

# local sustainability initiatives

Our sustainability framework reflects the various activities we are undertaking with clients, candidates, employees, society at large, and employment markets. At the same time, it addresses certain sustainability basics.

This section provides descriptions and examples of various sustainability initiatives, which are structured in line with the framework we developed.

## Employability advancement

### The Netherlands

Randstad Netherlands helps candidates obtain an Accreditation of Prior Learning certificate (Erkennung 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.

Randstad Netherlands developed a special 50+ workforce program called +Power, which was aimed at the 50+ population and Dutch employers. Together with the Dutch government and national 50+ ambassador John de Wolf (a 50-year-old former football player), Randstad raised awareness, trained people, and arranged meet & greets with employers at 12 local events. The kickoff was a +Power Run through the city of The Hague.

Together with a local bank, Randstad Netherlands developed a Statement of Prospects. This Statement can be issued by Randstad to an employee (even a temporary worker) to help them obtain a mortgage and buy a house if their job prospects in the labor market are positive. 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 made by municipalities.

Tempo-Team Netherlands' ActiveerKracht program is a local partnership with several municipalities (e.g., The Hague). It focuses on decreasing 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 is called "Dote Unica Lavoro Regione Lombardia", 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 up to 29 years old, unemployed workers and people employed in a company in need. 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 2016, Randstad Italy found jobs for 745 people out of 1,500 participants (49% success rate).

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 still have confidence in themselves, the support also includes in-depth competences 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 8,500 people have received a reference certificate. At the end of 2016, more than 300 had passed their exams and received a certificate.

### Portugal

Randstad Portugal works together with the Portuguese government's Employment and Training Institution to develop the skills of unemployed people. The project is modeled on the Global Management Challenge. This is a global competition based on a simulator, where teams have to decide on the destiny of a company, playing against other teams. The simulator is based on real-life situations. Most of the teams are sponsored by companies and have workers

from these companies playing. The game is recognized as a tool to develop both soft and hard skills, and is expected to enrich the players' profiles in terms of leadership, communication, and teamwork.

Randstad Portugal is also working pro bono for the employment platform Plataforma+Emprego. The platform works with the homeless in Oporto on a day-to-day basis, giving them the tools, through both financial and emotional support, to find a home and a job. The ultimate goal is to bring these people back into society. Randstad evaluates the profiles of those homeless people who have reached the stage where they can re-enter the world of work. It also provides an individual report. This evaluation and report are valuable to the association, because the evaluation of a candidate's potential is of a high standard, while the report itself can serve as a recommendation letter.

### France

In partnership with Mc Cain, Leclerc, local potato producers and food banks, in 2014, Randstad France and the Randstad Institute took part in the creation of a non-profit company: BON et BIEN. This company collects rejected potatoes to make soups, which are sold in the regional Leclerc store network. The employees are recruited by Randstad from among long-term unemployed people who take part in an inclusion program. This activity not only addresses the local unemployment problem, but also contributes to developing a social and fair trade to help the fight against waste. All parties involved are committed to helping employees reconnect with the world of work, and with the help of IMC (a Randstad professional training center) train them in food-processing industry jobs, so that they can reintegrate in sustainable jobs. All benefits are reinvested into the Company. The production was successfully launched in May 2015 and still ran in 2016.

### United States

Randstad US's Hire Hope program aims to provide career-readiness training and job placement services to underserved young women in the community. The population served includes survivors of exploitation and/or trafficking and girls who are at risk to 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 80 women have undergone Hire Hope's career-readiness training, and roughly 63 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

For the past three years, Tempo-Team Belgium has organized training programs for specialized jobs in association with a client and Belgian social institutions. For example, with our partner Liège Airport, we give job-seekers the opportunity to follow a specific training to become an aircraft refueling specialist. Candidates who complete the course receive a diploma and are subsequently employed by the airport, as there are many vacancies and not so many candidates with the necessary skills.

### Canada

Randstad Canada's initiative Shaping Your Future provides skills training in conjunction with clients for under-trained/under-skilled Temporary Workers (TWs) to support them in improving their income/livelihood. The focus lies on TWs who are working long-term at clients where there is opportunity for higher-skill positions. Randstad facilitates training for them to change roles.



## Youth employment

### General

During CSR Europe's Enterprise 2020 Summit, Randstad Holding announced the launch of the European Pact for Youth. This is a pledge from EU and business leaders to jointly deliver jobs, growth and investment for young people in Europe. The Pact for Youth was co-drafted by Randstad (together with CSR Europe and the European Commission, among others). On May 24, 2016, Randstad CEO Jacques van den Broek spoke at the first leaders' meeting of the European Pact for Youth in Brussels on enabling the transition to jobs through apprenticeships and traineeships. The meeting was hosted by Marianne Thyssen, European Commissioner for Employment, Social Affairs, Skills and Labour Mobility, and Viscount Étienne Davignon, Minister of State and President of CSR Europe. The group of leaders, representing a variety of companies, institutes, sectors, and regions, reflected on the progress made towards the target of 10,000 new business-education partnerships, as well as 100,000 new good quality apprenticeships, traineeships and entry-level jobs. In addition, the group of leaders presented the first joint proposal on how to increase youth employability and enhance the transition to jobs by making Vocational Education and Training and apprenticeships an attractive and equal option for young people across Europe.

Putting youth at the forefront, decreasing youth unemployment, and enhancing Europe's human capital now and in the future: these are the main reasons why young people need to be enabled to develop the new skills they will need to survive in the new world of work. This is not only the responsibility of individuals, but also of companies, educational institutions, governments and policymakers. Collaboration between business and education will be crucial to prepare young people for quality jobs and to reduce the current skills mismatch. More information on the Pact for Youth can be found on the CSR Europe website.



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).

### 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 aim 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. In 2016, partnerships were concluded with all leading educational institutions in Flanders. We also expanded to Brussels and Wallonia. Over the past four years, we have counseled 630 individual students and 950 in workshops. We created 270 study relevant jobs and 70 jobs for graduates. Given this success, the initial local action has now matured into a new division: Randstad Young Talents. This 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, Randstad Galilei Employability and Tempo-Team Employability have a partnership with a regional youth association called "Zuiddag". We published a job offer on their website: "One day as a coach for employability". Young people could apply for this, and several were selected to spend a day with our consultants in the field: they were informed about our work methods and the people we work with, and they spent time in a workshop that would help them coach someone themselves. Their salary was given to "Zuiddag" to help fund their future project on diversity in the South. It is a good opportunity for young people to discover our jobs and to encourage projects like this.

### Greece

Randstad Greece has set up a Youth Employment Program to support university students in their final year. Through this program, students will have the opportunity to obtain valuable work experience, and develop good work habits and communication skills. Although the official rollout of the program starts in 2017, Randstad Greece already received a high number of applications.

## Poland

Randstad Poland has launched a series of workshops titled 'Discover myself, discover the work', dedicated to middle-school students. Since mid-2014, Randstad volunteers have had meetings with over 770 pupils from eight schools in the cities of Katowice, Niepołomice, Stężyca, Tychy, Gdynia, Łódź, Piotrków Trybunalski and Grodzisk Mazowiecki. The aim of the workshops is to activate and engage students through exercises and discussions, to help them think about their future and career plans, and to make them aware of employers' expectations. The workshops will also help students to identify their talents and hone those skills that will be particularly useful in their professional life. During the workshops, students also learn about the basic mechanisms of the labor market, and how important it is to gather experience while still in education.



## Italy

In October 2014, Randstad Italy and ISTAO (Business School 'Istituto Adriano Olivetti') co-created the first edition of the Master in 'Account Management & HR Services', for the training of professionals who work in employment agencies. The project was born from the desire of the management team to enhance the skills that Randstad staff have consolidated over the years and to make them available for young graduates to ensure professional growth and enhance their chances of finding a job, including within Randstad. It is also a great opportunity for Randstad employees, who participate as teachers to enhance their own skills. In 2016, Randstad Italy sponsored some scholarships within an HR Master at ISTAO, with specific training modules on employment agencies. In addition, Randstad Italy offered internship and job opportunities at Randstad.

Randstad Italy's HR Solutions division 'Politiche Attive' handles projects for people who are unemployed, have been made

redundant, or are in a mobility trajectory. One of the projects is called "Garanzia Giovani" (Youth Guarantee), a plan created by the European Union to tackle youth unemployment and dedicated to young people not engaged in an occupational activity, school or training program, between the ages of 15 and 29. The program has scheduled orientation activities for young unemployed, in order to facilitate the entry or re-entry into the labor market with an employment contract or through an extracurricular training experience. It includes financial incentives for companies who participate in the program. In 2016, Randstad offered employment contracts with a duration of at least 180 days to 200 young people under 30, and extracurricular training to 415 young people under 30.

Randstad Italy has created a specific department dedicated to activities involving young people called Youth@Work. The department aims to contribute to reducing the gap between the school and academic world and the job market.



A few examples:

- GOAL – Groups that focus on job orientation: 3- to 5 day-courses in different Italian cities, aimed at young people who are looking for a job. Topics: career counseling, training for the job market, job searching. The project, started in 2012, reached a total of approx. 150 courses in 2016 of on average 16 hours each;
- ScopriTalenti – In collaboration with the Sodalitas Foundation (the Italian official partner of CSR Europe), this program invites the most talented young people from high schools and universities to meet with delegates of important 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 important companies, getting to know their strengths and weaknesses. The event is hosted by



Randstad at its headquarters in Milan, and is in its 7th edition. Other initiatives by Randstad for these young people are career guidance and training, presence and counseling in schools, universities, and training institutions;

- Deploy your Talents: Stepping up in the STEM Agenda for Europe – In collaboration with Sodalitas Foundation, we participated in the fourth edition of this European project. Its overarching objective is to create more awareness of the growing need of STEM competencies and to reduce stereotyping of the female gender. The target group are students of secondary schools aged 16-18;
- Allenarsi per il Futuro – This project consists of training sessions with companies and sport champions for students (elementary, middle, and secondary education, universities) with the aim of creating awareness of the importance of passions and of defeating youth unemployment through short traineeships. The project, started in 2014, reached a total of some 300 sessions in 2016 and a general YTD outcome of approximately 500 sessions, 90,000 students and 1,000 traineeships;
- Pact4Youth – This is a European project in which Randstad Italy participates. It consists of initiatives to fight youth unemployment and is aimed at youngsters aged 16-29, not in education, employment or training (NEET);
- Student traineeships – These traineeships are at Randstad Italy, and sometimes also at our clients. The project started in 2012. In 2016, a total of some 300 traineeships (Randstad only) were arranged, of 80 hours each on average. The goal for 2017 is to reach 1,000 trainees. The overarching objective is to reduce the gap between schools and companies. The target group is students aged 16, 17 and 18 (last three years of secondary school), as well as teachers and companies.

The project 'Family & Friends', 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 summertime, these young people can benefit from an internship at Randstad HQ for a month.

### 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 with organizations willing to invest in the talent force of the future. 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;
- Student sponsorship schemes; and
- Employer partnership programs with real job outcomes.

Randstad Australia invites clients to nominate a young person who is 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

Randstad Germany successfully adapted Randstad Netherlands' Youth@Work program for the German market. The focus in Germany is on qualification and advanced vocational training, in cooperation with unemployment agencies, educational institutes, and clients. The project is situated in Duisburg, which has one of the highest youth unemployment rates (7.9%) in Germany. We are recruiting 40 machine operators for port and industry logistics. Candidates first have to finish an advanced vocational training program, which is facilitated by the local Port Academy.

'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.

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 these youngsters' employability. 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 50 lower-level secondary-school sponsorships, catering for more than 1,700 students all over Germany.

### Switzerland

In 2016, Randstad Switzerland enhanced the Youth@Work roadshow it held in 2015, changing it into You@Work, with the aim of reaching more people and adapting the roadshow to market needs. The You@Work caravan toured through five major cities (Zurich, Olten, Berne, Fribourg, Lausanne), with Randstad consultants offering services to help people get fit for work. The three specific target groups were youth, women and people over 50. Youth@Work helps young people to get off to a flying start in their careers. Women@Work focuses on women to relaunch their careers, and 50plus@Work supports individuals over 50 to take the next step in their careers.



Randstad Switzerland advises all target groups on how to market themselves, from preparing a CV on social networks and CV photos to preparing for a job interview.

### Portugal

Randstad Portugal has a partnership with Junior Achievement, the world's largest organization dedicated to educating students about workforce readiness, entrepreneurship, and financial literacy through experiential, hands-on programs. It is based on volunteer work at schools.

### Czech Republic

Randstad Czech Republic established a close partnership with a technical university in Zlín, setting up the Randstad Java Academy as a 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 labour market. In 2016, the first 10 graduates received their certificate. The program will continue in 2017.

### 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.

### Japan

Randstad Japan's Career Development Program for Youth encourages unemployed youngsters to find a job as a regular worker. The program is one of the commissioned projects sponsored by the government to support unemployed youngsters by cultivating their work skills using the expertise

of HR companies through training, assessment and a TTP system.

### France

Randstad France has recently launched 'I Get a Job', a website for youngsters looking for a job. They can build a professional project, and draft a CV and letter of application. For each action on the website they receive points. Once they have gained a specific number of points, the candidates receive a 'Job Pass' in the local Randstad branches.

## Diversified workforces

### The Netherlands

In the Netherlands, Tempo-Team and 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 about opportunities in the job market.

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

### Australia

Randstad Australia participates in the 'GenerationOne Indigenous Australians Employment Initiative'. Its mission is to end the disparity between indigenous and non-indigenous Australians in one generation through employment. Randstad connects indigenous job seekers with guaranteed jobs and brings together the support services necessary to prepare indigenous job seekers for long-term employment. GenerationOne's flagship initiative is the Australian Employment Covenant. The Covenant aims to build the demand for an indigenous workforce by securing 50,000 sustainable jobs for indigenous Australians, to break the vicious cycle of unemployment and poverty among this group. To date, the Covenant has secured 62,000 employment opportunities for indigenous Australians from 308 employers, and over 19,000 of these jobs have already been filled.

Randstad Australia is also establishing an alliance with Yarn'n Aboriginal Employment Services. This is a company owned and operated by aboriginals, based in Redfern NSW, with the aim of using employment as a pathway to build capacity and help aboriginal people change their lives for the better. Yarn'n is passionate about improving the social and economic well-being of aboriginal people, and Randstad Australia is proud to be part of helping to build real and sustainable change through employment.

## Spain

Since 2004, 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 with a distance to the labour market (disabled people, 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 2016, more than 4,100 people with a distance to the labour market entrusted the Randstad Foundation to help them integrate into the labor market through these projects, and more than 1,390 contracts were signed. To achieve this, the Foundation's nine offices worked with over 600 companies located throughout Spain. Furthermore, they helped more than 1,600 people to get to know, understand, and use all the resources and tools available to support them in their search for a job.

In 2016, Randstad Foundation Spain participated in the CSR Europe platform called Business Impact Maps. It contributed 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).

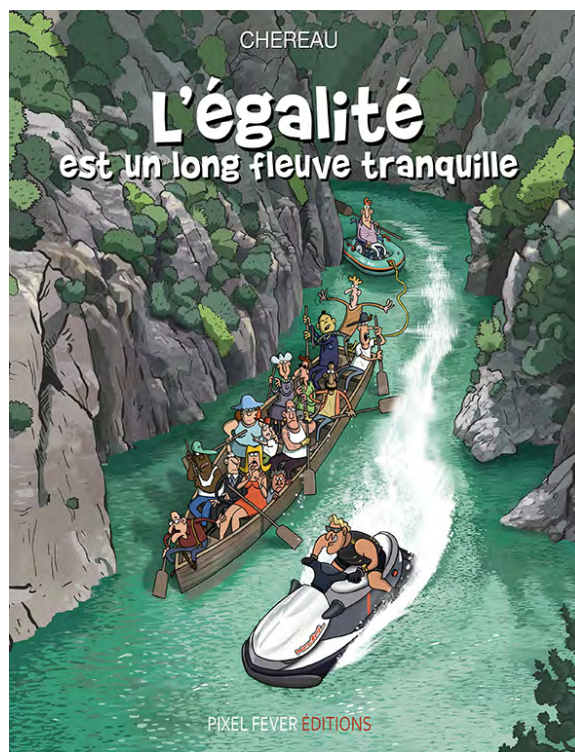
Partnering with the Victoria Association to support female victims of domestic violence, Randstad Foundation in Spain also initiated several activities to encourage these women to find a job and become economically independent. These activities included workshops on finding a job, developing interview skills, improving their body image (make-up, clothing, accessories, etc.), and collecting clothes for the women and their children.

## 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.

Together with press designer Antoine Chereau, the Institute published a comic entitled 'l'Égalité est un long fleuve tranquille' ('Equality is a long quiet river'). These are 68 funny and provocative drawings on the themes of youth and senior employment, gender equality, diversity and religion in business. Companies and organizations can use this book to support their own actions in favor of equal opportunities. In addition, each book sold will support Randstad Institute's partners in their fight against discrimination.

In 2016, for the fourth consecutive year, the Institute and its partner OFRE (Observatoire du Fait Religieux en Entreprise) published an annual survey on the impact of religion at work. The results show that religious issues at work are becoming more commonplace. According to the study, in 2016, almost two-thirds of the employees surveyed (65%) observed several



manifestations of religion, compared to 50% in 2015. Cases of conflict remain relatively unusual, and increased only a little, from 6% of the total religious facts observed in 2015 to 9% in 2016. These results are among the main lessons learned from the Institut Randstad-OFRE, carried out between April and June 2016, on the basis of an online questionnaire conducted with 1,405 employees, mostly (61%) managers.

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

In 2015 and 2016, Galilei Employability assisted detainees in prison to help them find a job after they have served their sentence. A Randstad coach taught an 18-day program to help them discover their skills, write a CV, and learn how they can best present themselves in interviews.

## 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 2016, Randstad Argentina continued to support the cause of labor inclusion of people in disadvantaged conditions, extending the commitment of stakeholders. Meanwhile, several enterprises have employed people from these disadvantaged groups.

### Portugal

Randstad Portugal has partnerships with NGOs that support candidates that 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 get (financial) independence from their aggressors. Together with O Ninho, Randstad Portugal helps former prostitutes to get into the regular labor market.

### Sweden

Randstad Sweden participates in Vidga Normen, a cross-sector initiative involving governmental organisations, 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.



### UK

Randstad UK Construction Property & Engineering (CPE) is a 'Silver' member of the Supply Chain Sustainability School, a body that was formed by 44 contractors from across the UK to share best practices in the field. Randstad is working with the school as the only recruitment agency, taking an active role to

promote sustainability across the workforce. Randstad currently has an Ambassador position with the School's Fairness, Inclusion and Respect (FIR) initiative. Meanwhile, Randstad UK CPE has just passed its latest Equality and Diversity Audit with the Equality Assured external body – for the seventh year in a row.

## 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 Rosario Local Government for the labor inclusion of people with disabilities and young people at social risk.

### UK

Randstad UK's Randstad Student & Worker Support division works in partnership with universities and businesses to provide specialist support workers 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, without prejudice. In addition, they help these people develop 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, the new Participation Act came into effect, which states that at least



125,000 jobs need to be created 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 that assists companies that want to invest in people with disabilities. It has been very successful since its launch. Hundreds of people found a job and 89% of all the people that started working are still working. This is way above the market average of 70%. On December 1, 2016, the Participation Advisory Board in the Netherlands was launched. The Advisory Board consists of 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 has a team called HO (HOpportunities), a specialty focused on the provision and management of staff with disabilities. In recent years, HO has also organized training courses (basic and professional) for people with disabilities, in partnership with the employment centers in the Veneto region. In 2016, thanks to an important relationship with universities and intermediate schools, HOpportunities realized 'The Bridge'. Through this project, after a selection process and vocational guidance interviews, Randstad Italy helped 20 young disabled students to get in touch with companies. Randstad HOpportunities was also one of the sponsors of the first Disability Management Conference in Italy. This was an important occasion, during which diversity leaders of companies, universities and associations shared best practices and insights.

### France

Mission Handicap within Randstad France is designed to promote and coordinate action 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' (companies whose main aim is to employ disabled people).

In partnership with Randstad France, IGS school (Institut de Gestion Sociale) launched its third promotion with disabled students in Toulouse (Paris in 2014 and Lyon in 2015). In June, 12 people of all ages and 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 2016, half of this workforce was recruited by Randstad France.

On 'World Mental Health Day', Randstad France's Institute and its partner 'Clubhouse France' presented their guide devoted to understanding mental disabilities in professional life. Clubhouse France enables people with severe mental disorders to find life projects and help them return to professional activity. For these people, work is an important

factor for recovery and social integration. Faced with this new challenge for society, Randstad Institute and Clubhouse France designed a guide that aims to demystify taboos around mental disorders. This action initiated a dialogue and helped employees and their managers to better understand and manage the implications of mental illnesses in business.

### Portugal

In 2016, 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 2016, the Randstad Foundation in Spain organized various initiatives to promote inclusive workforces for people with special needs:

- A report entitled Youth, Disability and Employment. XReflection and Action. Drawn up in association with the Atresmedia Foundation, this report contains the results of a survey held among young people with a disability in 360 companies. The report shows that, although some companies acknowledge that they find it difficult to develop specific policies for employing people with disabilities, most companies are willing to hire them.
- Participation in 'Job fair for people with a disability', for which we received more than 600 CVs of people with a disability, 28% of these people were over 45 years old.
- In addition, thanks to a partnership between Randstad Spain, the Randstad Spain Foundation, and the Down Foundation in Madrid and Barcelona, every year, some of the Down Foundation's students are given the opportunity to spend a few weeks working at Randstad Spain or at the offices of the Randstad Foundation. This is a great experience for everyone. The participants improve their abilities, motivation and self confidence, while at the same time, employees become more aware of the needs and sensitivities of the disabled.
- In 2016, the Randstad Foundation Spain, in collaboration with the Spanish Ministry of Health, Social Affairs & Equality, organized their annual Foundation Awards event for the eleventh 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.

## 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

Randstad Belgium developed a special department: Randstad Galilei Employability. Galilei works especially with more 'fragile' groups (youth, people over 50, refugees, etc.). One of the projects supports refugees between 18 and 25 towards professional integration. Starting in September 2016, 268 young refugees were helped through job orientation intakes and individual action plans.

### 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.

### 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

Randstad Sweden took part in the pilot Entry Hub to develop an innovative, measurable model to empower minority-driven networks in the Stockholm region, in order to increase the employment rate among inhabitants born outside of Europe. Each participating refugee was supported for six months to interact with labor market actors/networks and work on skills development.

## Diversity and inclusion employees

### General

Randstad Holding, Randstad France, Randstad Italy and Randstad Belgium hold the 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 have been 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.

### 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 first time, Randstad Netherlands had its own event at the Gay Pride Canal parade. The worldwide headquarters in Amsterdam flew the rainbow flag that day. This was also the year of the initiation of the internal Dutch LGBT network.



## 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. In 2015, Randstad Italy became a member of the Diversity Management Lab at SDA Bocconi School of Management, with the aim of contributing to research and debate on diversity themes.

Since 2015, Randstad Italy has become 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 2016, the company funded a research project on disability to increase awareness about the issue and to improve management practices. For the first time in June 2016, Randstad Italy officially sponsored the Pride Week to promote actively inclusive workplaces where everyone is assessed on their merits only and not on personal characteristics.

## Argentina

Randstad Argentina has 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. Randstad also participated in events relating to consultation with indigenous peoples, and presented its bi-annual Gender Equality Plan, which also covers workplace diversity.

In addition, Randstad Argentina started a program on 'gender equality and women 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 the labor opportunities for women and empower them through the generation of equal opportunities for all. Randstad Argentina promotes the employability of women by generating the same conditions with regard to access to jobs. Randstad Argentina promotes a diverse image of the company and we believe that discrimination of women nowadays in our regions results from the unequal distribution of housework and care tasks. If we can equate responsibilities at home, women will be less discriminated. We support lengthening paternity leave and raise awareness about the importance of equal distribution of housework and child care. In addition, Randstad Argentina continues to improve its gender and diversity policies, taking sexual minorities into consideration.

## Canada

Randstad Canada was again recognized in 2016 as one of the Best Workplaces for Women in Canada by the Great Place to Work® Institute, which aligns nicely with the Women Shaping Business program, which focuses on exploring the challenges

and opportunities of today's Canadian women in the workplace.

## Czech Republic

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

## Portugal

Randstad Portugal created a formal Corporate Social Responsibility Committee called ASAS (which means 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 with a focus on gender equality. Our plan for next year is to hold a survey on workforce ambition, so we can understand if 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. We currently have seven of these people working with us in a digitalization process that is ongoing at Randstad Portugal.

## Belgium

In line with their diversity charter, Tempo-Team Belgium and Randstad Belgium have an equality coach to help its consultants deal with discriminative job descriptions or politically incorrect client requests for potential candidates. All consultants receive sensitivity training. The company organizes 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 writing articles for their personnel magazine. 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 – such as 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 a survey tool that enables consultants to measure clients' performance in terms of diversity over a given period of time. The tool measures the number of disabled employees, women, young and elderly employees, non-EU employees, and employees from inclusion programs. The tool is accompanied by a guide to help consultants interpret the results. The objective is to enable consultants to raise the question of how diverse the client's workforce is, identify any types of employees (women, foreigners, the elderly, etc.) that

are unjustifiably missing, and then suggest appropriate action plans to the client.

### United States

In 2016, Randstad USA started the Business Resource Groups that serve as an extension of the company's broader Diversity & Inclusion strategy. The Business Resource Groups are implemented to network within groups of colleagues. The goal is to organize 9 business resource groups that will:

- inspire employees to perform at their highest level and derive value from diversity of thinking;
- ensure the success of every employee by taking an active role in developing;
- provide mentoring and sponsoring to ensure a stimulating and challenging environment;
- drive business results and strategic advantage.

In 2016, Randstad US successfully launched three out of their nine planned Business Resource Groups: PRIDE, Women and Veterans. In 2017, they will be launching the remaining groups, which are Millennials, Abilities N Motion, Innovation, African American, Asian American and Hispanic/Latino.

## Health and safety - clients and candidates

### General

In 2016, we developed a global Health & Safety Policy. This policy states that Randstad is committed to providing and maintaining a healthy and safe work environment, and promotes well-being at work, doing all that is reasonably practical to prevent personal injury and illness and to protect our candidates, employees, clients, and visitors from foreseeable work hazards.

### United States

Randstad US operates with a dedicated field-based safety team, which is embedded in its operations. The safety program relies on a multi-stakeholder approach. This means that all relevant parties are involved (Randstad, client companies, their (staffing) 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 its 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 the consultant. The primary goal of the WPSA process is to protect the health, safety and welfare of its people by identifying, controlling and

communicating risks. Before placing someone with a new client or a new client facility (or a new task on an existing site), a WPSA must be completed.

### Argentina

Randstad in 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 that Randstad made of workplace accidents with clients, resulting in 'diagnoses' with recommendations, notably a culture change in the care for people and secure working conditions, improving safety procedures and compliance with existing legislation, and training.

### France

HR Consultancy Partners in France provides training to clients (and internally at Randstad France) on security at work and the prevention of professional risks. In 2016, the Randstad Institute and Appel Médical (part of Randstad Group France) supported the Odyssey association, which organizes charity runs and challenges to collect funds to support the fight against breast cancer.

### 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. In 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.

### 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 eliminated by the client company. Health and industrial protection is thus achieved in close cooperation with customers. Randstad meets the requirements of the 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:

- Vitality: Our employees and candidates must be mentally and physically fit in order to be able to perform their tasks.
- Facilities: We offer the best workplace facilities to enable people to perform their duties.
- Safety: We want people to feel safe and to work in safe conditions.
- Absenteeism: We do our best to help those who are sick to recover as quickly as possible so that they remain employable.

## 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 Group. The corporate target is to have illness rates below the official country average. If a company does not meet that target, it has 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 in order to identify 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 for 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 Change), focusing on eight topics: sleep, alcohol, stress, food, weight, sports, smoking, and mood. 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. In 2016, Randstad and Tempo-Team Belgium organized Vitality workshops to encourage our employees to eat and cook healthier meals, which will improve their health at work. Healthier meals give people more energy, improve concentration and reduce illness. In addition, we developed a special training program for our management on how to recognize the signs of a burnout. This program aims to raise awareness, allowing managers to respond quickly and prevent that colleagues fall victim to this long-term illness.

### Denmark

Randstad Denmark has a Work Safety representative, who is responsible for helping to monitor stress factors among employees.

### Germany

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

### The Netherlands

At our corporate head office in the Netherlands, we have sports teams and/or facilities for rowing, field hockey, soccer, cycling, running, and fitness.

### 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. Talents 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

### 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 headquarter 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 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 demonstrated a very high level of appreciation among employees and it has now become a standard way of working.

### 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 showcases 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.

## Stakeholder dialogue

### General

Randstad Holding is a member of CSR Europe, the European business network for Corporate Social Responsibility. It is also one of the sponsors of the Skills for Jobs Campaign. The main objectives of this campaign are to increase job opportunities and enhance lifelong employability through all sorts of projects. With CSR Europe, the European Commission and others, Randstad helped to draft the European Pact4Youth, a two-year pledge to jointly invest in young people in Europe by creating job and development opportunities through collaboration between business and education.

In 2016, Randstad presented the fourth edition of Flexibility@work: an annual report on flexible labor and employment. The 2016 report carried a study on the future of work in the digital age by M. Goos and J. Konings of the University of Leuven. The study shows that polarization is growing, with the number of high- and low-wage jobs rising, while mid-wage jobs are diminishing. A critical reason for this trend is the effect of automation, robotization and outsourcing of many jobs. According to 'Flexibility@work 2016', demand for STEM skills will increasingly drive job polarization. As more high-skill jobs are created in support of digital products and technology, a corresponding rise in low-skill employment will occur. In fact, the researchers revealed that for every high-tech job created, an additional 2.5 to 4.4 low-skill jobs are created as a result.

For all research reports, please see our corporate website.

### France

Every year, Randstad France, Expectra and Appel Médical publish three key studies: the Randstad Barometer of Non-Manual Position Salaries, the Expectra Barometer of Managerial Position Salaries, and the Appel Médical Barometer of salaries within the Health Sector. These three studies, which are based on over one million pay slips from both the temporary and permanent workforces, provide good insight into wage growth in France. In 2016, the Randstad Barometer study showed that the salaries of non-managerial positions grew by 0.7%. The Expectra study showed that salaries for managerial positions increased 1.7% compared to 2015. And the Appel Médical showed that careers in pharmacy are at the top of health care professions. The three studies always create an interesting exchange of views between Randstad, Expectra, Appel Médical and their clients. The results are announced at an annual event, staged by Expectra. Over the past twelve years, this has become a very popular occasion, to which clients always look forward with interest.

### Italy

In October 2016, Randstad Italy presented research results in a report titled 'Policy and active aging practices in Italian companies'. This is the third survey Randstad published on age management and it was carried out through interviews with

HR managers and top managers of about 300 Italian companies, with the aim of investigating the current management policies and enhancement of employees over the age of 50 in these organizations. The study aims to contribute to the 'generation mix' theme within the organizations and offers tools to manage it.

### Belgium

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, 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. Randstad is VSO's global employability partner, financially supporting VSO's work to help poor people access education and find work. 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, we are now directly supporting two VSO projects working to improve employment and entrepreneurship opportunities for the most vulnerable, especially youth and women: the Randstad Youth Employment Project in Tanzania and the Aaghaz project in India.

### Randstad Youth Employment Project, 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 programme. 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 recently created Randstad Youth Employment Project (RYEP) in Tanzania is hosting groups of 2-3 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, including:

- 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 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).
- Enhancing Employment through Vocational Training: The EEVT project aims to improve the employability of young people in specific regions in Southern Tanzania, focusing on the growing demand for skilled labor in the gas industry and related services.
- Youth Economic Empowerment (YEE): This 3-year project aims to improve and increase access to employment opportunities and promote economic empowerment, particularly for marginalized young women and men (aged 15-35) in nine districts of Tanzania.
- T-LED: This is a 5-year project aimed at supporting Small and Medium Enterprises (SMEs) to overcome existing barriers to growth markets in the extractive and agribusiness sectors.

Throughout 2016, as many as 14 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 organization of the successful two-day Zanzibar Youth Entrepreneurship Forum under the auspices of the Ministry of Labour. The aim of this 'career fair' was to create an entrepreneurial startup culture in Zanzibar and empower young entrepreneurs to generate businesses, jobs and wealth for the economic development of Zanzibar.

“Organizing the fair meant a lot of compromising and stress, as well as requiring a whole lot of flexibility,” says Daisy Spangenberg from Yacht Netherlands. “My team and I had to cope with quite a few challenges. We only knew where the fair would be held one week in advance! Then there was a cholera outbreak and exceptionally heavy rain. But in the end the career fair turned out to be a big success. I also introduced the concept of speed dating at the fair. This gave job seekers the chance to have a ten-minute job interview with potential employers. Five job seekers actually got a job the same day!”

### Aaghaz project, India

The newly created Aaghaz project in India aims to pair up Randstad International and Randstad India volunteers (also in a relay model) to support with skilling and placing 3,150 vulnerable women from urban slums in five Indian states into formal employment over a period of three years. Specifically, Randstad volunteers will strengthen the capacity of local NGO staff volunteers to collaborate with companies for placement of trainees, as well as training the candidates in soft skills and preparing them for interviews to increase their chances of formal employment.



It is our ambition that by focusing some of Randstad’s resources on these specific projects, we will be better able to increase, and indeed measure, our impact over time.

### Alternative ways to support VSO: recruitment support and pro bono services

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

Randstad has provided four recruitment specialists to develop and/or build the capacity of the VSO in-country recruitment function in Cambodia, Ghana, Malawi, and Uganda. One of these specialists in 2016 was Latosha Phillips of Randstad US, who helped recruit and train the necessary manpower,

finding areas of opportunity to enhance the efficiency in the local recruitment process. “Participating in development work has taught me many valuable lessons on culture consciousness,” Latosha wrote in her blog. “You have to be careful when trying to impose ideas to improve efficiency, so as not to offend cultural norms. I realized that the impact of my work may not become clear until after my departure. Perhaps it could take months, or even years, for the impact to reach the level for which it was designed. Even though I may not see the results during my time here, I realize change is happening through my participation in the process.”

#### Pro bono services

VSO’s newly established Sourcing Team traveled to Budapest for one week to learn about contemporary sourcing first-hand from experts at Randstad Sourceright Budapest, a great example of Randstad knowledge sharing. “The training session helped us to understand better what sourcing really is and how it works at Randstad,” explains Joke Zwart, Interim Senior Sourcing Manager at VSO. “It revealed how crucial it is to follow new developments in the field of sourcing to make sure VSO stays up to date. It gave us a lot of food for thought and inspiration as to how sourcing could be successfully applied within VSO. But above all, it changed our mindset!”

#### Pro bono services from home country

Even if a Randstad employee is not in a position to volunteer overseas, they can still support VSO’s work. A good example is the SWAMMIWA online project.

In 2015, Maud Schumann of Tempo-Team Netherlands had volunteered for six months at the Swaziland Migrant Mineworkers Association in Southern Africa. SWAMMIWA’s objective is to improve the lives of the miners and their families. Miners leave their families and communities to work in the mines in South Africa or elsewhere in order to be able to send back money. Often, they return home sick (Tuberculosis, Silicosis or HIV), handicapped or even dead, which clearly has a huge impact on these communities. With the help of VSO, SWAMMIWA supports a number of small businesses, helping them to provide for food in a sustainable way, thus contributing to the health and future of over 600 people in Swaziland. Maud’s role was that of Organisational Development and Resources Mobilisation Advisor. She successfully advised the organization on team building and fundraising. However, there was no time left to help set up the internet as a contemporary communication channel. That’s why, after her assignment, she stayed in touch with SWAMMIWA and helped them from home. By the end of 2016, she had managed to raise funds and capacity in the Netherlands to build a proper website for SWAMMIWA, which makes it easier for them to reach their audiences.

#### Fundraising and other initiatives

If a Randstad employee feels inspired and would like to contribute, but is not in a position to pack their bags immediately, there are lots of fun and sociable ways to make



a contribution in an alternative way. One example of an engaging team effort is the VSO Himalaya Challenge.

In November 2016, VSO organized a challenging trek through the Himalayas. A group of 21 people, including 11 Randstad colleagues, took part in a challenging trek organized by VSO. During the week-long trek, they also visited some VSO projects. Each participant needed to raise a minimum amount of € 5,000 to help fund the Sisters for Sisters project in Nepal, which aims to improve education and school attendance for girls. Over the preceding months, the Randstad head office in Diemen supported the Randstad participants in organizing all kinds of initiatives to raise money.



## 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.

### The Netherlands

Tempo-Team is business partner of the Orange Fund, 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.

In the Netherlands, the Randstad Group participates in the Alliance 4 Youth, consisting of 10 large companies in the Netherlands. As part of this alliance, more than 50 Randstad volunteers have prepared hundreds of students for the labor market.

### 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.

### Argentina

Randstad Argentina continues to support a program combating child labor. It runs during the 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. Every year, more than 2,000 children attend some 27 child centers. In addition, in cooperation with Fundación Huésped, Randstad Argentina has developed a training program for the senior management team, focused on sexual diversity and gender equality at work and non-discrimination.



Randstad Argentina is also working with UNICEF in shaping a program for the labor assessment of teenagers who are leaving social housing and cannot rely on parental care.

### Spain

In 2016, the Randstad Foundation in Spain sponsored the Lo Que De Verdad Importa ('What really matters') conference for the eighth time. This conference aims to instill values into young people through testimonies 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

In 2016, Randstad Italy employees supported the earthquake victims of central Italy by donating a few hours of work.

Since 2015, Randstad Italy has participated in a public-private partnership with the Municipality of Milan. The project, called ConciliaMilano, has two parts:

- ConciliaScuola: Developing out-of-school activities for children at certain Milan schools;
- ConciliaCampus: Organizing holiday camps for the children of employees of the companies involved in the project.

The overarching objective is to offer a concrete support to improve the work life balance.

It is a great example of partnership between the public and private sectors to create shared value. In 2016, Randstad supported seven schools in Milan and their parents' associations in setting up after-school activities through a handbook and training sessions. In addition, 13 young people took part in a new holiday camp in Milan.

## Greece

Randstad Greece has set up a cooperative framework with NGOs and nonprofit 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, as well as the young women who are participating in Randstad's Hire Hope program. Each Hire Hope participant is given the opportunity to create an Amazon Wish List for their children and themselves, and we are proud to say that to date, all of their wish list items have been fulfilled by our employees.

Both Randstad US and Randstad Canada participated in the Ride for Myriam. Fundraising efforts of Randstad North America combined raised \$69,079 for cancer and leukemia research. The Ride for Myriam is a four-day journey, where a group of courageous Randstad employees cycle from Montreal to Boston. 100% of the US proceeds were given to the American Cancer Society.



523 US employees utilized 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 in order to provide a Thanksgiving meal for 953 families. The families combined totaled to 3,811 people being served over the Thanksgiving season.

## Czech Republic

For nearly three years, Randstad Czech Republic has been cooperating with 'the house of three wishes'. This is a non-government, non-profit organisation whose mission is to provide universal assistance to children at risk and their families, with the aim of enabling their safe development in their biological family. Randstad Czech employees regularly donate to and support the organization's library and art workshops.

## Australia

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.

### Portugal

Randstad Portugal has a partnership with Semear, which helps young adults with minor disabilities find a job. We bought our Xmas boxes for our internal staff from Semear to help them financially.

### UK

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.

## Human rights guidance

### Argentina

In 2016, Randstad Argentina, as a signatory member of the UN Global Compact, shared experiences with colleagues in a Human Rights workshop. In addition, Randstad Argentina's CEO signed the United Nations Women Empowerment Principles (WEPs) and expressed support for the Unite campaign against violence against women, led by Ban Ki Moon. Randstad Argentina also joined forces with the Trama Asociation, supporting communication campaigns against violence among youth. In addition, the CEO was nominated for the WEPs CEO Leadership Awards.

### Australia

White Ribbon is Australia's only national, male-led campaign to end men's violence against women. Its vision is for all women to live in safety, free of all forms of violence from men. Its mission is to make women's safety a man's issue too. Randstad Australia supports White Ribbon and publicly acknowledges that violence by men against women is both a human rights and a workplace issue.

### 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.

## 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 in the Supplier Code or in other conditions.

### Italy

In 2016, Randstad Italy implemented a new web portal for the qualification of suppliers. 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 2016, about 350 suppliers 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 Belgium aspires to become the 'greenest' company in the sector in Belgium. To achieve this, it is applying a wide range of measures, including CO<sub>2</sub> 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 a minimum of CO<sub>2</sub> emissions.

### France

In 2016, Randstad France published its second greenhouse gases report with 4-year objectives.

### 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 resources-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 offices 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 CO<sub>2</sub>-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 rolling out 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 CO<sub>2</sub> 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.

### United States

Randstad US organized a Green Week campaign in 2016. During the Green Week, tips were shared every day on how to be more environmentally conscious. In addition, volunteering opportunities were offered at each of our corporate locations. In an effort to simultaneously support both Green Week and our national charitable partner Goodwill, we also held clothing drives for our employees.

