global report Randstad Workmonitor Q3, 2016
Men are favored in management positions, but employees prefer working in gender-diverse teams
incl. quarterly mobility, job change and job satisfaction

Group Communications
Randstad Holding nv
September 2016
ROLE OF MANAGER AND GENDER
81% believe that men and women are treated equally in their organization.
70% think that women and men are equally supported when applying for a job or when asking for promotion
70% state that men are favored over women, when two candidates are equally qualified for a job.
65% prefer a male as direct manager
67% point out that their direct manager’s gender is male.
79% believe that at their employer, men and women are rewarded equally in similar positions.
76% agree that their direct manager plays an important role in setting the team spirit
73% agree that their direct manager advocates company culture and sets the example.
87% prefer to work in a gender-diverse team
84% believe that gender-diverse teams achieve better results than single sex/gender teams.
36% consider it a good thing that one gender is favored above the other in order to meet the diversity target.
32% prefer to work in a team with mainly people of the same gender as themselves
61% believe gender equality increases with the seniority of the job
MOBILITY INDEX
the global Mobility Index slightly increased from 109 to 110 points

Question:
• Do you think you will be doing the same or comparable work for a different employer within the next 6 months?
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Question:

• Do you think you will be doing *the same or comparable work for a different employer* within the next 6 months?
• Do you think you will be doing *different work for a different employer* within the next 6 months?

mobility US +7 and Mexico +1; Canada no shift
Question:
• Do you think you will be doing *the same or comparable work for a different employer* within the next 6 months?
• Do you think you will be doing *different work for a different employer* within the next 6 months?
Question:

• Do you think you will be doing the same or comparable work for a different employer within the next 6 months?
• Do you think you will be doing different work for a different employer within the next 6 months?
mobility Denmark -4; Norway and Sweden no shift

Question:
• Do you think you will be doing the same or comparable work for a different employer within the next 6 months?
• Do you think you will be doing different work for a different employer within the next 6 months?
mobility Singapore +11; India and Hong Kong +3; China +1; Malaysia -3 and Japan -1

Question:
• Do you think you will be doing *the same or comparable work for a different employer* within the next 6 months?
• Do you think you will be doing *different work for a different employer* within the next 6 months?
Randstad Workmonitor Q3 - September 2016

**Question:**
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- Do you think you will be doing *different work for a different employer* within the next 6 months?
Question:
• Do you think you will be doing the same or comparable work for a different employer within the next 6 months?
• Do you think you will be doing different work for a different employer within the next 6 months?
mobility Turkey +6; Portugal -7, Italy -4; Spain -1; Greece no shift

Question:
• Do you think you will be doing the same or comparable work for a different employer within the next 6 months?
• Do you think you will be doing different work for a different employer within the next 6 months?
ACTUAL JOB CHANGE
Question:
Have you changed jobs during the past six months? If you have started working in your first job during the past six months, this is not a change of employment/employer; please fill in "no"
actual job change highest in India followed by Malaysia

Job change increased in Hong Kong, Italy, Japan, Malaysia and Portugal.

In China, Hungary, India, the Netherlands, Turkey and the US job change decreased compared to last quarter.

Question:
Have you changed jobs during the past six months?
Have you changed jobs during the past six months?

Question:

- Yes, I currently work in a comparable position at another employer
- Yes, I currently work in a different position at the same employer
- Yes, I currently work in a different position at a different employer
- No, I did not change positions or employers during the past 6 months

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JOB CHANGE APPETITE
India has highest appetite for job change followed by US and Malaysia

Compared to last quarter, the job change appetite increased in Denmark, Greece, Italy and the Netherlands.

Switzerland and the US show a decrease in job change appetite compared to last quarter.

Question:

I am actively applying for jobs
I am specifically orientating myself
I am looking round a bit
I am not actively doing so, but if something were to come up I would be open to it
I am not actively doing so

• To what extent are you currently looking for another job?
Luxembourg lowest appetite for job change

<table>
<thead>
<tr>
<th>Country</th>
<th>I am actively applying for jobs</th>
<th>I am specifically orientating myself</th>
<th>I am looking round a bit</th>
<th>I am not actively doing so, but if something were to come up I would be open to it</th>
<th>I am not actively doing so</th>
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<tr>
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<td>7%</td>
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<td>Germany</td>
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<td>49%</td>
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<tr>
<td>France</td>
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<td>4%</td>
<td>17%</td>
<td>23%</td>
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<td>19%</td>
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*Question:* To what extent are you currently looking for another job?
job satisfaction is highest in Mexico and India

Compared to last quarter, job satisfaction increased in Australia, China, Denmark, Greece, Hungary, Malaysia, Mexico, Portugal, Switzerland, the UK and the US.

Job satisfaction decreased in Belgium and Czech Republic.

Question:

• How satisfied are you in general about working with your current employer?
Job satisfaction is lowest in Japan.

**Question:**

- How satisfied are you in general about working with your current employer?
ABOUT THE Randstad Workmonitor
Background to the Randstad Workmonitor (1)

- The Randstad Workmonitor was launched in the Netherlands in 2003, then in Germany, and covers 33 countries around the world. In this quarter Slovakia was not included. The study encompasses Europe, Asia Pacific and the Americas. The Randstad Workmonitor is published 4 times a year, making both local and global trends in mobility visible over time.

- The Workmonitor’s Mobility Index, which tracks employee confidence and captures the likelihood of an employee changing jobs within the next 6 months, provides a comprehensive understanding of sentiments and trends in the job market. Besides mobility, the survey addresses employee satisfaction and personal motivation as well as a rotating set of themed questions.
The study is conducted online among employees aged 18-65, working a minimum of 24 hours a week in a paid job (not self-employed). Minimum sample size is 400 interviews per country. The Survey Sampling International (SSI) panel is used for sampling purposes. The second survey of 2016 was conducted from July 20th till August 4th 2016 in the following countries:

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