

UNGC

Communication on progress

Sustainability at Randstad Holding nv

Marlou Leenders
Group Sustainability Manager

December 2017

Randstad key facts, first half-year 2017

- revenue € 11,423 million (full year 2016: € 20.7 billion)
- top 3 player in the global HR services industry
- 4,752 outlets
- average number of staffing employees 626,300
- average number of corporate employees 37,930
- present in 39 countries

sustainability: at the heart of what we do

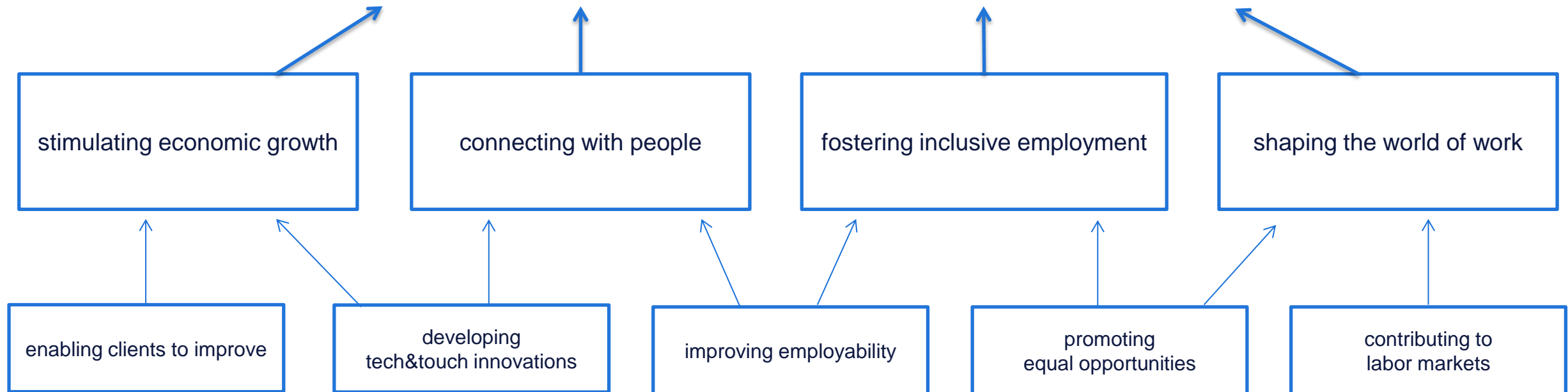
- **legacy**
 - since our beginnings in 1960 founded on the belief that the value of work is a unifying force that shapes society better
- **core values**
 - to know, serve, trust
 - striving for perfection
 - simultaneous promotion of all stakeholder interests
- **our mission: shaping the world of work**
 - contribute to labor participation, social inclusion, well-being
 - offering employment solutions to address labor market challenges
 - share expertise to take the HR services market to a higher level
- **our core business: helping people to work**
 - human forward
- **our value proposition**
 - value for clients, candidates, employees, society at large

Sustainable Development Goals and targets on which Randstad has most impact

Goals	Targets
 <p>4 QUALITY EDUCATION</p>	<p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>
 <p>5 GENDER EQUALITY</p>	<p>5.1 End all forms of discrimination against all women and girls everywhere</p> <p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labor-intensive sectors</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</p> <p>8.8 Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p> <p>10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p>

Our 500 million people plan

In 2030, we will touch the work lives of 500 million people worldwide



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



Mr. A.M. Guterres
Secretary General
United Nations
New York, NY 10017
USA

Date
15 December, 2017
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 ir.randstad.com/results-and-reports/annual-reports, 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.



Date
15 December 2017
Our reference

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Our contact person responsible for working together with the office of the Global Compact is Ms. Marlou Leenders, Group sustainability manager, e-mail marlou.leenders@randstad.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.

Date
8 September 2014
Our reference

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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



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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>

annual report 2016 p 52-53: business principles and human rights

<https://www.ir.randstad.com/results-and-reports/annual-reports>

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, WEC/EuroWEC - we strive to maintain and further freedom of association and collective bargaining

Annual report 2016 p 48-49: industry involvement

<https://www.ir.randstad.com/results-and-reports/annual-reports>

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 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: <https://www.randstad.com/sustainability/local-initiatives/>
- How we engage with our clients and candidates:
annual report 2016 p36-39 <https://www.ir.randstad.com/results-and-reports/annual-reports>
- How we engage with our employees:
annual report 2016 p40-46 <https://www.ir.randstad.com/results-and-reports/annual-reports>
- Social dialogue and industry involvement; legislation; Agency Work Directive:
annual report 2016 <https://www.ir.randstad.com/results-and-reports/annual-reports>
p14-17 our business environment
p47-50 value for society

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:

<https://www.randstad.com/about-randstad/corporate-governance/compliance/>

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:

Annual report 2016 p 54-56: our impact on the environment

<https://www.ir.randstad.com/results-and-reports/annual-reports>

sustainability memberships & partnerships

annual report 2016 p180 sustainability and industry memberships and partnerships

<https://www.ir.randstad.com/results-and-reports/annual-reports>



recognitions

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



randstad

human forward.

