

2014

SUSTAINABILITY
REPORT
RANDSTAD



A message from our CEO [G4-1]

Welcome to the sixth Randstad sustainability report. In these pages, we will tell you about the main axis of our management policy and about the progress we have made in the integration of sustainability throughout our business strategy.

The prevention of child labor, the promotion of decent employment and the management of diversity are the work pillars which serve us as a focus year after year and which guide our work plans and actions. We know that we can create a positive impact on society and on our stakeholders. Because of this, we direct our action plans at external and internal clients.

Flexible work schedules, extension of parental leave and recruitment without a pre-determinate gender are just a few of the many tools we use to channel our efforts into achieving equity.

Once again, we renew our commitment to the United Nations Global Compact and its Ten Principles regarding human rights, rights at work, protection of the environment and anti-corruption, and we are pleased to tell you that we have submitted our latest Communication of Progress (COP) at its “Advanced” level.

During my term as Representative of the Argentine Network for the Global Compact, throughout the year 2014, we have worked on the importance of committing to the development of society and the promotion of long-term initiatives that make it possible to achieve the organizations’ sustainability. The Business and Human Rights Work Team is still in place and in 2014 we launched a business for Gender Equality Work Team.

I would like to thank our clients, candidates, employees and other stakeholders for choosing us and for contributing to this accountability process that we endeavor to complete year after year.

In the table appearing on the next page, we summarize the results of the objectives we had set for 2014 and the challenges taken up for 2015 in each of the pillars of our sustainability model. This model is the path we have chosen to relate with our employees, candidates, clients, society and all our stakeholders.

We know that a higher incidence is achieved when sustainability initiatives manage to reach all sections of society and to crisscross with the company’s core processes and with the business and have a positive impact on the small and big things that the company does every day as part of its management activities.

Our challenge is to continue integrating sustainability into the business strategy by sharing with our stakeholders our mission and, fundamentally, the way in which we wish to accomplish it. Only in this way will we be successful in turning sustainability into a concept that permeates all our organization.

Good to know you, ANDREA ÁVILA – CEO

Sustainability Note

For the second consecutive year, we have used the GRI's (Global Reporting Initiative) G4 guidelines, having met the "Conformity" criteria in its essential option. We are proud to submit our sixth sustainability report, which features those aspects and indicators that are the most significant to our company.

We would like to underscore the improvements incorporated into our sustainable development process during this cycle in connection with the participation of stakeholders in the preparation of this report. The consultation has been systematized through an online survey which has enabled us to improve our materiality analysis process.

The following table summarizes the degree of compliance with some of the commitments made in the previous fiscal year and the objectives we have set for the year 2015.

What we said	Goals for 2014	What we did	Level achieved	Goals for 2015
We seek that our clients' behavior indicates that our fundamental values and our innovative concepts are a differentiator and that our clients prefer us above others	To review the indicators of our clients' survey in order to make it more accurate in relation to the values the company manages for our stakeholders.	Although the clients' satisfaction survey was not modified, an online survey was conducted in order to assess the importance that our stakeholders, and our clients among them, attach to Randstad's different sustainability issues. Thus, we were able to learn which aspects are the most important to them as regards economic, social and environmental matters.		To implement new forms of dialogue with our clients
Our sustainability management differentiates us in the industry.	To achieve a new report that provides further transparency to our company's management in agreement with the sustainability objective identified.	We conducted an online survey among our stakeholders on 43 sustainability aspects identified by Randstad with the aim of prioritizing them. 71 answers were received, which were taken into account in the materiality analysis.		To conduct once again the survey among all our stakeholders. To improve the indicators of said survey.
That candidates' behavior and the scores of the survey prove that we are their company of choice thanks to our capacity to provide them with the better jobs.	To develop a procedure to obtain the accident-indicators measurements internally.	Work was carried out as regards the Hygiene & Security indicators under the framework of the Crosscutting Sustainability Plan Creation of the Hygiene & Security Department.		To complete the first stage of the Annual Monitoring of this indicator under the responsibility of the company's Senior Management

<p>That the results of the employees' surveys show that we offer a safe, healthy and learning environment with equal opportunities for all.</p>	<p>To review the Employee Climate Survey contemplating the process of changing the business model in order to obtain more realistic data about our internal management.</p>	<p>In 2014, Randstad Holding adopted a new methodology for measuring the employees' satisfaction, the results of which are used to learn whether the company is considered to have a strong performance and higher profitability for the employees and to find high-impact improvement opportunities.</p>		<p>On the basis of the results of the "People Survey", we will implement engagement policies based on the formulation and development of career plans, training, leadership, automated self-assessment and benefits policy</p>
<p>That we are recognized as a key factor in the public debates about employment.</p>	<p>To achieve the same level of positioning in all locations strategic to our business and in the space of our Uruguay branch.</p>	<p>Progress was made in the institutional strengthening of said areas. The Public Affairs Department was created with the aim of reinforcing our presence in key areas as from 2015.</p>		<p>To increase our participation in forums, specialized congresses, the sector's business chambers, etc. of all strategic localities.</p>

Elsa Zorrilla
Sustainable Development Manager

Global Presence

Randstad is a world leader in the provision of comprehensive Human Resources services, with a track-record of over 50 years in the world. [G4-3]

As one of the world leaders in human resources services, Randstad provides work to 2 million people per year [G4-9]

2014	Revenues in € million 17,249.8	Average number of candidates 580,300	Presence in 39 countries	28,720 Employees
2013	Revenues in € million 16,568,3	Average number of candidates 567,700	Presence in 39 countries	28,030 Employees

MISSION

Our mission is to become leaders in the 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 5 values shape our culture and enable us to provide a service of excellence.

The engagement with our stakeholders and the service we provide them are the bases on which we build mutual trust, which is strengthened by continuously striving for perfection and promoting all the interests involved. We believe this generates the essential basis of our business.

The values we share serve as a compass for everyone at Randstad, since they guide our behavior and represent the foundation of our culture, turning our company into the place we choose to develop professionally and personally.

Guided by our values [G4-56]

To know.

We are experts. We can promote the interests of our candidates, clients, candidates, suppliers, staff and shareholders, only if we know what mobilize them and what their objectives are.

To serve.

Our spirit of service allows us to exceed our industry's requirements.

To trust.

The commitment with our stakeholders is based on mutual trust, which allows us to build long-lasting relationships.

To strive for perfection

We seek to improve and innovate, to satisfy our clients and candidates.

In simultaneous defense of all interests

We think our business must always benefit society as a whole. In this sense, we assume our responsibility with the community, the link that connects us with our suppliers and the interests of our shareholders.

Our company

Organization profile

In Argentina, through a national network made up of 38 branches, we manage a daily payroll of 8,585 workers who generate value in over 1,000 companies that trust in the experience of our professionals.

CITIES IN WHICH WE ARE PERESENT [G4-6 and G4-9]

ARGENTINA

- Autonomous City of Buenos Aires
- Gran Buenos Aires: Avellaneda; Morón; San Isidro; San Miguel; Quilmes.
- Province of Buenos Aires: Bahía Blanca; San Nicolás, Campana; La Plata; Mar del Plata and Pilar
- Litoral region: Gualeguachu; Rafaela; Santa Fe; Chaco; Southern Rosario; San Lorenzo; Central Rosario and Venado Tuerto.
- Cuyo region: Córdoba; Mendoza; Luján de Cuyo; San Juan; Villa Mercedes and San Luis.
- Suuthern region: Catriel; Comodoro Rivadavia; Cutral Có; Neuquén and Rincón de los Sauces.
- Northwest region: Tucumán and Salta.

URUGUAY

- Uruguay: Montevideo

[G4-13] During 2014 no significant changes were identified in the size, structure and ownership structure or supply chain of the organization.

Organization profile

The change in Randstad's business model, which started in 2013, was consolidated 2014. We implemented the position of 360° Consultant, with the purpose of making it possible to entrust the task of addressing all the commercial, administration and selection needs of the client to one person, in order to improve its satisfaction. This enabled us to achieve a greater commercial development and a more personalized attention.

In addition, we worked on the process for the restructuring the back office, which entailed the execution of a plan to improve our performance through the automation and standardization of processes, the investment in technology and the training of our personnel, focused only on the assistance provided to our clients.

The consolidation of the new business model, together with the re-design of the back-office process, increased the turnout levels of our internal personnel during the first semester of the year. In spite of this, and on the basis of diagnostic studies, profile analyses and specific actions

conducted in the branches and department affected, we were able to check and diminish said turnover to satisfactory levels over the last quarter of the year.

Our Services [G4-4 and G4-9]

STAFFING	Since our beginnings, which date back to over 50 years ago, we have been devoted to the provision of specialized interim personnel, permanent positions and large-volume workforces. This has gained us the expertise that differentiates us from our competitors: our deep knowledge of the labor market. We know what works and, even more important, what it does not. This is why the promise we make to our clients is built on trust and on proven results.
PROFESSIONALS	We are the world leaders in the recruitment of professionals because we become a strategic partner of companies in their search for the talent that will drive their growth. Our consultants are experts in their recruitment fields. That is why they have a pre-assessed candidate's base. We look for and select a whole range of high-performing positions: directors, managers, supervisors, specialists and young professionals. We specialize in sales & marketing, finance & administration an engineering & IT.
OUTSOURCING	Contracting out helps companies to adapt to the constant changes undergone by markets today. With our Outsourcing services, our clients leave the management of company's supporting activities in the hands of experts. We provide outsourcing solutions to optimize processes in the areas of: Agribusiness, Trade marketing and Productivity Solutions.
INHOUSE SERVICES	Our In-house service is unique in the market, and it provides high-volume skilled workforce solutions, with the main aim of achieving flexibility, retention, productivity and efficiency for our clients. Each client is allocated a team that devotes itself exclusively to cover the client's personnel needs by designing the staffing solutions required to reduce costs and to enjoy a more efficient HR process. In addition, we provide the service on site, in the plant, in order to customize the process according to the specific needs of our clients.

Areas of expertise

We are devoted to the selection of the best people for each position and each company. Our searches range from professionals for permanent positions and specialized temporary staff to outsourcing, from junior categories to management levels. We specialize in the following areas [G4-8]:

- Engineering and technology
- Sales and marketing
- Management and Finance
- HealthCare
- Production and logistics
- Agribusiness
- Energy and oil

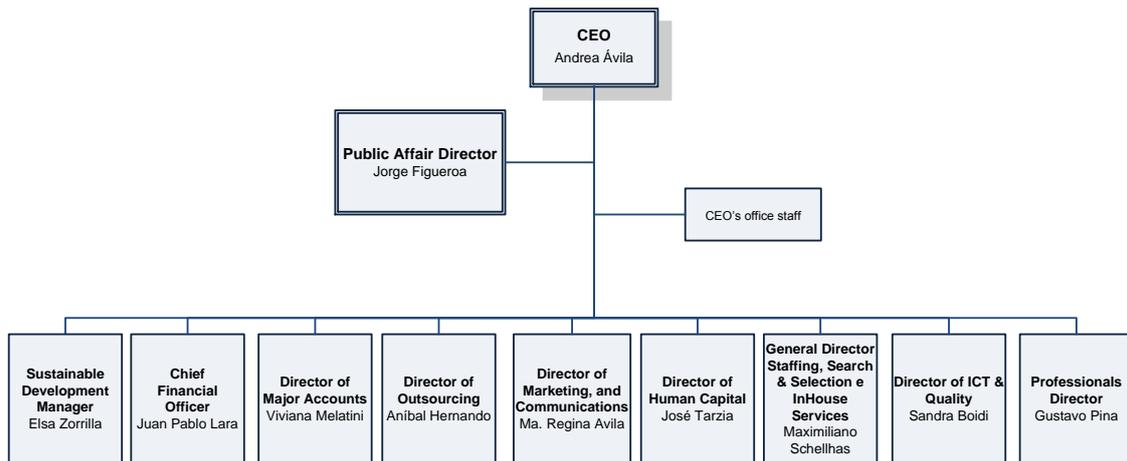
Legal and financial information

We are one of the companies that made up the Randstad Group in the Latin American region (LATAM). We operate nationwide through different companies doing business as: 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 of them has the international support of the Randstad Group., which is conditional upon the compliance with the legal regulations and the requirements indicated by the market operation [G4-7 and G4-17]. The information contained in this report matches the financial and economic information stated in the financial statements of Randstad Argentina.

For strategic reasons, the company's financial statements are presented in a global report without setting out the individual operations of each of the countries in which Randstad is present. However, the information on the subsidiaries can be found in the report of public access at <http://www.randstadannualreport.com/>. [G4-9]

Our Corporate Government

Our Senior Management, which reports directly to our CEO, is made up of persons with proven track-records in the industry, who are in charge of defining the company's strategic guidelines and of making all decisions on economic, environmental and social issues [G4-34]



Sustainability in Randstad

Strategy

We believe that the following structural growth drivers will define RH services over the coming decades:

- the need for a more flexible workforce that would enable our clients to increase their productivity and competitiveness.
- demographic changes
- the regulation of the labor market.
- the search for a comprehensive solution with clients using a decreasing number of suppliers.

Our strategy to capture these growth opportunities is made up of four strategic pillars, which correlate with our growth drivers:

- strong concepts.
- the best people.
- excellent execution.
- a superior brand.

Randstad's strategy, defined at global level, is the model for the company's creation of value.

Randstad's value creation model



Helping people find a job is the key driver, and is also Randstad's main role in society. This objective translates directly into the company's financial goals. This is a great inspiration for our employees.

Creating value through our strategy

The following diagram shows how our strategic pillars relate to our stakeholders.

Creating value through our strategy

		strategic building blocks			
		strong concepts	best people	excellent execution	superior brands
stakeholders	clients	we create and manage a balanced workforce by connecting candidates with suitable employment opportunities	we attract bright, agile and adaptable employees and challenge them to outperform towards clients and candidates	we use best practices and proven procedures to ensure candidate engagement and first-class service delivery	we guarantee to our clients that they will receive the highest quality service and get access to the best candidates
	candidates				we are well-known for making the best jobs available and giving people the opportunity to develop their talents
	employees	our strong concepts drive excellent development opportunities for our employees	we aim to be the most attractive employer for our employees	our high-performance culture helps us to recruit, retain and develop the best people	superior brands help us to attract, recruit and retain the best people
	society including shareholders	simultaneous promotion of all interests: we help to maximize future employment and economic growth and we create shareholder value			

Sustainability framework

The following sustainability framework, defined upon the basis of Randstad's model for the creation of value, comprises the five strategic management pillars upon which this report was structured.

1. Optimal workforces for our clients.
2. The best job for our candidates.
3. The best employer for our employees.
4. Expertise for a better society.
5. Sustainability basis.

Pillar	2020 vision	Measures of Success	2012-2020 keys
Optimal workforces for our clients	We are a leading HR solutions partner and support our clients in the creation a balanced workforce and in becoming more attractive employers and effective organizations.	Through their behavior, clients indicate 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 supply diversified workforces to our clients - We have a continuous dialogue with and advise clients on the simultaneous promotion of all interests - We provide clients with the best candidates - We measure our success through surveys
The best jobs for our candidates	We give access to a job to as many people as possible, and provide them with possibilities of development, equal opportunities for all, respecting health and integrity. .	Through their behavior and through the scores of the surveys, candidates show that they we are preferred because of our capability to provide them with the right jobs.	<ul style="list-style-type: none"> - We advance the employability of candidates - We provide candidates with the right job - We make sure that our candidates work in a safe and healthy environment - We measure our success through surveys
The best employer for our employees	We want 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 workforce 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 the removal of barriers for global mobility - We strive to improve global employment participation - We endeavour 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

<p>Sustainability basics</p>	<p>We aim 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.</p>	<p>We are recognized as a sector leader in sustainability management in our industry.</p>	<ul style="list-style-type: none"> - We create mechanisms to safeguard our core values, business principles and good governance - We strive for a responsible supply chain - We strive to limit our environmental footprint by using sustainable energy sources, reducing the use of water and paper - We create value for our investors
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As mentioned above, this report was structured upon 5 pillars. The management's focus and the performance assessment of each aspect which proved to be of material importance in view of the Materiality Analysis explained in the section **Report preparation process and participation of the stakeholders** is set out in one of these 5 chapters, according to the pillar most closely related to it.

Optimal workforce for our clients

Strategic vision 2020

We are a leading partner in human resources solutions and help our clients to create a balanced workforce and to position themselves as attractive employers which boast effective organizations.

Client's satisfaction

We play a crucial role in the management of our client's key assets: their people.

Providing our clients with the optimal workforce is a key factor to keep their trust and satisfaction. By finding the candidates with the talent and skills that our clients need when they need them, we provide the flexibility and agility necessary to improve their productivity and competitiveness.

Assessment and indicators

We offer our clients a wide range of services which fit their needs.

The quality management systems certified under the ISO9001:2008 international standard focus on clients' satisfaction and the ongoing improvement of the processes. The certifications cover the following activities:

- Trading Servicios S.A.; Trading International S.A.; Rest División Servicios S.A.: "Outsourcing services comprising the commercialization, recruitment, selection and administration of the payroll, according to the client's requirements".
- Sesa International S.A.; Rest Personal Eventual S.A.: "Temporary personnel services comprising the commercialization, selection, hiring and administration of personnel, according to the client's requirements".

We measure our success through surveys

Our clients' satisfaction and loyalty are key factors of Randstad's sustainable growth.

On a yearly basis, we conduct a client satisfaction and business potential study. Parameters of the study:

- Date of survey: October-December 2014.
- Analyzed universe: client companies.
- Sample size: 190 interviews to decision-makers of 163 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.

Results [PR5]

- The satisfaction average remained above 8 points.

- In general, average satisfaction scores remained above 8 points, with the exception of administrative processes (7.9), the development of CSR programs (7.9) and personnel suitability (7.8).



- 98% of clients would recommend Randstad (97% en 2013).
- The study shows that our satisfaction level is higher than that of the market leaders.
- The NPS indicator (Net Promoter Score: a tool to measure customer loyalty on the basis of recommendations) has yielded a result of 37% (higher than 2013's result: 36%).
- As to the new position of 360º consultant, the clients have identified improvements in the calculation of wages and in the quality of telephone helpline.
- We have achieved the recognition of 79% of our clients as a "Socially Responsible Company".

"As partners of the United Nations Global Compact Network of Companies, we work with Randstad to promote sustainability values and principles in Argentina. We find in them an important ally due to their expertise and engagement in the corporate context in all the country."



Josefina Furlong

Responsible for CSR
in Mercedes-Benz Argentina

Other sustainability aspects (marketing communications + sector's regulatory compliance)

With a strong focus on integrity and transparency, both in processes and in communications, Randstad's values are reflected on all its operations. These requirements are important to generate and maintain the trust in Randstad and its management. We are aware that if our actions are not underpinned by ethical behaviors and by the compliance with the legal requirements, we may have a negative impact, both internally and externally.

The marketing department is responsible for ensuring the compliance with the standards related to the timing of our external communications.

Assessment and indicators

The ten principles of the United Nations Global Compact, our code of ethics and the control of the compliance with applicable laws and regulations back our management. 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.

In the year 2014, we have not received any complaints or claims regarding our marketing communications, including advertising, sponsoring and promotion [PR7]. Since 2011, we have not been imposed any sanctions or fines related to the provision and uses of products of the organization during the fiscal year [PR9].

The best job for our candidates

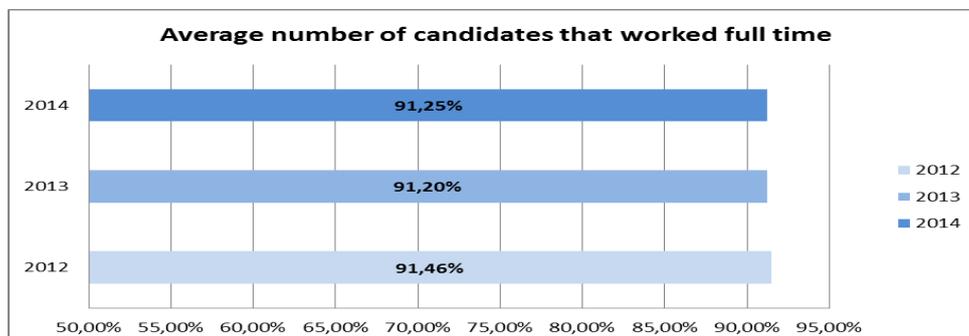
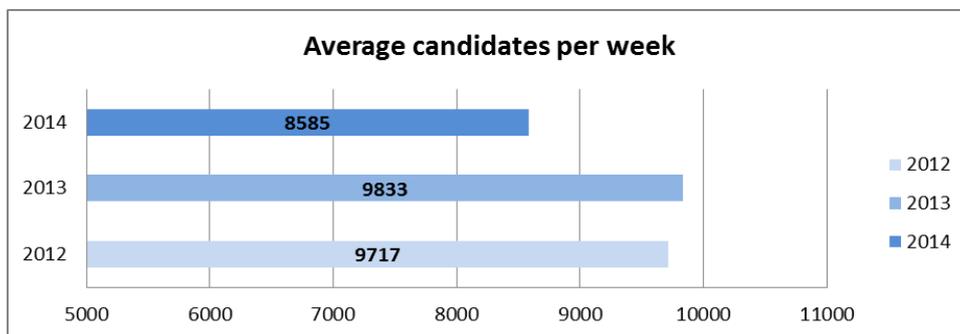
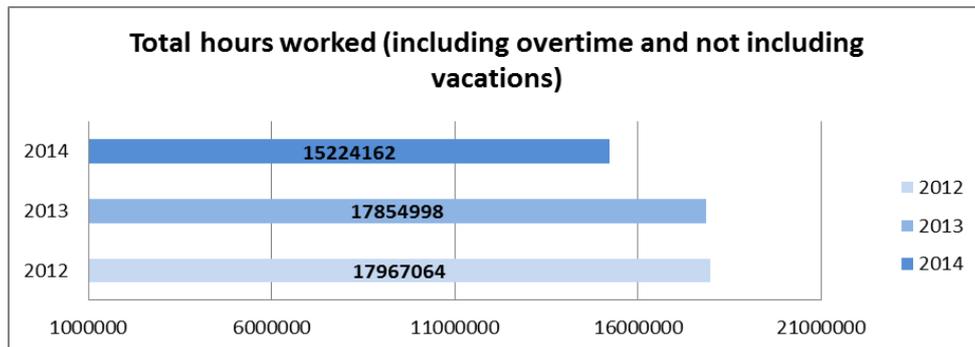
Strategic vision 2020

We offer as possible access to a job to as many people, providing them with options to develop themselves, with equal opportunities for all and respecting health and integrity

Job creation

Material aspects: Employment (candidates); Freedom of association and collective bargaining.

Creating and managing a balanced workforce connecting candidates with suitable job opportunities is one of the company's goals



Note: in 2013 Sustainability Report the total number of hours worked including overtime and not including vacations was not reported correctly due to a typing mistake (the last figure of the total was omitted 17,854,998). [G4-22]

In order to maintain a balanced workforce, it is necessary to attract and retain the best candidates. This is mainly achieved by connecting the candidates with the best jobs and giving them development opportunities, but Randstad's benefit program for candidates is a complement to this target.

"Good to know you" is a program of specially selected benefits and discounts granted to all candidates regardless of the company where they work and its location in the country.

www.quebuenoesconocerte.com.ar

Benefits Program [LA2]

Good to know you is a program which comprises specially selected benefits and discounts granted to all candidates regardless of the company where they work and its location in the country.

You may access the benefits by showing your ID and your membership card of the Good to Know You Club before the invoice is issued in any of the participant stores. To learn about the current promotions and the stores which participate in the program log in to: www.quebuenoesconocerte.com.ar

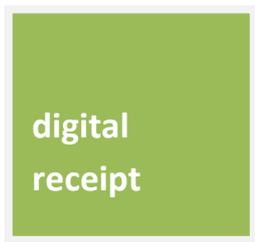
Have a look at all the things Randstad has prepared for you:

- birthday present
- discounts in gyms, clubs and sports fields
- discounts in technology
- discounts in beauty products, pharmacies and optical stores
- benefits in restaurants and cafés
- benefits in entertainments and recreation.

If you have any queries about the program, you may write to www.quebuenoesconocerte.com.ar

Do not forget to update your data so that we can improve our communication with you, give you a prompt answer and accompany you in the development of your working career.

We continuously search for new ways to go on adding value services for our candidates. Because of this, we have added the Digital Receipt to the Extranet. This receipt makes it possible to optimise time and to achieve a safer recording of each candidate's working track record. Also, through the Extranet, we have improved communications by updating the information on a daily basis.



I have worked with Randstad for Quickfood for a half-year and I am very pleased with the service they provide me and with the diligence of their Consultants. I am studying Business Administration at university and, I hope one day they will find me a job that will offer me the opportunity to further my professional career and improve my growth expectations. I have placed many expectations in finding

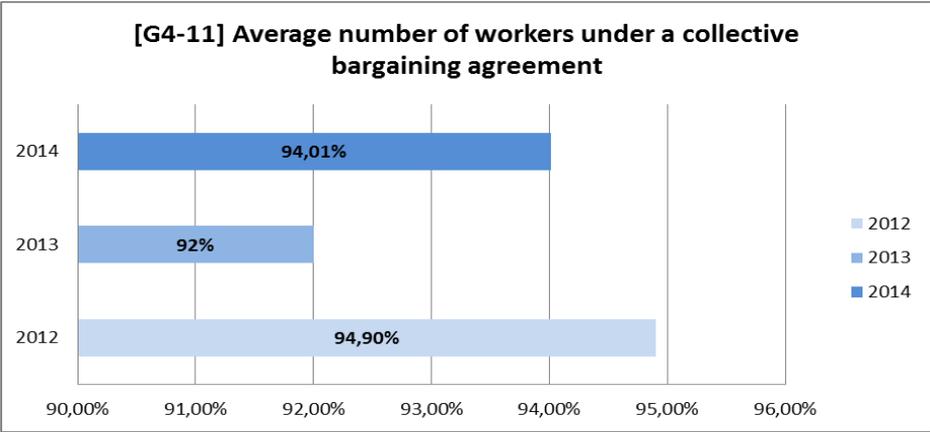
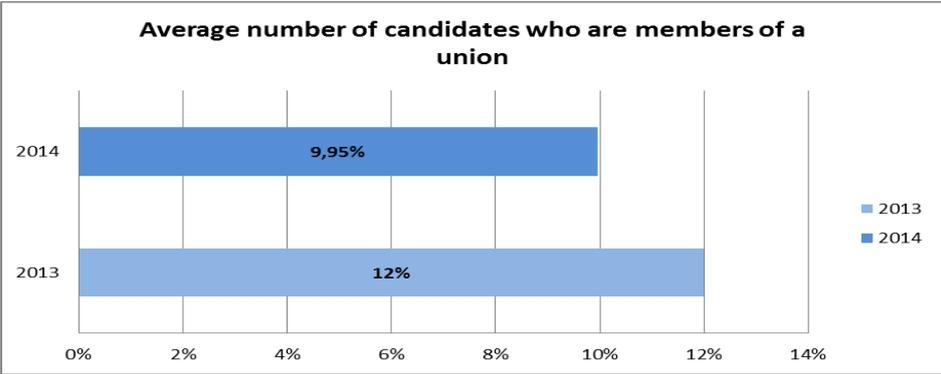


a job in a banking entity.

Facundo Testa

Collaborator

We adhere to the principle of freedom of association and the right to collective bargaining of the United Nation Global Compact. We do not interfere with the rights of our workers.



Training and education

Both temporary and permanent positions offer candidates the opportunity to gain experience and improve their skills, as well as to achieve personal growth and to build their careers. In addition, through the development of long-term relationships with our candidates, we are able to understand and help them formulate the best career path so that they fulfill their long-term career ambitions.

For many candidates, a temporal job is the first step on the way to a permanent job, since it gives them the opportunity to enhance their expertise and to be more valued by the organizations.

In an increasingly demanding labor market, it is necessary to advance the employability of the candidates because this enables us to provide our clients with a more able workforce and, at the same time, to offer our candidates a better-quality employment.

Assessment and indicators



Because we are intermediaries between labor supply and demand, we know the companies' needs as well as the workers' capacities. This strategic position allows us to generate actions aimed at improving the employability of the groups whose employment insertion is difficult. During the year 2014, 2 candidates with a disability were hired.

WORKING CONDITIONS: HEALTH AND SAFETY

Assessment of user companies and value chain

Since candidates are our major resources, we are responsible for guaranteeing them a safe and healthy working environment. In this sense, the assessment of the users for their labor practices is a key to our management.

Assessment and management

Safety and health as from the first day of work

Upon the beginning of the employment relationship, candidates receive the "*Induction and occupational safety and health manual*" that enables them to know the company, their rights and duties as employees and the precautions needed to avoid accidents. In said manual, we promote occupational safety and health measures aimed at preserving the health, safety and wellbeing of anyone who is part of the organization.

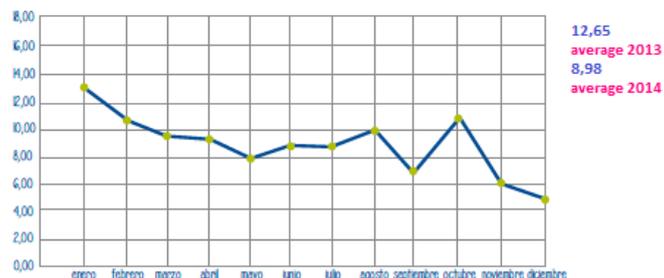
Evaluation of the user companies' labor practices

The implementation of the Program for the reduction of accidents, designed to reduce the accident rate among candidates, includes the supervision of processes and training talks for the personnel aimed at improving safety management in your workplace.

Work plans were defined. Said plans included prevention plans, 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.

Accident rate [company's indicator]

In the year 2014, the method for the calculation of the accident rate was modified, in view of the fact that the input information was provided by the insurance company and the Occupational Risk Superintendent's Office. Because of this, 2013's rates were recalculated and 2014's rate was calculated by using Randstad's internal data.



The graph below shows the monthly evolution of the accident rate along with the annual average of the last two fiscal years. It can be seen that in 2014 there was an average decrease of **29.03%** against 2013.

In the Sustainable Development area, together with the Risks area, we have detected that the Accident rate indicator is a key factor to our company's sustainability. Thus, we have prepared a Crosscutting Sustainability Plan which aims at improving this indicator's results. To that end, the follow-up of cases was intensified by being closer to the candidates in order to provide them with suitable advice on the steps to be followed, in particular in our Rosario; Córdoba and Mendoza Branches. In addition, we measure the ratio of between the number conflict cases and the number of accidents, in order to assess their evolution.

[LA6]

Region	Cause	Lost days incidence**	Male %	Female %	Accident Rate***
BUENOS AIRES REGION	ON THE WAY TO OR FROM WORK	0.0269%	75%	25%	0.16
	ACCIDENTS	0.7443%	90%	10%	6.29
	OCCUPATIONAL DISEASES	0.0004%	100%	0%	0.16
CENTRAL CUYO REGION	ON THE WAY TO OR FROM WORK	0.0393%	100%	0%	0.26
	ACCIDENTS	1.0635%	93%	7%	12.84
	OCCUPATIONAL DISEASES	0.0008%	0%	100%	0.09
LITTORAL REGION	ON THE WAY TO OR FROM WORK	0.2776%	92%	8%	2.33
	ACCIDENTS	1.2862%	93%	7%	12.89
	OCCUPATIONAL DISEASES	0.0302%	25%	75%	0.26
NORTHEASTERN REGION	ON THE WAY TO OR FROM WORK	0.0764%	50%	50%	0.51
	ACCIDENTS	0.7655%	100%	0%	6.12
	OCCUPATIONAL DISEASES	0.0086%	100%	0%	0.26
SOUTHERN REGION	ON THE WAY TO OR FROM WORK	0.0064%	100%	0%	0.19
	ACCIDENTS	0.4291%	83%	17%	8.57
AGRIBUSINESS	ON THE WAY TO OR FROM WORK	0.0053%	*	*	0.07
	ACCIDENTS	1.6801%	*	*	3.51
	OCCUPATIONAL DISEASES	No cases were recorded	*	*	
TRADE MARKETING	ON THE WAY TO OR FROM WORK	No cases were recorded	*	*	
	ACCIDENTS	1.1206%	*	*	14.57

	OCCUPATIONAL DISEASES	No cases were recorded	*	*	
IN HOUSE SERVICE	ON THE WAY TO OR FROM WORK	0.1221%	*	*	1.34
	ACCIDENTS	0.8122%	*	*	5.36
	OCCUPATIONAL DISEASES	0.1064%	*	*	0.07
	TOTAL CASES WITH LOST DAYS	860 cases			
	ACCIDENTS WITHOUT LOST DAYS	138 cases (not included in the breakdown per area)			
	TOTAL CASES	998 cases			
	MILD	835			
	MODERATE	159			
	SEVERE	4			
	MORTAL	No cases were recorded.			

* No breakdown by gender for this Business Units was made available in the report.

**Lost-day incidence: Not-worked business date on the total days paid in the region

***Number of accidents per 1000 equivalent employees

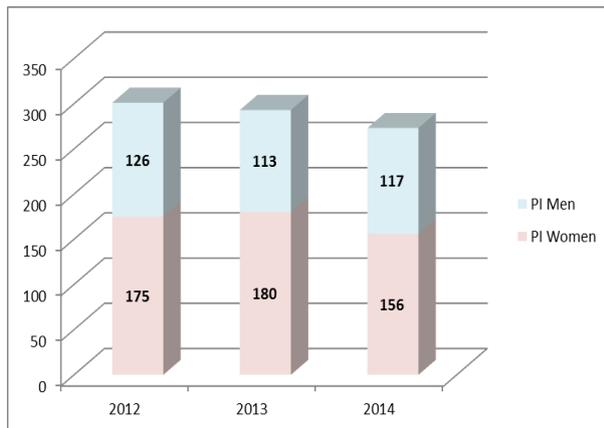
The best employer for our employees

Strategic vision 2020

Our target is 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.

WE WISH TO BE THE COMPANY WHERE PEOPLE CHOOSE TO BE, DEVELOP AND REMAIN

273 employees work in Randstad, all of them under permanent employment agreements. [G4-10]



	Women	Men	Total
Full time	153	115	268
Part time	3	2	5
Total	156	117	273

Our employees per region

	Women	Men	Total
ROSARIO - MAIN OFFICE	59	42	101
CENTRAL CUYO REGION	14	8	22
GBA REGION	24	19	43
LITTORAL REGION	20	10	30
NOA (Argentine NW) REGION	4	1	5
SOUTHERN	12	11	23
RANDSTAD PROFESSIONALS	4	4	8
IN HOUSE	11	6	17
SPECIALTIES	8	16	24

Rights, inclusion, diversity and equal opportunities

This is materialized in the following material aspects: Diversity and equal opportunities, equal remuneration for men and women, non-discrimination (including the inclusion of people with disabilities).

Through our gender equality policy, we promote respect towards anyone working in the organization, regardless of their gender, capacity, age, religion, race, place of birth or hierarchical level. This policy seeks to achieve equal opportunities in relation to access to employment, working conditions, remuneration/benefits and access to knowledge as well as to prevent sexual harassment.

We do not tolerate any sort of discrimination, intimidation or harassment to or among employees. On the contrary, we value diversity and therefore, there are no gender-based differences in remunerations. [LA13].

Management has defined certain principles for the protection of labor rights within its codes of ethics, which is applicable to any person working in Randstad, both in the case of candidates and of internal personal.

Randstad's Code of Ethics

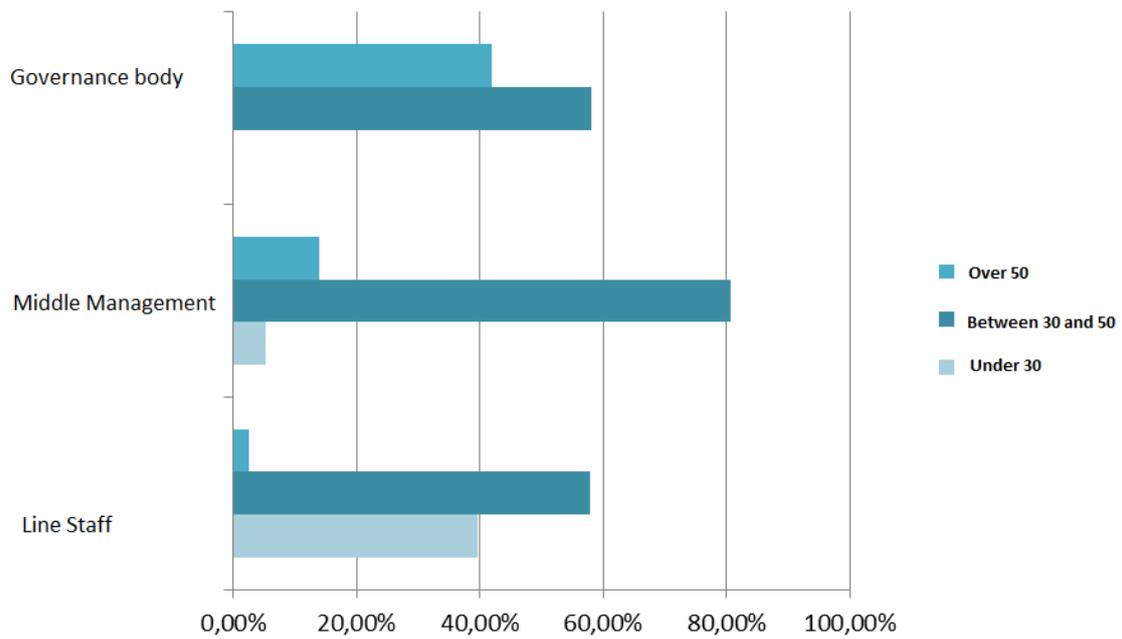
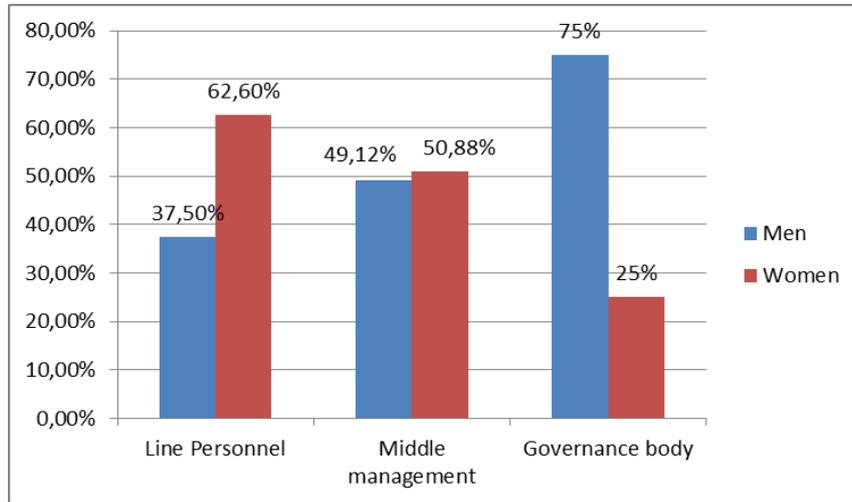
Labor rights protection principles [G4-56]

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

- Comply with the legislation that prohibits non-registered work.
- Promote the 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.

Assessment and indicators

[LA12]



	2012	2013	2014
Average of female internal personnel	58.14%	61.43%	57.1%
Candidates with disabilities employed in the year	not reported	1	2
Internal personnel with disabilities	4	5	4

During 2014, professionals were hired to assess the adjustment of the job performed by 2 employees with disabilities in accordance with their profile and their degree of disability. On the basis of the diagnosis, several meetings were held with the employees involved in order to make changes in their tasks, to complete the suitable induction into the position in one of the cases and to improve their adaptation and integration into the work team in the other case.

During 2014, as it had happened in 2012 and 2013, the company received no claims for discriminatory treatment [HR3]

Companies engaged in the response to HIV/AIDS



We were awarded the "Silver Stamp" by the *Huésped* foundation for our work as one of the "Companies Engaged in the Response to HIV/AIDS". Our employees are trained to prevent HIV-based discrimination by means of a "Manual of response to HIV", endorsed by the foundation.

We publish on the social networks and our intranet our commitment to raise awareness about the measures to be taken against labor discrimination for HIV.



Awareness campaign: Violence against women



Employment

Randstad's main resource is people. Attracting, retaining and developing our employees promoting commitment at all levels are necessary goals to be accomplished in order to be market leaders, satisfy our clients, achieve maximum efficiency and grow in a sustainable fashion.

The change in Randstad's business model and the implementation of the 360° Consultant have had an impact on the hiring and turnover indicators shown in this section. On the other hand, the employees have been trained to take on new responsibilities, which implies a higher polyvalence as well as professional development and growth.

The turnover rate of our internal personal is a valid indicator of our ongoing endeavors to improve. Therefore, it is monitored under our Cross-cutting Sustainability Plan. The incidence of the change of business model has led us to devise new and better strategies to retain our employees and, to that end, we have implemented improvements in Training and Development, launched our Referrals Program, automated our Development Assessment and devised new ways of communication with our personnel, such as the "Great People, Great Opportunities" program.

Assessment and indicators

[LA1]

New hirings by age group (In FTE¹)

	F	M
Under 30	33	21
Between 30 and 50	30.05	15
Over 50	0	0

Rate of new hirings by age group

	F	M
Under 30	66.00%	67.74%
Between 30 and 50	30.98%	19.74%
Over 50	0.00%	0.00%

New hirings by region (In FTE)

	F	M
ROSARIO - MAIN OFFICE	13,75	12
CENTRAL CUYO REGION	3,6	0
GBA REGION	11	11
LITTORAL REGION	7,5	0
NOA (Argentine NW) REGION	2	0
SOUTHERN REGION	11,2	5
SPECIALTIES	14	8
TOTAL	63,05	36

Rate of new hirings by region

	F	M
ROSARIO - MAIN OFFICE	23.31%	28.57%
CENTRAL CUYO REGION	27.69%	0.00%

¹ FTE: (Full time equivalent): the number of equivalent employees working full-time

GBA REGION	45.83%	57.89%
LITTORAL REGION	37.50%	0.00%
NOA (Argentine NW) REGION	50.00%	0.00%
SOUTHERN REGION	93.33%	45.45%
SPECIALTIES	60.87%	30.77%

TOTAL Company	40.68%	30.51%
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EMPLOYEES LEAVING THE COMPANY by age group(in FTE)

	F	M
Under 30	9	6
Between 30 and 50	18.75	9
Over 50	1	0

TURNOVER RATE by age group

	F	M
Under 30	18%	19%
Between 30 and 50	20%	12%
Over 50	13%	0%

TURNOVER RATE by region

	F	M
ROSARIO - MAIN OFFICE	10%	12%
CENTRAL CUYO REGION	24%	0%
GBA REGION	38%	16%
LITTORAL REGION	20%	0%
NOA (Argentine NW) REGION	0%	100%
SOUTHERN REGION	43%	18%
SPECIALTIES	9%	16%

TOTAL Company	18%	12%
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CONSOLIDATED RATE	16%
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EMPLOYEES LEAVING the company by region (in FTE)

	F	M
ROSARIO - MAIN OFFICE	5.75	5
CENTRAL CUYO REGION	3	0
GBA REGION	9	3
LITTORAL REGION	4	0
NOA (Argentine NW) REGION	0	1
SOUTHERN REGION	5	2
SPECIALTIES	2	4

TOTAL - Company	28.75	15
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BENEFITS POLICY [LA2]

Special dates, special gifts

company seniority anniversaries;
birthdays; weddings; graduations and Christmas basket.

Work&Life balance

Randstad day and Summer Fridays.

Shopping and entertainment

voucher for the purchase of office apparel.

Family life

half-day leave in the months in which father's day
and mother's day are celebrated plus a gift;
gifts for children on child's day;
birth kits; school support and special leaves during the adaptation period; and
on special school dates and events

Fathers get a 7-business-day paternity leave.

Well-being and health

flu vaccine in the workplace.

Covers all internal personnel under part- and full-time contracts. Free-lance personnel and/or personnel under other employment modalities are excluded.

Maternity and Paternity Leave

The following table shows the high return-to-work rate and retention rate of our employees who enjoyed maternity and paternity leaves.

[LA3]	WOMEN	MEN
... entitled to maternity/paternity leave	16	7
... and who exercised their right to maternity/paternity leave	16	7
... and who return to work after the leave ended	13	7
... and who are still employed 12 months after they returned to work	13	7
Return-to-work rate	81%	100%

Training and Education

So as to become an attractive employer, retain the best talents and deserve our personnel's loyalty, we offer our employees quality training and a motivating and challenging working environment. We believe that the training process involves both the classroom-learning stage and day-to-day work, which, together with the leader's support and feedback, provides learning and development opportunities.

Randstad's main objective as regards its people's training is to provide the means to acquire professional competence and the necessary attitudes so that the employee may accomplish in an efficient manner the tasks required by the job and achieve a greater satisfaction in the completion of their duties.

Skills development is essential to improve the employability and sustainability of any workforce.

Bearing in mind the aforesaid, we developed the following training programs.

2014-2015 Training Plan [LA10]

The plan aims at achieving:

- Higher commercial and management proactive actions at all levels.
- Better innovation and problem-solving skills.
- Higher levels of collaboration both at senior level and at all levels across the organization.
- Higher execution quality.
- Higher integration and effectiveness levels in the implementation of strategies and projects.
- Higher productivity and more team work.

The plan is focused on the skills linked to one of our strategic pillars: "Excellent Execution":

- **Passion for results:** initiative and commitment to achieve outstanding results.
- **Organization & Planning:** set the objectives and priorities and specify the actions, terms and resources necessary to fulfill said objectives

Corporate and functional induction for Staffing personnel [LA10]

Induction is the process of integrating the new employees into the company. It allows them to become rapidly acquainted with its culture, people, businesses, policies and values. This process is carried out by the direct supervisor of the new employee with the support of the Human Capital area, and is a key factor to generate a sense of belonging and a feeling of integration and of pride in relation to the company they chose to and that chose them as its employee.

Through an e-learning platform, the newcomer accesses different training activities in corporate and functional induction, occupational Safety & Hygiene principles according to each profile.

The program amounts to almost 50 hours of training in the basic operation processes: commercial management, payroll, candidate's Hiring, Termination and Modification data, legal issues, etc. During the first 90 days of the induction process, the newcomer will be assigned

modules of approximately two hours per day so that they may combine them with the in-branch learning activities. They will also receive follow-up from the area and will be given tests with the pertinent reports to potentiate their evolution.

Corporate English Programs in the City of Buenos Aires and Rosario [LA10]

All our personnel performing tasks that entail the development of this skill and who have been part of the organization for over 6 months is welcome to take group lessons so as to gain the business-related skills that will enable them to communicate efficaciously in their jobs.

Technical-Operational Programs [LA10]

Addressed to all our personnel and aimed at boosting their professional performance, these programs include updates on tax and retirement regulations, payment of wages, payroll administration and knowledge of business lines basics, among the most important matters.

Assessment and indicators

[LA9] AVERAGE OF TRAINING HOURS

	2013	2014	2013	2014
WOMEN	49.88	38.36	42.84	22.65
MEN	37.62	41.22	31.05	26.11
GENERAL AVERAGE	45.1	39.6	50.2	45.82
SENIOR MANAGEMENT				
MIDDLE MANAGEMENT				
LINE PERSONNEL OF MAIN OFFICE, BRANCHES AND SPECIALTIES				

At the closing of fiscal year 2014, the average of people who benefitted from at least one training program represents 94% of the organization. On average, our people have received at least 39 hours of training, greatly exceeding the standard goal (16 hours per person)

Performance assessment [LA11]

In accordance with performance assessment procedure, **100%** of the personnel are subject to a periodical assessment of their performance. The performance assessment is carried out every year between December and February. All our employees with at least 6 months in the organization are assessed. Those who do not have six months' seniority, are subject to a technical assessment through the e-learning platform, an assessment made by their supervisors and take part in a satisfaction survey on the induction process 90 days after joining the company.

Occupational health and safety

Looking after people's health and safety is not only one of the company's responsibility but also a very important value. The newcomers' induction program includes a module devoted to health care and occupational accidents.

The evacuation and emergency plan of the Main Office, which contemplates all the procedures for the actions to be taken in the event of individual accidents, fires or explosion, natural gas leak and weather contingencies, was reviewed and updated in 2014.

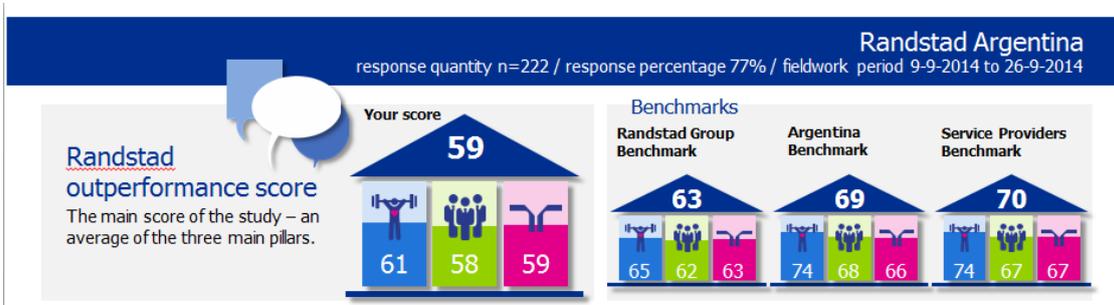
The Safety & Health committee of our Main Office is regulated by and registered with the Province of Santa Fe and covers the Main Office and the branches of the province of Santa Fe (under Act 12,913). The scope of this committee is to represent 100% of the internal staff (for Headquarters) [LA5]. Said committee works to decrease the accident rate of the user companies and to improve the occupational health and security of our internal personnel. The existence of a Safety and Health Committee is not mandatory in the branches, because the number of internal employees in each branch does not exceed the minimum required by provincial regulations.

We measure our success through surveys

In 2014, Randstad Holding adopted a new assessment methodology for assessing employees' satisfaction. Unlike the one used in previous years, the new methodology measures the number of positive answers, which renders it impossible to make a direct comparison with the previous years. In addition, as from this modification, the results are used to find out if the employees see the company as having an outstanding performance and profitability. Also, external benching was introduced. This makes it possible to compare the company directly with other organizations in the country.

In September 2014, 100% of the employees were invited to participate in this process, and the rate of engagement was 77% (a larger percentage than that of 2013: 71.7%).

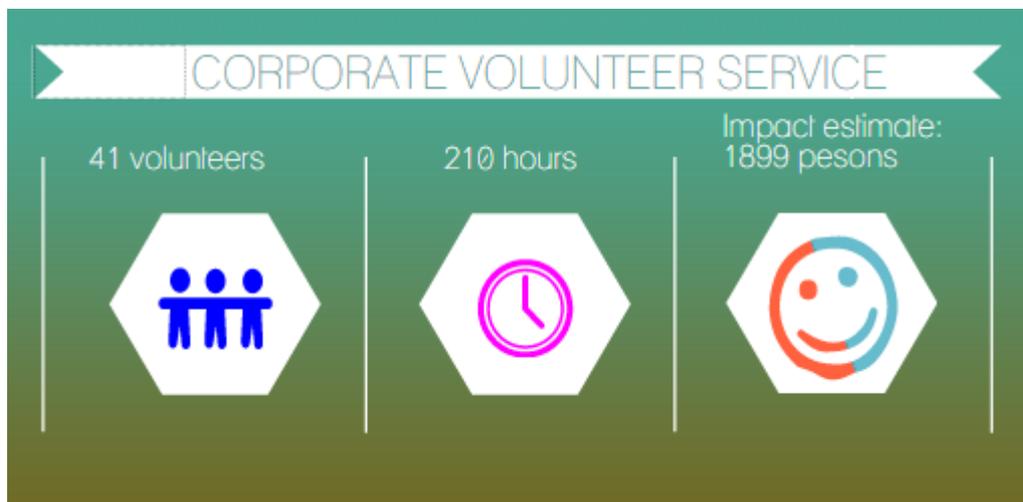
- The Outperformance score for our company was 59, below the reference rate of 69 achieved for the benchmark at national level.
- We stand out in terms of the trust existing between employees and their immediate supervisor, in the support given by managers to the employee's professional growth and in team work for the achievement of clear objectives.



- Engagement & empowerment of our people: reflects the degree of motivation of our people in the tasks they perform and the engagement with their colleagues.

- Our leadership: A combination of the perception of the Company's management and the the management capacity of the direct report and the trust it holds in exercising its leadership
- Our organizational skills: indicates the way our strategy and culture are perceived. In other words, we are the most attractive employer.

All areas have received and reported the results of the survey together with the Human Capital area and are studying the results thoroughly in order to design the pertinent action plan for key issues, which will be part of the company's general plan for 2015. In addition, Randstad Holding will conduct a new brief survey in the entire Group in order to review the process in April or May 2015.



Expertise for a better society

Strategic vision 2020

Strategic vision 2020

We seek to have a positive impact on society through our knowledge and expertise. We foster the development of the world of work, which benefits both individuals and society at large

We adhere to the United Nations Global Compact and its 10 principles related to the protection of human rights, labor rights, environment and anti corruption. [G4-56]

The sustainability report for fiscal year 2013 was submitted to the United Nations Global Compact as a Communication of Progress (COP). Randstad has self-assessed its last Communication of Progress as Advanced, having reached this level for the first time

<https://www.unglobalcompact.org/COPs/advanced/97041>

Human rights

Principle 1. Businesses should support and respect the protection of internationally proclaimed human rights within their area of influence

Principle 2. Businesses should make sure that they are not complicit in human rights abuses.

Labor standards

Principle 3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4. Businesses should uphold the elimination of all forms of forced or compulsory labor.

Principle 5. Businesses should uphold the abolition of child labor.

Principle 6. Businesses should uphold the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7. Businesses should support a precautionary approach to the environmental challenges.

Principle 8. Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9. Businesses should encourage the development and diffusion of environmentally friendly technologies

Anti-Corruption

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

Randstad's code of ethics

Sustainable Development principles [G4-56]

We understand that progress implies the satisfaction of present needs without compromising the future generations' capability to meet their own needs. We also know that a socially responsible corporate environment is a core condition for present and future development, in addition to recognizing companies as creators of wealth, employment and drivers of initiatives. Because of this we will:

- Get 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 make a 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 in 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.

Local Communities

The Sustainable Development area is responsible for the detection of the needs of local communities (communities located near our branches or where we have a constant presence through our candidates) and for the coordination of the intervention activities or programs needed to meet said needs.

This section, **Expertise for a better society**, outlines the different intervention programs or projects [SO1].

The needs are detected through the dialogue with the different actors: local governments, associations, NOGs and society.

During 2014, we have worked with the following organizations and associations [G4-15 and G4-16]:

Asociación de Dirigentes de Relaciones Industriales del Litoral (ADRIL); Asociación de Dirigentes de Personal de la Zona Sur; Asociación Civil MOVESE; Asociación Civil Valos; Asociación del Personal de Dirección de la Industria Siderúrgica (A.P.D.I.S); Bodegas de Argentina Asociación Civil; Cámara Argentina de la Industria Plástica; Cámara Argentina de Servicios Empresariales (CASEEC); Cámara de comercio Argentino-Holandesa; Cámara de Argentino-Alemana ; 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 de Comercio, Industria y Servicios de Salta; Cámara empresaria del Parque Industrial Pilar; Cámara de empresas mineras de Salta; Comisión Provincial por la Erradicación del Trabajo Infantil Santa Fe (COPRETI); Comisión Nacional por la Erradicación del Trabajo Infantil (CONAETI); EDIN S.A.; Editorial CEO S.A; Editorial El Día S.R.L.; Federación Argentina de Empresas de Trabajo Temporario (FAETT); Federación Industrial de Santa Fe; Fundación del Tucumán; Fundación Global; Fundación Libertad; Grupo Polo Tecnológico Rosario; Grupo Trascender S.C.; H.D.O S.R.L; Instituto para el Desarrollo Empresarial de la Argentina (IDEA); Instituto Argentino del Petróleo y del Gas(IAPG); La Auténtica Defensa; Mass Media Producciones SRL; Mudemed S.A.; Primera Línea S.R.L; Unión Industrial de Avellaneda; Universo BIT S.A.; United Nations Global Compact; Club de Empresas Comprometidas (partner in Buenos Aires, Rosario, Córdoba and Mendoza);

“In the Undersecretariat for Social Responsibility, we contacted Randstad during 2014 by reason of its registration with the Single Registry of Socially Responsible Organizations. It was then that we understood that we shared the same commitments as regards responsible initiatives, in particular those initiatives that address the generation of job opportunities for vulnerable groups, the promotion and respect of all Human Rights, the advancement of gender equality and the rejection of all forms of discrimination in addition to the dissemination of socially responsible practices, supported by the paradigm of the articulation of public-private actions as a basis of sustainable strategies.

We expect to be able to work together in the short term within the framework of our Social Responsibility actions”



Karina Yarochevsky

Undersecretary for Social Responsibility- National Department for Social Development

Child labor and forced labor

Our Labor Rights principles, contained in Randstad's Code of Ethics, and our adhesion to the 10 principles of the United Nations Global Compact underpin our commitment to the prevention and eradication of child labor and forced labor.

Since our activity is deeply related to the job market, we participate in key forums and dialogues where we promote the importance of preventing both child labor and forced labor.

We take part in two initiatives for the prevention of child labor: "*Jardines de Cosecha*" (Salta and Jujuy) and "*Casitas de Santa Fe*" (Santa Fe). These initiatives, which have different names because they are implemented by different government jurisdictions, are closely linked in terms of their management models and objectives. In addition, we form part of the Network of Companies against Child Labor, which reports to the National Committee for the Eradication of Child Labor (CONAETI, in its Spanish initials), and of the Provincial Committee for the Eradication of Child Labor of the Province of Santa Fe (CoPrETI Santa Fe), which give birth to and foster the development of these initiatives.

Assessment and indicators

[HR6] In Randstad Argentina, as generators and drivers of Formal Employment, we are deeply committed to the fight against forced and slave labor. Based on specialized diagnosis, we know that this kind of labor is mostly found in the agricultural, manufacturing, mining and services sectors and sexual exploitation.

Our commitment consists in guaranteeing decent and regulated work both in our own company and in our value chain. This is why we disseminate it among our suppliers and clients, by sharing our Code of Ethics with all our stakeholders and publicizing it in our invoices (clients) and pay slips (candidates).

[HR5]

Child labor is a complex social problem that infringes children's rights. The boys and girls who work undergo a physical and psychological attrition that deteriorates their capabilities and potential, hinders their possibilities to attend school and has a negative impact on the level of education, causing children to repeat grades and drop out of school.

In Randstad Argentina we contribute with our own efforts to the fight against Child Labor. When we started operating in the Agribusiness sector, we became aware of the existence of child exploitation in the provinces where such activities are carried out as well as of harvesters' needs of spaces where they may leave their children under proper care during their working hours.

In order to eliminate this practice, we, along with other companies in the sector, started programs aimed at the Eradication of Child Labor, such as *Jardines de Coseca*, *Salta*, *Jujuy* and *Casitas de Santa Fe*. 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 for intervention, seeking, as one of our company's strategic goals, to achieve sustainability in the community where we are inserted.

Programs [SO1 and HR5]

These programs consist in the articulation of public and private actions aimed at preventing child labor, in particular in agricultural areas, and at guaranteeing the children's permanence at school.

Each child is provided with clothes, shoes, breakfast, lunch, a snack, school material and transport, a personal hygiene kit in addition to medical, nutritional, odontologic, ophthalmic, psychologic and psycho-pedagogic assistance as well as early stimulation.

In addition, we accompany parents by educating them in values, providing them with elements that help them bring up their children, in order to achieve a harmonic and peaceful family life.

The circle encompasses the parents through the Craft Training Program, which offer parents training while they are not working in agricultural production, in order to increase of said families' income and to generate a skilled workforce.

The parents of the boys and girls who attend the Child Support Centers (CCIs, in its Spanish initials) located in the Provinces of Salta and Jujuy were able to attend training courses in:

- Electricity
- Carpentry
- Smithcraft
- Apparel manufacturing
- Gastronomy
- Repairs of tobacco cookers
- Gas technician assistance

Along with the above-mentioned classes, workshops and educational talks were offered to the general public on subjects such as:

- Values and virtues
- Family values
- Conflict resolution
- Nutrition
- Good agricultural practices
- Responsible consumption of alcohol

Our intervention goes beyond the promotion and creation of child support centers; it includes actions to raise awareness and to disseminate these issues along our value chain, since very often our clients or our clients' suppliers join us to further this cause.

JARDINES DE COSECHA (HARVEST NURSERIES)

Need detected: the prevention of child labor, which guarantees children's permanence at school

The program's target is to prevent child labor in the tobacco harvest through the creation of child support centers, and to guarantee, through said centers, that children will not drop out of school



Other impacts

1 coordinator, five teachers of children and caring mothers for each center

Skills training for parents, providing a tool to obtain employment income and form more skilled labor.

Medical control works with the Mobile Hospital Unit of the Ministry of Agriculture of the Nation, detecting conditions of malnutrition, dental problems, eye, etc., which are then treated after diagnosis.

Woodland schools where the program is carried out together with Native Trees Program of snuff Chamber of Salta: 350 Planting new trees.

Little Homes in Santa Fe

Detected need:

the prevention of child labor, which guarantees children's permanence at school

The program's target is to prevent the domestic child labor among the children of strawberry and carrot harvesters in the province of Santa Fe through the creation of child support center (CCIs) as well as to guarantee, through said centers, that children will not drop out of school. Aged 0-5.

A total number of 20 CCIs in:

Coronda, Desvío Arjón, Cayastá, Helvecia, Reconquista, San Javier, San Antonio de Obligado, Villa Ocampo, Colonia Durán, Arroyo Seco, Tucumán, Santa Rosa de Calchines, Alcorta, Avellaneda, Humberto I, San Martín de las Escobas, Monte Vera

Scope

1005 Children and Adolescents

15 STRATEGIC PARTNERS

Copreti Santa Fe
Desarrollo Social Santa Fe
Campus Coronda
Ministerio de Trabajo y Seguridad Social de la Prov. de Santa Fe
Casino Puerto de Santa Fe S.A.
Celulosa Moldeada SA
Gervasoni Ingeniería SRL
Compañía Regional de Lácteos Argentina (CORLASA)
Jerárquicos Salud
Federación Agraria Argentina
Nestle Purina Argentina SA
San Cristobal Seguros Generales
Proquería del Sud
Johnson Aceros

Promotion of the 3rd Race for a childhood without child labor [HR5]

**3° CARRERA
POR UNA NIÑEZ
SIN TRABAJO
INFANTIL**

LARGADA A LAS 8.30

22 DE JUNIO
Rosedal de Palermo

CATEGORÍAS
PARTICIPATIVA COMPETITIVA
3K 8K

Informes e inscripción: www.clubdecorredores.com
Costo: \$140 (incluye remerá para la carrera y sorteo de premios)
Menores de 16 años y personas con discapacidad no pagan inscripción
Más información: www.trabajo.gov.ar/conaetiempresas

Estado, empresas y sociedad participan unidos para conmemorar el Día Mundial contra el Trabajo Infantil

Ministerio de Trabajo, Empleo y Seguridad Social
Presidencia de la Nación

conaei

RED
CARRERAS
A NIÑEZ
SIN TRABAJO

OTI

Capability to generate jobs and first jobs

The Sustainable Development area, through the company's expertise and the labor insertion and inclusion programs, seeks to improve job accessibility, since we forge the independence, respect and dignity of both the worker and the family.

Assessment and indicators

The following programs are aimed at achieving the employment insertion of several vulnerable groups, preventing their exclusion and improving their employability. [SO1 and our own indicator of this aspect]

"My job" workshop

Thanks to our expertise in the world of work, we offer the "My Job" Workshop to all the groups of persons who need guidance to start or restart their search for a job. The workshop is hosted by our Corporate Volunteers and reaches all the areas in which we operate.

Labor inclusion of persons with disabilities

The labor insertion workshops: "Paraná Home" and "The Apprentice" had an impact on 25 persons. An additional achievement was the inclusion of one candidate in a client company and of 4 candidates in Randstad.

In addition, we trained our consultants in the selection of persons with disabilities and prepared a handbook for the inclusion of persons with disabilities aimed at clients and at our internal personnel.

Our strategic partners are: the Club of Committed Companies (CEC, in its Spanish) and IBM.

WHAT ARE THE SOCIAL PROBLEMS THAT DRIVE US?

74% of the country's inhabitants have some sort of disability

There is at least one person with disabilities in 20.6% of the homes.

According to the ILO, the current unemployment rate in our country is three times higher among persons with disabilities

Number of people with disabilities: 5,114,190 – employed: 24.9% unemployed 4.7% - inactive 68.4% unknown 2.1%

75% do not have a job in Argentina

Labor inclusion of people who are released from the Prison System

¿QUÉ PROBLEMÁTICA SOCIAL NOS MOVILIZA?



Organización Internacional del Trabajo



Según la OIT, el índice de desempleo vigente en el país es tres veces mayor cuando se trata de personas con discapacidad.



75% en Argentina no tienen trabajo.

The program aims at providing means for the labor and social reinsertion to persons who are released permanently or on parole so that they are not stigmatized because of their criminal records and discriminated against during their reinsertion in the labor market.-

We entered into an agreement with the Provincial Office for the Released Persons in Mendoza for the purpose of promoting the labor reinsertion of released persons.

A Labor insertion workshop was held with the help of our corporate volunteers. Impact: 15 persons soon to be released.

Our strategic partners are: the Provincial Office for the Released Persons (Mendoza), *Bodegas Argentinas* and nine client companies.

Labor inclusion of refugees

The refugees residing in Argentina (under the ACNUR Relocation Program) face several hurdles to access formal employment. The program seeks to improve the employability of refugees. Said program was implemented in Mendoza, Rosario, Ciudad de Buenos Aires and Córdoba.

One of the program's achievements was the inclusion of one person was included in a user company. In addition, 20 people took part in the workshops and were interviewed and included in our data bases.

Our strategic partners are: ACNUR, CONARE, the National Migration Office and HIAS.

Training in crafts

The purpose of this program is to improve the employability of vulnerable persons by facilitating the access to training in crafts and jobs.

To this end, a training course on welding, attended by 16 persons, was run in collaboration with the Metal Workers Unions (UOM) and the Censabella Institute and support was provided for OSDE's "The Art of Adult Care" course.

Our strategic partners are: the Censabella Institute and the OSDE Foundation.

Junior Achievement Volunteers Program

In collaboration with Junior Achievement, education

I have worked in positions related to Human Resources Management for over 10 years. In 2013, I was introduced to the consulting world by Randstad, where I have learned a lot, and I have had the opportunity to grow both personally and professionally.

In particular, I would like to underscore the good disposition and flexibility of the CSR area, made up of excellent people with a high level of engagement towards inclusion and sustainable development. These, in my opinion, are central issues in the current context in which we live.

This area dares us to live and celebrate diversity and I thank them for this.

Ana Clara Muiño- Professionals Consulting– Sales & Marketing

completion and labor insertion programs were carried out:

-Program "Advantages of remaining at school for children", addressed to children and aimed at school dropout prevention. Impact: 105 school children.

-Program "Partners for a day", addressed to adolescents and aimed at sharing a day of work with persons who choose careers related to our core business. Impact: 2 persons.

Sustainability basics

Strategic vision 2020

We aim to have a set of management tools, business principles and policies that are in line with the standard for our industry and which facilitate the measurement of these elements within this work framework.

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.

Anti- corruption

We believe that corruption is one of the greatest obstacles to economic and social development around the world.

Through our Code of Ethics, we communicate our anticorruption, anti-bribery and transparency principles, which are the guidelines on how to conduct our business with transparency, values and good governance.

The communication of and training in these principles enable us to maintain good relationships with our clients and suppliers, a steady growth and our reputation.

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 or guidelines of the company and any other issue related to irregularity of a general, operating

Randstad's Code of Ethics

Anti-corruption, transparency and bribery principles [G4-56]

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

- To conduct our business in a fair, honest and transparent way.
- Not to pay or offer bribes, either directly or indirectly, to obtain economic or commercial advantages.
- Not to accept bribes, both directly and indirectly, to grant commercial or economic advantages.
- Not to 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
- To avoid doing business with those who do not accept our values or could damage our reputation.
- To establish our own processes to prevent bribery, whether direct or indirect, respecting and supporting our values
- To keep clear and up-to-date negotiations records and business transactions.
- To ensure that everyone in our company, as well as our customers and suppliers, is aware of our principles.
- To respect these principles even in difficult situations and stages.

or financial irregularities in the company.

This kind of report is usually known as “**whistleblowing**”. The company seeks to ensure that any employee may report any irregularity (they believe to exist) without risk of retaliation, trusting that the anonymity and strict confidentiality of all reports will be respected and that all reports will be investigated promptly.

What should be reported?

- Any act, action or omission that may lead to:
- discrimination
- racism
- sexual harassment or other type of harassment
- fraud
- theft
- corruption
- bribery

The Randstad Group furnishes a telephone number and the link to the web page of an independent company where any employee may report anonymously and confidentially any detected misconduct or any contact against the code of conduct. [G4-58]

Country: Argentina
Access code: 37821
Toll-free number: 0888 666 0078
Web page:
www.speakupfeedback.eu/web/integrityatrandstad/ar
Option 1: LA Spanish
Option 2: US English

Country: Uruguay
Access code: 04722
Toll-free number: 0004 0440 14
Web page:
www.speakupfeedback.eu/web/integrityatrandstad/uy
Option 1: LA Spanish
Option 2: US English

Guidelines for risk management

- The Company principles are part of the employment agreement and are included in the documents delivered to new employees. The acknowledgment of receipt is part of the employees’ files.
- Compliance with laws and regulations 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 employees, who receive pertinent training.

- 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 number of polices related to internal and external stakeholders: Mission and vision, corporate social responsibility; procedure to report misconduct and gender equality policy, among others.

Assessment and indicators

Corporate Policy Program

[SO4]

A company’s procedures policies establish the standards of conduct within an organization and underline the responsibilities and rights of our company in relation to all our stakeholders. The mission and purpose of the Corporate Policies Program is to ensure that said policies are understood and applied throughout the organization.

In particular, the program was design to:

- prevent accidental and intentional violations of the policies;
- detect violations, if they occur;
- correct any activities that may lead to future violations.

It is aimed at all the organization’s personnel, after they have completed their induction process.

Contents:

- quarterly communications on different corporate politics topics.
- monthly distance training courses, intended to strengthen policies.

Communication and training

[SO4]

100% of the governance bodies know the organization’s policies and procedures (including the Code of Ethics and the Irregularities Reporting Policy).

The update of the policies is communicated throughout the year in order to strengthen the critical aspects of the business, the mission and vision that include the policy for reporting irregularities set a local level and the policy and procedure established by Randstad Holding at global level.

100% of suppliers have been informed of and have accepted our organization’s anticorruption policies and procedures.

Monitoring and control

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

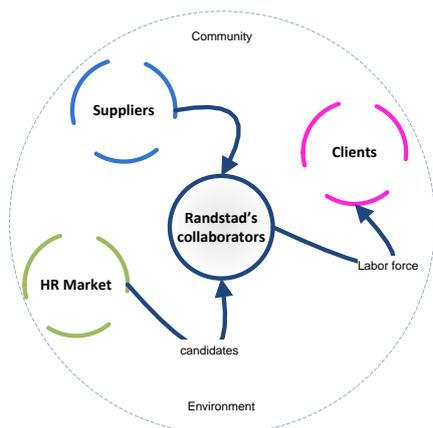
[SO3] Percentage and total number of business units assessed for risk related to corruption: 100 %. No cases were reported in 2014.

[SO5] During 2014, no public legal cases regarding corruptions were brought against any company of the Randstad's Group or their employees. No corruption case has been reported or detected.

Procurement practices

Our supply chain [G4-12]

- ✓ Total number of suppliers: 2.221
- ✓ Approximate monetary amount of payments to suppliers: \$204.745.064,61
- ✓ Suppliers by region:



- Bs.As Region.: 9%,
- Central Cuyo Region: 7%
- Littoral Region: 7%
- Argentine NW Region: 5%
- Southern Region: 9%
- Rosario -Main Office: 63%

Our responsibility does not end at our branches' door. We believe in the importance of sharing our values with our suppliers. Therefore, we are pleased to inform that during

2014, 100% of the 374 new providers have accepted the code of Ethics.

In addition, we invited our suppliers to assess our performance as commercial partner. The survey was sent to 100 suppliers in the month of November 2014 and we obtained 33 responses.

In addition, in order to assess our purchasing practices, we assessed our suppliers.

Our results:

1. How would you rate the assistance you receive from our personnel?

Can improve 8% - Good and very good 80% - No answer 12%

2. How would you rate the response-time to your needs and/or problems?

Can improve 16% - Good and very good 72% - No answer 12%

3. How would you rate our Suppliers web?

Can improve 24% - Good and very good 65% - No answer 12%

4. What is your overall level of satisfaction in regards to our business relationship?

Can improve 12% - Good and very good 76% - No answer 12%

46,67% of respondents are interested in coordination CSR-related initiatives with Randstad and 60% wishes to receive information on our CSR actions.

- ✓ 99,99% of suppliers are local suppliers. The term "local" means providers who have established their tax domicile and are registered for tax purposes within the jurisdiction of the Republic of Argentina. [EC9]

Icono is a consulting firm which has been accompanying Randstad in the development and implementation of Safety & Hygiene plans, processes and standards since 2011.

This task is carried out through an integral vision that fosters a culture of safety and reliable environments for its employees and candidates. Our scope of action is both the branches and the wide range of user companies and facilities where its workers conduct their activities.

Together with Randstad, we seek to raise awareness of the value of individual and collective care as a source of progress in security, safety and results. In particular, we focus on those processes which enforce the Safety & Hygiene framework as well as on the set of HR policies and policies that contribute to cultural change, their accident-reduction programs and all safety-related actions that contribute to ongoing improvement.

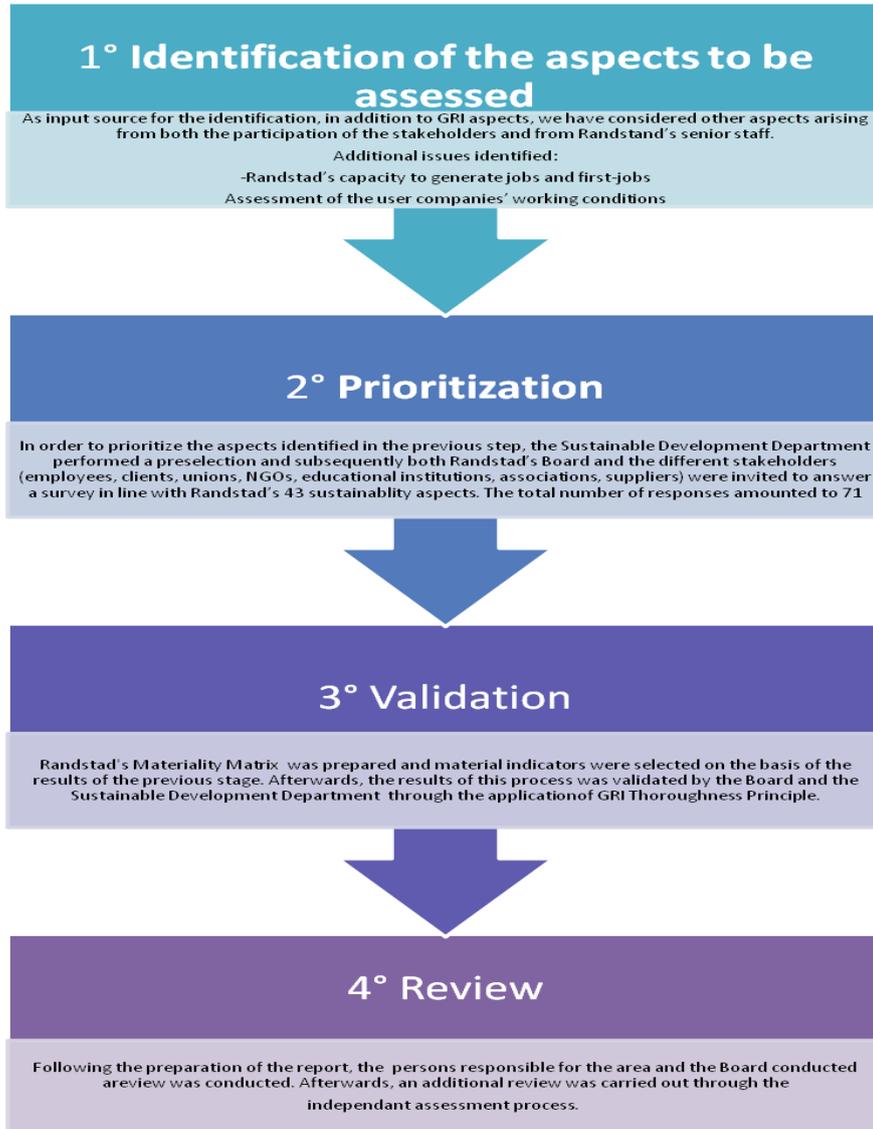


Sergio Baldarenas

ICONO SRL

Process of preparation of the report and stakeholders' participation

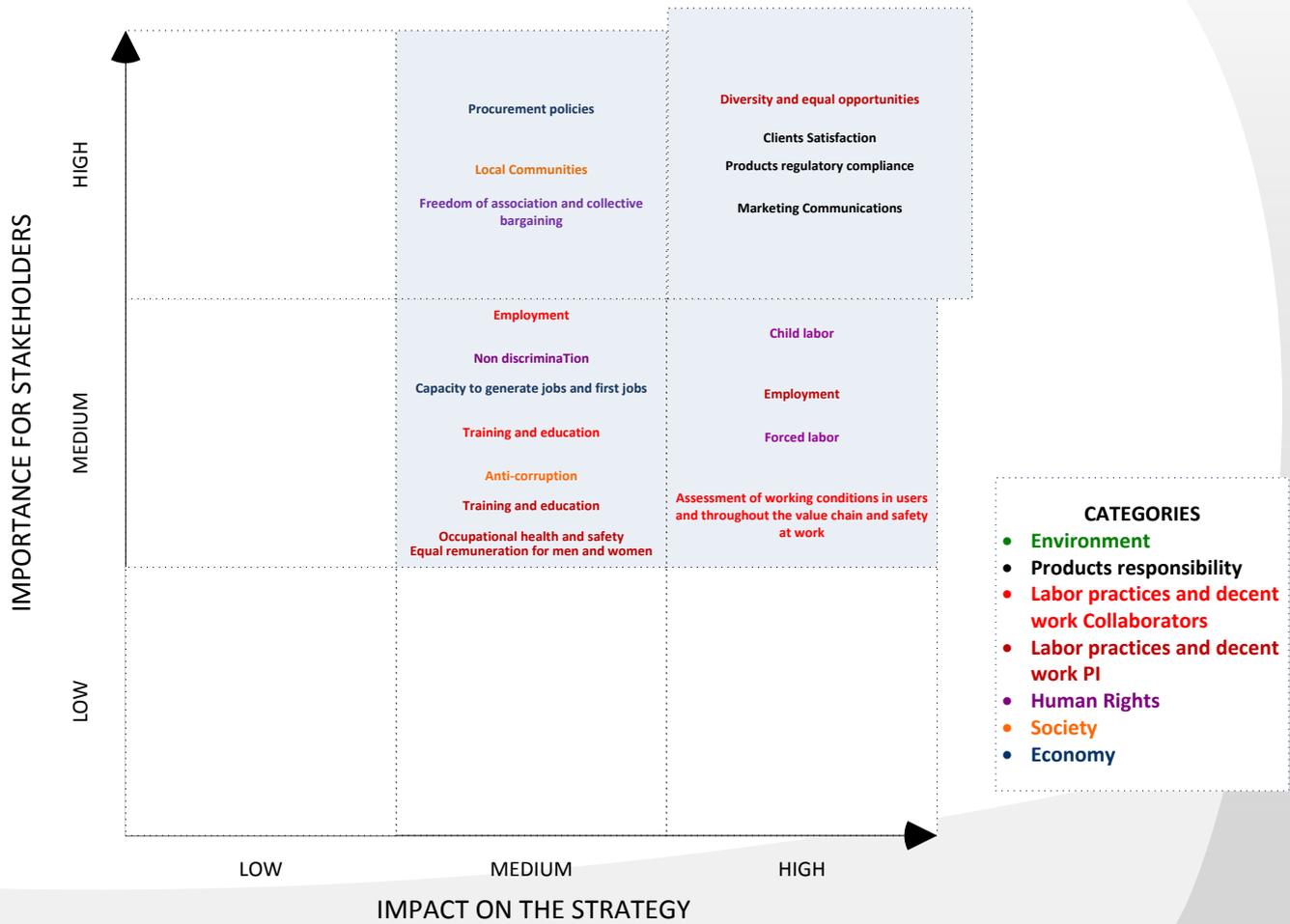
This report has been prepared by the Sustainable Development Department in accordance with the guidelines of the G4 guidelines of the Global



On the basis of the process described above [G4-18] we arrived at a new materiality matrix. This way in which the main sustainability aspects are organized is a dynamic process that is revised every year on the basis of the top-priority strategic issues and the dialogue with the interested parties. This graph identifies the issues that were revealed through the dialogues with the stakeholders and the level of impact on said groups (vertical axis). In addition, it shows the way in which Randstad may make a contribution to the treatment of each one of these matters.

All aspects deemed to be critical and important are shown in the matrix are dealt with in the report.

Materiality matrix 2014



Those aspects identified as material may have an impact inside or outside the company. The following table shows how the impact is generated and the limitations the company may have to make an external impact. [G4-19 to G4-21 AND G4-23]

Aspects	Internally	Externally	Limitations to achieve external impact	2013, Annual Report - changes
Client's satisfaction (labeling of products and services)		X	-	Addressed in 2013 report
Diversity and equal opportunities (IP-internal personnel)	X	X	-	Addressed in 2013 report
Products regulatory compliance		X	-	Addressed in 2013 report
Marketing Communications		X	-	Addressed in 2013 report
Child Labor	X	X	In can only be influenced and overseen	Addressed in 2013 report
Forced labor	X	X	In can only be influenced and overseen	Addressed in 2013 report
Employment (IP)	X		Limited influence	Addressed in 2013 report
Assessment of user companies as regards working practices	X	X	In can only be influenced and overseen	Addressed in 2013 report
Occupational health and safety (candidates)	X	X	In can only be influenced and overseen	Addressed in 2013 report
Procurement practices		X	In can only be influenced and overseen	Addressed in 2013 report
Local communities		X	Impact may be improved through joint work	No Addressed in 2013 report
Employment (candidates)	X	X	Only limited influence can be exercised on the industry	Addressed in 2013 report
Training and education (candidates)	X	X	-	Addressed in 2013 report
Training and education (IP)	X		-	Addressed in 2013 report
Non discrimination (including the inclusion of persons with disabilities)	X	X	In can only be influenced and overseen	Addressed in 2013 report

Capacity to generate jobs and first jobs		X	Limited influence	Addressed in 2013 report
Anti-corruption	X	X	In can only be influenced and overseen	Addressed in 2013 report
Occupational Health and Safety (IP)	X		-	Addressed in 2013 report
Equal remuneration for men and women (PI)	X		-	Addressed in 2013 report
Freedom of association and collective bargaining	X	X	-	Not addressed in 2013 report

Our stakeholders [G4-24 to G4-27]

Our main stakeholders are:

- Candidates
- Employees
- Clients
- Shareholders / Management
- Society / Community
- Supplier

The criterion for selecting the stakeholders was based on their impact on the organization, Randstad's sustainability framework and the organization's strategic interest. Such selection is made by the Executive Board in collaboration with the Sustainable Development Department.

The Sustainable Development area is responsible for ensuring and coordinating the dialogue mechanisms with stakeholders. The different areas of the company participate in said dialogues, the results of which are reported directly to the Board.

Stakeholders	Dialogue mechanism
Shareholders / Management	<ul style="list-style-type: none"> • Sustainability reports • Meetings with the Sustainable Development Department • Online survey on material issues
Society / Community	<ul style="list-style-type: none"> • CSR Programs • Volunteers Programs • Sustainability report • Online survey on materials issued addressed to NGOs, educational institutions, associations and government • Web
Clients	<ul style="list-style-type: none"> • Client's satisfaction surveys • Web • Sustainability report • Online survey on material issues

Employees / Internal or corporate personnel	<ul style="list-style-type: none"> • Training • Intranet • Performance assessment • Employee's satisfaction survey • Volunteers program • Sustainability report • Online survey on material issues
Candidates	<ul style="list-style-type: none"> • Sustainability report • Intranet • Online survey on material issues
Suppliers	<ul style="list-style-type: none"> • Online survey on material issues • Suppliers' satisfaction survey • Sustainability report • Suppliers assessment s

The Board has decided to incorporate into *the job and first job* analysis the capacity to generate jobs and first jobs, the assessment of user companies 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.

Report profile

This report includes Randstad's sustainability-related activities between 1st January, 2014 and 31st December, 2014. [G4-28]

The previous report was published on December 31st, 2013. [G4-29] This communication is prepared on an annual basis. [G4-30]

If you have any queries or suggestions in relation to this report and its content, please contact our Sustainable Development Manager, Elsa Zorrilla, at ezorrilla@randstad.com.ar [G4-31]

Randstad's Main Office in Argentina is located at Sarmiento 991, Rosario, Province of Santa Fe. [G4-5]

References to GRI guidelines and External assurance report

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 [G4-32].

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 Horwarth has been selected to conduct the external assurance task by virtue of its knowledge of the guide and the organization [G4-33].

The detail of the general basic contents of the G4 guidelines may be consulted at

<https://www.globalreporting.org/resource/library/Spanish-G4-Part-One.pdf>

GENERAL BASIC CONTENT			
General basic contents	Page / Response	External assurance	United Nations Global Compact
STRATEGY AND ANALYSIS			
G4-1 Statement from the main decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	3	69-70	
ORGANIZATIONAL PROFILE			
G4-3 Name of the organization.	6	69-70	
G4-4 Primary brands, products, and services.	9	69-70	
G4-5 Location of the organization's headquarters.	56	69-70	
G4-6 Countries where the organization operates.	8	69-70	
G4-7 Nature of ownership and legal form.	10	69-70	
G4-8 Markets served.	10	69-70	
G4-9 Scale of the organization.	6, 8-10	69-70	
G4-10 Breakdown of the organization's employees	25	69-70	Principle 6
G4-11 Percentage of total employees covered by collective bargaining agreements.	20	69-70	Principle 3

G4-12 Description of the organization's supply chain.	50	69-70	
G4-13 Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	8	-	
G4-14 Description of how the precautionary approach or principle is addressed by the organization, if applicable.	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.	-	
G4-15 Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	38	69-70	
G4-16 Memberships of associations and national or international advocacy organizations in which the organization participates.	38	69-70	
MATERIAL ASPECTS AND BOUNDARIES			
G4-17 List of all entities included in the organization's consolidated financial statements or equivalent documents.	10	69-70	
G4-18 Process for defining the report content and the Aspect Boundaries.	52	69-70	
G4-19 List of material aspects.	53-54	69-70	
G4-20 Boundary of each material aspect within the organization.	54	69-70	
G4-21 Boundary of each material aspect outside the organization.	54	-	
G4-22 Description of the effect of restatements of information provided in previous reports, and the reasons for such restatements.	18	-	
G4-23 Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	54	-	
STAKEHOLDERS' ENGAGEMENT			
G4-24 List of stakeholder groups engaged by the organization.	55	-	

G4-25 Basis for identification and selection of stakeholders which the organization works with.	55	-	
G4-26 Description of organization's approach to stakeholder engagement.	55-56	-	
G4-27 Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	56	-	
REPORT PROFILE			
G4-28 Reporting period for information provided.	56	69-70	
G4-29 Date of most recent previous report.	56	69-70	
G4-30 Reporting cycle.	56	69-70	
G4-31 Contact point for questions regarding the report or its contents.	56	-	
G4-32 'In accordance' (with GRI) option the organization has chosen, GRI Content Index for the chosen option, and reference to the External Verification Report.	57-70	-	
G4-33 Organization's current policies and practices regarding the Report External Verification.	57	-	
GOVERNANCE			
G4-34 Governance structure of the organization and its committees.	11	69-70	
ETHICS AND INTEGRITY			
G4-56 Describe the organization's values, principles, standards and norms.	7, 26, 36, 37, 47	69-70	
G4-58 Describe internal and external report mechanisms of unethical or unlawful behaviors and matters related to the integrity of the organization.	48	69-70	

SECTOR-SPECIFIC ASPECTS					
Material aspects: management approach and indicators	Page / Response	Omitted Information	Reasons for omission	External assurance	United Nations Global Compact
CATEGORY: ECONOMIC					
PROCUREMENT PRACTICES					
G4-DMA ²	50			69-70	-
<u>G4-EC9 Proportion of spending on local suppliers at significant locations of operation</u>	51			69-70	-
CATEGORY: ENVIRONMENTAL PERFORMANCE					
GC environmental principles		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					

² G4-DMA means Disclosures on Management Approach.

EMPLOYMENT					
G4-DMA	18; 29			69-70	Principle 6
<u>G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender and region</u>	29-30			69-70	Principle 6
<u>G4-LA2 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation</u>	19; 31			69-70	
<u>G4-LA3 Return to work and retention rates after parental leave, by gender</u>	31			69-70	Principle 6
OCCUPATIONAL HEALTH AND SAFETY					
G4-DMA	18; 34			69-70	
<u>G4-LA5 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs</u>	34			69-70	
<u>G4-LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender</u>	23			69-70	

TRAINING AND EDUCATION					
G4-DMA	21; 32			69-70	Principle 6
<u>G4-LA9 Average hours of training per year per employee by gender, and by employee category</u>	33			69-70	Principle 6
<u>G4-LA10 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings</u>	21; 32-33			69-70	
<u>G4-LA11 Percentage of employees receiving regular performance and career development reviews, by gender and by employee category</u>	33			69-70	Principle 6
DIVERSITY AND EQUAL OPPORTUNITY					
G4-DMA	26			69-70	Principle 6
<u>G4-LA12 Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity</u>	27			69-70	Principle 6

EQUAL REMUNERATION FOR WOMEN AND MEN					
G4-DMA	26			-	Principle 6
<u>G4-LA13 Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation</u>	26			-	Principle 6
SUB-CATEGORY: HUMAN RIGHTS					
NON DISCRIMINATION					
G4-DMA	26	-	-	69-70	Principle 6
<u>G4-HR3 Total number of incidents of discrimination and corrective actions taken</u>	28	-		69-70	Principle 6
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING					
G4-DMA	20			69-70	Principle 3
<u>G4-HR4 Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to</u>	-	-	-	-	-

<u>support these rights</u>					
<u>COMPANY-SPECIFIC Percentage of collaborators / employees belonging to a union</u>	20			69-70	Principle 3
CHILD LABOR					
G4-DMA	39			69-70	Principle 5
<u>G4-HR5 Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor</u>	40-43			69-70	Principle 5
FORCED OR COMPULSORY LABOR					
G4-DMA	39			69-70	Principles 2 y 4
<u>G4-HR6 Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor</u>	39			69-70	Principles 2 y 4
SUB-CATEGORY: SOCIETY					
ANTI-CORRUPTION					
G4-DMA	47-49			69-70	Principle 10

<u>G4-SO3 Total number and percentage of operations assessed for risks related to corruption and the significant risks identified</u>	50			69-70	Principle 10
<u>G4-SO4 Communication and training on anti-corruption policies and procedures.</u>	49			69-70	Principle 10
<u>G4-SO5 Confirmed incidents of corruption and actions taken</u>	50			69-70	Principle 10
SUB-CATEGORY: PRODUCT RESPONSIBILITY					
PRODUCT AND SERVICE LABELING					
G4-DMA	15			69-70	
<u>G4-PR5 Results of surveys measuring customer satisfaction</u>	15-16			69-70	
MARKETING COMMUNICATIONS					
G4-DMA	17			69-70	
<u>G4-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</u>	17			69-70	

COMPLIANCE (Incl. SOCIAL sub-category compliance)					
G4-DMA	17			69-70	
<u>G4-PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services</u>	17			69-70	

OTHER MATERIAL ASPECTS

USER ASSESSMENT FOR LABOR PRACTICES

G4-DMA	22			69-70	
<u>COMPANY-SPECIFIC Impacts of labor practices in user companies and action on them</u>	22-23			69-70	

INCIDENCE IN THE GENERATION OF EMPLOYMENT AND FIRST EMPLOYMENT

G4-DMA	44			69-70	Principle 6
<u>COMPANY-SPECIFIC Measures taken to contribute to employment generation and first job</u>	44-46			69-70	Principle 6

INSERTION IN THE LABOR MARKET OF PERSONS WITH DISABILITIES

G4-DMA	26			69-70	Principle 6
<u>COMPANY-SPECIFIC Measures taken to include persons with disabilities</u>	44			69-70	Principle 6

External assurance report,

To RANDSTAD's Board of Directors.

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, 2014 to December 2014.

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 use the procedures established in Technical Resolution (RT37) of FAPCE that provides the framework for the evaluation tasks to be carried out on other assurance as would be this type of report.

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 4.0.

- 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.

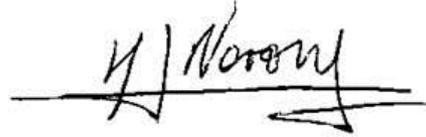
Our work team has included professionals in the assurance of sustainability aspects, in accordance with the guidelines suggested by the GRI.

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 2014 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, July 31, 2015

A handwritten signature in black ink, appearing to read 'M. Navone', written over a horizontal line.

Marcelo Navone, CPA

Partner

¹RANDSTAD is a multinational organization. -Throughout this report "RANSTAD" means RANDSTAND and all its operation in Argentina, where is 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.