

Randstad
Corporate Social Report 2013



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

IN THE WORLD OF WORK, WE ARE THE BRIDGE.

**OUR MISSION IS TO BECOME LEADERS IN BUILDING
THE WORLD OF WORK AND TO PROVIDE VALUE TO
THE SOCIETY.**

WE PRESENT OUR FIFTH REPORT, THE FIRST BY GRI G4!

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WELCOME



By Andrea Ávila

I welcome you to our sustainability report with the conviction that we have made the right choices on the sustainability path. Through these pages we will cross our management pillars through which we seek to add value to the community in which we work.

Based on our global strategy of sustainable business, we prioritize the relationship with our employees, collaborators and customers, in addition to make contributions for the building of the world of work and of value to society. We believe that the performance of our organization must be accompanied by the growth of these five pillars.

In 2013 we undertook a major challenge, to change our business model, which led us to experience a structural change in the whole company. We believe that this new model allows us to provide differentiated service to both our customers and our collaborators, also achieving a greater organizational efficiency.

The table on the next page summarize the results of the goals we set in 2012. While we continuing working to achieve some of the targets, we believe that these challenges are the engine to continue guiding our actions toward a sustainable management.

Thanks to the efforts of the entire company, we have renewed our commitment to the Global Compact of the United Nations and its 10 principles, giving us the opportunity to continue working on the respect and application of these ethical principles that guide the corporate management.

We hope you can interpret in these pages the dedication and effort we put into building a better world, for work and also to live, and we appreciate your interest and confidence in us.

Andrea Ávila

CEO

A handwritten signature in black ink, appearing to read "Andrea Ávila".

Sustainability letter

This is our fifth report according to the Global Reporting Initiative's guidelines, which we have prepared in accordance with the G4 guide, essential to the development of this sustainability report. This involves a focus on the issues that generate greater impact and on those we have more influence. This challenge included restructuring reporting and information request processes. We know we still have work to carry forward for greater systematization, especially in the processes related to communication with stakeholders.

In the first part of this report we explain the sustainability model used to prioritize our actions, and in the section *From strategy to action* we describe the long-term challenges and keys to achieve them.

Below, we summarize some of our commitments, the levels achieved and the goals for 2014.

What we said	Objectives 2013	What we did	Level achieved	Objectives 2014
That our customers' behaviour indicates that our fundamental values and innovative concepts are a differentiator, and that we are preferred above others.	Keep 2012's levels as a base.: 8,2/10 points in the survey	Satisfaction averaged over 8 points was held, down a tenth from 2012		Review indicators of our client survey to be clearer in relation to the values that the company manages for this interest group.
We are recognized as a leader in sustainability management in our industry.	Improve our measurement and reporting processes to achieve its publication in the first quarter.	While the report was not released in the first quarter of the year, we began to work on it with more anticipation compared to previous experiences. In addition, we set the challenge of achieve a GRI G4 report, which implied more time for the preparation of information requirements and for the report.		Achieving a new report to make even more transparent our company's management under the identified sustainability objectives.
That collaborators' behaviour and survey scores show we are preferred because of our ability to provide them with the right jobs.	Continue with the TAcc's downward trend.	Even though the TAcc reached higher values than those obtained in December 2012, it never reached the values that prompted the start of accident reduction program; we are constantly working to adjust the internal indicators and metrics so that we can achieve a more accurate TACC.		Development of indicators and Support to be able to obtain the measurements of accident indicators internally.
Employee survey scores show we offer a highly rated, safe, healthy, and learning environment, with equal opportunities for all.	Maintain 2012's satisfaction levels as a base: 8.3/10 overall score and scores higher tan 8 in each aspect evaluated.	We are undergoing a process of implementing a new type of management that demands higher, more competitive and challenging profiles. And while this may imply a higher level of demand from our employees to evaluate ourselves, we obtained an overall score of 7.7. In turn, we stand above the average obtained by the Holding 7.3 points.		Review the Employee Satisfaction Survey contemplating the process of changing business model to have more realistic information about our internal management.

We are recognized as a key contributor to public debates on employment markets.

Participation in the Global Compact's Pioneer Awards and other local comparative studies.

We did not participate in the Global Compact Pioneer Awards.

Anyway, we spread the postulation of "Little homes of Santa Fe" (project in which we participate) presented by the Ministry of Labour of the Province of Santa Fe in the "Best Practices" award of the Latin American Network against child labor.

In addition, we have been invited by the Ministry of Labour and Social Security of the Nation, the provincial governments of Santa Fe, Salta, Mendoza, Tucumán and Buenos Aires to share our experience on issues of equity, diversity, workplace violence, prevention of child labor and inclusion of the universes with more difficult insertion.

Achieving the same position level in strategic locations for our business, such as Córdoba, Neuquén and in the space of our Uruguay subsidiary.

Elsa Zorrilla. Sustainable Development Manager.



Randstad, the company

We are the second largest group worldwide in HR services. With more than 50 years of experience in the international market we provide comprehensive HR services to business customers in 39 countries.

IN THE WORLD			
In 39 countries on 5 continents	€ 16.6 billons in revenue in 2013	28.030 employees	we employ an average of 567,700 people per day and over 85,000 permanent seats

Our mission is to become leaders in building of the world of work, giving each candidate the job that best develops his/her talent and finding for each customer the employee who is better identified with the organization; thus providing true value to society as a whole.

Our values

- ✓ **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.
- ✓ **To serve.** Our service spirit allows us to exceed our industry's requirements.
- ✓ **To trust.** The commitment with our stakeholders is based on mutual trust that allows us to build lasting relationships.
- ✓ **Looking for perfection.** We aim to improve and innovate, to satisfy our clients and collaborators.
- ✓ **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.

Randstad in Argentina

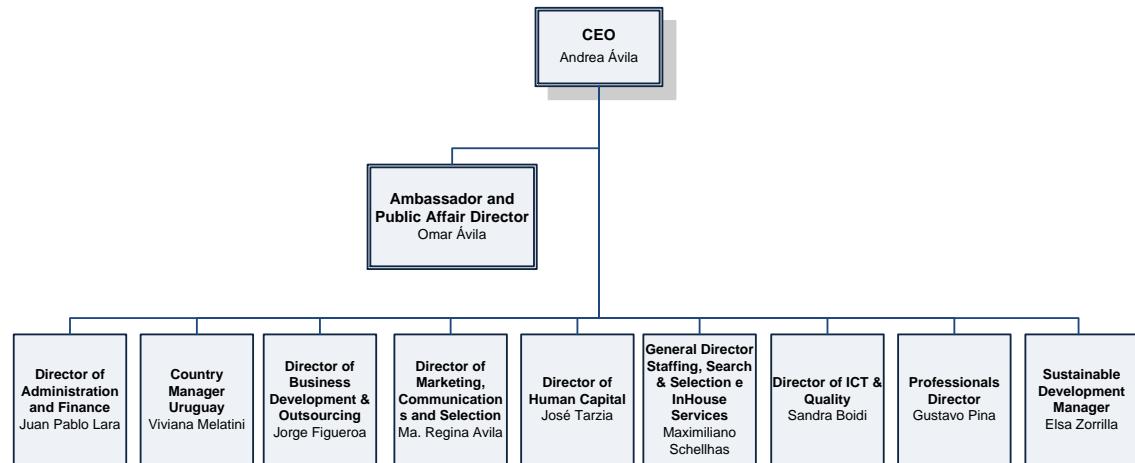
We have a network of 38 branches, where more than 3293 employees manage a payroll of 9.833 flex workers.

The knowledge of the argentine market, underpinned by 34 years of track record of the company in the country, combined with Randstad's international experience to interpret the changes of a labour market increasingly dynamic, are conditions that give us a strong position to face our projects.



Corporative structure

The diagram below represents the most important positions in our corporate structure that reports directly to the CEO Andrea Avila. Each of these positions is occupied by people with great experience in the industry.



Branches

ARGENTINA

- City of Buenos Aires (2)
- Gran Buenos Aires: Avellaneda; Morón; San Isidro; San Miguel; Quilmes.
- Province of Buenos Aires: Bahía Blanca; Campana; La Plata; Mar del Plata; Pilar and Mercedes.
- Litoral region: Rosario (3); San Lorenzo; San Nicolás; Venado Tuerto; Gualeguaychú; Rafaela; Santa Fe and Resistencia.
- Centro Cuyo region: Córdoba; Mendoza; Tunuyán; Luján de Cuyo; San Juan; San Luis y Villa Mercedes.
- Suuthern region: Catriel; Comodoro Rivadavia; Cutral Có; Neuquén and Rincón de los Sauces.
- Northwest region: Tucumán and Salta.

URUGUAY

- Uruguay: Montevideo

More information about our branches and contact points is available at:

www.randstad.com.ar/quienes-somos/sucursales.

Our services

They are designed to cover all the human capital needs of our customers and to achieve improvements in efficiency and productivity:

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.
SEARCH & SELECTION	We carry out recruitment process and personnel selection for permanent positions in companies. Our selection system is based on a double assessment that considers the candidate's competences and the perfect match between the position profile, the company's culture and its expectations of potential development.
PROFESSIONALS	Recruitment and selection of the best talent within a vast variety of disciplines and specializations, both for permanent jobs and for specific projects. We are focused on finding featured professionals in different areas such as Engineering, Finance and Accounting, Human Capital, Technology, Marketing and Sales; among others. Our consultants have a vast experience and a rich agenda of contacts in their respective specialization fields, that allows them to identify, assess and refer candidates whose skills, experience and career goals match what each company needs to move forward. From specialists to specialists, that is our differential.
OUTSOURCING	We manage the auxiliary activities of companies in the areas of sales and promotions, merchandising and trade marketing, logistics, energy & petroleum and agriculture so that they can concentrate on their core business. Our services provide adequate staff to increase the competitiveness of the company, the tools and technology to provide efficient service and processes agreed, measurable and auditable to monitor and control activity. We combine the professionalism of human resources allocated to client companies, with expertise in the management and supervision of equipment, getting businesses to gain greater flexibility, reduce costs, have legal support and financial solvency and access to best practices.
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

Knowledge of different vertical markets, result of our experience, enables us to offer ***solutions tailored to the specific needs of each sector*** achieving effective results.

- **Agribusiness**
- **Trade Marketing & Promotions**
- **Energy, oil and mining**
- **Sales Force**
- **Industry**
- **Hospitality & Gastronomy**
- **Information Technology**
- **HealthCare**
- **Banking&Finance**
- **Contact Centres**
- **Life & Sciences**
- **Automotive**
- **Food Massive Consumer Goods**

Legal and financial information

We are part of the group of companies of Randstad Group in Latin America (LATAM). We operate through the following social reasons nationwide: SESA Internacional S.A., Trading Internacional S.A., International Career Program S.A., Rest División Servicios S.A., Rest Personal Eventual S.A., Desarrollo Humano S.A., Sapphire Internacional S.A. and Trading Servicios S.A. Each has the financial support of the Randstad Group and the implementation of these depends on compliance with the legal regulations and the requirements indicated by the market operation.

For strategic decision, the company's financial statements are presented in a comprehensive report without exposing the individual operations of each of the countries in which it operates. However, information of subsidiaries can be found in the report of public access at <http://www.randstadannualreport.com/>.

Our Ethical Code

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.

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.

Sustainable Development

We understand that progress involves meeting the needs of the present without compromising the ability of future generations to meet their own needs, and we think that to Argentina has a better future, it is necessary that all argentines - today and tomorrow - have access to opportunities. We also know that socially responsible business environment is a central condition for the current and future development as well as recognizing companies as creators of wealth, jobs and propelling initiatives. For all this we will:

- Getting involved in the access to education of our staff and their families.
- Promote responsible consumption of natural and energy resources inside and outside our company.
- Comply with environmental standards, so as not to contaminate our industrial processes and rational use of water.
- Develop actions to promote gender equity, aimed at eliminating inequalities and combating discrimination between men and women within the company, such as special training for persons having charge of the selection of personnel within and outside the company, including policies to prevent sexual harassment, and disseminating this commitment to all stakeholders with whom we interact with intent to influence the cultural change that we seek.
- Work with suppliers, customers and professionals who adhere to the values of our company.

**RANDSTAD FOLLOWS THE 10 UNIVERSAL ETHICAL PRINCIPLES
DECLARED BY THE UNITED NATIONS GLOBAL COMPACT**

www.unglobalcompact.org

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

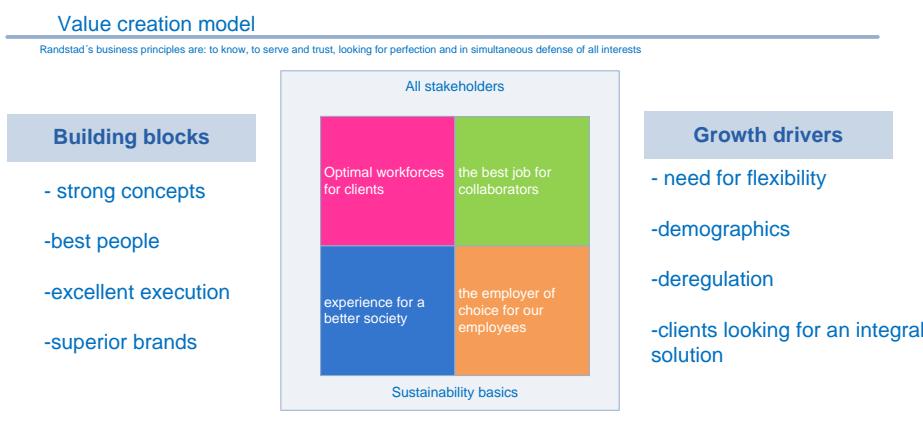
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery. .

Randstad's value creation model

Through the implementation and enforcement of the values in our daily work we build the sustainability framework on which we create value for our stakeholders, allowing us to expand our business and achieve goals. Our strategy for value creation is based on the combination of two main blocks: the building blocks and the growth drivers.

The demands of the HR market will be designed increasingly by the following growth drivers: need for flexibility in the workforce to increase productivity and competitiveness of customers, demographic changes, labor market regulation and the search of an integral and complete solution using fewer suppliers by customers.

The strategic pillars that we hold to respond to market demands are: solid concepts in our service to reflect the needs of our customers and collaborators; the best people to maintain and build our success and market position; excellent execution using best practices and keeping our top brand concept.



Based on our sustainability framework we designed five management strategies:

1. The best workforce for our clients
2. The best employment for our collaborators
3. The best employer for our employees
4. Expertise for a better society
5. Sustainability basics

From strategy to action

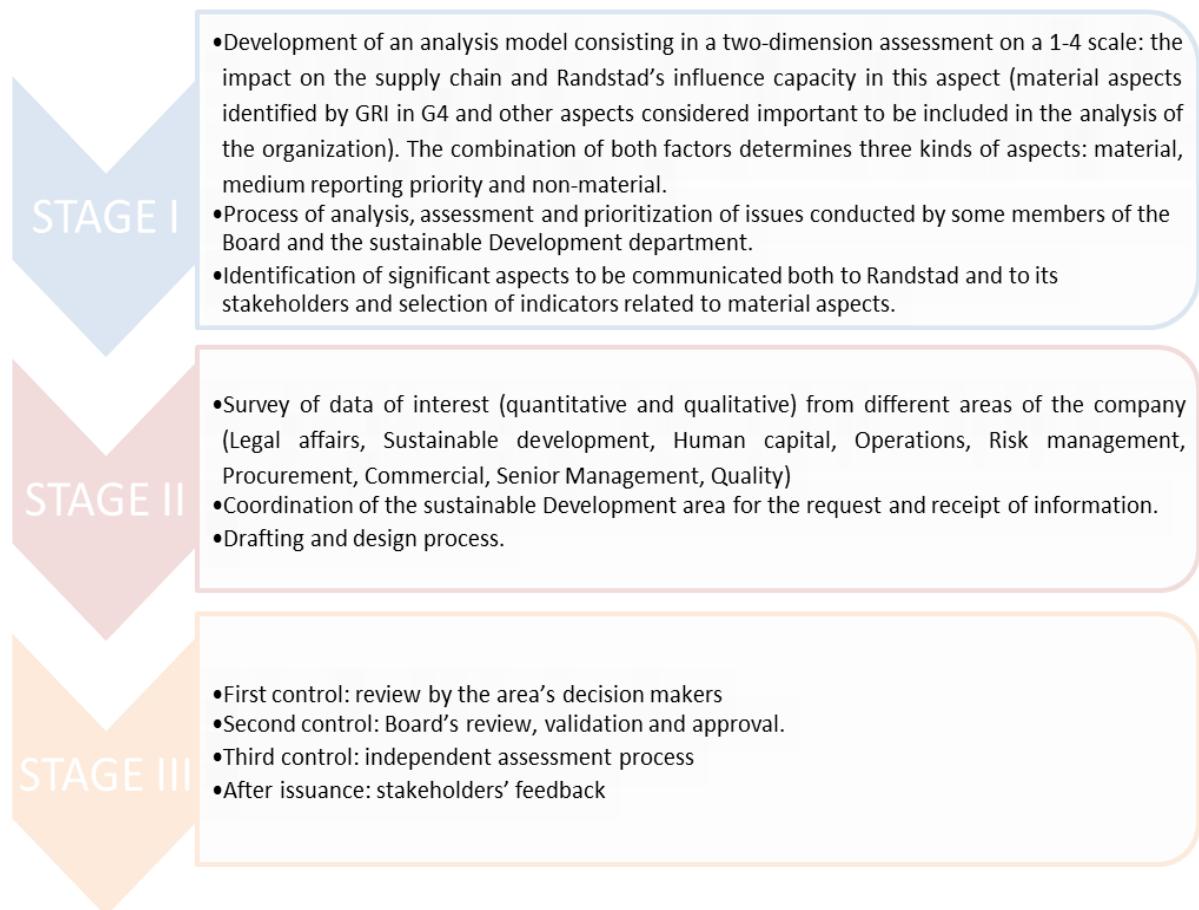
As mentioned above, the report is structured into 5 strategies, within each of them the proposed approach, the management and the performance achieved during 2013 of the aspects which result materials and that are most closely related to each strategy can be found and also the planning long-term strategic vision under the heading 2020. Here are the guidelines we use to put our strategy into action.

Pillar	2020 vision	Measures of Success	2012-2020 keys
The best workforce for our clientes	We are a leading partner in human resources solutions and help our clients create a balanced workforce, be attractive employers and effective organizations.	Client behavior indicates that our core values and innovative concepts are a differentiator, and that they prefer us over others.	<ul style="list-style-type: none"> - We provide innovative concepts for flexibility based on our core values - We support diversified workforces at our clients - We have a continuous dialogue with and advise clients on the simultaneous promotion of all interests - We provide the best collaborators to clients - We measure our success through surveys
The best employment for our collaborators	We give as many people as possible access to a job, providing them with possibilities of development, equal opportunity for all and respecting health and integrity.	Collaborators behavior and surveys show we are preferred because of our ability to provide candidates with the right jobs.	<ul style="list-style-type: none"> - We advance the employability of collaborators - We provide candidates with the right job - We make sure that our collaborators work in a safe and healthy environment - We measure our success through surveys
The best employer for our employees	We wish to be an attractive and diverse employer, providing the same opportunities to everyone, in an environment that fosters knowledge and trust, knowing that this is achieved by serving others.	Potential and current employee survey scores show we offer a highly rated, safe, healthy, and learning environment, with equal opportunities for all.	<ul style="list-style-type: none"> - We attract, develop and retain the best people - The composition of our people and our management is such that they are able to understand and work with the diverse groups that make up their markets - We insist on ethical behavior and further embed business principles in our global organization (e.g. health and safety, human rights, environment) - We measure our success through surveys
Expertise for a better society	We contribute value to society through our knowledge and expertise. We foster the development of the world of work, which benefits individuals and society at large.	We are recognized as a key contributor to public debates on (employment) markets	<ul style="list-style-type: none"> - We contribute to remove barriers for global mobility - We strive to improve global employment participation - We strive to increase our role in (de)regulation of employment markets - We contribute to the (social) dialogue at key forums - We engage in proactive and continuous stakeholder dialogue - We create partnerships to put our knowledge to the benefit of society
Sustainability basics	We strive to have a set of tools, business principles and policies aligned with our industry's standard and which facilitate the measurement of these elements within this work framework.	We are recognized as a sector leader in sustainability management in our industry.	<ul style="list-style-type: none"> - We create mechanisms to safeguard our core values, business principles and good governance - We strive towards a responsible supply chain - We strive to limit our environmental footprint by using sustainable energy sources, reducing use of water and paper - We create value for our investors

Report preparation process

In the preparation of Social Report 2013, the Sustainable Development Department used the guidelines set out by the Global Reporting Initiative in its G4 standards. The process is described in the following diagram:

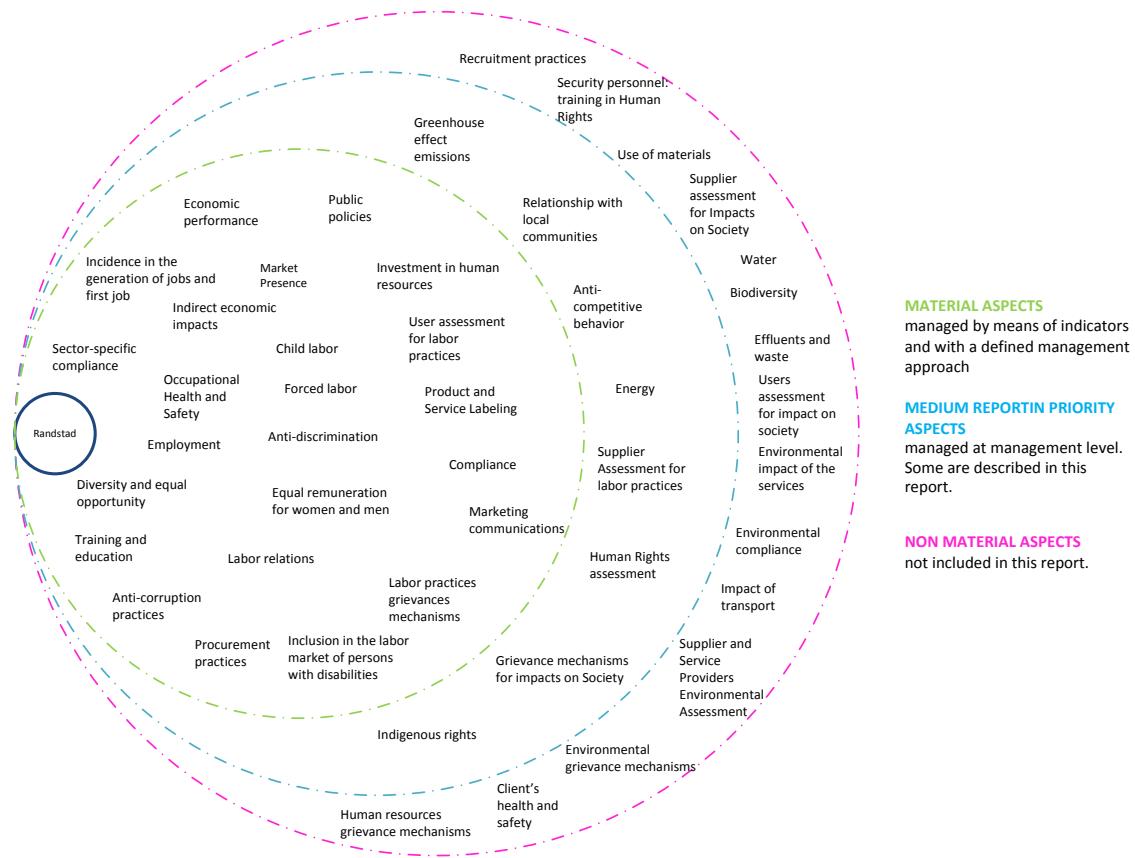
In order to involve the stakeholders in the preparation of the report, employees, clients and managers were specifically contacted for the validation of all aspects included in this report. Collaborators and employees were engaged through the usual consulting processes (employees survey and collaborators survey).



Senior Management has decided to incorporate into *the job and first job analysis* the *ability to generate jobs and first jobs, the assessment of users for labor practices and the inclusion in the labor market of disabled persons*, since these aspects are taken into account in Randstad's global framework.

Below we present our Materiality Matrix¹, which shows the outcome of the analysis conducted to define the content of our report and the manner in which every aspect will be approached in accordance with:

- Material aspects: managed through management approaches and indicators.
 - Medium-reporting-priority aspects: managed at management level and some of them are described in this report.
 - Non-material aspects: not included in this report.



The following table shows the place where our supply chain impacts each one of the material aspects.

¹ The report will address the aspects that reflect the organization's significant economic, environmental and social impacts or that substantively influence the assessment and decisions of stakeholders. Thus, the materiality of an aspect determines whether or not it merits inclusion in the report.

Issues	Employees	Suppliers	Randstad	Senior Management /Shareholders	Clients /Users
Economic Performance	x	x	x	x	
Market presence		x	x	x	x
Indirect economic impact			x	x	
Procurement practices		x	x	x	
Employment	x		x	x	x
Labor relations (union-related issues)	x		x	x	x
Occupational health and safety	x		x	x	x
Training and education	x		x	x	x
Diversity and equal opportunity	x		x	x	x
Equal remuneration for women and men	x		x	x	x
User Assessment for labor practices	x		x	x	x
Labor practices grievance mechanisms	x		x	x	x
Investment in human resources	x	x	x	x	x
Non discrimination	x		x	x	x
Child labor	x	x	x	x	x
Forced or compulsory labor	x	x	x	x	x
Anti-corruption practices		x	x	x	x
Participation in public policies			x	x	
Anti-competitive behavior			x	x	
Regulatory compliance with	x	x	x	x	x
Marketing communications	x	x	x	x	x
Sector-specific regulatory compliance	x	x	x	x	x
Incidence on employment and first employment generation	x		x	x	x
Inclusion in the labor market of persons with disabilities	x		x	x	x

Our stakeholders

The following table details the stakeholders mentioned throughout this report, who are the targets of certain actions taken or work jointly with us. The selection was made by the Executive Board and the Department of Sustainable Growth, taking into account the impacts, Randstad's sustainability framework and strategic interests.

Stakeholders	Reason for the selection
Collaborators	Direct impact on the organization.
Employees	Direct impact on the organization.
Clients	Direct relationship with the company.
Shareholders/Management	Direct impact on the organization.
Society/Community	Indirect relationship with the local communities where the company conducts its activities; indirect influence on the labor market
Suppliers	Direct relationship with the company.

Stakeholders' participation

Although the Sustainable development area is in charge of ensuring a continuous and proactive dialogue with all stakeholders, we are aware that it is possible to improve the consultation mechanisms with these groups. This area is responsible for the ongoing reporting to and a dialogue with the Board about the social, economic and environmental impacts of the company. In addition, it maintains a close relationship with government and community players.

The Human Resources area is responsible for the relationships with the internal personnel, whose participation is strengthened by the annual employees' satisfaction survey.

Surveys are also used to obtain feedback from collaborators, clients and suppliers.

The best workforce for our clients

Strategic vision 2020

We are a leading partner in human resources solutions and help our clients create a balanced workforce, be attractive employers and effective organizations.

CLIENTS' SATISFACTION

APPROACH

In order to be leaders in the market of Human Resources solutions we have to be our clients' strategic partners, not only because they are the source of our income but also because our alliances and relationships with them are key to the sustained development of the organization and of our employees. And furthermore, because they have a direct influence on the growth of our collaborators and the quality of the work environment in which they perform their activities.

Generally, our clients' challenges are translated into needs related to their payroll and, because of this, we have to be prepared and flexible to provide them with the best collaborators and help them be efficient.

MANAGEMENT

The commercial sector is responsible for maintaining and improving the relationships and dialogues with clients. We believe that an ongoing dialogue with our clients is essential to the simultaneous promotion of all interests. The *transparency, anti-corruption, and antibribery principles* deployed in this report are central to the proper performance of the sector.

Undoubtedly, the most relevant event of the year 2013, from the commercial and operating points of view, was the change in our business model. This entailed a cultural change and required all our branch officers to turn into 360º consultants. This means that each of them has been assigned a clients' and prospective clients' portfolio and carry out all tasks related to its data basis: visits, sales, follow-up, selection of personnel, resource management, among others. This change enables us to continue increasing clients' loyalty and the poly-functionality of the commercial force.

PERFORMANCE

Our quality management systems have been certified under ISO9001 standards for the following category: "Temporary Staffing Service including the commercialization and selection, recruitment and management of payroll according to the client's requirements". These systems focus management processes on client's satisfaction and ongoing improvement.

In order to know our clients' perceptions, we measure our performance through clients' surveys

On a yearly basis, we conduct a client satisfaction and business potential study, whose survey parameters for the year 2013 were as follows:

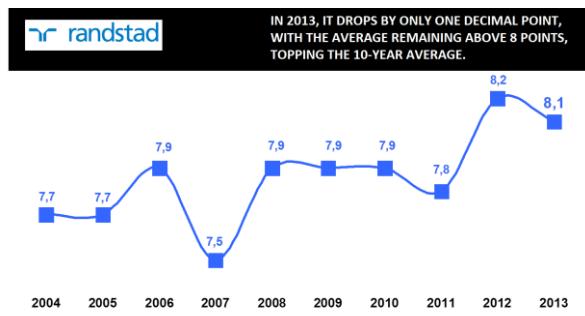
- Date of survey: October-November 2013.
- Analyzed universe: client and non-client companies.

- Simple size: a total of 200 interviews, 190 interviews to decision-makers of 156 client companies, and 10 interviews to non-client companies.
- Data collection method: semi-structured interviews with open and closed questions.
- Aspects assessed: response speed; personnel suitability; rule of law; economic and financial support; price-quality ratio; fluent and personalized communication; design flexibility; administrative processes; national presence; international support and development of CSR programs.

INDICATORS

Main results of the surveys:

- Average satisfaction remained above 8 points.
- Average satisfaction scores per attribute remained above 8 points, only administration processes stood below said floor (with 7.9 points).
- 97% of clients would recommend Randstad.
- Randstad is recognized as a socially responsible company.



"In Ultrpetrol S.A. Punta Alvear Shipyard we have been working with Randstad since they opened their office, approximately in 2009.

We chose Randstad and are still working together because we share the same fundamental pillar: the active and voluntary contribution to socio-economic and environmental improvement, achieving the development of human capital by fostering their values as a source of progress.

I would define Randstad as the bridge connecting the company's need to obtain a workforce and the persons' need to achieve social integration through employment. Thanks to Randstad, both parties meet their targets and goals."

Roberto Falcone – Head of Personnel, Punta Alvear Shipyard, ULTRAPETROL S.A.

OTHER SUSTAINABILITY ASPECTS (MARKETING COMMUNICATIONS + SECTOR'S REGULATORY COMPLIANCE)

Communication

We attach great importance to further the simultaneous promotion of all interests and to supporting the diversification of our clients' workforce. This is why we maintain an ongoing dialogue with our clients and make sure we comply with all pertinent regulations when conducting our marketing communications. This is the responsibility of two areas: the commercial and the marketing departments.

Impacts

In Randstad, we generate positive impacts on the communities where we conduct our operations by being the link between people and companies. But we are aware that we can also have a negative impact if our actions are not underpinned by ethical behaviors and compliance. To this end, we rely on our adherence to the ten principles of the United Nations Global Compact and our code of ethics and grievances mechanism. In addition, compliance with laws and regulations is monitored at least twice a year. This supervision activity, which is part of the Key Control Framework risk matrix, entails:

1. Providing an overall insight of all laws and regulations applicable to the company
2. Translating laws and regulations into internal guidance, policies or procedures.
3. Communicating all statutory and regulatory changes to the pertinent parties.
4. Overseeing compliance and assessing explicit risks.
5. Conducting internal or external audits which are followed-up by senior management.
6. Providing follow-up measures for non-compliance or partial compliance.

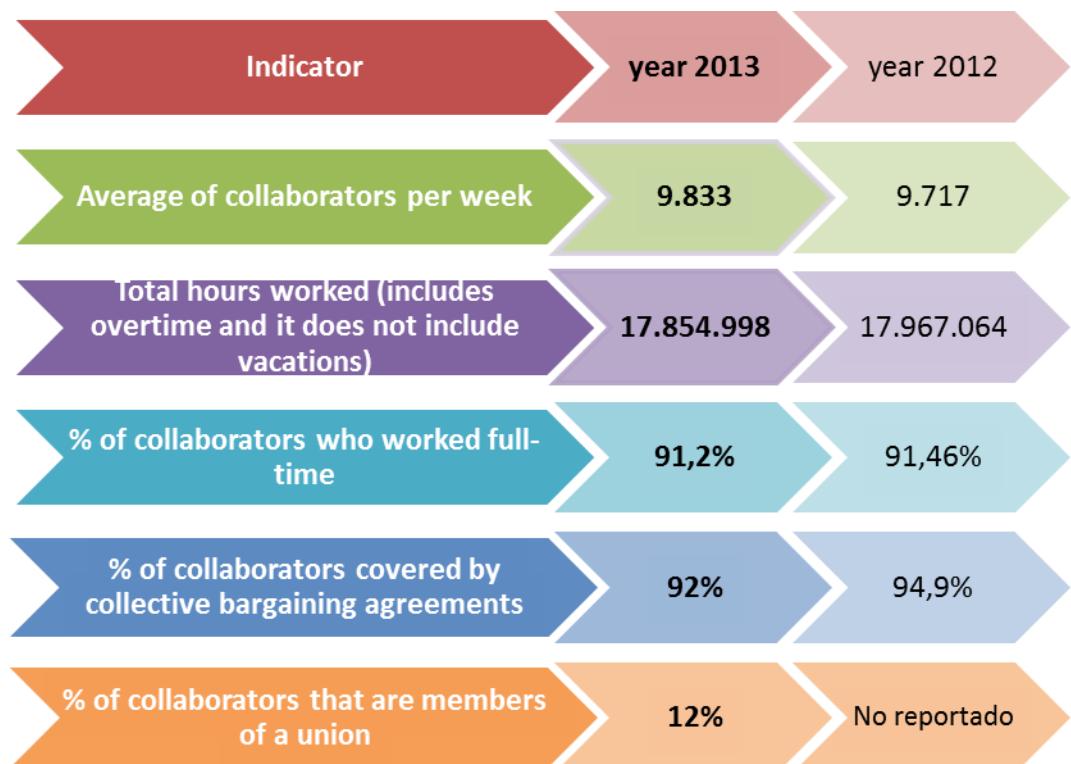
INDICATORS

As it was the case in the years 2011 and 2012, during 2013 we have had no grievances or complaints regarding our marketing communications, including publicity, sponsorship and promotion, nor have we been imposed any sanctions or fines in relation with the provision and use of the organization's services or products during said period.

The best employment for our collaborators

Strategic vision 2020

We give as many people as possible access to a job, providing them with possibilities of development, equal opportunity for all and respecting health and integrity



"I have been part of Randstad, as a frozen-food stock clerk, for only a short time. In my short experience as stock clerk, I have discovered the promotion opportunities in this job, something I had not even thought about before. Of course, this is strongly related to the way we work at Randstad, in addition to the good treatment and cordiality of its employees.

When I started working for the company, everything indicated that it was just another outsourcing company, but as time goes by one realizes that the importance of the entity of which one is part. There is surely a promising future working in companies like these, since they offer high employment expectations."

Javier Michelli - Employee

TRAINING AND EDUCATION

In Randstad we aim to satisfy our candidates by providing them with the suitable job.

In an increasingly demanding labor market, it is necessary to advance the employability of employees because this enables us to provide our clients with a better workforce while giving candidates a better job.

Temporary jobs offer an opportunity to gain experience and develop potential and are frequently the first step in achieving a permanent position. In the year 2013, we employed, 9,833 collaborators per week on average and a the total number of hours worked (including overtime and excluding vacations) amounted to 17,854,998

Upon commencement of the employment relationship, collaborators receive an "*Induction and occupational safety and, health manual*", so that they learn more about the company, their rights and duties as employees and the precautions needed to prevent accidents.



Building the world of work

INDICATORS

Application of the FinEs Plan: **Plan for the Completion of Primary and Secondary School**²

Need	Target of the Program	Results	Strategic partners
The existence of a great number of collaborators who have not completed their primary/secondary school.	Improving the employability of vulnerable persons by providing the Education Completion program so that they complete their basic education.	21 persons participated in the FinEs Plan in Mendoza In addition: 1- Ensuring the loyalty of the participant client companies 2- Ensuring collaborators' loyalty	<ul style="list-style-type: none">National Ministry of EducationYesos Knauf (client)CattoriniCartellone

² <http://fines.educ.ar/>

Results of employees survey

Every year, the Marketing department measures employees' satisfaction through surveys. The data from the surveys conducted in October and November 2013 showed the following results:

- Number of employees invited to participate in the satisfaction survey: 7,930
- Number of employees who responded: 1,253

The employees assessed Randstad's quality in the following areas: reception, selections, response to grievance, telephone response, execution of contract and speed in the resolution of grievances. The general average score of all the assessments received was **8.65/10**.

Benefits for collaborators



We have continued our program "It's good to know you", through which we grant benefits to our collaborators, independently from the user companies.

WORK ENVIRONMENT (OCCUPATIONAL HEALTH AND SAFETY + ASSESSMENT OF THE COMPANIES THAT USE OUR SERVICES FOR THEIR LABOR PRACTICES)

APPROACH

Collaborators are Randstad's main resource and, therefore, we are responsible for ensuring that they work in a safe and healthy environment. In this sense, both occupational health and safety and the assessment of the users for their labor practices are important issues.

MANAGEMENT

Reduction of accidents

By combining technical elements related to occupational safety and health and management techniques and associating ourselves with the suitable suppliers, we have achieved, through our *program for the reduction of accidents*, a safety performance that contributes to our global vision as a company while providing a role model to the industry in Argentine

Safety and health from the first day at work

In the "*Induction and occupational safety and health manual*" that we deliver to all our collaborators we foster occupational safety and health measures to preserve the health, safety and well-being of all those who form part of the organization.

Throughout the year, we also delivered information on HIV virus and prevention methods.

PERFORMANCE

Assessment of user companies for their labor practices: Program for the reduction of accidents

In order to develop reduction programs (an initiative that started in 2011), an analysis of the accidents in user companies was conducted, selecting the 30 clients which contributed 80% to the group's accidents blended rate (HAUs, high accident users).

Work plans were defined. Said plans included prevention actions, analysis of the jobs of the Randstad's personnel in the user companies, audits of the use of personal protective equipment, implementation of the information system for H&S specialist's work, follow-up of indicators and other advisory and follow-up tasks. This entailed a change of paradigm in the management performance of each branch, since management's responsibilities are not limited to the placement of personnel but also include verifying whether each temporary employee is duly qualified and trained for the tasks they undertake.

On the other hand, the responsibility for OHSAS management was transferred from the *legal* area to the *commercial* area. This strategic change showed the company's direction in relation to corporate responsibility issues, since this involves a change in the deeply-rooted paradigms of the industry.

Randstad, by promoting the "Program for reduction of accidents", shows a clear progress in the commitment to provide the *best job* its candidates.

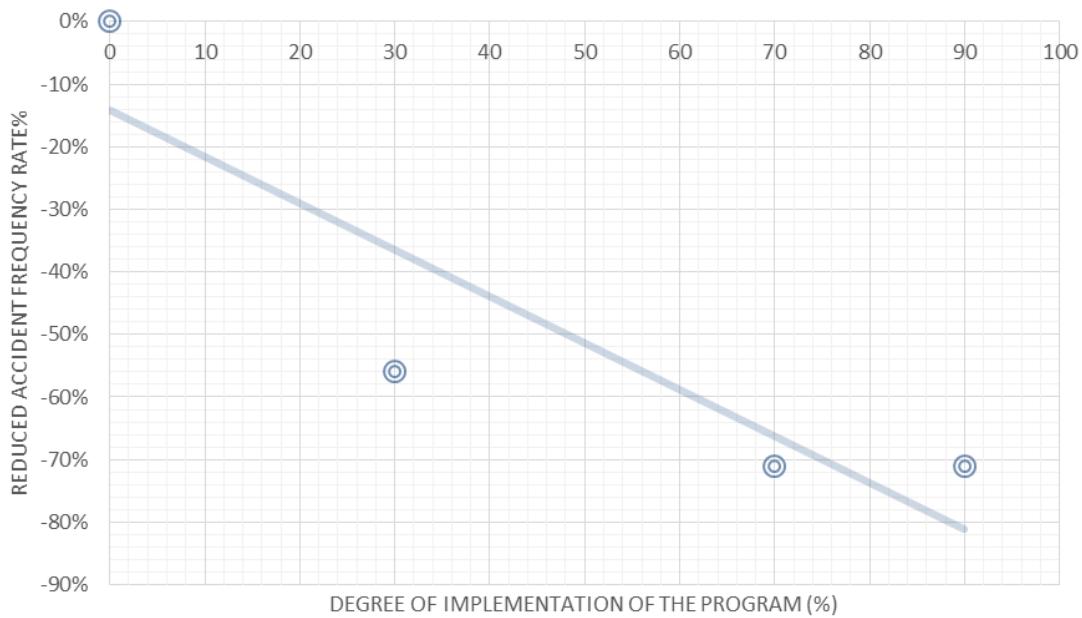
INDICATORS

Users assessment for labor practices

A measurement system was developed on the basis of the following criteria: number of visits made by the safety professional, number of training hours given during 2013 and percentage of actual compliance with the audits provided in the action plan.

Results

It was observed that the program had different levels of acceptance among the users, and it was possible to differentiate the companies who had involved themselves and had had a satisfactory participation from those who had shown no real interest in the program. The following graph shows the outcome for each case.



Graph 1: Ratio between implementation and reduction of accidents

The points in the graph represent the variation in the frequency index (vertical) versus the degree of implementation of the program (horizontal). The straight line drawn between the points shows clearly that the higher the level of program implementation was, the lower was the frequency of the accidents. This graph represents the spirit of the program: when a user company generates a space for the intervention, there are results. The correlation between the program and the results is of approximately 80%.

Evolution of the Accident Rate (AR)

From the commencement of the program for the reduction of accidents, in March 2011, we achieved a progressive reduction in the accidents rate until January 2013, when we recorded an all-time minimum of 9.6%. In the following months, the indicator showed an upward trend, and in December 2013, the rate reached 16.4%. It should be noted that although it was not possible to maintain the downward trend, no month recorded levels higher than those that had brought about the creation of the program. This situation gave rise to the need to perform a cause analysis that led to the conclusion that in spite of this wake-up call, the downward trend has remained steady over the past 4 years, between 2010 and 2013, included. The increase recorded in early 2013 is due to the different record types and input times of the Occupational Risk Insurance Companies (ART in its Spanish initials) (in 2013 there were changes in the service providers of ART). Because of this, the accidents occurred in late 2012 were allocated to the first semester of 2013.

Summing up, the challenge is to achieve the internal generation of these data, a goal that entails the development of indicators as well as a management system. This task has been entrusted to the Risk Department and Sustainable Development Departments in accordance with the Sustainability Plan put forward by the latter.

LABOR PRACTICES GRIEVANCE MECHANISMS

SCOPE

Randstad promotes an open dialogue on labor issues among all its employees with the aim of:

- Reducing conflict.
- Achieving the values sought by the organization.
- Pursuing its vision and mission as a company

These mechanisms are key to achieve a good and open work environment throughout the company and to diminish the practices against the laws, regulations, internal behavior codes or any other company policies or guidelines. To this end, Randstad has different procedures to prevent such labor practices and remedy any impact they may have. These procedures are applicable to internal personnel, to workers providing services in third party's organizations or partners, and in respect to third parties, government supervisory agencies such as the national and provincial labor ministries, unions and health insurance plans.

MANAGEMENT

One of these remediation procedures is the "Policy for reporting irregularities", applicable to all its employees. As to the collaborators, Randstad has a specific procedure for its troublesome personnel, which sets out the method to resolve conflict situations arising in relation to employees during and/or after the termination of the employment relationship and to prevent potential conflicts in the future. As regards third parties, Randstad has a procedure for inspections which sets out the guidelines to be followed to deal with the requirements of the national and provincial Labor Ministries, unions and health insurance plans. Through these detailed procedures, Randstad seeks to diminish conflict, leaving court actions as a last resort, which results into a high level of efficiency that benefits all the interested parties. The number of court and out-of-court complaints is an important indicator to establish the conflict rate within the company, and compliance by all the parties with the proposed procedures will have a positive impact on the decrease in the number of labor complaints.

PERFORMANCE

Randstad fosters these actions for all the company's areas and, through its legal department, intervenes in the follow-up and resolution of the conflicts arising within the framework of court or out-of-court proceedings.

INDICATORS

Lawsuits commenced in 2013: 304. All of them were addressed during 2013, 98 were resolved during said period.

Lawsuits commenced before 2013 and solved during said period: 200.

The best employer for our employees

Strategic vision 2020

We wish to be an attractive and diverse employer, providing the same opportunities to everyone, in an environment that fosters knowledge and trust, knowing that this is achieved by serving others.

Randstad has 293 employees (internal personnel). All of them are under indefinite employment contracts. 27% are covered by a Collective Bargaining Agreement (CCA).

- ✓ Datum: over the year, 300 persons on average worked full-time.

The list of branches on the right of this page shows the business units (Trade Marketing, InHouse, Professionals, among others), since for all practical purposes they work as just another branch, regardless of the physical location of the person. The same happens with managers and their staff, whose working place include more than one branch (COR Litoral, COR GBA, COR Centro Cuyo and COR Sur).

We measure our results through surveys

287 employees were invited to participate in November 2013.

The 206 surveys received are summarized below:

- We obtained a score of 7.7 points in Commitment, standing above the company's global score (7.3 points).
- The 7.3 threshold was exceeded in 9 out of the 10 questions included in the survey; the only question which received a lower score was the one related to VSO, since Argentina is not among the countries benefited by said actions.
- Aspects with the highest scores: ***pride in belonging to Randstad***, company's social involvement and understanding of corporate policies.
- A lower satisfaction level is observed among the younger population

Action plan 2014

1. Establishing action plans with managers and directors.
2. Focus Groups: on work environment in Rosario and GBA in order to work on actions designed to improve the environment, prioritizing the participation of the young segment.

Branches	F	M	Total
AGRONEGOCIOS	3	6	9
CASA CENTRAL ROSARIO	74	41	115
IN HOUSE	6	3	9
LICITACIONES	1	2	3
RANDSTAD PROFESSIONALS	3	6	9
COR CENTRO CUYO	1	1	2
CORDOBA	5	2	7
LUJAN DE CUYO	4	3	7
MENDOZA	3	0	3
SAN JUAN	2	1	3
SAN LUIS	0	1	1
TUNUYAN	0	1	1
VILLA MERCEDES	2	1	3
AVELLANEDA	2	2	4
CAMPANA	3	0	3
CAPITAL FEDERAL	10	5	15
COR GBA	1	3	4
LA PLATA	2	2	4
MAR DEL PLATA	2	1	3
MORON	2	2	4
PILAR	3	1	4
SAN ISIDRO	6	1	7
COR LITORAL	2	1	3
GUALEGUAYCHU	2	0	2
RAFAELA	1	1	2
RESISTENCIA	2	1	3
ROSARIO	13	5	18
SAN LORENZO	2	1	3
SAN NICOLAS	2	1	3
SANTA FE	2	1	3
VENADO TUERTO	2	0	2
SALTA	1	1	2
TUCUMAN	1	2	3
BAHIA BLANCA	5	0	5
CATRIEL	0	1	1
COMODORO RIVADAVIA	1	1	2
COR SUR	0	1	1
CUTRAL CO	0	2	2
NEUQUEN	3	4	7
RPO	2	3	5
SALES FORCE	2	2	4
TRADE MARKETING	2	0	2
Total	180	113	293

EMPLOYMENT

APPROACH

Randstad is, mainly, a company made up of its internal personnel and collaborators. People are the essential assets for its existence. Both groups play fundamental roles in the company's performance and are a necessary part of its sustainability framework. *Attracting, developing and retaining the best people* is one of the key components of our vision 2020 of the "*the best employer for our employees*" pillar.

MANAGEMENT

Randstad's multinational track-record is an appealing feature at the time of choosing the company as employer. In order to retain and develop employees, the company tries to offer equal opportunities, remuneration, training and career development.

In our ethics code, we commit ourselves to dignity at work. Compliance is monitored at least twice a year (risk matrix).

As a part of our commitment to attract and retain our personnel, the human resources department has defined a set of benefits, materialized in the "Benefits policy" which includes all Randstad's personnel under the part-time and full-time modalities.

PERFORMANCE

The performance of the internal personnel influences the relationships with clients, suppliers and collaborators. Thus, in view of the change in the business model explained above (see "The best workforce for our clients"), we implemented the position of "*360 Consultant*" so that all the client's commercial, administrative and recruitment needs are met by one person. This new model has an impact on the turnover rates and new employee hires.

On the other hand, the fact that a high percentage of our managers come from local communities is an important factor for our employees when they chose us as employers to develop their careers.

INDICATORS

LA3:

13 female employees were entitled to maternity leave and took it. All of them returned to work after the leave ended. Eleven of them were still employed twelve months after their return to work

4 male employees were entitled to paternal leave and took it. The 4 of them returned to work after parental leave ended and were still employed twelve months after their return to work.

EC6: 91% is the percentage of managers are from the community where they work or from nearby areas.

Benefit policies

- **Special dates, special presents:** for seniority in the company, anniversaries, birthdays, weddings and graduation.
- **Work&Life balance:** Randstad day, summer Fridays and Flexi Time.
- **Family life:** half-day off on father's day and mother's day, presents for children on child's day, birth kits and return-to-school kits, school support and special leaves during the adaptation period, on special school dates and events.
- **Well-being and health:** labor gym, coffee service and flu vaccine.
- **Shopping and entertainment:** financing plans for the purchase of cellular phones and recognition of office apparel expenses on a twice-a year basis.

NEW EMPLOYEES	WOMEN	MEN	TOTAL
<30	27	22	49
30 - 50	17	11	28
>50	0	0	0
TOTAL	44	33	77

NEW EMPLOYEES RATE	WOMEN	MEN	TOTAL
<30	65.9%	100%	77.8%
30 - 50	13.3%	13.6%	13.4%
>50	0%	0%	0%
TOTAL	24.4%	29.2%	26.3%

TURNOVER	WOMEN	MEN	TOTAL
<30	12	6.5	18.5
30 - 50	28	25	53
>50	2.5	2	4.5
TOTAL	42.5	33.5	76

TURNOVER RATE	WOMEN	MEN	TOTAL
<30	29.3%	29.5%	29.4%
30 - 50	21.9%	30.9%	25.4%
>50	22.7%	20.0%	21.4%
TOTAL	23.6%	29.6%	25.9%

TRAINING AND EDUCATION

As mentioned above, the true value of our business lies in our people. Their training helps increase not only productivity but also satisfaction, which helps us retain the best people.

Internal personnel management is the responsibility of the *Human Capital* area. Training effectiveness is monitored by means of annual performance assessments, which are an essential part of the company's ongoing improvement process and employees' development.

INDICATORS

LA9 AVERAGE HOURS OF TRAINING

WOMEN	49.88
MEN	37.62
GENERAL AVERAGE	45.1

LA9 AVERAGAE HOURS OF TRAINING

SENIOR STAFF	42.84
MIDDLE MANAGEMENT	31.05
MAIN OFFICE, BRANCHES AND	
SPECIALTIES STAFF	50.2

“100% OF THE
EMPLOYEES TAKE PART
IN PERFORMANCE
ASSESSMENT”

“I joined the company in the year 2012 as exclusive selector for a company in the automotive sector. This has given me the opportunity to go to different places and to work as a team with several branches in the region. I have participated in different CSR programs that Randstad offers the community, since I believe this is a fundamental link that we should strengthen on a daily basis from our work place. Today, as a consultant, I sincerely feel happy to belong to a company who focuses, not only on building the world of work, but also on the development of its personnel and the improvement of our service.”

Juliana Carmaran, Internal Personnel



RIGHTS, INCLUSION, DIVERSITY AND EQUAL OPPORTUNITY

APPROACH

We aim to be the best employer for our employees. This goal is based on our respect for their rights, equal opportunity and employment diversity. The aspects included in this section have an impact on employee retention, their performance and commitment to the company and the work environment.

MANAGEMENT

In Randstad, we do not tolerate discrimination, mobbing or harassment against or between employees.

We believe that diversity within the organization is important to enrich the company's culture and to enable internal personnel to understand and work with the different groups that make up labor markets.

Our "*Gender equality policy*" seeks to achieve equal opportunities for both women and men, whether as regard access to employment, working conditions or personal, family, professional and economic satisfaction and to prevent sexual harassment.

In addition, through an instruction manual, employees are informed of the grievance procedure for sexual harassment or discrimination.

PERFORMANCE

Discrimination against people with HIV

Due to the fact that most complaints of discrimination against people with HIV occur in work environments, we, as a company who promotes dignity at the work place and non-discrimination, believe that a proactive approach is essential to avoid that this happens in our company or our users.

Disability

On the other hand, through the "Committed Companies Club" (CEC, in its Spanish initials) we foster the inclusion in the labor market of persons with disability both within and outside the company. During 2012, CECs were created in Buenos Aires, Rosario, Cordoba and Mendoza. In 2013 we are still part of them.

Vulnerable groups

We joined the "Santa Fe Inclusiva" program with the purpose of advancing the inclusion of several vulnerable groups, which include, among others, persons with disability. In 2013, Randstad and the Ministry of Labor of the province of Buenos Aires entered into an agreement for the improvement of the inclusion in the labor market of disabled people in said region.

INDICATORS

In Randstad:

- Over 61% of the employees are women.  180
- There are no gender-based differences in wages.
- In 2013, 6 disabled people worked with us (1 collaborator and 5 internal employees).
- On average, if similar positions are considered, female personnel wages are over 31% of the Basic wage set out by the Collective Bargaining Agreements, while the wages of male employees are about 33% over said basic wage.
- 1% of our employees (internal staff) are members of a union
- A hygiene & safety committee has been established. Said committee covers the main office and the branches of the province of Santa Fe (under Act 12,913) and is made up of an equal number of representatives of the company and of the employees and among, other responsibilities, is in charge of the performance of the annual prevention plan required by the provincial government. Percentage of workers represented: 50%. In addition, we have created an occupational hygiene and nation-wide safety team.
- All 293 employees were trained to prevent discrimination against persons with HIV. Preparation of the "*Response to HIV manual*", endorsed by Fundación Huésped.

Total

113

293 employees

Employee participation: voluntary initiatives

53 volunteers → 540 hours devoted to voluntary initiatives

→Impact estimate: 1635 persons

Awareness Campaigns

- "Day of the worker without discrimination against persons with HIV/Fundación Huésped"
- "Diversity Goals"
- Promotion of the forum "MOVERSE"
- Promotion "Race against child labor"
- "Day of the Eradication of child labor"
- Campaign "Blood donor's day"
- "Refugee's Day"
- "Diversity Goals"
- "Vote responsibly"
- Promotion "BAR donations"
- "Anti-gender violence day"
- "International day of people with disabilities"
- Promotion of resource savings tips
- Promotion "My job, workshop"
- Publication of the social report
- Campaign/Trivia against employment discrimination against persons with HIV

Awareness campaigns are aimed at supporting and advancing the causes that are the bases of Randstad's vision.

Expertise for a better society

Strategic vision 2020

We contribute value to society through our knowledge and expertise. We foster the development of the world of work, which benefits individuals and society at large.

INDIRECT ECONOMIC CONSEQUENCES

Understanding the context where the company operates and the impacts generated by its operations is essential to know the risks and opportunities.

Randstad entrusts this analysis to professionals with vast experience in the company and in the market.

In addition, managers are responsible for making contributions and reviewing the outcomes.

INDICATORS

Significant indirect economic impacts and their scope

In order to meet the demand for temporary staffing, in Argentina there are 79 companies authorized by the Ministry of Labor, Employment and Social Security. These companies, whose exclusive purpose is to provide user organizations with the personnel needed to furnish services on a temporary basis, make an efficient contribution to the increase of optimal rates of registered employment under the current legal framework and promote the sector as a valid tool for inclusion and training in the world of work. From the Argentine Federation of Temporary Personnel Companies, we work proactively to guide the evolution and development of the labor market through the model of private employment agencies, along with employers and workers, contributing the advantages related to employment regulation and are instrumental in the indirect decrease in informal work and underemployment.

In 2013, the number of temporary workers and work hours recorded a reduction for the second year on a row, although the drop was lower than in 2012. The wages paid to temporary employees are the same as those received by the permanent personnel of the plants where they work and are never lower than the wages regulated under the pertinent Collective Bargaining Agreement (CCT, in its Spanish initials). According to the Bi-monthly Index of the Evolution of Market Wages (IEBSM, in its Spanish initials), in 2013 the evolution of market wages for temporary employment stood above 26%.

During 2013, there was a demand for a higher degree of specialization in the applicants' profiles. There has been a growing request for higher qualifications, experience and training for the different positions, for the purpose of improving efficiency. This often entails the reassignment of employees from one position to another, without this resulting in a decrease in unemployment.

On the other hand, during the year 2013, in Randstad we observed the strong positive effects of the change of brand that took place in the month of July, 2012, in particular in the automotive and mass consumption market. Through street advertising, it was possible to increase brand-awareness and reinforce our positioning in big companies.

PARTICIPATION IN PUBLIC POLICIES

APPROACH

Our aim is to contribute to the shaping of a better society through our knowledge and expertise. The central axes of the dialogue with the public sector are related to employment market issues such as: unemployment, inclusion, child labor, forced labor, among others.

MANAGEMENT

The participation in the debates on the labor market is carried out in a direct fashion through the dialogue with the government spheres and the participation in different associations and organizations.

PERFORMANCE

- Adhesion to the "*Santa Fe inclusiva*" program.
- "Sustainable Engagement 2013" award granted by the Municipality of Rosario because of our contribution to the city's sustainable development.
- An alliance agreement between Randstad and the Ministry of Labor of the province of Buenos Aires for the inclusion of people with disabilities.
- Active participation in the National Committee for the Eradication of Child Labor and the Provincial Committee for the Eradication of Chile Labor of Santa Fe.

The evidence collected about the child labor problem shows that this issue is more serious in rural sectors with high levels of vulnerability and exclusion and no social protection of any kind. In spite of the fact that Randstad's supply chain does not include clients engaged in rural activities with the highest risk for incidents of child labor, we do have business units in those geographical areas, a more than sufficient reason for our intervention.

The recent approval of new norms on the penalization of persons responsible for child labor in Argentina has opened, once again, the debate on two manners of interventions: a) sanction, control and penalty; b) sustained coordination and engagement in the territory. From the private sector, we may address this second aspect, and, therefore, the sector coordinates territorial interventions with government agencies and participates in the management and diffusion of the initiatives.

The **Chile Care Centers** are understood as spaces suitable for the care of children in their early childhood (out-of-school) as the prioritized population, and includes school children in connection with mandatory primary and secondary education under the current laws and regulations. The level of empowerment of the members of the families in the harvests intervened as spaces for the protection of childhood is significant. The participating actors approach infants and children as persons capable of holding rights and obligations (setting aside the old concept of "minor" and the guardianships deriving from said concept).

Associations and organizations where we participate

Asociación de Dirigentes de Relaciones Industriales del Litoral (ADRIL); Asociación de Dirigentes de Personal de la Zona Sur; Asociación Civil MOVERSE; 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 Temporal (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; United Nations Global Compact and Club de Empresas Comprometidas (partners in Buenos Aires, Rosario, Córdoba and Mendoza).

EXPERTISE FOR THE BENEFIT OF SOCIETY

IMPACTING THE GENERATION OF EMPLOYMENT AND FIRST EMPLOYMENT

APPROACH

We believe that work provides dignity, independence and respect both for the worker and their family. This is the reason why we endeavor to improve access to employment by using our expertise for the benefit society.

MANAGEMENT

The Sustainable Development area is in charge of managing the programs for insertion and inclusion in the work market.

PERFORMANCE AND INDICATORS

The main objective of the programs is to achieve the generation of employment and first employment for different vulnerable groups, preventing the exclusion of and discrimination against them and improving their employability. In particular, we further the inclusion in the job market of indigenous peoples and persons with disabilities.

"In 2012, we decided to start offering Employment Workshops and to focus on "small achievements" that consolidate us as a work team. Later on, we met the members of the *Sur Solidario* Foundation, who have proved to be strategic allies and have provided us with the channel to achieve our goal.

We did so because we felt the need to make our small but significant contribution to the society where we conduct our business. We share the company's value and it is pleasing to know that we can rely on it to channel our challenges".

Andrea Minatta and Héctor Isidro

Consultant and Manager of the Avellaneda Branch.

Strategic Partners

36 allies, Civil Society Organizations, companies and Government Agencies

The following table summarizes the results achieved through the different programs:

Programs for insertion/inclusion in the labor market

Workshop:
"My first job"

- **1308 beneficiaries in 2013.**
- **Training workshops** aimed at providing guidance on the insertion into the labor market to young people and vulnerable groups such as institutionalized young people, refugees, immigrants, persons with disabilities and senior citizens
- In addition to improving their capabilities for insertion in the labor market, we provide recommendations on personnel recruitment process.
- The company collects the CVs. of the persons interested in being included in the data base.
- Improves the relationship with the community.
- Training of leader volunteers.



QOM
Community-"La
travesía"



Inclusion in the
labor market of
people with
disabilities

Craft training
courses

- Aimed at improving the insertion in the education system and the labor market of the members of indigenous communities.
- **Support to the sports school** of the NGO "*Ida y Vuelta*", devoted to the social and educational inclusion of adolescents of the Qom Community (La Travesía neighborhood- Rosario).
- **Support to the professional career** of a young person of the Tilian community through the donation of musical instruments.
- In addition, 4 young female graduates from the pastry course taught in 2012 were recruited by supermarket chain.
- Achievement: the **inclusion** of a person with vision disability in a client company in the province of Santa Fe. Randstad's contribution consisted in the induction and adjustment to the position.
- Targeted at the community of the city in Rosario at large; young people supported by the organization CEDiPF and collaborators of the province of Mendoza.
- Organization of a **welding course** / San José: 3 beneficiaries in vulnerable situation.
- Organization of the course on **home electrical systems and domotics** / San José: 4 beneficiaries in vulnerable situation.
- Organization of the **Course "The art of caring for adults"** / OSDE.
- Organization of the **Course "The art of child care"** / OSDE. Our contribution: admission interviews.
- Support to **Programa Arbusto** and **donation of 20 PCs**.
- **Training in vineyard pruning** in Mendoza: 40 persons received training



SUPPORTING THE ABOLITION OF CHILD LABOR AND FORCED LABOR + INVESTMENT IN HUMAN RIGHTS

We insist on ethical conduct and on fostering the incorporation of the principles into the businesses of our organization. The application of ethical principles has a direct repercussion on the company's reputation and is, therefore, a material aspect.

Randstad works for the prevention of child labor and forced or compulsory labor. Hence, we adhere to Global Compact 10 principles. Through our significant role in the employment market we have the opportunity to participate in key forums and thus, to promote, on a continuous basis, the importance of preventing said irregularities for the benefit of society.

We are members of the four-party committee of the Ministry of Labor and Social Security of the province of Santa Fe and partners of the "Company network for the eradication of child labor".

INDICATORS

HR1: Significant investment agreements and contracts that include human right clauses or that underwent human right screening: **Jardines de Cosecha and Children Homes Programs of Santa Fe.**

HR2: 100% of the employees received training in corporate social responsibility.

HR6: According to the surveys conducted by the International Labor Organization, forced or compulsory labor in Argentina is most prevalent in sexual exploitation, the agricultural, construction, manufacturing and services sectors. In Randstad Argentina, we are not just job generators; we are generators of dignified jobs and promoters of decent work. Our commitment not only entails guaranteeing regulated work in our own company and its supply chain but also making sure that we are not complicit in forced labor in any instance. This is why we have taken the decision of disseminating this commitment among suppliers and clients, by sharing our Code of Ethics and by means of other tools such as suppliers' approval, client surveys, training and communications to internal personnel.

HR5: In Randstad Argentina, due to the geographical scope, which reaches national level, we encounter different social problems that require government-private interventions in order to achieve the sustainability of the community where we conduct our commercial activities.

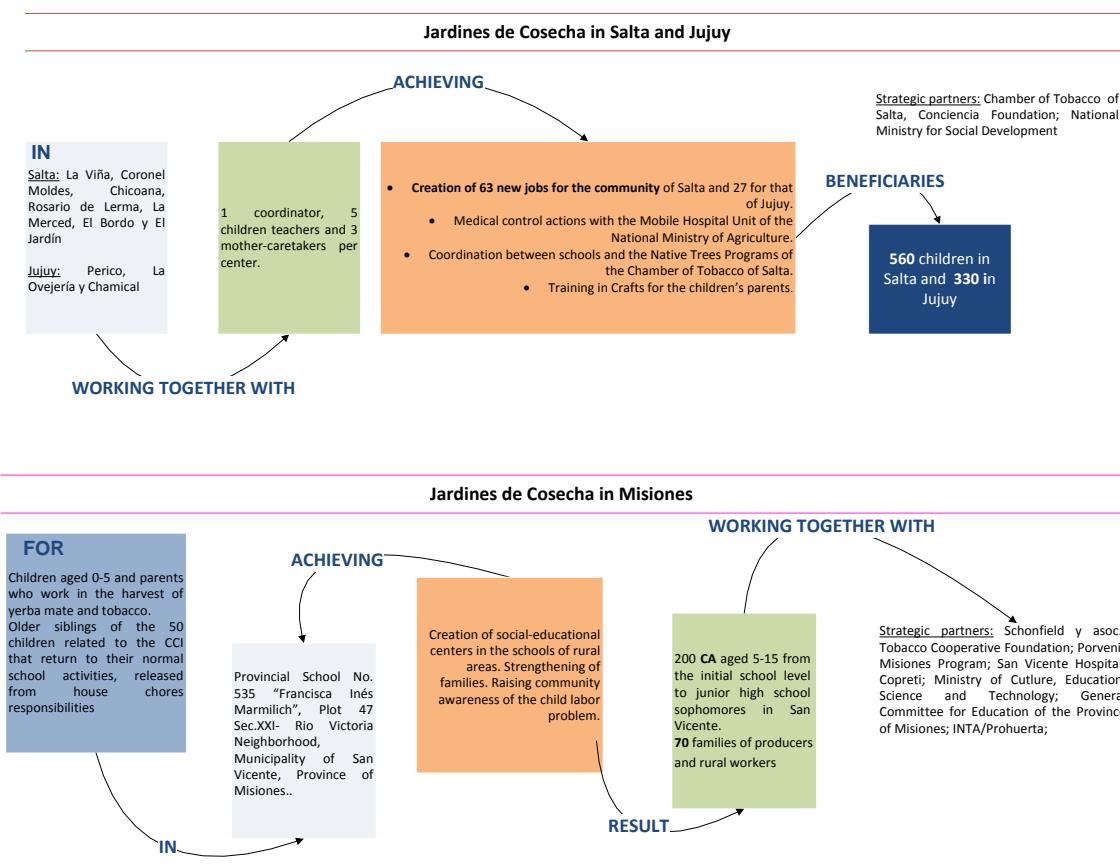
The programs aim at the Eradication of Child Labor, such as the *Jardines de Cosecha*, in Salta, Jujuy and Misiones in Salta, and *Casitas*, in Santa Fe, are born as a response to the existence of child exploitation in the agricultural sector in these provinces and of harvesters' needs of spaces where they may leave their children under proper care during their working hours.

In spite of the fact that we do not have any clients in the tobacco and horticultural sectors, our intervention in the promotion and creation of child care centers is based on the geographical proximity of these problems to our branches, where we detect the needs of intervention, seeking, as one of our company's strategic goals, to achieve sustainability in the community where we are inserted. These programs give succor to harvesters' children, fostering the provision of school-support and the performance recreational and artistic activities and promoting the exercise of Children's Rights.

Programs

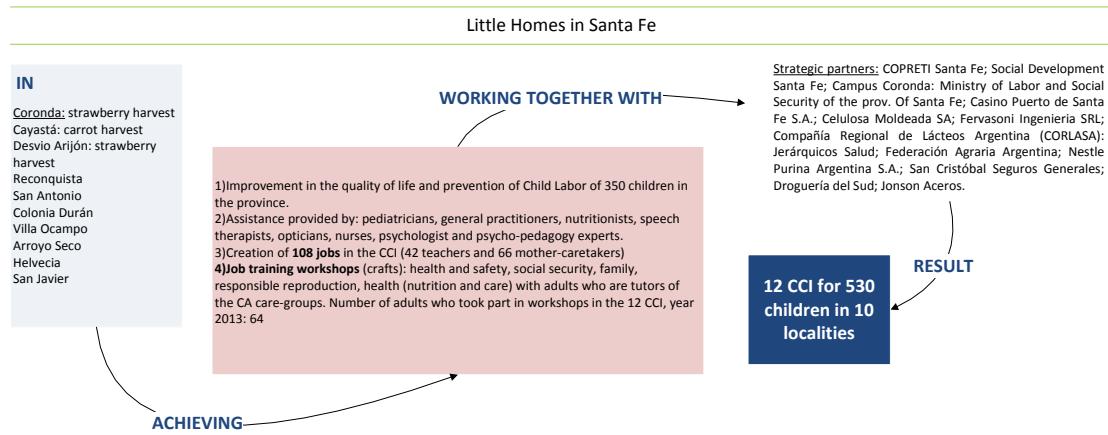
In the communities where the programs were implemented, it was observed that, as they grow, children need to allocate more hours to activities related to own consumption and household chores and the production of crops at the expense of exercising their right to attend school and play.

The goal of the “Child Support Centers” (CCI, in its Spanish initials), is to prevent child work during the harvest and to guarantee that children are retained in the education system.



3

³ CA: Children and Adolescents



"The program 'Jardines de Cosecha' (Harvest Nurseries), was born as a response to the need to prevent and eradicate child labor in the tobacco harvest in the provinces of Salta and Jujuy. It was initiative of 3 companies (one of which was Randstad) that form part of Companies Network against Child Labor that works with the CONAET and it was implemented as a complement to the already existing program 'Porvenir'.

We were looking for a way to make it possible for the younger members of the families who were the beneficiaries of the care and attention provided to their children aged 9-14 to entrust us with their little ones so as to be able to go to work without having to take their children with them. When the idea was put forward in the Company's Network, a lot of companies joined the initiative.

The program has already had 5 editions and other institutions have joined it, which has allowed us to turn it into an example of efficient protection of the childhood exposed to the risk of child labor through an efficient coordination between the public and the private sector. An example which, from the tobacco sector, is being replicated by other producers' organizations to put an end to this evil practice.



Marina Briones – Social Responsibility Manager – Chamber of Tobacco of Salta

Sustainability basics

Strategic vision 2020

We strive to have a set of tools, business principles and polices aligned with our industry's standard and which facilitate the measurement of these elements within this work framework.

ANTI-CORRUPTION PRACTICES

APPROACH

The company believes that respect for values, business principles and good governance is paramount. This is why the *anticorruption, transparency and anti-bribe principles* are a part of its **Code of Ethics**. Failure to fulfill said principles jeopardize the organization's growth and sustainability whereas compliance with them help maintain the relationships with clients and suppliers and make of Randstad a better place to work.

MANAGEMENT

The "**Irregularity report**" policy provides that all Randstad's employees have to report any actual or potential non-compliance with the law, the internal codes of conduct, regulations, policies and guidelines. The policy set out the communication channels and basic guidelines so as to ensure that any employee may make a report anonymously, in strict confidentiality, without risk of retaliation, and with a subsequent and prompt investigation. In addition, it furnishes a telephone number and a link to the web page of an independent company nominated by the Group where any employee may report anonymously and confidentially any detected misconduct or any contact against the code of conduct.

Guidelines for risk management

- The Company principles are part of the employment agreement and are included in the documents delivered to the employees when they join the company. The acknowledgment of receipt is a part of the employees' files.
- Compliance is guaranteed and is monitored at least twice a year.
- Corporate policies and procedures have been adjusted to local circumstances, translated into the local language. All corporate policies and procedures are made available to all internal employees and the pertinent training is provided to said employees.
- The "four eyes" principle must be observed in all daily activities functions. There must be a division of functions between the procurement, delivery, reservation and payment of goods and services, in addition to authorization matrixes.
- Mechanisms to prevent and detect internal employees' misconduct or disrespect are available. In the event of occurrence of such conducts, the employee is sanctioned and reported to Randstad Holding.
- When the personnel join the company, they sign a series of polices related to internal and external stakeholders: Mission and vision, corporate social responsibility, procedure to report misconduct and gender equality policy, among others.

PERFORMANCE

Monitoring, control and revision activities

The risk matrix (Key Control Framework) includes controls related to frauds, including, among others, corruption. Controls are performed quarterly and are audited on an annual basis by external teams.

Procedure to investigate fraud

This procedure describes the steps to be followed if there is suspicion or evidence of fraud within or in relation with Randstad (including corruption). It is based on the following policies and procedures: Corporate principles, procedures to report misconduct and policy on bribes, gifts and entertainment.

INDICATORS

Risk control encompasses all Randstad's units and processes. The risk control matrix did not show any irregularities.

During 2013, no fraud events were reported (including corruption).

PROCUREMENT PRACTICES

Our suppliers



Suppliers

- ✓ Total number of suppliers: 2,949
- ✓ Approximate monetary amount of payments to suppliers: \$258,837,726

APPROACH

In Randstad, we foster a responsible supply chain. We believe it is important to share our values and good labor practices with our suppliers.

We invite our suppliers to accept our "Code of ethics" and to assess our performance in the commercial relationship.

PERFORMANCE

In order to evaluate the procurement practices, we assess our suppliers. For each critical item, we define the different aspects to be assessed. Next year, we expect to improve the system in order to obtain higher-quality information.

In addition, we ask our suppliers to assess our fulfillment of the agreed conditions, the response time to problems or needs and their level of satisfaction with the commercial relationship. In the year 2014, the survey will be re-launched, followed-up on a two-monthly basis and reminders will be sent to the suppliers in order to obtain a higher amount of feed-back.

INDICATORS

The screenshot shows a survey page with several questions and checkboxes. At the top, it says "randstad y la responsabilidad social empresarial: compramos responsablemente". Below are several questions with checkboxes:

- respondo que nosotros proveedores leen y aceptan los términos y condiciones del código de ética que se adjunta en el presente. He leído y acepto.*
- yo/a estoy vinculado o pertenezco a alguna organización o institución que genere acciones de resocialización.*
- realizar acciones de resocialización independiente?* Sí No
- ¿Desea recibir información al respecto?* Sí No
- Desea que nombre genérico se contacte con usted?* Sí No
- cuestionario*

At the bottom, there are browser icons and a link "Sobre la confidencialidad de los datos personales".

Number of suppliers to whom the survey was sent: 98

Number of suppliers who responded: 28

In the 3 aspects assessed, at least 64% received a satisfactory score (good and very good). 28% of suppliers answered that they had not assessed for these three aspects. 64.7% is interested in implementing initiatives related to CSR jointly with Randstad and 76.47% wish to receive information on our CSR actions.

- ✓ 99.99% of the suppliers are located in Argentina.

"Gerenciamiento Empresarial SRL. has offered Logistic and Especial Passenger Transportation Services since the year 2002. We have been sharing work and experiences with Trading Servicios (Randstad Group), transporting collaborators in Citrus (Agrobusiness), guaranteeing the safety and comfort of the passengers as well as punctual transportation.

We follow a path of work, effort and coordination, the results of which we celebrate every day.

Camilo Murhell – Manager – Gerenciamiento Empresarial SRL, Transporte Sol Naciente

Other sustainability aspects: we advance the reduction of our environmental footprint.

Our energy consumption will be monitored as from 2014.

We believe that we can diminish our environmental impact by controlling the use of transportation. Because of this, the first action will be to measure the impact of transport by measuring the kilometers traveled by each mode of transport for collaborators in the year 2014.

Report profile

This report includes Randstad's sustainability-related activities between 1st January, 2013 and 31st December, 2013.

The last report was published on December 31st, 2012. This communication is prepared on an annual basis.

The company has decided to rely on Crowe Horwath as an independent third party for the external assessment of the report following the criterion set out in G4 guidelines of the GRI, in accordance with the self-statement made by the company.

Randstad's Main Office in Argentina is located
at:

Sarmiento 991, Rosario,

Provincia de Santa Fe, Argentina

Point of contact for issues related to this
report and its content:

Elsa Zorrilla

Sustainability Manager

ezorrilla@randstad.com.ar

References to GRI guidelines- revisar

This report has been prepared according to the guidelines of the G4 guidelines of the Global Reporting Initiative in its core version. The external assurance is included below the following table, which enables the identification of G4 contents throughout the report.

Randstad has established a policy for the selection of its external assurance provider based on competence and independence of criteria. Said selection has been made by the Sustainable Development area as an activity delegated by the board. Crowe Horward has been selected to conduct the external assurance task by virtue of its knowledge of the guide and the organization.

The detail of the general basic contents of the G4 guidelines may be consulted at <https://www.globalreporting.org/resourcelibrary/Spanish-G4-Part-One.pdf>

GENERAL BASIC CONTENT			
General basic contents	Page / Response	External assurance	United Nations Global Compact
STRATEGY AND ANALYSIS			
G4-1	5, 7	#opinion	
ORGANIZATIONAL PROFILE			
G4-3	10,13	#opinion	
G4-4	12	#opinion	
G4-5	61	#opinion	
G4-6	11	#opinion	
G4-7	13	#opinion	
G4-8	13	#opinion	
G4-9	10, 12-13	#opinion	
G4-10	10, 29, 37	#opinion	Principle 6
G4-11	29, 37	#opinion	Principle 3
G4-12	54	#opinion	

<u>G4-13</u>	There were no significant changes during the year 2013.	-	
<u>G4-14</u>	The need to apply the precautionary principle was not determined, on the basis of the analysis of the company's impact and the aspects covered by this principle.	-	
<u>G4-15</u>	15, 46-51	#opinion	
<u>G4-16</u>	46	#opinion	
MATERIAL ASPECTS AND BOUNDARIES			
<u>G4-17</u>	13	#opinion	
<u>G4-18</u>	16-19	#opinion	
<u>G4-19</u>	20	#opinion	
<u>G4-20</u>	21	#opinion	
<u>G4-21</u>	21	#opinion	
<u>G4-22</u>	N/A	-	
<u>G4-23</u>	No significant changes were recorded during 2013.	-	
STAKEHOLDERS' ENGAGEMENT			
<u>G4-24</u>	22	-	
<u>G4-25</u>	22	-	
<u>G4-26</u>	23	-	
<u>G4-27</u>	20-21, 23	-	
REPORT PROFILE			
<u>G4-28</u>	56	#opinion	
<u>G4-29</u>	56	#opinion	
<u>G4-30</u>	56	#opinion	
<u>G4-31</u>	61	-	
<u>G4-32</u>	References to the index of GRI: 57-60	-	
<u>G4-33</u>	57	-	
GOVERNANCE			

G4-34	11	#opinion	
ETHICS AND INTEGRITY			
G4-56	14-16	#opinion	

SECTOR-SPECIFIC ASPECTS					
Material aspects: management approach and indicators	Page / Response	Omitted Information	Reasons for omission	External assurance	United Nations Global Compact
CATEGORY: ECONOMIC					
ECONOMIC PERFORMANCE					
G4-DMA	16, 25	-	-	-	
G4-EC1	13	Added Value Statement for the operations in Argentina	The company presents this information in a consolidated fashion in its annual global report (indicated in page 13)	-	
MARKET PRESENCE					
G4-DMA	41	-	-	-	
G4-EC5	41	-	-	#opinion	
G4-EC6	38	-	-	#opinion	
INDIRECT ECONOMIC IMPACTS					
G4-DMA	41	-	-	#opinion	
G4-EC8	41	-	-	#opinion	
PROCUREMENT PRACTICES					

G4-DMA	55	-	-	#opinion	
G4-EC9	55	-	-	#opinion	
CATEGORY: ENVIRONMENTAL PERFORMANCE					
GC environmental principles	15,17,55	No environmental aspects arose from the materiality analysis in accordance with GRI G4	-	-	Principles 7,8,9
CATEGORY: SOCIAL PERFORMANCE					
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK					
EMPLOYMENT					
G4-DMA	38	-	-	#opinion	Principle 6
G4-LA1	39	-	-	#opinion	
G4-LA2	39	-	-	#opinion	
G4-LA3	38	-	-	#opinion	
LABOR/MANAGEMENT RELATIONS – LABOR RELATIONS					
G4-DMA	15, 41	-	-	-	Principles 3 and 6
G4-LA4	N/A	-	Regulated aspect	-	
Company-specific (union membership)	29, 41	-	-	#opinion	
OCCUPATIONAL HEALTH AND SAFETY					
G4-DMA	32	-	-	#opinion	Principle 6
G4-LA5	41	-	-	#opinion	
G4-LA6	34	-	-	#opinion	
TRAINING AND EDUCATION					
G4-DMA	30, 40	-	-	#opinion	Principle 6

<u>G4-LA9</u>	40	-	-	#opinion	
<u>G4-LA10</u>	30	-	-	#opinion	
<u>G4-LA11</u>	40	-	-	#opinion	
DIVERSITY AND EQUAL OPPORTUNITY					
<u>G4-DMA</u>	41	-	-	-	Principle 6
<u>G4-LA12</u>	11, 37, 41	-	-	-	
EQUAL REMUNERATION FOR WOMEN AND MEN					
<u>G4-DMA</u>	41	-	-	-	Principle 6
<u>G4-LA13</u>	41	-	-	-	
LABOUR PRACTICES GRIEVANCE MECHANISMS					
<u>G4-DMA</u>	35	-	-	#opinion	Principle 6
<u>G4-LA16</u>	35	-	-	#opinion	
SUB-CATEGORY: HUMAN RIGHTS					
INVESTMENT					
<u>G4-DMA</u>	48	-	-	#opinion	Principles 1 and 2
<u>G4-HR1</u>	48	-	-	#opinion	
<u>G4-HR2</u>	48	-	-	#opinion	
NON DISCRIMINATION					
<u>G4-DMA</u>	41	-	-	-	Principles 1, 2 y 6
<u>G4-HR3</u>	None of the companies of the Randstad Group received discrimination complaints during 2013.	-	-	#opinion	
CHILD LABOR					
<u>G4-DMA</u>	48	-	-	#opinion	Principles 1,2 y 5
<u>G4-HR5</u>	48-51	-	-	#opinion	
FORCED OR COMPULSORY LABOR					

<u>G4-DMA</u>	48	-	-	#opinion	Principles 1,2 y 4
<u>G4-HR6</u>	48	-	-	#opinion	
SUB-CATEGORY: SOCIETY					
ANTI-CORRUPTION					
<u>G4-DMA</u>	53	-	-	#opinion	Principle 10
<u>G4-SO3</u>	53	-	-	#opinion	
<u>G4-SO5</u>	53	-	-	#opinion	
PUBLIC POLICY					
<u>G4-DMA</u>	46	-	-	#opinion	Principle 10
<u>G4-SO6</u>	--	Not reported.	The total amount of political contributions is not significant. Therefore, we have opted for a qualitative description of said contributions (page 46).	#opinion	
SUB-CATEGORY: PRODUCT RESPONSIBILITY					
PRODUCT AND SERVICE LABELING					
<u>G4-DMA</u>	25	-	-	#opinion	
<u>G4-PR5</u>	25-26	-	-	#opinion	
MARKETING COMMUNICATIONS					
<u>G4-DMA</u>	26	-	-	#opinion	
<u>G4-PR7</u>	27	-	-	#opinion	
COMPLIANCE (Incl. SOCIAL sub-category compliance)					
<u>G4-DMA</u>	26	-	-	#opinion	
<u>G4-PR9</u>	27 (INCL SO8)	-	-	#opinion	

OTHER MATERIAL ASPECTS					
USER ASSESSMENT FOR LABOR PRACTICES					
<u>G4-DMA</u>	32	-	-	#opinion	
<u>COMPANY-SPECIFIC</u>	32-33	-	-	#opinion	
INCIDENCE IN THE GENERATION OF EMPLOYMENT AND FIRST EMPLOYMENT					
<u>G4-DMA</u>	47	-	-	#opinion	Principle 6
<u>COMPANY-SPECIFIC</u>	47	-	-	#opinion	
INSERTION IN THE LABOR MARKET OF PERSONS WITH DISABILITIES					
<u>G4-DMA</u>	41	-	-	-	Principle 6
<u>COMPANY-SPECIFIC</u>	41, 46-47	-	-	-	

External Assessment Report

External assurance report,

To the Board of Directors and the Shareholders of RANDSTAD¹

We have been commissioned to conduct an independent assurance of RANDSTAD's Sustainability Report on the company's operations and facilities in Argentina for the period January 1ST,2013 to December 2013.

We have compiled evidence on the following aspects:

- Key management indicators during the fiscal year
- Information provided by the company's Sustainability area
- Information on the company's Management Systems

The Board of Directors de RANDSTAD is responsible for both the information included in this report and the assurance criteria.

Our responsibility has been to provide an independent opinion on the basis of our data analysis procedures.

We have conducted our review in accordance with the practical guidelines suggested by ISAE3000 (International Standard on Assurance Engagements 3000) and we have defined our scope as a limited assurance engagement.

Our selection of evidence and assurance criteria included:

- Assurance of the alignment with the basic contents for the preparation of sustainability reports recommended by the Global Reporting Initiative (GRI) version 4.
- Performance of substantive tests designed to prove, on a sample basis, the fairness and consistency of the bases and criteria used in the preparation of the Corporate Social Responsibility Report.
- Revision of relevant information, including corporate policies, organizational structure and Social Responsibility programs
- In-depth interviews to the relevant company's personnel.



- Information from the stakeholders identified by the company within its scope of influence.

Our work team has included professionals in the assurance of sustainability aspects, in accordance with the guidelines suggested by the GRI.

In our opinion, based on the work described in this report and issued within the determined scope, nothing has come to our attention that causes us to believe that the information contained in RANDSTAD's Sustainability Report for fiscal year 2013 does not reflect fairly the company's sustainability performance and activities. The policies, documents, indicators and all other information included in the above-mentioned company's report reflect fairly the documentation, internal processes and activities and information provided by all stakeholders.

The revision process enabled us to identify a number of issues that we submitted to RANDSTAD's Directors in a separate document which contains our independent opinion on areas for improvement.

Rosario, June 27, 2014

Handwritten signature of Marcelo Navone, CPA.

Marcelo Navone, CPA

Partner

Handwritten signature of Luis Diego Piacenza, Eng.

Luis Diego Piacenza, Eng.

Partner

¹ RANDSTAD is a multinational organization. -Throughout this report "RANSTAD" means RANDSTAND and all its operation in Argentina, where it operates through the following business companies: SESA Internacional S.A., Trading Internacional S.A., International Career Program S.A., Rest Division Servicios S.A., Rest Personal Eventual S.A., Desarrollo Humano S.A., Sapphire Internacional S.A. and Trading Servicios S.A.