UNGC Communication on progress

Sustainability at Randstad NV

Marlou Leenders Global Sustainability Manager

December 2021



Randstad key facts, first half-year 2021

- revenue € 11,606 million (full year 2020: € 20,7 billion)
- global #1 in HR services
- 4,715 outlets
- average number of staffing employees 568,800
- average number of corporate employees 34,680
- present in 38 countries

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

randstad human forward.

our ultimate goal.

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

our ultimate goal.

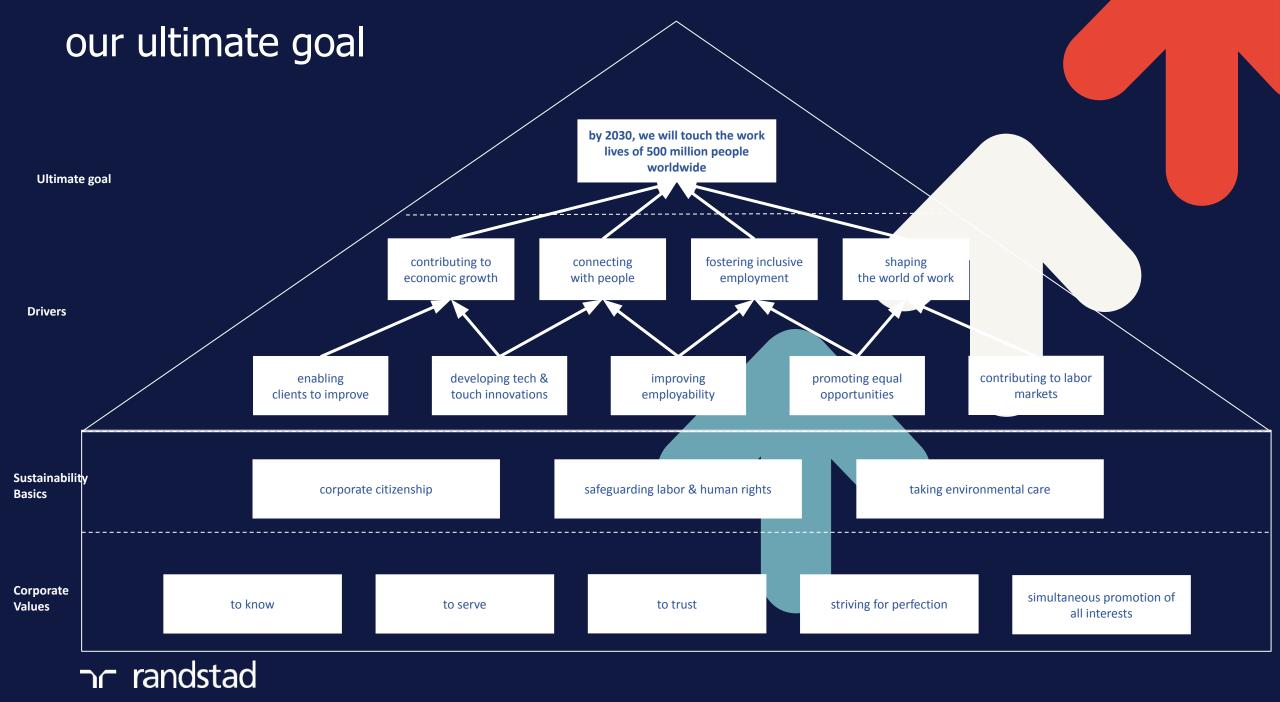
We have identified four drivers of our ultimate goal. By rigorously and conscientiously committing ourselves to these drivers, we will be taking the necessary, and measurable, steps towards realizing our ultimate goal.

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

video ultimate goal







our 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 CUALITY 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	improving employability		
5 GENDER EBUALITY	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	promoting equal opportunities		
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 	contributing to labor markets		
	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	developing tech&touch innovations		
10 REDUCED INFOLIALITIES	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	enabling clients to		
	10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	improve		

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

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

	our value for clients: optimal workforces	our value for talent: the best jobs	our value for employees: employer of choice	pillars	our value for investors: creating EVA	our value for society: shaping the world of work	sustainability basics
material topics	client and talent data protection client relationship management digitalization & data management tech & touch innovation management	client and talent data protection diversity & inclusive employment digitalization & data management tech & touch innovation management training & education	diversity & inclusive employment talent attraction & staff retention tech & touch innovation management engagement & empowerment training & education	material topics	competitiveness of the company corporate governance & risk management sustainable economic performance	legislation & regulation increase of labor market flexibility & mobility economic and social impact of labor on society thought leadership in public debate	responsible corporate citizenship business principles & human rights reputation management & trust health & safety management labor management relations stakeholder engagement & continuous dialogu sustainable supply chain management environmental impact
risks	changing macroeconomic and regulatory conditions contract liability and delivery workplace health and safety regulations	technological disruption information technology and cyber security workplace health & safety regulations	talent attraction and retention technological disruption information technology and cyber security	risks	credit risk changing macroeconomic and regulatory environment	competition regulations tax and labor regulations	data protection regulations
500 millior people plan	 enabling clients to improve their performance developing tech & touch innovations 	developing tech & touch innovations improving employability promoting equal opportunities	developing tech & touch innovations improving employability promoting equal opportunities	500 million people plan	enabling clients to improve their performance developing tech & touch innovations	promoting equal opportunities contributing to labor markets	 contributing to society safeguarding labor & human rights taking environmental care
KPIs ¹	 # of clients net promoter score (NPS) market share investments in innovation # of hires by clients (temp to perm) digital initiatives # of active platform visitors 	 # of candidates trained; training hours # of candidates placed # of permanent placements average length of employment # of hires by clients (temp to perm) # candidates placed younger than 25 or older than 50 	 proportion of males and females in senior leadership positions If of employees trained, training hours employee retention rate engagement score average length of employment and type of contract employees by age group If of interns 	KPis	EBITA incremental conversion ratio recovery ratio free cash flow	staffing penetration rates in our markets thought leadership events research and publications	# 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
measurabl targets	 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 by 2021 increase market share in our main markets 	 increasing # of initiatives to place talent with disabilities increasing # of initiatives to guide people from unemployment to employment increased utilization of candidate databases by 2021 		measurable targets	 EBITA margin of 5% to 6% over time incremental conversion ratio towards 50% recovery ratio 2 50% dividend payout ratio of 40% to 50% of adjusted earnings per share (EPS) increase of market share optimization of economic value added (EVA) 	 staffing penetration rates: increased in top 8 markets, where measurable 	 10,000 marginalized people made employable through our Randstad-VSO partnership by the end of 2020 significant improvement in brand ranking (top 100 brand) by 2021 absenteeism rate of maximum 2.2% (employee 10% decrease of Randstad's CO₂ emissions per FTE by 2030 compared to 2018 business cars: 10% decrease of the weighted average CO₂ per km by the end of 2022 non-financial reporting assurance by a third par established by 2022
SDGs	• target: 8.2	 target: 4.4 targets: 5.1 and 5.5 targets: 8.2; 8.5 and 8.6 target: 10.2 	 target: 4.4 targets: 5.1 and 5.5 targets: 8.2; 8.5 and 8.6 target: 10.2 	SDGs	+ target: 8.2	 targets: 5.1 and 5.5 targets: 8.5 and 8.8 target: 10.2; 10.3 and 10.4 	
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1 Progress on KPIs per pillar is reported both in the value chapters and in the performance section

p26-27 annual report 2020

united nations global compact



- signatories since 2005 <u>http://www.unglobalcompact.org/participant/7867-Randstad-Holding-nv</u>
- commitment to the ten principles
 - UN Declaration of Human Rights
 - ILO Declaration on Fundamental Principles and Rights at Work
- inclusion in our Business Principles: <u>https://www.randstad.com/about-randstad/corporate-governance/business-principles/</u>
- human rights policy <u>https://www.randstad.com/s3fs-media/rscom/public/2021-06/2021-randstad-human-rights-policy-external.pdf</u>

united nations global compact – CEO support

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

nr randstad

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

2 December, Dear Mr. Secretary-General, 2019

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 <u>www.ir.randstad.com/results-and-reports/annual-reports</u>, and other general information regarding our company on <u>http://www.randstad.com/</u>.

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 <u>marlou.leenders@randstad.com</u>.

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 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 decisionmaking 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 Ionacio 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. Herna Verhagen

Sugeng Rahardjo President & Managing Director

PT Kalbe Farma Tbk Vidionatius Vidionatius President & Managing Director

A Statement from Business Leaders for Renewed Global Cooperation



Arthur Sadoun

PVH Corp.

Chair & CEO

Bob Moritz

PwC

Chair

Chief Executive Officer

Emanuel "Manny" Chirico

Qatar National Bank (Q.P.S.C)

Abdulla Muharak Al-Khalifa

Chief Executive Officer

QNB Finansbank A.S.

Randstad Holding N.V.

Jacques van den Broek

Chief Executive Officer

REHAU Group

RELX

Erik Engstrom

William Christensen

Chief Executive Officer

Chief Executive Officer

Omer A. Aras

Chief Executive Officer

PT Gajah Tunggal Tbk

Resona Holdings Inc. Kongkrapan Intarajang Masahiro Minami Chief Executive Officer President **Publicis Groupe**

Restaurantes 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

Roval 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

Large Businesses

united nations call to action: anti-corruption

Randstad Holding nv Diemermere 25, Diemen P.O. Box 12600, NL-1100 AP Amsterdam ran Staffing | Professionals | Search & Selection | HR Solutions | Inhouse Service Mr. Georg Kell Executive Director United Nations Global Compact

Dear Mr. Kell,

8 September 2014 Your reference

New York, NY USA.

+31-20-5695601

Our reference

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 anticorruption 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:

- Fully implement and enforce the tenets of the UN Convention against 1. 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;
- Support corporate efforts to enhance anti-corruption implementation, 5. corporate governance, innovative collective action, and public-private partnership initiatives.



8 September 2014 Gur 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**

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;

United Nations Global Compact

- · 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 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/2021-06/2021-randstad-human-rights-policy-external.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: <u>https://www.randstad.com/about-randstad/corporate-governance/business-principles/</u>

annual report 2020 p65-67: safeguarding labor and human rights:
 <u>https://www.randstad.com/investor-relations/results-and-reports/annual-reports/</u>

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 2020 p61-62: industry involvement <u>https://www.randstad.com/investor-relations/results-and-reports/annual-reports</u>

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. In 2021, our global equity, diversity and inclusion council was set up to provide global guidance for our organization.

united nations global compact principles: labor

- Randstad Argentina is an individual signatory of the UN Global Compact
- our foundations in Spain, France, Canada 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: <u>https://www.randstad.com/about-randstad/sustainability/our-initiatives/</u>
- how we engage with our clients and candidates:
 - annual report 2020 p39-44 https://www.randstad.com/investor-relations/results-and-reports/annual-reports
- how we engage with our employees:
 - annual report 2020 p45-50 https://www.randstad.com/investor-relations/results-and-reports/annual-reports
- social dialogue and industry involvement; legislation; Agency Work Directive:
 - annual report 2020 <u>https://www.randstad.com/investor-relations/results-and-reports/annual-reports</u> p28-33 the world around us p57-62 value for society

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 2020 p 70-73: our impact on the environment <u>https://www.randstad.com/investor-relations/results-and-reports/annual-reports</u>

united nations global compact principles: environment

- Randstad is committed to setting science based targets (SBTi) and we are designing an action plan with the ambition to reduce emissions over 50% across scope 1 & 2 and over 30% in scope 3 by 2030.
- Our ambition is to work towards Net Zero by 2050

press release:

https://tools.eurolandir.com/tools/Pressreleases/GetPressRelease/?ID=3995684&lang=en-GB&companyco de=nl-rand&v=

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

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 2020 p243 sustainability and industry memberships and partnerships <u>https://www.randstad.com/investor-relations/results-and-reports/annual-reports</u>



Workplace **Pride**









TENT

WE SUPPORT



IOE



THE INTERNATIONAL PLATFORM FOR LGBTI INCLUSION AT WORK

N C W



recognitions









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