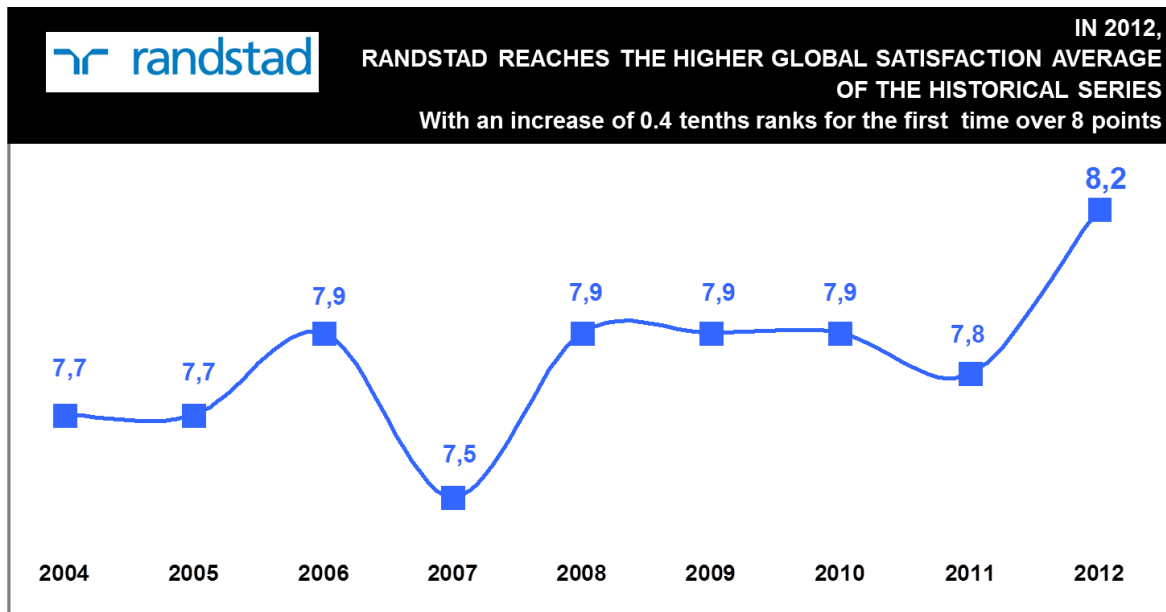
Satisfaction

Best flex  
workers

## Satisfaction

During 2012 we achieved the highest overall satisfaction mark on the historical series, beating for the first time the 8 points average score. With an average of 8.2 points an increase of 0.4 points was achieved from the previous year. <sup>1</sup> 97% of customers gave us a rating of between 7 and 10 points. (Proportion in 2011: 90%).

Our recommendation level is higher than the market leaders and higher than the level obtained in the previous period.



*Total number of customers that responded to customer's satisfaction surveys: We interviewed 189 client contacts of 161 companies selected by their weight in the operation of all branches and regions at country level.*

<sup>1</sup> Potential and satisfaction study conducted by SEL business consultants. December 2012.

Diversity

Dialogue

Satisfaction

Best flex-  
workers

### Best collaborators

"Our company is a supplier of physical security services at Randstad's facilities in Rosario since November 2009.

From the beginning, Randstad has been characterized for the faithful fulfillment of contractual guidelines always in line with our policy of respect for ethical values, people and society.

Within the framework of CSR, both companies have guaranteed conducting business forms increasingly inclusive and aim to continue in that direction.

The friendly and courteous treatment with our staff received from Randstad's employees and managers, is particularly representative of the bonds between both companies."

Javier Guerin  
*Guerin Seguridad*

“We agree with Randstad in the concept of Corporate Social Responsibility from the perspective of values like ethics and social dialogue. The agenda of priority issues in the public and private spheres have more in common than is frequently assumed by public opinion.

The Ministry of Labor and Social Security of the province of Santa Fe is sharing with Randstad Argentina at least two priority objectives in the Decent Work Agenda: prevention and eradication of child labor in its various forms, and the generation of equal treatment and opportunity in the job market.

The values of participation and dialogue are essential for strengthening public policies from a holistic perspective, and we have confirmed this in several experiences implemented like Child Care Centers in harvest areas throughout the province of Santa Fe.”

Julio Genesini

Minister of Labour and Social Security of the province of Santa Fe



“In Frimetal SA we have been working with Randstad as a supplier of temporary personnel services for over more than 20 years, holding a responsible and proactive business relationship.

One of the reasons why today we continue choosing to work with Randstad is for the sharing of certain corporate values, such as the importance and value of Human Capital.

On the other hand, in our company we have developed a CSR plan that is already being implemented. Given the need to broaden the scope of this, Randstad offered their support and we know that if needed we can count on them.”

Shirli Perozzi

Frimetal S.A.



# THE BEST JOB FOR CANDIDATES

Our mission is to make the best jobs available to as many people as possible, giving these people the opportunity to develop themselves. We strive to do this while providing equal opportunities for all, respecting health and safety, and with unyielding integrity. We advocate equal opportunities and unbiased competence management, irrespective of gender, race, religion, age, or background. In addition, we play a crucial role in bringing people from unemployment to employment.



Our programme for COLLABORATORS covers the following management approaches:



Occupational  
Health and  
Safety

Employability

To facilitate  
the right job

flex workers'  
satisfaction

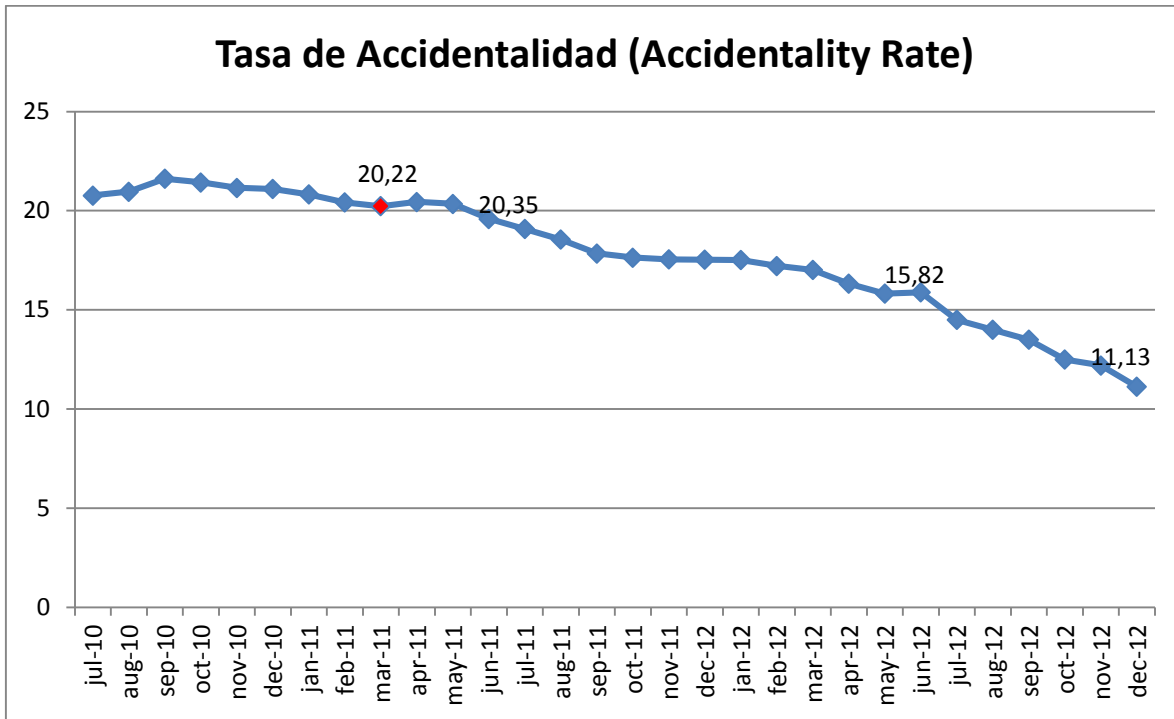
## Occupational Health and Safety

We implemented a risk prevention plan to decrease the accident rate among flex workers, which includes controls on the execution of processes and training lectures for staff to improve safety management in their workplace. We focused on reducing the accident rate by citrus harvest working with a specialised provider in occupational health and safety.



### Accidents' evolution

The evolution of the accident rate (TAcc) of our flex workers is shown below. In **2012 TACC showed the lowest value (11.13%)** from the beginning of programme and is estimated that it will continue to decrease.



Occupational  
Health and  
Safety

**Employability**

To facilitate  
the right job

flex workers'  
satisfaction

## Employability

*From unemployment to employment, labour insertion.*

When publishing ads, we ensure that general agreements about publication regarding inclusion criteria and INADI's suggestions are in place (National Institute against Discrimination, Xenophobia and Racism). **Also we indicate the number associated to FAETT (Federation of Temporary Work Businesses), giving transparency to our membership to the organizations in the sector.**

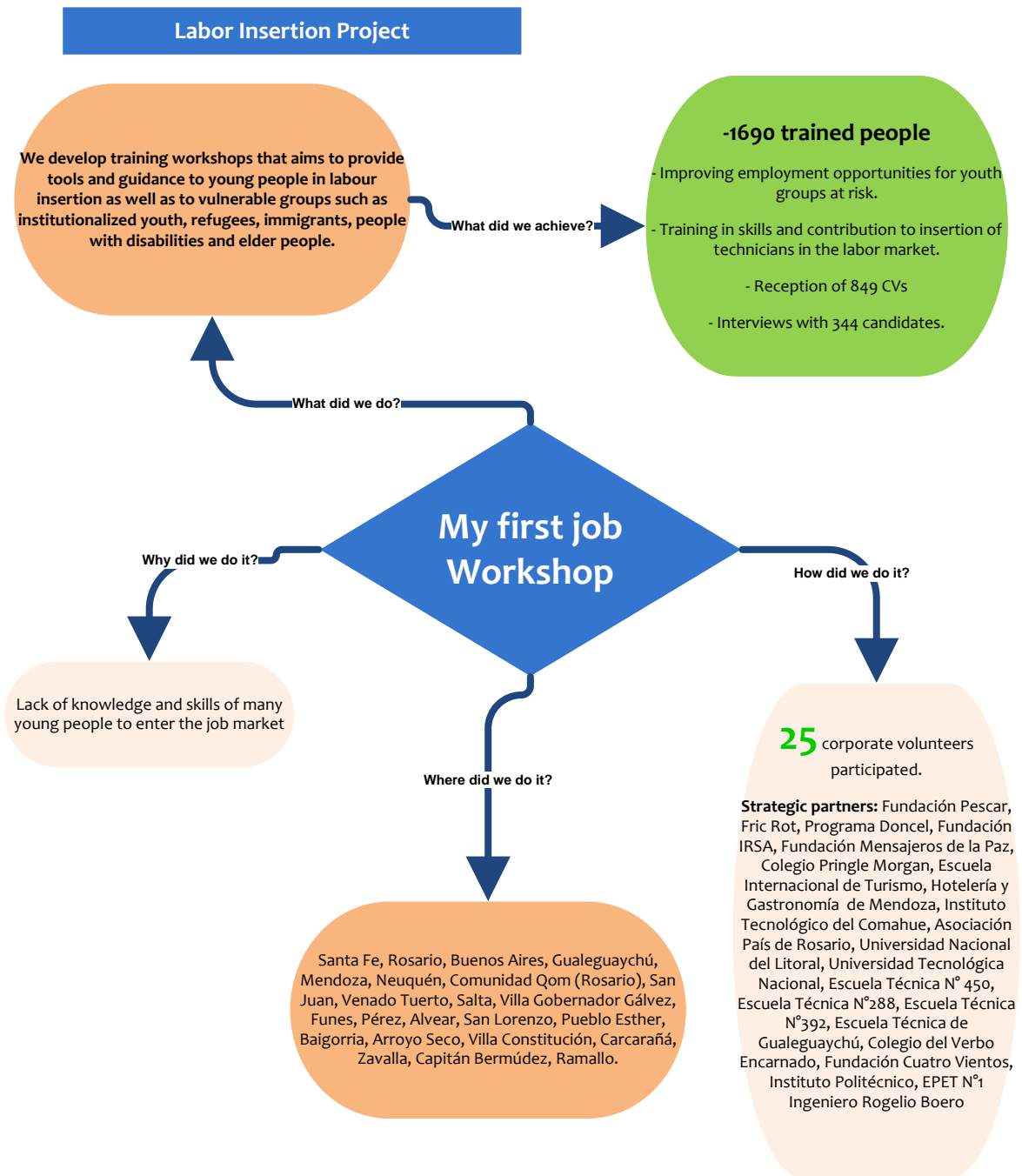
We are aware of the existence of social groups that have difficulties in accessing the labor market. In this regard, we conduct employment labor insertion projects oriented to the development of skills to integrate or reintegrate these people into the labor market.

During 2012 the “My first job workshop” project reinforced partnerships with civil society organizations in different places across the country.

Additionally, efforts oriented to labor inclusion continued with:

- Indigenous people: continuation of the project with the Qom community of La Travesía. Partnership with Inicia and ProNiño Rosario.
- People over the age of 45
- People with disabilities
- Refugees: My first Job Workshop, interviews with different communities, working with ACNUR; joint visits to companies to allow access to employment to refugees in Rosario and Mendoza.



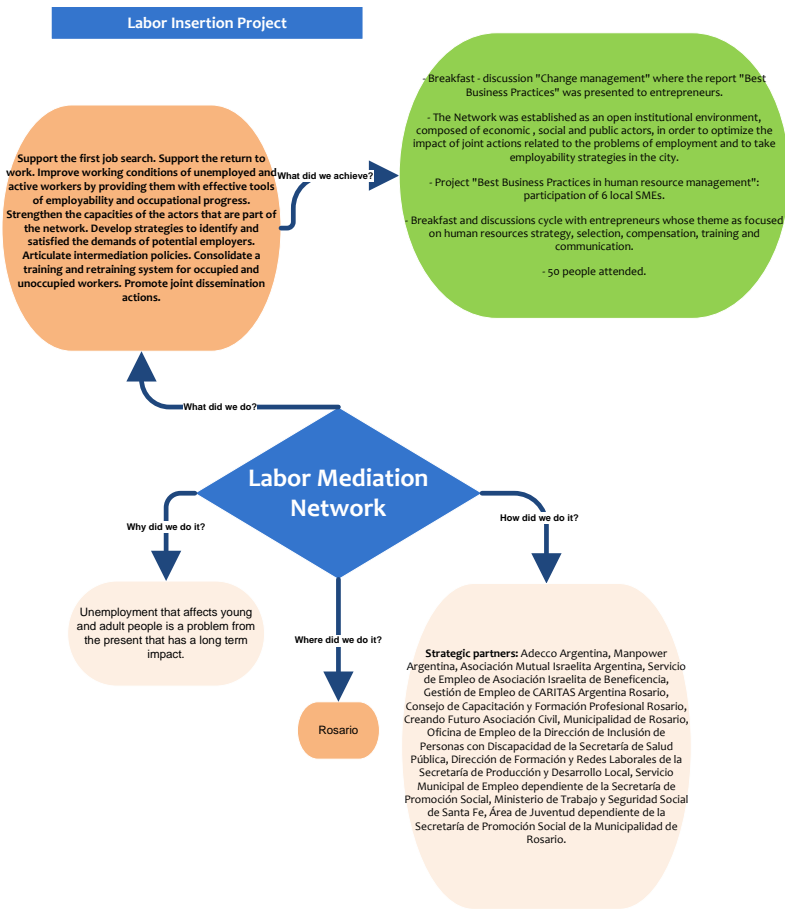




Regarding gender equality, in 2012 the analysis of compensations showed that men earn on average 4.68% of gross remuneration more than women to equal status, but in 2011 women received a 4.77% higher gross remuneration. These amounts show that while from one year to another there can be variations of less than 5%, they are balanced along time and validates the statement that **in Randstad at the same professional category there is no wage gap between men and women.**

94.90% of our collaborators are covered by a collective bargaining agreement (94.07% in 2011).

On average, during 2012, 9,717 collaborators were employed per week (in 2011 this figure was 10,673).



We have not had incidents such as complaints or claims in our marketing communications, including advertising, promotion and sponsorship.

Throughout the year 17.967.064 hours were worked (includes extra hours and excludes holidays). 91.46% of collaborators worked full time (92.9% in 2011).

Some social intervention projects, as **Labor Mediation Network**, helped to *facilitate the correct job.*

Occupational  
Health and  
Safety

Employability

To facilitate  
the right job

flex workers'  
satisfaction

## Flex workers' satisfaction

### Satisfaction's measurement

All of our active flex workers by October 2012 (8.782 people) were invited to provide their input on job satisfaction surveys, of which 1,616 gave testimony. The 87.25% responded positively to the question "Would you recommend Randstad?" (Percentage of employees who responded with 6 or more points to the satisfaction question). In 2011, of 1,410 persons surveyed, 95% had a higher response than 6 out of 10 in overall rating.

### Benefits

"Good to know you" is our benefits program for flex workers we carry out since its implementation in 2010. This program conveys benefits to our flex workers, regardless of the customers where they are assigned.



# THE EMPLOYER OF CHOICE FOR OUR EMPLOYEES

We aim to be the most attractive employer for our corporate employees, with equal opportunities for all.



Our programme for EMPLOYEES covers the following management approaches:



Wellbeing  
at work

Best  
employees

Employees'  
satisfaction

Workforce  
Diversity

## Labour Welfare

During 2012, we worked with the outcomes of the internal survey of the previous year. Focus groups were conducted and measures were taken to improve the working environment. The studies addressed the following aspects:

- ✓ Communication and information sharing.
- ✓ Recognition of merits in the assignation of projects.
- ✓ Participation.
- ✓ Caring for people.
- ✓ Career and promotion plans.

## Occupational Safety

All staff receives induction to the company through the Induction Program which is performed interactively. This program includes a module on health care and accidents at work.

Also, it was updated the evacuation plan and was conducted an evacuation exercise. Additional training was also provided to the brigade.

Measurements were periodically performed at the offices of: lighting, ergonomics, electricity grounding and noise among others. An Annual Prevention Program (PAP) was also furnished.

Trainings about elements of personal protection, ergonomics, risks at office, defensive driving of light vehicles, first aid and cardiopulmonary resuscitation (CPR) were conducted.

In our General Headquarters, we have a joint committee working on improving the accident rate in client enterprises and improving health and safety. The scope of this ad hoc committee is to represent 100% of internal staff (Headquarters only).

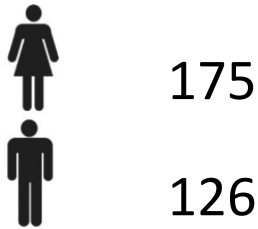
The days lost due to injury in 2012 were 15 for internal staff, without serious accidents reported.



# Best employees

## Employees by gender and region

Our internal staff consists of 301 people in Argentina.



**Total 301**

### Internal promotions

One of our principles is to cover 80% of our management positions with internal promotions, target that we exceed in 2012 once again. We encourage our people to define their own career through personal development planning at their performance appraisal, which is the starting point for their training and development despite of the hierarchical level in the organization. Under this principle we seek to consolidate our culture and ensure the continuity and growth of the business.

I have been working at the company since 2007. Since I joined , I have worked in different roles always related to the selection .

From my first steps in the organization, my growth has been continuous. I joined as Sr. Consultant at SelectExecutives Rosario, then went on to occupy the head of the area and I am currently coordinating the selection of the NOA and Litoral regions , reporting directly to the Regional Manager .

My current position allows me to meet and visit the eleven branches in the region.

My story in the Organization let me realize how privileged is internal staff when there are promotions and career development opportunities.

I have also actively participated in the management of CSR, leading and coordinating for two years the administration of the "My first Job Workshop", which emerged from the dedication of Karina Saley and myself. This workshop has been replicated in numerous institutions from the academic and social development.

I feel strongly identified with the CSR strategy of the organization because it aims to the inclusion and non-discrimination. This policy, is 100% in day by day practice . I adhere to this decision because it is through inclusion how we are going to achieve sustainable growth and social development for our country.

**Alicia Cosalli**

Regional Coordinator Selection of Litoral and NOA

OFICINA CENTRAL	124
CORDOBA	22
ROSARIO	13
CAPITAL FEDERAL	45
CÓRDOBA CAPITAL	10
SAN MIGUEL DE TUCUMAN	8
NEUQUEN	8
BAHIA BLANCA	5
MORON	5
COMODORO RIVADAVIA	5
VENADO TUERTO	4
SAN NICOLAS	4
SAN ISIDRO	4
AVELLANEDA	4
SANTA FE	4
SAN LORENZO	3
LA PLATA	3
MENDOZA	3
LUJAN DE CUYO	3
PILAR	3
RESISTENCIA	3
SALTA	3
GUALEGUAYCHU	2
VILLA MERCEDES	2
SAN JUAN	2
MAR DEL PLATA	2
CAMPANA	2
QUILMES	1
CUTRAL-CO	1
RAFAELA	1
CATRIEL	1
TUNUYAN	1

### *Commitment: Argentina reached Randstad*

As part of its rebranding strategy, in April of 2012 we launched an internal plan to foster brand engagement and to inspire employees and train them to transfer a unique brand experience, create customers' loyalty and promote business growth.

The opening actions on April 25<sup>th</sup> and 26<sup>th</sup> in Buenos Aires were the cornerstone: under the slogan "Argentina came to Randstad", Regional Coordinators and Managers shared meetings in which they put their personal and professional experience together to form a new identity in the job market in Argentina. Paul Van de Kerkhof (Randstad Holding's CEO) and Dorothee Pastoor (Innovation Human Resources Director for Randstad Holding) were invited to participate in this unforgettable experience.

"Argentina came to Randstad" means that being part of a company is more than just a name: it represents its people, traditions and personal stories. It also highlights the diversity of cultures and stories that are integrated under the same name, which now also includes the identity of Argentina to help building a strong mission, providing the best services and achieving goals.

The plan was based on the following aspects:

- Meetings & Events: meetings "Argentina came to Randstad" for managers, and workshops for all staff.
- Communications: newsletter "Shared Stories", look & feel "Big Hug" and internal magazine "Meeting Point".
- Internal Marketing / "One to One Marketing": delivery of merchandising to our employees, creating internal competitions and design office setting.
- Brand Launch Party for internal staff: June 30th.

### *Training*

We believe that empowering our employees is important to develop and retain the best people. During 2012, each employee received an average training of **34** hours.

- ✓ Senior Staff (Directors, Country Managers, Regional and Specialty Managers): 123.6 hours.
- ✓ Middle management (Branch Managers, Selection Coord., Managers and Heads of CCR): 34.4 hours.
- ✓ CCR line personal, branches and specialties: 23.4 hours.

Workshops for brand integration process took 1213 hours of training and coaching. Investment in training during 2012 was: \$ 801,511<sup>2</sup>.

#### *Measurement of performance*

100% of employees receive regular appraisals of their performance and professional development.

#### *Retention*

The turnover rate of Randstad Argentina's internal staff for 2012 was **22.8%** (in 2011 the rate was 16.8%).

#### *Labour Relations*

52% of employees are covered by a collective bargaining agreement (in 2011 was 63%).

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<sup>2</sup> With a Euro's price of approximately \$6 (to 31/12/12) is 133 585 euros.





# Working Environment Survey

Aspect assessed	2012	2011
Commitment	8,3	7,9
Satisfaction	8,2	7,7
Retention	8,3	7,9
Pride	8,6	7,9
Recommendation	8,5	7,9

This survey is focused on measuring the level of commitment, which is split in four indicators: **retention, satisfaction, pride and recommendation.**

Our company received a score of 8.3 on level of commitment, higher than the value of the previous year (7.9) and also again above the average value obtained by the Holding and above an industry benchmark study (7.3). This value represents the highest historical value obtained by the company, placing us fifth among all Randstad Group’s companies participating in the survey.

100% of staff was invited to participate in job satisfaction surveys, which is anonymous and not mandatory. In 2012, 88% of staff responded to the survey.



# Workforce diversity

*In 2012 no incidents of discrimination were reported. This information is reported quarterly to Headquarters.*

We work continuously on the inclusion of vulnerable groups. At the end of 2012 4 people with disabilities were employed in the organization and as an initiative we can highlight improvements in the recruitment procedure for the inclusion of people with disabilities.

We reaffirm the commitment made with INADI when we integrate the group of the first 10 Argentine companies to obtain the certification of the Gender Equity Model 2009 from INADI.

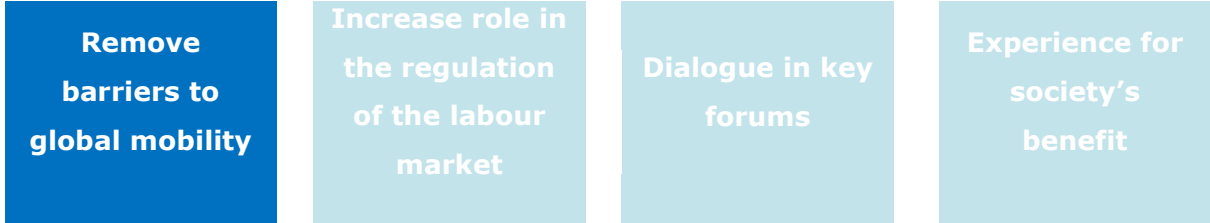
# EXPERTISE FOR A BETTER SOCIETY

We seek to shape a more balanced society by activating our employment knowledge and expertise through social dialogue, social and economic growth, and by advocating developments that benefit both individuals and society at large. We emphasize the role of the HR services industry in creating jobs for young people and helping them find their way on to the employment market.



Our programme for SOCIETY covers the following management approaches:









Talent management is a key priority. From the Holding, the Frits Goldschmeding Academy offers various programmes for management development. These are created in collaboration with top international business schools as TIASNIMBAS, INSEAD, IMD and other leading academic institutions. Its purpose is to support our future leaders in their skills development and strategic management capabilities to ensure their success in the world of business.

Only in 2012, 375 senior managers from around the world were formed in 12 different talent development programmes, some managers of Argentina were among them.



 International Confederation of Private Employment Agencies	In 2012, Omar Avila, Randstad's Public Relations Ambassador, served as Regional Representative for South America in CIETT.
 Confederación Latinoamericana de Empleadores de Trabajadores Temporales y Afines	In 2012 Omar Avila chaired CLETT&A on behalf of Randstad.
 FEDERACION ARGENTINA DE EMPRESAS DE TRABAJO TEMPORARIO	During 2012 Randstad held the 1 <sup>st</sup> Vice-Presidency in the Argentine Federation of Temporary Work Businesses, with the tenure of Omar Avila.
 Comisión Provincial para la Prevención y Erradicación del Trabajo Infantil	COPRETI Santa Fe. We are the only company involved in the quadripartite commission of the Ministry of Labour and Social Security of the Province of Santa Fe and we work for the replica in the province of the "Crop Nurseries" under the name "Little Houses". In 2012 replicas were made in: Coronda (2), Desvío Arijón (1) and Cayastá (1).

Remove  
barriers to  
global mobility

Increase role in  
the regulation  
of the labour  
market

Dialogue in key  
forums

Experience for  
society's  
benefit

## 2012 keys



We are members of the Executive Committee of the Business Network Against Child Labour collective, which is chaired by the National Commission for the Eradication of Child Labour (CONAETI). We are part of the training committee and promoters of the most successful programme of this network, Crop Nurseries. One of the achievements of the year 2012 is the replica of the programme in Santa Fe and the closing of an agreement with the Ministry of Social Development to do it in the province of Misiones. The programme was also strengthened in Salta and Jujuy, extending the age of participation of children and increasing the number of beneficiaries (in Salta 354 children and 246 in Jujuy).



We are part of the governing body of the Argentine network of United Nations Global Compact. Also, we integrate the academic committee of the Global Compact that accompanies trainings in different provinces.

Our commitments are:

- Promote and spread the principles of the Global Compact and the work of the local network
- Sensitize and empower the local network members and others interested in social responsibility
- Promote the Communications of Progress' presentation and improve their quality

### HUMAN RIGHTS

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

### LABOUR

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

### ENVIRONMENT

- Principle 7: Businesses should support a precautionary approach to environmental challenges;
- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

### ANTI-CORRUPTION

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.



Randstad is a founding member of MoveRSE and chaired the organization in 2011 and 2012 by our Sustainable Development Manager. We are active partners in the spreading of ethical management and the promotion of partnerships between organizations from different



We are founding members of the Argentine Network of CSR (RARSE) and promoters of its development, as we work calling business networks to spread the sustainable development of organizations in different parts of the country.

## Dialogue

Because we are convinced of the importance of CSR strategy for companies, we actively participate in organizations and associations such as the Global Compact, MoveRSE, National Network of CSR, among others and in character of invited presenters at various conferences, forums, lectures and seminars both nationally and internationally.

Other organizations in which we participate are:

Asociación de Dirigentes de Relaciones Industriales del Litoral (ADRIL); Asociación de Dirigentes de Personal de la Zona Sur; Asociación Civil MOVE RSE; Asociación Civil Valos; Cámara Argentina de la Industria Plástica; Cámara Argentina de Servicios Empresariales (CASEEC); Cámara de comercio Argentino-Holandesa; Cámara de Comercio de los E.U.A. en la República Argentina (AMCHAM); Cámara de Comercio, Industria Y Producción de Resistencia; Cámara de Comercio, Industria y Servicios de San Lorenzo; Cámara empresaria del Parque Industrial Pilar; Comisión Provincial por la Erradicación del Trabajo Infantil Santa Fe (COPRETI); Comisión Nacional por la Erradicación del Trabajo Infantil (CONAETI); Federación Argentina de Empresas de Trabajo Temporario (FAETT); Federación Industrial de Santa Fe; Fundación del Tucumán; Fundación Libertad; Grupo Polo Tecnológico Rosario; Grupo Trascender S.C.; Instituto para el Desarrollo Empresarial de la Argentina (IDEA); Instituto Argentino del Petróleo y del Gas (IAPG); Unión Industrial de Avellaneda; Centro Comercial e Industrial de Rafaela; Pacto Global de las Naciones Unidas y Club de Empresas Comprometidas

Remove  
barriers to  
global mobility

Increase role in  
the regulation  
of the labour  
market

Dialogue in key  
forums

Experience for  
society's  
benefit

## Experience for society's benefit

### Crop Nurseries

Every year since 2008, we have been working in special child care programmes in several provinces throughout the country. The programme is called "Crop Nurseries" and runs during the harvest season, providing rural workers with a safe place to leave their children during the day. The programme also raises awareness about child labour and seeks to ensure the retention of children at schools. In 2012, over 700 children participated in the programme. In areas where Crop Nurseries have been active, 100% of the children of field workers have maintained their levels of attendance during the harvest season. In addition, parents resulted not concerned about where to leave their children when go to work and can focus on their jobs throughout the day, increasing their productivity.

This project was one of the 50 finalists for the Global Compact's Pioneer Awards, a global competition on principles of social investment projects that reviewed projects of various organizations around the world (<http://p4si.org/>).



With great joy we received the news that our Crop Nurseries programme was chosen among the most relevant in the world, according to the expert eye of the Global Compact through its Secretariat for Social Investment Principles.

The diagrams below describe the main aspects of the child labour prevention projects.



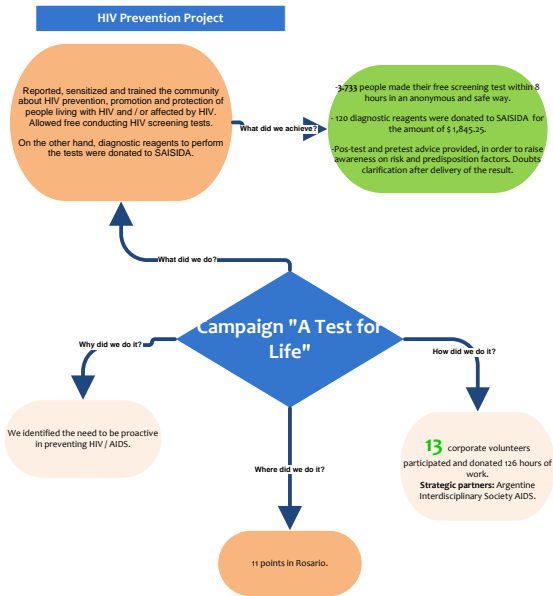
**Child Labour Prevention Project**



# VSO

## Third year of the VSO programme.

Volunteering Service Overseas is an international nonprofit organization that promotes volunteering programmes to achieve sustainable development in some of the poorest regions of the planet. VSO reaches Argentina through Randstad, which sponsors projects worldwide. VSO volunteers make an approach "person to person" focusing more on sustainable development than in a short-term aid. Working in partnership with local people, share their skills and knowledge with a community that will be benefited even after project completion.



### Agreement with Fundación Huésped

We joined sharing the aims of **Zero new HIV infections, Zero AIDS deaths and Zero discrimination.**

We promise that the actual or supposed perception that an employee is living with HIV will not influence their income, tenure or promotion in our companies.

We commit ourselves, as far as we can, to provide information, raise awareness and provide training to our employees on HIV prevention and the promotion and protection of human rights of people living with HIV and / or are affected by HIV.

During 2012 our commitment to the HIV / AIDS field action was spread within the company; the action scope will be deeply expanded in this regard with Fundación Huésped during 2013.



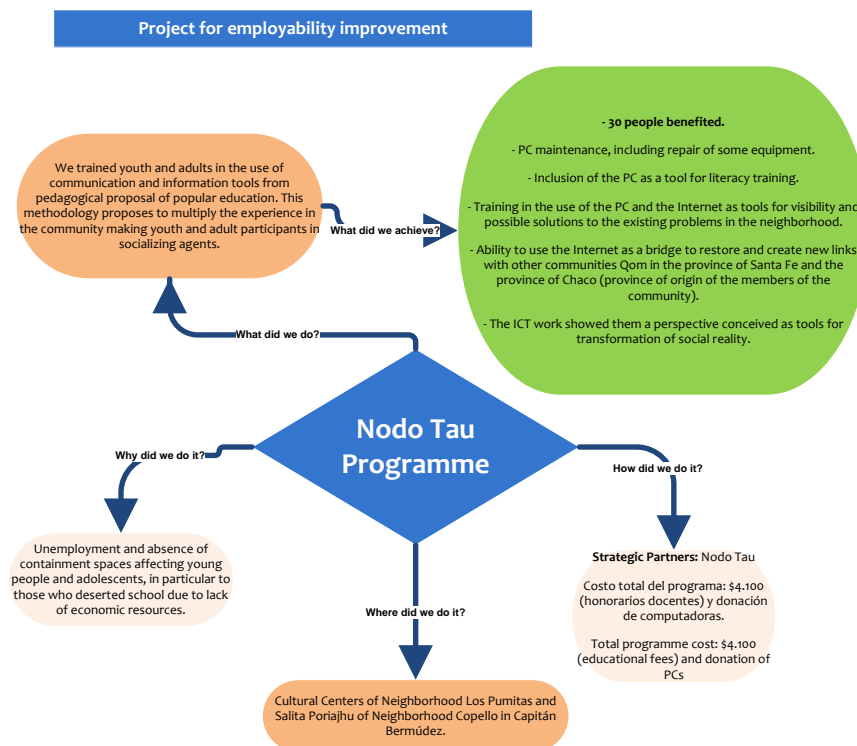
# Inclusion.

Because we are intermediaries between supply and demand in the job market, we know the needs of businesses and the capabilities of workers. This strategic position allows us to generate actions to improve the employability of groups with difficult labor insertion.

## Community Qom

### *Second version of Node Tau Programme.*

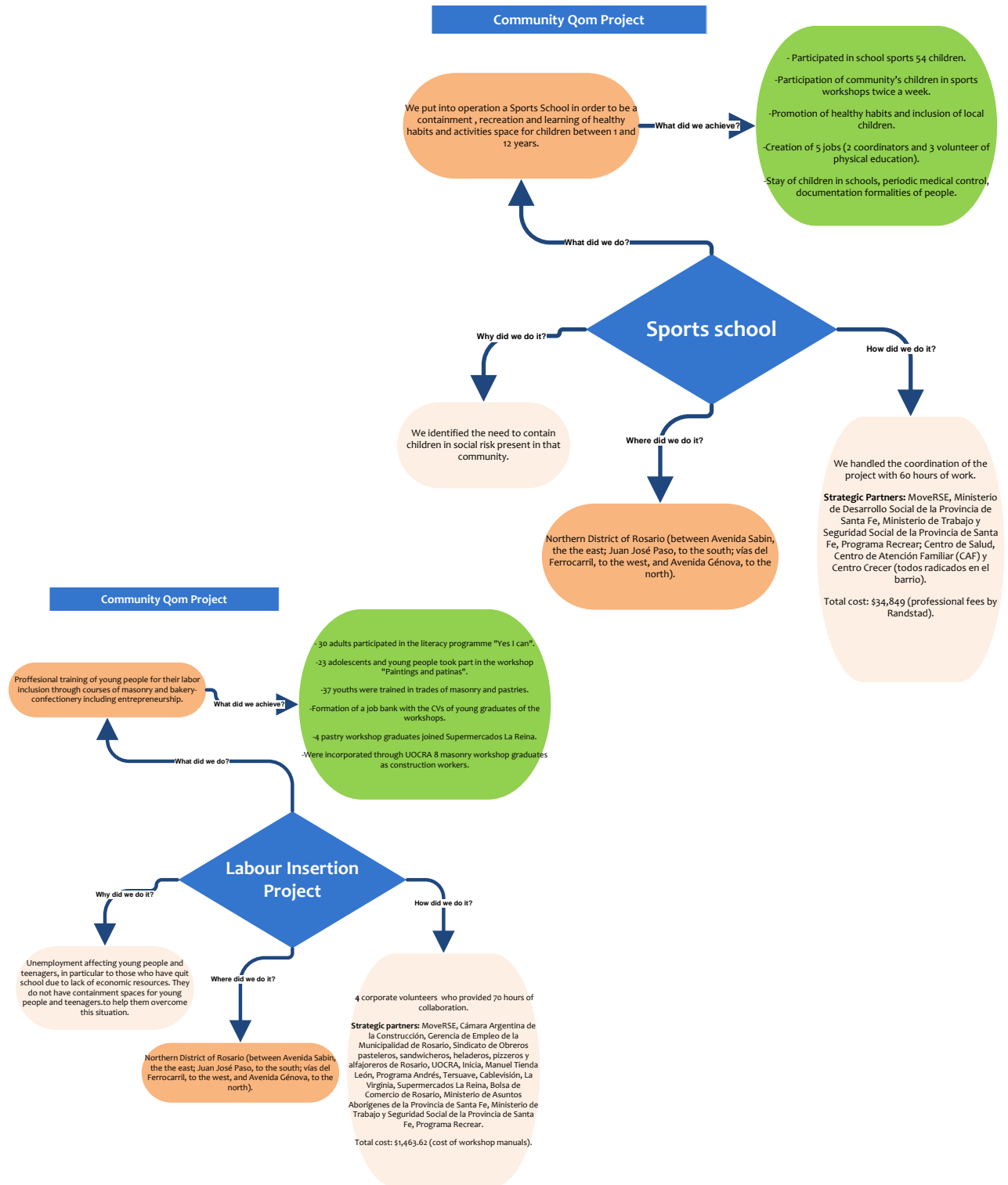
Project of Coordination and technical and financial support with Nodo Tau for computer classes in different rooms, with workshops for children and teenagers in community centers in order to facilitate access to information technologies and solve case studies in the use of these tools that can help them in the near future, and immediately to their parents.



### *Initiatives to reduce the digital gap in society:*

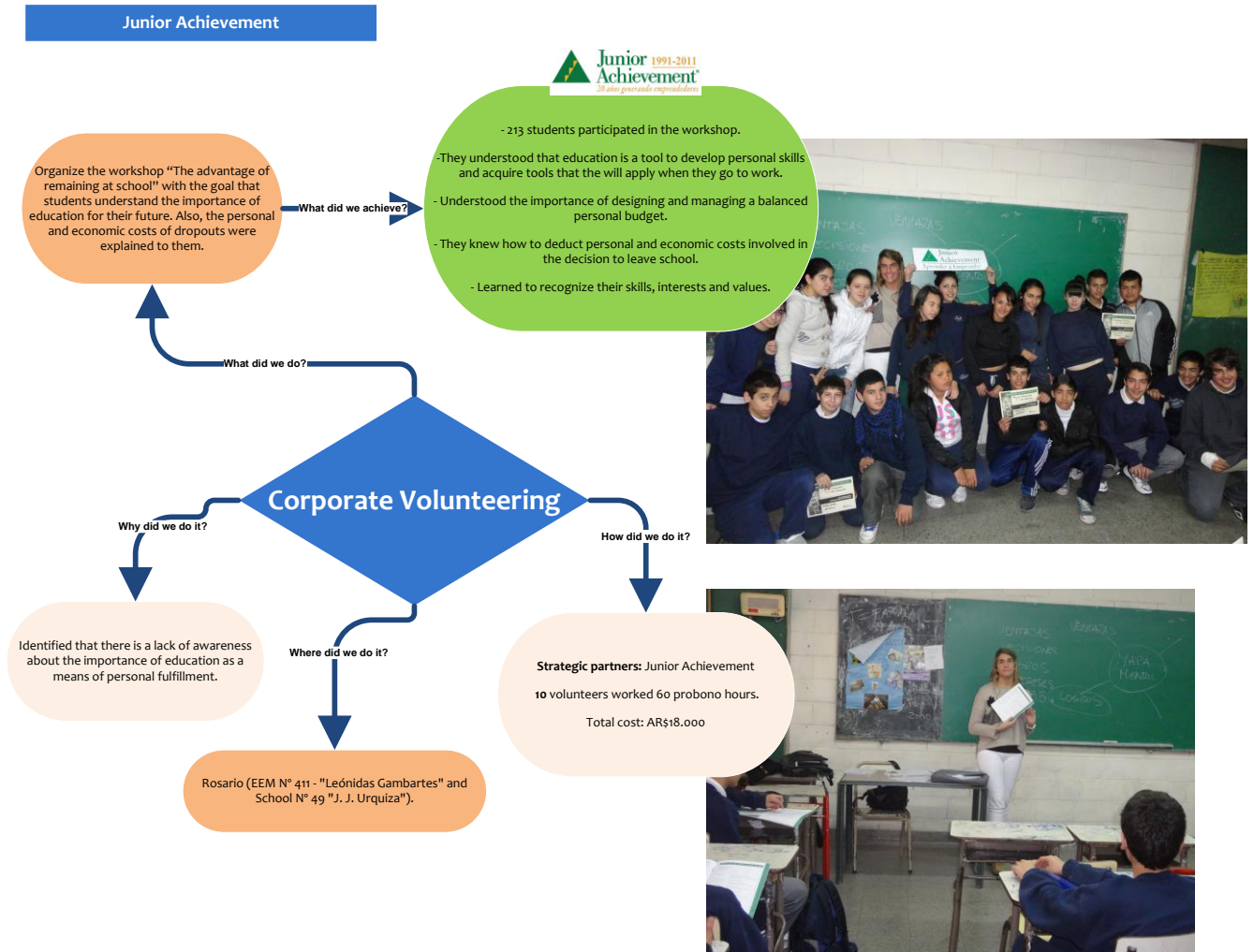
- ✓ *Community Qom: Nodo Tau Programme + donation of 12 computers.*
- ✓ *Preparation of obsolete equipment for schools and other organizations: 123 computers donated.*

## Other programmes



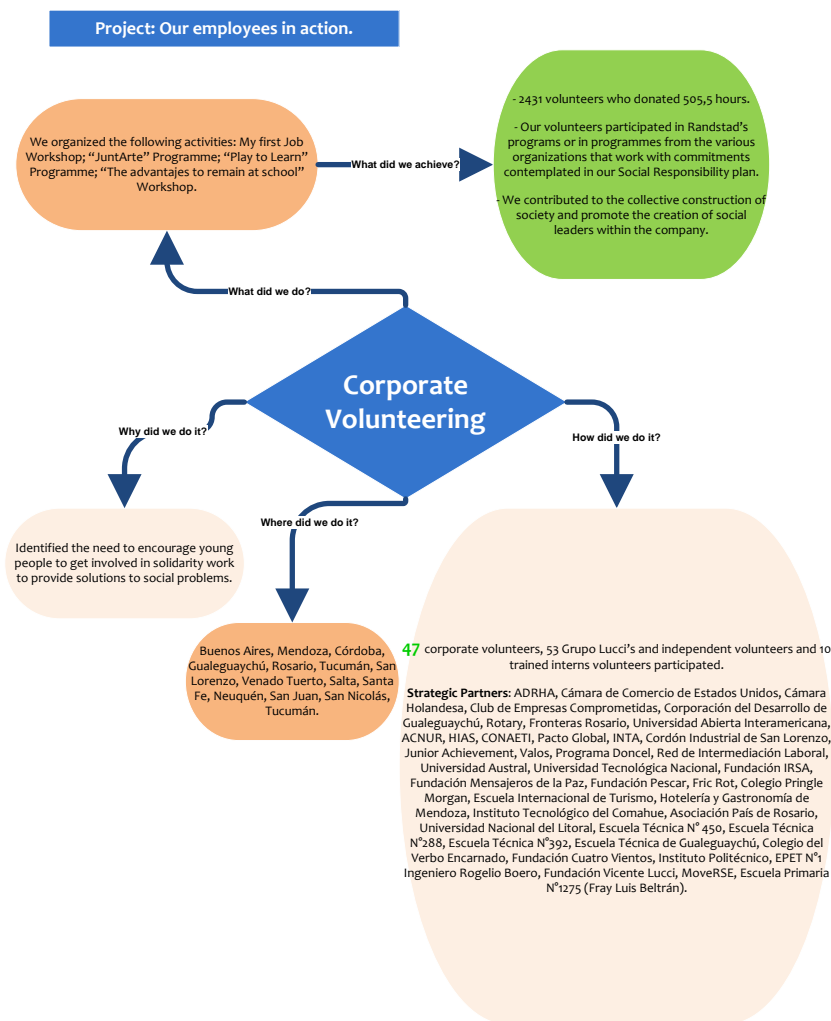
## Labor insertion

### Joint programme with Junior Achievement



# Corporate Volunteering

The Corporate Volunteering programme comes from the concern to contribute to the concept of the collective construction of societies, and promote the training of future social leaders within the company. We participate in different spaces through which we stress the concept of the importance of solidary work of volunteers. Volunteers assist in programmes organized by us or in the various organizations working in the commitments included in our Social Responsibility plan.



"Since 2009, when I joined the company until today, I had the chance to meet several of our branches and actively participate in various positions. That's why, I can bear witness to the extent that, at all levels of the company, the message of social commitment starts from the Board and reaches each of the employees of this company.

From my position I think the spread of CSR policies and the commitment of the staff with them do the only way to participate in the sustainable development of our society, because incorporating our daily mission to be leaders in the market, the willingness to respect the diversity of ideas and daily encourage reducing social inequalities; can generate an ethical and honest bond of reciprocity. with everyone with whom we interact.

Personally I have participated in several volunteer work linked to improvement of employability, being part of agreements with prestigious institutions in the city for workshops of specific training, looking this way that unemployed people obtain better tools to get a job and, at the same time, try to cover the demand of the market in certain specialties. "

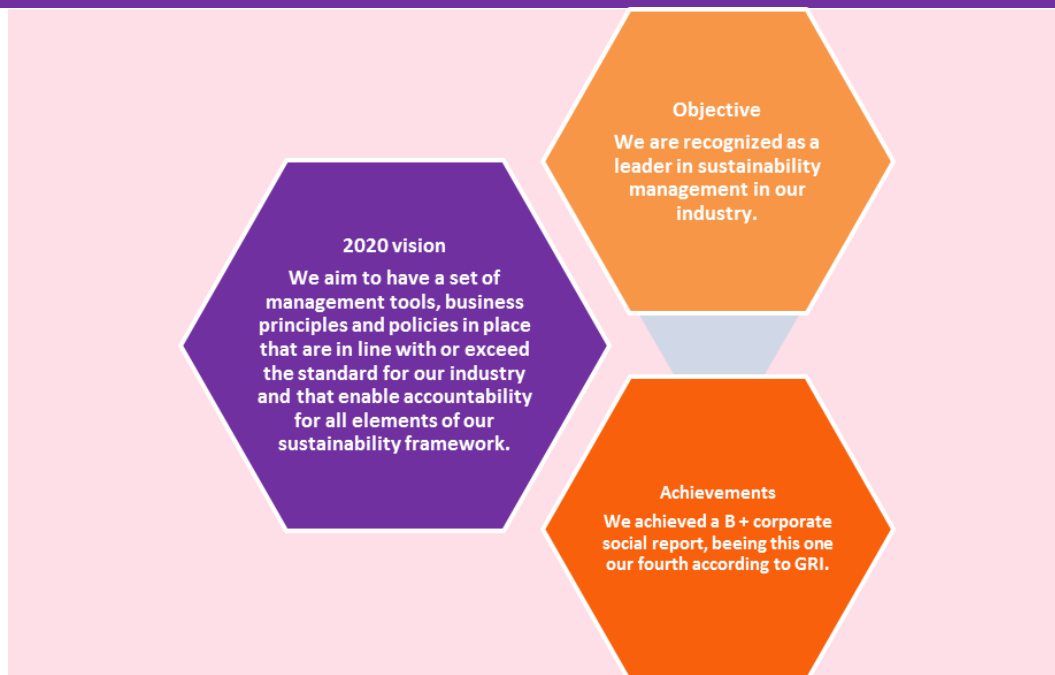
**Paola Finos**

Responsible Recruitment Centre,  
Human Capital

# SUSTAINABILITY

## BASICS

We aim to have a set of management tools, business principles and policies in place that are in line with or exceed the standards for our industry and that enable accountability for the elements of this framework.



Our programme for SUSTAINABLE DEVELOPMENT covers the following management approaches:

**Mechanisms to safeguard our core values, business principles and good management**

**Responsible supply chain**

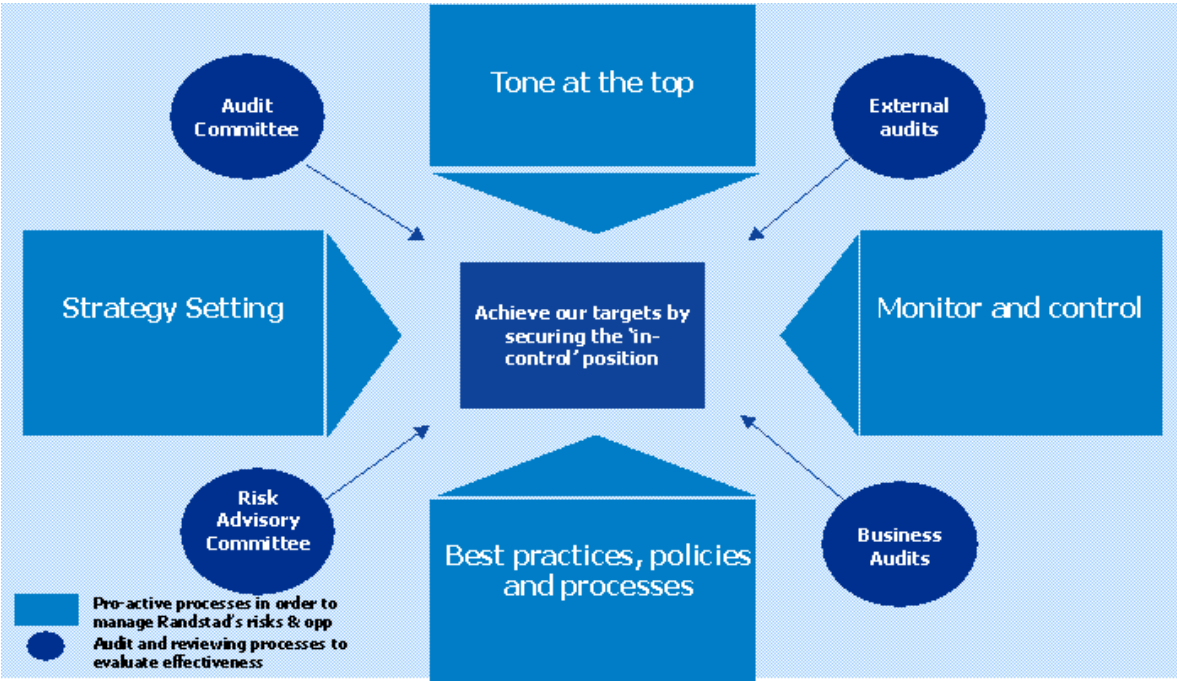
**Limit environmental footprint**

Mechanisms to safeguard our core values, business principles and good management

Responsible supply chain

Limit environmental footprint

# Risk management & control framework



## Tone at the top/ executive guidelines

In this block the foundations for effective risk & opportunity management are set. This is done by the Holding's code of conduct, by the misconduct reporting procedure, risk alerts and focused meetings. Our attitudes and behaviors must serve as a good example for all our employees.

## **Monitor and control**

The identification and risks and opportunities' analysis is an ongoing process. We use the following mechanisms to review and monitor: Key Control Framework (KCF), Risk Register (RR), In control statement (IC) and the follow up on the recommendations done by our external auditors.

## **Best practices, policies and processes**

By sharing examples and best practices, the company improve businesses performance and learn from each other's successes and pitfalls. Best practices are identified and defined in documents that are published under the name 'Values & Policies' on the Intranet.

## **Strategy**

Randstad's strategy is firmly embedded in its operations. Business planning and reporting cycles are executed.

## **Audit and review activities**

Internal and external teams periodically review the effectiveness of the risk & control framework. The company works closely with local audit teams and external auditors to monitor the implementation of policies, procedures and the effectiveness of key controls.

# Compliance with other GRI indicators that provide transparency to processes related to sustainability

	2012	2011
<b>Total value of financial and in-kind contributions to related forms of memberships and donations institutions.</b>	\$ 262.156,70	\$235.046,46

SO2: Percentage and total number of business units analyzed for risks related to corruption: 100%.

SO3: Percentage of employees trained in organization’s anti-corruption policies and procedures: 100% (881.25 hours of Induction - module "my principles and policies" - and review by phone call / Skype).



We did not receive complaints, claims or penalties for failure to comply with the rules of data protection or privacy violation.



The firm has not received or been imputed in legal actions for monopoly practices and anti-competitive.

Neither received penalties nor significant fines, related to supply and use of services.



We had no complaints or claims in our marketing communications including promotion, advertising and sponsorship.



Randstad received no penalties or fines for non-compliance with environmental legislation.



Mechanisms to safeguard our core values, business principles and good management

Responsible supply chain

Limit environmental footprint

# Responsible supply chain

## Customers

Our work with clients is essential to deploy value in our supply chain. Thus, continued work with the Fundación Vicente Lucci helps us understand the problems of a region and get closer to the realities facing each place of the country.

Fundación Vicente Lucci

Established a partnership with the Vicente Lucci Foundation to organize the programmes: "Get together", aimed at 6-year-old children to promote good practice and integration into the school; "Playing to Learn" aimed at children of 8-10 years for they to know their rights on "My first job Workshop" to encourage the employability of vulnerable youth.

What did we achieve?

**FUNDACION VICENTE LUCCI**  
 932 children participated in "Play to Learn" and "Get together" and 164 youths were trained with the workshop "My First Job Workshop".



Corporate Volunteering

Why did we do it?

Vulnerable rural communities due to geographical distances, their socio-cultural level and shortage of containment and personal development. They do not have full knowledge of their rights and are not accustomed to receive educational materials.

How did we do it?

**Strategic partners:** Fundación Vicente Lucci.  
 64 corporate volunteers participated.  
 Total cost: \$38.763.

Where did we do it?

Alpachiri (Esc. N° 98 Juana Azurduy), Delfín Gallo (Esc. Alfredo Guzmán), La Chilca (Esc. N° 191 El Palancho), Monteros Tnte. Berdina (Esc. Domingo Faustino Sarmiento), La Cocha (Esc. n°245 T.D. Barcelo La Chilca), Tafi Viejo, Diagonal (Esc. N°255 Los Pocitos), Monte Grande (Esc. Monte Grande), San Pablo, Ohuanta (Esc. N° 12 Provincia del Chaco), Colombres-Cruz Alta (Esc. N° 12 de octubre), Arcadia (Esc. N° 186 Pcia de Tucumán), Acherá (Esc. Remedios de Escalada), Villa Carmela (Esc. Cooperativismo Argentino), San Cristóbal (Esc. N° 1163 San Cristóbal), El Chañar (Esc. N°83 Isabel Mena de Mata), Famaiila (Esc. N° 261, La Montañita), El Rodeo (Esc. Dr. Manuel Cossio), Burruyacu El Cajón (Esc. N° 30 Rosario Vera Peñalosa), El Timbo / La Salinas (Esc. Salvador Alfonso), Los Nogales (Esc. M.de Azcuénaga N° 393), San Pedro de Guasayán (Esc. N° 213 Pcia. De Salta), Barrio Fátima (Esc. Ramón Paz Posse), Los Tala/Ambato (Esc. N° 72), El Mojón (Esc. N°770 Dante Franzzini), La Porteña (Esc.N° 214, Quimilí), Aerolito (Esc. N° 849 Consejo General de Educación), El Palomar (Esc. Melinton Camaño N° 621), Frías (Escuela Normal República de Ecuador), La Ramada (Esc. N° 278 Hipólito Vieytes), Cevil Pozo (Esc. Nueva B° Aeropuerto), La Banda del Río Salí (Inmaculada Concepción), La Banda del Río Salí (Esc. Soc. C.C. Nuestra Señora del Valle), Ciudad de Frías (Esc. Técnica n°5 Ramón Carrillo), Ciudad de Frías (Escuela Agrotécnica).



# Suppliers

We like to do what we say at our entire value chain, this is why we not just invite our suppliers to join our sustainability initiatives, but providing signs of commitment.

Our suppliers must explicitly adhere our code of ethics at registration as suppliers on our website, where they must answer certain questions related to Corporate Social Responsibility as they provide us information to determine their level of commitment.

**100%** of our suppliers are subject to our providers' obligations control mechanism and they have signed our code of ethics. *The acceptance of the code of ethics is part of the supplier registration form.*



# Environmental footprint

Our **Green Office** provides staff's education on responsible consumption of natural and energy resources, promoting the same message in schools in the form of workshops delivered by our volunteers and collection programmes as Ecopapel, among others.

## Ecopapel

In mid-2012, we implemented a programme that consists of optimizing the use and recycling of paper. Under the considerable amount of printing, a paper recycling mechanism was put in place. Thus, we consider that a large percentage of the printed paper and not used for business purposes, is possible to recycle for newer needs. The objective is to continue strengthening this practice and promote awareness of rational use of paper in each of the members of the company.

By 2013 we will develop a control scheme that allows us to quantify the results of the implemented project and get regular checks. The idea is to carry out a documented mechanism for quarterly monitoring the progress of the progress of the project and / or possible errors.



Month/Year	Paper (Kg)	Plastic (Kg)
1/2012	99	0
3/2012	551	6
4/2012	449	5
7/2012	706	4
8/2012	359	2
11/2012	111	3
<b>Total 2012</b>	<b>2276</b>	<b>22</b>

With regard to initiatives to provide efficient products and services in the consumption of energy or based on renewable energy, we replaced 170 desktop computers for environmentally friendly equipment.

# GRI APPLICATION-LEVEL AND REFERENCES TO GRI'S GUIDELINES

The company has decided to keep the B+ application level, reached in the previous year. It can be seen that after four years of management within GRI approach the organization has increasingly aligned its efforts, objectives and projects within the corporate sustainability framework.

According to 3.1 version	C	C+	B	B+	A	A+
Self-declared	-	-	-	X	-	-
Externally checked	-	-	-	X	-	-
GRI checked	-	-	-	-	-	-

This report covers the organization's activities from January 1, 2012 until December 31, of the same year. The latest report was published on December 31, 2011. This communication is issued annually. Randstad has decided to count with Crowe Horwath as independent third party for the external evaluation of the report, using GRI's G3.1 guide as criteria in accordance with the auto declaration made by the company.

The headquarters of Randstad in Argentina are located in Sarmiento 991, Rosario, province of Santa Fe, Argentina.

Contact point for issues related to the corporate social report or its contents:  
 Elsa Zorrilla.  
 Sustainable Development Manager.  
 ezorrilla@randstad.com.ar

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	4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	46-47
	4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	4, 26, 38-39, 42, 50
	4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies; participates in projects or committees; provides substantive funding beyond routine membership dues or views membership as strategic.	35-37

	4.14	List of stakeholder groups engaged by the organization.	14-15
	4.15	Basis for identification and selection of stakeholders with whom to engage.	14-15
	4.16	Approaches to stakeholder engagement.	14-15
	4.17	Key topics and concerns that have been raised through stakeholder engagement.	14-15

		<b>Economic performance (EC)</b>	<b>Page</b>
Economic performance- General	EC1	Direct economic value generated and distributed.	9 (parcial)
	EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Not reported
	EC3	Coverage of the organization's defined benefit plan obligations.	Not reported
	EC4	Significant financial assistance received from government.	Not reported
Economic performance- Market presence	EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	Not reported
	EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	50
	EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Not material
Economic performance- Indirect economic impacts	EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	48
	EC9	Understanding and describing significant	14, 23



		indirect economic impacts, including the extent of impacts.	
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		<b>Environment performance (EN)</b>	<b>Page</b>
Environmental- Materials	EN1	Materials used by weight or volume.	Not material
	EN2	Percentage of materials used that are recycled input materials.	Not material
Environmental- Energy	EN3	Direct energy consumption by primary energy source.	Not reported
	EN4	Indirect energy consumption by primary source.	Not reported
	EN5	Energy saved due to conservation and efficiency improvements.	Not material
	EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	50-51
	EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Not reported
Environmental- Water	EN8	Total water withdrawal by source.	Not material
	EN9	Water sources significantly affected by withdrawal of water.	Not material
	EN10	Percentage and total volume of water recycled and reused.	Not material
Environmental- Biodiversity	EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high bio-diversity value outside protected areas.	Not material
	EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Not material

	EN13	Habitats protected or restored.	Not material
	EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Not material
	EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not material
Environmental- Emissions, effluents and waste	EN16	Total direct and indirect green-house gas emissions by weight.	Not reported
	EN17	Other relevant indirect green-house gas emissions by weight.	Not reported
	EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Not reported
	EN19	Emissions of ozone-depleting substances by weight.	Not reported
	EN20	NOx, SOx, and other significant air emissions by type and weight.	Not reported
	EN21	Total water discharge by quality and destination.	Not material
	EN22	Total weight of waste by type and disposal method.	Not material
	EN23	Total number and volume of significant spills.	Not material
	EN24	Weight of transported, imported, exported, or treated waste deemed hazardous .	Not material
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not material	
Environmental- Products and services	EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	50-51

	EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not material
Environmental-Compliance	EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	48
Environmental-Transport	EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Not reported
Environmental-General	EN30	Total environmental protection expenditures and investments by type.	Not reported

		<b>Labour Practices and Decent Work (LA)</b>	<b>Page</b>
Labour Practices and Decent Work-	LA1	Total workforce by employment type, employment contract, and region.	26, 30
	LA2	Total number and rate of employee turnover by age group, gender, and region.	30,32
	LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	27, 30-31
	LA15	Quotas of retention and return to work after parental leave, by gender.	Not reported
Labour Practices and Decent Work-	LA4	Percentage of employees covered by collective bargaining agreements.	26,32
	LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Not material
Labour Practices	LA6	Percentage of total workforce	29

and Decent Work-		represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	
	LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region.	22-23
	LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	40
	LA9	Health and safety topics covered in formal agreements with trade unions.	Not material
Labour Practices and Decent Work-	LA10	Average hours of training per year per employee by employee category.	31-32
	LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Not reported
	LA12	Percentage of employees receiving regular performance and career development reviews.	32
Labour Practices and Decent Work-	LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	17, 30
	LA14	Ratio of basic salary of men to women by employee category.	Not reported

	<b>Human Rights (HR)</b>		<b>Page</b>
Human rights- Diversity and equal opportunities	HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	38-39
	HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	50
	HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Not reported
HR- No discrimination	HR4	Total number of incidents of discrimination and actions taken.	33
HR- Freedom of association or collective bargaining	HR5	Operations identified in which the right to exercise freedom of association or collective bargaining may be at significant risk, and actions taken to support these rights.	Not material
HR- Child labor	HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	38-39
HR- Forced labor	HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor.	Not material
HR- Security procedures	HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not reported
HR- Indegenous	HR9	Total number of incidents of violations	Not material

people's rights		involving rights of indigenous people and actions taken.	
HR-Evaluation	HR10	Percentage and total number of operations that are subject to human rights reviews and / or impact assessments.	Not reported
HR-Remediation	HR11	Number of complaints related to the field of human rights addressed and resolved through formal grievance mechanisms.	Not reported

		<b>Society (SO)</b>	<b>Page</b>
Society-General	SO1	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	38-39
	SO9	Operations with significant potential or actual negative impacts on local community.	Not reported
	SO10	Preventive and mitigation actions implemented in operations with impacts current negative or potentially significant in local communities.	Not reported
SO-Corruption	SO2	Percentage and total number of business units analyzed for risks related to corruption.	48
	SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	48
	SO4	Actions taken in response to incidents of corruption.	48
SO-Public policies	SO5	Public policy positions and participation	35-36

		in public policy development and lobbying.	
	SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	48
SO-Unfair competition	SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	48
SO-Compliance	SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	48

		<b>Product Responsibility (PR)</b>	<b>Page</b>
PR-Client's health and safety	PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not reported
	PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes.	48
PR-Labeling of products and services	PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Not material
	PR4	Total number of incidents of non-compliance with regulations and	Not material

		voluntary codes concerning product and service information and labeling, by type of outcomes.	
	PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	18
PR-Marketing publications	PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	17
	PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.	48
PR-Consumer privacy	PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	48
PR-Compliance	PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	48



# External evaluation report

## To RANDSTAD's Board;

We have been engaged to perform an independent evaluation of the Corporate Social Responsibility Report for the period from January 1, 2012 to December 31, 2012 of RANDSTAD<sup>3</sup> for its operations and facilities in Argentina.

We have run an evidence gathering process on the following aspects:

- Key performance indicators during the fiscal year
- Information provided by the area of CSR of the company
- Information of the Management Systems of the firm

RANDSTAD (3) Board of Directors is responsible for both the information contained in the report as well as the evaluation criteria.

Our responsibility has been to report on the basis of our procedures of data analysis. There are currently no statutory or regulatory requirements identified in Argentina related to the review or evaluation of the contents of Corporate Social Responsibility reports, applicable to the companies defined in this report as Randstad. However, there are initiatives for implementation and a technical resolution (RT36) of FAPCE trying to frame this type of reports from reporting periods beginning from January 1, 2013.

We have used as guide the practices suggested by ISAE3000 (International Standard on Assurance Engagements 3000).

Our procedures for the selection of evidence and evaluation criteria included:

- Alignment with the Core Content recommended for the development of sustainability reporting by the Global Reporting Initiative (GRI) version 3.1 for a B + application level.

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(3) Randstad Holding NV, a holding company constituted under the laws of the Kingdom of Netherlands, is present in Argentina through different PLC companies of private capital constituted under the laws of the Republic of Argentina, over which it exercises a majority stake. Operating commercially under the denomination SESA Select and/or Randstad, the legal entities controlled by Randstad Holding NV are: SESA Internacional S.A., Trading Internacional S.A., International Career Programme S.A., Rest División Servicios S.A., Rest Personal Eventual S.A., Desarrollo Humano S.A., Sapphire Internacional S.A., Trading Agronegocios S.A.

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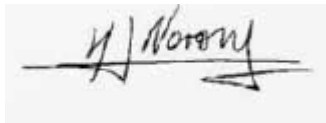
- Criteria for the Communication on Progress of the United Nations Global Compact.
- Performing substantive tests designed to show, based on sampling, reasonableness and consistency of the bases and criteria for the preparation of Corporate Social Responsibility Report
- Review of relevant documents, including corporate policies, organizational structure and programmes of Social Responsibility.
- Interviews with relevant staff of the firm.
- Information from interested parties identified by the company inside its sphere of influence.

Our work team has included qualified professionals in the evaluation of sustainability aspects, according to GRI guidelines.

In our opinion, based on the work described in this report, the information contained in the Corporate Social Responsibility Report for fiscal year 2012 of Randstad gives a fair representation of the performance and activities undertaken by the firm on Corporate Social Responsibility. Policies, documents, indicators and other information included in the Corporate Social Responsibility Report of the firm are reasonably supported by documentation, internal processes and activities, and information provided by interested parties.

The review process allowed us to identify a series of matters, presented in a separate document to Randstad´s Direction, which contains our independent opinion about rooms for improvement.<sup>4</sup>

**Rosario, 10th september of 2013**



**CP. Marcelo Navone**

Partner



**Ing. Luis Piacenza**

Partner

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This corporate social report is product of the joint work, dialogue and articulation of consensus of all who day to day help us build the world of work.

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**Tándem Publicity and Services**

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