



local sustainability initiatives 2023.



human forward.

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local sustainability initiatives 2023.





about this report.



2 min. read



2023

about this report.

This report provides descriptions and examples of various local sustainability initiatives, structured in line with our sustainability fundamentals and our ambition to be the world's most equitable and specialized talent company. The report aims to show how the operating companies of Randstad contribute to our purpose and how they create value on a local level.

The chapters of the report showcase initiatives related to improving employability, promoting equal opportunities, contributing to labor markets, and sustainability fundamentals (e.g., health and safety, corporate citizenship and taking environmental care). Per chapter, a description of the initiatives in each country can be found.

to be the world's most equitable and specialized talent company.

focus areas

improving employability

promoting equal opportunities

contributing to sustainable labor markets

contributing to sustainable development goals

4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



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sustainability fundamentals

labor and human rights

health and safety

corporate citizenship

environmental protection

business ethics and integrity

sustainable supply chain management

tax transparency and compliance

randstad's core values

to know, to serve, to trust

striving for perfection

simultaneous promotion of all interests





improving employability.



4 min. read



2023

improving employability.



374,900

number of
candidates trained
(2021: 406,400)



5,122,700

number of candidate
training hours
(2021: 5,794,900)



662,600

average number of
candidates working
(2021: 653,300)



surveyed markets:

1. argentina
2. australia
3. belgium
4. canada
5. chile
6. france
7. germany
8. india
9. luxembourg
10. netherlands
11. portugal
12. spain
13. us



49,300

number of
employees trained
(2021: 45,600)



922,000

number of employee
training hours
(2021: 883,000)



€ 23.2 million

amount spent on
employee training
(2021: € 19.0 million)

improving employability.

Randstad runs many initiatives that aim to improve employability of minority groups in the labor market. These initiatives normally support multiple minority groups through one program.

4 QUALITY EDUCATION



8 DECENT WORK AND ECONOMIC GROWTH



argentina

Since August 2018, Randstad Argentina has been running a program in the shantytown of Barrio 31 (now called Barrio Mugica), home to more than 45,000 people, located in the center of Buenos Aires. At the time, Randstad interviewed potential candidates from this neighborhood, getting to know them and providing tips and training to help them find a job.

Because of the great partnership, Randstad Argentina signed a public commitment with the government of the City of Buenos Aires in 2019. In 2022, our partnership intensified, with training activities being held on a monthly basis. Our branches included the people of Barrio Mugica in their recruitment process, and we started to train talent for in-demand jobs. Since our start in 2018, we have added more than 70 new employees from Barrio Mugica to our workforce.

Barrio 31, Argentina



australia

Randstad RiseSmart provides contemporary solutions to workforce challenges. Our talent mobility solutions include career development, reskilling/upskilling, redeployment, and outplacement. RiseSmart's personalized services and revolutionary technology dramatically accelerate the process of transition and the delivery of successful outcomes for participants of all ages and stages, including mature-age and executive. Randstad RiseSmart helps organizations manage a multi-generational workforce by building people leader capability, creating future-ready employees, and facilitating knowledge transfer. We have partnered with more than 400 organizations for over a decade to attract, engage, retain or transition employees in late career. Our holistic programs have inspired over 60,000 participants of all ages and stages to visualize what is possible and create their future.

belgium

Randstad Belgium and Tempo-Team Belgium have developed a policy for training programs offered to employees and flex workers. Besides the standard internal training program, high-quality programs given by external providers are selected to help people become quickly efficient in a particular job (e.g., sales skills, security and transport training).

Since the end of 2017, Belgium's Randstad Academy has been training motivated candidates for specific vacancies that are difficult to fill. With this win-win proposition, talent can develop relevant skills and clients can fill the gaps in their teams. In addition, our Learn4Job program offers job seekers an opportunity to take part in a training program to acquire specific skills needed for one of our job offers (e.g., a heavy goods vehicle license). We also try to bridge gaps between supply and demand. For example, several years ago, Tempo-Team Belgium had trouble finding aircraft refueling specialists. This job is highly specialized, requiring very specific skills for which no training was available. Tempo-Team Belgium therefore set up a training program for this job in association with clients and Belgian social institutions. Over the past five years, in association with our partner Liège Airport, we have been training job seekers to become an aircraft refueling specialist. Candidates who complete the course receive a diploma and are subsequently employed by the airport.

During the health crisis, Randstad Academy and Randstad Medical proved their added value by transforming COVID-related needs into job training and offers, matching supply and demand on the labor market. Randstad Medical also played a crucial role in the vaccination rollout. Randstad Belgium was the preferred HR partner for most of the vaccination points in Belgium in 2021 and 2022.

The latest form of talent innovation in Belgium is called Spark, which started in January 2022. Spark is a two-year college training program, focusing on bottleneck professions. Anyone can enroll in this program, regardless of age or degree. Each candidate goes through a motivation assessment, followed by a test of cognitive ability. Candidates who are admitted to the program then combine four days of work at a client (acquiring skills) and one day of study (acquiring knowledge). During the entire process, they are coached by Randstad and receive a full-time salary. Their registration fee for the knowledge part is also paid for. After the two-year course, they join the client's company.

“We are committed to help skill employees to support their future, and we meet this commitment through partnerships.”

To bridge the gap between untapped talent and employers looking for the right talent, several actors from the public, private (including Randstad Group Belgium) and social sectors have joined forces to develop Talent2Connect. This is an innovative collective platform and portal that organizes mentoring and matchmaking events to connect companies with job seekers at a labor market disadvantage.

To support the extensive market for domestic workers in Belgium, RiseSmart Employability has set up a program to guide these workers through the various aspects of their job, such as work attitude (self-confidence, communication and motivation) and dealing with stress and life-changing events (e.g., grief).

canada

The goal of Randstad Canada is to provide assistance to any job seeker who contacts the company in their quest to find satisfying work. We are pleased to say that we are at the forefront of our industry in this particular market, and we attribute our success to the fruitful partnerships that we have developed with many community organizations and educational institutions in order to broaden the scope of our workforce.

We are committed to help skill employees to support their future, and we meet this commitment through partnerships. Our most prominent partnership offerings are those that we provide for our external workforce. UdeMY Business is an element that we added in 2021 to provide our external talent pools with free access to a library of more than 6,000 online courses geared at helping our members develop the knowledge and abilities they need to advance in their current position. This is regularly promoted through the use of the my Randstad app and communications with our resource managers as well as communications with internal sales

managers to relay this benefit to our wider network. We also promote the cultivation of locally based partnerships with community non-profits to ensure that we are supporting employability for diverse talent and are removing barriers to their employment.

chile

Randstad Chile firmly believes that a diverse team provides multiple benefits to a company. That is why, in 2022, to facilitate the creation of Diversity and Inclusion-oriented policies and programs, we appointed an I&D Manager dedicated solely to this area. As one of our first initiatives in this area, we carried out a survey to assess the knowledge of our employees regarding diversity (e.g., disabilities) and to monitor the diversity of our own teams.

france

In partnership with Plaine Commune, the Randstad Institute France has developed a personalized employment program to promote the inclusion of the residents of the Plaine Commune area. In 2022, 58 people from this area were supported in their journey to employment, including young graduates and people receiving minimum social benefits. Together with the job seekers, 15 experts helped them identify their current skills and define a pathway to find work. The collective and individualized interventions included team building activities, CV and motivation letter writing workshops, utilizing social networks, legal aspects, theater practices, sports coaching, and assessments. After the program, 72% of all participants obtained a fixed-term, permanent or temporary contract or enrolled in study or training.



France - Plaine commune 1

germany

Randstad Germany offers an array of initiatives to help people find the right job, including skills assessments, individual qualification programs, e-learning and coaching.

If candidates lack basic qualifications or important knowledge for the job, they are given an opportunity to develop these prior to deployment to customers. Regular qualification programs include, for example, MS Office, Business English, call center training, or a basic warehouse course, which includes a forklift license and practical driving training.

To meet more specific requirements of client companies, the Randstad Academy works closely with the education providers in the fields of metal/electrical engineering and industrial mechanics (turning, milling, CNC). Specialist training is also offered for sectors such as renewable energy, aviation, automotive, finance and accounting, and logistics.

In cooperation with educational institutions and employers, Randstad Germany also helps talent acquire a vocational qualification. Participants complete several modules independently of one another. Each module consists of a theoretical part at an educational institution and an internship at a company and ends with an examination and a certificate. Once all modules have been completed, participants gain admission to the external Chamber of Commerce examination for the profession in question.

The Randstad learning platform www.randstad-elearning.de offers recognized learning content for various qualifications in the form of online courses. Randstad e-learning enables effective self-learning in around 300 courses in the areas of IT, languages, economic knowledge, technology and soft skills.

In addition, Randstad Germany helps people to get their foreign qualifications recognized. For this purpose, Randstad offers individual coaching sessions (face-to-face, online or in hybrid form). If required, we also provide the necessary technology, such as a laptop. Since 2020, Randstad has conducted over 500 coaching sessions, helping talent to gain better professional prospects and find a suitable job.

india

The Randstad Skilling Academy (RSA) program in India was established to meet the immediate and future skills needs of industries across a wide range of sectors. Rather than following a conventional content-based learning approach, RSA is driven by hands-on learning with live project assignments and regular assessment of the learning achieved. RSA works with leading training providers and employers to help reskill and upskill both current and prospective employees, with a focus on both soft and hard skills. Specific training modules are adapted to the specific needs of employers, and participating individuals are provided with the most in-demand and transferable skills. So far, with this program, we have been able to train more than 130 people, who are now all in employment.

luxembourg

Randstad Luxembourg continues its cooperation with the local 'Agence pour le développement de l'emploi' in order to help the government reduce the number of job seekers. This program allows us to have direct contact with job seekers and get to know their profiles. We also play an active role in the training funds for our business federation through our presence on the Board of the FSI (Fonds de Formation du Secteur Intérimaire).

portugal

Randstad Portugal works together with Bipp-Semear, a program of social inclusion through training and skills development for young people and adults with intellectual and developmental difficulties.

Randstad Portugal is a member of the Surf Social Wave Association. As part of the employability program, we offer support to unemployed people through career management training. In 2022, another initiative was created aimed at Ukrainian refugees and people with disabilities; ambassador consultants from Randstad supported these people's integration in the job market.

We also are connected to the center of digital inclusion (CDI), which supports people from diverse backgrounds, including people with disabilities, in developing digital skills in order to improve employability.

spain

Randstad Spain offers Randstad Impulsa, a set of tools and digital content that help people improve their employability and career. Randstad Impulsa is integrated into the Randstad app and website as part of myRandstad, and its use and access is completely free. In addition, we use gamification techniques to structure the tools and content in levels to provide a unique and fun digital experience. With Randstad Impulsa, people can build a well-designed CV optimized by Randstad selection experts; find out what the market salary range is for their professional profile; take an advanced and innovative professional skills test, and receive a personalized report with strengths and areas for professional improvement; and receive training in various topics such as job search, digitalization, personal development, etc. In addition, the program offers access to short video clips and training itineraries, automatic job alerts, professional references and personalized reports, and more.

Randstad Spain launched Randstad Relevate, our talent management technology suite, to bring talents closer to the jobs they need and companies to the talent they need. The suite includes Relevate HR Portal Staffing, Relevate HR Portal Professionals, Relevate HR Portal RPO, Relevate Match, Relevate Insights (dashboards & reporting), Relevate Talent Assessment (DNA and Mindset Digital), and Relevate Talent Search (AI for sourcing).

In addition, we launched the Priority Program for unemployed family members of Randstad employees. It is a 6-month career orientation and transition program, adapted to the level and work experience of each participant.

the netherlands

In the Netherlands, Randstad runs several initiatives to improve employability. For example, Randstad Netherlands helps talent obtain an Accreditation of Prior Learning certificate (Erkenning Verworven Competenties), which states their skills and qualifications. Randstad Netherlands' Career Accelerator program provides custom-made training programs for different sectors and professions. Online, talent can find a range of job application tips. Together with clients, Randstad and Tempo Team certify employees' work experience. This Vocational Testimony gives candidates recognition for the work processes that they have already mastered, so that they can more easily find better or other types of work.

'Baanbrekend' is a public-private partnership, co-created by Randstad Netherlands and Dutch municipalities (who are responsible for social security payments). The primary purpose of 'Baanbrekend' is to help people on benefits find a job. 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 takes care of marketing and jobs.

Tempo-Team Netherlands' ActiveerKracht program is a comparable public-private partnership. This local partnership with several municipalities (e.g., The Hague and Amsterdam) focuses on helping unemployed job seekers to find work.

A collaboration has also been set up between the municipality of Amsterdam, educational institutions, social initiatives, and more than thirty employers, including Randstad Group Netherlands (RGN). This initiative, called Zuidoost Werkt, will get more people to work in their own neighborhood, thus creating a more future-proof and inclusive labor market, where companies and residents together reap the benefits of economic growth and progress. A job coach facilitates the whole process and makes the right connections with all partners in the network. People are first placed in a job, followed by training.

Through Randstad Boost Vocational Training, almost 13,000 people receive customized vocational training every year, preparing them for the jobs of today and the future. The mission of Randstad Boost is to make a structural contribution to solving the situation in which skilled workers are becoming increasingly scarce, while the demand for these skilled workers continues to grow.

For example, training is provided in transportation, IT, healthcare, engineering, education, financial services, customer contact, construction, hospitality and logistics. It is important to give substance to the training opportunities of talent on both the demand side (companies) and the supply side (talent). There is enough talent on the labor market who could move into work or would want to develop further in a specific sector or move toward another sector or profession. With a team of 30 training advisers, we are shaping this process. Our own research shows that training has a positive effect on talent: people stay in a job twice as long, training contributes to higher job satisfaction (+0.15), and training has a positive impact on hourly wages.

The 'Tempo-Team Werk en Leren' program helps to fill scarce profiles in the labor market. Tempo-Team constantly links training to practice by combining work and training, practical assignments, and school trips to the workplace. Tempo-Team finances the training, while the client pays for the productive hours worked by trainees, as well as a surcharge for the guidance and facilitation of the training program. Tempo-Team has developed growth paths for engineering, logistics, transportation, healthcare, customer contact centers and hospitality. Through these growth paths, we offer newcomers or people without any relevant experience the chance to work in their favorite sector. The short training courses are very accessible, starting with the basics and gradually working towards a certificate with a job guarantee. Participants get a lot of practice under the guidance of a teacher, combined with theory through e-learning and assignments.

In a special project, Randstad Netherlands helps schools to guide redundant teachers to new jobs. Depending on the situation, Randstad may help teachers find a non-teaching role at the same school, a teaching job at another school, or an entirely new role in another sector. By actively mediating these teachers to other jobs, Randstad helps save money on benefit schemes and supports employers in offering good employment practices.

Given the current labor shortages in the education sector, Randstad Netherlands also works together with the teacher training programs of colleges of higher education in the Netherlands to provide anyone interested in a teaching job with a comprehensive orientation training program, combining guidance on the teacher training program with a workplace.

As part of TechConnect, Randstad Netherlands contributes to multiple initiatives to get 50,000 people from underrepresented groups to enter the tech labor market in four years, by actively encouraging them to take on training and jobs in IT. The goal is to increase equity in the tech labor market and make tech studies and jobs accessible to all. Randstad Netherlands is involved as a partner for connecting employers and placing participants.

In collaboration with Albeda College, a school for intermediate vocational training, Randstad has set up a special course for HR consultants. Students learn to be customer-oriented, communicate effectively, and so on. In addition, Randstad provides guest lectures

“As part of TechConnect, Randstad Netherlands contributes to multiple initiatives to get 50,000 people from underrepresented groups to enter the tech labor market in four years.”

on job application training and current topics in the labor market. The students run their own temporary employment agency/unit under the flag of Randstad: Albeda@work. Here, other Albeda students can apply for great part-time jobs, holiday jobs, or entry-level jobs.

Since 2016, Randstad has been a co-developing partner in a logistics project run by the Municipality of Amsterdam. The program prepares participants on benefits for a job in logistics in six weeks. They learn relevant skills and receive practical training certificates. A unique aspect of the setup is that it takes place in a realistic simulation environment, representing an actual warehouse.

A special project in The Hague provides guidance for people at a labor market disadvantage. They are intensively coached by Randstad with the aim of finding

them a paid job in business services. To learn and/or improve specific skills in a variety of areas, an internship component is part of the program. The client provides an 'internship chair' with professional guidance. Candidates can use the chair for a maximum of 3 months. In practice, 4 to 5 candidates per year make use of this internship chair.

united states

Randstad US Transcend's program addresses systemic racism and discrimination with education and employment. The program offers reskilling, mentorship, and job placement services to individuals in diverse and untapped communities. Since the inception of the program, over 100 participants have experienced new career opportunities, professional growth and promotions. This aligns with the program's primary goal, which is to improve economic equity and offer training to ensure employability in the future of work.

The Transcend initiative focuses on three significant areas:

1. Program/Curriculum Development: the development of a comprehensive pedagogy that encompasses the skill development touch points for the most pressing roles and development opportunities across account management, financial services, non-clinical healthcare, and technology. The program includes soft skills focused on mentorship, résumé development, interview coaching, professional development, and hard skills.
2. Partnership Strategy: engagement with TechBridge (based in Atlanta) as our national skilling partner where there are two paths within the Technology Verticali. Tech Fundamentals allows the participants to experience On-Demand learning via Udemy. Tech Specialized is more intense, with a commitment of at least 12 hours per week of instruction focused on market-relevant course offerings and/or employer-customized training. The instructor-led portion leads to national technology certifications, including Microsoft Azure, Salesforce, ServiceNow, Full Stack Delivery, and other training platforms.
3. National Sourcing Strategy: engagement with Urban Strategies to lead the national sourcing of participants to the Transcend program. Urban Strategies works with housing authorities and affordable housing developers, and serves as the wrap-around services conduit to support individuals within public housing communities to enhance their healthcare connections, educational strategies, career mapping and transportation solution efforts.

To shepherd our community impact initiatives in a dynamic manner, Randstad US also joined other organizations, such as OneTen. This organization aims to support one million black individuals without a 4-year degree into 'good' jobs. Additionally, Randstad US is a member of the Second Chance Business Coalition, which is committed to expanding second-chance hiring within their companies and increasing workforce diversity. The goal is to support employers as they expand employment for individuals with a criminal record.







promoting equal opportunities.



19 min. read



2023

promoting equal opportunities.



697,600

number of candidates
working < 25 years
(2021: 740,900)



269,700

number of candidates
working > 50 years
(2021: 286,200)



13,024

candidates with
a disability placed
(2021: 10,127)



surveyed markets:

1. argentina
2. brazil
3. australia
4. belgium
5. brazil
6. czech republic
7. chile
8. china
9. canada
10. france
11. germany
12. greece
13. hong kong
14. hungary
15. india
16. italy
17. japan
18. netherlands
19. new zealand
20. poland
21. portugal
22. spain
23. sweden
24. switzerland
25. uk
26. us



100,172

candidates with no educational
degree placed
(2021: 61,663)



36,934

candidates who had been
unemployed more than 1 year placed
(2021: 38,712)



18,818

refugees provided
with job support
(2021: 5,000)

promoting equal opportunities.

Randstad runs many initiatives to promote equal opportunities in the labor market. These initiatives are designed to serve the needs of a specific target group, such as women, people with (dis)abilities, (im)migrants & refugees, LGBTI+, youth, seniors and parents or caregivers.

5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



general

Randstad is strongly committed to equity, diversity, inclusion and belonging (EDI&B). We believe this helps us build a more agile, productive, and innovative workforce that reflects our talent and client base, and the society in which we work. We value diversity and we do not discriminate on the grounds of age, skin color, disability, gender, marital status, nationality, race, religion or sexual orientation, and we have a non-discrimination policy to underline this. By forging links with local community stakeholders, including public, private, NGO and institutional partnerships, we stimulate diversity in the workplace. In line with our aim to promote diversity in our workforce, we also have a [diversity & inclusion policy](#).

Together with the Chief Equity Officer, the Global ED&I Council drives the EDI&B agenda. The Council is strongly connected to the Executive Board, and serves as an advisory organ. Together with the EDI&B Council, a global roadmap with several initiatives that focus on various ED&I pillars has been created. Each initiative has its own workgroup with global and diverse representation and is sponsored by a business leader, who guides the workgroup and drives the changes we are committed to. Ultimately, our global mission is to empower people to be their true self, which we aim to enable by fostering a global, inclusive culture that embraces diverse views, equal opportunities for everyone, and a sense of belonging.

argentina

Randstad Argentina's diversity and inclusion policy has two aims: (1) labor inclusion of people with disadvantages and spreading the message to inspire commitment among our employees, talent, clients and other stakeholders, and (2) ensuring we are an inclusive company that welcomes different cultures, sexual orientations, nationalities, and people with disabilities. To educate our commercial workforce on such issues, we organize training sessions to discuss the importance of diversity and inclusion in the labor market, addressing topics of gender equity, inclusion of people with disabilities and age diversity.

Together with the government of Ciudad of Buenos Aires, we have also developed a practical guide for neutral hiring processes, which is shared with all our consultants.

australia

Randstad Australia has just successfully completed our first Reconciliation Action Plan (RAP), which outlines our commitments to Indigenous Australians. We have embedded Indigenous Cultural Learning, developed a tool kit and assets to mark important Indigenous events, and built important partnerships with Indigenous organizations.

We have developed a formal alliance with the Indigenous Defence and Infrastructure Consortium (IDIC), a consortium of over 100 Indigenous owned organizations, to drive value and spend into Indigenous businesses. This helps us achieve skill deliverables, Indigenous supply chain expansion, and importantly, labor diversity deliverables simultaneously. Together, we have created the Career Centre Alliance to deliver Indigenous talent to our customers and drive value into the Indigenous supply chain. At the end of 2022, we had driven \$2 million into the Australian Indigenous supply chain.

belgium

Randstad Belgium and Tempo-Team Belgium have developed an engagement campaign to promote diversity and stand up against discrimination. One of our directors recorded a video in which he explains our work

in this domain, committing himself to promote diversity and to help all our stakeholders in this regard. The video was published on our social media channels and is still used as part of our obligatory learning tool. In order to help our colleagues bring these values to our clients, an Equal Treatment Coach is at their disposal to discuss specific cases or to request advice.

In 2022, the reflection group on EDI&B launched the first Diversity and Inclusion week in Belgium. Around thirty people from all different departments and levels joined the group, which was launched in autumn 2021. The reflection group can give feedback on initiatives before they are launched and also proposes ideas for EDI&B policy. It also helps organize events around ED&I and works on sensibilization campaigns for internal and external communications. The first EDI&B week was a success. There were several inspirational speakers and EDIB TV broadcasts with personal testimonials of colleagues and management, we held a photo contest and workshops, and the week ended with fantastic participation in a charity sports event.

Other non-discrimination initiatives are also 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. In 2022, the mystery call investigation focused on discrimination on the grounds of age. 71% of our colleagues were not misled by the investigator. This was not our best result, but efforts will be made to do better in 2023.

EDIB week photo contest, Belgium







Unconscious biases lecture, Diversity Week, Brazil

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

For the Brussels area (head office and agencies), Tempo-Team and Randstad Belgium both received the Diversity Label from Actiris, the Regional Office for Employment in Brussels. We continue our actions for diversity and inclusion by following a consolidation plan for both companies to keep up our promotional activities and to renew the label. In 2023, we will submit a new action plan to renew our Diversity Label.

brazil

In August 2022, we organized Diversity Week, a whole week to discuss and learn about topics related to diversity. It was the opportunity to launch the internal program and start the action plans.

Randstad Brazil's internal diversity and inclusion program aims to promote awareness and commitment among employees and leadership teams with regard to themes such as women, people with disabilities, age issues, LGBTQIA+, and race. We want to ensure that we are an inclusive company that respects and welcomes diversity among our employees, talent and clients.

canada

Randstad Canada's diversity and inclusion strategic plan focused on strengthening our culture of belonging and inclusion throughout 2022. Our EDI&A Division (on workplace equality, diversity, inclusion, and accessibility) grew even further in its second year, furthering their work to educate clients and stakeholders.

In 2022, our strategy was put into action in a number of impactful ways. We created the Executive Diversity Council to oversee the development and implementation of the strategy. We focused on training and programming, including launching a mandatory Hiring Manager Training program. Our consulting division took on five new external clients to assist them with their D&I strategies and activities. Also, we launched a new and updated version of the [market lens](#), ensuring public access to information that will support clients' EDI&A goals.

In 2022, we also grew and developed our Randstad Equity Diversity and Inclusion (REDI) employee resources group and committees. Executive Sponsors were introduced to support the work of the groups and remove barriers to their success. Some groups were successful in doubling in participant size, and REDI as a whole was successful in bringing messages of diversity and inclusion to the majority of the Randstad Canada employee population through the hosting of monthly events, learning, volunteer and business advisory opportunities. One example of the REDI impact was the selection by the Indigenous BRG to offer a prepaid allyship training for up to 25 Randstad employees. The 'First Steps as an Indigenous Ally' course facilitated by the Indigenous Relations Academy was well received. The course included 27 training sessions, provided to Randstad employees. The individuals who participated in the

course have shared their learnings and have increased their advocacy on this important topic.

In 2022, Randstad Canada also signed up with the 50 – 30 Challenge, which is an initiative between the Government of Canada and business and diversity organizations to increase corporate diversity and to develop a plan to improve access for women, racialized persons including those from the BIPOC community, people who identify as LGBTQIA+, persons living with disabilities, as well as Indigenous people to positions of influence and leadership on corporate boards and in senior management.

france

In France, the CISE (Social and Environmental Innovation Committee) was launched in January 2021. In 2022, more than 100 employees volunteered to work on thirteen different topics (e.g., diversity, inclusion, disability, gender equality, environment). Among other achievements, this resulted in an eco-actions guide, videos about disabled staff, a sustainable development charter, and a game against discrimination.

Inclusiv'Day is the must-attend event for inclusive companies and social innovations. The initial aim of this event was to organize meetings between companies and service providers from the protected and adapted work sector. The event was designed to support companies in recruitment, management, purchasing and responsible subcontracting for the integration of people in vulnerable employment situations, such as people with disabilities, ex-prisoners, refugees, and people on minimum social benefits.

germany

Randstad Germany's Diversity Council consists of cross-departmental employees from Marketing, Social Affairs, Sales, Human Resources, and the Works Council, as well as committed employees from affected groups. Since its foundation in 2014, the Diversity Council, together with the management, has developed a mission statement and principles for diversity and inclusion, published religious guidelines, trained integration mentors, produced a diversity film with Randstad colleagues, and trained peer advisors on the topic of inclusion.

Randstad Germany is also a member of the Charter of Diversity, which was signed in 2007. This network of companies is committed to creating an open and unprejudiced working environment.

In 2021, Randstad Germany published its [ED&I mission statement](#). ED&I is firmly anchored in the business strategy, corporate culture, and business processes. The mission statement, entitled 'Diversity (ED&I) is our culture', aims to ensure that all employees are diversity-aware and diversity-competent.

hungary

To support the promotion of equal opportunities, Randstad Hungary offers several internal training sessions on diversity and inclusion. Topics promoted include equity, diversity, inclusion, belonging, exclusion, differentiation, assimilation, similarity bias, the halo effect, perception bias, confirmation bias, and the group effect.

In addition, all employees complete a survey each month so that they can give feedback on multiple topics, such as personal and professional development, well-being and equal opportunities within the company. The Randstad in Touch Survey is anonymous and all management members can access the answers of the employees.

india

Randstad India's equity, diversity, and inclusion mission of 'true self forward' was launched in 2020, soon after same-sex relationships were decriminalized in India. Through 'true self forward', we encourage people (colleagues, clients, talent and society) to embrace each other's uniqueness and to help every individual be their whole, authentic selves.

India's EDI&B strategy is driven by three imperatives:

1. Inclusive leadership: All leaders and people managers become consciously inclusive in their behaviors and actions, truly demonstrating our value of simultaneous promotion of all interests and our promise of 'seeing the possible in people'.
2. Equity over equality: We build reasonable accommodations as well as enabling mindful practices and environmental changes to welcome and develop people with diverse experiences, perspectives and needs.
3. Belonging: All randstad india employees enjoy a sense of belonging by finding groups, experiences and perspectives similar to their own in the organization. This is demonstrated through above benchmark scores in internal and external engagement surveys.

In 2022, Randstad India focused on strengthening awareness and education through campaigns and workshops, inclusive policy updates and infrastructural/environmental changes. We achieved this through our refreshed employee resource groups (ERG) for women, LGBT+, caregivers, mental health, accessibility and others. In addition, we were able to leverage our experience of strategy and implementation for clients who wished to receive trusted advisory for their own inclusion and diversity aspirations.

This movement was supported by our mission of being kind to your mind, destigmatizing seeking help for mental and emotional health, and celebrating emotional well-being. This was achieved through a partnership with a local mental health platform benefiting our colleagues, their loved ones and our placed workers.

new zealand

Randstad New Zealand is strongly committed to gender equality, inclusion and diversity. In 2022, we established an ED&I committee. We are also a member of Diversity Works NZ and have a clear commitment to increasing

our employees' awareness and education in this area. We run unconscious bias training for all consultants on an annual basis. And recently we ran a series of awareness workshops in line with International Day for people with a disability. We have also established a partnership with ManaVation to build internal cultural confidence through learning the indigenous Māori language of te reo, to support our employees' understanding of a Māori world view in interactions with talent and clients.

portugal

At Randstad Portugal, we are convinced that a wide spectrum of backgrounds, experiences and beliefs opens up new thinking and new possibilities. A comprehensive diversity and inclusion strategy helps us extend our reach and impact in the talent market, which is why we launched an Inclusive Academy in June 2021 to promote specific training and to enhance our strategy with regard to diversity and inclusion.

In December 2021, we created a specific campaign for Christmas to celebrate our true selves and raise awareness of who we are as individuals and who we are as a company. We linked this with Randstad's strong concepts and the strategy we aimed to develop: to be unique as a company, we need to accept the uniqueness of each person. In 2022, we followed this up by creating more awareness of inclusive recruitment and inclusive leadership among management, directors, and consultants.

We embraced seven pillars of action linked to the global approach: gender equality (women), people with (dis)abilities, (im)migrants and refugees, seniors, youth employment, LGBTQIA+ and ethnic diversity.

This is a continuous process, and our strategy for the coming years will also be linked with the SDGs 2030. We have defined a plan for 2023, including a next phase in the Inclusive Academy, integrating the training and knowledge shared by global EDI and sustainability teams.

Randstad Portugal also supports the work of APPDI (the Portuguese Association for Diversity and Inclusion). APPDI have published many educational materials on this topic on their social media channels.

spain

Since 2004, the Randstad Foundation in Spain has launched a variety of social employment projects designed to secure equal opportunities in employment. The foundation develops individual training itineraries for people with disabilities. In addition, the foundation initiates recruitment processes with partner companies, counseling them in hiring people at risk of exclusion. In 2022, the Randstad Foundation helped more than 4,900 people with disabilities to reintegrate into the labor market through these projects, and more than 2,000 people were hired (more than 3,000 contracts were signed). To achieve this, the Foundation's nine offices worked with more than 1,765 companies and more than 150 social entities throughout Spain. Furthermore, they helped more than 3,300 people in improving their employability, through training, workshops, individual sessions and assessment. We also held sessions to promote a positive culture and share knowledge and awareness of disability-related issues to reduce bias and create more inclusive companies.

In addition, in collaboration with UNIR (International University of La Rioja), we informed companies about Law 11/2018, which concerns the management of non-financial information and diversity. For this purpose, a self-assessment platform for companies is available (<https://unir.hitech-informatica.es/>). After taking the assessment, companies can access a series of complementary resources (articles, videos, etc.) on diversity, inclusion and non-financial information.

In 2022, we also launched the 5th edition of our 'Inclusive art' project. The main objective of this initiative is to promote art and culture, combining it with the integration of people with disabilities. The exhibition featured drawings and photography as well as a storytelling video about the creation of the works by people with disabilities.



Foundation, Spain

the netherlands

Randstad Netherlands has signed the Diversity Charter. By doing so, Randstad Netherlands commits to promoting a diverse workforce and an inclusive organizational culture.

Because we believe in the power of diversity, Randstad Group Netherlands also plays a prominent part in Diversity Day (October 1). As a diverse company with an inclusive policy, we believe that differences make us stronger. By respecting differences, we make sure everyone feels welcome and safe and is able to excel while maintaining their own identity. At Randstad, everyone can be themselves and everyone belongs. The knowledge, experience, talents, ideas, culture and background of each individual matter, because we believe that this will help every individual and the organization to grow. In light of Diversity Day 2022, we produced Diversity Radio. During one week, we broadcast a daily lunch radio program from our HQ in Diemen. Every day, we highlighted an ED&I principle and we had several colleagues, experts and guests in the show. A compilation of the broadcasts can be found on www.diversityradio.nl (English subtitles).

Since 2018, Randstad Group Netherlands has participated in a pilot on cultural diversity. Together with VU Amsterdam, Randstad took part in a four-year research initiative 'Meer Kleur aan de Top' (More Colour at the Top). The research gives insight into the value of cultural diversity for organizations and aims to determine the factors and interventions that may stimulate diversity. Based on this research, 35 directors have completed an intensive leadership program focused on inclusive leadership and cultural resilience.

Randstad Group Netherlands has signed the Talent to the Top charter, a public commitment that is monitored annually by an independent organization, with the aim of increasing the number of appointments of women and Dutch citizens with a migration background to senior management positions. Another part of this collaboration is a cross-company mentoring program that aims to strengthen ED&I. This one-year program involves more than 150 duos of mentees and mentors (women and Dutch citizens with a migration background) from more than 35 companies. Each year, we nominate three mentees and three mentors.

Our Equity, Diversity & Inclusion (ED&I) Taskforce, set up in 2017, represents the diverse group of people working within our own organization and for our clients. Our global HR Director also participates in it. The taskforce reports directly to all HR Directors, who themselves have an active role in the projects taken up by the taskforce. The ED&I Taskforce plays an active role in promoting awareness of various diversity and inclusion themes, aiming to connect people and help our colleagues and placed workers gain a good understanding of the various themes. For example, the Gender team played an active part in the global 'Empower a woman' initiative on International Women's Day, and the Culture and Religion team organized an IFTAR challenge to connect with colleagues taking part in Ramadan.

The taskforce and its members take on various roles:

- **Advisor:** With regard to internal and external issues and/or dilemmas in the field of ED&I, taskforce advisors analyze the issues, provide information and, if desired, advice.
- **Organizer:** The taskforce organizers help organize events, workshops and knowledge sessions.
- **Expert:** The taskforce has many experts in various fields in terms of both knowledge and personal experience. They collect data, draw conclusions, and give advice.
- **Networker:** The taskforce is always looking for new ideas and interesting contacts. They bring colleagues and/or external parties into contact with each other and continue to expand their own network.
- **Inspirator:** The taskforce brings themes to life inside and outside the organization by sharing personal experiences and knowledge.

Randstad HR Solutions (HRS) has been given the label of 'social entrepreneur' by TNO Organisation for Applied Scientific Research. This means that more than 30% of the people employed by Randstad HRS are from a vulnerable background. This makes us the first large staffing organization to have achieved the highest achievable quality mark of TNO.

united kingdom

Diversity, inclusion and well-being are embedded in Randstad UK's heritage, forming an integral part of how we work. We are committed to creating a forward thinking culture where everybody feels valued and belongs as a person. We focus on well-being, embedding inclusion and facilitating opportunities to get involved. We are committed to encouraging collaboration, diversity of thought, creativity, and collective and individual experiences to help shape and inform our workplaces. Throughout 2022, we paid a particular focus on embedding our newly launched ED&I strategy into our organization's DNA, establishing the fundamentals, engaging our people and building on progress.

All staff undertake mandatory ED&I and 'Respect at Work' training to ensure all employees have a good basic knowledge of ED&I. Our leadership team participated in an in-depth inclusive leadership training program to ensure inclusion is embedded in the leadership style of all our leaders. Specific inclusion behaviors and responsibilities have been added to all people leader job descriptions and are now part of the process of all people leader promotions. As part of establishing the fundamentals of our ED&I strategy, we have had a strong focus on being data- and insight-led, ensuring we are collecting data where possible and being transparent about our data. For example, we were the first UK recruiter to publish our gender and ethnicity pay gaps and develop action plans to tackle underrepresentation.

In 2022, we launched our People Forum, where we have employee representatives from all areas of the business responsible for embedding ED&I and raising any feedback to our leaders, who sponsor the forum. As an extension to the People Forum, several Employee Network Groups were created to inspire, promote and create safe spaces across the organization. We also launched our Respect at Work framework, which has been pivotal to encouraging an inclusive environment.

Finally, we continued to build on progress in the social mobility and inclusive recruitment areas. For the past few years, RSR UK has run the Randstad Academy For Talent, which sources candidates from charities and organizations representing people facing barriers to work. We provide a high-touch service to support these people into meaningful employment either within RSR itself or in secondments with clients. Through our apprenticeship programs with clients from across sectors and in our Public Services division, we have worked to

source early-career talent for UK business in partnership with the Prince's Trust to support social mobility and underrepresented talent.

united states

Randstad is proud to be a United States Department of Defense SkillBridge Provider, helping to develop, mentor and place transitioning veterans. As a partner of the Military Spouse Employer Partnership (MSEP) program, Randstad US is also committed to supporting employment of military spouses.

Randstad US created several Business Resource Groups (BRGs), which are internal communities that serve as an extension of the company's broader Equity, Diversity & Inclusion strategy, with the goal of encouraging networking within groups of colleagues. BRGs inspire employees to perform at their best and derive value from diversity of thought, ensure the success of every employee by playing an active role in their development, provide mentoring and sponsoring to ensure a stimulating and challenging work environment, and drive business results and strategic advantage.

The BRGs at Randstad US are PRIDE (aimed at LGBTQIA+), WIRED (Women in Randstad Empowering Development), Forces for Business (aimed at veterans), Leaders of

the Future (aimed at millennials and generational groups), and Randstad African Heritage and Randstad Empowering All Latinos (REAL), both aimed at multicultural individuals and allies. In 2022, we launched the PACE BRG (aimed at the various cultures of Asian heritage).

In 2022, our Randstad Inclusive Sponsorship Excellence Program (RISE) successfully enabled 22 Randstad US employees to gain development and learning opportunities from senior leaders to enhance their growth potential. The program is a visible commitment to ensuring all employees are provided with unique opportunities for success across our enterprise.



Wired, United States

women

general

Randstad has signed the CEO Statement of Support for the UN Women's Empowerment Principles (WEPs), a set of principles offering guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community. The WEPs are a primary vehicle for corporate delivery on gender equality dimensions of the 2030 agenda and the UN Sustainable Development Goals. By joining the WEPs community, Randstad's CEO signals commitment to this agenda at the highest levels of the company and to working collaboratively in multi-stakeholder networks to foster business practices that empower women. These include equal pay for work of equal value, gender-responsive supply chain practices, and zero tolerance against sexual harassment in the workplace.

Randstad is also a member of WEConnect International, a global network that connects women-owned businesses to qualified buyers around the world. They identify, educate, register, and certify women's business enterprises that are at least 51% owned, as well as managed and controlled by one or more women, and then connect them with multinational corporate buyers.

Internally, we have created many Business Resource Groups (BRG), including the global 'Women and You' BRG, to empower our colleagues. It is powered by a global community of women and allies committed to building a gender-equal workplace, where every individual is able to realize her full potential through career growth, networking and exchange of ideas. Expanding the definition of 'woman' and including women's experiences and identities enables us to reflect and make place for transgender and intersex women who may not fully identify with the older, more limited definition.

The BRG aims to create a global community of women and those who identify as women, along with male allies, to foster inclusiveness and celebrate different perspectives. It also serves as an advisory group for our organization and drives change to improve gender equality, increase female leadership at top-level positions and ensure equitable processes and policies. Additionally, it profiles and creates role models, both female and male allies, to ensure that every colleague has someone like them for inspiration.

argentina

Randstad Argentina runs a program on gender equality and women's empowerment. It aims to improve labor opportunities for women and empower them through the generation of equal opportunities for all. It also promotes the employability of women by generating equal conditions with regard to access to jobs. Every year, we measure key indicators to evaluate our performance in terms of gender, such as gender composition, potential salary gaps, number of training hours, number of parents taking maternity/paternity leave, and the number of new parents who come back after their leave. We also take into account KPIs such as promotions and hierarchy levels. In this way, we aim to improve and make sure we are providing equal opportunities for men and women in our company and for our clients. We have also started to measure the number of women in each of our business lines.

Since 2021, we have been running the program 'Women in Logistics'. We started with research and the presentation of the results, in partnership with UIA (Industrial Argentinian Association). As a second stage of the program, we conducted a logistics training program for a group of 30 women that included a module to help them increase their employability as well as a round of interviews with clients organized by Randstad. In 2022, we also ran a 3-month training program in collaboration with the German Chamber in Argentina called 'Women going digital', in which four women of over 40 in Randstad Argentina participated.



Women transforming the workplace, Canada

brazil

Randstad Brazil promotes gender awareness internally. We formed an affinity group that defined an action plan to discuss the topic and encourage awareness of gender equality. We work with several clients to increase the recruitment of women, especially in leadership positions.

Randstad Brazil encourages hiring partners that work for this cause. Our marketing team works with Scooto, an institution specialized in personal customer service that only hires women and mothers. They offer remote and flexible work, to help mothers to arrange their work-life balance.

In 2022, Randstad Brazil organized an online event focused on empowering black women and connecting them with a journey of personal and career development, opening up opportunities for new or better jobs. We kept supporting the women after the event.

canada

Women's equality and gender parity in the workplace has long been a priority for Randstad Canada. In 2022, we celebrated our 10th anniversary milestone of our Women Transforming the Workplace program. Created and implemented by Randstad Canada, the program aims to promote and empower women in the workplace. Through community-building and co-creation initiatives, we dive into the challenges of an ever-changing world of work and reflect on opportunities that women can seize to reinvent and transform the workplace.

Our goal is to emphasize the importance of achieving gender equality in the workplace. Through activities and events that culminate around International Women's Day, the program selects an area of focus (e.g., women and automation, the impact of the COVID pandemic on women, and so on), shares findings from a nationwide survey, engages employees, hosts podcasts, distributes a monthly newsletter, and hosts a [dedicated LinkedIn community](#). Additionally, in support of our 10th Anniversary, we partnered with Canadian artist Maïa Faddoul to design an exclusive T-shirt that highlights the impact women are making in the world of work. All proceeds from the T-shirt went directly to Up With

Women, a charity dedicated to helping women and gender diverse individuals rebuild their careers after violence and homelessness.

Born out of a partnership cultivated through our Women Transforming the Workplace Program, Randstad Canada co-developed and is the title sponsor for [The Propeller Experience](#). This is an eight-week course set to help people of underrepresented genders enter or reenter the workforce. Because it emphasizes essential skills for reentering the workforce, the program gives participants the assurance and tools they need to forge their own distinctive career paths. In 2022, we also saw the launch of a blog, supporting women to get better jobs and promotions, and to transition into higher value paid work. With 150 candidates signed up for the program, which is now available in English and French, we hope to reach many more in the 2023 class.

Randstad Canada continues to hold itself accountable for the issues that are reflective of parity. In 2022, we advanced to Silver Parity Certification through the Women in Governance Parity Certification program. To be recognized, organizations must set clear goals to achieve gender equality and demonstrate policies that build a pool of strong female talent.

Canada's women's Business Resource Group excelled in 2022 as they launched with 5 founding members and grew to 24 by Q4. They organized three events, featuring prominent members of our Canadian leadership team, including an International Women's Day panel and a male allyship roundtable, which consisted of male leadership allies from various levels, backgrounds and lines of business.

france

Randstad France has set up an anti-harassment procedure that enables talent or employees to file a complaint if they experience moral or sexual harassment. In addition, Randstad France has implemented a Management Charter to be signed by all managers, which confirms their commitment to leading their teams in line with Randstad's values and ethics. One part is dedicated to the promotion of diversity and gender equality.

Since 2019, each French company with more than 1,000 employees has been obliged to publish on its website information about gaps in gender pay, annual increases, promotions, data about return from maternity leave, and the female/male breakdown among the ten highest paid employees in the company.

In 2022, Randstad France achieved 94 points out of 100 on this equality thermometer. This result reflects Randstad France's proactive policy for more than a decade, with strong leadership from management and constant management of HR policies in terms of equality.

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 regularly audited by the FKI, the Women Career Index. The Index is a differentiated measurement tool that analyzes and monitors in detail the development of successful women's careers in German companies. The FKI is awarded to companies that promote women's careers and support a culture of change and innovation. By participating in this elaborate monitoring process alone, Randstad Germany documents that it is working intensively and in a structured manner on the strategic goal of bringing more women into management positions, thereby decisively improving corporate culture and innovative capability.

india

Almost 50% of Randstad India's employees are women, with nearly 30% women in senior managerial and leadership roles, and more than 33% in executive leadership. Pay equity is sustained through the entry and mid-level roles, with a significantly diminished pay gap for senior manager and leadership roles. The leadership and talent management team also consider a diverse succession slate, especially for traditionally male roles, such as those in sales, finance and technology. Randstad India also has an internal committee for the prevention of sexual harassment against women.

In 2022, as part of our commitment towards gender equity, we ran campaigns to highlight important events such as World Menopause Day and International Day for the Elimination of Violence Against Women, raising awareness of the societal inequities that women experience.

We also continued with our mentoring program targeted to mid-level women professionals in Randstad India. Through this program, high-potential women colleagues were matched with the executive leadership team to support conversations on professional development and personal growth.



Randstad offshore, India

Randstad Offshore, India

Randstad Offshore has been recognised as one of the top 50 best workplaces for women in India. This is testament to all our collective and conscious efforts to ensure that every colleague is supported throughout – irrespective of how they identify themselves. Some of our programs that have played a key role in this are POWER, EMPOWER and restart.

power: Programs on Women Empowerment at Randstad

This program, launched in 2016, aims to encourage women employees to aspire a rewarding and fulfilling life by striking a balance between professional and personal goals. We empower them with the required tools to achieve this goal through sessions, training, inspirational talks, mentorship programs and life goal setting projects. We come up with new programs every year.

empower: Enriching Minors through Programs on Women Empowerment at Randstad

Through this program, we help destitute children with access to better health and educational facilities. We also provide them with mentoring and training opportunities to help them get ready for the corporate world.

Under this program, we:

- educate: providing sponsored education for girls
- engage: equipping them with basic skills they need to enter the corporate world, such as training on résumé writing, interview skills, email writing, presentation skills, etc.
- empower: providing them with mentors (who are senior leaders at our center) who will help them in their initial career days and provide them with internship opportunities at Randstad.

restart: career relaunch support for women

Launched in 2022, this hiring program is tailor-made to welcome back people who have had career gaps due to various reasons (e.g., pregnancies, extended childcare, health issues, or caregiving duties for sick family members). The program has a tailor-made interview process as well as a dedicated post-hiring process to ensure a successful reentry, including mental health check-ins to make the transition as smooth as possible. Although this program initially focused on welcoming back women who had taken a sabbatical, we have now opened it up to everybody.

italy

Randstad Italy aims to reduce inequalities and create equal opportunities. Our ED&I Council works on improving awareness of equal opportunities for all. We invite our colleagues to share testimonials and positive experiences they have had in creating new possibilities for people.

We monitor our Talent HR processes to grow the number of women in senior manager positions, and we also monitor the numbers of mothers who come back to work after maternity leave.

We also carry out an annual internal survey to find out if there have been any cases of violence or harassment towards women in the company. In addition, we arrange training for our female employees to recognize violence against them. On International Day for the Elimination of Violence against Women (November 25), we promote communication initiatives to make employees, clients, talent and the general public aware of this cause and our support.

japan

Randstad Japan's Women Empowerment Initiative, launched in 2021, provides a platform for the leadership team and HR to regularly discuss the development and promotion of female employees. We have set a goal to increase the percentage of women in management positions to 40% by 2025. Our people review meetings include the agenda to discuss especially female talents to monitor the female manager pipeline and status. In 2022, the female ratio among managers gradually increased to 24.5%.

In addition, the Employee Resource Group (ERG) for promoting gender diversity holds weekly lunch meetings to discuss bottom-up activities. In 2022, the ERG held a quarterly event including online seminars, experts who were invited to talk about women empowerment, a panel with internal female role models, quiz games, etc. These events contribute to raising awareness about unconscious gender bias. On International Women's Day (IWD), we held a mini-town hall to collect 'Senryu' (Japanese humorous poem format) about unconscious gender bias.

spain

In Spain, Randstad has an equality plan that regulates objectives in matters such as access to employment, professional classification, promotion and training, remuneration, work-life balance, as well as the prevention of sexual harassment and gender discrimination.

Our Recruitment Process Outsourcing team focuses on good practices to help clients achieve their diversity goals, such as the percentage of women required in shortlists, pushing the number of women (at least one) on shortlists of profiles with fewer female professionals (such as engineering and maintenance), and setting up recruitment days for women only.

switzerland

Randstad Switzerland is a member of Advance Women, an association that drives gender equality in Swiss Business.

Randstad Switzerland has had its compliance with equal pay for women and men reviewed by the consulting firm Comp-On according to the Fair-ON-Pay+ certificate standard of SGS. The analysis was based on data from December 2021. Based on a Logib analysis, which complies with all federal requirements, the gender pay gap for Randstad was found to be within the tolerance threshold of 5%. On this basis, SGS has issued the Fair-ON-Pay+ certificate, which recognizes Randstad Switzerland as a fair employer and underlines its ongoing commitment to equal pay.

randstad



Hire hope, United States

united states

The Randstad US Hire Hope program provides nine months of career-readiness training for women who are survivors of homelessness and human trafficking. It provides paid apprenticeship and job placement services and is delivered across three distinct phases: Restore, Grow and Thrive. Hire Hope is executed by leveraging community-based partners and through the dedication of Randstad's own employee volunteers. Since its inception in 2014, more than 370 women have graduated from Hire Hope. Over 90 percent of Hire Hope participants graduate from the program and are awarded apprenticeships and job placement opportunities.

Hire Hope has received numerous awards, including the Global Business Alliance Award (GBA), American Staffing Association (ASA) Elevate Award Honorable Mention Distinction, and the Freedom Council Impact Award in Excellence and Commitment by the Alliance for Freedom, Justice, and Restoration (AFRJ). Our Chief Diversity & Inclusion Officer is the executive sponsor of the program, ensuring continuous evolution by engaging various client corporate partners to help graduates thrive upon graduation. The Hire Hope program truly transforms lives. Many women have been able to move out of transitional housing to more stable environments as a direct result of completing the program and being successfully placed in a job opportunity.

Randstad US is also a corporate member of WEConnect International and Women Business Enterprise National Council (WBENC), which are committed to certifying and supporting women-owned businesses.

people with (dis)abilities

argentina

In 2022, Randstad Argentina organized training for all our consultants on recruitment for people with disabilities. We also assessed four clients in their transformation to a more inclusive culture. With one of these clients, we set up an entire process to help them recruit a person with a disability. In addition, we made new alliances with specialized NGOs, organizing simulated interviews for 10 people. We also set up two 3-month mentoring processes for women with disabilities to help them enter the labor market.

australia

4.5 million people in Australia have a disability (1 in 5), and the unemployment rate for people with a disability is significantly higher than for the rest of the population. This talent pool has a higher level of attendance at work, stays with an organization longer than employees without a disability, and has higher productivity rates. Randstad Australia has partnered with Get Skilled Access, a specialist disability training and consulting company co-founded by Dylan Alcott, 4 times tennis paralympian and winner of Wimbledon, the US, Australian and French Open, to develop Recruitable, an Australian Government funded initiative which aims to remove the barriers within mainstream recruitment to make the

employment of people with a disability easier for all. It involves external assessment of cultural inclusivity and recruitment processes as well as disability training for an organization's talent, HR, executive, and hiring manager teams. We aim to create a sustainable blueprint to share with the recruitment industry to embed inclusive practices into business and improve employment outcomes for people with a disability. The Recruitable Pilot will continue through 2023.

In 2022, in addition to the Recruitable Pilot, Randstad Sourceright Australia successfully designed and delivered a disability employment program for 25 professional positions for an Australian Federal Government client. Positions ranged from executive level roles to technology, policy and strategy positions. The program was supported with a bespoke landing page and a creative national advertising campaign. It was an overwhelming success, with 18,500 campaign views and 663 applicants – all of whom had disability.

belgium

In 2022, Belgium participated in 'DuoDay'. For this day, we published several vacancies geared to people with disabilities. These people will then actively participate in our company's working activities for the day. We welcomed 10 persons with a disability on DUO day. In June 2023, Randstad Belgium will again be participating in DUO day.



Disabilities, Australia



DUO day, Belgium

brazil

In 2022, Randstad Brazil formed an affinity group with employees to promote ED&I activities. They defined an action plan to create awareness around the inclusion of people with disabilities and the importance of offering an inclusive workspace. We support clients who offer specific positions dedicated to people with disabilities.

chile

Randstad Chile contributes to generating equal opportunities in the labor market by integrating people with disabilities and by supporting companies in finding the best candidates to implement or support inclusive social responsibility programs. Randstad Chile's initiatives aim to make workers feel useful and capable of making a real contribution, while enabling companies to have a well-functioning inclusion program that has a positive effect on productivity, absenteeism, and the work environment.

Through offering temporary services, outsourcing and recruitment and selection, Randstad Chile helps companies to comply with the country's Labor Inclusion Law (No. 21.015), which requires companies with more than 100 workers to ensure that at least 1% of their workforce consists of people with a disability. Randstad Chile has set up a comprehensive program in which companies, talent and other partners work closely together. Activities include awareness talks, support with job interviews, advice on the process of incorporation, and guidance of workers, combined with reports and progress meetings. Since the creation of the department in 2018, more than 35 clients have trusted us, and we have enabled 100% equal jobs to more than 300 people nationwide.

In addition, through our inclusive job board, we have developed the most competitive talent base in the market, with almost 2,000 well-qualified candidates with a disability credential or recipients of a disability pension. We offer candidates with professional, administrative, commercial and operational profiles.

france

After the first two Kliff by Randstad branches in Lyon and Saint-Denis, in 2022, Randstad France and SOUN by Fastroad (France's leading group of adapted companies) opened the third Kliff by Randstad agency in Anteuil. The ambition of the Anteuil branch is to support at least 200 disabled workers by the end of 2023. Located in a dynamic industrial area, the Anteuil branch is at the heart of an exceptional ecosystem, which promotes the inclusion of people with disabilities while providing companies with a pool of qualified talent, while at the same time fulfilling their obligation to employ disabled workers. Kliff by Randstad also offers people with disabilities professional and individualized support to facilitate their integration into the job market. With a team of consultants trained in adapted coaching, Randstad France is continuing its commitment to the integration of people with disabilities.

Kliff by Randstad is a generalist agency, offering companies profiles in all sectors. Nearly 250 people have found a job since the first branch opened in 2021. The aim is to have a network of at least five Kliff by Randstad branches by 2023. This [video](#) shows an interview with Christelle Chevrinais about her team's commitment to the inclusion of people with disabilities. We also communicate a lot on the LinkedIn page of Kliff by Randstad.



Kliff, France



Handicap duoday 2022, France

In 2022, Randstad France participated in DuoDay for the fourth time. This annual event offers Randstad consultants an opportunity to share a day with disabled trainees in order to discover new types of jobs for them and move towards more inclusion.

Several duos were formed at the head office and in the branches. It again resulted in rewarding moments of sharing, both for consultants and trainees.

Hello Handicap is the largest online recruitment fair dedicated to talent with disabilities in France. The online fair is always a tremendous recruitment opportunity and clearly shows the commitment of Randstad France with regard to people with disabilities. After having posted their vacancies via the Hello Handicap tool, our HR managers spend four days of interviews with preselected candidates throughout France, all from their office, by phone or chat. In 2022, Randstad France was again a partner of the Hello Handicap event, which took place online from October 26 to 29. This year, Randstad France proposed 46 vacancies, to which 115 candidates applied. Of all the candidates, 25 profiles were shortlisted, and 9 applicants were interviewed.

Randstad Group France has been working with L'ADAPT (association for the professional and social integration of people with disabilities) for eleven years and is continuing its commitment by extending the national partnership, which began three years ago. The aim is to develop synergies on a regional level in order to promote the employment of people with disabilities.

In 2022, the European Week for the Employment of People with Disabilities (EWPD), held from November 14 to 20, was a good opportunity to raise awareness with regard to employees with disabilities in the workplace. This 26th edition of the event had as its main theme

'When will full employment be reached for people with disabilities?' In France, a person with a disability is almost twice as likely to be unemployed as an 'able-bodied' person (8% versus 14% in the first quarter of 2022). Randstad France is the only employment partner of the event.

Randstad Group France's purchasing department and Mission Handicap were able to order inclusive face masks. These transparent masks enabled the successful integration of our temporary workers and colleagues with hearing impairments. One of our placed workers now advises a client on how to grow their business. Randstad France has entered into a disability agreement with its social partners (running from 2021 to 2023), with the aim of fully integrating persons with disabilities. The agreement includes boosting recruitment, the broad dissemination of job offers (virtual forums, targeted partnerships, etc.), selecting people with disabilities, creating HR and communication networks, and a practical toolkit on disability. The companies will make commitments, develop knowledge of disability and chronic illnesses, fight against prejudices, and support employees in their efforts to have their disability recognized.



As part of the disability agreement signed in 2021, Randstad France took its commitment to disability inclusion a step further by creating two networks of dedicated correspondents. They represent Randstad volunteers (from HR and operational staff) from all regions and entities/brands, and will enable us to strengthen our commitment to the inclusion of people with a disability. They are led internally by the Disability Mission and externally by the Social Innovation Department. On the one hand, the network of HR correspondents is designed to raise awareness among permanent employees and to integrate and support permanent employees with disabilities and health problems. On the other hand, the network of disability correspondents is dedicated to supporting agencies, clients/prospects, temporary workers and partners in order to promote the inclusion of people with disabilities as close to the business as possible. By taking part in actions throughout the year, these networks will participate actively and in synergy with our disability policy.

germany

In cooperation with our client companies, Randstad Germany aims to create an open, unprejudiced and inclusive working environment to enable more employment opportunities for people with disabilities. As part of the Randstad Inclusion Action Plan, concrete measures are taken to achieve this. The medium-term goal is to have people with disabilities represent 5% of the workforce by 2025. As part of this effort, the branches are encouraged to recruit applicants with disabilities, and our Sales Department also encourages customer companies to employ people with disabilities. The recruitment process and employment are supported by the Works Council's Representative Council for severely disabled employees and the Social Affairs department. Targets are set out in the [Inclusion Action Plan](#).

We are committed in many ways to enabling people with disabilities to participate in working life: Randstad Germany is a member of the [UnternehmensForum](#), a cross-industry association that aims to promote inclusion and integrate more people with disabilities into the economy. The forum focuses on the exchange of experiences with other companies and the development of new approaches for the professional integration of people with disabilities.

Furthermore, as a partner of the initiative [Personalforum](#), Randstad supports people with disabilities in their search for internships, training or permanent employment.

Randstad Germany also posts jobs on the job board [myAbility.jobs](#), which is geared to people with disabilities or chronic illnesses. In doing so, Randstad Germany shows its open, opportunity-oriented approach to the topic.

italy

Randstad Italy's HOpportunities (HO) team focuses on several initiatives and events to support people with a disability. In 2022, we renewed Randstad's important partnership with the Italian Cystic Fibrosis League (L.I.F.C.) to increase these patients' chances of finding a job, achieve economic independence and have a fulfilling social life.

The most important initiatives connected with this partnership in 2022 were:

- a webinar for the entire HO team to learn more about Cystic Fibrosis and better support our candidates and workers with this invisible disability;
- interviews with 30 candidates with Cystic Fibrosis;
- a social network post about the journey to work of Cystic Fibrosis patient Noemi.

We also connected with ENS (National Association of Deaf People) and organized 18 interviews with their associates to improve their chances of finding a job.

In addition, the HO team and the Active Labor Policies Team, started a partnership with ANMIL (the Italian national association for disabled workers) and organized interviews with 31 candidates with disabilities.

india

In 2022, Randstad India participated in a job fair for people with disabilities organized by the Government of India's Vocational Skill and Employment Ministry together with a national non-profit that serves people with disabilities. Through this program, 18 people with disabilities were shortlisted for possible employment with Randstad and some of our clients.

Randstad India launched the refreshed Employee Resource Group (ERG) for people with disabilities: Access Forward. With the ERG's recommendations, accessible restrooms and common spaces were introduced in newly renovated offices in Delhi, Mumbai and Kolkata. The ERG also hosted a sign language workshop and an organization-wide townhall during the International Day for People with Disabilities, where a sign language interpreter was present for the conversation. This was complemented by mail campaigns highlighting disabilities, reasonable accommodation and other important awareness drivers.

japan

In view of a rapidly shrinking labor population, promotion of an inclusive workplace has become part of the national agenda in Japan. Randstad Japan is known for its best practice in offering jobs for people with disabilities, where the focus lies on people's capabilities rather than their disabilities. Randstad Japan uses these best practices to support clients in attracting and retaining a diverse array of people.

The National Job Center of Randstad Japan is an organization where all of its employees work entirely from home, registering and introducing temporary workers to jobs. About 60% are employees with disabilities. They are engaged in matching jobs to job seekers, which is the core business of the organization. Their team leaders understand their individual disabilities and set fair targets. Our colleagues with disabilities find great job satisfaction in working for others, matching people with companies, and being thanked for their efforts. We have created a sustainable work environment where everyone can contribute to the company.

poland

Randstad Poland was awarded the title of 'Employer with Heart'. The aim of this social campaign is to make the labor market more accessible to people with disabilities. A few years ago, we adjusted our work mode so that we could employ people with various disabilities at our headquarters in Warsaw. Currently, we have mentally

"About 60% of the employees of the National Job Center of Randstad Japan are persons with disabilities."

challenged and visually impaired colleagues, as well as wheelchair users and persons with a hearing impairment. They are all perfectly able to carry out their HR tasks, dealing with talent and their documents. By employing people with disabilities, we not only give them a chance to develop their careers in the same way as other employees, but also learn to see the world from their perspective. The grades we get from them show that they feel good at work and that is of great value to us.

portugal

In 2022, Randstad Portugal continued to be part of the Inclusive Community Forum (ICF), an initiative that seeks to promote a more inclusive community. In cycles of three semesters, ICF is dedicated to a theme that always has the inclusion of people with disabilities in the community as a common denominator. Randstad started its partnership with ICF in 2019. Our vast network of contacts and partners allows us to leverage and scale not only ICF's initiatives, but also their potential impact.

We also continued to work together with 'Social Impact Area' on the projects that were started in 2017. This was related to a new approach to sustainability initiatives and the implementation of Law no. 4/2019, which established the employment quota system for people with disabilities (with a degree of disability equal to or greater than 60%), thus creating a new employability paradigm in Portugal. Companies in Portugal must now ensure that at least 1% of their annual hiring includes people with

disabilities. In 2022, a Randstad manager was selected to lead a team with several companies representing the Portuguese market, institutions and associations. This team is responsible for ensuring the successful inclusion of people with special needs.

Randstad Portugal has a manual on inclusive recruitment, particularly for people with disabilities, which it uses in internal training, but also for other companies. We also have an Inclusive Academy, in which people with disabilities share their experience of inclusion with clients. In 2022, we also developed an EDI&B dashboard, which features our disability monitor. Randstad was distinguished with the award of the Inclusive Employer Brand 2021-2023, an initiative of the Institute of Employment and Professional Training (IEFP), a governmental institute. The award is intended to promote public recognition and distinction of open and inclusive management practices in relation to people with disabilities. Randstad was one of 39 public and private entities recognized.

Clients in Portugal are increasingly requesting our support with regard to EDI&B projects and inclusive employability. Randstad Portugal wants to take responsibility in employability, promoting practices that respect human rights, creating conditions for access to employment for the most vulnerable, developing talent, promoting equal pay regardless of gender, the inclusion of minorities, fostering social justice (internally and externally), and thus ensuring more sustainable economic development.

“In 2022, the Randstad Foundation in Spain helped more than 4,900 people at risk of exclusion to reintegrate into the labor market.”

spain

In 2022, the [Randstad Foundation](#) in Spain helped more than 4,900 people at risk of exclusion (mainly people with disabilities) to reintegrate into the labor market. More than 2,000 got a job, with the collaboration of more than 1,765 companies, 12 public administration bodies and more than 150 social entities. The Randstad Foundation in Spain also organized various initiatives to promote inclusive workforces for people with special needs, through collaborative projects with companies, social organizations and public administration bodies. Examples include advising and training the unemployed; training people with special needs; specific training for university students with a disability in collaboration with UOC University and UNIR University; and offering English classes to people with a disability.

With the online Ability Campus we offer a complete and specialized training route in specific subjects in high demand by the labor market, supporting people with disabilities and guiding them to employment. It is aimed at promoting and developing talent through evaluation, training, improvement of employability, and job search support. In 2022, we allocated almost € 500,000 to the training of people with disabilities, while allocating around € 210,000 to support the projects of various social entities. We collaborated with 162 companies that financially supported our social project (donors), and 1,765 companies hired our candidates with disabilities.

In addition, in 2022, Randstad Foundation in Spain launched the third edition of our ED&I group, in which more than 40 companies collaborate to promote equity, diversity and inclusion. The aim is to lead social and business action and to promote knowledge and awareness of ED&I issues, such as disability and social inclusion, particularly in relation to employment. Besides, with the collaboration of UNIR (International University of La Rioja), we created an application to provide guidance to companies on the information that Law 11/2018 requires to be communicated regarding the management of diversity and inclusion relating to people with disabilities, as well as the characteristics of such information.



On the occasion of World Disability Day, Randstad Foundation Spain launched a special campaign, entitled 'The revolution of the human'. In this new edition, we focus on the irreplaceable qualities that people have that make us unique in the face of technology. Our protagonist is Aitor, a three-time surf champion. Despite his blindness, he continues to enjoy the waves. You can watch a [video](#) here.

sweden

In 2022, Randstad Sweden was invited to train the city of Stockholm's recruitment consultants on diversity, inclusion and equality. The training program consists of three parts, of which the last two are planned for 2023. Randstad also trained various clients on the same topic, with the focus on making clients, partners and society recognize the value of different perspectives and seeing the 'abilities' of people with disabilities. In early 2022, Randstad gave Parasport Sweden a contribution through 'Empowered by Randstad'. Parasport Sweden strives to make sports available for all, regardless of physical or psychological disabilities. The Award led to a collaboration where they were part of a training on inclusion for a client wanting to widen their managers' perspectives.

the netherlands

The Dutch government aims to encourage employers to hire people with disabilities. At the beginning of 2015, a new Participation Act came into effect, which sets the goal of creating at least 125,000 jobs for people with a disability by 2026. The government requires that every company employing 25 or more employees should also provide work for employees with a disability. To assist companies that wish to invest in people with disabilities, Randstad Participation has been set up as a special division of Randstad Netherlands. It has so far been very successful. Hundreds of people have found a job, and 89% of those who started a new job under the scheme are still in work. This is way above the market average of 70%. At Tempo-Team Netherlands, Tempo-Team Participation was set up as a special division to assist companies in investing in people with disabilities.

united states

In 2022, the US Abilities in Motion BRG launched their focus group programs to provide additional support within Randstad on the topics of neurodiversity, cancer, mental health, hearing impairment and fibromyalgia/chronic pain. Randstad US continued its partnership with the National Organization on Disability (NOD) Corporate Leader Council to help support and advocate for individuals with disabilities. Randstad US raises awareness and promotes safe workplaces that are inclusive of those who are differently abled. In 2022, Randstad US won several awards for supporting disabled-inclusive workplaces, including the Disability:IN Best Places to Work Award and the National Organization on Disability Leading Disability Employer Award. Randstad also ranked #5 on Diversity Inc's Top Companies for People With Disabilities (PWD).

(im)migrants and refugees

general

We are global partners with [Tent Partnership for Refugees](#). Partnering companies have to set commitments to hire refugees, support refugee entrepreneurs, and better serve refugee customers. In 2022, Randstad co-hosted the Dutch Tent Business Summit, where our executive board member Chris Heutink announced our renewed global commitment: we will touch the work lives of 20,000 refugees in the next three years (2022-2024) and explore opportunities to implement programs in additional countries.

In June 2022, we launched an [international talent pool](#) for Ukrainian refugees who are looking for a job outside of Ukraine. During the year, more than 1,700 Ukrainian refugees registered in our talent pool in 18 countries across Europe.

Thanks to the dedication of our colleagues working on the various local programs, we supported 18,818 refugees in 2022. In total, we have supported 132,595 immigrants and refugees since 2011.

Randstad will continue to explore ways to increase the number of refugees reached by our programs for training and mentoring, with the aim of helping them obtain employment or improve their position in the labor market. In 2023, we will therefore announce a renewed commitment.

australia

In line with Randstad's global commitment to the Tent partnership, Randstad Australia has created an award winning 'job readiness' mentoring program for migrants and refugees. Randstad Australia partners with clients and organizations that specialize in assisting new migrants and refugees in transitioning to their new home country. Previous participants have come from Iraq, Syria, Uganda, Kenya, Pakistan and India. They are typically aged between 18 and 30. The mentees are paired with clients or Randstad consultants who have a background similar to that of the participants. The refugees are mentored for six weeks. This includes training on résumé writing, interview techniques, personal brand, and applying for jobs. At the end of the program, there is a training session on networking that includes our client organizations. We have been running this successful

program since 2019, and have seen clients such as Deloitte, State Government and banking sector clients join us to mentor participants.

In August 2022, our migrant and refugee program won the QLD Minister of Multicultural Affairs Award. The award recognizes the impact the program has created for migrants and refugees in developing tangible job seeking skills to positively impact employment outcomes.

belgium

Randstad RiseSmart Employability, part of Randstad Group in Belgium, focuses on vulnerable groups (youth, people over 55, job seekers with a disability, refugees, etc.). One of the RiseSmart Employability initiatives in Belgium is the refugee project of the European Social Fund (ESF) in Antwerp. Several bodies and organizations, including the City of Antwerp and the Public Center for Social Welfare, have joined forces to maximize refugees' chances in the labor market. By integrating various services, refugees who have settled in Antwerp can be helped to find work much more efficiently. For younger refugees, there is a special program that provides language training, on-the-job learning, and labor market orientation. In 2022, Randstad RiseSmart Employability ran several projects assisting refugees in search of a job. All the different projects together supported 1,500 refugees.

canada

Professional immigrants provide a wealth of knowledge, training and education to Canada. Many immigrants, however, are unable to find fulfilling jobs that utilize their full capabilities. While there are many employment programs in Canada that are designed to help immigrants find new jobs, there are not many that help employers with their talent mobility strategies for their current immigrant employees.

As a result of the turmoil and the rapid influx of migrants from the Ukraine, our immigrant and refugee community received a lot of attention in 2022. We launched our Ukrainian Project to help better serve this community in the best way possible. In order to expedite the recruiting process for Ukrainian migrants to find a job within weeks of their arrival, an employee-led taskforce was established and began working with four different community partners right away. A Facebook page later helped cement this as a fast mode of communication.

So far, there have been 78 hires and almost 600 applications have been evaluated. This division is working with existing partners to expand their relationships to new areas, with the goal of better serving the people among these communities with things such as language classes, housing suggestions, and career guidance and advancement opportunities.

We believe it is crucial to keep working to remove barriers within our community, and so we have entered into a partnership with the Toronto Region Immigrant Employment Council (TRIEC), who are now working with us for the second time since 2021 to provide a government-funded course to our internal staff members. The primary goal of this course is to broaden the employment opportunities available to newcomers to Canada by facilitating communication between the immigrant community and our business leaders. In 2022, we added a 'train the trainer' part to the course, which will allow us to then facilitate the course inhouse via our trained staff as part of their roles.

france

With the aim of helping (im)migrants and refugees to integrate in the French labor market, Randstad France has launched a delegation process to support the employment of these people. These guidelines focus on the administrative steps to be taken to employ refugee/migrant candidates. It includes all the links from the French government and Randstad to help consultants with their procedures. Within the framework of the Social and Environmental Innovation Committee (CISE), a working group was set up to help Randstad's consultants and clients to remove the obstacles to the hiring of refugee and migrant employees. Our objective was to respond to difficulties of sourcing and recruiting, the multiplication of channels, as well as the slowdown caused by numerous questions, notably on the administrative level. In order to respond to these issues, a simple and concrete operating procedure has been made available to all employees. It includes regulatory aspects, the structures and key contacts for recruiting by employment area.

In addition, we organized a webinar with the theme of removing barriers to employment for refugees and migrants in the agri-food business. This webinar was a great opportunity to share success stories with people from the Randstad community and outside.

germany

Randstad Germany has installed a network of mentors for integration on site. The number of employees from the relevant asylum countries working at Randstad has increased tenfold in the last three years. In 2022, Randstad Germany employed 5,661 refugees. Randstad developed and extended the modular qualification according to the requirements. The modules are structured as follows: (1) qualification test, (2) German courses via e-Learning, (3) eVideos on logistics or production activities, (4) eLearning logistics/production, (5) learning on the job, and (6) BAP qualification model.

Due to the war in Ukraine and the high number of refugees from this country, Randstad Germany has created a landing page in Ukrainian to help Ukrainian refugees quickly connect to the German labor market.

In addition, Randstad Germany is involved in the 'Companies Integrate Refugees' network.

hungary

Randstad Hungary works together with different organizations on a project that aims to support refugees' resettlement and job search in Hungary. Randstad Hungary supports refugees in finding jobs at all levels (blue-collar and white-collar).

As for (im)migrants coming to Hungary, we have created a global talent pool for foreign candidates. We help them find suitable job opportunities. Unfortunately, we are facing challenges within this initiative, since not many Hungarian companies offer help with work permits. As a response, we have created a Ukrainian subsite with relevant jobs, and we hired a Ukrainian-speaking colleague to support the job seekers.

italy

Since 2017, Randstad in Italy has dedicated a specific program for (im)migrants and refugees. Randstad Without Borders is part of the Welfare to Work office at Randstad RiseSmart Italy. In 2022, we touched the lives of 1,483 immigrants and refugees, of whom 1,395 were involved in training activities. In total, 207 courses were organized online and in classrooms, as well as 335 individual career guidance sessions.

The RiseSmart department offers Randstad's clients a holistic project related to cultural diversity in which candidates are integrated in the company after appropriate training. Clients are also supported in their ED&I strategy for topics related to cultural diversity.

Talent, (im)migrants and refugees are accompanied by Randstad experts to prepare them for the labor market. Each year, Randstad Without Borders offers free upskilling and reskilling courses, such as language courses, digital skills training, job search classes, and safety and security courses. In addition, Randstad Without Borders organizes technical training that gives direct access to jobs in collaboration with clients and/or in a specific sector.

2022 was marked by the arrival of Ukrainian refugees in Italy. Randstad was one of the first actors to offer services related to employment and quickly developed a program that included language courses, Italian culture courses and job search classes. Most of the courses were delivered online. In some cities, this was done in collaboration with non-profit and public organizations. 'Randstad for Ukraine' was first financed by Randstad. In the following months, the Italian

association for employment agencies (Assolavoro) called in all agencies in order to create a special fund for the professional integration of refugees. Randstad had a key role in defining the target, the activities and the work methodology. In 2022, 832 Ukrainian refugees were touched by Randstad in Italy.

Our Welfare to Work department also worked on two new projects with our partner Soleterre in Milan and its hinterland. The main activities included personalized career guidance interviews, individual scouting of job opportunities, and a follow-up with talent to reach full autonomy in their job search.

1. The first project was Women4integration. This project is dedicated to migrant women from different countries. Since the start in August 2022, 23 women have started and 11 have completed the course. We organized one-on-one meetings with all women in order to identify their skills and strengths, coached them on the tools and ways to look for a job and helped them find specific courses tailored to their needs. Our Randstad consultant also helped them promote their profile and provided support in scouting job opportunities.
2. The second project was KOINE-Includere nel territorio (territorial inclusion). In this project, we accompanied 12 male new arrivals with a low level of Italian. They were introduced to the Italian labor market and we helped them build up a professional project while participating in Italian language training. A structured individual career guidance program was provided to identify their skills, attitudes and capacities, followed by one-on-one meetings focusing on job search methods and tools. Randstad experts also helped them promote their profile and provided support in scouting new job opportunities.

In 2022, Randstad Italy and Randstad Services were proud to receive the 'Welcome. Working for refugee integration' logo, which is an official recognition from the United Nations High Commissioner for Refugees (UNHCR) awarded to companies who have employed refugees. Randstad HR Solutions was granted the We.Welcome logo as an entity that works in accompanying refugees in their social and professional integration and in supporting companies in hiring refugees.

poland

In the face of the exceptional situation in Ukraine, several million citizens of this country decided to seek shelter in Poland. As Randstad Poland, we decided to provide support in finding work for people and use our experience to help Ukrainian citizens as best we can. Together with our clients, we provided employment for 1,500 Ukrainian citizens. Being aware that those candidates will often not have the required professional experience or fluent command of Polish, we decided to also support them in their professional development. A challenge for this group, mainly women, was also the provision of childcare. Randstad therefore decided to subsidize such care and also support in covering the cost of accommodation. The total (100%) profit gained from the employment of these people, as well as additional substantial amounts provided by the global Randstad Group, has been dedicated to initiatives that will help the Ukrainian community employed as part of the program move forward.



Refugees, Poland

portugal

Over the years, Randstad Portugal has employed people of multiple nationalities and many migrants, including refugees. In 2022, Randstad Portugal employed over 80 different nationalities, distributed across different areas, such as IT, hospitality, agriculture, logistics and call centers. We continued to work with people from Brazil (majority), Venezuela, India, Nepal, Bangladesh, Pakistan and Africa. We also supported many poverty-stricken migrants from poor or conflict countries.

In 2022, we created a special project for Ukrainian refugees. We created a [landing page](#) for refugees and a taskforce was set up to help refugees find employment and provide Portuguese language classes. We also set up a buddy program, in which allies accompany refugees. We conducted a client survey in order to analyze the impact of the refugee situation to our clients' businesses and their openness to integrating refugees. A toolkit was created to support our consultants in helping Ukrainian people with regard to matters such as governmental and social entities, special programs, social emergency, housing, government or central websites for Ukrainian refugees, and NGOs or initiatives that consultants can approach when helping Ukrainian refugees.

Internally, through the Inclusive Academy, Randstad Portugal invited refugees to share their stories, with the aim of bringing our consultants and the entire organization closer to these people. This has helped our consultants to understand the great challenges these refugees faced, and to feel their determination, courage and resilience to start a new life. In our Inclusive Academy program, we also had a special focus on inclusive recruitment (for consultants) and inclusive leadership (management team and managers). In collaboration with Minho University, we are currently working on a Master's program for migrants and refugees.



spain

Randstad Spain helps immigrants in their labor integration. In 2022, we supported more than 1,900 Ukrainian refugees and hired more than 390 Ukrainian people (including refugees). In 2022, over 29,000 of our workers were immigrants, which was 31% higher than the previous year.

sweden

In 2022, Randstad Sweden set up an internal structure to actively support international refugees applying through the international application portal in Sweden. We also set up a speedlink on our Swedish homepage for companies looking to recruit internationally and for talent applying for jobs in Sweden.

In line with Randstad's global commitment to the Tent partnership, Randstad and Randstad RiseSmart have focused on ways to work with refugees and foreign born participants. The focus for Randstad has been to work with refugees from Ukraine. Later on, we started cooperating with our European colleagues at Randstad on the global talent pool.

During the year, RiseSmart saw a lot of foreign born participants in our transition program 'Welfare to work' and in our transition program for Trygghetsfonden TSL (blue-collar workers). They received individual coaching and participated in seminars, and were subsequently matched to jobs in our network. Tent in Sweden appointed a new CEO in 2022; we have met her a couple of times and we are planning to do events together during 2023 for our big clients to raise awareness of diversity and labor market integration and the possibilities of hiring refugees.

the netherlands

Since 2019, Randstad HRS Baanbrekend and Tempo-Team have helped more than 1,000 former refugees with a Dutch residence/work permit to find a regular job on the Dutch labor market. Each participant is assisted by a Randstad/Tempo-Team advisor to find a job that best suits their work experience, education, training and motivation. Currently there are four units in the Netherlands that are mediating on behalf of asylum seekers who already have a work permit.

In 2022, Randstad set up a collaboration with the Dutch railways (NS), airline KLM and municipalities to allow refugees with a temporary asylum residence permit who have a technical background/affinity/education to start in a technical position after following a certification training program. The program includes guidance on language, integration into the labor market and other preconditions to successfully work in the Netherlands.

The program provides a new channel to obtain technically qualified personnel and to contribute to clients' CSR goals. It also creates a structural work and training place for starters on the labor market, offering demand-oriented coaching and guidance.

At Yacht, several projects have been developed to help former refugees. In 2021, preparations were made for a trajectory to recruit (former) refugees, to train them as consultants (integration) and to place them. So far, this has not been completely successful, as the development of this trajectory depends on the demand from municipalities. Yacht is therefore also talking to various other parties to fulfill our SROI (social return on investment) obligation by making efforts (training programs, etc.) for the target group of former refugees.

BMC, in cooperation with municipalities, has developed an integration program for talent with a refugee background. It consists of a training program, guidance and an internship. Within the training program, participants receive intensive training for six weeks followed by on-the-job training. They are assigned a buddy, who supports them in gaining work experience. This phase lasts up to two months. After completion, candidates will be employable as a consultant. Because the candidates have a refugee background, they can be an example and inspiration for others trying to integrate. In total, BMC trained 18 people in 2022, of whom 3 had a Dutch background, 3 had a migration background and 12 were former refugees. All these people followed an internal training program and now have a one-year contract. These people work (mostly) as integration consultants, which means that they in turn have contact with (former) refugees.

The Dutch Ministry of Social Affairs and Employment has developed the program 'Verdere Integratie op de Arbeidsmarkt' (VIA). The objective of this program is to improve the labor participation and labor market position of Dutch citizens with a migration background. Randstad Group Netherlands participates in three 'nudges' to make Recruitment & Selection more inclusive. A nudge literally means a push in the right direction. In practice, this means that we are experimenting with three different changes to our selection procedure, aimed at objectifying the selection procedure in order to reduce bias. First, vacancy texts are written as neutrally as possible so as not to unconsciously exclude certain candidates; second, we focus on structured interviewing; and third, we apply objective upfront selection/anonymous application. This means that candidates do not apply by means of a CV, but by completing a predefined short questionnaire. The recruiter only sees the answers to the questions, while irrelevant data such as personal characteristics (e.g., name/age) are not visible to the recruiter when assessing the answers. This experiment ran until the end of 2021. The results were analyzed by research agency TNO, whose report can be found [here](#). The conclusion of the study is that the nudges do not yet bring about a demonstrable improvement in opportunity equality, but they do give recruiters and employers more guidance on how to achieve recruitment and selection without bias. It was a good first trial.

LGBTQI+

general

The 2030 agenda for sustainable development and the UN Sustainable Development Goals (SDGs) embark on a collective journey to solve tomorrow's global challenges and 'leave no one behind'. Unfortunately, the SDGs do not explicitly include equal rights for LGBTI people in their goals and targets. For that reason, Randstad Global and fourteen other organizations signed a manifesto for a more inclusive agenda and acknowledgement of equal rights for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people as part of their commitment to the UN (SDGs). Companies underwriting this manifesto intend to develop policies to make equal rights and opportunities more visible and practical for their employees and clients. They will include equal rights for LGBTIs into their business and SDG approach, and will monitor the progress made.

At the World Economic Forum 2022, our CEO Sander van 't Noordende led an important dialogue on 'Driving LGBTQI+ Resilience through Equity' and shared his personal story as an LGBTQI+ leader with diverse stakeholder groups. We also joined forces with GLAAD, the world's largest LGBTQ media advocacy organization, to humanize the discussion on LGBTQI+ issues by externally sharing the stories of our LGBTQI+ employees via our website and social media channels.

In 2022, we were active participants in both Out & Equal and Workplace Pride, two organizations dedicated to establishing workplace equality for the LGBTQI+ communities globally. Via our Pride Business Resource Group, we are creating networks that foster opportunities for all employees to learn more about the community and create a workplace where everyone can learn, share and feel welcome.

brazil

In 2022, Randstad Brazil formed an affinity group with some employees who are engaged to promote ED&I actions. They defined an action plan to create awareness about the inclusion of the LGBTQIA+ community and the importance of offering an inclusive workspace. We have a partnership with some entities to search for candidates from the LGBTQIA+ community.

czech republic

Randstad Czech Republic is part of the Pride business forum to help establish workplace equality for LGBT employees. As part of the Pride Business Forum, we have joined forces to create an initiative to support both employers in implementing LGBT diversity principles and employees in efforts to ensure their employers are delivering a fair approach to all, regardless of sexual orientation and gender identity. Our fostering of a public debate on LGBT diversity is aimed at overcoming persistent stereotypes and strengthening an approach that benefits both companies and employees. More information is available on our [website](#).

france

In 2022, Randstad France again signed the LGBTQI+ commitment Charter of l'Autre Cercle association. This charter commits the company to ensuring an inclusive work environment for Lesbian, Gay, Bisexual and Transgender people.



Autre Cercle charter, France

germany

Randstad Germany is a member of Prout At Work, a leading think tank, consultancy and design organization in Germany which focuses on LGBTQI+ issues in the work environment. The common goal is equal opportunities for people of all sexual orientations and gender identities, expressions and characteristics. In cooperation with Prout At Work, a sensitization workshop for problems of the LGBTI community was organized. In addition, Randstad Germany was involved in the Pride Day' campaign and participated in the Pride contest.

In 2022, we connected with a new local partner organization, Colorful e.V. They awarded us the Initiative Vielfalt MTK emblem.

Furthermore, a Pride Business Resource Group formed out of the Diversity Council in 2022. Its goal is to champion the interests of the LGBTI community within Randstad Germany and to create a safe space for them.

Randstad Germany is involved in a number of different action days on the topic. For example, the international day against homo-, bi-, inter- and transphobia, the Coming Out Day, Pride Days and many more. On the occasion of the international day against homo-, bi-, inter- and transphobia, we organized an action week on our intranet Connect, drawing attention to the topic in various contributions and educating colleagues. In addition, Randstad Germany will be involved in the local Christopher Street Day in 2023, together with our cooperation partner Colorful e.V.

Randstad Germany is also a partner of the initiative Klischee Frei, an alliance of education, politics, business, practice and research initiated by the German government. It advocates career and study choices free of gender stereotypes.

hong kong

At Randstad Hong Kong, we firmly believe that we should all bring our whole selves to work every day. In June 2022, along with the Singapore and Malaysia office, we coordinated a day on celebrating the Pride community. This consisted of region-wide activities sharing facts about the Pride community around the region, and in a panel discussion, colleagues who identified with the community shared their stories to help build awareness and start a conversation on the topic.

In November 2022, we participated in #PinkPrideFriday, when, alongside 108 other companies in Hong Kong, we wore pink to build awareness.

In December 2022, we ran an EDI&B training program to share how we as a company will live out the values and practice what we preach. We start by understanding what we can do with our clients and talent to make more inclusive decisions.

india

Randstad India is committed to equitable workplaces for all. India recognized same-sex relationships in 2018, and we were able to introduce progressive changes from 2020. The movement started with powerful stories from LGBTQ+ colleagues, awareness and education campaigns, and an allyship program to build visible and active allyship in the organization.

In 2021, we published a successful research report on LGBTQ+ inclusion in the workplace (Inclusion without Exception), which received great feedback. This multi-perspective study captured the perspectives of 31 LGBTQ+ members, 10 HR/D&I leaders, 5 policy makers and 5 community leaders through in-depth qualitative interviews and a quantitative survey of 201 business leaders. The study centered on understanding the underlying sentiments of the respondents, beyond just the presence or absence of policies and provisions at the workplace, with the aim of assessing the real state and gaps between objectives and implementation. The report can be found via [this link](#).



Pride march, India

In 2022, the refreshed ERG for LGBT+, Rainbow Forward, hosted two town halls during the year. The first was held for Pride Month in June to raise awareness about the unique challenges and obstacles of LGBT+ people in India and share personal stories. The other was held with external guest speakers who are in leadership roles with global organizations and in a same-sex relationship. This was bolstered by a strong internal and external mail campaign during the Transgender Awareness Week.

A few of our office bathroom facilities, including those in Bangalore, Mumbai and Delhi, are now gender inclusive and accessible. We have been able to leverage our experience of strategy and implementation for clients who wish to receive trusted advisory for their own inclusion and diversity aspirations. We are now able to offer support to transitioning employees and placed workers through insurance benefits and ensuring that same-sex partner benefits match those of heterosexual couples. For this we have been recognized by one of our clients (American Chemical company) as the best service provider for 2022.

Thanks to these efforts, we were recognized for the second year as a top Bronze Employer in 2022 in the India Workplace Equality Index study by the Pride Circle, the Keshav Suri Foundation and the Stonewall, United Kingdom.

japan

Since Japan does not have legislation with regard to sexual minorities, Randstad Japan has employment regulations where the definition of marriage includes same-sex couples. The company has also expressed its support for campaigns to realize national legislation that protects sexual minorities. This is reflected in the message by our CHRO on the [campaign website](#). Our LGBTQ Allies Employee Resource Group is active to create an inclusive workplace for all. In addition, the employees in the LGBTQ community have launched a closed ERG to connect with each other. In the PRIDE Index 2022 (an evaluation index for LGBTQ and other sexual minorities in the workplace developed by non-profit organization Work with Pride), Randstad Japan has been awarded the highest level of Gold for two years in a row.

portugal

Randstad Portugal's Inclusive Academy contains a specific chapter to raise awareness around LGBTQI+ matters. We are developing several actions that promote the celebration of the essence of each person, the freedom of each person to be who they really are, without being judged, under the motto of your True Self and sense of belonging. Through the ASAS program (a support program for all Randstad employees), Randstad Portugal strongly supports and encourages everyone who seeks help in this area, whether at a social, legal or psychological level.

sweden

Randstad Sweden is a popular source of know-how when it comes to LGBTIA+ and has as such been invited to hold several seminars for clients. For MKB Fastighets AB, a publicly owned housing company in Malmö, we got the assignment to train all of their managers on inclusion, where LGBTIA+ is an important part.



Imagine a world of equality.

[International Pride film, the Netherlands](#)

the netherlands

Workplace Pride is a non-profit foundation dedicated to improving the lives of LGBTI people in workplaces all over the world. Randstad Netherlands strives for a world of inclusive workplaces where LGBTI people can truly be themselves, are valued and, through their contribution, help to lead the way for others. Raising awareness, research, statistics, training, and building networks through targeted events are the pillars of the foundation's work. Complementing these are specific programs for young LGBTI people and LBTI women, alongside custom-made training. In 2020, Randstad Netherlands made an [international Pride film](#).

united kingdom

Randstad UK has produced a number of educational videos based on the story of a transgender client within the construction industry, as well as the promotion of women into leadership roles. We have an active Pride employee network group, who we have partnered with on a number of initiatives, including pronouns in our email signatures and raising awareness of issues impacting the LGBTQ+ community in the workplace. In 2022, we ran a webinar with expert organization Global Butterflies raising awareness and a Q&A session with our people on inclusive language, LGBTQ+ terminology and what it means to be an active ally.

united states

The Randstad PRIDE Business Resource Group (BRG) continues to partner on educating our organization, raising awareness, and encouraging allyship to support LGBTQIA+ employees. The training increases cultural competence and raises awareness of issues impacting the LGBTQIA+ community. For PRIDE month, the BRG held a PRIDE chat for colleagues to share their personal stories, barriers and successes they have attained since coming out. It helped to educate all on the importance of inclusion and belonging. In 2022, Randstad US received a score of 100 on the Human Rights Campaign Corporate Equality Index for recognition of being designated as a Best Place to Work for LGBTQ Equality.

youth

australia

Since 2015, the Randstad Shaping Young Futures Program has helped young unemployed Australians develop their job seeking skills and connect them with organizations willing to invest in the talent force of the future. There are over 250,000 young people who are not in education, employment or training (NEET) in Australia.

In order to support these young job seekers, the Randstad Shaping Young Futures Program is based on four key pillars:

1. Coaching and mentoring programs;
2. Preparation and development of career awareness and job-seeking skills with the aid of the Make It Happen toolkit and networking skills training;
3. Employer partnership programs with real job outcomes;
4. Networking, coaching and matchmaking events with clients and consultants.

belgium

As a bridge between the business world, students and young starters, Randstad Young Talents has been active in study-related side jobs and starter jobs since 2012. With remarkable results! Started with and in the Faculty of Economics and Business Administration of KU Leuven, the initiative has been extended to no fewer than 31 faculties and educational institutions in Belgium. Last year, we coached 1,000 students on an individual basis, helping them with their first steps into the labor market. We again organized workshops on various topics for some 2,000 people, and we managed to create 700 study-related jobs. We also helped more than 300 young people find their first job.

Randstad RiseSmart Employability in Belgium works on specific NEET projects in partnership with Belgian social institutions to provide training, coaching and support to young people not in education, employment or training (NEET). For example, those who leave school without a qualification and other underqualified young people are given guidance to help them find a suitable job.

Young talents, Belgium



Tempo-Team Belgium has a dedicated website for young people and has developed two blogs with advice and practical information for both talent and companies. The focus is on advice and support for young people entering the labor market.

In 2021, Randstad New Start was launched, another initiative of Randstad Group Belgium to assist young students who feel they have made the wrong choice in higher education. Randstad New Start helps these students with their reorientation. This has resulted in 85% returning to school after the temporary assignment, while the others go on to work in a work-study programme (out of a total number of 50 students).

brazil

In order to support the employability of young talent, Randstad Brazil has an Internship Program that offers a better experience in terms of career development with a dedicated training path, management and HR follow-up. In 2023, we will launch a Trainee Program for specific business areas. We also support clients with trainee and apprenticeship programs, hiring students aged 16 to 22.

china

To enhance candidate lead generation, Randstad China has expanded its database of student résumés in a cost-effective way. Through this program, we help to fulfill recruitment needs for part-time/internship positions, and develop long-term partnerships with schools to build a pipeline for future recruitment purposes. The average fresh graduate pool is 1,000 per school. We provide value-added services to students, such as consultation on career, salary and skills trends. The collaboration with schools helps us to expand our talent database and enhance our competitiveness in the industry.

In 2020, Randstad China initiated an employment alliance for HR agencies targeting fresh graduates. So far, 17 HR agencies have joined. In 2022, we supported graduates' journeys to employment through online job fairs, mock interviews and other initiatives. In total, the alliance has organized a total of 57 events, offering 387 jobs.



france

In 2020, on the occasion of its 15th anniversary, Randstad Institute in France initiated a project entitled 'Une main tendue vers l'emploi' (a helping hand towards employment) in partnership with Solidarités Nouvelles face au Chômage (SNC). The aim of the project is to guide job-ready candidates toward professional reintegration. Randstad Institute and its partners identified 100 profiles of candidates whose skills meet clients' expectations, after which they were selected by Randstad consultants.

In 2022, Randstad Institute and SNC renewed their partnership around three key actions: (1) the continuation of the 'Une main tendue vers l'emploi' project; (2) the deployment of joint actions to raise awareness of the inclusion of long-term job seekers; and (3) the pooling of resources for SNC's 'Laboratoire des Entreprises Engagées' (Lab2E).

In France, Randstad Neo is the first recruitment agency for young people that is also run by young people. Because Randstad Neo's trainees are from the same generation as the talent they recruit, they experienced similar difficulties in integrating into the job market. They understand and share their challenges, ambitions and fears. They are between 22 and 27 years old, and have various and extensive professional backgrounds. Together, they co-construct this new agency dedicated to their generation. The team currently consists of four alternating students, and two more are being recruited.

greece

Randstad Talent Academy provides university students with an opportunity to work at Randstad Greece. Students initially work with HR in order to learn the basics in sourcing and Randstad systems and then get transferred to recruitment teams, where they work with our consultants on recruitment projects. This program is geared to final-year students (Bachelor's and/or Master's), and it is deployed via university applications. The scope of the program is to support Greek youth by strengthening students' employability in a labor market that is demanding and not always adequately linked to universities. It also aims to promote equal opportunities, especially given that youth unemployment is still a challenge in Greek society.

hungary

In 2022, Randstad Hungary initiated cooperation with Hungarian top universities in order to promote youth employment. We worked with 11 universities from all around the country. Randstad Hungary held lectures for students, participated in job fairs, promoted open positions through university newsletters, and also encouraged students to apply for internships within Randstad Hungary.

Randstad Hungary also has a Trainee Program. In 2022, we had a total of 61 trainees working at Randstad Hungary. Of these, 11 trainees became Junior Consultants in the past year.

We also help university students to complete their mandatory internships and many Randstad-related thesis topics have been and are being written. Flexible working hours and home-office possibilities are also provided for trainees, which is not common in Hungary.

italy

Italy counts almost 2 million NEETs, which accounts for 22.2% of the 15-29 age group, and 52.8% of the 15-24 age group. Moreover, Italy is the first country in which the population under 15 years old has become smaller than the population over 65 years old. And given the ongoing decline in birth rates, the problem of youth employment appears even more serious. At the same time, the labor market increasingly needs people with new skills and competences. The combination of all these factors therefore poses a very important challenge for Italy.

Randstad Italy has been active in this area since 2012. In 2019, this led to the establishment of Randstad Education, which focuses on the transition from education to work. The two main pillars are work orientation and skilling activities. In 2021, we reached 15,000 youngsters through Randstad Education.

Our main work orientation project is 'Allenarsi per il Futuro' (Training for the Future), an activity carried out in partnership with the Robert Bosch Foundation. Through the project, we work closely together with other companies and sports champions, with the aim of motivating students of all levels of education. The objective is to create awareness about the values that connect work and sport, with a particular focus on equity, diversity, inclusion and belonging. Through this initiative, we have already reached some 6,500 students.

Other activities for young people include courses on employability, digital citizenship, project work, our digital assessment tool and partnerships with other companies.

Our main training project is ITS Tech Talent Factory Foundation, a school intended to give young people useful technological and digital skills. We now have 9 courses for a total of 360 students, with 210 graduates in 2022 and a placement rate of 90%.

We also support companies in their Employment Branding and Value Proposition strategy, co-defining orientation activities and skilling projects, both in the short and middle term, thanks also to our strong relationship with the Italian schools and universities network. Through this activity, 280 youngsters were trained in our 20 corporate academies, with a placement rate of 70%.

In 2022, the European Year of Youth, we launched the Manifesto for Youth Inclusion, a multistakeholder project carried out with our partner Ashoka and recognized by the National Youth Agency. Through the manifesto, we aim to stress the fact that everyone can take an active part in youth social inclusion, with a particular focus on their employability.



Academy Eskigel, Allenarsi per il futuro, Customer Service School Samsung and Future4Steel, Italy



seniors

argentina

Randstad Argentina is working on projects for workers of 45 and older to help them find their way in the labor market. In 2022, we signed a collaboration with SilverTech (Diagonal) to collaborate in the programs that this institution carried out in order to increase the employability of this group. We are also training our consultants to include this vulnerable group in the talent offered to clients.

belgium

Randstad RiseSmart Employability is working on several projects for workers of 55 and older to help them find their way in the labor market. These people get advice, coaching and support from our RiseSmart colleagues, as well as in our Randstad branches, to help them find a new job after years of unemployment.

brazil

In Randstad Brazil, seniors are part of our ED&I program. We have an affinity group who improve awareness and openings for older candidates and employees. We also care about the relationship between different generations in the workplace. We support clients in finding senior candidates as part of their recruitment process.

flexible work solutions (for caregivers)

argentina

In order to achieve a balance in the division of the domestic work carried out by women and men, we implemented a 'hybrid' back to work schedule. Employees can choose which days they go to the office, with the option of working two days a week from home and three days in the office. This new way of working helps our employees in organizing their work and private life, reducing commuting time and costs, leaving extra time to spend with their families.

We also implemented other benefits by giving permission to parents to share school or kindergarten adaptation periods with their children. In addition, we extended the parental leave for fathers up to 28 days after the birth of the baby. This benefit is for biological fathers, adopted fathers, and others.

brazil

Randstad Brazil offers the possibility to work from home to every employee, not only for parents. In fact our working model is hybrid, and in some cases even 100% remote for employees who live far away from the Brazilian headquarters. Another benefit we offer to promote the balance of professional/personal life is flexible hours and short Fridays.

For parents we offer the longest leave allowed in Brazil, which is 6 months for mothers and 20 days for fathers. This applies to both biological and adopted parents. For newborns we have a Birth Kit, a gift from Randstad to celebrate the baby's arrival and help with the first care.

canada

Randstad Canada values people and we recognize that our employees have personal lives. To prioritize health and well-being, our 'Disconnect from work' policy reinforces this commitment. With the rise of remote work during and after the COVID-19 pandemic, we knew it was crucial to separate work and personal life. This policy allows employees to refrain from business-related emails, phone calls, video conferences, texts, and conversations outside of work hours.

Our offices have been remodeled to match the casual aspect of working from home, including a relaxation room (e.g., for breastfeeding or exercising), interactive lunch rooms, and co-working/shared meeting spaces open and accessible to all.

Randstad Canada values self-improvement. In 2022, we formalized our Sabbatical Leave policy to promote innovation, learning and developing personal interests (e.g., volunteering, travel, research, writing.) This policy is particularly beneficial for long-term employees. It allows employees to defer a portion of their income for a self-funded sabbatical of at least one year.

Randstad Canada recognizes that health concerns can influence employees and their families, making work-health care balance difficult. Randstad Canada therefore provides twelve care days per year for unexpected illness or injury as well as two 'balance days' a year for additional emergencies and a mourning day (which can be extended as per our mental health policy).

As part of their insurance package, our Life Works program supports parents on next steps and maternity leave rights. It also supports immigrants and refugees, who can access 1 hour of free legal consultation and 3 free therapy sessions to help them in their mental health journey.



czech republic

Randstad Czech Republic regularly offers part-time or flexible jobs to its employees on maternity leave or those with small children. Each employee is allowed to work from home or somewhere else one day per week. We also offer a child-friendly workplace.

This allows them to manage their work-life balance and continue to work efficiently.

Our 'Flexible at Work' program focuses on parents on parental leave, older workers, and caregivers. It supports creating opportunities and access to work for them. This program falls under the auspices of the Czech Ministry of Labor and Social Affairs.

france

Randstad France created Worklife. This service platform, available to corporate employees, enables them to find various services to make their daily lives easier, offering childcare, school support, housework, domestic assistance, pet-sitting, sports coaching, or help with domestic repairs. Worklife allows them to be helped by qualified and confident people and manages the administrative side of things, such as employment contracts, aid requests, tax credit, declarations and deductions at source.

Randstad France renewed its partnership with the Prof Express Platform, which enables employees' children to benefit from educational support provided by teachers of Mathematics, French and English, Philosophy, Physics, Chemistry, Science of Life and Earth (SVT), History and Geography. Thanks to this platform, middle- and high-school students receive support by email or phone from teachers in a virtual classroom, from Monday to Thursday between 5pm and 8pm. The students have free and unlimited access to high-quality educational content. They can reread lesson cards, learn and practice key concepts, and prepare for tests.

germany

During parental leave, Randstad Germany maintains contact with its employees, strengthening the bond between them and the company. We attach great importance to making it easier for employees to return to work after parental leave. Randstad Germany particularly aims to ensure that employees return to work motivated and well-balanced after their parental leave. In order to support them, Randstad offers individual work time solutions. Currently, 25.6 percent of employees make use of the opportunity to work part-time. Working hours may vary between 4 and 35 hours per week depending on individual employees' needs. If a job can be done remotely, Randstad allows employees to work from home or from a nearby branch.

As a family-friendly company, Randstad Germany provides structures that support internal and external employees in balancing work and family life. Randstad offers financial support, allows time flexibility and is open to individual solutions.

WDS.eldercare is available to internal and external employees. This is a special care and nursing concept for companies to support employees and their relatives in need of care.

Internal employees can use the Betreut.de agency platform for household-related services; it offers help in finding individual childcare, pet care, senior citizen care or household help free of charge.

To ensure that employees' children are well cared for during working hours, Randstad contributes to the childcare costs for children who are not of school age. Career and family should not be mutually exclusive. That's why Randstad offers special part-time arrangements for managers that cover at least 30 hours per week.

The company is a member of the Care and Work Charter. In this network, more than 200 companies, authorities, municipalities, institutions and universities exchange information on the topic of work and care and support employers in individual solutions for their employees.

hungary

Randstad Hungary is providing flexible solutions for parents. The Labor Code in Hungary allows part-time work for parents until the children are 3 years old. Randstad does not limit the age and enables parents to work part-time (from 8 hours per week) for as long as they wish.

Randstad provides several measures to support their employees on parental leave. They regularly receive a Newsletter with the most important organizational news to keep them updated, while still receiving invitations to all company events (team buildings, Christmas dinner) during their inactive period. They have the opportunity to be involved in projects within a completely flexible framework.

When they return to work, they can catch up on all training sessions they missed, and 4, 6 or 8 hour work schedules are possible depending on their demand. Six weeks after return, they discuss with HR the progress of their integration and if they need additional support. If a child is sick, mothers or fathers are allowed to take care of them and work flexibly from their home office.

india

In 2022, Randstad India was recognized among India's Top 50 best workplaces for women by the Great Place to Work[®] Institute. This is a testimony of the support Randstad India is extending to all its working parents and women, and especially nurturing mothers. There are various scenarios where the work schedule of female employees was adjusted according to their needs, enabling them to balance work and family, such as working from home for up to 4 months, flexible work weeks, changes in projects to manage erratic client schedules, training opportunities, etc.

To take ahead our promise of gender equality in the workplace, we introduced equitable parental leave, including non-traditional families, adoption and surrogacy (adoption and surrogacy leave of 12 weeks each). Our head office in Bangalore, India, is equipped with a medical room to attend to emergency situations.

randstad offshore, india

Randstad Offshore Services continues to use the hybrid working model, offering our colleagues extra flexibility. In addition to providing 26 weeks maternity leave and 2 weeks paternity leave, we now also offer 6 weeks for adoption leave and 6 weeks for miscarriage leave.

italy

Randstad Italy's Parents@work initiative is 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). We create a positive business environment by accepting requests for part-time work, and by extending smart working to different roles inside the organization.

japan

Japan has a major challenge in that only a small number of men take childcare leave. Randstad Japan therefore arranged interviews with new/expectant mothers and fathers to provide information about combining childcare and work. The number of male employees taking childcare leave increased and the ratio is currently 38%. Randstad Japan also has super-flex working hours and remote work arrangements, which enables working parents to work more effectively, as they can manage their own time and place of work.

new zealand

We understand that returning to work can be a challenging time for new parents, so employees who have been with the company for at least 12 months and are the primary caregiver are eligible for a bonus payout of \$5,000 on return from parental leave. We also offer flexible working practices, including working remotely and flexible hours, with a focus on retaining our working parents.



portugal

Randstad Portugal encourages remote working and operates in a flexible model. Each employee is allowed to work from home or somewhere else. This allows them to manage their work-life balance and continue to work efficiently. In 2022, due to the pandemic, Randstad Portugal continued to reinforce and enable teleworking in order to provide family support and greater protection in terms of health and safety. In the analysis of new ways of working, a balance between parental and professional life will always be taken into account.

Randstad Portugal supports employees who suffer from infertility. Per person, we give three support grants for infertility treatment (€ 2,000 per grant per year), and we also pay the subscription fees of the Associação Portuguesa de Fertilidade (Portuguese fertility association).

When a child is born, parents receive a birth gift worth € 250, and on their children's birthday, employees can take the afternoon off. Additionally, parents are allowed to accompany their children on the morning of the first day of school, and summer activities are organized for children of employees. Randstad Portugal also offers discounts on school textbooks. For pregnant colleagues who need to park their car, there is a special place in the garage at the headquarters in Lisbon. Randstad pays the salary in full at the beginning of parental leave, and the employee only pays the money back to Randstad when they have received their social insurance benefit.

spain

In order to support family life, within the scope of the company's structure, Randstad Spain helps workers of all companies of the Randstad Group in Spain. They obtain a Kindergarten payment for each child under 3 years of age, which is an annual amount of € 410. Parents have flexible maternity and paternity leave, and can also accumulate breastfeeding hours and take childcare leave beyond paternity leave. Besides, all employees have flexible working hours and Randstad offers 2 days of work from home. If they wish, they can work 4 days a week and take unpaid leave for a maximum of 1 month. They are also given a day off on their birthday.

switzerland

The statutory maternity leave compensation is set at 80% of the contractually agreed salary in Switzerland. After 5 years in service, Randstad Switzerland grants 100% of continuation of salary during maternity leave.

the netherlands

At Randstad Group Netherlands, during the first nine months after giving birth, an employee has the right to interrupt work to pump or breastfeed. A lockable room is available in the office for this purpose.

The parental leave at Randstad Group Netherlands is in excess of the local legislation. Partners are entitled to more working days with 100% paid birth leave. Parents or caregivers are entitled to 26 weeks of parental leave flexible to be taken within 8 years of the birth; 9 of the 26 weeks are paid 70% if taken within 1 year of birth.

Employees are entitled to twice the working hours per week per year (paid) leave in connection with the illness of children (10 days). Counting a year begins on the first day the short-term care leave is taken. These ten days apply to full-time employment and are fully paid. In the case of part-time employment, this is on a pro rata basis. The leave may only be taken if and for as long as it is necessary.

united states

In 2022, Randstad US continued operating in a hybrid model, offering staff continuous opportunities to work from home. Randstad US offers flexible work models, information, resources, services, and assistance to employees during the COVID-19 pandemic. During the year, Randstad US expanded opportunities for staff to reduce work hours part-time and retain health benefits. We demonstrated that we could excel in a hybrid model, by continuing excellent service to our staff, talent and clients.


Randstad US offers short-term and long-term disability leave. It is a benefit for employees to support their own health care.

There are breastfeeding facilities on every floor at our US corporate headquarters.





contributing to sustainable labor markets.

 7 min. read

 2022

contributing to sustainable labor markets.



policy & industry involvement

In order to help shape the world of work, we invest in global sustainability and industry memberships and partnerships

- World Economic Forum (WEF)
- World Employment Confederation (WEC)
- G20-B20
- OECD Forum
- International Organization of Employers (IOE)
- Business at OECD (BIAC)
- BusinessEurope
- Bruegel
- Brussels European Employee Relations Group (BEERG)
- Voluntary Service Overseas (VSO)
- VNO-NCW
- Tent Partnership for Refugees
- Living, Learning, Earning Longer initiative (LLEL)



surveyed markets:

1. czech republic
2. france
3. germany
4. hungary
5. india
6. italy
7. netherlands
8. poland
9. portugal
10. singapore
11. spain
12. sweden

thought leadership

- [randstad workmonitor](#)
- [randstad quarterly workmonitor pulse survey](#)
- [randstad sourceright's talent trends](#)
- [digital skills: opportunity for all](#)

contributing to sustainable labor markets.

As a global player in the labor market, Randstad has in-depth knowledge of the world of work. Through our daily interaction with clients and talent, and our continuous dialogue with governments, employers and labor organizations, we take the lead in shaping the world of work and improving workers' employability and access to social protection systems.

8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



belgium

Each year, Randstad Belgium organizes several studies on labor market trends, as well as annual Labor Market Seminars. These are dynamic and interactive debates focusing on topical labor market themes, such as the new world of work, leadership, and employer branding. For 20 years now, Randstad Belgium has been organizing the Randstad Employer Brand Research, awarding companies that stand out for their attractiveness on the labor market.

Randstad Belgium is a founding partner of the Antwerp Management School (AMS). Together with BASF and the Port of Antwerp, we joined the Sustainable Transformation Lab of the Knowledge Network in 2017, with the aim of establishing a chair of Sustainable Transformation for Professor Wayne Visser. This partnership aims to prepare and help companies to find real solutions to contemporary societal challenges and to prepare future generations of leaders to meet these challenges by introducing a sustainability mindset. Randstad Belgium participates in this partnership because we are convinced that a company can only exist if it makes a positive contribution to society, and because we are committed to pursuing the UN's Sustainable Development Goals, in particular SDG 8 (promoting sustainable economic growth and decent work for all) and SDG 10 (reducing inequality).

This project ran for three years and achieved the following results: (1) the development of an effective instrument to evaluate the extent to which a company is 'future fit', in particular in allowing individuals and companies to develop further; (2) the launch and leadership of a C-level action group for the leadership in the social economy (work and sustainability, and vice versa); and (3) a contribution to the training of young people so that they become 'responsible managers'.

In 2022, we extended our engagement with AMS and started participating in the AMS 'Sustainable Transformation' Master Classes. Almost every month, a new module is started. These courses will help us to make the right decisions in the following years in order to become fully sustainable.

We also participate in establishing Good Work Goals together with AMS. To find effective and scalable solutions to global challenges, the economy needs to prioritize and take care of the people who work to create economic value. The Good Work Goals aim to foster a work environment that is safer, healthier and happier, and more resilient, inclusive, balanced, sustainable, supportive, meaningful and responsible. It proposes a set of actions in each of these 10 domains, which employers can adopt to ensure a good work environment for their employees. It also highlights that good workplace practices are a demonstrable responsibility not only in times of stability and prosperity, but also – and even more so – in times of crisis and recovery, such as the current COVID-19 crisis and the turbulent situation in eastern Europe.

czech republic

With the objective of helping to restart the economy, reinforce Randstad's thought leadership and image, and increase awareness of Randstad's role in society, Randstad Czech Republic presented the REBR award and the Workmonitor. First-prize winners received their trophies live, recorded on video, supported by online and offline activities, including strong social media and a press release.

france

Randstad Institute in France is a member of the Engaged Companies Laboratory, which has been set up to reflect on labor market issues together with companies, job seekers, public employment services and institutions, and make concrete proposals that can be submitted to public authorities and decision-makers. The aim is to bust the stereotypes associated with certain job seekers.

The Randstad France group is supporting the Work in Progress project, launched by a young content creator, which aims to highlight the various alternatives available to those who wish to approach their professional activity differently. This project took the form of a documentary in 2021, followed by a comic book adaptation in 2022,

aimed at young people who are questioning work and the way they want to do it. By financing this project, the group is demonstrating its interest in reflecting on the future of work, participating in roundtables and debates. The release of the comic book provides an opportunity for our consultants to generate new discussions with our clients and our talent about the world of work.

The national 'Companies getting involved' club, launched by the President of the Republic, brings together major companies, who, throughout France, are working towards a more inclusive society within their home territories. Concretely, the Randstad France Group is participating in the government's discussions on employment and inclusion, as well as committing to taking part in regional clubs, so as to implement initiatives as closely as possible to the people involved.

germany

labor market talks

Keeping abreast of the current social debate and taking into account the latest scientific and political findings is an essential criterion for Randstad Germany's dialogue with its stakeholders. The aim is not to leave critical opinions on the future of temporary employment unheard, but to integrate them and see them as an enrichment of our own positioning and reflection. This is also the aim of the labor market talks, which have been firmly established in Germany since 2010. About 25 times a year, Randstad invites renowned personalities and influencers from client companies, employment offices, job centers, educational institutions, politics, chambers of commerce, associations, science and society to discuss topics relevant to the labor market and specifically to temporary work. Due to the pandemic, no talks took place in 2021 and 2022 .

Twice a year, within the framework of qualification forums, Randstad Germany brings regional cooperation partners and companies to the table in Munich and Essen in order to promote exchanges and to address current issues, special features and developments in the field of qualification. In 2021 and 2022, the series was suspended due to the pandemic.

The Ifo Institute (Institute for Economic Research at the University of Munich) surveys around 1,000 HR managers in Germany every quarter on behalf of Randstad Germany. They investigate how the use of

flexibility instruments such as temporary employment is developing. In addition, the survey examines current issues relevant to the labor market.

MENTO trains mentors throughout Germany to help people with a low level of basic education. The training courses take place regionally, thus creating inter-company networks. Nationwide events expand the network contacts beyond regions. Structures within the company have been set up together with our partners to support people with a low level of basic education.

Randstad Germany is a partner in the Klischeefrei initiative. This is an alliance of education, politics, business, practice and research initiated by the German government. It advocates career and study choices free of gender stereotypes.

Randstad Germany is a partner of Das Demographie Netzwerk (DDN). The DDN sees itself as a source of inspiration for the complex challenges of demographic change. According to the Collective Impact principle, the nationwide network jointly searches for solutions and provides food for thought for future-oriented human resources work. To this end, DNN works together with partners from business, politics and science and bundles the synergies in innovative events, publications and practical projects.

hungary

Randstad is a member of the Business Council for Sustainable Development (BCSD) in Hungary. We are the chapter leader of sustainable employment, participating actively in conferences, workshops and future leader programs.

Randstad Hungary has been honored to be selected as the recruitment consultancy partner of the BSS Hungary initiative, powered by the American Chamber of Commerce (AmCham). The mission of the initiative is to increase the awareness of the Business Services sector in the country, supporting potential career transitioners and fresh-graduate candidates, helping them to better see their opportunities in relevant jobs and become more competitive as applicants.

Within the framework of this initiative, we carried out several activities in 2022. We were the moderator of three panel discussions: one at the largest job-fair in Hungary, and two panels at the Open Days program, reaching approximately 300 people. We were an active member of the career orientation work group and held multiple presentations to university students. The goal of these panel discussions was to show how this sector welcomes fresh starters and career changers, provides training, long-term career opportunities and a culture that supports work-life-balance. And finally, we were an active member of the communication work group. Randstad Hungary's branded career advice articles were periodically published on the project's website.

In addition, in 2022, Randstad Hungary was asked to support 22 companies in local scouting projects via the Hungarian Promotion Agency (HIPA). In 14 cases, we also held a detailed presentation about the local labor market, including highlights about the employability characteristics of the Hungarian workforce. The presentations included tailor-made data about the client's target group candidate population, partly based on data from the Central Statistics Office and partly based on our data sources and experience. We touched upon employer branding aspects, striving to educate potential investors already at the initial stages about the importance and aspects of being an attractive employer.

india

In 2022, Randstad India prepared a white paper entitled 'D&I Perspective: beyond social obligations to a business imperative'. We did this jointly with NASSCOM, India's largest technology focused industry association. The paper was an outcome of roundtable discussions involving more than 300 participants from 150+ organizations across eight locations in India. The white paper captures the best practices adopted as well as challenges being faced by corporate India in the D&I space and has been utilized to encourage conversations around employability and workplace inclusion for historically and currently marginalized groups.

italy

In 2022, Randstad Italy participated as a speaker at an event for employees of Lego Group North Europe about invisible disability issues. Additionally, in May and in November, the specialty HO team participated in [Diversity Day](#) in Milan and in Rome.

poland

The Randstad Research Institute in Poland, founded in 2008, conducts labor market research, shares knowledge and information on market trends, and strengthens the development of Polish employees and employers, actively participating in shaping the market through cooperation with government institutions, employers' organizations and non-governmental organizations. The Institute regularly conducts research and publishes the Employers' Plans and Work Monitor reports, based on the opinions of Polish business and employees about the current situation on the job market. It also researches other relevant topics, such as sustainable development. Over the past 14 years, the institute has published over 80 reports, and based on the shared data and comments, it created more than 20,000 articles and radio and television content. The Institute's research activities also covered the issues of the pension system in Poland, foreigners' access to the labor market, managing teams of different ages, the participation of women in the labor market, employing people over 50, work-life balance, professional development, and the impact of automation on the availability of jobs. From 2020, the impact of COVID-19 on the Polish labor market was studied as well. In research projects, we try to analyze and respond to the current challenges of the labor market, which is why last year we studied the employment prospects of refugees from Ukraine in companies in Poland, and we also looked at the need to support this group in a new situation related to the need to find a source of income in Poland.

portugal

Randstad has a partnership with Rock in Rio, as part of the [Humanorama project](#). In the 2022 edition, we talked about 12 major disruptions that we are experiencing at this moment (e.g., the environment and sustainability, the social role of companies, and labor market challenges). Together, we try to figure out the best way to respond, exchanging knowledge about increasingly urgent issues of our society and finding the best way to be and belong in the world.

Randstad Portugal is part of the iGen Forum (Forum Organizations for Equality), which consists of several national and multinational organizations from the public, private and social economy sectors. It is part of CITE (Commission for Equality in Work and Employment), a government structure. Randstad is committed to reinforcing and highlighting its organizational culture of social responsibility, incorporating principles of equality between women and men into its strategies and management models. In May 2022, we renewed our commitment as members of the CITE iGen forum and we are in charge of the iGen inclusive academy. Randstad also supports a CITE campaign related to the national equal pay day, addressing the gender pay gap. In Portugal, we still have a gap between the salaries of men and women of almost 13.3%.

In 2021, on International Women's Day (March 8), the first iGen book was published: *The Long Road to Equality. Women and Men in the 21st Century*. This book results from a partnership between iGen with the Imprensa Nacional da Casa da Moeda, authored by Ana Maria Magalhães and Isabel Alçada, with illustrations by Susana Carvalhinhos. The book emphasizes that everyone should be able to choose the profession they want, because all choices are valid and because everyone, from a young age, must believe in their dreams. In 2022, this book became a part of the Portuguese Reading Plan in schools, enabling children to learn about this topic, which will change mindsets and have a positive impact on the future of the labor market. We are still working on a theater play inspired by the book to continue to spread the word and create more and more awareness about this topic, also among parents.

Since 2018, Randstad Portugal has been in a partnership with Nova SBE (an international university) to carry out research into disability and employability. In 2022, we continued to be part of the Inclusive Community Forum (ICF), a Nova SBE initiative that seeks to promote a more inclusive community by addressing the lives of people with disabilities. They intend to build a network composed of all those who play a role in the lives of these people, challenging them to contribute to finding solutions.

singapore

Randstad Singapore partners with Workforce Singapore, a statutory board under the Ministry of Manpower of the Singapore Government. We provide content to help people improve their interviewing skills and consider their options as they develop their career. These articles are developed specifically for the PMETs (professionals, managers, executives and technicians) in Singapore, enabling them to constantly upskill themselves to get better career opportunities and improve their employability. We provide articles on a monthly basis from our content library, aligned with Workforce Singapore's monthly themes. The content platform operated by Workforce Singapore aims to reduce unemployment by providing people with relevant tips and tools for today's labor market environment.

spain

As part of Randstad Spain's social commitment, we feel responsible for providing society at large with accurate information about the labor market and HR. This is why Randstad Research was set up, an institute centered around the generation and broadcast of objective information based on deep and systematic analysis of labor market data (employment & unemployment data, analysis of talent requirements, information about salary and HR trends, and other studies and analyses). Access to this information is free and publicly available on <https://randstadresearch.es>.

In 2022, Randstad Research in Spain continued its monthly press releases and webcasts on the labor market situation, its quarterly reports with a more in-depth analysis of current trends in the labor market ('Labor market in 50 headlines'), its quarterly forecasting reports, and also its quarterly reports on absenteeism. In addition, we published four big reports on different topics connected with HR. The first was on future HR trends (especially talent scarcity, digitization and flexibility), drawn up in collaboration with the most important employers' association in Spain, CEOE. The second report was on turnover developments by sector, the first document of that kind ever published in Spain. The third focused on vocational training and the bright prospects of these programs' graduates in our labor market. The fourth was our annual salary trends report.

The Randstad Foundation in Spain holds the Chair of Disability, Employment and Social Innovation. This initiative was developed in collaboration with the UOC (Open University of Catalonia), and aims to share knowledge about disability and promote the integration of people with a disability into the work and training environment through the development of training, research and communication activities.

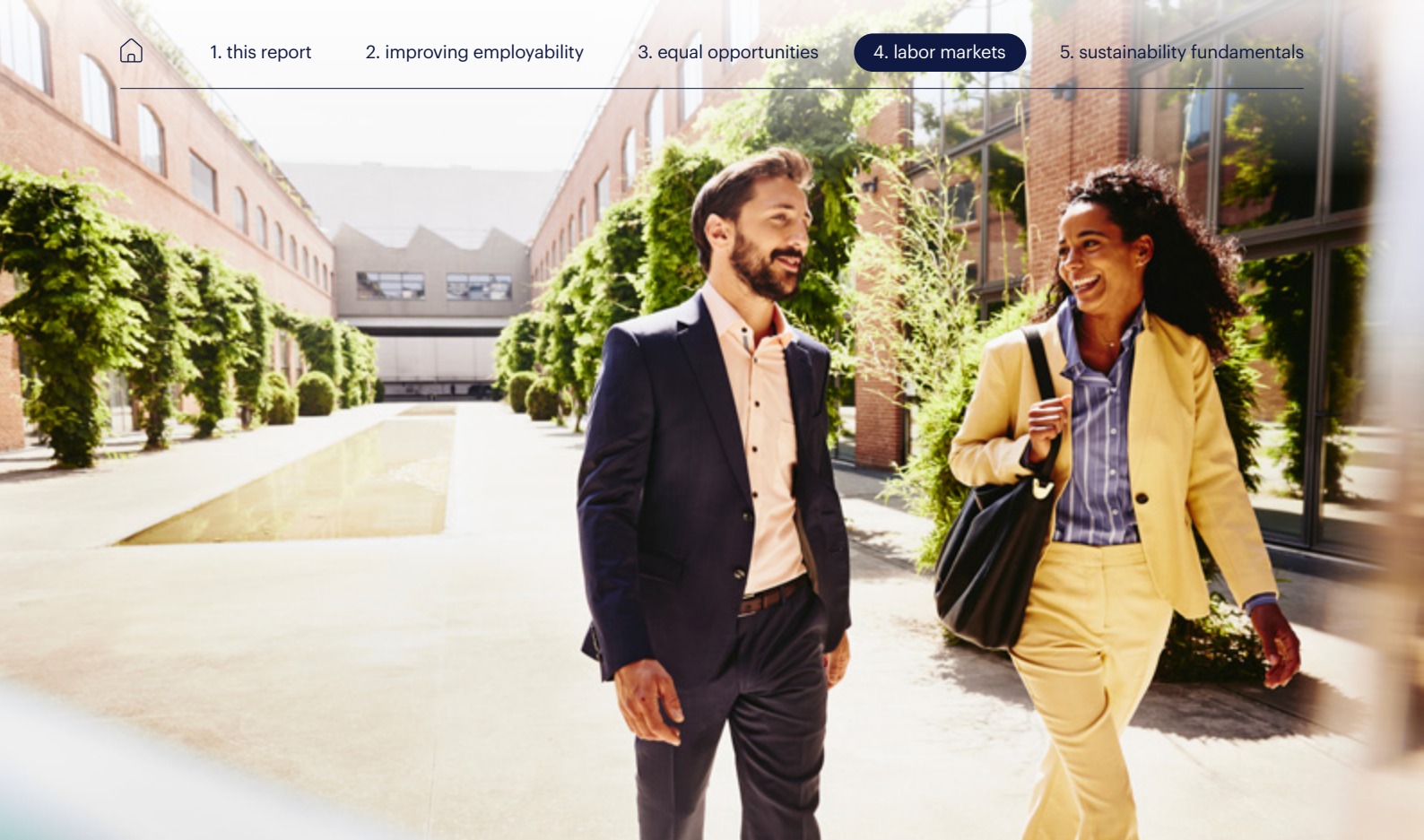
sweden

Randstad Sweden is a proud partner of the Scandinavian LGBT Chamber of Commerce (SGLCC). SGLCC is the gateway not only for LGBTIA+ owned businesses, but also for organizations that aim to develop and thrive with inclusion. In 2022, together with SGLCC, Randstad Sweden organized events in Malmö, Linköping and Stockholm with the topic 'LGBTIA+ as a business advantage', gathering hundreds of clients, partners, candidates and guests from all sectors of society.

In these events we offer C-level speakers in a TED-talk format that inspire the audience with business-related or personal stories. With participants ranging from ambassadors and CEOs to sports association representatives, we create a unique and safe platform for LGBT dialogue between different organizations.

Randstad Sweden was on the jury of the Diversity Index Award 2022. Two of the prizes were awarded to people or organizations that had done extraordinary work on LGBTIA+ matters. The awards were presented at a gala event held at Malmö City Hall.

Randstad Sweden was also invited to 'Mångfaldsfestivalen i Kungälv', a job festival emphasizing diversity and inclusion, held in the city center of Stockholm. Randstad participated in a panel discussion on stage, sharing know-how and visions, led by former Swedish Disability Rights Federation executive Mikael Klein.



the netherlands

In the Netherlands, the dialogue on the labor market of the future will be further developed in 2023. The advice of the committee set up for this purpose was presented in January 2020. Randstad participates in the dialogue on the basis of our vision of 'new security'. Two important initiatives that play a role in this are South-East Works (an innovative district concept to prevent polarization of metropolitan and regional labor markets, see the section on 'Improving employability' for more information) and Professor Jessie Koen's (University of Amsterdam) academic research into proactive career behavior.

In June 2021, the social economic council (SER) presented recommendations on new labor market regulation, among which the necessity of equitable pay and improving pension arrangements for flex workers. It will be up to the government to decide upon this, but adoption of these recommendations into new regulation is expected in the coming years (2024-2025).

With the establishment of the Inclusive Labor Market Academic Workshop, Tilburg University, together with its external partners, including Randstad, aims to develop a joint infrastructure by 2030 ensuring new security in the labor market. This should guarantee that everyone in society will be able to get into paid work and move from work to work without unnecessary restrictions.

Over the next two years, the theme of moving from work to work will take center stage. Within this theme, the focus will be on three subthemes: movement, new security and mobility between organizations. With regard

to movement, the focus will be on how to ensure that people can develop throughout their lives and feel well prepared to move within and/or outside their current organization. Randstad is one of the core partners and participates in research, pilots and experiments focused on this theme.

In Randstad Group Netherlands' podcast series 'Well-regulated work', sharp thinkers and labor market experts share their opinions. Based on the success of this series, a live event was organized to continue the dialogue in a wider audience. The guest speakers engaged in a meet-up to discuss this future of work. Together they tried to find answers to questions such as: 'How can we deal with retraining and finding work for the unemployed in the Netherlands while almost every sector is struggling with acute personnel shortages?' The reason for this debate, on stage and in the podcast, is a report released in 2020 which defines four principles on how work should be shaped in the future. You can watch a recording of the event via [this link](#), and listen to all episodes of the podcast series here: ['Well regulated work'](#) (in Dutch only).

Together with a local bank, Randstad Netherlands has developed a 'declaration of prospects'. This declaration, a breakthrough innovation in the Netherlands, can be issued by Randstad to make it easier for employees or temporary workers with good career prospects to obtain a mortgage.

local sustainability reports.

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

- [Randstad Argentina](#)
- [Randstad Belgium](#)
- [Tempo-Team Belgium](#)
- [Randstad Canada](#)
- [Randstad France](#)
- [Randstad Germany](#)
- [Randstad Italy](#)
- [Randstad The Netherlands](#)
- [Randstad Portugal](#)
- [Randstad Spain](#)







sustainability fundamentals.



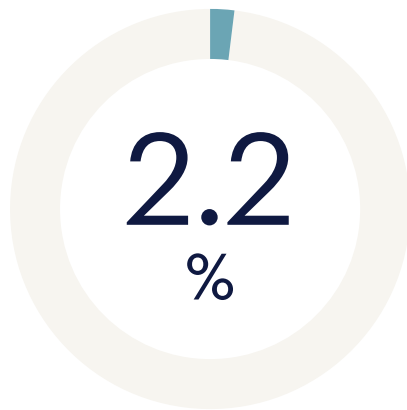
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2023

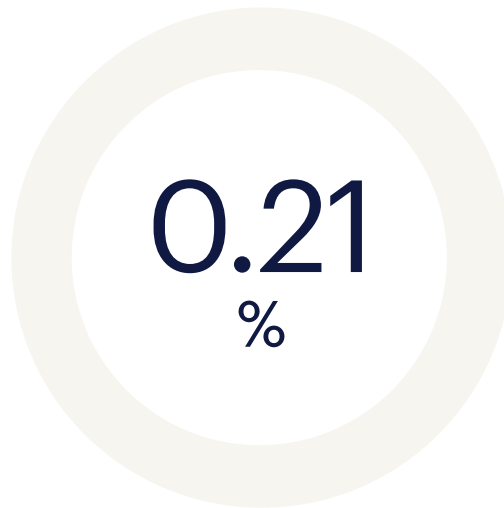
sustainability fundamentals.

health & safety



employee sickness
absenteeism rate

(2021: 2.2%)



candidate
injury rate

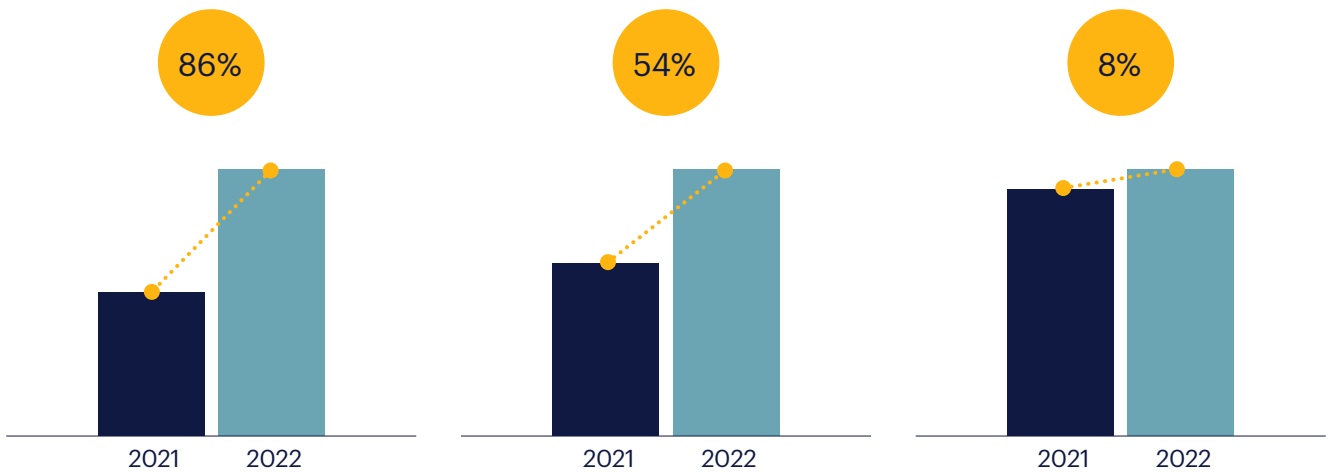
(2021: 0.22%)



candidate
sickness rate

(2021: 2.7%)

corporate citizenship



number of corporate volunteers

5,200

(2021: 2,800)

number of corporate volunteer hours

27,300

(2021: 17,700)

amount spent on corporate philanthropy

€3,096,000

(2021: €2,866,000)

taking environmental care

	2022	2021	Δ
CO ₂ e metric ton (× 1,000) scope 1	59.7	59.8	0%
CO ₂ e metric ton (× 1,000) scope 2	1.8	11.3	84%
CO ₂ e metric ton (× 1,000) scope 3	164.6	146.9	12%

sustainability fundamentals.

We can only create real value for society if sustainability is embedded in everything we do. Our sustainability fundamentals, which cover all Environmental, Social and Governance (ESG) matters, therefore safeguard accountability with regard to labor and human rights, sustainable supply chain management, health and safety, taking environmental care, corporate citizenship, and tax transparency and compliance. They serve as a foundation for achieving our ultimate goal of touching as many work lives as possible by 2030. We aim to have management tools, business principles, policies, and a governance structure in place that are in line with, or exceed, the standards set for our industry.

health and safety

general

Our global health and safety policy, revised in 2022, states that Randstad is committed to providing and maintaining a healthy and safe work environment. It promotes well-being and emphasizes that we work hard every day to prevent personal injuries and illness and to protect talent, employees, clients and visitors from foreseeable work hazards. Our operating companies adhere to all applicable local standards and regulations, and are expected to have a sophisticated health and safety structure in place.

employees

The global health & well-being guidelines for our organization outline our provisions on how to prevent physical and mental health issues as much as possible, and how to promote and address health and well-being among our employees.

Our operating companies use a variety of measures designed to advance employee well-being. These include procedures to promote safety at work, training programs, online tools, discounts on sports and wellness services and attributes, comprehensive healthcare services (e.g., physical check-ups, 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), working from home arrangements, stress reduction programs, training on how to deal with aggression, workplace health inspections, ergonomically designed work environments, nutrition and lifestyle advice, driver safety programs.

In our markets, we have formal agreements with trade unions on health and safety topics. 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. 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.

With many of our employees still (partly) working from home in 2022, we paid specific attention to both their physical and mental health and well-being, as well as providing practical support to help people set up their home office. Employees could listen to mental health podcasts, make an anonymous call to a special helpline, and get access to e-learning, webinars and online tools covering topics such as mindfulness, yoga, meditation, vitality and mental balance.

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

talent

In 2022, Randstad continued to help talent get back to work safely in the aftermath of the pandemic, supporting both employers and talent by sharing best practices on (mental) health and well-being, as well as providing personal protective equipment and health and safety protocols.

Our consultants work closely with clients and talent to support workplace safety. Several of our operating companies have specialized health and safety managers to provide guidance. We advise our clients on matters of occupational health and safety, for example by pointing out how to prevent workplace risks and by providing 'security at work' training. Formal audits at client locations are conducted in some business areas, such as construction, where taking extra health and safety precautions is best practice.

Our health and safety management, which is organized locally at operating company level, is designed to safeguard business continuity and deal with risks. Our operating companies adhere to all applicable local standards and regulations, and are expected to have a

sophisticated health and safety structure in place. We track sickness rates, work-related accidents or incidents resulting in injuries and work-related fatalities, both for employees and talent.

argentina

Randstad Argentina runs a dedicated program to reduce the number of occupational accidents and illness among temporary workers. The program takes a multi-stakeholder approach and starts with specific H&S training in the induction program. The H&S process involves many parties (Randstad, client companies and their employees, health and safety professionals, and insurance companies), who all contribute to a proactive

“Randstad Argentina runs a dedicated program to reduce the number of occupational accidents and illness among temporary workers.”

process of accident prevention. The prevention plan builds on an analysis made by Randstad of workplace accidents at client sites, resulting in observations and recommendations. The results of this program are noticeable. In 2022, we reduced our injury rate by 7%.

Randstad Argentina regularly visits branches and clients to perform training on site, hold audits, organize prevention programs, investigate accidents, and meet with clients' health & safety departments.

belgium

Randstad's safety advisors offer long-term support in client workplaces to detect risks, give advice, and approve the jobs. In this way, they guarantee the absolute safety of Randstad and Tempo-Team's flex workers, while also reporting to clients. These safety advisors can always be contacted by our colleagues in the field in the event of doubt or questions. Since 2014, an online platform has been in place with safety instructions, tests and tips. Clients are encouraged to use an introductory movie to

explain their activities to their new flex workers, describe the risks involved in these activities, and take them through the safety instructions.

Since 2016, Randstad and Tempo-Team Belgium have organized Vitality workshops to encourage employees to eat and cook healthier meals and to keep active while at work. In addition, a special training program was developed for employees on how to recognize the signs of an impending burnout. This program aims to raise awareness, allowing employees and their managers to respond quickly and prevent colleagues from falling victim to this often long-term illness.

brazil

Together with customers and in compliance with safety protocols, Covid-19 detection tests are being carried out, thus reducing organizational risk and providing occupational health and safety.

canada

Randstad Canada is the winner of multiple Health & Safety awards and distinctions. As a safety partner, our H&S team continues to offer our clients consultative health & safety advice to support high H&S performance and enhance safety culture. We have also worked to establish a mental health and wellness strategy, which incorporates mental health initiatives throughout the year, encouraging engagement and reducing the stigma around mental health. To support this strategy, we run a Mental Health and Accessibility business resource group (BRG). In 2022, for International Day of People with Disabilities, the BRG held a webinar with a guest speaker with limited vision. In addition, they held an in-depth webinar on supporting employees' mental health during times of crisis, which was attended by over 300 internal guests and featured a panel of our internal leaders, who also shared their own mental health journey.

denmark

Randstad Denmark offers health checks for temporary workers on night shifts. Randstad Denmark has a Work Safety representative, who is responsible for helping to monitor stress factors among employees. Randstad Denmark offers extensive health insurance for employees, and also offers an annual fitness allowance. In the event of a health and safety crisis, Randstad is supported by a professional crisis team. Randstad Denmark also offers

free dental insurance to temporary workers at specific clients as well as for all employees with 6 months' seniority.

france

A Corporate Prevention Board at Randstad France delivers an annual risk assessment document, which forms the basis of a comprehensive prevention program.

germany

'Our employees go to work healthy and return home unharmed'. This principle shows that protecting the lives and health of employees is a top priority at Randstad Germany and takes precedence over economic benefit. Our occupational health and safety strategy aims to sustainably reduce the number of accidents. The strategy includes regular on-site inspections with client companies. With every new client, working conditions and measures for the protection of workers are assessed. Health and industrial protection is thus achieved in close cooperation with clients. E-learning courses on the subject of occupational safety also raise employees' awareness.

Occupational health and safety care at Randstad Germany is provided by Werksarztzentrum Deutschland. Their support includes:

- Advice on all issues relating to occupational safety and health protection, irrespective of whether these are related to the workplace or not.
- Implementation of occupational health precautions in accordance with ArbMedVV (Ordinance on Occupational Health Precautions) and aptitude tests.
- Accompaniment during workplace inspections on request or in coordination with the specialists for occupational safety.
- Support in the areas of work-life balance, addiction prevention, nutrition, and exercise. This is done in collaboration with fitness studios. In addition, all employees can use the Gympass platform.
- An 'Employee Assistance Program', in which psychologists and social workers are available for all employees in the event of a life crisis.
- Health Days, which focus on activities such as exercise programs, ergonomics consultancy for office workers, nutrition counseling, relaxation techniques, and dealing with work-related stress.

In the event of serious occupational accidents, an occupational safety specialist promptly conducts a detailed accident analysis on site in order to prevent similar accidents in the future.

The company medical center in Germany offers a wide range of health services that are available to all employees. Doctors and medical specialists offer advice and assistance and support employees in staying healthy. Randstad regularly invites its employees to preventive appointments at its branches. Employees working for clients are contacted by the center for annual refresher training and preventive occupational health care.

We are committed to equal rights for HIV-positive people. On the occasion of World Aids Day, Randstad was the first HR service provider to sign the German Aids Federation's #positivarbeiten declaration. This shows that HIV-positive employees are welcome at our company, that we do not tolerate discrimination in any way, and that respectful interaction is particularly important to us.

india

Randstad India runs a dedicated H&S program. All the Corporate Services staff have been trained as H&S ambassadors. They not only conduct audits, but also provide training for the prevention of incidents. All stakeholders are involved in the H&S process, and they all recognize a need for it in the process of employee safety and accident/incident prevention. The focus is on identifying and mitigating risks by real-time communication with clients and active follow-ups to ensure adherence to safety norms. This is done for both existing and new clients, who are assessed before being taken on. With this focus, Randstad India works with clients to ensure a culture is built in which safety is paramount and becomes a way of life for all stakeholders.

We also collaborate with medical agencies for periodic dental and medical checks. This is part of the Randstad India BCP (Business Continuity Plan), which is invoked whenever any situation arises that warrants suspending operations of one or more offices of Randstad India, for example in the event of a natural calamity. The primary focus is to ensure employee safety and continuity of business operations. This program has been tested in real-time scenarios and has been a great success.

India was deeply impacted by the pandemic. Several practices were introduced to support employees and flex-workers during this difficult time. These included financial assistance, working from home arrangements reinforcing our commitment of being kind to the body along with mind, 24/7 mental health assistance, vaccination drives, town-halls for employees and flex-workers on safety and health, and other relevant initiatives. In our ergonomic benefits scheme, employees can choose home office equipment to make their work from home experience comfortable.

Randstad India has recently also focused on well-being through internal programs, such as employee mental health programs along with any two nominated loved ones, leaders-led health challenges and conversations around mental health.

randstad offshore, india

Randstad Offshore has launched a mental wellness program. Through a platform, our colleagues can make use of free mental health services, access mental wellness experts and find multiple self-help resources 24/7.

It is important to us that our employees arrive at work healthy and return home safely. For our female colleagues, we have a robust system in place. We give our women colleagues a ride back home to ensure they are safely dropped at their house. They are accompanied by a security guard until they step into their homes. We have a central desk that is informed once the colleague reaches their home. If the central desk does not receive a text from the employee 1.5 hours after her logout time, they will call. If the central desk cannot connect with the employee, they reach out to an emergency contact number.

greece

Randstad Greece has specific policies in place relating to leave, which go further than legal obligations in Greece. Since the pandemic started, we have been working with a hybrid model, following the most effective health and safety protocol at the office. We have specifically developed a regularly updated 'back to the office' manual, which explains all provisions and measures for the smooth operation of Randstad Greece, helps employees to come back to office gradually, and ensures employees are safe and protected.

We grant three free sick leave days without requiring a doctor's note. We also have an on-site occupational physician, and employees can get electronic prescriptions as well as doctor's notes at their convenience, so they can quickly get help and support. We offer our employees high-quality private health insurance, which enables them to use a large network of hospitals and diagnostic centers.

We cooperate with external H&S business partners that provide frequent H&S updates and training to all Randstad Greece employees. They also perform frequent compliance reviews (at least annually) to ensure that H&S requirements are met.

hong kong

The Wellness Committee of Randstad Hong Kong promotes health and well-being at our office. The office in Hong Kong has a Wellness Room in their new office, which serves as a 'zen' area in the office, allowing for quiet time, and giving employees a chance to escape from the noise and fast pace of the typical office environment. Employees are encouraged to book the room for 15 minutes.

In Hong Kong, we have an Employee Assistance Program, which offers 24/7 support via our provider Optum Health. In February 2022, we organized a Stepathon for the whole office. Employees could take part in teams, and our aim was to see how many steps we took as a team to get from Hong Kong to Amsterdam.

hungary

At Randstad Hungary, all Randstad employees are entitled to private health insurance, which can be upgraded and expanded to family members. In 2022, a free medical check was organized for all employees. Randstad Hungary has also established a Well-Being Team in order to safeguard employees' mental health. Employees can participate in autogenic training every week and get a refreshing massage in the office. Sports events are organized on a regular basis by co-workers.

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. First-aid and firefighting training are organized regularly for branch and headquarters staff. In 2022, Randstad Italy changed its flex workers' digital training platform in order to increase compliance of its H&S monitoring actions.

new zealand

We offer a number of wellness activities to support our employees, including fully paid flu vaccinations and access to a 24/7 Employer Assistance program for both corporate and temporary workers. Our Randstad with Heart committee also supports our #bekindtoyourmind initiatives, which in 2022 included sports activities, mindfulness sessions, online fitness sessions, and more. The committee also ensures we highlight and raise awareness with our employees and clients throughout the year for events such as mental health week, and pink shirt day.

norway

Randstad Norway offers health insurance for all corporate employees, so they can quickly get help and support on issues relating to health and sickness. Employees have access to health and fitness centers at a company rate. In the event of a health and safety crisis, Randstad is supported by a professional crisis team.

portugal

At Randstad Portugal, a crisis management team provides measures to ensure the health and safety of all employees. Internal safety teams have been appointed for the head offices in Lisbon and Porto, as well as for the branches and contact centers. In 2022, Randstad Portugal worked together with local authorities (e.g., ACT, the local labor authority) in H&S initiatives, which were regarded as best practices.

For corporate employees, Randstad Portugal arranges doctor's appointments when required. These appointments are free of charge for employees and take place at our premises. Employees also have access to health and fitness centers at a company rate. At our headquarters, we have our own gym, and we offer therapeutic massages at a lower price.

The Inside Out program is designed to improve employees' physical and mental health. Among other things, it offers yoga classes, pilates, cross fit, posture and nutrition consultations and workshops, meditation sessions, mindfulness, and psychological support. In 2022, we organized online workshops on resilience and optimism, sleep, conscious parenting, time management, dealing with emotions, and managing teams during a pandemic. We also launched a [nutrition app](#), which employees can use to choose a specific nutritionist, schedule an appointment linked to their availability and follow an individual program attending to their specific needs.

Randstad Portugal offers a health insurance package for all corporate employees. As part of this package, our ASAS project provides a support line offering social, psychological, legal and management advice. Since 2020, this includes a COVID-19 toolkit, with extra support from entities such as the government, the Order of Psychologists, INEM (National Institute of Medical Emergency of Portugal), APAV (victim support), SOS Criança (child support), SOS pessoa idosa (support for the elderly), and SOS Voz Amiga (friendly voice). In 2022, we continued to see strong demand for this service, with some complex cases that need a long period of support. This reinforced the importance of ASAS for its users. The ASAS project serves both internal colleagues and flex workers.

singapore

We provide complimentary corporate health screening to our employees at an onsite clinic. We also provide our employees with extra time off to get their Covid vaccinations and boosters.

Randstad Singapore has partnered with AIA, our corporate insurer, to offer complimentary quarterly resilience programs for all employees. The program includes webinars and resilience practice sessions. In 2022, we also launched AIA Vitality for our employees. This is a comprehensive health and wellness program that allows employees to keep fit and manage their health by completing weekly challenges and allowing themselves to earn points as they go along.

Other wellness initiatives include the employee assistance program, which offers confidential 24/7 support via our provider Optum Health.

spain

For the proper management of the health of temporary workers we have a Health & Safety Committee, ensuring regular and periodic monitoring of risk prevention.

Randstad Spain offers private health insurance as well as life and accident insurance for employees. In addition, Randstad Spain has the Vida+sana program. They periodically send tips or organize informative talks to help employees maintain a healthy lifestyle.

sweden

Randstad Sweden has a number of Work Safety representatives across the country, who are responsible for ensuring safety internally. In addition, Randstad Sweden offers health insurance for its employees. We also offer an annual fitness allowance for employees. In the event of a health and safety crisis, Randstad is supported by a professional crisis team.

the netherlands

Randstad Group Netherlands has a dedicated Well-being & ED&I team, which oversees sustainable employability and a healthy work environment, based on five pillars: well-being, facilities, safety, absenteeism, ED&I. Whether you work at, with or for us, we strive for everyone to feel welcome and safe.

After several years of working with the vitality program #atyourbest, we have launched a new program with Recharge360 (#rechargeyourself). This program supports employees in maintaining their physical and mental health. The program comes with an online platform and app, which helps our Dutch colleagues to work on their personal well-being in a way that suits them best. The program includes the recharge360 app, RechargeTalks, coaching support, healthy recipes and workouts. Every third Tuesday of the month, employees can register for an inspiring RechargeTalk. Trainers provide inspiration on sleep, nutrition, leadership, and much more. The themes of our RechargeTalks are linked to the Challenge for the upcoming month. Employees can ask questions about nutrition, energy management, meditation or sports.

In 2022, the #rechargeyourself challenge week was created, in which colleagues could recharge in teams, score points, and compete with other teams. Over 900 colleagues joined the two challenge weeks last year.



Vitality, the Netherlands

Our regions receive a ‘well-being budget’, which they can spend freely on initiatives such as sports lessons for their team, mindfulness sessions, or workshops on preparing healthy lunches. In the past two years, colleagues could also take part in breathing sessions, headphone walks, an ice challenge, a haka workshop, and more. In this way, people are encouraged to have a Great Conversation about well-being, what it means to them, and how people can support each other in achieving their goal.

As part of the vitality program, employees also set up Randstad sports teams. In the Netherlands, we now have a Randstad Running Team (with more than 220 members!), a soccer team, a hockey team, and a cycling team. We also arrange healthy lunch walks, offer vitality tips (both online and offline), and provide the option of working out in a specially designated indoor workout area.

The biggest result of the above programs is that vitality and healthy living and working are becoming embedded in the company culture. For instance, a good work-life balance is now a topic for a Great Conversation in the Netherlands. Some 68% of all Dutch employees participate in the online platform.

united states

Randstad works with both temporary workers and clients to build a mutually beneficial relationship that can help identify and mitigate workplace hazards and exposures and clearly delineate the safety responsibilities of each party.

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

As a leader in manufacturing and logistics staffing and on-site talent management solutions, Randstad US also launched an online resource hub and quiz to help organizations assess their safety needs and understand the costs of leaving them unchecked. The platform provides safety resources and thought leadership to employers to become more accountable and to attain a stronger alignment around safety.

united kingdom

On the basis of a tailored survey to gain insight into H&S improvement areas, we have set up a well-being program that also helps define our longer-term well-being strategy.

For mental health and well-being, we host webinar sessions, and our leadership team is committed to our 'resilient ways of working' principles. For financial well-being, we organize a regular expert financial session. For physical well-being, we highlight good posture guides, and healthy living and sleep advice. For benefits and support, we run an expert session to help employees understand how they can access support and where to find useful resources. For remote working tools, we run sessions on remote working, managing remotely, time management, and shared tools. We also organize virtual team activities.

Some other well-being activities we run for our people are:

- A well-being knowledge hub taking a holistic approach to mental, financial, physical and social well-being;
- Leadership commitment to resilient business principles and embedding these across our culture and ways of working;
- Expert speaker sessions on topics such as resilience, stress, bereavement, financial well-being, and more;
- Peer forums on topics such as working and parenting at home whilst in lockdown;
- Well-being champions and mental health first aiders;
- Employee assistance program;
- Virtual yoga sessions;
- Regular health and well-being pulse survey that we take action on.

4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



corporate citizenship

randstad with heart

At Randstad, we believe in the power of work. A decent job can provide security, dignity and become a platform for building a better life. But for too many people, this ideal is out of reach. Too often where a person is from, what they look like, and who they are determine their chances of reaching their potential. Our corporate citizenship framework, Randstad with Heart, is designed to address this inequality. We harness the passion and commitment of our employees to go above and beyond to bring work closer to those who might otherwise be overlooked.

Through volunteer projects, not-for-profit partnerships and corporate giving, we help people across the world to reach their full potential. We support them to take or retake steps toward the prosperity and security offered by decent work. Our efforts are reflected in a broad portfolio of programs and are defined in the global policy for [corporate citizenship and philanthropy](#). The purpose of this policy is to define commonly shared rules within Randstad for identifying corporate citizenship and philanthropy initiatives that, in line with our mission, core values, business principles, and internal policies, are aimed at meeting the needs of the communities and societies in which Randstad operates.

Randstad with Heart is made up of three key pillars in which our initiatives have been carefully placed to help people across the world reach their full potential: volunteering with heart, giving with heart, and pro-bono consulting with heart.

volunteering with heart

Many of our employees help people in the broader global community to gain access to skills and work, enabling them to fulfill their potential. Corporate volunteering provides our employees with an opportunity to live the Randstad core values and enhance their own development as people, professionals, and citizens. Randstad supports volunteering activities through globally led partnerships, locally driven corporate volunteering programs, management resources, and one working day per year for all employees to spend on a charity of choice.

voluntary service overseas (VSO)

As part of our commitment to sharing expertise for a better society, we have a longstanding global partnership with Voluntary Service Overseas (VSO), the world's leading development NGO that strives for a fair world for everyone through the knowledge and skills of volunteers.

Randstad is VSO's global employability partner and our joint mission is to empower marginalized people to attain decent and sustainable work. This is achieved by giving our employees an opportunity to volunteer in VSO's international projects that focus on employability. 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.

Our partnership focuses on specific projects that are in line with our employees' core skills and competencies, as well as with Randstad's own strategic focus on employability.

In 2022, we participated in 21 (15 new) volunteering assignments, involving five operating companies, whose volunteers spent 14,360 hours on projects in Tanzania, Uganda and Cambodia.

clarity project - geita, tanzania

The Collective Action for Rights Realisation in Extractives Industry (CLARITY) is a three-year project (2021 – 2024) with funding contributions from the European Union and Randstad. The project was designed within the European

Union's Human Rights and Business framework to support communities in the mining areas in the Geita and Mara regions, particularly women, youth and people with a disability (PWDs). The aim is to improve people's rights, equal access, transparency, and access to information and justice in the extractives industry, while enabling them to acquire the necessary skills, assets, aspirations and capabilities for full, equal and effective participation.

eyee project - mwanza, tanzania

The Enhancing Youth Entrepreneurship and Employability (EYEE) project in the Sengerema and Ilemela districts of the Mwanza region focuses on enhancing vulnerable youth's ability to access self- and wage-employment through vocational training and apprenticeships, enhancing financial literacy and business skills, and increasing knowledge of and links to government support and social protection services.

In 2022, eleven volunteers worked on this project. Randstad volunteers made a significant contribution by empowering youth to access decent employment (self or wage) and exercise their right to equal economic participation, transforming families and communities. This was achieved by reinforcing youth's acquisition of relevant soft and technical skills in demand by the labor market through apprenticeship programs and addressing challenges that are fundamental to realizing youth's economic empowerment. A total number of 6,631 youth were impacted through the contribution of Randstad volunteers, and 573 were placed in decent jobs.



VSO - Capacity Building



VSO



“I’m very proud of my mentor, who dedicated her time, skills and effort in helping me to become more agile in CV creation, to clearly define my career goals and to learn about how useful LinkedIn can be in professional life.”

– mentee from Kenya

[youth empowerment, entrepreneurship & decent employment \(yeede\) - kampala, uganda](#)

The goal of the YEEDE project is to give 500 marginalized young women and men, including people with disabilities, access to employment and entrepreneurship opportunities in Kampala and Wakiso. The project organizes various activities, such as business selection, planning and management. In 2022, five Randstad volunteers supported this project.

[RECOVER: Rural Employment for COVID-19 Economic Recovery, Cambodia](#)

RECOVER is an EU-funded project that aims to contribute to inclusive economic recovery in the Tonle Sap region by improving food security, income and employment opportunities for fishing and farming communities and returnee labor migrants. This is done by leveraging existing relationships with private sector and local civil society partners to further strengthen value chains by linking producers, processors and buyers.

In 2022, the project was supported by three Randstad volunteers from the Netherlands. Their main task was to focus on the further development of soft skills training and a curriculum for TVET institutes and VSO staff and the creation of a coaching guidebook. The project was able to reach a total of 3,425 people through the activities and placed 82 into decent employment.



VSO



remote mentoring program

For employees who are unable to travel to the projects, we have developed a remote mentoring program. The program supports youths from East Africa during their career development. Randstad employees serve as mentors to support this journey. In 2022, a total of 80 colleagues participated in the program.

randstad with heart volunteering hours

As part of our global Randstad with Heart program, our employees worldwide are allowed to perform eight hours of voluntary activities annually during working hours for a charity of their choice. In this way, all our employees have an opportunity to give back to society and to raise awareness of causes that are close to their hearts.

In 2022, our operating companies continued to offer and develop their own volunteering programs and initiatives. We saw a great increase from the year before though, from 17,000 volunteer hours to 27,600.

giving with heart

Our corporate giving initiative, 'giving with heart', refers to social and philanthropic initiatives undertaken by Randstad. This includes supporting charities, foundations and NGOs aligned with our purpose and strategic objectives. Randstad also sponsors various philanthropic initiatives to raise funding for certain causes, with the aim of delivering social and beneficial impact. The total amount spent on corporate philanthropy (excluding VSO) in 2022 was € 3,096,000 (2021: € 2,900,000).

giving to world bicycle relief

Randstad has a partnership with World Bicycle Relief (WBR) to help people 'move forward' and improve their lives. The partnership aligns with Randstad very well as we, as an organization, have a special connection with the

bike. In 1960, Randstad's founder Frits Goldschmeding took his very first temp worker to her first job on the back of his bike. Back then and today, a bike is important for people's mobility and can improve access to work. All Randstad employees therefore received a small bicycle as a symbolic gift for helping people to move forward. In 2022, we donated a gift worth 2,021 bicycles (€ 270,000) to help people in developing countries acquire bicycles. Through providing them with better means of transportation, we can help them overcome barriers to attending school, receiving healthcare, and delivering goods to market. This donation will also be used to mobilize the entire community.

Over the next three years, we will mobilize an estimated 33,000 people in Hwange, Zimbabwe. Our gift will contribute directly to the economic development of this community.

Early pilots have estimated that the mobilization of this community could lead to:

- 15% increase in household income
- 25% increase of households with improved access to health services
- 10% increase of boys and girls who are retained annually in school.

giving to vso: vso sports week for development

Every year, Randstad organizes a global sports day to engage our employees worldwide. The sport activity is linked to a donation made by Randstad to support one of VSO's livelihood projects. In April 2022, 26 Randstad countries joined our fourth sports event in support of VSO, the #movetotalk challenge. The goal was for colleagues to get together, take on a physical activity (e.g., walking or biking) and engage in a meaningful conversation at the same time.

Almost 1,000 employees worldwide participated and were active for 96,200 minutes, resulting in a donation of € 24,050. The funds were used to support 50 young men and women in Tanzania on their journey into self employment and to exercise their right to equal economic participation so they can take care of their families and transform their communities.

giving to UNICEF

Randstad has chosen UNICEF as its emergency relief support partner to contribute through employee-led funds raised and matched by Randstad and Randstad Emergency Donations. In 2022, the Randstad community was deeply saddened by the accelerating humanitarian crisis in Ukraine and the wider region. Randstad therefore made an immediate donation to UNICEF in March and afterwards launched a two-week fundraising appeal for all colleagues around the world to support as many affected children and their families as possible. UNICEF confirmed that, together, across more than 20 countries, we were able to raise an amazing € 60,102.68. Randstad matched this donation with an additional donation of € 120,205.36, on top of the € 250,000 that Randstad had already given. This meant our donations amounted to a total of € 370,205.36.

pro bono consulting with heart

Randstad employees can use their skills and professional knowledge to support an organization or NGO on a non-profit basis during working hours. Support may include capacity building or strategic support. It enables Randstad employees to enhance their own development as people, professionals and citizens by offering not-for-profit technical support.

challenge fund for youth employment

Randstad, Palladium (an international advisory and management company) and VSO are the fund managers of the Challenge Fund for Youth Employment (CFYE), set up by the Dutch Ministry of Foreign Affairs. The purpose of the Fund is to create future prospects for 200,000 young people by investing in decent work and income, paying special attention to equal opportunities for young women in the labor market. We are also expecting future volunteering opportunities through CFYE.

In 2022, CFYE launched its fourth call, which resulted in the largest expansion so far, from 6 to 11 countries, from 37 to 72 Implementing Partners, and from 88,000 to 180,000 planned jobs for youth. We also saw the first job outcomes materializing, with currently over 10,000 jobs for youth having been created, matched or improved.

Randstad placed a volunteer in one of the CFYE projects through our VSO partnership. The volunteer worked in the [Healthy Entrepreneurs](#) project in Kenya, a social business where women (85%) and men (15%) become small business owners, selling essential (over-the-counter) medicines and health products, and disseminating health information. Healthy Entrepreneurs' business model addresses the persistent problem of the unpaid community health workforce and insufficient provision of health interventions to rural areas. The volunteer from Randstad supported the development of a number of HR tools, such as a salary house, contracts for employees, training and the development of selection and hiring processes.

employee-led initiatives

Employee-led initiatives are all kinds of initiatives that are independently initiated by Randstad employees to support a cause that is close to their heart. This can include volunteer activities or fundraising activities. All employee-led activities are supported and stimulated, and we encourage employees to come up with initiatives that are close to what they believe in. It is expected that these initiatives are driven by those individuals, locally and mostly performed in their own time or after alignment with the management with support from Randstad.

The biggest employee-led initiative is the Randstad Ride for Myriam, an annual multi-day cycling event that honors a Randstad colleague who sadly lost her battle with cancer. This initiative was initiated over nine years ago by Randstad Canada's former CEO. In 2022, the event became truly hybrid, welcoming Randstad Germany to the virtual event, and reviving the in-person portion of the event. Riding between Boston, USA and Montreal, Canada, 50 participants and volunteers traveled more than 520 km to raise funds for cancer research. Through the collective efforts of all participants and the generosity of our sponsors, the event raised close to \$200,000 and covered more than 67,000 km through physical activities such as running, walking and biking.

argentina

Our corporate volunteering program in Argentina enables Randstad employees to train vulnerable groups, giving them tips, recommendations and important information on how to build their résumé, be prepared for interviews, where to look for jobs, and information on what we believe the Future of Work will demand. In 2022, Randstad volunteers impacted the work lives of 6,867 people with more than 150 activities in collaboration with schools, institutions, NGOs and clients.

We have also strengthened our partnerships with NGOs to increase our impact on labor inclusion. Apart from our work for Fundación Pescar and Fundación Forge, we work with Fundación Empujar, which specializes in educational programs for young people with low incomes. Through our Public Affairs & Sustainability department, we put them in touch with branch managers, so that they have a trusted partner. The great value of this collaboration lies in the fact that our branch managers get to interview candidates who have been trained and pre-selected by this NGO. At the same time, we are contributing to youth employment, especially helping those from low-income talent pools. We also organize interview training sessions.

In Argentina, many children are exposed to child labor. This situation is worse in the north of the country, where most of the citrus and tobacco production takes place, and where harvest workers often take their children to work or leave them at home to deal with all the household chores.

To fight against these practices, Randstad Argentina participates in and encourages the Tobacco Chamber's initiative of setting up child assistance centers (for children up to 11 years), with the objective of preventing the use of child labor during the tobacco harvest season, from January to March. Together with the Tobacco Chamber and the NGO Conciencia, Randstad Argentina has run this program in the provinces of Salta and Jujuy since 2003. As the harvesting season coincides with our summer holidays, the program operates from the same schools the children attend throughout the year. The program not only prevents these children from working, but they are also taken care of, receiving health services, arts and crafts lessons, and lots of play time. The services include health care, study support, psychological support, early stimulation (babies), clothing, recreational workshops, and more. In 2022, we extended the activity to the winter holidays in order to give continuity to the





Various volunteering programs in Argentina



activities held during the summer and provide complete assistance to parents who work during the winter harvest. We also added training activities to improve employability.

In 2022, the twelve child assistance centers accommodated 794 children and assisted their families in both editions. The program also includes training for and meetings with parents and members of the community. Older siblings aged 12-17 participate in a similar program, which is managed by another NGO, called Porvenir.

In Argentina, only 16 out of 100 students finish high school on time. Education in Argentina has been in decline for decades, which increases inequity among students from public schools and private schools. Reverting the current situation of dropout requires tools that motivate young people to continue their education.

The Ministry of Education of Buenos Aires has designed a program of educational practices in collaboration with private companies in order to bring them closer to job experiences. The aim of the program is to connect students with the world of work to broaden their learning opportunities and offer the same opportunities to all.

In September 2022, Randstad Argentina participated in this program as a private sector partner, including 30 students in our daily work during one week to show them our process and how work is done at Randstad. We addressed topics such as team work, building working groups, organization, search and selection fundamentals, our search engine, how to build a CV and adjust your profile for a job, job interviews, feedback and reports.

As part of our sustainability strategy focuses on our commitment to the SDGs, we signed an alliance with Potrero Digital, a program of Impacto Digital that works in social innovation initiatives. Potrero Digital promotes labor inclusion through the development of digital ability. Our partnership with them has included a two-session module in employability skills for 70 participants and the organization of in-person interviews at a company for 30 participants.

australia

sydney uni project

Randstad Australia has a partnership with the University of Sydney with the aim of setting up an innovative undergraduate 'Experiential Learning' curriculum. The resulting two pilot programs have focused on preparing third- and fourth-year students for careers of the future and on helping students effectively transition into their careers as work-ready critical thinkers.

The main topics addressed during the programs include global perspectives, cross-disciplinary learning and real-world projects, as well as adaptation to the rapidly changing work environment, where automation and digitalization are transforming work practices. For Randstad, this has meant helping students to effectively transition from university life into the world of work. In addition, participation in these pilots has given Randstad an opportunity to tap into the bright minds of young students to receive genuinely creative, innovative and effective solutions for the scenarios we challenge them with. Ultimately, Randstad Australia aims to build long-lasting relationships with some of the university's strongest performing and most motivated students.

As part of Randstad's collaboration with the University of Sydney, we ask students to explore some of the major challenges facing their future of work. In recent years, we challenged students to gather academic research, speak to futurists and experts, and use their own imagination to create 'What if' scenarios on the future of work. Besides, a group of bright young students worked on answering the question of whether AI will be able to compute a good match between job seekers and jobs. We continue this work each year.

Randstad Australia also supports the Daniel Morcombe Foundation. Every year, Randstad's specialist education recruitment division supports the Day for Daniel, an annual fundraising initiative that helps raise awareness of child safety, protection, and harm prevention.

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.



Youca day and Pedal to empower, Belgium

belgium

For several years, Tempo-Team and Randstad Belgium have been participating in the Action Day of YOUCA, a regional youth association. In 2022, we offered 10 ‘jobs for a day’ for high school students on YOUCA’s website. These jobs included administrative work, being a recruiter for a day in one of our agencies, or being a coach for a day with our colleagues from Randstad RiseSmart Employability. The salary these youngsters earned was given to YOUCA to help fund a future project. It was a great opportunity for young people to discover the work Randstad Group does.

Randstad Belgium also participated in Pedal to Empower, a charity sports event where every colleague needed to ‘move’ as much as they could for the benefit of the World Bicycle Relief. We finished the challenge with 6,482.75 km on the counter for Belgium, the highest performance worldwide.



canada

Randstad Canada is a very active community partner with a large philanthropic focus. Our employees give generously, both in time and financially, to make a difference in their communities.

Randstad Canada also worked with non-profit organizations across the country to facilitate skills-based volunteering opportunities throughout the year, giving webinars and talks to job seekers on various topics ranging from résumé writing to coaching and micro-mentorship sessions. These opportunities allowed us to reach more than 400 prospective talents nationally.

Randstad Canada has long been committed to making work meaningful and accessible to youth in our community. We do this through the dedicated work of our Randstad Canada Charitable Foundation, as well as through partnerships and collaborations within the business.

Helping approximately 1,000 youth each year, the Randstad Canada Charitable Foundation partners with grantees to improve youth employability across the country. Through programs aimed at building skills and breaking down barriers to success, these programs contribute to lifelong employability for diverse youth. Randstad employees are also part of the solution, providing youth engaged in the programs with skills training and career coaching to improve their odds of success.

In 2022, the Randstad Foundation engaged with national and regional partners who are working to ensure that barriered youth are provided with the training and opportunities that they need to succeed. One example is our partnership with the Water First Training & Education Inc Drinking Water Internship. This 15-month paid internship provides indigenous youth in remote communities with the opportunity to become water treatment technicians and bring clean water to their communities.

This year, we also launched our Youth Forward strategy and program. Youth Forward brings together a network of youth employability expertise and promotes prevention and responsive solutions to ensuring that all youth have a chance to find meaningful employment. The program was launched with a roundtable discussion of experts, sharing their insights and expertise on youth employability considerations and how the private sector can help address those issues. We also held our large-scale annual charity fundraising event, raising more than \$230,000 to support youth employability causes across the country.

brazil

Randstad Brazil is a sponsor in some projects that help and encourage the employability of vulnerable groups.

- Programaria: Randstad sponsored scholarships for 100 women (of low-income) to study programming languages. With this online course we empowered women with tech and programming skills and we also helped to promote diversity and inclusion in technology.
- Potências Negras Mulheres: We sponsored an online event focused on empowering black women and connecting them with a journey of personal and career development, opening opportunities for replacement and growth in the job market.
- PROA: This NGO trains low-income youth, helping them to enter the job market and get their first job by establishing partnerships with large companies. We advertise our vacancies on their platform, and interested students will be directed to register in our database.
- Data4All: In partnership with Gerda, Randstad sponsors a program that trains self-declared black people in Python and Data. They may subsequently be hired by one of the sponsoring companies or, in the case of Randstad, by one of our clients. The course is held by Let's Code and was implemented at the end of 2022.

chile

To promote the physical activity of its employees by supporting a cause, Randstad Chile works with an app (Randstad Runners) that measures the number of kilometers run per worker. These kilometers are converted into a number of breakfasts donated to Fundación Emplea (run by Hogar de Cristo, a public charity).

china

Around the Spring Festival and mid-autumn Festival of 2022, Randstad volunteers visited children from the Hui Xin Welfare Home, a specialized private social welfare institution for children with disabilities. A long-term relationship with them has been established for many years. These children have had a difficult start, so they definitely deserve our love and care. We wish they can have a good future, if only they are given the right kind of care.

In April 2022, Shanghai was under lockdown due to the pandemic and faced difficulties in purchasing supplies. Randstad China sent fruit, vegetables and other food (about 1,000 kg) to the front-line epidemic prevention workers (community workers and volunteers) in Zhangjiang Science City in Pudong New Area and Tianmu West Road in Jing'an District, Shanghai.

In addition, 500 sets of isolation protective clothing, 500 masks, 500 pairs of gloves and disinfection medicine were donated to Pengpu Town Government in the Jing'an District, Shanghai, and immunization hand sanitizer and alcohol spray were donated to Tianmu West Street to support the street workers who worked on the front line.

Randstad China is encouraging more employees to join in volunteering activities. On Business Development day around Halloween, businessline colleagues organized charity sales activities. Through talent shows and charity sales of personal materials, they raised money and donated to Shanghai Hui Xin Welfare Home, Suzhou Charity Foundation, Nanjing Qinhuai District Charity Federation, Shenzhen Charity Association and Shenzhen Ciyuan Charity Foundation.

czech republic

Randstad Czech Republic has been cooperating on a regular basis with a non-profit organization (Dům tří přání). This NGO focuses on active work with underprivileged children and families. Every year, we organize a collection of books and educational toys. Randstad employees 'adopt' a particular item on a child's wish list and then provide it. Since 2014, our company Christmas card picture has been drawn by a child attending the NGO.

We also cooperate with ADRA (Adventist Development and Relief Agency) to help Ukrainian refugees integrate into Czech society. We already actively offer jobs to refugees, and now we also contribute all our profits from each job placement for Ukrainians to ADRA projects.

denmark

Randstad Denmark sponsored a Danish transfer initiative for Ukrainian refugees that was organized by the Danish Red Cross. In this way, we supported the transfer of Ukrainian refugees to Denmark.

Randstad Denmark aims to support educational institutions and students in the transition phase from student to worker. Randstad Denmark provides resources to teach as guest teachers at higher educational institutions, participate through case studies in larger projects, and engage approximately 22 (half of our FTEs) interns every six months, preparing talent for their work life.

france

Randstad France partners with Entourage, whose mission is to promote the reintegration of homeless people through employment. To achieve this, the Entourage association has set up a social network of solidarity, linking homeless people with residents in their neighborhood. Randstad and Entourage have joined forces under the Entourage Job initiative, which aims to generate employment opportunities for the homeless by encouraging people to open their professional networks, and by encouraging recruiters to support those who have the desire and the motivation to work. The project includes the development of a digital platform dedicated to the collection and dissemination of résumés. Randstad participates in the design phase of the project, including the scoping phase of the technology platform. We also share expertise around the tools developed by Randstad

(employability diagnoses, aptitude tests, etc.). Finally, Randstad employees run training sessions for Entourage Job candidates (job searches, preparing interviews, etc.).

In 2022, at the start of the new season, football club Red Star announced its two new major partners for the next three years: Randstad and LinkedOut. The health and social crisis caused by Covid-19 has further deepened inequalities, and people in vulnerable situations need help and solidarity more than ever. Red Star is convinced that we all have a role to play in enabling vulnerable people to get back into work. That is why the club made Randstad and LinkedOut its new main partners.

LinkedOut focuses on giving a professional network to those who do not have one. Without a network, the chances of finding a job are close to zero. LinkedOut mobilizes the general public and invites them to massively share the CVs of vulnerable candidates on different social platforms, in order to offer them visibility and generate job opportunities. This partnership brings together the worlds of sport, solidarity and business – three complementary universes that can each contribute to a more inclusive society.

- Sport: using the extraordinary visibility and mobilizing power of football to make the invisible visible, to raise awareness of extreme poverty and to encourage inclusion.
- Solidarity: providing the means to support the work of local actors and developing a community of tens of thousands of actors.
- Business: enabling people who would otherwise find it difficult to participate in the world of work to benefit from the know-how of the world leader in human resources services.

MyCREO association in France offers support programs for young entrepreneurs from disadvantaged neighborhoods. The program offers 96 hours of training, including consulting, coaching and business development workshops, networking opportunities (meetings, workshops, professional meetings). In addition, Randstad Institute runs the My CREO sponsorship campaign, offering employees the opportunity to become a sponsor of motivated project leaders.

Randstad Institute has supported Emmaüs Connect since 2019, which fights against the digital exclusion of vulnerable people. Digital skills and multimedia

equipment have become essential for access to most everyday services. In 2022, Randstad Institute reaffirmed its commitment to supporting people in a situation of social and digital vulnerability, helping them return to sustainable employment.

In 2022, Randstad Institute renewed its partnership with Solidarités Nouvelles face au Chômage (SNC), which means 'new forms of solidarity in the face of unemployment'. SNC aims to fight long-term unemployment and promote the employment of older people. It also promotes social inclusion mechanisms in the form of two-person support teams (senior volunteers or people working in a company). Discussion or support groups are set up within companies to reflect on innovative ways to help people reintegrate into the labor market. The project aims to help job seekers discover their own skills through workshops, webinars, conferences, and participation in a company program in three pilot regions.

Finally, Randstad Institute supports the Festin association by taking part in its 'Des étoiles et des femmes' (stars and women) project. This project focuses on providing vulnerable people with access to sustainable employment through training. It enables motivated women from priority areas to acquire a CAP (certificate of professional competence) in a reputable organization, alternating with internships in the kitchens of great chefs. Thanks to Randstad Institute's support, the project has been able to continue to develop in other cities in France. In 2021-2022, 11 classes took place in which 128 women were trained.

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. Each project receives up to € 300.

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



Ehrensache Germany

Randstad Germany is also actively involved in the Tent Partnership for Refugees' mentoring program. So far, we have successfully completed two program cycles and have been able to support 10 refugee women to find their way on the German labor market.

The German Randstad Foundation is the licensor of the nationwide initiative 'You are a Talent!'. Interested companies acquire a license for the program and enter into a partnership with a school, often a secondary school, high school or comprehensive school. As part of the program, company employees use teaching materials to work through the process from finding a career to applying for a suitable apprenticeship. Randstad Deutschland GmbH & Co. KG is also a licensee of the Randstad Foundation and is now in its 13th year of supporting school students. Due to their professional field of activity, Randstad employees are experts on the subject of job applications and requirements in the world of work. Here they can share their knowledge and experience appreciation and recognition. And because they also get a picture of the challenges young people face, both Randstad employees and students benefit from this collaboration.

In addition, Randstad sponsors the JOBLINGE initiative with locations throughout Germany. Young adults between the ages of 15 and 24 with 'placement barriers' are supported in their search for training or work. These young people hardly know any role models and often lack sufficient support, financially or in terms of language.

A second program, JOBLINGE Kompass, focuses on refugees between the ages of 18 and 25. Due to their lower qualifications and language skills, they need special support. The initiative has achieved above-average success: 70% of the young people make the leap into working life.

Randstad Germany employees are involved in both programs.

greece

Since July 2018, the Randstad Greece team has had a dedicated local Randstad with Heart team to coordinate local activities. Initiatives to date include:

- Collecting plastic caps from bottles (water, juices, milk, detergents/softeners, etc.) to support 'Look to the Stars', a social cooperative enterprise that focuses on ecology and environmental balance.
- Collecting goods (canned food, dental hygiene essentials, pads and first-aid items) and delivering them to non-profit organizations.
- E-mentorship for youth in Tanzania. Participants are fresh graduates with little experience and limited knowledge about the labor market. We offer a personal coach or mentor, providing guidance for different employability skills in order to get these youngsters prepared for the job market. As Randstad, we know exactly what a future employer appreciates in talent. We are therefore very well equipped to guide young people at the beginning of their career and help them make their first steps.

Every initiative is an opportunity for us to self-reflect and appreciate all that we have, improving our life skills while helping others.

Randstad Greece also runs the Randstad Intelligence series for talent, with a focus on the current needs of the Greek labor market. The purpose of this series of thematic webinars is to support people's employability all over Greece with best practices, current prospects in the Greek market, and concrete employability advice. The webinars have been designed to meet the needs and requirements of specific areas of activity and for talent of all ages and levels of experience, with a focus on the fields of technology, engineering, financial accounting, marketing, communication and sales. This initiative has enabled us to address audiences all over Greece and not just in our capital (Athens) as well as Greek people who are currently working abroad and would like to return home. More than 2,000 people benefited from this initiative in 2022.

Randstad Greece also supports Ithaca, a non-profit organization in Greece, providing services and support to the homeless and other vulnerable groups. Ithaca works mainly with people who are homeless and refugees. The aim is to improve living conditions and increase social inclusion through hygiene services, reintegration into the labor market, and raising awareness of homelessness

and poverty. Since April 2021, Randstad Greece has been involved in a mentoring and capacity building program, supporting Ithaca in enhancing the social impact of their reintegration pillar (employability sessions and workshop development as well as consultation sessions for their career counselor) and strengthening the organization's footprint by helping them to develop their network.

Randstad U Can Do in Greece is an initiative focusing on universities, colleges, and student associations and institutes. Through this program, we provide guidance to young people on issues relating to the world of work, future in-demand skills, employment trends, and employability training. Our goal is to foster youth employment and promote equal opportunities for those in need of additional support, bearing in mind that youth unemployment in Greece is really high. This program gives us the opportunity to strengthen the connection between the world of formal education and the workplace, and to actively support young students and new graduates to successfully realize their work-life potential. In 2022, we provided more than 15 sessions in person and online (one-on-one or in group workshops), positively impacting more than 300 students and young graduates.

Randstad Hellas at the Real Time Graduates (RTG) Online Open House is a non-profit program that connects graduates with the Greek Shipping Cluster. The aim is to bring young graduates closer to the shipping industry via the RTG Online Open Houses, workshops, and field visits. Through Randstad Risesmart, Randstad Greece has become an institutional supporter of RTG's Open House and has been involved in hands-on employability workshops (how to write a CV, interview and LinkedIn tips, and job search support) for young students and graduates of shipping studies. The aim of the program is to support Greek youth by strengthening their employability in the demanding shipping sector.

Randstad Greece participates in the #TF4Women Fellowship. This is a 6-month program relating to the empowerment of refugee women, with the aim of integrating them into the labor market. This program provides online educational material, practical training and development of soft skills through the support of mentors and professionals from the field of technology in Greece. The program is implemented by SISTECH, an international NGO that aims to empower refugees through technology. In 2022, Randstad Greece volunteers supported the program, giving training on employability

and the technology jobs space in Greece. Upon completion of the program, they screened participants' CVs for potential job matches.

Randstad Greece collaborates with the International Organization for Migration (IOM) in Greece. We share relevant job openings with their employability consultants and provide support on how they can help refugees to register. We have the same collaboration with ACCMR (Athens Coordination Center for Migrant & Refugee issues), which operates as the first coordination hub in Greece that facilitates networking and cooperation between the Municipality of Athens and civil society, international organizations and central government, with the aim of developing effective integration policies. We did the presentation and training to most of the 100 NGOs/bodies members of the ACCMR, represented by 450 professionals in the field.

We also partnered with the Hellenic Red Cross, establishing open communication and collaboration to liaise for job openings in which we could support their beneficiaries. We trained their career counselor in order to properly guide all newcomers on how to register to our website and provided employability training to their beneficiaries.

italy

Randstad Education in Italy cooperates with the following stakeholders to support young people:

- Enactus: an international non-profit organization dedicated to inspiring students to improve the world through entrepreneurial action.
- Ashoka: this association identifies the world's leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to turn people into 'changemakers'; we carry out mindset changemaking programs in schools to support this mission.
- Sodalitas Foundation: Randstad Italy participates in Deploy your Talents, (a European project that aims to create more awareness of the growing need for STEM competencies, while simultaneously reducing the gender prejudices that characterize this sector), We4Youth (a multistakeholder activity aimed at reducing the school-work gap), and Youngsters & Companies (a structured course providing official testimonials for employment agencies).

Since 2016, Randstad Italy has been one of the main partners in the Palestre delle Professioni Digitali project, a CSR initiative set up by Accenture Italy and Accenture Foundation in 2013. Randstad's contribution focuses on pre-selecting participants and helping them improve their employability. The main goal is to increase the employability of young graduates (mainly with an Arts degree) by redirecting their skills to digital marketing professions that are in high demand. This enables them to quickly enter the job market. Participants follow 120 hours of classroom lessons given by top management of mainly Italian IT or innovative companies, followed by 60 hours of project work (of which more than 20 hours of e-learning). So far, 1,300 students have been supported, and 80% of these graduates found an internship within six months of the end of the course. Because lessons are now given online, students who live outside the Lombardia region can participate as well. In 2022, three editions were organized in which 150 young people took part.

During 2022, Randstad and the HO team renewed the sponsorship of Lo Spirito di Stella Onlus, founded by Andrea Stella, who is confined to a wheelchair following an accident. Through his Wheels on Waves project, Andrea emphasizes the importance of accessibility for people with disabilities. He designed a fully accessible catamaran, which sailed across the Mediterranean, making stops in many Italian ports. In collaboration with Spirito di Stella, we support events to promote the inclusion of disabled people in the labor market.

hong kong

In Hong Kong, we have a CSR committee that is responsible for organizing different activities every year. In 2022, dog lovers in the office offered to walk the dogs of an animal shelter for an afternoon and helped with the general clean up and feeding. We continued to promote gender equality and women empowerment by offering mentoring and career advice to female students. A blood donation drive was organized and we visited an elderly center where we spent the afternoon keeping the elderly company, playing games, having conversations and sharing a meal. In December 2022, we raised money to provide Christmas presents to underprivileged children by asking for donations in exchange for wrapping presents.

hungary

The CSR team of Randstad Hungary consists of the Randstad with Heart team and the VSO team. The committee members have their own projects, which they coordinate independently.

Randstad Hungary promotes equal opportunities for all. For example, in 2022, our volunteers helped young hearing-impaired individuals to enter the job market. The consultants were very skillful at tailoring the talks to the individual, with career advice, CV advice, and interviewing. They also helped an individual with a specific job search. It was a positive experience for both parties, and we would like to continue this initiative in 2023 as well.

After the Ukrainian crisis had broken out, Randstad Hungary immediately volunteered to help arriving refugees. Many of our co-workers went to the train stations to help refugees arriving in Hungary.

In 2022, Randstad Hungary participated in the Pedal to Empower movement to support World Bicycle Relief. Our small but enthusiastic team helped the global initiative reach 12,095.19 km, gathering a total of € 6,000.

Randstad Hungary participates in the global VSO sports week every year. This year, we organized Move 2 Talk walks near the office to help achieve global goals. We are very excited about this year's sports event and hope to raise even more awareness of the importance of this cause.

In January, Randstad Hungary joined the 'not a luxury bag' movement, which aimed to help women in poverty. We collected different second-hand bags in good condition from our employees and packed them full with all kinds of personal hygiene products. Our employees could also support the initiative with a money donation, which enabled us to buy even more hygiene products for the donation.

In December, we collected large amounts of chocolate to donate to children living in poverty. Our colleagues collected a huge box of donations, and our Randstad with Heart team supported the campaign with multiple calls to action.

At the end of 2022, Randstad Hungary organized our Christmas present campaign jointly with the Maltese Charity Service. We collected presents for two villages based on the wish lists of the children who live there in poverty.

Finally, in 2022, Randstad Hungary helped a local public park in cleaning and organizing their yards, we worked together with an organization that helps children with autism, and we helped Ukrainian refugees with individual needs. These programs were not only open for our committee members, but any colleague could join, and many did.

india

Over the past few years, Randstad India has been partnering with several social organizations committed to the cause of the LGBTI community. One of them works with the transgender community. We conduct English language classes every year to help people from this community develop their soft skills. We also help them in various other ways, for example by providing laptops and helping them get enrolled in vocational training programs, equipping them with the right skills to make them employable in the future.

In 2022, we partnered with an organization that works with the transgender community in the northeast region of India, one of the most neglected groups in the country. We co-sponsored their annual football tournament, featuring the first transgender football team in India. We have various programs lined up with them for 2023 as well.

vso selector program

Adding to the global partnership between Randstad and VSO (Voluntary Service Overseas), the VSO Selector Program provides volunteer services to VSO through remote assistance. VSO Selectors are part of a team to assess the suitability of candidates against VSO criteria. They play a key role in helping VSO to assess candidates who have applied for professional volunteering roles. Randstad India is the only organization to offer this service free of cost.

In 2022, we were also involved in the VSO Move to Talk challenge, during which Randstad India was the best performing operating company. Over 300 employees participated in the challenge, contributing to the cause in a significant way.



RAHI India

We also worked with various other social organizations involved primarily in catering to the needs of marginalized sections of society, such as the transgender community, persons with disabilities, and economically disadvantaged groups. Our employees provided various kinds of training for these groups.

In 2022, Randstad India partnered with a local NGO, Rise Against Hunger India (RAHI) for a meal kit preparation drive with our colleagues in Bangalore. We were able to provide 10,000 meal kits for people in need.

Randstad Offshore in India contributed via:

- Pedal to Empower: We supported the World Bicycle Relief's annual Pedal to Empower ride and helped Randstad reach its target of 5,000 km globally.
- Goonj: For this activity, we collected and donated bags of quality, pre-loved clothes contributed by employees from the office. The clothes were then redistributed to charities.
- Randstad with Heart month: Our colleagues distributed food boxes to multiple homeless and disabled people and families in over 30 locations in the city.
- Corporate gifting – Randstad Offshore Services donated a vehicle to an NGO to support women in distress and victims of gender-based or sexual violence.
- Corporate gifting – Randstad Offshore Services donated INR 4,79,000 to an NGO that rescues and shelters senior citizens who are victims of domestic violence.



Pedal to empower, India



Empower, India

The Atmavishvas Project (Atmavishvas = self confidence) was launched in 2021 to provide purposeful support to historically excluded groups or communities, helping them to gain skills and perspectives and find gainful employment. Over two years, more than 150 young talents from economically disadvantaged backgrounds and transgender youths received mentoring, English language communication training, and interview preparation support from our colleagues to help them become employment-ready.

new zealand

In 2022, our New Zealand business continued partnerships with various local charity organizations, finding ways to give back to the community and using our volunteer hours to support others. This year, as for the last nine years, we again supported Oranga Tamariki, a government-run organization that supports children whose well-being is at significant risk. We ran our annual Christmas party, providing Christmas gifts for these children, many of whom come from lower socioeconomic backgrounds. We also contributed volunteer hours to the city mission, which supports basic food and clothing needs for the homeless. In addition, we supported a local primary school in a low-decile area for the third year in a row by spending half a day helping with painting and cleaning their school. Others spent time baking meals for Ronald McDonald House, which supports families of children in long-term hospital care away from their homes.

norway

For a number of years, Randstad Norway has worked closely with Médecins Sans Frontières (MSF). Through this collaboration, Randstad Norway wants to help make it easier for field workers to travel and work for MSF. Moreover, we want MSF to attract more field workers, and we see that, through our expertise and network, we can contribute to this work. In addition, we have had the opportunity to arrange for medical personnel to work for MSF for periods of time, and take shorter assignments for Randstad Norway when they are at home. This applies to medical personnel as well as non-medical personnel.

poland

For four years, Randstad has worked with the One Day Foundation. Within their Usamodzielnieni ('Turn Independent') program, we support young people who are about to leave their childcare institutions or orphanages, and need to gain experience in a profession of their choice. In 2022, for the fourth time in a row, Randstad Poland freed up the annual funds for Christmas gifts to help finance training courses, supplementary classes, driving lessons, and foreign language classes for the young people supported by the One Day Foundation. This way, we will make it easier for these youngsters to enter the labor market or continue their education.

The One Day Foundation also runs the 'usamodzielnieni' app, an extensive database with lots of useful information for young people taking their first steps in their adult lives. It offers easy training, enabling youth to improve their CV, which they can then immediately forward in response to verified job postings.

Randstad Poland also partners with Mercedes-Benz Manufacturing Poland's program 'Girls Go Technology'. This program is targeted at girls from high schools and technicians from Jawor and the surrounding area. It was created in 2018 with a view to instilling in young women the belief that technology can be a great choice for a professional life. Girls Go Technology is a two-stage project. The first stage is meant to determine participants' predispositions and talents. As part of this stage, during an organizational meeting in 2022, school girls got acquainted with the idea and program of the project and the history of the Mercedes-Benz brand. They also had the opportunity to talk about their future and talents with HR specialists. Girls interested in 'taming technology' were then invited to the second stage of the project: a series of five meetings and workshops on future technologies and the labor market.

portugal

Since 2019, Randstad Portugal has worked with APAV Portuguese Victim Support (an association that protects victims of violence or crime), supporting the management team with legal issues. In 2022, we continued to work with APAV, with victims who need to be relocated or find a job to be able to become financially independent from their aggressors. Together with O Ninho, Randstad Portugal helps former prostitutes to enter the regular labor market.

Randstad Portugal also participates in the national strategy program for the integration of homeless people (2017-2023), and we supported Associação Orientar (an NGO that helps homeless people and supports the reintegration of homeless people at risk of social and professional exclusion) through the donation of materials (books, clothes, computers). This year, we helped with a special Christmas box to provide more comfort to the homeless.

We also donated computer equipment to families so their children could attend classes at home.



Orientar project, Portugal

Randstad Portugal continued its partnership with Vale de Acor in 2022. This organization aims to help the 'new poor' of our society: people without a community to rely on and with very limited financial means. These include drug addicts and alcoholics, some with psychiatric problems, as well as inmates and former inmates.

In addition, Randstad Portugal works with Operação Nariz Vermelho (ONV). This organization employs clowns to bring joy to hospitalized children, their families, and health professionals. They do this with a team of professionals with specific training; our consultants support the recruitment process and Randstad also provides spaces in branches or HQ to conduct training sessions and interviews.

Randstad Portugal also supported the EPIS (Entrepreneurs for Social Inclusion) association. We provided training sessions on CV writing for young people with special educational needs. In 2022, we again contributed to the '60 special minutes' program, a digital initiative attended by people with disabilities, teachers, institutions and other people with an interest in the subject. It included a series of talks developed by EPIS. Through this participation, we estimate that we made an impact (direct or indirect) on more than 200 people.

Randstad Portugal also helps APCL (associação portuguesa contra a leucemia), whose mission is to contribute, at national level, to increase the effectiveness of the treatment of leukemia and other hematological diseases. Randstad provides training in human and legal rights to all people hospitalized with leukemia.

In addition, Randstad continues to collaborate with the Football for All and Surf for All leadership programs. The Football for All program is specifically designed to promote the employability and entrepreneurship of disabled people and to promote all forms of inclusion and diversity in the football world. The Football for All project works with the Cruyff Foundation. We hope that we will be able to develop a Randstad global partnership to promote this initiative in 2023.

Additionally, Randstad Portugal supports Associação Salvador, an organization that helps people with disabilities to find work. In 2023, Randstad Portugal intends to help with the NGO's campaign to explain the benefits for companies, and regularly organize workshops to help people improve their CVs, social profiles, and interview skills.



EPIS- social entity inclusive education, Portugal

In 2022, Randstad Portugal also continued to support Associação Novamente, a Portuguese NGO that helps people with disabilities. The organization is currently focusing on helping people with traumatic brain injury. 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.

In 2022, due to the crisis in Ukraine, many entities and people asked for help. All colleagues from all over the country organized campaigns to collect food, medicines and clothes. They also offered housing and financial support for refugees, not only those who were arriving in Portugal, but also the people who were still in Ukraine and in need of urgent support. We saw a huge mobilization through various types of support.

Randstad Portugal joined another edition of the Promova project, coordinated by CIP (Confederação Empresarial de Portugal) and developed in partnership with Nova SBE. The project was jointly sponsored by several companies, including Randstad. This project aims to identify female talents with leadership potential and to support their development, thus contributing to an increase in female leadership in companies' top management.

Through the ASAS project, social emergency (psychological, legal, medical and social support) was provided to our Ukrainian employees and talent, and others that requested help through our landing page. We developed a caregiving and philanthropy toolkit to

provide our teams with information about the channels available for donations and to help entities who asked us for support in relation to the war in Ukraine.

In terms of senior employability, Randstad Portugal has developed a special approach focused on exploring potential. It aims to deconstruct the prejudice about aging and eliminate stereotypes, which tend to reinforce negative aspects, while completely putting aside the value of experience. Randstad is one of the companies promoting dNovo, an association that values and promotes senior qualified professionals from the age of 50, committing to support them in terms of skills development, mentoring, and access to employment opportunities. A Randstad team with consultants, managers, directors and management team members volunteer as mentors, working closely with dNovo. Randstad Portugal also supported the Capacitar+ project, whose mission is to promote the employment, training and qualification of people aged 45 or over with little education or limited literacy.

In 2022, Randstad Portugal moved forward with the 'Improve Yourself' initiative, launched in partnership with the Coimbra University. This program aims to bring education closer to the labor market through Randstad's participation in individual career counseling sessions and webinars on employer branding, employability and the future world of work. We also publish relevant articles for students and young graduates, and Randstad consultants are available to tutor students and alumni.



Mentoroma- social inclusion Roma community, Portugal



Improve yourself Coimbra University youth employment, Portugal



Promova empower women, Portugal

We also participated in a special week about employment within the university. Last year, we involved all Randstad teams, particularly our consultants, who participated enthusiastically, making this a highly successful project.

Together with the University of Coimbra and the European University, we started the Randstad Internship Academy. This will be expanded in 2023, also involving other universities and institutes of higher education. It will be a true space for co-creation and intergenerational learning. In addition, Randstad is the sponsor of two awards given to undergraduate and Master's students in Human Resources Management at the European University, helping to promote the best talent. As part of our partnership with the European University, we received some students to do internships and we gave financial support to the best finalists of the Human Resources Management course.

We also support a program with the Portuguese Council for Refugees (CPR) and JRS- Portugal in order to enhance the employability of refugees through training, generating true inclusion.

Randstad Portugal collaborates with Cruz Vermelha Portuguesa Amadora. This association promotes education and the values of citizenship to support people living in Amadora neighborhoods, where there are many social problems. In 2022, we supported a new project called Mentoroma, which intends to empower the Roma community, which is still not fully integrated in society and whose people generally have a lower education level, which is another employment barrier.



Corporate citizenship, Singapore

Randstad Portugal supports APSA (associação portuguesa síndrome asperger), a social entity that provides training and contributes to the socio-professional empowerment of people with disabilities, particularly those suffering from Autism Spectrum Disorder (ASD) and Asperger Syndrome (AS).

Randstad Portugal also supports the Bairros project, whose mission is to promote employment, training and qualification. Bairros offers the First Job - Open Door | Employability Agency program, which supports vulnerable people in the labor market. This is done in collaboration with several entities with extensive experience with this target group.

In order to leverage equal opportunities, Randstad Portugal's Capacitar Todos program, launched in 2021, promotes the employability of residents from more peripheral areas of large cities, such as Amadora and Maia, as well as from less densely populated areas. Randstad Portugal contributes to the Capacitar+ project, initiated to solve a challenge at Santa Casa da Misericórdia da Maia, on the outskirts of Porto. In 2022, we continued our support. The project was distinguished for its impact by Nestlé through a Sustainability Award, both in 2021 and 2022.

singapore

Food from the Heart is a charity organization that Randstad Singapore has supported for the last years. In 2022, we continued the partnership, contributing to the charity's [Community Food Pack Programme](#). This program comprises distributions of fresh fruit, eggs and bread, as well as monthly food packs of non-perishable food items. It helps the less-fortunate put food on the table and offset their living expenses. The Community Food Pack comprises food from different categories, such as staples, vegetables and proteins, and cooking essentials. After sorting the food received through food donation drives, the items are packed into food packs that will last each family for a month.

Randstad Singapore started a partnership with YMCA in 2022 to support young people aged between 15-21 in the Project Bridge. This program supports about 15 youths every quarter, reaches out to out-of-school youth and youth-at-risk with the mission to integrate them back into society through meaningful programs and activities. Project Bridge's main programs are the Vocational and Soft Skills Programme (VaSSP) and the Y Explore Programme. Over 4 days, our volunteers shared career tips on writing a résumé and interview etiquette to help them prepare for their vocational training and the world of work beyond that.

spain

To improve employee engagement and support people with disabilities, 68 employees from Randstad Spain participated in the 'misminutossuman' challenge, an initiative to add minutes in one week for a solidarity cause, walking, running or cycling. They gave almost 15,000 minutes and Randstad donated € 3,800 to ASPACE (the Spanish confederation of care organizations for people with cerebral palsy and related afflictions), the charity chosen by the participating employees.

In 2022, we developed a new project, Digital Gap, which centers around the circular economy and the transformation of digital knowledge. The objective is to reduce the digital gap experienced by more than 200 people with disabilities. We provide them with a reconditioned laptop, a Microsoft license, an internet connection, and training in Office (Excel, Word, etc.). We also give skills workshops. Laptops were donated by companies (we received 311 laptops, 185 reconditioned and delivered, reducing 81.08 tons of CO2), and Randstad volunteers and client volunteers participated as trainers in the workshops. You can watch a video about the project here.

The Randstad Foundation Spain organized its annual Randstad Foundation Awards event for the seventeenth time in 2022. The Award recognizes companies, the media and other institutions for their commitment and positive contributions to CSR and the employability of people with disabilities. For each person who connected to the online event, the Randstad Foundation donated € 1 to a social project for the inclusion of people with a disability. The donation was given to Cruz Roja Española, chosen by the employees of Randstad Spain.

With the aim of being present in the social networks where our candidates are, we approached the youngest audience through TikTok, the fastest growing social network. In this new channel, we offer advice on improving employability through a series of short videos.

In 2022, Randstad Foundation worked on specific projects to promote the empowerment and employability of women with disabilities:

- Volunteering project with Enagás for the employability of women with disabilities (workshops in motivation, labor rights, energy saving, social networks, job interview, first aid and self defense).
- Four projects financed by the government of Catalonia, Valencia and Madrid, for the empowerment and employability of women with disabilities in the labor market.

In addition, Randstad Spain launched the Tú Sumas Plan with which, in collaboration with the Randstad Foundation, we want to provide support, advice, accompaniment and specific resources to improve the health, skills and competencies of employees with disabilities and family members with disabilities.

Randstad Spain contributes to the SAVIA Digital Hub for the improvement of the employability and generation of job opportunities for professionals over 50, driven by the Endesa Foundation. Within the framework of this collaboration, we created a landing page with direct access to our job opportunities, a competence test, a salary calculator and information from Randstad Research. We also organized webinars on the challenges of finding work and successful job search strategies.

the netherlands

Randstad Group Netherlands is one of the premium partners of Enactus, an international collaboration between students, higher education and business in 36 countries. As a partner, Randstad Group Netherlands helps various Enactus student teams set up workshops and training courses. With these projects, students develop the talents and leadership skills they need for their future careers.

In the Netherlands, more and more people are faced with debts. Randstad wants to make sure that people are not left behind because of their debts and therefore offers them free help with their financial issues. We refer employees whose wages have been garnished due to debts to the free app fikks. The app puts the employee in touch with a buddy who will help them with their finances.

Together with the Ajax foundation and the Johan Crujff Arena, Randstad Netherlands helps young people who have dropped out of education in Amsterdam by means of intensive sports training and personal development. The aim is to help them get back to school or find work.

Since 1999, Randstad has organized an annual volunteer day in the healthcare sector, now known as Randstad Zorgt! During this day, colleagues from all over the organization (but also temporary employees, friends, family, etc.) volunteer on a variety of projects, often proposed by our clients in the healthcare sector. Due to the pandemic, the Randstad Zorgt! Day was canceled in 2020 and 2021, but in the summer of 2022 it did go ahead, with 158 colleagues deployed to various healthcare sites around the country.

Yacht and BMC have entered into a partnership with Make a Wish. Yacht and BMC support Make a Wish by committing to fulfilling the wishes of children between 3 and 18 years of age who suffer from a serious, sometimes even life-threatening, illness.

Since 2001, Randstad has organized an annual youth sailing trip on the Clipper Stad Amsterdam. This sailing trip brings young people with diverse backgrounds together, creating awareness and understanding of each other and the environment. Working together to sail the ship results in long-lasting friendships. Because of the pandemic, the trip was canceled in 2020, but it was organized again in October 2021. Although far fewer

Ajax challenge, the Netherlands



young people were allowed to go than usual, we did manage to give 30 young people the opportunity to go. In 2022, 17 young people through Randstad and 17 young people through the municipality of Amsterdam went along, plus 6 supervisors (3x Randstad, 3x Amsterdam).

HandicapNL organizes inclusive festivals through the No Restrictions Party Unlimited program. In collaboration with HandicapNL, Randstad colleagues can offer people with disabilities an unforgettable day through Randstad With Heart at various events.

Through a collaboration between Randstad and libraries (Probiblio), we help low-literate people improve their language and/or digital skills and thus increase their chances of getting a job or completing training. The library offers free courses and guidance.

Since April 2022, Randstad Group Netherlands has donated all written-off laptops to the social enterprise 'ICT vanaf morgen'. This organization reconditions the laptops in collaboration with young people at a labor market disadvantage. In this way, written-off laptops get a second life, and the youngsters are offered employment and work experience. The initiative is partly for the benefit of the inhabitants of this region. This completes the social circle. With the approximately 1,500 laptops a year that we donate, the charity can employ 7.5 FTE, people who used to be at a labor market disadvantage themselves. We receive at least 10% of the refurbished laptops back from the organization, which we then deploy on social return projects (e.g., apprenticeships for migrants) or donate to people from the SROI target group, such as welfare recipients and people on a minimum wage.

Since 2016, Randstad Netherlands has been a partner in a transition program run by the Municipality of Amsterdam. As co-developers of this program, we help prepare participants on welfare benefits for a job in logistics in 6 weeks, providing practical training (including certificates) and job acquisition skills. A unique aspect of the set-up is that it takes place in a simulation environment, which looks like a real warehouse. Participants get a realistic picture of the job and individual needs are taken into account. It also means a well-founded promise can be made to the employer.

united kingdom

Randstad UK has partnered with Child Bereavement UK (CBUK) since 2019. The charity provides support to those who have lost children, but also to children who have lost parents.

Randstad RIS UK partners with the Armed Forces charity to improve the employability of people leaving the armed forces. In partnership with Caterpillar, they have been running insight days to initiate contact between employers and potential employees with an Armed Forces background.

Randstad UK Construction Property & Engineering (CPE) partners 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.

Randstad Education has a long history of supporting schools in the UK with the provision of education professionals focusing on Special Educational Needs (SEN). Manchester and the North West is a UK region in which Randstad has a particularly strong track record in supporting schools. As part of the wider community work in this arena, Randstad organizes an annual SEN sports day.

“Through a collaboration between Randstad Netherlands and libraries (Probiblio), we help low-literate people improve their language and/or digital skills and thus increase their chances of getting a job or completing training.”

Our Manchester Education teams support many local charities. In recent years, they have held an annual sports day for SEN schools at the Etihad Stadium. All the events are tailored to the needs of the individual pupil, ensuring that everyone can take part. They also work with Manchester Youth Zone to hold work experience days, Dragon's Den events and careers fairs for local secondary schools. These events aim to raise the aspirations within children about all the career options out there.

Our Preston Education team supports Inspiring Futures and Primary Futures charities. Through this, they have held mock interview days for secondary schools, whilst volunteering to go into schools to educate pupils about the world of work. Alongside this, for the last few years, they have worked with the Career Ready charity to mentor sixth-form students with CV writing and interview technique workshops.

Our Luton Education team is working with a local charity called Level Trust, who help families overcome the costs of education so that all children have the chance to learn. We will be partnering with them to work on a conference that raises awareness of poverty and aims to 'poverty proof' schools.

In the past, we have worked with other charities too. For example, our Edinburgh Care team raised funds for the children's charity Variety, who fund specialist equipment and fun days out to help disabled and disadvantaged children.

Across the company, we also have our Randstad With Heart scheme, where each and every employee participates in eight hours of voluntary charity activities annually during working hours, for example by volunteering at local charities, or by completing sporting events such as the Great North Run. Through this, we are able to bring our Human Forward promise to life and support various communities.

Randstad UK is a leading provider of support to students with disabilities, health conditions or an additional learning need. Randstad provides a range of support to help ensure that they receive a richer educational experience at college or university.

united states

Girls on the Run International (GOTR) is an organization with more than 200 locations across the United States that works with elementary school-aged girls to provide coaching and encouragement through running clubs and events. GOTR hosts 5km runs around the nation every spring and fall. Randstad US is a Volunteer Alliance Partner. In 2022, the Randstad WIRED BRG supported Girl Scouts of America of Greater Atlanta through virtual LeadHer and Empowerment events for middle school and high school girls.

taking environmental care

Randstad supports the UN's Net Zero initiative, which aims to reduce global emissions by 45% by 2030 and deliver a healthier, fairer environment for all. As a result we have designed an action plan with the aim of reducing emissions by over 50% across scope 1 & 2 and over 30% in scope 3 by 2030. Our ambition is to work towards Net Zero by 2050. In 2022, we submitted our targets to the Science Based Targets initiative (SBTi).

13 CLIMATE ACTION



Our business will minimize our carbon footprint through sustainable mobility, energy efficiency in buildings, using 100% renewable energy, sustainable business travel, and a supplier engagement policy.

In order to ensure internal awareness and engage our whole organization, we have built a worldwide net zero ambassador network. Within the first couple of months already 100 ambassadors signed up for the program. Net Zero ambassadors are empowered to engage other colleagues and contribute to net zero and green initiatives locally. This has resulted in a variety of 10 local projects run by our own employees.

belgium

Randstad Group Belgium aspires to become a Net Zero company by 2050. We already have 100% renewable energy, waste limits, responsible purchasing, mobility plans, and energy analyses in the branches. Some 75% to 90% of mail is now sent digitally (contracts, invoices, salary slips, etc.). In addition, the company's head office is certified in accordance with BREEAM (Building Research Establishment Environmental Assessment Method). Randstad and Tempo-Team Belgium have also changed the offer of company cars, encouraging the use of electric cars, hybrid cars or cars with minimal CO2 emissions. From 2023, we want to have only sustainable cars on the select list in order to achieve our net zero ambition. In addition, we use 'smart' printers to save 20% paper and ink waste. In 2022, we also organized our first recycling project within the marketing department. Old banners and flags were recycled into key hangers as a gift for our clients and talent.

To take our climate action to a new level and organize it even better, we launched a Net Zero ambassador network in Belgium in 2022. The difference with our previous working group is that the Executive Committee is also



Challenge transport, France

involved in this group and shares final responsibility for achieving the objectives set by the group. The group also thinks along in terms of ESG reporting and continuous improvement. The ultimate goal is to set a new perception of value both inside and outside of the company, where value will not only be expressed in currency, but in a total value for the economy, for society, and for the planet.

france

At the start of 2022, our social and environmental innovation committee reformed the sustainable development charter. In the new format, more details are available on our environmental actions and our engagement.

In March 2022, we took part in the Digital Clean Up Day. This event allows us to sensitize our colleagues regarding our digital impact. We created guidelines and videos to help our colleagues delete emails and also to teach them how to adopt more responsible digital behavior. Through the year, we sent out several reminders and we plan to participate again in March 2023. In addition, from November 28 to December 9, Randstad France launched a Digital Clean Up Week. The goal was to clean up all digital data together to lighten mailboxes and Drive. To guide employees, we created a deck with our top 5 tips.

In the first quarter of 2022, we deployed our carpooling platform, Blablacar Daily, for our temporary workers. To promote the platform, we sent out several communications and organized multiple workshops on

site. The initiative was well received, especially because of the quickly rising fuel prices in 2022.

In September 2022, we participated in Mobility Week. To launch this new edition, Randstad France created a challenge: 'Change your means of transport'. We encouraged employees to go to work by sustainable transport and to share a photo of their journey using the hashtag #semainemobilité2022. The objective of this week is to shake up our habits and come to work using more sustainable means of transport, such as public transport, bicycle, scooter, walking and carpooling. We also set up a mobility quiz for our temporary workers to promote our partnership with Blablacar Daily and sustainable transport in general. The winner was offered two tickets to a sports or cultural event.



Blablacar siège, France



Fresque climat, France

'La Fresque du Climat' (Climate Fresk) is a French association founded in December 2018 whose objective is to raise public awareness about global warming. On April 14, 2022, together with the association, our innovation team co-hosted a climate mural for the Work Environment Department. The climate mural is an excellent way to make people aware of the stakes of global warming. Fun and educational, this half-day workshop allowed people to find their way through all the misinformation about the climate. Since then, other murals have been organized at the head office and in the various regions.

In 2022, our Social and Environmental Innovation Committee and the Purchasing Department also updated Randstad France's eco-responsible purchasing charter. This charter complements the Randstad Group's sustainable development charter. It consists of three chapters: ethical, social and environmental. Its aim is to integrate more environmental and human criteria into Randstad's purchasing management. The charter is also part of our global Net Zero strategy, which aims to reduce CO2 emissions by 50% by 2030 and to become carbon neutral by 2050.

As part of the road towards net zero, Randstad is seeking to engage communities by making certain employees 'net zero ambassadors'. In France, ambassadors will be part of the social and environmental innovation committee. A working group will be set up in the first quarter of 2023 so that volunteers can participate in the energy transition.

germany

Randstad Germany contributes to the net zero goals on the basis of five building blocks.

First, we are pursuing a sustainable mobility policy. To this end, we aim to have converted a large part of our vehicle fleet to electric vehicles by 2030. We also have an e-bikes plan for flex workers to reach their work at client locations that are difficult to reach by public transport. Second, we make sure 100% of the electricity we use has come from renewable sources; this has already been the case since 2018. Third, our travel policy ensures that we avoid unnecessary travel. If a business trip is unavoidable, rail travel is preferred. Rail journeys are climate-neutral thanks to a framework agreement with the railroad company. Flights may only be booked under certain conditions. Fourth, we are making our buildings more

"In 2022, the German ambassador network Planet Heroes was founded to promote more ecological sustainability in the workplace."

energy efficient by lowering the temperature in office spaces and using night and weekend settings. When renting new office space, we will only use buildings with good energy efficiency. And finally, fifth, our business relationships with suppliers are based on a supplier code, which requires suppliers to have measures in place in the areas of environmental protection, human rights, anti-corruption, health protection and occupational safety.

In 2022, the German ambassador network Planet Heroes was founded to promote more ecological sustainability in the workplace. More than 25 colleagues are already working in small groups and implementing numerous projects that help us on our road to net zero.

hong kong

Randstad Hong Kong continued its recycling program in the office, encouraging staff to reduce, reuse and recycle through designated recycling bins that are picked up weekly.

In 2022, our local CSR team participated in a local campaign called 'Get Redressed Month', which aims to raise awareness about the environmental impact of our clothing and encourages us to reduce fashion and textile waste. For this activity, we collected and donated bags of quality, pre-loved clothes contributed by employees from the office. The clothes were then redistributed to charities.

hungary

Randstad Hungary moved to a new office in Budapest, which is a nearly-zero-energy building (NZEB) and is certified BREEAM Excellent. Randstad stopped buying diesel cars in Hungary and installed a charging station for electric cars. We strictly separate waste in three different containers, which are placed throughout the office. We collect used batteries and light bulbs in the office, and colleagues can bring their private waste as well. We stopped printing papers, except for officially compulsory reasons.

india

Randstad India planted more than 2,000 saplings in the northern part of India to commemorate International Women's Day 2022. We have stopped using plastic water bottles and switched to refillable glass bottles in our corporate headquarters in Bangalore. We also have plans to install solar panels in two of our largest office locations in Bangalore and Chennai, which will lead to more sustainable energy consumption.

italy

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

- Reducing the use of printed paper (electronic signature of contracts for both workers and companies);
- Ensuring the correct disposal of spent toners and controlling branches' air-conditioning systems, especially those containing ozone-depleting gasses (almost all removed);
- Using LED lighting in the branches, using energy from renewable sources;
- Monitoring the use of electricity, gas and water, and reducing CO2 emissions;
- Providing information and tools (suitable bins) for the separate collection of waste;
- Using preferred suppliers who comply with the Supplier Code;
- Providing electric vehicles to colleagues with company cars;
- Training all colleagues on environmental issues;
- Distributing the Environmental Decalogue (Ten Commandments).

All colleagues of the Randstad Group in Italy can take an e-learning training module on environmental issues that allows them to learn the correct behaviors to respect the environment. All branches are trained on environmental protection through an e-learning training module and specific webinars. All the water dispensers at the headquarters have been connected to the water supply in order to reduce the use of plastic, and all employees have been provided with a water bottle to avoid the use of disposable plastic glasses.

At Randstad Italy, 100% of the electricity used comes from renewable sources. We also improved our digital tools. For example, we introduced the Digital Private area for workers and clients to share certain documents (contracts, paychecks, etc.). And finally, timetable checks are now all digital.

norway

Randstad Norway is ISO 9001 and 14001 certified and the goal is to become more environmentally aware through:

- Reducing the use of printed paper;
- Reducing the company's environmental impact from electricity (using LED lighting in the branches, using energy from renewable sources, etc.);
- Monitoring and measuring employees' carbon footprint (web-based tool);
- Waste management through suitable bins for separate collection and disposal of waste;
- Awareness training for employees on Randstad Norway's sustainability goals;
- Reducing Randstad Norway's environmental impact from business travel.

Randstad Norway actively participates in the Global Randstad Net Zero ambassador program. As a result, the topic of sustainability has been implemented in joint meetings as well as during our yearly kick-off.

malaysia

Randstad Malaysia has set up a recycling program in the office to encourage staff to reduce, reuse and recycle through designated recycling bins.

portugal

Randstad Portugal partners with Lisbon - European Green Capital 2020, and has signed the Lisbon Green Capital 2020 Commitment - Action Lisbon 2030.

In 2021, Randstad Portugal organized several social impact days, some of which related to the environment. Through information sharing, we developed environmental awareness. For example, the Green Commitment Game at Randstad stadium. This game had a special focus on environmental issues and the impact of human beings on the environment. The motto was 'have fun and learn more about a fundamental theme for everyone'. People could play this game together with family and friends, and there were nice prizes to win!

In 2022, we continued to create environmental awareness. We cooperated with the internal IT team to organize a special day focused on environmental and social sustainability issues. In addition, we organized an activity with a social entity that supports people with disabilities to develop skills in agriculture work, focusing on sustainability.

We also continued with other actions, such as the reduction of single-use plastics, as well as recycling initiatives, and trained more than 50 people from our internal team on environmental sustainability practices in daily life. We also continued to celebrate the Randstad impact days: World Environment Day, World Water Day and International Recycling Day. In addition, we produced some articles about sustainability and our journey of environmental impact. We placed recycling containers and ecopoints in all Randstad workplaces, informing all colleagues about the correct way to recycle.

In 2022, electric vehicles were added to our fleet. We reinforced working from home and the importance of using public transport and carpooling to reduce carbon emissions. We also regulate the temperature in our buildings to ensure energy efficiency and reduce waste, and we have developed a paperless mindset to reduce the use of paper.



Environmental volunteering with people with disability, Spain

sweden

Randstad Sweden renews the ISO 14000 (Environmental care) on an annual basis, ensuring compliance with Swedish laws regulating environmental care, as well as Randstad Sweden's own aspirations in working towards a zero emission vision. This accreditation checks and ensures all internal processes with the aim of minimizing emissions.

spain

Randstad Spain is ISO 14001 certified and the goal is to become more environmentally aware through:

- Adopting the necessary measures to guarantee compliance with current environmental regulations applicable to our activities;
- Ensuring the responsible use of energy throughout our business;
- Providing a healthy workplace;
- Properly managing the waste generated;
- Training the members of the group companies on sustainability;
- Collaborating with providers and clients;
- Participating in initiatives to improve the protection of the environment;
- Promoting continuous improvement in environmental issues;
- Implementing a recycling plan in offices of more than 50 FTEs;
- Communicating good practices for saving energy and water.

In 2022, 92 Randstad employees, 112 family members and 50 people with disabilities participated in environmental volunteering to help preserve the planet. They planted 485 trees and made and dispersed 1,807 seed balls.

In 2022, we developed a new project, Digital Gap, which centers around the circular economy and the transformation of digital knowledge. The objective is to reduce the digital gap experienced by more than 200 people with disabilities. In total, 311 laptops were donated by companies, of which 185 were refurbished and delivered to the beneficiaries, which meant a reduction of 81.08 tons of CO₂.

the netherlands

The Facilities Department at Randstad's Dutch head office plays a pioneering role for our Dutch operating companies. Over the past few years, the department has implemented several resource-saving measures at the corporate head office, as well as at the local premises of Tempo-Team and Randstad. Examples of such measures are the replacement of all incandescent and PLC light bulbs by LED lamps (all in the existing armatures) and the installation of efficient light circuits (light goes out when there is no movement on floors). Several vital parts of the heating and cooling systems have been replaced (e.g., filters and valves) to improve energy efficiency. In addition, for many years, both Tempo-Team and Randstad have been working to reduce energy, paper, toners, and other kinds of waste.

For several years, all electricity used at the Dutch head office has come from sustainable sources, and for its branches in the Netherlands, the electricity is generated from Dutch wind power. Wherever possible, Dutch branches are making use of CO₂-compensated gas. The head office has had energy label C since 2019. In 2023, we aim to go completely off gas and use only district heat.

In order to design, build and renovate in a circular manner in the future, we are already using circular movable walls. Since 2021, we have also been installing moss walls in offices. These have an insulating effect, the moss is 100% natural and moss improves the acoustics of a room. Plants have also returned to the office. It has recently become possible to monitor all energy use (electricity, water, gas, and from Q1 2023 also heat), giving us better insight and allowing us to better manage consumption. In addition, water consumption can be read digitally using leakage detection. This enables us to detect excessive consumption very quickly.

For a couple of years now, a paperless office with only one central printer per floor or office has been in place. All employees have an individual printing pass, so they can pick up their prints. This printing system has reduced paper consumption considerably. The toners in these new printers also have less impact on the environment. In addition, there is almost no cupboard space left per employee to store printed paper.

With regard to catering, all products have at least one certificate (Fairtrade, BIO, EKO, etc.) and 80% of the range is vegetarian. We separate plastic, glass, frying fat, cardboard, paper, kitchen waste, coffee grounds and chemical waste. Food waste and coffee grounds are collected separately, after which they are made into mushroom manure. Waste is compressed, so fewer trucks are needed for disposal.

Following the European Energy Directive, we have had a mandatory external audit carried out for the government, with the aim of identifying potential savings. In this audit, it was determined externally that (due to the high level of environmental measures already implemented) there are no additional CO₂-saving measures that would pay for themselves within five years.

Our greatest impact on the environment is caused by mobility. This is therefore one of our spearheads for reducing our environmental impact. Various measures are in place to reduce the number of kilometers traveled by car and to stimulate environmentally friendly travel.

First, all employees have a laptop to enable them to work from home or at other offices. Video and call conferencing is encouraged in order to reduce travel kilometers for meetings. 95% of the lease cars have label A or B, and since October 1, 2021, all new lease cars are electric. For electric cars, 20 charging stations have been replaced by 'smart' charging stations, which adapt the charging capacity to the current demand. This prevents peaks in power consumption.

In addition, travel by public transport or bicycle is encouraged by providing a higher travel allowance than for cars. There is a bicycle plan to encourage employees to commute by bicycle and they should use bicycles and/or electric cars when visiting clients. Lease bike subscriptions are offered to flex workers. A new mobility scheme is currently being developed, with a focus on minimizing our impact on the environment.

As Randstad Group Netherlands, we contribute to increasing biodiversity through two apiaries that will be placed on the roof of the head office. Bees play a major role in our ecosystem by pollinating trees, flowers and plants. With the sale of the honey, we support a local project.



we would love to hear your thoughts and comments, let's start a conversation.

Please do not hesitate to contact us by email: corporate.communications@randstad.com

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