

# UNGC Communication on progress

Sustainability at Randstad NV

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Global Sustainability Manager

December 2019

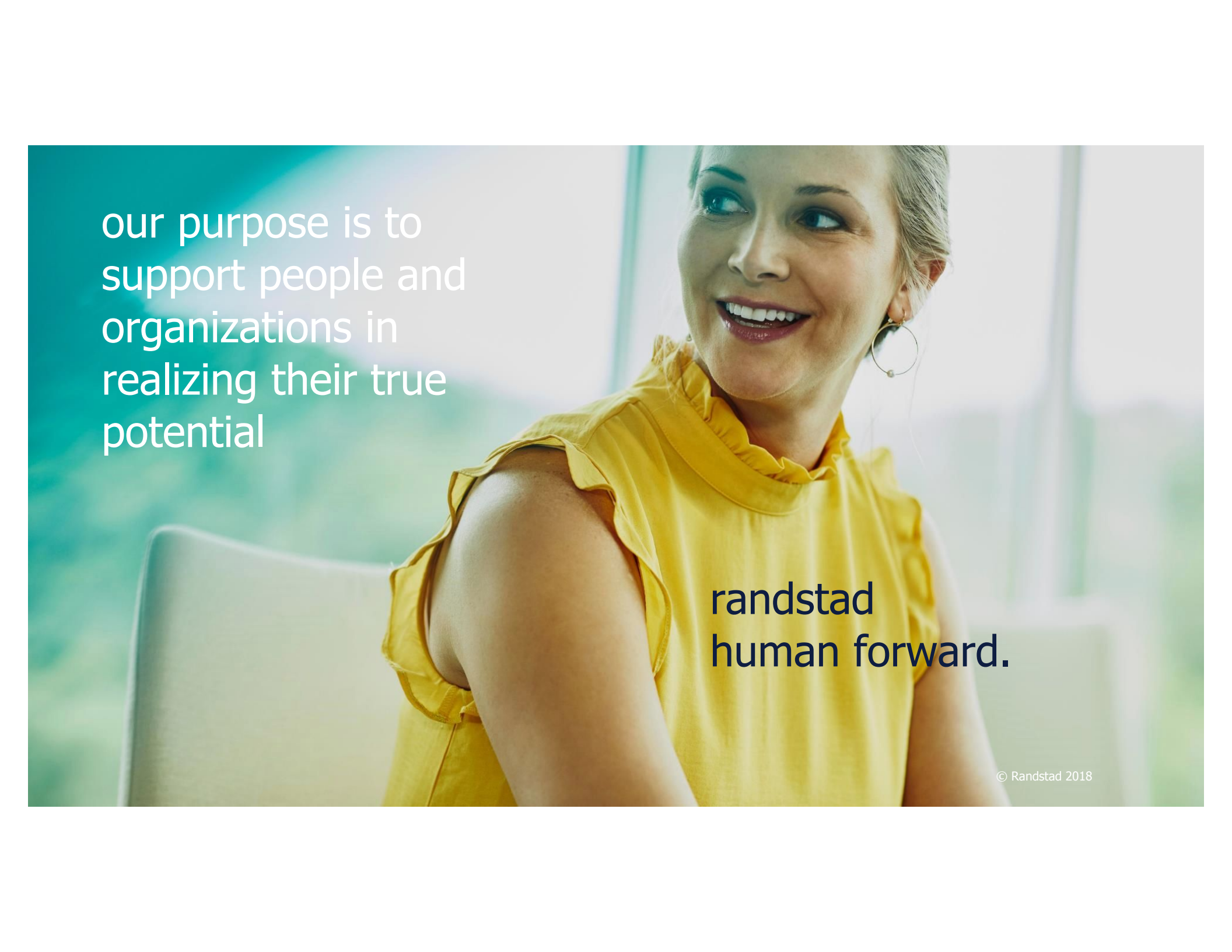
 randstad



## Randstad key facts, first half-year 2019

- revenue € 11,675 million (full year 2018: € 23,8 billion)
- global #1 in HR services
- 4,826 outlets
- average number of staffing employees 670,900
- average number of corporate employees 38,820
- present in 39 countries



A woman with blonde hair, wearing a bright yellow sleeveless top with a ruffled collar and large hoop earrings, is smiling and looking off to the side. The background is a blurred indoor setting with large windows.

our purpose is to  
support people and  
organizations in  
realizing their true  
potential

**randstad**  
**human forward.**

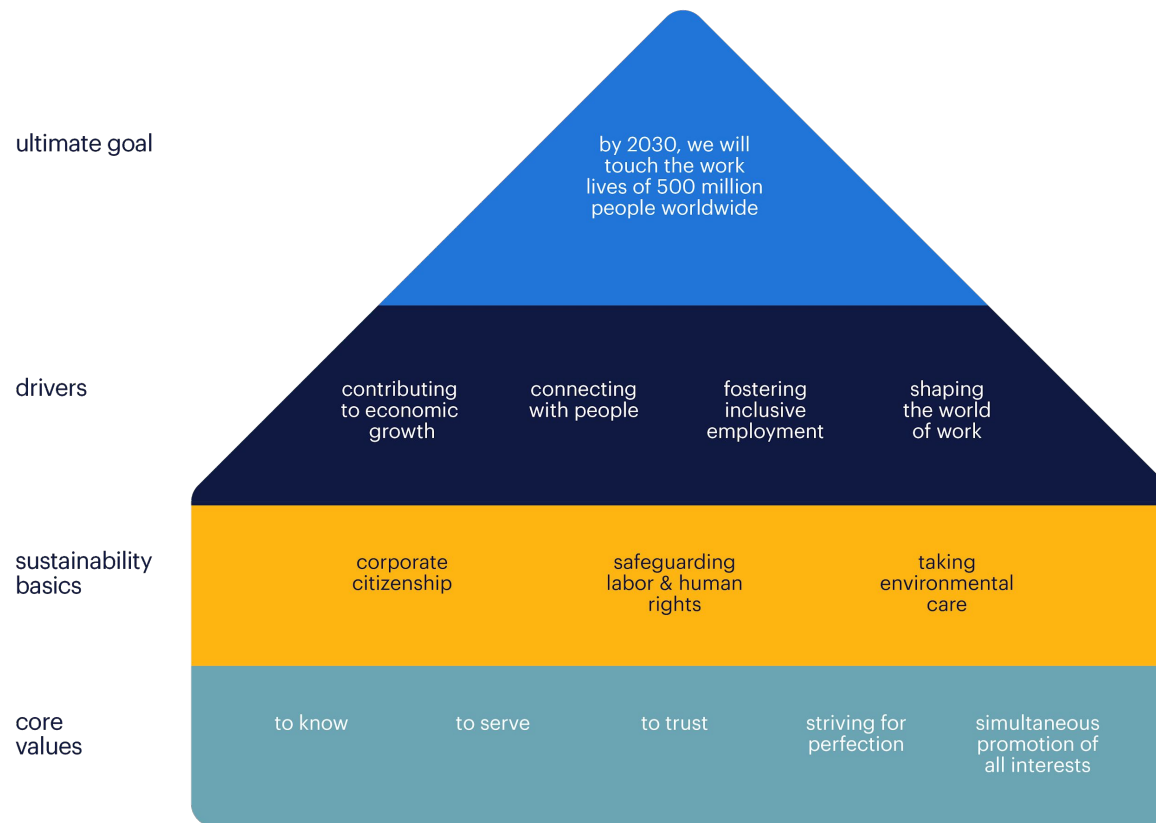
© Randstad 2018

A close-up photograph of a woman with dark, curly hair smiling and looking towards a man on her left. The man is wearing a colorful plaid shirt. The background is blurred, showing other people in a social setting.

our ultimate goal.

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

## our ultimate goal.

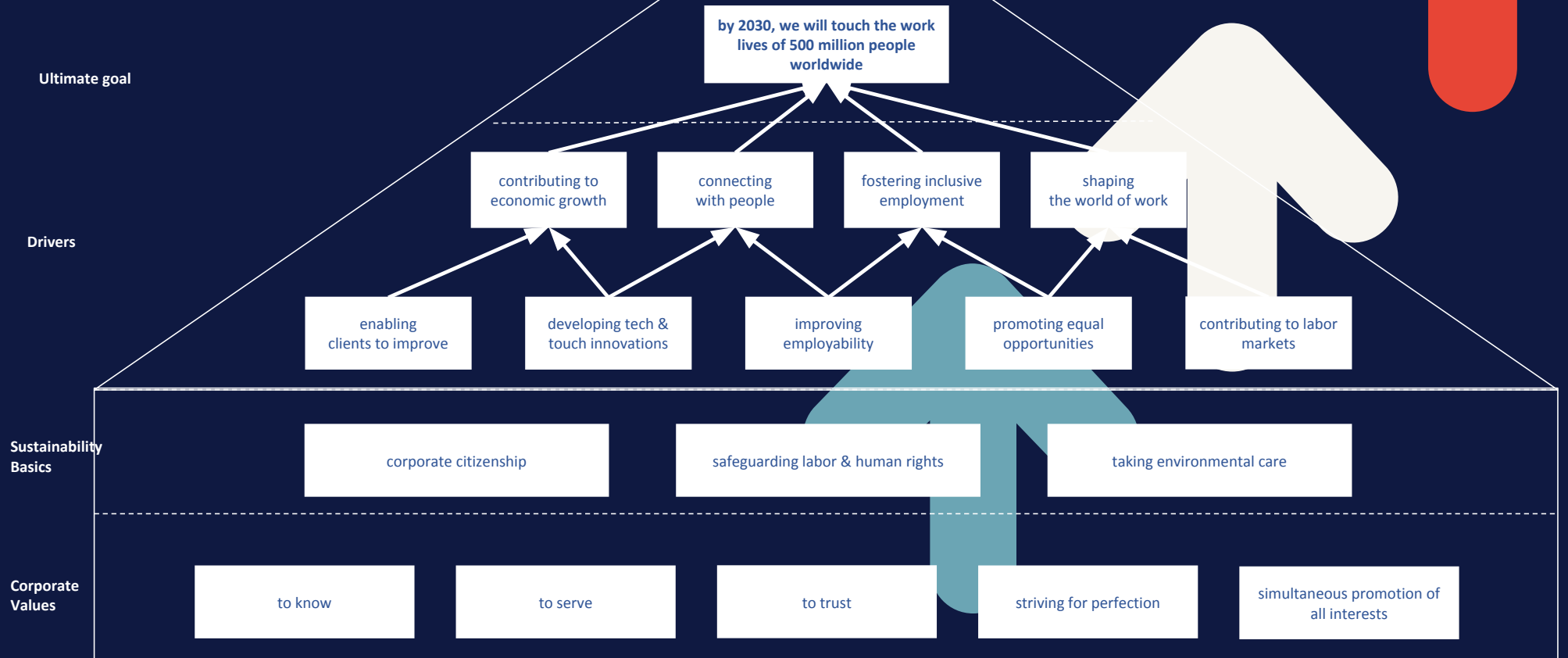


We have identified four drivers of our ultimate goal. By rigorously and conscientiously committing ourselves to these drivers, we will be taking the necessary, and measurable, steps towards realizing our ultimate goal.

1. contributing to economic growth
2. connecting with people
3. fostering inclusive employment
4. shaping the world of work



# our ultimate goal





# our contribution to the SDGs through quality education, gender equality, decent work, reduced inequalities.

## Sustainable Development Goals and targets on which Randstad has most impact

Goals	Targets
 4 QUALITY EDUCATION	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
 5 GENDER EQUALITY	5.1 End all forms of discrimination against all women and girls everywhere 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
 8 DECENT WORK AND ECONOMIC GROWTH	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 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 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training 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
 10 REDUCED INEQUALITIES	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 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 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

improving  
employability

promoting equal  
opportunities

contributing to  
labor markets

developing  
tech&touch innovations

enabling clients to  
improve



# integrated reporting framework.

our ultimate goal:  
by 2030, we will touch the work lives of  
500 million people worldwide

pillars	our value for clients: optimal workforces	our value for candidates: the best jobs	our value for employees: employer of choice
material matters	<ul style="list-style-type: none"> <li>• client data protection</li> <li>• client relationship management</li> <li>• digitalization &amp; data management</li> <li>• tech &amp; touch innovation management</li> </ul>	<ul style="list-style-type: none"> <li>• candidate data protection</li> <li>• diversity &amp; inclusive employment</li> <li>• digitalization &amp; data management</li> <li>• tech &amp; touch innovation management</li> <li>• training &amp; education</li> </ul>	<ul style="list-style-type: none"> <li>• diversity &amp; inclusive employment</li> <li>• talent attraction &amp; staff retention</li> <li>• tech &amp; touch innovation management</li> <li>• engagement &amp; empowerment</li> <li>• training &amp; education</li> <li>• health &amp; safety management</li> <li>• labor management relations</li> </ul>
risks	<ul style="list-style-type: none"> <li>• changing economic and geopolitical conditions</li> <li>• contract liability and delivery</li> <li>• workplace health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• technological disruption</li> <li>• information technology and cyber security</li> <li>• workplace health and safety</li> </ul>	<ul style="list-style-type: none"> <li>• talent attraction and retention</li> <li>• technological disruption</li> <li>• information technology and cyber security</li> </ul>
500 million people plan	<ul style="list-style-type: none"> <li>• enabling clients to improve their performance</li> <li>• developing Tech &amp; Touch innovations</li> </ul>	<ul style="list-style-type: none"> <li>• developing Tech &amp; Touch innovations</li> <li>• improving employability</li> <li>• promoting equal opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• developing Tech &amp; Touch innovations</li> <li>• improving employability</li> <li>• promoting equal opportunities</li> </ul>
KPIs <sup>1</sup>	<ul style="list-style-type: none"> <li>• # of clients</li> <li>• net promoter score (NPS)</li> <li>• market share</li> <li>• investments in innovation</li> <li>• # of hires by clients (temp to perm)</li> <li>• digital initiatives</li> <li>• # of active platform visitors</li> </ul>	<ul style="list-style-type: none"> <li>• # of candidates trained; training hours; training costs</li> <li>• # of candidates</li> <li>• # of permanent placements</li> <li>• average length of employment</li> <li>• # of hires by clients (temp to perm)</li> <li>• # candidates placed younger than 25 or older than 50</li> </ul>	<ul style="list-style-type: none"> <li>• proportion of males and females in senior leadership positions</li> <li>• # of employees trained; training hours; training costs</li> <li>• employee retention rate</li> <li>• outperformance score</li> <li>• average length of employment and type of contract</li> <li>• employees by age group</li> <li>• # of interns</li> </ul>
measurable targets	<ul style="list-style-type: none"> <li>• NPS: top 3 position or position improvement in our top 12 markets</li> <li>• increase market share in our main markets</li> <li>• professionals growth above market</li> <li>• two digitally driven new business models with above average topline growth</li> </ul>	<ul style="list-style-type: none"> <li>• increasing # of initiatives to place candidates with disabilities</li> <li>• increasing # of initiatives to guide people from unemployment to employment</li> <li>• permanent placements growth above market</li> </ul>	<ul style="list-style-type: none"> <li>• proportion of females in senior leadership positions: 50% in 2017</li> <li>• outperformance score higher than benchmark (with a participation rate of 80% or higher in the Great People Survey)</li> </ul>
SDGs	<ul style="list-style-type: none"> <li>• targets: 8.2 and 8.3</li> </ul>	<ul style="list-style-type: none"> <li>• target: 4.4</li> <li>• targets: 5.1 and 5.5</li> <li>• targets: 8.2; 8.5 and 8.6</li> <li>• target: 10.2</li> </ul>	<ul style="list-style-type: none"> <li>• target: 4.4</li> <li>• targets: 5.1 and 5.5</li> <li>• targets: 8.2; 8.5 and 8.6</li> <li>• target: 10.2</li> </ul>



<sup>1</sup> Progress on KPIs per pillar is reported both in the value chapters and in the performance section.

p70-71 annual report 2018

our mission:  
shaping the world of work

pillars	our value for investors: creating EVA	our value for society: shaping the world of work	sustainability basics
material matters	<ul style="list-style-type: none"> <li>• competitiveness of the company</li> <li>• corporate governance &amp; risk management</li> <li>• sustainable economic performance</li> </ul>	<ul style="list-style-type: none"> <li>• legislation &amp; regulation</li> <li>• increase of labor market flexibility &amp; mobility</li> <li>• economic and social impact of labor on society</li> <li>• thought leadership in public debate</li> <li>• responsible corporate citizenship</li> </ul>	<ul style="list-style-type: none"> <li>• business principles &amp; human rights</li> <li>• reputation management &amp; trust</li> <li>• stakeholder engagement &amp; continuous dialogue</li> <li>• sustainable supply chain management</li> <li>• environmental impact</li> </ul>
risks	<ul style="list-style-type: none"> <li>• credit risk</li> <li>• other financial reporting risks</li> <li>• changing economic and geopolitical conditions</li> </ul>	<ul style="list-style-type: none"> <li>• competition law compliance</li> <li>• tax and labor law compliance</li> </ul>	<ul style="list-style-type: none"> <li>• data protection laws and regulations</li> </ul>
500 million people plan	<ul style="list-style-type: none"> <li>• enabling clients to improve</li> <li>• developing Tech &amp; Touch innovations</li> </ul>	<ul style="list-style-type: none"> <li>• promoting equal opportunities</li> <li>• contributing to labor markets</li> </ul>	<ul style="list-style-type: none"> <li>• contributing to society</li> <li>• safeguarding labor &amp; human rights</li> <li>• taking environmental care</li> </ul>
KPIs	<ul style="list-style-type: none"> <li>• EBITA</li> <li>• incremental conversion ratio</li> <li>• recovery ratio</li> <li>• free cash flow</li> </ul>	<ul style="list-style-type: none"> <li>• staffing penetration rates in our markets</li> <li>• thought leadership events</li> <li>• research and publications</li> <li>• # of initiatives to guide people from unemployment to employment</li> <li>• # of candidates placed with disabilities</li> <li>• # of candidates placed who were unemployed more than 1 year</li> <li>• # candidates placed with no educational degree</li> <li>• # candidates placed younger than 25 or older than 50</li> </ul>	<ul style="list-style-type: none"> <li>• # of hours and employees involved in VSO</li> <li>• other community engagements</li> <li>• sustainable procurement</li> <li>• injuries and fatalities during work</li> <li>• sickness absence</li> <li>• corporate employees covered by a CLA</li> <li>• # of employees trained in business principles</li> <li>• # of business principles incidents (misconduct reporting procedure)</li> <li>• measures to decrease our environmental footprint</li> </ul>
measurable targets	<ul style="list-style-type: none"> <li>• EBITA margin of 5% to 6% over time</li> <li>• incremental conversion ratio towards 50%</li> <li>• recovery ratio &gt; 50%</li> <li>• dividend payout ratio of 40% to 50% of adjusted earnings per share (EPS)</li> <li>• increase of market share</li> <li>• optimization of economic value added (EVA)</li> </ul>	<ul style="list-style-type: none"> <li>• staffing penetration rates: increased in top 8 markets, where measurable</li> </ul>	<ul style="list-style-type: none"> <li>• included in the Dow Jones Sustainability Index</li> <li>• zero fatalities and relative reduction of injuries</li> <li>• % of electricity from sustainable sources: 50% in 2018</li> <li>• reduction of CO<sub>2</sub> emissions of 8% in 2018</li> <li>• business cars: 10% decrease of the weighted average CO<sub>2</sub> per km by the end of 2022</li> </ul>
SDGs	<ul style="list-style-type: none"> <li>• targets: 8.2 and 8.3</li> </ul>	<ul style="list-style-type: none"> <li>• targets: 5.1 and 5.5</li> <li>• targets: 8.5 and 8.8</li> <li>• target: 10.2; 10.3 and 10.4</li> </ul>	





# 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>
- human rights policy  
[https://www.randstad.com/ugc/documents/Policies/2019May27\\_Human%20Rights%20policy.pdf](https://www.randstad.com/ugc/documents/Policies/2019May27_Human%20Rights%20policy.pdf)

# united nations global compact – CEO support

Randstad N.V.  
Diemerweg 25, Diemen  
P.O. Box 12600, NL-1100 AP Amsterdam



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

2 December,  
2019 Dear Mr. Secretary-General,

I am pleased to confirm that Randstad nv - 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 [www.ir.randstad.com/results-and-reports/annual-reports](http://www.ir.randstad.com/results-and-reports/annual-reports), and other general information regarding our company on <http://www.randstad.com/>.

Our aim is to contribute to a sustainable future, both on a social and economic level, through facilitating the development of fair and efficient labor markets across the world. We have therefore committed ourselves to the SDGs, in particular with regard to promoting sustainable economic growth, decent work for all and reducing inequalities.

Our ultimate goal of touching the work lives of 500 million people by 2030 is closely linked to the SDGs and commits our company to developing and realizing the true potential of organizations and people by preparing them for future work.

Our contact person responsible for working together with the office of the Global Compact is Ms. Mariou Leenders, global sustainability manager, e-mail [mariou.leenders@randstad.com](mailto:mariou.leenders@randstad.com).

Yours sincerely,  
Randstad nv

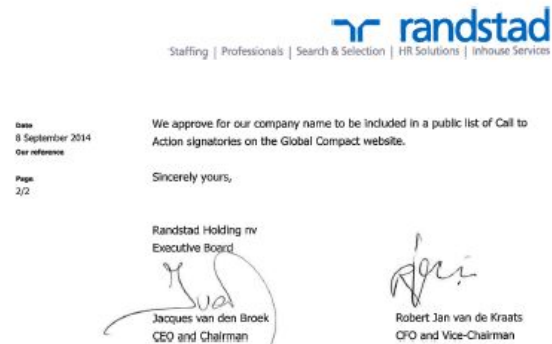
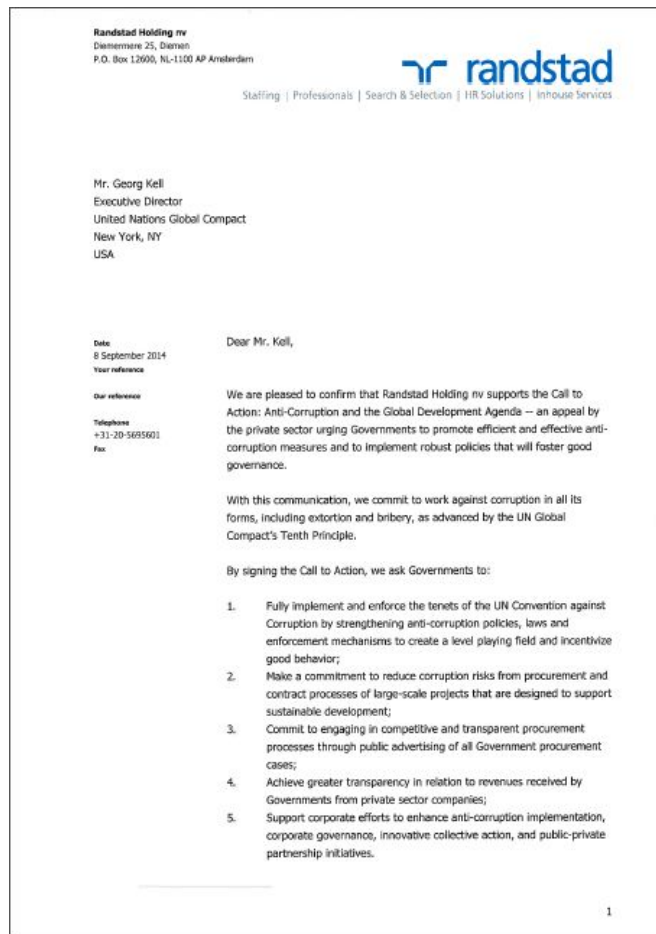


on behalf of the Executive Board  
Jacques van den Broek, CEO and chairman

Chamber of Commerce Amsterdam  
no. 33216172



# united nations call to action: anti-corruption



# CEO Statement of Support for the Women's Empowerment Principles

## CEO Statement of Support for the Women's Empowerment Principles

We, business leaders from across the globe, express support for advancing equality between women and men to:

- Bring the broadest pool of talent to our endeavours;
- Further our companies' competitiveness;
- Meet our corporate responsibility and sustainability commitments;
- Model behaviour within our companies that reflects the society we would like for our employees, fellow citizens and families;
- Encourage economic and social conditions that provide opportunities for women and men, girls and boys; and
- Foster sustainable development in the countries in which we operate.

Therefore, we welcome the provisions of the Women's Empowerment Principles – Equality Means Business, produced and disseminated by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the United Nations Global Compact. The Principles present seven steps that business and other sectors can take to advance and empower women.

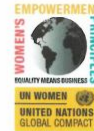
Equal treatment of women and men is not just the right thing to do – it is also good for business. The full participation of women in our enterprises and in the larger community makes sound business sense now and in the future. A broad concept of sustainability and corporate responsibility that embraces women's empowerment as a key goal will benefit us all. The seven steps of the Women's Empowerment Principles will help us realize these opportunities.

We encourage business leaders to join us and use the Principles as guidance for actions that we can all take in the workplace, marketplace and community to empower women and benefit our companies and societies. We will strive to use sex-disaggregated data in our sustainability reporting to communicate our progress to our own stakeholders.

Please join us.

CEO Name: J. W. van der Borch CEO Signature: \_\_\_\_\_

Date: 16 July 2019



United Nations Global Compact



## 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.
- human rights policy  
[https://www.randstad.com/ugc/documents/Policies/2019May27\\_Human%20Rights%20policy.pdf](https://www.randstad.com/ugc/documents/Policies/2019May27_Human%20Rights%20policy.pdf)
  - 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 2018 p60-65: safeguarding labor 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 2018 p55-56: 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 and Germany 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 2018 p32-40 <https://www.ir.randstad.com/results-and-reports/annual-reports>
- How we engage with our employees:  
annual report 2018 p41-45 <https://www.ir.randstad.com/results-and-reports/annual-reports>
- Social dialogue and industry involvement; legislation; Agency Work Directive:  
annual report 2018 <https://www.ir.randstad.com/results-and-reports/annual-reports>  
p20-24 the world around us  
p51-56 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 2017 p 65-68: our impact on the environment  
<https://www.ir.randstad.com/results-and-reports/annual-reports>





# memberships & partnerships

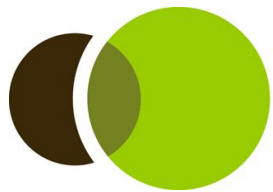
annual report 2018 p209 sustainability and industry memberships and partnerships

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

V N O  
N C W



## recognitions



**ROBECOSAM**  
Sustainability Award  
Silver Class 2018



randstad

human forward.

