

local sustainability initiatives 2017

This section provides descriptions and examples of various local sustainability initiatives, structured in line with our overall sustainability themes.

employability advancement

the netherlands

Randstad Netherlands helps candidates obtain an Accreditation of Prior Learning certificate (Erkenning Verworven Competenties), which states their skills and qualifications. Randstad Netherlands' Career Accelerator program provides custom-made training programs, per sector and per profession. Online, candidates can find a range of job application tips.

Together with a local bank, Randstad Netherlands has developed a Statement of Prospects. This Statement can be issued by Randstad to employees or temporary workers with good job prospects to help them obtain a mortgage. This is a breakthrough innovation in the Netherlands.

Baanbrekend is a public-private partnership, co-created by Randstad Netherlands, Tempo-Team Netherlands, and Dutch municipalities. Integrated teams make a joint effort to match candidates with employers. Each party contributes its core competencies: the municipality provides extra support to better equip candidates for work, while Randstad and Tempo-Team take care of marketing and jobs. The primary purpose of Baanbrekend is to help social security recipients find a job. (In the Netherlands, social security payments are the responsibility of municipalities.)

Tempo-Team Netherlands' ActiveerKracht program is a local partnership with several municipalities (e.g., The Hague). It focuses on reducing the number of unemployed job seekers and helping them find work.

Randstad Netherlands works together with a foundation dedicated to reducing illiteracy and improving reading and writing skills. Candidates working at a client company of Randstad Netherlands can follow training programs that help them to improve their literacy skills. This will give them a better chance on the labor market.

italy

In Italy, Randstad HR Solutions has a special division (Politiche Attive) that handles projects for people who are unemployed, have been made redundant, or are in a mobility trajectory. One of the projects, called Dote Unica Lavoro Regione Lombardia, is a regional program designed to encourage the integration and reintegration into the world of work of people who live in Lombardy (the most industrialized region of Italy) or work in a company located in Lombardy. It involves different kinds of people: young unemployed people (up to 29 years of age), unemployed workers, and employees of companies that are in economic difficulties. The program offers different kinds of support to these people, depending on their specific needs. Only bodies accredited to the Lombardy region, such as Randstad, can provide services (e.g., training, certification of competences, skills assessment, etc.). In 2017, Randstad Italy found jobs for 1,530 people out of 3,100 participants (a success rate of 49%).



In Italy, the Career Management department of Randstad HR Solutions is working to reintegrate people into the labor market, paying particular attention to people over the age of fifty. In addition to psychological support aimed at encouraging people to maintain confidence in themselves, the support also includes in-depth competence analyses and targeted searches in the labor market.

germany

Randstad Germany offers an array of initiatives to help people find the right job. For example, the Learning on the Job program includes a qualification program, offering candidates new perspectives for career advancement and longer-term employment. Since its start in 2006, more than 9,000 people have received a reference certificate. At the end of 2017, more than 400 had passed their exams and received a certificate.

portugal

Randstad Portugal started an experimental path in 2017 with a new approach to sustainability initiatives: social innovation and social economy. With regard to social innovation, we are just starting to understand how we can be an active agent in this field. An official government agency invited Randstad to be its partner in a new project sponsored by the European Union. With regard to social economy, for the past eighteen months, we have been developing a project that involves reintegrating people who have essentially been excluded from the job market. They work for us in-house at our own premises, as part of a specific project (archiving and digitalizing documents), through which we have been training, requalifying and preparing them for full professional autonomy. The project now has twelve full-time workers and because it has proven such a huge success, we are now developing it to the next stage.

united states

Randstad US's Hire Hope program aims to provide career-readiness training and job placement services to young women in the community who have been underserved. This population includes survivors of



exploitation and/or trafficking and girls who risk finding themselves in these circumstances. Currently based in Atlanta, Georgia, Hire Hope is executed in partnership with Wellspring Living, an Atlanta-based restoration non-profit organization. Since its inception in 2014, more than 93 women have undergone Hire Hope's career-readiness training, and 67 were given the opportunity of an apprenticeship. In 2016, Hire Hope received the American Staffing Association Care Award, along with two other awards. This is a volunteer-led program, with Randstad employees volunteering to serve as career mentors, known as Navigators. They facilitate the training classes, as well as assisting with the operational duties of the program.

belgium

Randstad Belgium and Tempo-Team Belgium have developed a policy for training programs offered to employees and flex workers. Besides the standard internal training program, we select high-quality programs given by external providers to help our workers become quickly efficient at work (e.g., sales skills, security and transport training). In addition, our Learn4Job program offers job-seekers an opportunity to take part in a training program to acquire specific skills needed for one of our job offers (e.g., a heavy goods vehicle license). Sometimes, we observe a gap between supply and demand. For example, Tempo-Team Belgium had trouble finding aircraft refueling specialists. This job is highly specialized, requiring very specific skills for which no training was available. Tempo-Team Belgium therefore set up a training program for this job in association with clients and Belgian social institutions. Now, for the past three years, in association with our partner Liège Airport, we have been giving job-seekers an opportunity to undergo special training to become an aircraft refueling specialist. Candidates who complete the course receive a diploma and are subsequently employed by the airport.

united kingdom

Randstad UK's Returning to Work program consists of a series of inspirational videos aimed at empowering workers rejoin the workforce following a long absence. The campaign explores the challenges involved - both emotional and physical. Real candidates talk about their own experiences as well as how employers can make the transition easier. To help tackle skills shortages across the labor market, UK employers are increasingly

appealing to absentee workers. As part of this drive, Randstad UK explored six specific circumstances: maternity leave, mental illness, serious illness, redundancy, retirement, and serving a prison sentence. Since its launch in October 2017, Returning to Work has been referred to by national media, charity websites and hospital news pages as a tool for highlighting the difficulties and benefits of getting back to work.

youth employment

general

The European Pact for Youth, initiated in November 2015 by CSR Europe and Marianne Thyssen (European Commissioner for Employment, Social Affairs and Inclusion), was an appeal to all businesses, social partners, education and training providers, and other stakeholders to develop and consolidate partnerships in support of youth employability and inclusion. The ambitious goal of the Pact was to create 10,000 quality business-education partnerships, with the shared target of establishing at least 100,000 new, good quality apprenticeships, traineeships or entry-level jobs. These goals have been surpassed with impressive results. In just two years, 23,000 business-education partnerships were formed, and 160,000 new opportunities for youth were created, impacting 5.2 million learners.



On November 23, our CEO Jacques van den Broek spoke at the First European Business-Education Summit in Brussels, the closing event of the European Pact for Youth, one of the biggest projects on youth employment in Europe. On the occasion of the First European Business-Education Summit, a joint appeal was presented to European leaders to accelerate the pace of reforms to make business-education partnerships the new norm.

Over the past two years, our Randstad operating companies in countries such as Greece, Spain,

Switzerland, Sweden, Italy, Germany, the Netherlands, and the Czech Republic have contributed to the Pact for Youth through several projects and programs. Although the European Pact for Youth has now officially come to an end, on a national level, the Pact will continue through the implementation of more than 20 National Action Plans. Randstad fully endorses the view that business-education partnerships should be seen as true long-term investments. "It's interesting to see that schools are rated on the number of graduates. It would be more relevant if schools were rated on the success of people in the workplace, including their soft skills," said Jacques during the panel discussion. Investing in youth today will ensure that businesses will be able to employ talented young people in the future, with the necessary soft, hard and entrepreneurial skills.

Randstad Holding also participates in the Global Apprenticeships Network (GAN), whose aim is to address the urgent issue of youth unemployment and the need for businesses to ensure skills for the future. The Network has been developed jointly by the International Organisation of Employers (IOE) and the Business and Industry Advisory Committee to the OECD (BIAC), with the support of the International Labour Organization (ILO). National networks have been set up to promote apprenticeships, traineeships, internships and work-readiness programs in amongst other Turkey, Spain, Argentina, Mexico and France.

the netherlands

Champs on Stage is a partnership between Randstad Netherlands, McKinsey, and the American Chamber of Commerce, supported by the Dutch Ministry of Education, Culture and Science. Its main objective is to reduce the number of high-school dropouts – an essential element in fighting youth unemployment. Through Champs on Stage initiatives and internships, students are introduced to a wide range of career options and learn about the personal skills they will need in the labor market. As a result, students are better able to make the right choices in higher education, and to complete their studies successfully.

belgium

In 2012, Randstad Belgium established a partnership with Leuven University. The division responsible for this partnership is Randstad Young Talents. The aim of the partnership is to broaden employment opportunities for students with degrees in Economics and Business

Studies, helping them find interesting alternatives to banks and consultancy firms, which tend to dominate when it comes to campus recruitment. Individual coaching sessions form part of the program. This partnership has been very successful and has now been extended to two universities and 16 different faculties. Last year, we counseled 2,000 individual students and 3,000 in workshops. We created 600 relevant jobs related to students' university course, as well as 350 jobs for graduates. Randstad Young Talents is the only player in the market fully dedicated to this target group. It is also the first (and so far the only one) in the market to create additional jobs for specific graduates.



In Belgium, RiseSmart Employability, part of Randstad Group, also works on specific projects in partnership with Belgian social institutions to give training, coaching and support to young people. For example, those who leave school without a qualification and other underqualified young people are given guidance to help them find a suitable job.

Tempo-Team Belgium is always looking for innovative recruitment techniques. In 2017, Tempo-Team developed a Job-up-Bar, which offers several games to help young people find out which skills they have and how they can use these skills. The purpose of the initiative was to offer young people something different and attract them with practical and fun work methods. The Job-up-Bar was in operation for one month and was very successful.

italy

To attract the best people on the market, Randstad Italy focuses on the millennials target group for the events, workshops and seminars it organizes. During 2017, four workshops were scheduled at the four main universities in the north of Italy (Cattolica di Piacenza, Bicocca Milan, University of Trento and Cattolica di Milan). Randstad Italy met with approximately 100 students.

Randstad Italy's HR Solutions division Politiche Attive handles projects for people who are unemployed, have been made redundant, or are in a mobility program. One of the projects is called Garanzia Giovani (Youth Guarantee), a plan created by the European Union to tackle youth unemployment and aimed at young people not engaged in an occupational activity, school or training program, between the ages of 15 and 29. The program includes orientation activities for the young unemployed, designed to facilitate their entry or re-entry into the labor market with an employment contract or through extracurricular training. It includes financial incentives for companies that participate in the program. In 2017, Randstad Italy offered 521 young people under 30 an employment contract for at least 180 days, and extracurricular training to 240 young people under 30.

Since 2016, Randstad Italy has been one of the main partners in the Palestre delle Professioni Digitali project, a CSR initiative set up by Accenture Italy in 2013. Randstad's contribution focuses on pre-selecting participants and helping them improve their employability. The main goal is to increase the employability of young graduates (mainly with an arts degree) by redirecting their skills to digital professions that are in high demand. This enables them to quickly enter the job market. Participants follow 120 hours of classroom lessons given by top management of mainly Italian IT companies, followed by 60 hours of project work (of which more than 20 hours are devoted to e-learning). So far, 444 students have been supported. 80% of these graduates found an internship within six months of the end of the course.

In June 2016, Randstad Italy founded the ITS Technologies Talent Factory Foundation, with the overarching objective of training young people to technological and other useful work skills. In Italy, there are two million NEETs, young people who are not in education, employment or training. The ITS is one way

of reducing youth unemployment and provides young people with training in technological and digital skills (programming software, IoT, Cyber Security). The first course on software programming was given in October 2016, followed by two new courses in October 2017, one about the Internet of Things and the other about web and application development for mobile devices. The project, which currently involves 62 young graduates in three different courses, is supported by many partners.



In 2017, in partnership with Samsung Electronics Italy and Università Cattolica (Milan), Randstad Italy was involved in the Samsung Innovation Camp, a project for people under 30 aimed at creating a new profession: Innovation Designer. The project involved 4,450 people, the best 30 went on to the final selection day in Milan,

and three were directly placed at companies as interns. The other 27 people received special career advice from Randstad.

Randstad Italy has a specific department dedicated to activities involving young people called Youth@Work. This department aims to contribute to reducing the gap between education and the job market.

A few examples:

- Pact4Youth – In 2016, Randstad Italy joined this European Project to fight youth unemployment through various initiatives, mainly guided by Sodalitas Foundation (CSR Europe in Italy). On November 23, 2017, we were present at the First European Summit in Brussels.
- ScopriTalenti – In collaboration with the Sodalitas Foundation, this program invites the most talented young people from high schools and universities to meet delegates from major Italian companies. ScopriTalenti is an Italian initiative that aims to give graduates an opportunity to familiarize themselves with the world of work and be interviewed by big companies, in this way getting to know their strengths and weaknesses. The event is hosted by Randstad at its headquarters in Milan, and is now in its 8th year. In total, over 300 students and 40 companies have taken part. Other initiatives by Randstad for these young people include career guidance and training, as well as personal presence and counseling, given in schools, universities, and training institutions.



- Deploy your Talents: Stepping up in the STEM Agenda for Europe – In collaboration with the Sodalitas Foundation, we participated the fifth time edition of this European project. Its overarching objective is to create more awareness of the growing need for STEM competencies and to reduce stereotyping of women. The target group are secondary school students aged 16 to 18.
- Allenarsi per il Futuro – This project, carried out in partnership with Bosch, consists of training sessions with companies and sports champions for students at all levels of education, with the aim of creating awareness of the importance of passions and exploring ways of boosting youth employment through short traineeships. The project, started in 2014, organized a total of some 300 sessions in the school year 2016-2017 (meeting 173,200 students) and generated over 1,500 traineeships. The goals for the school year 2017-2018 are to deliver 300 sessions in schools and activate over 1,800 traineeships (mostly at Randstad).
- Un Giorno da FICO – In October 2017 we launched a project of work orientation and corporate social responsibility linked to the FICO experience (the newly opened agrifood park in Bologna, Italy) and food innovation. Our target is to visit 20,000 students in 200 state schools, deploying over 300,000 hours of work-based learning.
- GOAL – Groups that focus on job orientation: 3- to 5-day courses in various Italian cities, aimed at young people looking for a job. Topics include career counseling, training for the job market, and job seeking. The project, started in 2012, consisted of a total of approx. 210 courses in 2017 (over 4,000 people trained).
- Responsible Societies – a quarterly initiative aimed at inspiring students to adopt the values of Corporate and Individual Social Responsibility in partnership with Sodalitas, Ciessevi and various NGOs/non-profit organizations. The project, which started in 2016, closed the year in 2017 having met 250 students.
- Student traineeships – These traineeships at Randstad Italy, and sometimes also in-house at our clients, were started in 2012. In 2016, a total of some 300 traineeships (Randstad only) were arranged. Each had an average duration of 80 hours. In school year 2016-2017, a total of 1,103 trainees were reached. The overarching objective is to reduce the gap between schools and companies. The target group is students

aged 16 to 18 (last three years of secondary school), as well as teachers and companies.

The Family & Friends project, designed by the HR Department, also focuses on students and their employability skills. This project particularly targets students or unemployed youth who are relatives or friends of Randstad employees. In the summer, these young people can undertake an internship at Randstad HQ for a month. In 2017, we invited 15 boys and girls to our headquarters for a one-month internship, including a 3-day orientation course on the world of work. A further target group for this project is unemployed people over 30. In 2017, we hosted 10 people for a 4-day orientation course.

australia

In Australia, the Randstad Shaping Young Futures Program was launched in April 2015 to help young unemployed Australians develop their job seeking skills and to connect them with organizations willing to invest in the talent force of the future. There are over 250,000 young people who are not engaged in education, training or employment. The country's youth unemployment rate is more than double the national average of 6%, at a concerning 14% (source: ABS, April 2015). In order to support these young job seekers, the Randstad Shaping Young Futures Program is based on four key pillars:

- Coaching and mentoring programs;
- Preparation and development of career awareness and job-seeking skills with the aid of the Make It Happen toolkit and networking skills training;
- Online Shaping Young Futures Brazen events with coaching and matchmaking;
- Employer partnership programs with real job outcomes.

Randstad Australia works with partner organizations such as The Smith Family and Yourtown to help young people who are not in education and not in employment between the ages of 15 and 24 to receive complimentary career coaching and guidance from Randstad Australia's specialist consultants. This will be carried out through a network of 'career buddies'. The Randstad career buddies will provide advice and guidance on career aspirations, help youngsters develop their career awareness and job-seeking skills, connect students with jobs, and share practical job

seeker tips, such as writing a résumé and practicing interview techniques.



germany

Joblinge is a very successful project developed by the Eberhard von Kuehnheim Foundation (BMW) and Boston Consulting Group in 2009 to fight youth unemployment. It is a collaboration between the public job center and partner companies and includes a special 6-month coaching program for every participant. The project has a success rate of 70%. Randstad Germany supports the Joblinge project by providing training, mentors, pro bono consulting, and the annual funding of a partnership. The cooperation with Joblinge was developed further in 2017, with the participation of a new Joblinge location in Ludwigsburg.

In a sponsorship program called You've Got Talent – Fit for the Employment Market, Randstad employees in Germany support lower-level secondary-school students as they start their working life, enhancing the employability of these youngsters. The new competences students discover and develop through the program and the practical experience they have gained are recorded in a Competence Certificate. Most importantly, the youngsters discover their own talents, and are encouraged to complete their education. Since 2008, Randstad has been involved in over 50 lower-level secondary-school sponsorships, catering for more than 1,700 students all over Germany.

czech republic

Randstad Czech Republic established a close partnership with a technical university in Zlín, setting up the Randstad Java Academy as part of the academic curriculum. The program gives students an opportunity to advance their knowledge of Java programming, learn from the best experts, and thus increase their prospects on the labor market.

china

In order to bridge the gap between employers and graduates, in 2013, Randstad China started the Campus Talk program. Through the program, Randstad China provides career counseling and world of work training to undergraduates and recent graduates. Interview skills are also part of the program. Further activities include conferences, seminars, symposiums, and panel discussions. Each year, Randstad China organizes on average 15-25 sessions at top universities across China.

france

In 2017, the Randstad Institute in France was partner of the BLANK project, set up by the Belleville Citoyenne association. The BLANK project is an intensive, free 6-month training course in web and digital development for young people with little or no education in the northern and eastern districts of Paris. The aim of the project is to help young people to find employment and to give Randstad access to trained candidates. Access to the program is based on motivation and professional attitude. Women are particularly encouraged to participate.

In 2017, together with its partner Creo Adam, the Randstad Institute set up tailor-made workshops to help entrepreneurs in lower-income neighborhoods, particularly Seine St Denis. Randstad France was represented in the selection jury, and 24 volunteers (from finance, marketing, communication, HR, and training departments) followed these young people in the development of their projects. Topics of the workshops included building a business plan, market research and marketing, and presentation and communication skills. Randstad's partner in this project, Creo Adam, helps people with extraordinary entrepreneurial potential in the Ile-de-France territories, detecting the best profiles and leaders of tomorrow. This association has been a partner of the Randstad Institute in France for several years.

diversified workforces

the netherlands

In the Netherlands, Tempo-Team and the Dutch women's magazine Margriet have joined forces with Work4Women, a job placement agency that focuses on women over thirty who combine family life and paid work. Work4Women offers guidance and support to women in search of a suitable job, drawing on Tempo-Team's knowledge of the job market and Margriet's understanding of the target group. The magazine keeps its target readership up to date on opportunities in the job market. Work4Women has been slowly shifting its focus to a broader diversity perspective. Together with other employers, it organizes roughly four Power Meetings on this subject.

Randstad Netherlands has voluntarily signed the Diversity Charter. This commits Randstad Netherlands to promote a diverse workforce and an inclusive organizational culture.

australia

With respect to the Aboriginal and Torres Strait Islander (ATSI) communities, Randstad has partnered with leading Aboriginal employment advocacy group Yarn'n. This partnership ensures all processes are adapted to recognize and meet the cultural needs of participants and provides quality, tangible results for both our clients and the Aboriginal and Torres Strait Islander communities. We aim to achieve this with authenticity and meaning, while still delivering a robust, quality-based, proven recruitment and project management solution.

Yarn'n is a 100% Aboriginal owned and operated boutique Aboriginal Employment Services agency, which works to create and deliver sustainable change through employment within both the Aboriginal community and Australia as a whole. Their aim is to use employment as a platform to help Aboriginal people sustainably change their lives for the better. Having been in operation for over 10 years, Yarn'n is recognized for establishing national benchmarks in the recruitment, training and retention of Aboriginal people.

Randstad supports this vision, and having worked closely with Yarn'n in a number of key initiatives, we strengthen this commitment still further with our aligned philosophy on inclusion and connecting people

with meaningful job opportunities. Randstad and Yarn'n successfully hosted an event in 2017, promoting the partnership, with key government and commercial clients in Sydney. At the event, Randstad and Yarn'n announced our joint commitment to (1) play a pivotal role in creating positive employment outcomes for Aboriginal people; (2) deliver tailored employment consulting services to businesses seeking to generate employment opportunities for Aboriginal people; and (3) deliver career sessions and training programs that will lead to employment opportunities and create long-lasting benefits to businesses, Aboriginal people and their families. This strengthens our ongoing focus on inclusion and diversity, bringing two experts in their fields together to promote ongoing, meaningful employment across indigenous communities throughout Australia.

Through this relationship with Yarn'n, Randstad has been able to place indigenous candidates in work with the NSW State Government, Aboriginal Housing Office (AHO).

The AHO engaged Randstad & Yarn'n to manage the Attraction & Sourcing, Assessment Design & Psychometric Testing and Recruitment services for an intake. The AHO was seeking to fill 37 roles within the department, ranging from Grade 3-4 Business Support Officers through to 11-12 Senior Project Officers and Managers roles across four branches. Of the 37 roles, 14 were classified as Identified, which were required to be filled by ATSI candidates; ten roles were Targeted, meaning that it would be preferable, but not mandatory, for the roles to be filled by an ATSI candidate. The remaining 13 roles did not specify any ATSI requirement. AHO gave Randstad a target of 75% of all roles to be filled. With a targeted marketing campaign and microsite added to Randstad's own website and with a recruitment team that consisted of Randstad and Yarn'n staff, 29 roles were filled.

Sageco (a RiseSmart company owned by Randstad) was launched in 2004 with a strong focus on working and supporting mature-age workers. Over the years, Sageco has supported more than 400 clients in developing strategies and solutions, and more than 35,000 mature-age workers have experienced Sageco's Envisage program. Sageco's biggest project was the Australian Federal Government Corporate Champions program,

which was funded by the Government to work with 101 large employers between 2013-2016.

Randstad plays an active role in applying effective diversity recruitment practices in all facets of our operation. One of the key initiatives supported by our leadership team is our Women in Business campaign. We have hosted forums on policy and procedures in the promotion of diversity in the workplace. With a mailing list of over 3,000 women across the states of New South Wales, Victoria and Queensland, each event has around 250 attendees. Partners have included Wesfarmers, Westpac, NAB, Transpacific, Bank of Queensland, Deloitte and PWC.

spain

Since 2004, the Randstad Foundation in Spain has launched a variety of social employment projects designed to secure equal opportunities in employment. The foundation develops individual training itineraries for people who are distanced from the labor market (disabled people, the long-term unemployed over 45, immigrants, victims of gender violence, and single-parent families). In addition, the foundation initiates recruitment processes with partner companies, counseling them in hiring people at risk of exclusion. In 2017, the Randstad Foundation helped more than 4,100 people distanced from the labor market to reintegrate into the labor market through these projects, and more than 1,600 contracts were signed. To achieve this, the Foundation's nine offices worked with more than 600 companies throughout Spain. Furthermore, they helped more than 1,700 people to get to know, understand, and use all the resources and tools available to help them in their search for a job.

In 2017, the Randstad Foundation Spain participated in the CSR Europe platform called Business Impact Maps. Its contribution was a program to improve the integration into the labor market of people at risk of exclusion (e.g., disabled people, those over 45, foreigners, and victims of violence).

france

Randstad France's 'Institut pour l'égalité' des chances et le développement durable (Institute for Equal Opportunities and Sustainable Development) was founded in 2005 to establish partnerships aimed at making an active contribution to the promotion of equal

opportunities, and introducing innovative actions for sustainable development.

In 2017, for the fifth consecutive year, the Randstad Institute and its partner OFRE (Observatoire du Fait Religieux en Entreprise) published an annual survey on the impact of religion at work. Surveys conducted from 2013 onwards had revealed an increasing significance of religious issues at work. The 2017 study showed that, for the first time, the significance of religion in the workplace is no longer growing. The proportion of employees surveyed who declared that they regularly or occasionally observed religious practices at work is identical to what it was a year earlier: 65%. The 2017 survey thus confirms the reduced importance of religion at work. It also shows its ceiling. Religion affects, in one way or another, about two-thirds of managers in France. Cases of conflict remain relatively few (from 6.7% of all religious issues observed in 2016 to 7.5% this year). The study was conducted between April and June 2017 on the basis of an online survey conducted among 1,093 employees, most of whom (63%) were in managerial positions.

At Randstad France and Randstad Group Belgium, non-discrimination initiatives are in place, such as management training on diversity and equality, and the use of 'mystery clients', which involves a third party testing consultants' responses to discriminatory requests.

belgium

For the past three years, RiseSmart Employability has assisted detainees in prison in finding a job after serving their sentence. A RiseSmart coach taught an 18-day program to help these people discover their skills, write a CV, and learn how they can best present themselves at interviews.

RiseSmart Employability is also working on several projects for workers of 45 and older to help them find their way in the labor market. These people get advice, coaching and support from our RiseSmart colleagues, as well as in our Randstad branches, to help them find a new job after years of unemployment.

argentina

Randstad Argentina is renowned as a local benchmark in diversity management, the inclusion of groups at social risk in the labor market, and the promotion of

gender equality. In 2016, the focus was on further disseminating these commitments and sharing successes. The channel used for this is the local network of the United Nations Global Compact, in which Randstad Argentina is represented by its CEO. During 2016, Randstad Argentina was on the Board of the United Nations Global Compact Network, and participated in two workshops, one on Enterprises for Gender Equality and the other on Business and Human Rights.

In 2017, Randstad Argentina financed an Empowerment Program for business women. Twenty female entrepreneurs in the city of Rosario were given technological tools to help them improve their businesses.

In 2017, Randstad Argentina also continued to support the cause of labor inclusion for people in disadvantaged conditions, extending the commitment of stakeholders. Several enterprises have already employed people from these disadvantaged groups.

portugal

Randstad Portugal has partnerships with NGOs to support candidates who are more difficult to employ. For example, Randstad works with APAV, an association that protects victims of violence or crimes who need to be moved geographically or who need to find a job to be able to support themselves and become financially independent from their aggressors. Together with O Ninho, Randstad Portugal helps former prostitutes to enter the regular labor market.

Randstad Portugal has also established a strong partnership with the official entity that, at government level, supports the reintegration of homeless citizens into the job market. The project has been running an in-house project for eighteen months now for 12 workers who find themselves in such a situation. The program has proven so successful that it is now being offered to customers interested in such solutions.

sweden

Randstad Sweden participates in Vidga Normen, a cross-sector initiative involving governmental organizations, NGOs, trade unions, and the private sector. The aim of this initiative is to create an inclusive labor market for Afro-Swedes. The objectives are to find positions for Afro-Swedes that match their competence

and education, to organize regional conferences with strategic stakeholders, and to organize training sessions to understand and challenge afrophobia.



One of the annual highlights in Randstad Sweden's sustainability program portfolio in 2017 was a project called Easier Ways to Work and Skills (Antenn) for refugees who have recently arrived in Sweden. The project was co-financed by Tillväxtverket, the Swedish Agency for Economic and Regional Growth. The initiative was sponsored by Mikael Damberg, the Swedish Minister for Enterprise and Innovation.

Antenn successfully coached close to 200 newcomers in the program. 25% of the candidates were matched to a job, 40% women and 60% men. The purpose of the program is to speed up newcomers' integration into the Swedish labor market. We give our clients access to a broad palette of skilled candidates. Given the present shortage of skills, the competences that the newcomers bring to the Swedish labor market are certainly very welcome.

united kingdom

Randstad UK Construction Property & Engineering (CPE) is a Gold Member of the Supply Chain Sustainability School, a body formed by 44 contractors from across the UK to share best practices in the field. Randstad is working with the school as the only recruiter to be taking an active role in promoting sustainability across the workforce. In 2017 Randstad conducted the largest

industry survey ever to have been undertaken on the subject of Mental Health within the Construction Sector. Results have been promoted around the country in conjunction with industry bodies and charities to raise awareness and initiate change. Meanwhile, for the eighth year in a row, Randstad UK CPE recently passed its latest Equality and Diversity Audit, as measured by Equality Assured, an external auditing body.

people with special needs/disabilities

argentina

Working with other institutions, Randstad Argentina provides training to help empower those from disadvantaged groups. They then do their utmost to place these people in employment with their clients. Randstad Argentina signed a commitment with the City of Rosario for the labor inclusion of people with disabilities and young people at social risk.

united kingdom

Randstad UK's Randstad Student & Worker Support division works in partnership with universities and businesses to provide specialist support employees and a range of other

support services to students and workers with physical disabilities, mental health issues, and learning difficulties. The division currently supports over 34,000 disabled individuals in education and employment to ensure they can fulfill their potential. In addition, they play an active role in lobbying and shaping opinion in the market.

japan

Randstad Japan has a Challenged Support Division, which aims to hire disabled people for its own organization, as well as introducing them to clients. The biggest challenge they face is establishing a stable structure that not only provides a good environment for disabled people, but also keeps them employed in Japan's rapidly changing economy.

the netherlands

Randstad Netherlands is one of the partners of Foundation CAP100, which focuses on talented physically disabled people. These people are 'talented'

in the sense that they are motivated to find a regular workplace and to make a success of it, regardless of their special needs. The objective of CAP100 and its partners is primarily to contribute to making society more accessible to people with special needs, free of prejudice. In addition, they help these people develop their self-esteem, and empower them to reach their personal objectives in life. Randstad uses its large network of clients to put this topic on their agendas.

The Dutch government wants to encourage employers to hire people with disabilities. At the beginning of 2015, a new Participation Act came into effect, which sets the goal of creating at least 125,000 jobs for people with a disability before 2026. The government requires every company employing 25 or more employees to provide work for employees with a disability. Randstad Participation is a special division of Randstad Netherlands, which assists companies that want to invest in people with disabilities. It has so far been very successful. Hundreds of people have found a job, and 89% of those who started a new job under the scheme are still in work. This is way above the market average of 70%. In 2016, a Participation Advisory Board was set up in the Netherlands. This Advisory Board comprises people from Randstad Participation's target group (i.e., people with a labor disability). The Board will help to shape Randstad's Participation Program.

italy

Randstad Italy's HOpportunities (HO) team focuses on the provision and management of staff with disabilities. HO is involved in several initiatives and events linked to the world of disability. Specifically, in September 2017, HO participated in Abilitando, an important fair in Alessandria (Piedmont). This event focused on the relationship between new technologies and disability, within the labor market and beyond. At this event, our consultants met people with disabilities interested in undergoing vocational guidance interviews to discover their potential and the type of jobs that would suit them best.

At the end of September, the HO team organized an event in Rome for 22 disabled candidates and 18 company representatives. Right after the event, six candidates were offered a job in three of these companies. Some companies have said they will keep in touch with another 10 candidates for job opportunities in the near future.

In October, at lo Lavoro in Turin, one of the most important job fairs in Italy, HO took part in the section dedicated to employees with a disability. During the three days of the fair, our team met with 150 people with a disability for job and orientation interviews.

In 2017, HO continued its work for The Bridge, a joint project with universities and intermediate schools initiated in 2016. Through this project, after a selection process and vocational guidance interviews, Randstad Italy helps young disabled students to get in touch with companies. In 2017, we supported 8 students from Liuc University.

In recent years, in partnership with the employment centers in the Veneto region, HO has also organized training courses (basic and professional) for people with disabilities.

france

Mission Handicap within Randstad France promotes and coordinates activities in four areas: the retention of colleagues with disabilities (through training and adaptation of the work environment); recruitment and mobility; providing training and promoting awareness among employees; and the development of Randstad France's relationship with the 'protected sector' (i.e., companies whose main aim is to employ disabled people).

Specifically, in 2017, Mission Handicap shared its expertise to create a disability coaching booklet for managers of Airbus, one of Randstad France's clients. The booklet is based on Randstad France Group's internal booklet How to manage disability, but was customized for Airbus group. The booklet provides Airbus with a turnkey tool that can be edited depending on the entity and recipients. It also includes interviews with Airbus staff with disabilities and their managers.

On October 5, Mission Handicap invited the French HR community to an innovative training course: cooking workshops from around the world to address the issue of disability. It was a unique and innovative experience. Participants had to prepare a recipe while they were blindfolded, fitted with headphones, or with their arms or legs immobilized, to simulate a handicap.



In partnership with Randstad France, Institut de Gestion Sociale (IGS) launched its fourth promotion with disabled students in Nantes (following Paris in 2014, Lyon in 2015 and Toulouse in 2016). In June, eight people of all ages and with varied profiles began their vocational training as a consultant. For one year, they will alternate between three weeks in an agency and one week at school. At the end of this cycle, they will take an examination to obtain a commercial license.

In 2017, Randstad France and the Randstad Institute, in partnership with the Club House Association, created their first 'barometer' of mental health in business. This is a topic of increasing interest to companies in the light of OECD figures identifying mental disorders as the first cause of disability and the second cause of absenteeism. This was the first study looking at the reality of psychic disorders in the world of work to be conducted in France. This barometer revealed that mental health issues (psychological disorders and psychic disability) are becoming major challenges for companies. Respondents in the survey said that employees' managers should be the main point of contact for psychological disorders. However, they also emphasized the need for coaching and training of managers. Finally, they said that, although the desire for recognition of mental disorders is strong on the part of employees, the fear of being stigmatized remained very real.

portugal

In 2017, Randstad Portugal continued its support of Associação Salvador, a Portuguese NGO that helps people with disabilities. The organization is currently focusing on helping people with low mobility to find work. Randstad Portugal is helping with the NGO's campaign to explain the benefits for companies, and regularly organizes workshops to help people improve their CVs, social profiles, and interview skills.

spain

In 2017, the Randstad Foundation in Spain organized various initiatives to promote inclusive workforces for people with special needs, through collaborative projects with companies, social entities and public administration. Examples include giving advice and training to unemployed customers of a bank; training people with special needs by employees of Endesa-Enel, Lilly, Europamundo Foundation and la Caixa; specific training for people with a disability who are relatives of shareholders of Banco Popular; and offering English classes to people with a disability in collaboration with Vaughan's teachers.

In 2017, the Randstad Foundation also developed a new collaborative project to give specific professional training to people with special needs. Thanks to this training, which has been recognized and approved by the Spanish Ministry of Employment and Social Security, these people are better able to find a job, while at the same time, the companies have the guarantee that these candidates will be available for work.

In addition, the Foundation participated in a job fair for people with a disability, for which we received more than 670 CVs from people with a disability.

And finally, in collaboration with the Spanish Ministry of Health, Social Affairs & Equality, the Randstad Foundation Spain organized its annual Randstad Foundation Awards event for the twelfth time. The Award recognizes companies, the media, and other institutions for their commitment and positive contributions to CSR and the employability of people with special needs.

brazil

With more than 45 million of its citizens classified as having some form of disability, Brazil has made it a priority to include this population in the workforce to the

benefit of job seekers, employers and the greater community. While many companies here already operate within a culture of inclusion and diversity, hiring workers with disabilities is not a choice for most mid-sized and large organizations in South America's most populous nation.

The key to success is the social outreach work conducted by Yunus in partnership with Randstad Sourceright. Yunus Social Business operates around the globe, supporting social causes through partnerships with private businesses. In Brazil, it has created social businesses involved in home construction for poor residents and reforestation. This latest venture is aimed at helping workers with disabilities and companies in need of their talents. Additionally, the initiative satisfies the regulatory requirements the employer faces.

The talent pool developed by the social business includes job seekers that are qualified under the Inclusion of People with Disabilities Act, so candidate slates compiled by Randstad Sourceright meet government mandates. This enables the company to ensure it is operating within guidelines without needing to further screen applicants for eligibility. Through its Talent Radar technology, Randstad Sourceright now tracks the progress of the company's regulatory fulfillment. It is also providing employer branding support to ensure its brand messaging appeals to workers with and without disabilities. Although having started as a small pilot project, the partnership demonstrates how a socially conscious employer working with a like-minded venture fund and HR solution provider can help solve Brazil's differently abled work dilemma one hire at a time.

migration and refugees

spain

Since its inception, the Randstad Foundation in Spain has contributed to the Public Administration Center, helping immigrants in their development, training them for employment, and supporting them in their job search process.

belgium

RiseSmart Employability, part of Randstad Group in Belgium, works especially with more vulnerable groups (youth, people over 50, refugees, etc.). One of the

RiseSmart Employability initiatives in Belgium is the refugee project of the European Social Fund (ESF) in Antwerp. Several bodies and organizations, including the City of Antwerp and the Public Center for Social Welfare, have joined forces to maximize refugees' chances in the labor market. By integrating various services, refugees who have settled in Antwerp can be helped to find work much more efficiently. For younger refugees, there is a special program that provides language training, on-the-job learning, and labor market orientation.

the netherlands

In cooperation with COA, the Dutch central agency for the reception of asylum seekers, Randstad Netherlands started a pilot to help 95 refugees (or former refugees) with a Dutch residence/work permit to find a regular job on the Dutch labor market. Each participant was assisted by a Randstad advisor to find a job that best suits their work experience, education, training, and motivation. The pilot was very successful, and 61% of the participants found a job in the Netherlands. The pilot has been expanded, and currently there are three units in the Netherlands that are mediating on behalf of asylum seekers who already have a work permit.

germany

Randstad Germany has a partnership with Search Inside! to help migrants gain recognition for their professional qualifications. For this purpose, Randstad Germany has installed a network of mentors for integration on site.

sweden

In 2017, Randstad Sweden was a strategic partner of We Link Sweden for the development of the Entry Hub model. With renewed support from VINNOVA (on the theme Challenge-driven innovation step 1 – Sustainable, attractive cities) and Tillväxtverket (models for easier paths to employment), the model was further developed during 2017, with a focus on a network-driven cooperative model for smarter integration into the labor market. In support of the project, VINNOVA stated that "the solution is evaluated as having high potential, which is strengthened by a solid context analysis" and that "the user-driven approach is considered a key factor". An additional factor was considered to be the ambition to reach women to a greater extent than previous interventions targeting foreign-born were able to do. The goal for the current phase is to pilot the model and evaluate it as physical Entry Hubs in Umeå (the

biggest city in Northern Sweden) and the capital, Stockholm.

Randstad Sweden's team in Umeå carried out several activities at the first physical Entry Hub in Umeå, including coaching the target group and information about Randstad Sweden as an actor in the Swedish labor market. One effect is that several of the refugees received relevant information and became aware that they can seek jobs in ways other than through local employment agencies. This has led to increased visits from the target group to our local office in Umeå.

italy

In January 2017, Randstad Without Borders was launched by the youth@work office. The project aims to contribute to the professional integration of migrants and asylum seekers in Italy by offering job search courses, language courses, vocational training and access to employment. More than 300 people benefited from the project in 2017.

argentina

Randstad Argentina improved its commitment to diversity by including refugees and migrants in the labor market through its alliance with the Argentine Catholic Commission Foundation for Migrants.

diversity and inclusion - employees

general

Randstad Holding, Randstad France, Randstad Italy and Randstad Belgium now all have a Group Gender Equality European & International Standard (GEE&IS) certification (level 3). These companies achieved European (GEES) certification in 2011. At the time, they also signed the Charter for Equal Opportunities and Equality in the Workplace, a declaration of intent to work on the dissemination of a corporate culture and human resources policies that are inclusive and free from discrimination and prejudice, enabling talents to flourish in all their diversity.

germany

Randstad Germany has been a Genderdax company since 2006. Genderdax is a web-based information platform that provides career-oriented women with a

comprehensive overview of working conditions and opportunities. Randstad Germany is also a signatory to the Diversity Charter, to emphasize its commitment to diversity and fairness.

A national survey of employers in Germany has shown that the internal wage gap between women and men at Randstad is statistically insignificant. In fact, the analysis showed that Randstad comes out ahead of previous participants in the study. The underlying data were generated through the independent analysis of salaries and personnel structures, using a tool provided by the German Federal Ministry for Family, Senior Citizens, Women and Youth. The tool is designed to help pinpoint differences in pay between men and women, and to help identify the root causes of pay inequality.

australia

Randstad Australia's Women in Business is a professional networking group for women. Its quarterly forums are addressed by speakers on a wide range of subjects, leading to discussion of issues that are important to women in the workforce, and generating ideas and solutions to common issues. As these matters are also important to many of our clients, we have partnered with them to demonstrate Randstad's leadership in this field.

Randstad and the Australian job-pairing startup Puffling have formed a strategic alliance, underpinned by the shared goal of using innovative technologies to create a more inclusive workforce for Australian businesses. Puffling is a job-pairing platform helping candidates find the perfect job share partner, and interview for roles together. Founded in December 2016, the Australian startup is connecting mums – and anyone else – looking for flexible part-time careers.

Randstad Australia is partnering with WithYouWithMe to help veterans transition into the right industry with the right company. Randstad has joined WithYouWithMe as a Pathway Partner, meaning that transitioning veterans who register as a mentee will have the opportunity to be developed and join a pathway for this organization. This will ensure that those who are successful for this pathway will develop the skills needed to succeed. Those in the incubation program will also be assigned a mentor to help them through the process and dedicated training program. At the conclusion of the program, individuals may be selected for a role with Randstad.

Randstad Australia hired 10 ex-military professionals into the role of consultants. One of these was recently promoted to branch manager.

the netherlands

Randstad Group Netherlands has signed the Talent to the Top charter (now D&I Company), a public commitment that is monitored annually by an independent organization, with the aim of increasing the number of women appointed to senior management positions.



For the second time, Randstad Netherlands held its own event at the Gay Pride Canal Parade. Our global headquarters in Amsterdam flew the rainbow flag that day. This was also the year of the initiation of an internal Dutch LGBT network at Randstad.

Together with VU Amsterdam, Randstad is involved in a four-year research initiative Meer Kleur aan de Top (More Colour at the Top). The research gives insight into the value of cultural diversity for our organization and aims to determine the factors and interventions that might stimulate diversity.

In 2017, a Diversity Board was set up, representing all the diverse people working within our own organization. Our HR Director has also committed himself to participate in it. In 2018, the Board will present an agenda in which it will define the topics to be addressed and communicated about. A future step will involve spreading our influence throughout the Randstad workforce. The Diversity Board organizes regular diversity lunches to gain a better understanding of the

various themes that our people are dealing with in this regard.

italy

Parents@work is an initiative of Randstad Italy designed to make it easier for women to return to work after having a baby. It includes Baby Randstad (a contribution of €250 per month for child care), Welcome back, Mum! (a plan for the reintegration of new mothers in the company after maternity leave), and flexible working hours (giving mothers the advantage of a flexible schedule in their children's early years).

Since 2015, Randstad Italy has been a member of the Diversity Management Lab of the SDA Bocconi School of Management, in order to contribute to the research and debate on diversity themes. In 2017, Randstad Italy participated in a research project on disability to increase awareness of the issue and to improve management practices.

For the second time, Randstad Italy officially sponsored the Pride Week to actively promote inclusive workplaces, where everyone is assessed on their merits only and not on their personal characteristics. Randstad Italy was also involved in events and debates on inclusion.

argentina

Randstad participated in events relating to consultation with indigenous peoples, and presented its bi-annual Gender Equality Plan, which covers workplace diversity. Randstad Argentina continues to improve its gender and diversity policies, taking sexual minorities into consideration.

In addition, Randstad Argentina started a program on gender equality and women's empowerment. This program is consistent with the Sustainable Development Goals (No. 5, Achieve gender equality and empower all women and girls, and No. 8, Decent work and sustainable economic growth). It aims to improve labor opportunities for women and empower them through the generation of equal opportunities for all. It also promotes the employability of women by generating equal conditions with regard to access to jobs. Randstad Argentina projects a diverse image of the company and believes that nowadays discrimination of women in our region results from the unequal distribution of housework and care tasks. We therefore

support lengthening paternity leave and raise awareness of the importance of equal distribution of tasks in the home. Randstad Argentina extended the paternity leave for corporate personnel up to 14 days (by law, fathers are only entitled to two days' paternity leave in Argentina).

canada

Randstad Canada was again recognized in 2017 as one of the Best Workplaces for Women in Canada by the Great Place to Work® Institute, which aligns well with the Women Shaping Business program, which focuses on exploring the challenges and opportunities of Canadian women in today's workplace.

czech republic

Randstad Czech Republic regularly offers part-time or flexible jobs to its employees on maternity leave or with small children. It also offers a child-friendly workplace. For example, at Prague HQ there is a child daycare facility, where children can stay while their parents are at work.

portugal

Randstad Portugal created a formal Corporate Social Responsibility Committee called ASAS (Wings). ASAS holds monthly formal meetings and has an annual plan to help and support all situations identified and approved as worthy of help.

Randstad Portugal is part of the iGen forum, a group of companies that, together with the government, develop strategic actions focused on gender equality. Randstad Portugal's plan for next year is to hold a survey on workforce ambition to find out whether there is a gender-related gap between people's professional dream and their achievements.

Randstad Portugal is in a partnership with the Orientar, an organization that helps homeless people leave the streets and reorganize their lives. Randstad Portugal currently has seven of these people working on an ongoing digitalization process.

belgium

In line with their diversity charter, Tempo-Team Belgium and Randstad Belgium have an equality coach to help their consultants deal with discriminatory job descriptions or politically inappropriate client requests for potential candidates. All consultants receive

sensitivity training. Tempo-Team and Randstad Belgium also organize awareness campaigns directed at customers, encouraging them to assess candidates based only on skills and not on background. They also seek to increase awareness of diversity and equal treatment through other channels, such as by publishing articles on their intranets. There is a helpline as well as an intranet section dedicated to issues of discrimination and equal treatment. These measures help both Randstad and its clients to learn to look beyond personal characteristics (e.g., age, sex, skin color, physical appearance, and so on), none of which have any bearing on the competencies required for the job.

france

Randstad France has set up an anti-harassment procedure to receive complaints from candidates or employees about potential moral or sexual harassment. In addition, Randstad France has implemented a Management Charter to be signed by all managers. It confirms their commitment to leading their teams in line with Randstad's values and ethics. One part is dedicated to the promotion of diversity and gender equality.

Since 2013, Randstad France has been a signatory of the LGBT (Lesbian, Gay, Bisexual and Transgender) Charter of Engagement of l'Autre Cercle, an association that has been fighting LGBT discrimination in the world of work for 20 years. l'Autre Cercle has also been a Randstad Institute Partner for several years. In 2017, together with IFOP (French Institute of Public Opinion), a leading public opinion institute in France, l'Autre Cercle launched a large national survey in which all Randstad France employees were invited to participate. Through this consultation, they were able to express anonymously how they perceived LGBT issues in their work environment, regardless of their sexual orientation or gender identity. Some 60 organizations, employing a total of 800,000 people, took part in the survey. The results, which were published in December 2017, will enable us to review the situation and identify potential areas of improvement in promoting an inclusive working environment for LGBT people at Randstad.

In May 2017, the Randstad Institute and its partner Le Refuge organized an award ceremony in Paris, on the occasion of the International Day Against Homophobia and Transphobia. For the sixth consecutive year, the Randstad Institute and Le Refuge joined forces in

organizing a contest. This year the focus was on homophobic harassment in schools. Through three awards, this competition rewards associations that are leading original projects to fight homophobia and transphobia.

To mark the 2017-2018 school year, and as part of its third Gender Equality Agreement (2015-2017), Randstad France renewed its partnership with the Prof Express Platform, which enables employees' children to benefit from educational support provided by teachers of Mathematics, French and English. Thanks to this platform, middle- and high-school students receive support by email or phone from teachers in a virtual classroom, Monday to Thursday between 5pm and 8pm. The students have free and unlimited access to high-quality educational content. They can re-read lesson cards, learn and practice key concepts, and prepare for tests.

united states

In 2016, Randstad US set up the Business Resource Groups. These serve as an extension of the company's broader Diversity & Inclusion strategy. The aim of these Business Resource Groups is to encourage networking within groups of colleagues. Our mission is to embrace diversity and inclusion as a business imperative and as part of our responsibility in shaping the world of work, and to be an employer and business partner of choice by building a high-performance workplace that derives value from people's diversity of thinking and personal characteristics. The aim is to organize Business Resource Groups that will inspire employees to perform at their best and derive value from diversity of thinking; ensure the success of every employee by playing an active role in their development; provide mentoring and sponsoring to ensure a stimulating and challenging work environment; and drive business results and strategic advantage.

Randstad US has successfully launched three Business Resource Groups: PRIDE, WIRED (Women in Randstad Empowering Development), and iGeneration (aimed at millennials).

india

India has one of the lowest gender parity scores in the world. Married women traditionally leave their job once they have children. Randstad India is committed to empowering women to grow and flourish in their

careers. Recognizing the need for change, RADAR, the offshore services division of Randstad Technologies, launched POWER in early March. POWER stands for Programs on Women Empowerment @Randstad and was first announced on International Women's day on March 8 at an event in Hyderabad, India. Randstad leaders from around the world were invited to attend the launch of POWER. The team has begun implementing weekly programs designed to inspire women at Randstad to grow in their careers, and offer their families other perspectives. The participants also benefit by bonding with like-minded, highly motivated women, and are encouraged to share their stories and dilemmas.



health and safety - clients and candidates

general

Randstad has a global Health & Safety Policy, which states that Randstad is committed to providing and maintaining a healthy and safe work environment, that it promotes well-being at work, and that it does all that it reasonably can to prevent personal injury and illness and protect our candidates, employees, clients, and visitors from foreseeable work hazards.

united states

Randstad US holds the Safety Standard of Excellence mark from the American Staffing Association. This program, developed by ASA and the National Safety Council, promotes safety best practices industry-wide. By participating in the Safety Standard of Excellence program, staffing companies, their temporary workers,

and host employers can build a mutually beneficial relationship to help identify and mitigate workplace hazards and exposures, ensure clear communication between the staffing firm and host employer, and clearly delineate the safety responsibilities of each party.

Randstad US operates with a dedicated field-based safety team, which is embedded in its operations. The safety program is based on a multi-stakeholder approach. This means that all relevant parties are involved (i.e., Randstad, client companies, candidates, employees, and H&S professionals), who all contribute to a proactive process of accident prevention. The program consists of preventive measures and campaigns that are aligned with Randstad's behavior-based safety approach to drive a strong safety culture in each client workplace. Randstad works directly with clients to participate in building a safety culture to prevent workplace accidents and injuries.

australia

Randstad Australia maintains a robust hazard management system to prevent harm to its candidates, contractors, and employees. Part of this system is a workplace safety assessment (WPSA) conducted by a consultant. The primary goal of the WPSA process is to protect the health, safety and welfare of people by identifying, controlling and communicating risks. Before placing a candidate with a new client or at a new client site (or in the case of a new task at the same site), a WPSA must be completed.

argentina

Randstad Argentina runs a dedicated program to reduce the number of occupational accidents and diseases among staffing employees. The program takes a multi-stakeholder approach. This means that all relevant parties are involved (Randstad, client companies and their employees, health and safety professionals, and insurance companies), who all contribute to a proactive process of accident prevention. The prevention plan builds on an analysis made by Randstad of workplace accidents at client sites, resulting in observations and recommendations. This has led to a culture change in terms of caring for people and secure working conditions, improving safety procedures and compliance with existing legislation, and training. As a result, Randstad Argentina has halved the number of occupational accidents since 2013.

italy

When candidates receive their employment contract, Randstad Italy provides them with a health and safety manual and detailed risk information. Randstad Italy employs a health and safety manager, who, in cooperation with the client company, sees to it that candidates are trained to cope with specific risks. On a quarterly basis, Randstad Italy also monitors in detail any incidents involving temporary workers, sharing a report of such incidents with commercial staff so that they can make clients more aware of safety matters. Starting from 2016, to increase the effectiveness of health and safety initiatives, a group of H&S Ambassadors from all over the country was created. H&S Ambassadors are members of an H&S Committee whose goal is to identify and address corrective and preventive actions in order to guarantee continuous improvement in health and safety issues in the workplace. During 2017, the H&S team became part of F&A Department, with a special focus on how to integrate H&S issues into company culture.

germany

Several of our companies perform on-site inspections with client companies. Randstad Germany has an explicit strategy to reduce the number of accidents. With every new customer, working conditions and measures for the protection of workers are assessed. Employees are only assigned if any weak points identified are first dealt with by the client company. Health and industrial protection is thus achieved in close cooperation with customers. Randstad meets the requirements of national regulations concerning safety at work and the protection of health in the workplace.

the netherlands

Randstad Netherlands has a special department for health and safety, called Health@work. This oversees sustainable employability and a healthy work environment, based on four pillars: (1) Vitality: Our employees and candidates must be mentally and physically fit in order to be able to perform their tasks; (2) Facilities: We offer the best workplace facilities to enable people to perform their duties; (3) Safety: We want people to feel safe and to work in safe conditions; and (4) Absenteeism: We do our best to help those who are sick to recover as quickly as possible so that they remain employable.

belgium

Randstad and Tempo-Team Belgium have developed a safety policy for its candidates. Randstad's safety advisors offer long-term support in the workplace of our workers to detect risks, give advice and approve the job. In this way, they guarantee the absolute safety of Randstad and Tempo-Team's flex workers, while also reporting to clients. These safety advisors can always be contacted by our colleagues in the field in the case of doubt or questions. Since 2014, an online platform has been in place with safety instructions, tests and tips. Clients are encouraged to use an introductory movie to explain their activities to their new flex workers, describe the risks involved in these activities and take them through the safety instructions.

united kingdom

One in four people in the UK will show one or more symptoms of mental illness, a figure that encouraged Randstad UK to raise awareness of mental health in its core sectors. Randstad surveyed thousands of workers to gauge their health and inform employers of any signs that employees may be developing mental health problems. This has led to several insights. For example, for the education sector, Randstad UK examined the workload of primary-school teachers. For the construction sector, Randstad UK explored why the sector has one of the worst suicide rates across any profession in the UK, leading to a whitepaper entitled 'Breaking down the walls'. And finally, for the care sector, Randstad UK produced a document outlining ways of helping students manage the pressures of higher education. Internally, a communications campaign signposted the Wellbeing Hub, an online resource that supports health and well-being.

health and safety - employees

Our companies offer employees an array of programs, services, and products to stimulate their well-being. These include discounts on sports and wellness centers and sports clothing, a range of comprehensive healthcare services (e.g., physical check-ups or discounts on medical costs and glasses), addiction prevention, child care (including help for sick children), care for elderly family members, various part-time working models and flexible hours (including for

managers), the possibility of working from home, work-related stress surveys and stress reduction programs, training on how to deal with aggression, workplace health inspections, ergonomically designed work environments, nutrition and lifestyle advice, an online platform with tips and personal advice, e-learning, and a great deal more.

We track absenteeism due to illness throughout the company. Randstad's corporate target is to have illness rates below the official country average. If an operating company does not meet that target, it is required to present an action plan for improvement.

Some concrete examples of initiatives to promote a healthy lifestyle among employees are given below.

general

In several countries, we have formal agreements with trade unions on health and safety topics. For example, our Dutch organizations have agreed protocols with the trade unions for absence due to illness and disability, all employees are covered by collective insurance, and reintegration partners need to be certified. In France, we have signed an agreement on the work methodology with the aim of identifying possible actions to prevent mental health risks.

To promote safety at work, operating companies have procedures in place and provide training. These include measures for fire protection, such as emergency drills, and first-aid and fire-fighting courses for dedicated staff. A Corporate Prevention Board at Randstad France delivers an annual risk assessment document, which forms the basis of a comprehensive prevention program.

Several of our operating companies perform health and safety audits at all sites and branches, while many have dedicated health and safety managers or quality controllers. Several operating companies organize regular training for corporate employees to help them deal with both verbal and physical violence.

belgium

Randstad and Tempo-Team Belgium have an online platform (I Change3), focusing on five topics: sleep, stress, weight, sports and smoking. Employees can follow one of several modules depending on their needs. If they have questions, they can contact

specialists by email or through an online platform. The intranet provides a Vitality Calendar of local or national activities. Since 2016, Randstad and Tempo-Team Belgium have organized Vitality workshops to encourage employees to eat and cook healthier meals and to keep active while at work. Healthier meals and exercise give people more energy, improve concentration and reduce illness. In addition, a special training program was developed for employees on how to recognize the signs of an impending burnout. This program aims to raise awareness, allowing employees and their managers to respond quickly and prevent colleagues falling victim to this often long-term illness.

denmark

Randstad Denmark has a Work Safety representative, who is responsible for helping to monitor stress factors among employees. In addition, Denmark has collective agreements and laws in place regulating sickness, vacation and parental leave. Randstad Denmark offers an extensive health insurance for employees, so they can quickly get help and support on issues relating to health and sickness. Randstad Denmark also offers an annual fitness allowance for employees. In the event of a health and safety crisis, Randstad is supported by a professional crisis team.

germany

Our companies in Germany offer individualized preventive health care for all employees via a Company Doctor Center. This center also performs check-ups related to an individual's occupation. This is complemented by workplace inspections to eliminate work-related health hazards.

the netherlands

At our corporate head office in the Netherlands, Randstad has sports teams and/or facilities for rowing, field hockey, soccer, cycling, running, and fitness. We also arrange healthy lunch walks, offer vitality tips (both online and offline), and provide the option of working out in a specially designated indoor workout area.

united kingdom

The success of any H&S system depends highly on the involvement of all employees at all levels. That is why Randstad UK has developed a group-wide H&S policy and policy statement. These are adhered to by all business lines. This is reinforced by the managing director of each business line putting their name and

signature to the policy. Employees are encouraged to bring to the notice of their management or representatives any matters that may affect their health, safety or welfare at work. A process is in place for the provision of feedback on the H&S policy and procedures.

In 2017, Randstad UK hosted a conference for H&S professionals from all of Randstad's European operations. A guest speaker talked about ergonomics and agile working, an issue shared by all users of display screen equipment. This prompted a lively discussion and gave rise to ideas that participants could take away to use in their own operations. Each country was then given the opportunity to give a presentation on an initiative that they had introduced or on a problem that they had overcome. There were many good discussions during the day, both formal and informal, with plenty of sharing of thoughts and examples of best practices. This is continued through our global Google+ community for sharing H&S information and ideas.

italy

Randstad Italy has provided all individual branches with detailed emergency plans, covering matters such as hostile visitors, fire, floods, earthquakes, bomb alerts, and gas leaks. During the year, first-aid and firefighting training are organized regularly for branch and headquarters staff. All policies are posted on the local intranet and accessible to all employees. Since 2014, Randstad Italy has taken part in Lavoro Agile Day (Work Smart Day), an event sponsored by the municipality of Milan, to experiment, for a day, with the advantages of Smart Working. In the last months of 2015, a Smart Working pilot project was started for all employees working at the Milan head office. The aim of this project is to promote the welfare of workers and to improve their work/life balance.

In 2016, a Smart Working pilot was tested. Smart Working is an act of production performed independent of time and place. The 'office' no longer exists and traditional work conventions such as work hours are irrelevant. Smart Work is results-oriented: it is often social and collaborative, and the result of a networked way of operating, with exchange, collaboration, and co-creation processes optimizing the work and its output. It was applied at Randstad's headquarters in Milan for one day a week. The pilot results showed that it was highly appreciated by employees and it has now

become the standard way of working. In November 2017, 80% of the employees at headquarters were smart workers.

australia

Randstad Australia has AS/NZS 4801:2001 accreditation, an occupational health and safety management system that is commercially recognized within Australia, New Zealand, and other countries (OHSAS 18001:2007). As a leading standard, this accreditation shows the priority we place on occupational health and safety, and our dedication to creating safe work environments for all employees.

sweden

In Sweden, there are collective agreements and laws that regulate sickness, vacation and parental leave. Randstad Sweden offers a private health insurance for employees, so they can quickly get help and support on issues relating to health and sickness. Randstad Sweden also offers an annual fitness allowance for employees. In the event of a health and safety crisis, Randstad is supported by a professional crisis team.

portugal

For corporate employees, Randstad Portugal arranges doctor's appointments when employees need to see a doctor. These appointments are free of charge for employees and take place at our premises.

india

Randstad India follows a strong and robust program for employee health and safety. Periodical H&S audits are carried out by the H&S Team in Corporate Services, for all locations of Randstad India. These audits take place each quarter. The sites are assessed with regard to fire safety, first aid and emergency procedures (including fire evacuation drills and training in the use of fire fighting equipment), electrical safety, general safety, and maintenance of furniture and fixtures. Apart from the above, we follow a 4-tier physical security procedure at all Randstad India core locations (i.e., security guards, physical check of company ID cards to eliminate unauthorised access, access control to ensure entry only to authorized personnel (including to restricted access areas), and CCTV camera monitoring).

We also collaborate with medical agencies for periodic dental and medical checks. This is also part of the Randstad India BCP (Business Continuity Plan), which is

invoked whenever any situation arises that warrants suspending operations of one or more offices of Randstad India in case of a natural calamity, for example. The primary focus is to ensure employee safety and continuity of business operations. This program has been tested in real-time scenarios and has been a great success.

stakeholder dialogue

general

In 2017, Randstad published 'People to Jobs, Jobs to People', a study by IZA Institute of Labor Economics in Bonn. It explored the impact of labor migration and global mobility on industrialized countries and the drivers of highly skilled migrants. The report suggests that the migration of highly skilled individuals can make a strong positive impact on sustainable economic growth in industrialized countries. This is especially true in countries with a declining workforce due to aging, while simultaneously facing a growing demand for highly skilled workers due to technological advances. The report recommends that governments introduce a well-managed skill-related migration policy to take full advantage of growing global mobility.

For all research reports, please see [our corporate website](#).

Italy

At a special event in 2017, Randstad Italy presented its newest HR Trends & Salary Survey for Professional Business, based on 355 web interviews with HR officers and hiring managers, CEOs, and CFOs, divided into four geographical areas in Italy. It also included a customer satisfaction survey for the Staffing and Inhouse businesses. Involving 500 active clients and 200 former clients, the event was a great occasion to generate an interesting exchange of views, identify and implement a more suitable strategy in line with customer needs and expectations, and strengthen relationships with clients.

Belgium

In 2017, Randstad Belgium invited the stakeholders of Randstad Belgium and Tempo-Team Belgium to several workshops (internal, external and online). The purpose of these workshops was to explain Randstad Belgium's vision and CSR activities, and to ask for their opinion. Are these activities relevant to our stakeholders? Do

stakeholders have a clear idea of what we do and what projects we are engaged in? Finally, stakeholders were asked to vote on more than 20 CSR topics. The results of their votes resulted in an approximate ranking of the most important issues. This was reported upon in the form of a Materiality Matrix (following GRI guidelines), followed by Randstad Belgium's annual CSR report.

Since 2013, Randstad Belgium has organized annual Labor Market Seminars. These are dynamic and interactive debates focusing on topical labor market themes, such as the new world of work, leadership, and employer branding.

local sustainability reports

In addition to the Randstad Annual Report, several larger operating companies publish their own detailed sustainability reports to facilitate their local stakeholder dialogue:

- [Randstad France](#)
- [Randstad Germany](#)
- [Randstad Belgium](#)
- [Tempo-Team Belgium](#)
- [Randstad Italy](#)
- [Randstad Argentina](#)

partnerships and social involvement

VSO

Since 2004, VSO has been Randstad's global partner for making a real difference in developing countries. Specifically, Randstad is VSO's global employability partner, supporting VSO's work to help marginalized people to access the labor market. This is achieved by giving our employees an opportunity to volunteer in one of VSO's international projects. We also use our knowledge and infrastructure, pro bono secondments, and joint marketing efforts to help VSO become bigger and better at recruiting volunteers across the world.

supporting VSO through volunteering

Driven by our (and VSO's) strategic focus on employability, in 2017, we directly supported two VSO projects by working to improve employment and entrepreneurship opportunities for the most vulnerable,

especially youth and women: the Randstad Youth Employment Project (RYEP) in Tanzania and the Aaghaz project in India.

Randstad Youth Employment Project (RYEP), Tanzania

Youth employment is VSO Tanzania's flagship focus, which perfectly complements Randstad's global 'Youth on the move' initiative, making VSO Tanzania a natural fit for both Randstad's core business focus and its CSR program. Even though Tanzania's economy is growing quickly, some groups are not able to take advantage of this growth, because they do not have the right skills and lack access to relevant training and services that would help them gain employment.



The Randstad Youth Employment Project (RYEP) in Tanzania is hosting groups of two or three Randstad volunteers in a relay model. They work in several projects run by VSO that focus specifically on youth employability and entrepreneurship, as well as a number of other projects expected to generate employment opportunities in the private sector. In 2017, Randstad volunteers were involved in the following projects:

- Elimu Fursa: This project focuses on preparing students to enter the job market. It aims to improve learning processes and graduation rates for secondary school students (especially girls) and to support them in accessing vocational training, higher education and employment.
- Vijana Na Ajira (VNA): This project aims to improve the prosperity of young adults in Zanzibar by improving links between the private sector and youths looking for

entrepreneurship and employment opportunities (e.g., through job fairs) and by training them in employability skills.

- Enhancing Employment through Vocational Training (EEVT): This project aims to improve the employability of young people in specific regions in Southern Tanzania. As part of the project, a career center (Kazi Connect) was opened by the volunteers. The goal of the career center is to advise students on developing their career and skills.
- Commercial Agriculture for Smallholder Farmers (CASH): This project aims to empower smallholder farmers to participate in the market and transform agriculture from a subsistence activity to a profitable enterprise.
- Tanzania Local Enterprise Development (T-LED): The goal of the 5-year T-LED project is to support Small and Medium-sized Enterprises (SMEs) to overcome existing barriers to growth markets in the extractive and agribusiness sectors.
- International Citizenship Service (ICS): This project involves 30 young volunteers, from both Tanzania and the UK. The two nationalities are paired and work together in groups, with the aim of improving the livelihoods of their primary target group in various projects.

Throughout 2017, as many as 18 Randstad volunteers worked for three to six months, and sometimes longer, on various employability projects under the RYEP umbrella. One of their main achievements was the opening of the Kazi Connect career centers in March in Southern Tanzania. Over 1,000 students and 40 companies participated in this. After the opening of the centers, many volunteers were involved in the further development and improvement of the centers. Furthermore, volunteers from different projects collaborated and delivered multiple training courses for teachers on how they can train their students in employability skills. This approach ensures that many students can derive long-term benefit from the project. A Randstad volunteer was involved in developing the outline of the training course.

Manon Veldkamp (Randstad Group Netherlands, RYEP volunteer summer 2017) describes her experience as follows: "Every day, I'm amazed by the spirit of my colleagues, teachers and students. They inspire me to facilitate them to get the best out of themselves and of myself. The daily talks I have with them about the

differences but also a lot of similarities between life in Tanzania and the Netherlands are great. Tanzania has a large population of young people but unfortunately not enough job opportunities. By giving them access to career guidance and information about entrepreneurship, we aim to improve their chances of getting employment."

VSO volunteer awards

The RYEP team won the Volunteer Team Award for its work in Tanzania. The corporate volunteers successfully worked on improving career guidance for young people in Tanzania, and worked efficiently together as a team. Throughout the projects described above, the team was commended for acting as role models and quickly learning and understanding the culture. They were also praised for using sustainable models of development, so that the work they did in Tanzania will have a lasting impact.

aaghaz project, India

The Aaghaz project was our focus project in India for 2017. It paired up volunteers from Randstad International and Randstad India (also in a relay model) to assist in skilling and placing 3,150 vulnerable women from urban slums in five Indian states into formal employment. In 2017, five international and two national volunteers worked in the Aaghaz project. Their goal was to strengthen the capacity of local NGO staff volunteers in collaborating with companies for trainee placements, as well as training the candidates in soft skills, and preparing them for interviews to increase their chances of formal employment.



"The work that VSO and contributing NGO partners are doing for the marginalized women of India is truly remarkable and ground-breaking; it's also extremely empowering, and ultimately, it's just the beginning," says Nikki Rhodin, Client Delivery Manager Randstad US, and a volunteer on the Aaghaz project in India 2017.

By focusing some of Randstad's resources on these specific projects, our aim is to be better able to increase, and indeed measure, our impact over time.

In 2018, we aim to continue the RYEP project in Tanzania, and we are starting a new project in India, focused on people with disabilities. Currently, we are in the middle of the planning and development phase. One of Randstad's volunteers started supporting this process in December 2017.

alternative ways to support VSO

Driven by Randstad's continued commitment to strengthening VSO's core recruitment function, Randstad has enabled capacity building of VSO staff and local partners, not only through employee volunteering, but also through technical support and pro bono services.

recruitment support

In 2017, two recruitment specialists from Randstad supported the country offices in Tanzania and Malawi, for instance, by developing standardized recruitment processes and job descriptions.

involvement of senior management

In September 2017, a senior leader of Randstad Holding went on a two-week placement to Tanzania. The role was designed as a senior private sector engagement volunteer supporting three projects: Youth Employment and Entrepreneurship (YEE), Tanzania Local Enterprise Development (TLED) and Enhancing Employability through Vocational Training (EEVT). The aim of this particular role was to create relationships between the private sector and the national partners, such as the Vocational Education and Training Authority. Meetings were planned with several industries, including Dangote Industries and Statoil. As a result, 40 vacancies were received from these organizations, five companies participated in the food production internship for level 2 students as part of a RYEP project, five companies participated in direct graduate matching for 13

graduates, and 17 companies conducted interviews with graduates for possible jobs.

the small grant scheme

Besides the contribution that Randstad volunteers make through their work, they can also apply for a small grant scheme. They can use this grant, which is a small monetary donation from Randstad, to set up a local project which they have initiated themselves. In 2017, one of the RYEP volunteers took this opportunity to set up a basketball court for a secondary school in Lindi, in Southern Tanzania. Besides providing a sports facility for the local students, the court can be used for games to improve employability skills and to develop youth platforms through sports clubs.

fundraising and other initiatives

If a Randstad employee would like to contribute, but is not in a position to pack their bags immediately, there are many other fun and sociable ways they can make a positive contribution. Several big fundraising initiatives in 2016 really led to impactful changes in 2017.

In 2016, VSO organized a challenging trek through the Himalayas. This initiative raised a total of €148,018.25 for the Sisters for Sisters project in Nepal and the RISE project in Tanzania. In 2017, the money from that donation was well spent, for instance in supporting the 'big sisters' who serve as positive role models and promote girls' education in schools and communities.

Another donation was made by Randstad colleagues in the Netherlands through their 2016 Christmas gifts. Randstad employees had the option to donate the money from their Christmas presents to VSO. This



initiative raised almost €16,000, which was sent to the RYEP projects in Tanzania. Thanks to this donation, the paper filing system was replaced in 2017 with 'Kazi Connect Online', an online platform and app. Students were also given access to laptops or tablets, which would help them find the job of their dreams.

Besides providing funding for the online job search platform and laptops for the career centers in the EEVT project, the donation was used to further develop and translate a toolkit for career development (the 'My world of Work' toolkit), which has already been used to assist 12 secondary schools in the region of Lindi, in Southern Tanzania. A group of 24 teachers received an 8-day training course on career development, and they are now transferring their knowledge to their students.

other community engagements

australia

Randstad Australia supports the Daniel Morcombe Foundation. Every year, Randstad's specialist education recruitment division supports the Day for Daniel, an annual fundraising initiative. The Day for Daniel is a National Day of Action (since 2005) to help raise awareness of child safety, protection, and harm prevention. It is about educating both children and adults on keeping children safe through child safety and protection initiatives.

In Australia, a construction worker is six times more likely to die from suicide than from a workplace fatality. This is why the charity 'Mates in Construction' was formed, with the specific goal of reducing the high level of suicide among Australian construction workers and to improve mental health. Randstad Australia is proud to partner with Mates in Construction in the hope that, over time, we can help to reduce the prevalence of suicide in the industry. Mates in Construction is based on the simple idea that 'suicide is everyone's business' and that if the building and construction industry in Australia is to improve the mental health and well-being of workers and to reduce suicide rates, then it cannot be left to the mental health professionals, but rather everyone in the industry must play their part.

Randstad Australia participates in a student sponsorship scheme through The Smith Family. Many young disadvantaged Australians simply do not have the financial support to complete higher education, which is why Randstad's employees, temps and contractors are committed to financially supporting students from low socioeconomic areas Australia-wide. We know how competitive the job market is and how qualifications can often be a key deciding factor on successfully making the transition from education into first-time employment.

the netherlands

Tempo-Team is a business partner of Het Oranjefonds, the largest foundation in the Netherlands for promoting social integration. Tempo-Team volunteers support various projects in the 'Chances for Youth' program, coaching youngsters and sharing information about the labor market.

Together with ten other large employers, Randstad participates in the Alliance4Youth. We strive to decrease the distance to the labor market for vocational students by organizing two large events during which volunteers train more than 500 students in job interviews and networking.

belgium

For several years, Tempo-Team and Randstad Belgium have been participating in the Action Day of Youca, a regional youth association. We published a job offer on their website: "Spend one day as an employability coach". Young people were invited to apply for this, and several were selected to spend a day with our colleagues from RiseSmart Employability. On this day, they were informed about our work methods and the people we work with, and they then spent time in a workshop that would help them coach someone themselves. Their salary was given to Youca to help fund a future project. It was a great opportunity for young people to discover the work Randstad does.

germany

Randstad Germany has a program called Ehrensache ('A matter of honor'). In the context of this program, Randstad employees are eligible to receive funding for voluntary work in their free time. The program supports projects for the common good, encouraging voluntary work by all employees and stimulating them to broaden their personal outlook and create networks.

Randstad Germany also has a Social Fund. This helps employees who are facing a personal crisis. During the past few years, Randstad Germany has given an average of € 50,000 per year to employees in need.

In addition, Randstad Germany supports the Foundation against Racism, and has a campaign to raise awareness of racism among the entire workforce.

argentina

Randstad Argentina continues to support several programs combating child labor. One of these, Jardines de Cosecha, runs during the tobacco harvest season, and provides rural workers with a safe place to leave their children during the day. The program also raises local awareness of child labor, and offers an alternative in the form of a training program that will enhance the children's future employability. In another program, Casitas de Santa Fe, centers for children in Santa Fe province are open almost the year round, providing child care during different harvest seasons. Every year, more than 2,000 children attend some 39 child centers. In 2017, Randstad Argentina also supported an educational program to prevent child labor in Misiones province.



Randstad Argentina is also working with UNICEF to shape a program for assessing the labor potential of teenagers who are leaving social housing and cannot rely on parental care. Randstad Argentina also works with other organizations to promote the labor inclusion of young people in disadvantaged situations.

spain

In 2017, the Randstad Foundation in Spain sponsored the Lo Que De Verdad Importa ('What really matters') conferences for the ninth time. These conferences aim to instill values into young people through testimonies given by people who have faced adversity and overcome it.

To improve employee engagement, Randstad Spain and Randstad Foundation Spain organized a number of volunteering days. Randstad volunteers provided job orientation and help to people at risk of exclusion from the labor market.

italy

At Christmas time, we supported four different non-profit organizations by providing them with a location in our headquarters where they can sell their products to finance their projects.

greece

Randstad Greece has set up a cooperative framework with NGOs and non-profit organizations (NPOs) to provide opportunities for outplacement candidates. Called 'Volunteering YOU', it has three goals:

- To create a pool of career opportunities at NGOs and NPOs for outplacement candidates
- To promote Voluntary Service Overseas (VSO)
- To encourage outplacement candidates to apply for volunteering vacancies in NGOs and NPOs so that they can use their expertise in a good cause, while at the same time remaining active.

In addition, Randstad Greece participates in the Learning Mentors program of the Bodossaki Foundation. The aim of this program is to empower NGOs in several organizational areas. For example, Randstad provided assistance to an organization for disabled people so that it could create HR procedures and policies.

united states

Randstad US is continuing to build a strong relationship with its national charitable partner Junior Achievement on their new program JA Career Bound. This is a program that will enable high school students to learn the skills necessary to succeed in today's workforce. We assisted them with résumé writing and completing mock interviews.

In 2017, Randstad US also continued its Hire Hope program, which is designed to have a positive impact on the lives of young women affected by human trafficking. This program teaches these women résumé writing, interview skills, and behavior in the workplace. These sessions take place once a week for ten weeks. After this phase, participants are given an opportunity to interview for an apprenticeship at Randstad Sourceright. If they are accepted into the apprenticeship, the women work five days a week in RSR's office, screening candidates. They are paid for their work. We are very proud of this program and the enormous impact it has on the lives of these women.



In 2017, both Randstad US and Randstad Canada participated in the Ride for Myriam. This is a four-day journey, where a group of courageous Randstad employees cycle from Montreal to Boston. The fundraising efforts of Randstad North America combined raised over \$120,000 for cancer and leukemia research. 100% of the US proceeds were given to the American Cancer Society.

A total of 523 US employees used their eight hours of paid volunteer time, giving a total of 3,582 hours of their time to contribute to their local communities. 194 US employees participated in the Employee Giving Program and gave \$27,315 to carefully selected non-profit partners.

Over the month of November, Randstad US and Randstad employees gave \$11,213 to fund a Thanksgiving meal for 953 families (3,811 people).

portugal

Randstad Portugal has a partnership with Semear, which helps young adults with minor disabilities to find a job. The Christmas gifts for Randstad Portugal employees were purchased from Semear to give the organization financial support.

united kingdom

Randstad UK Construction Property & Engineering (CPE) has established a new charity partnership with the Lighthouse Construction Industry Charity, which focuses on helping unemployed construction workers to get back into the industry, supporting them from both a financial and rehabilitation perspective. Local charity champions have been appointed across the CPE branch network. In partnership with the charity, Randstad UK organizes fundraising initiatives with mutual clients, such as joint charity events.

singapore

Randstad Singapore supported three charities in 2017: Daughters of Tomorrow, Willing Hearts (Soup Kitchen), and Heartware Network. Throughout the year, we raised funds for two of the charities by organizing pot lunches. Randstad employees were also given an opportunity to volunteer their afternoon with the Soup Kitchen to help prepare meals for those in need.

hong kong

Randstad Hong Kong wants to #payitforward to HK's local community through a series of small acts. The focus areas are enhancing education and empowerment for youth and participating in key issues affecting the city and social landscape.

In 2017, we completed the following activities:

enhancing education and empowerment for youth

- We launched a three-month literacy program with the support of Room to Read with Ng Wah Catholic School, a lower Band 2 Chinese Medium School, to help develop the confidence and literacy of 12-14-year-old boys.
- We volunteered our Saturday to play with orphans at [Po Lung Kuk Orphanage](#)
- We sponsored and hosted two playful events with The Hub Hong Kong, a space designed for children in difficult social and economic circumstances.
- Finally, we launched the first public Pub Quiz Night, with attendance from over 70 clients and candidates, raising over HKD\$16,000 in proceeds that went to [Love 21 Foundation](#), an organization dedicated to children with Down Syndrome that believes everyone should have the opportunity to reach their full potential.

participating in key issues affecting the city and social landscape

We coordinated an event with over 20 volunteers to scour bakeries all across the Hong Kong Island and pick up leftover bread to deposit in a donation center that would feed Hong Kong's homeless people.

Randstad Hong Kong also planned a number of fundraising opportunities internally, specifically:

- Two employees took part in the 2017 Ironman DaNang 70.3 triathlon, raising over HKD\$10,000.
- The annual Halloween charity auction for internal staff generated HKD\$24,000 in sales of second-hand items donated by staff.

More information: www.randstad.com.hk/about-us/social-responsibility/.

hungary

In 2017, Randstad Hungary joined a Christmas project in which Randstad employees fulfilled the Christmas wishes of children who live in a state care institute without their families. The organization collected the wish lists of all the children beforehand and decided on the number of the gifts the participating companies could purchase and personally hand over to the children. Randstad Hungary delivered 113 presents to the children in a state care institute in the west of Hungary.

supply chain

argentina

An example of good supply chain management is the procedure followed by Randstad Argentina. The first, mandatory, step for suppliers in formalizing their relationship with Randstad is to register on Randstad's website and explicitly subscribe to the Supplier Code. Once a supplier is in the system, they are automatically informed when changes are made to the Supplier Code or other conditions.

italy

Randstad Italy implemented a new web portal for the qualification of suppliers in 2016. It consists of a very detailed questionnaire with general information about the supplier, its organizational structure, its quality and social responsibility approach, and its certifications. In particular, with regard to sustainability, Randstad asks the supplier to give evidence of its certifications (e.g., SA8000, ISO9001), their policies, and their approach to the Organizational Model ex D.Lgs 231/2001. The portal also requires the supplier to attach its Sustainability Report (if it exists), for the reference of the CSR Manager. In 2017, about 500 suppliers were qualified.

spain

Randstad Spain is very much aware of the role of procurement in its global strategy. This strategy is to strengthen long-term relationships with suppliers, regarding them not just as suppliers, but as collaborators of the organization. Randstad Spain has an ethical and responsible framework that encompasses a set of principles and values, such as objectivity, transparency and equal opportunities for all suppliers. In order to professionalize the Purchasing Function, Randstad Spain asks its suppliers to complete a questionnaire as part of the approval process. This involves a preliminary evaluation regarding the company's economic financial data, quality standards, and activities in the field of CSR and sustainability.

environment

general

E-meetings, teleconferencing, and videoconferencing are strongly recommended as effective alternatives to travel. They represent an opportunity to significantly reduce our impact on the environment and help to slow

climate change. We also aim to reduce emissions by cutting down on face-to-face contact between employees and candidates, increasing online contact, and making more matches online.

Several operating companies have bicycle plans for their employees (e.g., the Bike to Work scheme at Qualitair and the Cycle scheme for Staffing employees in the UK), while we also actively promote the use of public transport. In the bigger Dutch cities, many offices have company bicycles.

Several of our operating companies collect old mobile phones and empty toners and cartridges for recycling.

belgium

Randstad Group Belgium aspires to become the 'greenest' company in the sector in Belgium. To achieve this, it is applying a wide range of measures, including CO₂ reduction programs, 100% green energy programs, setting waste limits, responsible purchasing, mobility plans, and energy analyses in the outlets. In addition, the company's head office has moved to a new building, which is certified in accordance with BREEAM (Building Research Establishment Environmental Assessment Method).

Randstad and Tempo-Team Belgium have changed the offer of company cars and encourage hybrid cars or cars with minimal CO₂ emissions.

the netherlands

The Facilities Department at our Dutch head office plays a pioneering role for our Dutch operating companies. Over the past few years, the department has implemented several resource-saving measures at the corporate head office, as well as at the local premises of Tempo-Team and Randstad. Examples of such measures are the replacement of all incandescent and PLC light bulbs by LED lamps (all in the existing armatures) and the replacement of several vital parts of the heating and cooling systems (e.g., filters and valves), to improve energy efficiency. In addition, for many years, both Tempo-Team and Randstad have been working to reduce energy, paper, toners and other kinds of waste.

For several years, all electricity used at the Dutch head office has come from sustainable sources. Since 2014, Randstad Group Netherlands has used electricity generated from Dutch wind power for its branches in the

Netherlands. Wherever possible, Dutch branches are making use of CO₂-compensated gas.

In addition, Randstad, Yacht and Tempo-Team in the Netherlands have implemented a new printing system, replacing separate printers by one central printer per floor or office. All employees have an individual printing pass, so they can pick up their prints. This new printing system reduces paper consumption considerably. The toners in these new printers also have less impact on the environment.

australia

Randstad Australia is now using DocuSign as part of a digital candidate registration solution within the Asia Pacific region after a successful year-long pilot program in Australia. The solution allows job seekers to update background information online and has removed more than one million pieces of paper each year from the Australian business, which has major environmental benefits – a saving of 120 trees and a carbon footprint reduction of 12 tons of CO₂ per year. It has already saved the company more than \$1 million since the pilot program launched in Australia in November 2015. The benefits of going paperless are many and wide-ranging. DocuSign allows companies and their employees to transact business digitally anytime, anywhere, on any device, in a manner that is secure, legal, and easy to use.

italy

Randstad Italy obtained ISO 14001 certification in December 2016. The goal is to become more environmentally aware through a policy of:

- reducing the use of printed paper (electronic signature of contracts for both workers and companies);
- correct disposal of spent toners, controlling branches air-conditioning plants, especially those containing ozone-depleting gases (almost all removed);
- using LED lighting in the branches, using energy from renewable sources
- kept under control the use of electricity, gas, water and kept under control the CO₂ emissions;
- information and supply of tools (suitable bins) for the separate collection of waste;
- preferential use of suppliers who comply with the Supplier Code;
- providing electric vehicles to colleagues with company cars;
- training all colleagues on environmental issues.

- diffusion of the Environmental Decalogue (Ten Commandments).

In 2017, 100% of the electricity used came from renewable sources, and environmental training was provided to all branches.

hong kong

Randstad Hong Kong launched a recycling program on Green Day in the office, encouraging staff to reduce, reuse and recycle through designated recycling bins that are picked up weekly.