

UNGC

Communication on progress


Sustainability at Randstad NV

Marlou Leenders
Global Sustainability Manager

December 2022

Randstad key facts, first half-year 2022

- revenue € 13,507 million (full year 2021: € 24,635 million)
- global #1 in HR services
- 4,927 outlets
- average number of staffing employees 653,300
- average number of corporate employees 39,530
- 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. She 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.

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.

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

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

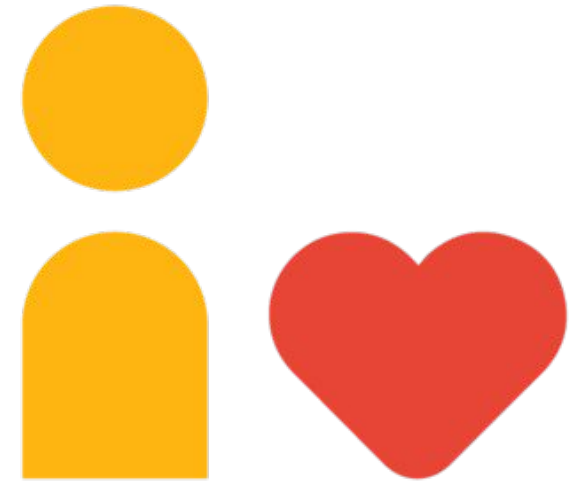
[video ultimate goal](#)



sustainability fundamentals.

We can only create real value for society if sustainability is embedded in everything we do. Our sustainability fundamentals cover our environmental, social and governance (ESG) matters.

- sustainable supply chain management
- taking environmental care
- health and safety
- corporate citizenship
- tax transparency and compliance



SDGs and targets on which Randstad has most impact



SDG 4: We help to ensure inclusive and equitable quality education and promote lifelong learning for all

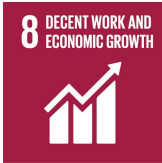
target 4.4 - Increasing the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.



SDG 5: We help to achieve gender equality and empower all women and girls.

target 5.1 – End all forms of discrimination against all women and girls everywhere.

target 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.



SDG 8: We promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

target 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.

target 8.3 – Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

target 8.6 – Reducing the proportion of youth not in employment, education or training.

target 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.



SDG 10: We aim to reduce inequality within and among countries.

target 10.2 – 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.

target 10.3 – Ensure equal opportunities and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

target 10.4 – Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.



SDG 13 Take urgent action to combat climate change and its impacts

target 13.2 Integrate climate change measures into national policies, strategies and planning

improving
employability

promoting equal
opportunities

contributing to
labor markets

developing
tech&touch
innovations

enabling clients
to improve



integrated reporting framework.

strategy	values	material topics	risks
 <p>touch the work lives of 500 million people worldwide by 2030</p>	value for clients optimal workforces	<ul style="list-style-type: none"> Business ethics Data security & privacy Diversity & inclusive employment with equal opportunities Human rights Digital technology advancements Occupational health & safety Training & education for employees Talent attraction & retention Corporate citizenship Upskilling & reskilling for talent 	<ul style="list-style-type: none"> Changing macroeconomic and regulatory conditions Contract liability and delivery Workplace health and safety regulations
further differentiate through tech and touch	value for talent the best jobs	<ul style="list-style-type: none"> Business ethics Occupational health & safety Upskilling & reskilling for talent Diversity & inclusive employment with equal opportunities Training & education for employees Data security & privacy Talent attraction & retention Digital technology advancements Human rights Digital equality 	<ul style="list-style-type: none"> Technological disruption Information technology and cyber security Workplace health & safety regulations
create value through our portfolio	value for employees employer of choice	<ul style="list-style-type: none"> Business ethics Diversity & inclusive employment with equal opportunities Human rights Digital technology advancements Upskilling & reskilling for talent Talent attraction & retention Data security & privacy Occupational health & safety Training & education for employees Corporate citizenship 	<ul style="list-style-type: none"> Talent attraction & retention Technological disruption Information technology and cyber security
build on our strong foundation	value for investors creating EVA	<ul style="list-style-type: none"> Business ethics Data security & privacy Human rights Talent attraction & retention Sustainable supply chain management Environmental protection Digital technology advancements Occupational health & safety Diversity & inclusive employment with equal opportunities Training and education for employees 	<ul style="list-style-type: none"> Credit risk Changing macroeconomic and regulatory environment
value drivers			
contributing to economic growth	value for society shaping the world of work	<ul style="list-style-type: none"> Upskilling & reskilling for talent Diversity & inclusive employment with equal opportunities Training & education for employees Talent attraction & retention Business ethics Occupational health & safety Human rights Digital technology advancements Policy & industry involvement Data security & privacy 	<ul style="list-style-type: none"> Competition regulations Tax and labor regulations
shaping the world of work			
fostering inclusive employment			
connecting with people	sustainability fundamentals	<ul style="list-style-type: none"> Business ethics Environmental protection Occupational health & safety Sustainable supply chain management Corporate citizenship Human rights 	<ul style="list-style-type: none"> Data protection regulations

p24-25 annual report 2021

KPIs ¹	measurable targets	SDGs
<ul style="list-style-type: none"> # of client relationships Customer delight Market share Investments in innovation # of hires by clients (temp to perm) Digital initiatives # of active platform visitors Level of data protection testing 	<ul style="list-style-type: none"> Implementation of customer delight in top 8 markets and significant improvement of scores Increased market share in our main markets 	
<ul style="list-style-type: none"> Talent satisfaction # 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 # candidates redeployed Level of data protection testing 	<ul style="list-style-type: none"> Increased # of initiatives to place talent with disabilities Increased # of initiatives to guide people from unemployment to employment Increased utilization of candidate databases Increased talent satisfaction (customer delight) 	
<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 	<ul style="list-style-type: none"> 50% women in senior leadership positions Engagement score higher than benchmark (participation rate of 80% or higher in Randstad in Touch) 	 8 DECENT WORK AND ECONOMIC GROWTH
		 10 REDUCED INEQUALITIES
<ul style="list-style-type: none"> EBITA Incremental conversion ratio Recovery ratio Free cash flow 	<ul style="list-style-type: none"> EBITA margin of 5% to 6% over time Incremental conversion ratio towards 50% Recovery ratio \pm 50% Dividend payout ratio of 40% to 50% of adjusted net income Increase of market share Optimization of economic value added (EVA) 	 5 GENDER EQUALITY
		 4 QUALITY EDUCATION
		 13 CLIMATE ACTION
<ul style="list-style-type: none"> Staffing penetration rates in our markets Thought leadership events Research and publications 	<ul style="list-style-type: none"> Increased staffing penetration rates in top 8 markets, where measurable 	
<ul style="list-style-type: none"> # of hours and employees involved in VSO # of employees trained in business principles # of business principles incidents (misconduct) Brand ranking Injuries and fatalities during work Sickness absence Sustainable procurement Measures to decrease environmental footprint 	<ul style="list-style-type: none"> 50% absolute reduction of scope 1 and 2 CO₂ emissions by 2030 vs 2019 30% absolute reduction of scope 3 CO₂ emissions by 2030 vs 2019 # of work lives impacted through corporate citizenship Strengthening the Randstad brand Absenteeism rate of max. 2.2% (employees) Company cars: 10% decrease of the weighted average CO₂ per km by end 2022 External assurance of non-financial reporting by 2022 	

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

our contribution to SDGs.

Randstad aims to contribute to a sustainable future, both socially and economically, through our commitment to the following United Nations Sustainable Development Goals (SDGs).

SDGs	subgoals	our contributing key drivers
<p>SDG 4: We help to ensure inclusive and equitable quality education and promote lifelong learning for all</p> <p> 4 QUALITY EDUCATION</p>	<p>4.4 - Increasing the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship</p> <p>Among other things, Randstad contributes to this subgoal through our many local social innovation programs that aim to improve employability and skilling.</p>	<p>Connecting with people</p> <p>Foster inclusive employment</p>
<p>SDG 5: We help to achieve gender equality and empower all women and girls</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>Among other things, Randstad contributes to these subgoals through actively supporting women in climbing the career ladder at all levels in our organization, through our local initiatives that support gender equality, as well as through thought leadership and industry involvement.</p>	<p>Shaping the world of work</p> <p>Foster inclusive employment</p> <p>Shaping the world of work</p>
<p>SDG 8: We promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all</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 people with disabilities, and equal pay for work of equal value</p> <p>8.6 - Reducing 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>Among others, we contribute to these subgoals through our many local social innovation programs that aim to improve employability and skilling, and promote equal opportunities and diversity, as well as through thought leadership and industry involvement.</p>	<p>Contributing to economic growth</p> <p>Connecting with people</p> <p>Connecting with people</p> <p>Foster inclusive employment</p> <p>Foster inclusive employment</p> <p>Shaping the world of work</p>

randstad kpi

- # of candidates placed younger than 25 or older than 50
- Employees by age group
- # of interns
- # of candidates placed with no educational degree
- # of candidates/employees trained
- Training hours (candidates/employees)
- # of candidates redeployed

- Thought leadership events
- Research and publications

- % of males and females in senior leadership positions
- Thought leadership events

- # of digital initiatives
- Investments in innovation

- # of candidates placed
- # candidates redeployed
- # of permanent placements
- # of candidates placed younger than 25 or older than 50
- # of initiatives to guide people from unemployment to employment
- # of candidates placed with disabilities
- # of candidates placed who were unemployed > 1 year
- Employee engagement
- Talent satisfaction
- Future proofing long-term employability

- # of candidates placed younger than 25 or older than 50
- Employees by age group
- Future proofing long-term employability
- # candidates redeployed

- Thought leadership events
- Research and publications

progress

- 762,000 candidates placed younger than 25 and 286,000 older than 50 in 2021
- Employees by age group (page 47)
- 2,600 interns in 2021
- 62,000 candidates placed with no educational degree in 2021
- 406,000 candidates trained in 2021
- 45,600 employees trained in 2021
- 5,800,000 training hours for candidates in 2021
- 883,000 training hours for employees in 2021
- Future proofing long-term employability: improving employability & skilling (pages 57 - 58)

- Thought leadership (pages 59 - 61)

- 50% women in senior leadership positions
- Thought leadership (pages 59 - 61)

- Digital (pages 34 - 35)
- Global trends (page 30)
- Our digital journey - unlocking future value (page 42)

- 2,082,000 candidates placed
- 276,100 permanent placements
- 762,000 candidates placed younger than 25 and 286,000 older than 50 in 2021
- Initiatives to guide people from unemployment to employment: improving employability & skilling (pages 57 - 58)
- 10,000 candidates placed with disabilities in 2021
- 39,000 candidates placed who were unemployed > 1 year:
- employee engagement (page 50)
- Talent satisfaction: customer delight (page 13)
- Future proofing long-term employability: improving employability & skilling (pages 57 - 58)

- 762,000 candidates placed younger than 25 and 286,000 older than 50 in 2021
- Employees by age group (page 47)

- Thought leadership (pages 59 - 61)
- Industry involvement (pages 61 - 62)
- Safeguarding labor and human rights (pages 65 - 67)

SDGs	subgoals	our contributing key drivers	randstad kpi	progress
<p>SDG 10: We aim to reduce inequality within and among countries</p> <p> 10 REDUCED INEQUALITIES</p>	10.2 – 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>Foster inclusive employment</p> <p>Shaping the world of work</p>	<ul style="list-style-type: none"> • % of males and females in senior leadership positions • # of candidates placed with disabilities • Thought leadership events • Research and publications 	<ul style="list-style-type: none"> • 50 % women in senior leadership positions (page 4) • 10,000 candidates placed with disabilities in 2021 • Thought leadership (pages 59 - 61)
	10.3 – Ensure equal opportunities and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Shaping the world of work	<ul style="list-style-type: none"> • Thought leadership events • Research and publications 	<ul style="list-style-type: none"> • Thought leadership (pages 59 - 61) • Industry involvement (pages 61 - 62) • Safeguarding labor and human rights (pages 65 - 67)
	10.4 – Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	Shaping the world of work	<ul style="list-style-type: none"> • Thought leadership events • Research and publications 	<ul style="list-style-type: none"> • Thought leadership (pages 59 - 61) • Industry involvement (pages 61 - 62) • Safeguarding labor and human rights (pages 65 - 67)
<p>SDG 13: Take urgent action to combat climate change and its impacts</p> <p> 13 CLIMATE ACTION</p>	13.2 Integrate climate change measures into national policies, strategies and planning		<ul style="list-style-type: none"> • Measures to decrease environmental footprint (sustainable mobility policy, energy efficiency in buildings, renewable electricity, sustainable business travel, supplier engagement strategy) • GHG emissions (scopes 1, 2, 3) • CO₂ per km driven • Achieve 50% absolute reduction of Randstad's CO₂ emissions for scopes 1 and 2 by 2030, compared to 2019 • Achieve 30% absolute reduction of our CO₂ emissions in scope 3 by 2030, compared to 2019 	<ul style="list-style-type: none"> • Scope 1 emissions 2021: 47,100 metric tons CO₂ • Scope 2 emissions 2021: 11,300 metric tons CO₂ • Scope 3 emissions 2021: 3,000 metric tons CO₂ • 0.00019 CO₂ per km driven

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/2021-06/2021-randstad-human-rights-policy-external.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

27 September, 2022 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 refer to our Communication on Progress at the Global Compact's website, to our annual report included sustainability reporting on <https://www.randstad.com/investor-relations/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 head of sustainability, e-mail marlou.leenders@randstad.com.

Yours sincerely,
Randstad N.V.



on behalf of the Executive Board
Sander van 't Noordende, CEO and chairman



UNITED IN THE BUSINESS OF A BETTER WORLD

A Statement from Business Leaders for Renewed Global Cooperation



The graphic features the United Nations Global Compact logo on the left, with the text 'United Nations Global Compact' and '20 years' in a colorful font. To the right is the 'UN75' logo with the text 'SHAPING OUR FUTURE TOGETHER' and '2020 AND BEYOND'. The background is a stylized blue and white globe with a colorful geometric border on the right side.

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

united nations call to action: anti-corruption

Randstad Holding nv
Dienemere 25, Diemen
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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:

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

- annual report 2021 p71 - 76: 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 2021 p64-65: 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. 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: <https://www.randstad.com/about-randstad/sustainability/our-initiatives/>
- how we engage with our clients and candidates:
annual report 2021 p42-47 <https://www.randstad.com/investor-relations/results-and-reports/annual-reports>
- how we engage with our employees:
annual report 2021 p48-53 <https://www.randstad.com/investor-relations/results-and-reports/annual-reports>
- social dialogue and industry involvement; legislation; Agency Work Directive:
annual report 2021 <https://www.randstad.com/investor-relations/results-and-reports/annual-reports>
p26-31 the world around us
p59-65 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 2021 p 78-81: our impact on the environment

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

united nations global compact principles: environment

- Randstad is committed to setting science based targets (SBTi) and we have designed an action plan 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

Annual report 2021 p 78-79: net zero ambition

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

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/>

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 2021 p243 sustainability and industry memberships and partnerships

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



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