

UNGC Communication on progress

Sustainability at Randstad Holding nv

December 2015

Marlou Leenders, Group sustainability manager



Randstad key facts, first half-year 2015

- revenue € 9,247 million (full year 2014: € 17.2 billion)
- top 3 player in the global HR services industry
- 4,416 outlets
- average number of staffing employees 596,100
- average number of corporate employees 29,260
- present in 39 countries

sustainability: at the heart of what we do

- **legacy**
 - since our beginnings in 1960 founded on the belief that the value of work is a unifying force that shapes society better
- **core values**
 - to know, serve, trust
 - striving for perfection
 - simultaneous promotion of all stakeholder interests
- **our mission: shaping the world of work**
 - contribute to labor participation, social inclusion, well-being
 - offering employment solutions to address labor market challenges
 - engage stakeholders
 - share expertise to take the HR services market to a higher level
- **our core business: helping people to work**
 - provide employment to 567,700 people around the world every day
 - thus play a central role in society
- **our culture: good to know you**
 - expression of how we live our values
- **our value proposition**
 - value for clients, candidates, employees, society at large

who's involved: everyone +

- **group communications**
 - internal communications
 - external partnerships, participations and activities
 - external communications
- **governance/legal**
 - business principles
 - corporate policies
 - misconduct reporting
- **public affairs**
 - employment market relations
 - social and stakeholder dialogue
 - CSR Europe / (Euro)ciett
- **investor relations**
 - shareholder value
 - reporting
- **group HR**
 - employer branding
 - diversity
 - training
- **group finance**
 - (integrated) reporting
 - accounting, control, audit
 - review meetings Opcos
- **group business risk & audit**
 - key control framework
 - blueprints and risk alert
 - internal audits
- **operating companies**
 - local initiatives
 - local employment market relations
 - certifications and awards

united nations global compact



- signatories since 2005
- <http://www.unglobalcompact.org/participant/7867-Randstad-Holding-nv>
- commitment to the ten principles
 - UN Declaration of Human Rights
 - ILO Declaration on Fundamental Principles and Rights at Work
- inclusion in our Business Principles
- <http://www.randstad.com/corporate-governance/our-principles/business-principles>

united nations global compact – CEO support

Randstad Holding nv
Diemenmer 25, Diemen
P.O. Box 12600, NL-1100 AP Amsterdam



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Mr. H.E. Ban Ki-moon
Secretary General
United Nations
New York, NY 10017
USA

Date
20 May, 2015
Your reference

Our reference

Telephone
+31 20 569 5601
Fax

Dear Mr. Secretary-General,

I am pleased to confirm that Randstad Holding nv - one of the world's largest HR services providers, based in the Netherlands – continues to support the ten principles of the Global Compact in respect to human rights, labor rights, the protection of the environment and anti-corruption.

Those principles are firmly embedded in our Business Principles and we continue to advance them within our sphere of influence. We are at all times committed to making the Global Compact and its principles part of the strategy, culture and day-to-day operations of our company and undertake to make clear statements of this commitment – both to our employees, partners, clients and to the public. We support public accountability and transparency and are reporting on progress made in a public manner.

Additionally, please be referred to our Communication on Progress at the Global Compact's website, to our annual report included sustainability reporting on <http://www.randstadannualreport.com/>, and other general information regarding our company on <http://www.randstad.com/>. Furthermore, we point you at the publication "How to do business with respect for human rights, a guidance tool for companies", building on the Protect, Respect and Remedy framework of Professor Ruggie. Randstad was one of the ten Dutch multinationals working together in 2009/2010 to form the Business & Human Rights Initiative. During 2012 and 2013, Randstad took an active part in the public consultations regarding the EU Human Rights Sector Guidance project for the Employment and Recruitment Agencies sector by sharing our labor market and regulatory knowledge.

HR Amsterdam nr 33216172

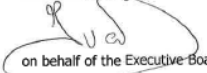


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Date
20 May 2015
Our reference

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Our contact person responsible for working together with the office of the Global Compact is Ms. Marion Kiewik, Group sustainability manager, e-mail marion.kiewik@randstadholding.com.

Yours sincerely,
Randstad Holding nv

on behalf of the Executive Board
Jacques van den Broek, CEO and chairman

united nations call to action: anti-corruption

Randstad Holding nv
Diemenweg 25, Diemen
P.O. Box 12600, NL-1100 AP Amsterdam



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Mr. Georg Kell
Executive Director
United Nations Global Compact
New York, NY
USA

Date
8 September 2014
Your reference

Our reference

Telephone
+31-20-5695601
Fax

Dear Mr. Kell,

We are pleased to confirm that Randstad Holding nv supports the Call to Action: Anti-Corruption and the Global Development Agenda – an appeal by the private sector urging Governments to promote efficient and effective anti-corruption measures and to implement robust policies that will foster good governance.

With this communication, we commit to work against corruption in all its forms, including extortion and bribery, as advanced by the UN Global Compact's Tenth Principle.

By signing the Call to Action, we ask Governments to:

1. Fully implement and enforce the tenets of the UN Convention against Corruption by strengthening anti-corruption policies, laws and enforcement mechanisms to create a level playing field and incentivize good behavior;
2. Make a commitment to reduce corruption risks from procurement and contract processes of large-scale projects that are designed to support sustainable development;
3. Commit to engaging in competitive and transparent procurement processes through public advertising of all Government procurement cases;
4. Achieve greater transparency in relation to revenues received by Governments from private sector companies;
5. Support corporate efforts to enhance anti-corruption implementation, corporate governance, innovative collective action, and public-private partnership initiatives.

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8 September 2014
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We approve for our company name to be included in a public list of Call to Action signatories on the Global Compact website.

Sincerely yours,

Randstad Holding nv
Executive Board

Jacques van den Broek
CEO and Chairman

Robert Jan van de Kraats
CFO and Vice-Chairman

united nations global compact principles: human rights

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

in addition to core business activities, where safe and legal labor legislation is upheld and promoted, Randstad supports these principles through local initiatives within operating companies, including via our partnership with VSO (Voluntary Service Overseas). Randstad stimulates awareness across our network and actively shares human rights expertise:

<http://www.randstad.com/corporate-governance/our-principles/business-principles>

<http://www.randstadannualreport.com/value-proposition-strategy/sustainability-basics/business-principles>

<http://www.randstadannualreport.com/value-proposition-strategy/sustainability-basics/human-rights>

united nations global compact principles: human rights

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

through Randstad's dialogues with, and various memberships in, stakeholder organizations - such as UNI Global, UNI Europa, CIETT/EuroCIETT - we strive to maintain and further freedom of association and collective bargaining

<http://www.randstadannualreport.com/value-proposition-strategy/value-for-society/industry-involvement>

united nations global compact principles: labor

4. the elimination of all forms of forced and compulsory labor;
5. the effective abolition of child labor; and
6. the elimination of discrimination in respect of employment and occupation.

in addition to core business activities, where safe and legal labor legislation is upheld and promoted, Randstad supports these principles through local initiatives within operating companies and efforts to raise awareness across our network.

the promotion of diversity and equal treatment is central to the success of our organization, our clients and society at large, and across our markets we have recognized and incorporated diversity initiatives to increase efforts to fight inequality.

united nations global compact principles: labor

- Randstad_in Argentina is an individual signatory of the UN Global Compact
- Our Foundations in Spain, France, Germany and Tempo-Team Netherlands fund initiatives to help underprivileged groups of the population gain access to the labor market
- Our global partnership with Voluntary Service Overseas (VSO) allows us to contribute to building safer, healthier ways of working in some of the most impoverished regions in the world: <http://www.randstad.com/sustainability/vso-voluntary-service-overseas/> or <http://www.vsointernational.org/>
- Examples of local initiatives: <http://www.randstadannualreport.com/supplementary-information/local-sustainability-initiatives>
- How we engage with our clients and candidates: <http://www.randstadannualreport.com/value-proposition-strategy/how-we-create-value>
- Social dialogue and industry involvement; legislation; Agency Work Directive: <http://www.randstadannualreport.com/value-proposition-strategy/value-for-society>
<http://www.randstadannualreport.com/overview/our-business-environment/legislative-differences>
<http://www.randstadannualreport.com/overview/our-business-environment/agency-work-directive>

united nations global compact principles: anti-corruption

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

in addition to our Business Principles and Misconduct Reporting Procedure, which provides guidelines for and encourages reporting of all breaches to our Business Principles, our Competition Law Compliance Policy and Anti-bribery & Corruption Policy

(a summary of our policies can be viewed at:
<http://www.randstad.com/about-us/corporate-governance/policies-summaries/>)

united nations global compact principles: environment

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

Randstad is committed to reducing its impact on the environment and proactively addresses this through energy and waste saving initiatives, including through intensive efforts to implement and improve recycling programs, utilize green/clean energy for offices and reduce impact related to travel:

<http://www.randstadannualreport.com/value-proposition-strategy/sustainability-basics/our-impact-on-the-environment>

sustainability reporting

Value creation & Sustainability framework

- optimal workforces for clients
- best jobs for candidates
- employer of choice for our employees
- expertise for a better society
- sustainability basics: core values, business principles, good governance, responsible supply chain, limited environmental footprint
- key drivers 2012-2020 → KPI dashboard
- our value proposition: <http://www.randstadannualreport.com/value-proposition-strategy/how-we-create-value/creating-value-through-our-strategy>
- sustainability framework: <http://www.randstadannualreport.com/value-proposition-strategy/sustainability-framework>

Global Reporting Initiative

- Organizational Stakeholder: commitment to transparency, accountability and sustainability

International Integrated Reporting Council (IIRC)

- Pilot Programme participant since its beginnings

sustainability memberships & partnerships

- sustainability reporting & listings

<http://www.randstadannualreport.com/supplementary-information/sustainability-and-industry-memberships-and-partnerships>

- VSO



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