

UNGC

Communication on progress


Sustainability at Randstad NV

Marlou Leenders
Global Sustainability Manager

December 2020

Randstad key facts, first half-year 2020

- revenue € 9,851 million (full year 2019: € 23,7 billion)
- global #1 in HR services
- 4,861 outlets
- average number of staffing employees 649,000
- average number of corporate employees 38,280
- present in 38 countries

A woman with blonde hair tied back, wearing a bright yellow sleeveless top with a ruffled collar and large hoop earrings, is smiling and looking off to the side. She is sitting in a light-colored chair. The background is a bright, out-of-focus window with a view of greenery and a building.

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

randstad
human forward.

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 and is partially visible in profile. 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.

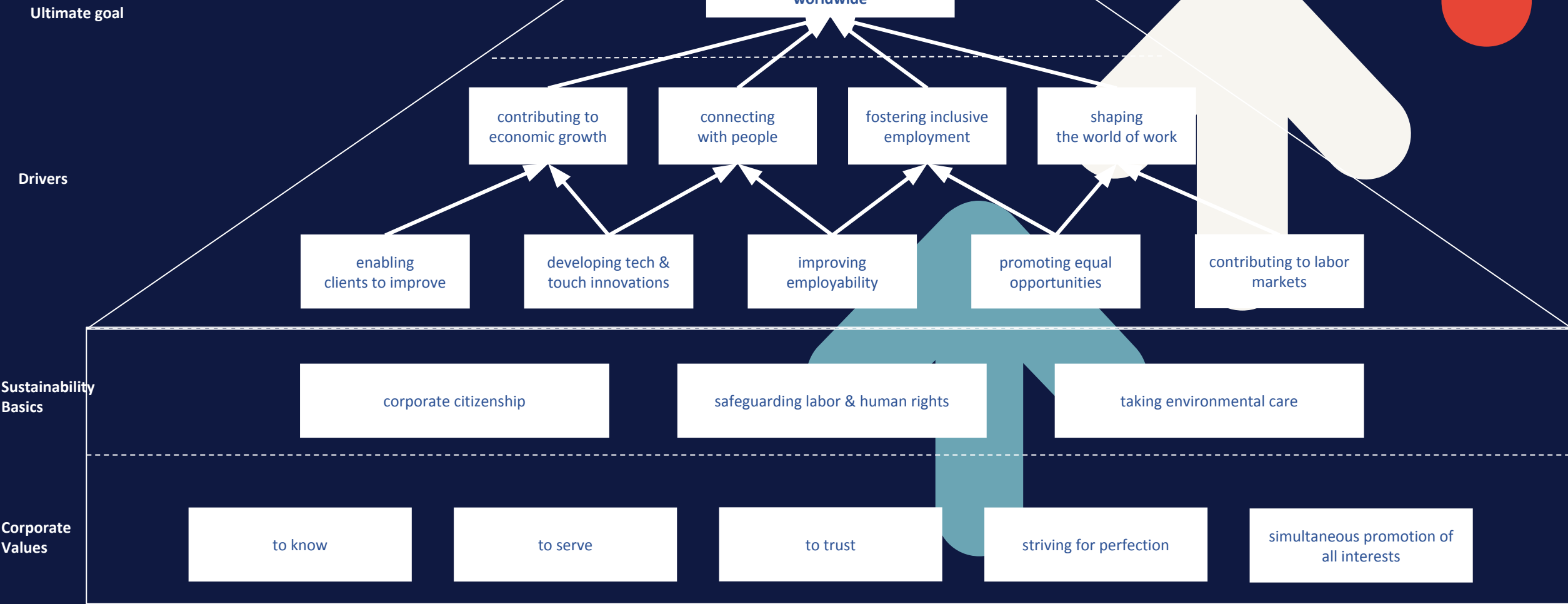
We have identified four drivers of our ultimate goal. By rigorously and conscientiously committing ourselves to these drivers, we will be taking the necessary, and measurable, steps towards realizing our ultimate goal.

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

[video ultimate goal](#)



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
	4.4 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
	5.1 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
	8.2 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
	10.2 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**

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 talent: the best jobs	our value for employees: employer of choice
material topics	<ul style="list-style-type: none"> client and talent data protection client relationship management digitalization & data management tech & touch innovation management 	<ul style="list-style-type: none"> client and talent data protection diversity & inclusive employment digitalization & data management tech & touch innovation management training & education 	<ul style="list-style-type: none"> diversity & inclusive employment talent attraction & staff retention tech & touch innovation management engagement & empowerment training & education
risks	<ul style="list-style-type: none"> changing economic and geopolitical conditions contract delivery and liability workplace health & safety compliance 	<ul style="list-style-type: none"> technological disruption information technology and cyber security workplace health & safety compliance 	<ul style="list-style-type: none"> talent attraction and retention technological disruption information technology and cyber security
500 million people plan	<ul style="list-style-type: none"> enabling clients to improve their performance developing Tech & Touch innovations 	<ul style="list-style-type: none"> developing Tech & Touch innovations improving employability promoting equal opportunities 	<ul style="list-style-type: none"> developing Tech & Touch innovations improving employability benchmarking equal opportunities
KPIs ¹	<ul style="list-style-type: none"> # of clients net promoter score (NPS) market share investments in innovation # of hires by clients (temp to perm) digital initiatives # of active platform visitors 	<ul style="list-style-type: none"> # of candidates trained; training hours # of candidates placed # of permanent placements average length of employment # of hires by clients (temp to perm) # of candidates placed younger than 25 or older than 50 	<ul style="list-style-type: none"> proportion of males and females in senior leadership positions # of employees trained; training hours employee retention rate engagement score average length of employment and type of contract employees by age group # of interns
measurable targets	<ul style="list-style-type: none"> NPS: top 3 position or position improvement in our top 12 markets implementation of customer delight in top 8 markets and significant improvement of scores increase market share in our main markets professionals growth above market two digitally driven new business models with above average topline growth 	<ul style="list-style-type: none"> increasing # of initiatives to place talent with disabilities increasing # of initiatives to guide people from unemployment to employment permanent placements growth above market increased utilization of candidate databases 	<ul style="list-style-type: none"> proportion of females in senior leadership positions: 50% in 2020 decrease of employee turnover engagement score higher than benchmark (with a participation rate of 80% or higher in Randstad in Touch)
SDGs	<ul style="list-style-type: none"> target: 8.2 	<ul style="list-style-type: none"> target: 4.4 targets: 5.1 and 5.5 targets: 8.2; 8.5 and 8.6 target: 10.2 	<ul style="list-style-type: none"> target: 4.4 targets: 5.1 and 5.5 targets: 8.2; 8.5 and 8.6 target: 10.2
		   	   

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

our purpose:
we support people and organizations
in realizing their true potential

pillars	our value for investors: creating EVA	our value for society: shaping the world of work	sustainability basics
material topics	<ul style="list-style-type: none"> competitiveness of the company corporate governance & risk management sustainable economic performance 	<ul style="list-style-type: none"> legislation & regulation increase of labor market flexibility & mobility economic and social impact of labor on society thought leadership in public debate 	<ul style="list-style-type: none"> responsible corporate citizenship business principles & human rights reputation management & trust health & safety management labor management relations stakeholder engagement & continuous dialogue sustainable supply chain management environmental impact
risks	<ul style="list-style-type: none"> credit risk changing economic and regulatory environment 	<ul style="list-style-type: none"> competition law compliance tax and labor law compliance 	<ul style="list-style-type: none"> data protection laws and regulations
500 million people plan	<ul style="list-style-type: none"> enabling clients to improve their performance developing Tech & Touch innovations 	<ul style="list-style-type: none"> promoting equal opportunities contributing to labor markets 	<ul style="list-style-type: none"> contributing to society safeguarding labor & human rights taking environmental care
KPIs	<ul style="list-style-type: none"> EBITA incremental conversion ratio recovery ratio free cash flow 	<ul style="list-style-type: none"> staffing penetration rates in our markets thought leadership events research and publications 	<ul style="list-style-type: none"> # of hours and employees involved in VSO # of employees trained in business principles # of business principles incidents (misconduct reporting procedure) brand ranking injuries and fatalities during work sickness absence sustainable procurement measures to decrease environmental footprint
measurable targets	<ul style="list-style-type: none"> EBITA margin of 5% to 6% over time incremental conversion ratio towards 50% recovery ratio \geq 50% dividend payout ratio of 40% to 50% of adjusted earnings per share (EPS) increase of market share optimization of economic value added (EVA) 	<ul style="list-style-type: none"> staffing penetration rates: increased in top 8 markets, where measurable included in Dow Jones Sustainability Index 	<ul style="list-style-type: none"> 10,000 marginalized people made employable through our Randstad-VSO partnership by the end of 2020 significant improvement in brand ranking (top 100 brand) absentee rate of maximum 2.2% (employees) in 2030, Randstad's CO₂ emissions per FTE have reduced 10% compared to 2018 business cars: 10% decrease of the weighted average CO₂ per km by the end of 2022
SDGs	<ul style="list-style-type: none"> target: 8.2 	<ul style="list-style-type: none"> targets: 5.1 and 5.5 targets: 8.5 and 8.8 target: 10.2; 10.3 and 10.4 	
		  	

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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:
<https://www.randstad.com/about-randstad/corporate-governance/business-principles/>
- human rights policy
https://www.randstad.com/s3fs-media/rscom/public/2020-02/2019May27_Human%20Rights%20policy.pdf

united nations global compact – CEO support

Randstad N.V.
Diemermere 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, 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. Marlou Leenders, global sustainability manager, e-mail marlou.leenders@randstad.com.

Yours sincerely,
Randstad nv



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

UNITED IN THE BUSINESS OF A BETTER WORLD

A Statement from Business Leaders for Renewed Global Cooperation



United Nations Global Compact | 20 years
Uniting business for a better world

UN75 | SHAPING OUR FUTURE TOGETHER
2020 AND BEYOND

UNITED IN THE BUSINESS OF A BETTER WORLD

A Statement from Business Leaders for Renewed Global Cooperation

The 75th anniversary of the United Nations comes at a time of **unprecedented disruption and global transformation**, serving as a stark reminder that international cooperation must be mobilized across borders, sectors and generations to adapt to changing circumstances. This message emerged loud and clear from the hundreds of thousands of people who participated in global dialogues initiated by the UN this year.

In the face of the COVID-19 pandemic and converging crises — including climate change, economic uncertainty, social inequality and rising disinformation — **public and private institutions** need to show they are accountable, ethical, inclusive and transparent. This is the only way to strengthen public trust and achieve a more sustainable future for all.

Over time, the **UN has sought to unite stakeholders everywhere** to tackle the world's greatest challenges. Yet our multilateral system is being threatened by those who want to go it alone rather than work together.

We, the business peoples, recognize that **peace, justice and strong institutions** are beneficial to the long-term viability of our organizations and are foundational for upholding the Ten Principles of the UN Global Compact and achieving the Sustainable Development Goals (SDGs).

In the spirit of renewed global cooperation, we commit to:

- Demonstrate ethical leadership and good governance through values-based strategies, policies, operations and relationships when engaging with all stakeholders
- Invest in addressing systemic inequalities and injustices through inclusive, participatory and representative decision-making at all levels of our business
- Partner with the UN, Government and civil society to strengthen access to justice, ensure accountability and transparency, provide legal certainty, promote equality and respect human rights

In making that commitment, we also call on Governments to:

- Protect human rights, ensure peace and security, and uphold the rule of law so that businesses, individuals and societies can flourish
- Create an enabling environment to serve the interests of people and planet, prosperity and purpose, through strengthened international cooperation and national legal frameworks
- Enhance multilateralism and global governance to combat corruption, build resilience and achieve the SDGs

Now is our opportunity to learn from our collective experiences to **realign behind the mission of the UN** and steer our world onto a more equitable, inclusive and sustainable path. We are in this together — and we are united in the business of a better world.

Norsk Hydro ASA
Hilde Merete Aasheim
President & CEO

Novartis
Vasant Narasimhan
Chief Executive Officer

Nueva Pescanova
Ignacio Gonzalez Hernandez
Chief Executive Officer

OHL
Jose Antonio Fernández Gallar
Managing Director

Oki Electric Industry Co. Ltd.
Shinya Kamagami
President

OMRON Corp.
Fumio Tateishi
Chair

Ørsted A/S
Henrik Poulsen
Chief Executive Officer

Owens Corning
Brian Chambers
Chair & CEO

Pernod Ricard
Alexandre Ricard
Chair & CEO

Petróleo Brasileiro S.A. (Petrobras)
Roberto Castello Branco
Chief Executive Officer

Petrobras Distribuidora S.A. (BR)
Rafael Grisolia
Chief Executive Officer

Piraeus Bank S.A.
Christos Megalou
Chief Executive Officer

PJSC PhosAgro
Andrey Guryev
Chief Executive Officer

PJSC Tatneft
Nail Maganov
Managing Director

PLDT Inc.
Manuel V. Pangilinan
Chair & CEO

PostNL N.V.
Henna Verhagen
Chief Executive Officer

PT Gajah Tunggal Tbk
Sugeng Rahardjo
President & Managing Director

PT Kalbe Farma Tbk
Vidjongtius Vidjongtius
President & Managing Director

PTT Global Chemical
Kongkrapan Intarajang
Chief Executive Officer

Publicis Groupe
Arthur Sadoun
Chief Executive Officer

PVH Corp.
Emanuel "Manny" Chirico
Chair & CEO

PwC
Bob Moritz
Chair

Qatar National Bank (Q.P.S.C)
Abdulla Mubarak Al-Khalifa
Chief Executive Officer

QNB Finansbank A.S.
Omer A. Aras
Chair

Randstad Holding N.V.
Jacques van den Broek
Chief Executive Officer

REHAU Group
William Christensen
Chief Executive Officer

RELX
Erik Engstrom
Chief Executive Officer

Resona Holdings Inc.
Masahiro Minami
President

Restaurants Toks
Juan Carlos Alverde
Chief Executive Officer

Rocher Group
Bris Rocher
President

ROCKWOOL Group
Jens Birgerssin
President & CEO

Royal Bafokeng Platinum
Steve Phiri
Chief Executive Officer

Royal DSM
Geraldine Matchett & Dimitri de Vreeze
Co-CEOs

S&P Global Inc.
Doug Peterson
President & CEO

Saint-Gobain
Pierre-André de Chalendar
Chair & CEO

Salesforce.com Inc.
Marc Benioff
Chair & CEO

A Statement from Business Leaders for Renewed Global Cooperation

Large Businesses

united nations call to action: anti-corruption

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



Staffing | Professionals | Search & Selection | HR Solutions | Inhouse Services

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:

Page:
2/2

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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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. van der Borch CEO Signature: _____

Date: 16 July 2019

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/s3fs-media/rscom/public/2020-02/2019May27_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: <https://www.randstad.com/about-randstad/corporate-governance/business-principles/>
 - annual report 2019 p60-63: safeguarding labor and human rights:
<https://www.randstad.com/investor-relations/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 2019 p56-57: industry involvement

<https://www.randstad.com/investor-relations/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/about-randstad/sustainability/our-initiatives/>
- how we engage with our clients and candidates:
annual report 2019 p36-40 <https://www.randstad.com/investor-relations/results-and-reports/annual-reports>
- how we engage with our employees:
annual report 2019 p41-46 <https://www.randstad.com/investor-relations/results-and-reports/annual-reports>
- social dialogue and industry involvement; legislation; Agency Work Directive:
annual report 2019 <https://www.randstad.com/investor-relations/results-and-reports/annual-reports>
p26-30 the world around us
p52-57 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 2019 p 66-69: our impact on the environment

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

social innovation programs

we have over 100 social innovation programs

that **improve employability** and **promote equal opportunities** for people

you can find all the programs in the local sustainability initiatives on our corporate website

<https://www.randstad.com/about-randstad/sustainability/our-initiatives/>



memberships & partnerships



annual report 2019 p228 sustainability and industry memberships and partnerships
<https://www.randstad.com/investor-relations/results-and-reports/annual-reports>



recognitions



Member of
**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA



randstad

human forward.

