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Registration Data:

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(person to be contacted in case of questions)

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## Documentation provided

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Please include only recent documentation which has not previously been sent to SAM Research.

1. 2006 Annual Report pdf version
2. 2008 By laws Supervisory Board
3. 3rd party provider
4. Annual Report 2005
5. Annual Report 2007
6. Annual Results internal communication
7. Annual report 2004
8. Appraisal form -Agent
9. Arbonet
10. Articles of association
11. Belgium's CSR report in Fr
12. Board documents
13. Bonus system standard
14. By Laws Supervisory Board
15. CIETT code of conduct
16. CSR document with principles
17. CSR on our website
18. CSR report Belgium NL
19. CSR report Randstad Belgium (only available in Dutch)
20. CSR section AR
21. CSR section to Annual report 2005
22. Case A: partnership with VSO
23. Case B: partnership with VSO
24. Case C: partnership with VSO
25. Code of Conduct, final version
26. Company wide cultural survey
27. H@W1
28. H@W2
29. H@W3

30. [H@W4](#)
31. [HR Snapshot - Females in Mgmt](#)
32. [HR guidelines](#)
33. [HR mgmt development](#)
34. [Health @ Work annual plan 2006](#)
35. [Health at Work strategy 2007 - Randstad NL \(scope: 40% of total company\)](#)
36. [IRIS Security Policy: Be sure, be secure - employee version](#)
37. [IRIS Security Policy: Be sure, be secure - mgmt version](#)
38. [IRIS security policy](#)
39. [Integrity Code Final](#)
40. [Integrity Code QsAs](#)
41. [Integrity code](#)
42. [Internal communications: MD letter to employees on integrity code](#)
43. [PWC "pre-verification" of CSR section of our annual report](#)
44. [Perception study analyst event Cologne](#)
45. [Randstad Belgium webpage](#)
46. [Randstad Institute 1](#)
47. [Randstad Institute 2](#)
48. [Randstad Institute 3](#)
49. [Randstad Institute 4](#)
50. [Randstad Institute 5](#)
51. [Randstad Institute 6](#)
52. [Randstad Institute 7](#)
53. [Remuneration 2005](#)
54. [Remuneration report 2004](#)
55. [Remuneration report 2005](#)
56. [Risk analysis](#)
57. [Rules of procedure Supervisory Board](#)
58. [SPP internal article](#)
59. [Terms of reference Nominating & Compensation Committee](#)
60. [Tool for improving clients satisfaction Randstad US](#)
61. [VSO newsletter - April](#)

62. VSO newsletter -Jan 2006
63. Waste Electronic Equipment
64. articles of association
65. bylawsEB
66. crisis management
67. culturesurveycomm
68. dynamic online version Annual Report 2006
69. example of CSR in operating company
70. extract of mystery shopping report in NL
71. insider trading
72. integrity code communicated
73. personnel guide
74. quarterly results (example internal newsletter announcing Randstad figures)
75. quarterly results (example internal newsletter announcing)
76. sector organization Belgium
77. sector organization France
78. sector organization Germany
79. sector organization Poland
80. sector organization US
81. sector organization the Netherlands

## Economic Dimension

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### Corporate Governance

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1. Please indicate in the following table the number of executive, non-executive directors on the board of directors/supervisory board of your company. Please find additional explanation concerning one-tier, two-tier system in the information button.

ONE-TIER SYSTEM For companies with board of directors

	Number of members
Executive directors	
Non-executive directors (excl. independent directors)	
Independent directors	
Total board size	

TWO-TIER SYSTEM For companies with supervisory board

		Number of members
SUPERVISORY BOARD	Non-executive directors(excl. independent directors)	9
	Independent directors	
	Employee representatives(if not applicable, pleaseleave the field empty)	
MANAGEMENT BOARD/EXECUTIVE MANAGEMENT	Senior executives	6
	TOTAL SIZE OF BOTH BOARDS	15

- Not applicable. Please provide explanations in the comment box below.  
 Not known

**Comment:**

We have a two tier board Since the recent merger with Vedior the executive board increased from 4 to 6 members, these are all employed by the company Supervisory board which increased from 7 to 9 members. All but one (the founder) are independent from the company.

**References:**

Annual Report 2007, page 6-7, 36-37



2. Is the board of directors/supervisory board headed by a non-executive and independent chairman and/or an independent lead director?

Yes, chairman is non-executive and independent.

Please specify since when this approach was adopted:\_\_\_\_\_ year

Yes, role of CEO and chairman is split and former CEO/chairman is now chairman.

Yes, role of CEO and chairman is split and former CEO/chairman is now chairman, but independent lead director is appointed. Please indicate name:\_\_\_\_\_

No, role of chairman and CEO is joint.

But independent lead director is appointed. Please indicate name:\_\_\_\_\_

No, role of chairman and CEO is joint or chairman is an executive director.

Not applicable. Please provide explanations in the comment box below.

- Not known

**Comment:**

Randstad has a two tier structure, as stipulated in Dutch law

**References:**

2006 Annual Report pdf version, page 43

Annual Report 2007, page 36,39



3. Please indicate in the table below the functions, and associated committee names, for which the board of directors / supervisory board explicitly assumes formal responsibility.

Function	Responsibilities	Name of committee
Strategy	✓ Formal Board Responsibility	Strategy committee
Audit, accounting, risk management	✓ Formal Board Responsibility ✓ All members are non-executives	Audit committee
Selection and nomination of board members and top management	✓ Formal Board Responsibility ✓ All members are non-executives	Nomination & compensation committee
Remuneration of board members and top management	✓ Formal Board Responsibility ✓ All members are non-executives	Nomination & compensation committee
Corporate social responsibility, corporate citizenship, sustainable development	✓ Formal Board Responsibility	Ben Noteboom CEO

- Not applicable. Please provide explanations in the comment box below.  
 Not known

**Comment:**

CEO is responsible for social and general affairs, including CSR. Establishment of Sustainability Group in Holding to coordinate activities. Composed of HR, PA, Comm., IR, Randstad Belgium, with advice from PWC

**References:**

2006 Annual Report pdf version, page 39

Annual Report 2007, page 40



4. Please indicate if the board of directors/supervisory board has issued a formal corporate governance policy and if it's publicly available and covers the following aspects:

- ✓ Yes, formal corporate governance statement:
- ✓ Documented in: [annual report](#) and/or website: <http://www.ir.randstad.com/governance.cfm>
  - ✓ Statement of compliance of the formal policy with current legislation
  - ✓ Remuneration framework and performance evaluation of the members of board of directors/supervisory board, CEO and senior executives
  - ✓ Interdependency statement of board of directors/supervisory board
  - ✓ Attendance of board of directors/supervisory board meetings disclosed
  - ✓ Biographies, CVs of board of directors/supervisory board disclosed
  - ✓ Other mandates of board of directors/supervisory board members disclosed
- No formal corporate governance policy  
 Not applicable. Please provide explanations in the comment box below.  
 Not known

**Comment:**

<http://www.ir.randstad.com/governance.cfm> & annual report 2007 starting at page 46

**References:**

2006 Annual Report pdf version, page 38  
2006 Annual Report pdf version, page 6,7,36,37,40,41,43,44  
Annual Report 2007, page 46  
By Laws Supervisory Board



5. How many women are members on your company's board of directors/supervisory board?

2

Not applicable. Please provide explanations in the comment box below.

Not known

**Comment:**

We have two women in our Supervisory Board and a number in the management layer below our Executive board.



6. How does your company ensure the effectiveness of your board of directors/supervisory board and the alignment with the (long-term) interests of shareholders?

	Indicators/measures
Stock ownership (value at the end of last business / fiscal year)	<input type="checkbox"/> Non-executive directors are required to buy shares <input type="checkbox"/> Non-executive directors' individual average stock ownership worth USD:
Number of meetings attended in percentage last business/fiscal year	<input checked="" type="checkbox"/> All members attended >90% of meetings of board of directors/supervisory board <input type="checkbox"/> Minimum of attendance for all members required, at least%
Number of other mandates of the board of directors/ supervisory board members	<input checked="" type="checkbox"/> Number of directors with 4 or less other mandates: 4 <input checked="" type="checkbox"/> Number of other mandates for all directors restricted to: 5 dutch listed companies
Performance assessment of board of directors/ supervisory board members	<input checked="" type="checkbox"/> Regular self-assessment of board performance, please specify or provide supporting documents: please see By-Laws SB 7.3 + Terms of Reference Nomination and Remuneration Committee art. 2.1. <input checked="" type="checkbox"/> Regular independent assessment of board performance, please specify or provide supporting documents: please see By-Laws SB 7.3 + Terms of Reference Nomination and Remuneration Committee art. 2.1.

Not applicable. Please provide explanations in the comment box below.

Not known

**Comment:**

Board participation: Almost no absenteeism. in 2006 as reported on p. 38 of Annual Report.  
minimum attendance rule: article of association 17, valid resolutions if majority present. Mandates covered on page 36, 37 AR Part 1: The founder of Randstad, who is in the Supervisory Board, still owns significant % of shares. Part 2: nr. of meetings please see By-laws SB art. 14.3 Part 3: nr. of mandates please see By-laws EB art. 16 + By-Laws SB art. 20. Part 4: self assessment please see By-Laws SB 7.3 + Terms of Reference Nomination and Remuneration Committee art. 2.1. please find more detailed information on this subject in the 2006 Annual Report page 40 and onwards.

**References:**

bylawsEB  
By Laws Supervisory Board  
2008 By laws Supervisory Board  
Annual Report 2007



7. Please indicate if your company has adopted any entrenchment provisions at the board of directors / supervisory board level:

<input checked="" type="checkbox"/> Entrenchment Provision	
Staggered (or classified) board:	<input type="radio"/> Yes <input checked="" type="radio"/> No
Limits to amend by-laws: supermajority required	<input type="radio"/> Yes <input checked="" type="radio"/> No
Limits to amend charter: supermajority required	<input type="radio"/> Yes <input checked="" type="radio"/> No
Supermajority requirements for mergers:	<input type="radio"/> Yes <input checked="" type="radio"/> No
Golden parachutes:	<input type="radio"/> Yes <input checked="" type="radio"/> No
Poison pill (i.e. shareholder rights plans):	<input type="radio"/> Yes <input checked="" type="radio"/> No

- Not applicable. Please provide explanations in the comment box below.  
 Not known

**Comment:**

please look at the articles of association and the by-laws. We need a majority (>50%) the change charters or allow a merger. I'm not sure how 'golden parachute' is defined but you can find more on our remuneration policy in case of dismissal in our 2007 AR on page 47. II.2.7 The maximum remuneration in the event of dismissal is one year's salary. Given Randstad's shareholder structure, with its strong concentration of shares within the shareholder group, and to do justice to the seniority of board members, severance for members of the executive board is fixed at two annual base salaries plus one-twelfth of the same annual salary per year of service to a maximum of three annual salaries. This severance arrangement applies only to early termination of the employment contract when the cause of termination does not lie with the board member concerned, or in the case of a change of control.

**References:**

articles of association  
By Laws Supervisory Board



8. Please indicate in the table audit, audit related and non-audit related fees (e.g. for management consulting) paid to your company's auditing firm at corporate level in the last fiscal year. Please attach/provide supporting documents or indicate website: \_\_\_\_\_

- Answer:

Fees for fiscal year:	Amount in local currency:	Comment
Audit fees		
Audit-related fees		
Non-audit related fees (excluding tax services)		
Tax services		
Other fees paid		

- Not applicable. Please provide explanations in the comment box below.

Not known

*Comment:*

We do not disclose our consulting related costs. We do however keep a close eye on these costs and the costs for the regular accounting activities do not differ much from 2006. Due to the acquisition of Vedior we have had some additional acquisition related accounting costs.



9. Please indicate whether your company books the current value of its employee stock option programs as expenses:

- Yes, stated in financial report/statement or similar. Please attach document or indicate website:\_\_\_\_\_
- To be booked as expenses by year 2007
- No, but current value of stock options disclosed in financial report/statement. Please attach document or indicate website:\_\_\_\_\_
- Stock option programs to be abandoned by year \_\_\_\_\_
- No, not booked as expenses
- No stock option program
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

This is a change in bookkeeping also necessary under IFRS accounting standards. We have also in our annual report of 2004 disclosed information on the IFRS accounts and the value of the stock option plans. See page 67 and 79 (AR 2004) Page 86-87 of our 2005 annual report details transition of Dutch GAAP to IFRS For more information on our employees share purchase plan please visit the 2007 AR page 98.



10. Does your company communicate the remuneration/compensation of your board of directors/supervisory board members and other highest paid senior directors/executives (e.g. CEO ) externally? Please attach references.

- Yes, on individual level of each board member and CEO and additional highest paid senior executives.
- Yes, on individual level of each board member and CEO
- Yes, on an aggregated level for non-executive directors AND on aggregated level for executives directors
- Yes, on aggregated level of board/supervisory board
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

2007 Annual Report page 41 and onwards.

*References:*

2006 Annual Report pdf version, page 40,43  
Annual Report 2007, page 41



11. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

## Risk & Crisis Management

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12. Please indicate the name, position and reporting line of your chief risk officer or person responsible for this function at the group level.

- Name: Robert Jan van de Kraats Position: CFO Number of levels from the Board of Directors/executive board: 0 Reporting line: on EB
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

*References:*

Annual Report 2007, page 24



13. Does your company use a uniform groupwide risk analysis framework, i.e. risk assessment, risk management, risk communication/reporting? - Please provide comments & supporting documents.

- Yes: please see page 22 and onwards of our 2007 annual report
- No:

- 
- Not applicable. Please provide explanations in the comment box below.
  - Not known

*Comment:*

Annual report outlines philosophy, strategy for in control position, and outline of risk mapping structure.

*References:*

2006 Annual Report pdf version, page 22-25  
Annual Report 2007, page 22



14. Which of the following factors does your company systematically include in defining corporate risk? Please provide supporting documents.

- Probability (How likely is it that some risky event will actually occur?)
- Magnitude
- Time horizon (How long will the company be exposed to the risk?)
- Correlation (How are the risks in the businesses related to each other?)
- Others, please specify: outlined in AR on page 22-23

- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

*References:*

2006 Annual Report pdf version, page 22-24  
Annual Report 2007, page 22



15. Does your company use risk maps (or other tools) in order to rank your risk exposures on a two-dimensional scale (probability and magnitude)?

- Yes. Please attach supporting documents.
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

please see page 22 and onwards of our 2007 annual report

*References:*

Risk analysis  
2006 Annual Report pdf version, page 23  
Annual Report 2007, page 22



16. Does your company perform sensitivity analysis and stress testing on a group level?

- Yes. Please attach supporting documents or indicate the website:\_\_\_\_\_
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

*References:*

Risk analysis



17. As part of your corporate risk response strategy which risks does your company retain, which are transferred, and which risks are avoided? You only have to give examples, but please attach supporting documents or indicate website:\_\_\_\_\_

- Risks retained (risk exposure is accepted without further mitigation):business risks related to all temp/HR services
- Risks transferred (risk exposure will be transferred to others, perhaps through insurance policy or through outsourcing):liability insurance and property related insurance (mainly related to the Diemen head office)
- Risks reduced (likelihood or consequences are reduced):\_\_\_\_\_
- Risks avoided (risk exposure will be eliminated entirely, e.g. through ceasing a business):avoiding risk is an integral part of our whole risk and opportunity management process.
- Others, please specify:  
\_\_\_\_\_

- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

*References:*

2006 Annual Report pdf version, page 22-24  
Risk analysis  
Annual Report 2007, page 22-26



18. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a

damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

## Codes of Conduct/Compliance/Corruption&Bribery



19. Please indicate for which areas corporate codes of conduct have been defined at a group level (including subsidiaries). Please attach references.

✓ Documented in: several documents: HR guidelines with regards to discrimination etc. Personnel guide for confidentiality of information Insider trading regulations for senior management Company-wide code of conduct and integrity code (whistleblowing). In all countries in which we operate we are organized with branch associations, which have their own code of conduct. For this reason we attach the sector wide CIETT code of conduct as well. In terms of disclosure, in Annual Report 2007 we provide some figures: In a recent evaluation of the status of the whistleblower regulation, we registered a number of complaints. Groupwide, the results were: New complaints: 28 in 2007 and 16 in 2006 Of which legitimate (according to local integrity officer): 23 in 2007 and 8 in 2005 Reported closed: 23 in 2007 and 8 in 2006 Randstad's internal audit team conducted audits at most operating companies over the past year to measure awareness of the code of conduct and integrity code. Based on their findings, it was concluded that awareness was increasing but there was still room for improvement. We believe the increased use of the whistleblower line is encouraging as in our opinion it points at increased awareness of its existence rather than growing misconduct. Communication about the codes will be further intensified throughout the Group in 2008. According to our independent third-party provider based on benchmarking, these numbers are lower than the sector average. This is attributed to a possible combination of factors: 1. we work in a company that does business with the utmost integrity, where the regular complaint procedures work well; 2. since the integrity line is a method of last resort, employees are using the more regular channels set up by the operating companies through which to report their concerns or complaints; 3. communication around the integrity code may not have sufficiently reached all levels of the organization yet.

- ✓ Corruption and bribery
- ✓ Discrimination
- ✓ Confidentiality of information
- ✓ Money-laundering and/or insider trading/dealing
- ✓ Security of staff, business partners, customers
- ✓ Environment, health and safety
- ✓ Whistleblowing
- No group-wide code of conduct
- Group-wide code of conduct to be implemented within the next \_\_\_\_\_ months
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

**References:**

Integrity Code Final  
 Integrity Code QsAs  
 integrity code communicated  
 Code of Conduct, final version  
 Internal communications: MD letter to employees on integrity code  
 HR guidelines  
 insider trading

CIETT code of conduct



20. What mechanisms are in place to assure effective implementation of your company's codes of conduct (e.g. compliance system)?

- Responsibilities, accountabilities and reporting lines are systemically defined in all divisions and group companies
- Dedicated help desks
- Codes of conduct linked to employee remuneration
- Employee performance appraisal systems integrates compliance/codes of conduct
- Disciplinary actions in case of breach, i.e. zero tolerance policy
- Compliance system is certified/audited/verified by third party, please specify:3rd party provider maintains integrity line to ensure anonymity
- No such systems/policies in place
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

To underline the importance of the code, the supervisory board shares responsibility for the Randstad code of conduct and integrity code with the executive board. The integrity code is supported by a confidential telephone line and website that can be used by any employee to anonymously report issues or activities that they consider to be illegal, in breach of the Group-wide code of conduct, or other relevant policies and procedures. Operating company integrity officers report periodically to the central integrity officer, who in turn reports quarterly to the audit committee. Should any reported misconduct concern the senior management of an operating company, the Group integrity officer informs the executive board or supervisory board, and either board may involve the audit committee for investigation and follow-up. More information on these codes can be found on page 33.

**References:**

integrity code communicated  
3rd party provider  
Code of Conduct, final version



21. Please indicate which of the following aspects are covered by your anti-corruption and bribery policy at a group level (including subsidiaries). Please refer also to the helptext in the information button. Please attach references.

- Bribes in any form, including kickbacks, on any portion of contract payments or soft dollar practices
- Direct or indirect political contributions
- Political contributions publicly disclosed. Please attach supporting documents and/or indicate web address:\_\_\_\_\_
- Charitable contributions and sponsorship
- Charitable contributions and sponsorship publicly disclosed. Please attach supporting documents and/or indicate web address:p. 34 of annual report
- Group-wide anti-corruption & bribery policy to be implemented within the next\_\_\_\_\_ months
- No anti-corruption & bribery policy
- Not known
- Not applicable. Please provide explanations in the comment box below.

**Comment:**

These issues addressed in Group wide Code of conduct. Additionally p. 34 of annual report outlines what our financial and in kind contribution is to VSO. In 2007 38 Randstad employees have worked for VSO (16 in 2006) Our INSEAD business in society roundtable contribution is #10,000.

**References:**

Code of Conduct, final version



22. Please indicate the percentage of coverage of your codes of conduct and anti-corruption and bribery policy relative to the total number of:

- Employees group-/worldwide: 100 %
- Contractors/Suppliers/Service providers: 100 %
- Subsidiaries: 100 %
- Joint ventures:     %
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*



23. Does your company publicly report on breaches (e.g. number of breaches, cases etc) against your codes of conduct/ethics and anti-corruption and bribery policy? Please attach documents and/or web address.

- Yes, please refer to the document(s) attached: p. 33/34 of annual report
- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*



24. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

## Customer Relationship Management

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25. What indicator does your company use to measure the development of customer satisfaction over time? Please indicate how your company's indicator for customer satisfaction has developed over the past four years as well as the target for 2006. Please explain the trend and the progress against the target using the comment box.

<input checked="" type="checkbox"/>	Customer satisfaction indicator	2004	2005	2006	2007	Quantitative target for 2007
	Please describe the indicator tracking customer satisfaction over time or refer to documents: We conduct customer satisfaction surveys for companies and	28%	26%	22%	23%	25%

temp workers. These take place in all our operating companies. While we have examples from UK, Germany, Spain, Portugal, Belgium, to give ...					
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- Customer satisfaction over time is not monitored systematically.
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

All operating companies conduct customer satisfaction surveys. The percentages above reflect the results of our largest Opco, the Netherlands. To give you an idea, Randstad netherlands conducts once yearly a complete client satisfaction survey, while taking random samplings per sector on a monthly basis. An initiative was started in 2006 with Randstad NL, with support from the Holding to assemble all resident survey experts from across the company to explore synergies/alignment and copy & paste successful surveys so we can get a better group wide picture. The surveys in particular are: Client satisfaction surveys, Flexworker satisfaction surveys, Employee satisfaction surveys.



**26. What approaches does your company use for integrating customer feedback?**

- Facilitat customer feedback trough free 7 days/ 24 h feedback possibilities via internet, phone or mail. Please indicate where to find:<http://www.randstad.nl/rnl/werkgever/common/contact/>
- Integration of customer feedback is a formal part of the product/services development process
- Customer complaints reported to compliance officers and/or risk managers and/or communication officers
- Independent person or department in charge of solving customer complaints such as customer advocate or corporate ombudsman, please indicate name:[vertrouwenspersoon: Leonoor van Gils](#)
- Other approach. Please specify:  
[By phone "Integriteitslijn: 0800 7732587 or internet \(external\)http://www.peopleintouch.co.uk/](#)
- No such approaches
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

As we stated in the previous edition of the DJSI, we were in the process of aligning our client and flexworker feedback for benchmarking purposes and to be able to attach KPIs to the results. In 2007 we managed to actually link the outcomes of the client- and employee surveys to the KPI's of senior management. Or in other words bonusses of senior management depend on the outcomes of the survey.



**27. Please describe your company's measures to ensure that external and internal product/service distribution networks comply with defined customer service quality standards. Please tick only measures that apply to at least two thirds of your company's total sales/revenues.**

- Written customer service quality standards documentation, updated regularly
- Regular customer service quality management workshops at regional/national/corporate level
- Incentives/courses for training of distributors
- Regular internal audits of external and internal product/service distribution networks
- Regular external audits, based on company-defined QM system

- ✓ Regular external audits, based on ISO9000 series or other generally accepted quality management systems
- ✓ Other measures. Please specify:  
On a monthly basis screening of customer satisfaction of our day to day service to our clients. Also monthly screening of the satisfaction of staffing employees who work at the clients. We also conduct checks on how staffing employees value to work and the contact with the client. This way we try to complete the triangle between client, employee and intermediary Randstad.
- No such measures
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

## Environmental Dimension

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### Environmental Reporting

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28. In this section we evaluate the content, context and coverage of the environmental reporting included in other reports or on your website (e.g. own publication, part of a sustainability/CSR report or of annual report). The evaluation will be filled in by the responsible analyst of your industry. Please press "save+next" to proceed to the next question.

*Comment:*

please visit our 2007 Annual report on page 34 to read more on our environmental measures

*References:*

2006 Annual Report pdf version, page 34  
 Annual Report 2007, page 34

### Environmental Policy/Management System

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29. Please indicate for which aspects corporate environmental requirements or guidelines have been developed. Please attach references.
- ✓ ✓ Provision of goods and services
  - ✓ Selection/on-going evaluation of suppliers, contractors and service providers
  - Development of new products & services
  - New projects
  - Non-managed operations/licenses/third-party manufacturers/JV partners
  - Due-diligence/Mergers and acquisitions
  - Other. Please specify:

- 
- No corporate environmental requirements or guidelines
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

*Comment:*

Since we are in the services industry the nature of our business has a very limited environmental impact. Procurement and subsequent monitoring is specifically aimed at the usage of electricity, water, etc of our headquarters and the (re) use of cartridges, computers, printers, lighting. Regarding procurement, environmental impacts are given strong consideration, with an "environment field" included in our RFPs. Text in Randstad general purchase conditions: Guarantee

12.1 L. The goods will meet all the relevant legal requirements, such as but not limited to, requirements concerning import and export, both for the country of import, and the country of export, and the legal requirements concerning safety, quality, health, working conditions and the environment. \*\*\*2006\*\* Our largest suppliers are HP, IBM and Cisco. Randstad requested that these suppliers show they are in conformity with the new EU Directive concerning heavy metals. \*\*\*2007\*\* Plan for 2007 is to standardize waste/resource disposal in our agencies across all of NL. This means that we will centrally manage waste separation and disposal. We have also asked our suppliers (ie. Sara Lee) to provide refreshments with lesser packaging. \*\*\*new in 2008\*\* Randstad is taking steps to address waste stream measurement and reduction. For example, Randstad Netherlands (20% of group revenue) is rolling out a pilot in a number of agencies to do a better job of separating out waste paper, plastics, glass, ink cartridges and organic waste. Through a standard waste collection process, Randstad Netherlands receives quarterly waste updates from which they can steer policy, while employees will receive communications concerning the positive effect of their actions. We recognize that we will also benefit from the cost savings that come from realizing these efficiencies.

**References:**

2006 Annual Report pdf version, page 34  
Annual Report 2007



30. How frequent is environmental data reported by operations/business units to the corporate center (e.g. emissions to air, water, land, resource consumption, accidents)? Please comment if depending on type of environmental data.

- Monthly
- Quarterly
- Yearly
- Irregularly
- Not reported as yet
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

Monitoring is specifically aimed at the usage of electricity, water, etc of our headquarters and the (re) use of cartridges, computers, printers, lighting.



31. Does your company have a centralized database for environmental data that is accessible from various parts of your organization?

- Yes, centralized database is accessible at corporate level
- Yes, centralized database is accessible at business unit/divisional level
- Yes, centralized database is accessible by individual operations
- No centralized database exists
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**



32. Please indicate how your environmental management system is verified/audited/certified:

- ISO 14001, JIS Q 14001, EMAS certification by third party
- ISO 14001, JIS Q 14001, EMAS certification by internal personnel
- Other environmental system audits/verification by third party
- Other environmental system audits/verification by internal personnel
- not verified/audited/certified

- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*



33. Please indicate the percentage of total revenues verified/audited/certified according to these systems:
- 70 % of revenues generated from assets under management control
  - Not verified/audited/certified
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

*Comment:*



34. In this section a performance score for Corporate Sustainability Monitoring is given with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on its reputation. The industry's responsible analyst will complete the evaluation. No additional information is required from your company. Please disregard the reference and comment button. Please press "save+next" to proceed to the next question.  
Please press "save+next" to proceed to the next question.

*Comment:*

### Operational Eco-Efficiency



35. Please complete the following table and where possible indicate your reduction targets and explain the trend and the performance against the target.

Indicator	Unit of Analysis	Estimated coverage (%) of total revenue/ employees in 2007	Financial Year 2004	Financial Year 2005	Financial Year 2006	Financial Year 2007	Quantitative Target for 2007	Please explain trend against target
Total direct GHG emissions	metric tons CO2 equivalent				30000	25500		75% of our fleet
Total energy consumption	GJ	7			5000	5000		
Total water use	cubic meter (m3)	7			9000	14000		
Total waste generated	metric tons	7			86000 kg	71000 kg		

- No such data collected.
- Not applicable. Please explain in the comment box below.
- Not known.

*Comment:*

We try to bring our CO2 emission down as much as possible. First step in this proces was to abandon (as from 2007) all 4 wheel drive (SUV) cars from our lease plan. At the headquarters in the Netherlands, less electricity was used in 2007, as the data center was reduced in size. (please see our annual report page 34) The saving was partly offset by increased usage of electricity during the reconstruction of the restaurants and kitchens, which also led to use of more water. Randstad is taking steps to address waste stream measurement and reduction. For example, Randstad Netherlands (20% of group revenue) will be rolling out a pilot in a number of agencies in 2008 to do a better job of separating out waste paper, plastics, glass, ink cartridges and organic waste. Through a standard waste collection process, Randstad Netherlands will receive quarterly waste updates from which they can steer policy, while employees will receive communications concerning the positive effect of their actions. We recognize that we will also benefit from the cost savings that come from realizing these efficiencies.

## Social Dimension

### Labor Practice Indicators



36. Please complete the table and indicate which of the following performance/management indicators your company use regarding the following labor relations related issues? Please provide documents and/or indicate web address: \_\_\_\_\_

Issue	Management / performance indicators
Non-Discrimination / Diversity(ILO convention No. 111)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Female of total workforce:80% <input checked="" type="checkbox"/> Female in management positionsof total workforce:senior management 15% and middle management 44%% <input checked="" type="checkbox"/> Breakdown of workforce based on minority, culture or similar <input type="checkbox"/> Other diversity indicator, please specify: <input type="radio"/> No such indicators used
Equal Remuneration female/male(ILO convention No. 100)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Executive level: average salaryfemale:equal; male:equal <input checked="" type="checkbox"/> Management level: average salaryfemale:equal; male:equal <input type="checkbox"/> Non-management level: average salaryfemale:equal; male:equal <input type="radio"/> No such indicators used
Freedom of Association(ILO convention No. 87; No. 98)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Employees represented by an independent trade union orcovered by collective bargaining agreements:60% <input checked="" type="checkbox"/> Consultations, negotiations with trade unions over organizationalchanges (e.g. restructuring, outsourcing):standard <input checked="" type="checkbox"/> Other indicators, please specify:freedom of association in code of conduct and integrity code where 3rd party provider tracks complaints. <input type="radio"/> No such indicators used
Layoffs (based on ILO's A GuideTo Worker Displacement)	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Number of employees laid off in the last fiscal year:negligible, company is growing <input checked="" type="checkbox"/> Consultations, negotiations with employees over organizationalchanges (e.g. restructuring, outsourcing):e.g. on the acquisition of Thremen the

		work's council was asked on advice in the Netherlands. Regular structured meetings with Works Council outlined on page 30 AR.
	<input type="checkbox"/>	Other indicators, please specify:
	<input type="radio"/>	No such indicators used
Health and Safety (based on ILO's codes of practices SafeWork)	<input checked="" type="checkbox"/>	Tracking of safety performance
	<input checked="" type="checkbox"/>	Tracking of work-related fatalities
	<input checked="" type="checkbox"/>	Tracking of near misses or similar crisis events
	<input type="checkbox"/>	Other indicators, please specify:
	<input type="radio"/>	No such indicators used

Not known

**Comment:**

Tracking of safety performance: yes for flexworkers and per operating company, with "reinforcing" IRIS security policy from the Holding to help prepare operating companies and standardize security process. Proactive efforts also taking place to raise awareness and lower accident rates. Linked to KPIs of some HR managers. We have made significant strides in advancing the diversity agenda. It was an agenda item at the annual general managers meeting. Randstad Belgium has set up a "Diversity Specialty" to help companies do a better job at recruiting in a broader talent pool. Randstad NL has developed a strategy, currently being implemented to attract a broader, more diverse range of talent, as is USA. Further more, Randstad signed the UN Global Compact to improve human rights, labor standards, the environment and anti-corruption

**References:**

Health at Work strategy 2007 - Randstad NL (scope: 40% of total company)  
 HR guidelines  
 2006 Annual Report pdf version, page 30-33  
 Annual Report 2007, page 32



37. Please indicate which systems are in place to collect and handle employee grievances and complaints to ensure that workers can raise their concerns in confidentiality.

- Help line
- Whistleblowing policy
- Independent person or department in charge of solving complaints by employees such as diversity committee, company ombudsman, please indicate name: Each operating company has "local integrity officer" who subsequently handle complaints and report to the Supervisory Board through the audit committee. 3rd party provider handles all complaints to ensure anonymity. HR officer/Compliance officer, organized per operating company, for the Group a complete outsider has been appointed
- Counseling
- Strict confidentiality ensured. Please specify: 3rd party provider maintains integrity line to ensure anonymity
- Policies and related information widely circulated in appropriate languages
- No systems available
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

**References:**

Integrity code  
 Integrity Code QsAs  
 3rd party provider  
 Internal communications: MD letter to employees on integrity code



38. Does your company publicly endorse (having signed or publicly acknowledging adherence to) one or more of the following charters/frameworks?

- UN Universal Declaration of Human Rights
- ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy
- OECD Guidelines for Multinational Enterprises
- Other national / international charters related to labor practices/basic rights issues (e.g. based on above mentioned guidelines), please specify and attach document: [national sector organizations, see comment and references for the local websites. They all have some form of code of conduct.](#)
- No charter/s signed or publicly endorsed
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

In every country in which we operate we are a leading participant of the national branch organizations, and if they are not yet in place we'll drive the establishment of such an organization. For example: "la chartre de la diversité" in France UN Global compact

**References:**

CIETT code of conduct



39. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

**Comment:**

## Human Capital Development



40. Please indicate the implementation of your company's formalized skill mapping and developing process. Please indicate the coverage for each employee category and attach relevant information.

Yes implemented for:

Employee Category	Coverage in %
Executive/Top management	100 %
Middle/General management	100 %
First line management/Supervisor	100 %
Specialists groups	100 %
Other employees, please specify:	%

- No formalized skill mapping and developing process implemented
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

Skills and competences required per job profile are set for the entire group. We have implemented a group wide a new web-based skill tracking programme called executrack a couple of years ago. <http://www.executrack.com/>

**References:**

Randstad Institute 1  
 Randstad Institute 2  
 Randstad Institute 3  
 Randstad Institute 4  
 Randstad Institute 5  
 Randstad Institute 6  
 Randstad Institute 7  
 HR mgmt development



41. Please indicate which performance indicators your company uses to measure the execution of your skill mapping and developing strategy. Please provide specific documents on performance indicators.
- Non-financial indicators/ratios (e.g. number of hours spent in trainings, company-specific skills categorization),  
 please specify: Skills based on attitude, leadership, fit to company values etc Senior management program of the holding: 350 participants in 2007 (Randstad Institute).
  - Cost-based indicators/ratios (e.g. training cost per employee),  
 please specify: Recruitment costs, training costs, turnover of personnel and more
  - Value-based human resource indicators (e.g. ROI - Return on investment per employee, EVA - Economic value added per employee),  
 please specify: "ROI" per employee is measured using productivity indicators (the simplest being how many flexworkers at work per FTE).
  - Other HR performance indicators  
 Please specify: HR indicators include: Mean time to fill vacancy Number of hires Total recruitment costs per new hire Total personnel costs as % of total revenue Direct employees working / corporate employees HR department costs / total oper. expenses Absenteeism in % (excluding pregnancy) % of promotable consultants % of promotable Branch Mgrs/District Mgrs female in management Global turnover rate Seniority distribution of outflow
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

**Comment:****References:**

HR Snapshot - Females in Mgmt  
 Annual Report 2007, page 32-33



42. Please indicate the tools and processes widely adopted by your company to manage organizational learning and knowledge management.
- Formal knowledge/learning networks with regular meetings and staff support
    - Intranet based Knowledge Repositories/Databases
    - Intranet based interactive knowledge platforms integrated into daily work processes
    - Peer group KPI comparisons across Business Units
    - Systematically accessible process descriptions of best practice processes
    - Company university or external comparable education facility
    - Employee idea management system integrated
  - No such tools and processes used
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

**Comment:**

See attachments on Question 40 for insight into Randstad Institute Re. Employee mgmt. system - innovation is standard component in senior executive programme + we have an active: "e-mail your

CEO" address. Ideas are also covered in the works council. All new ideas are field tested for application on the ground. Further, please see our AR 2007 page 32 for information on career advancement and training including our training costs.

**References:**  
Annual Report 2007, page 32-33

## Talent Attraction & Retention

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43. Please indicate the percentage for each employee categorization, which are covered by a predefined and standardized performance appraisal process.

Employee Category	Coverage in %
Executive/Top management:	100%
Middle/General management:	100%
First line management/Supervisor:	100%
Specialist groups:	100%
Other employees, please specify:	100%

- No predefined and standardized performance appraisal process  
 Not applicable. Please provide explanations in the comment box below.  
 Not known

**Comment:**

Appraisal system is in place since 2003 and is based on the earlier mentioned skills and competences mapping that is in turn also linked to Randstad's 4 building blocks: strong concepts, excellent execution, by the best people supported by superior brands.

**References:**  
Appraisal form -Agent



44. What is the share of performance-related compensation for each employee category as a percentage of total compensation (excluding pension plans and fringe benefits) that your company paid out in the last year?

Employee Category	Percentage of total compensation
Executive/Top management:	150%
Middle/General management:	26%
First line management/Supervisor:	13%
Specialist groups:	13%
Other employees, please specify:	9%

- No performance related compensation  
 Not applicable. Please provide explanations in the comment box below.  
 Not known

**Comment:**

middle management also has a Share purchase Plan which can increase their compensation to between 30-50%

**References:**  
Bonus system standard



45. Please indicate for each employee category the percentage of variable compensation that is based on corporate and/or individual performance respectively. The sum of the percentages in each employee category (row) must equal 100%.

Employee Category	Share of variable compensation based on corporate performance [%]	Share of variable compensation based on individual performance [%]
Executive/Top Management	100 %	%
Middle/General Management	58 %	42 %
First Line management / Supervisors	38 %	62 %
Specialist Groups	38 %	62 %
Other employees, please specify: consultants	33 %	67 %

- No performance related compensation  
 Not applicable. Please provide explanations in the comment box below.  
 Not known

**Comment:**

First category is again Executive Board. Their targets are linked to the company performance, see also remuneration report. This is uploaded but can of course also be found on our company website. \*Consultants work in units of two, so their "individual" bonus is actually based on the performance of the unit. NOTE: last year (2006) the compensation of first line mngrt, specialist groups other employees where mixed between the 2 columns.

**References:**

Remuneration report 2005  
Remuneration report 2004



46. Please indicate your company's pre-defined corporate indicators relevant for the variable compensation of all employees.

- Internal Financial Success Metrics (e.g. cashflow, EBIT, Revenues)  
 External Financial Success Metrics (e.g. Share price, Tobins Q)  
 Environmental metrics (e.g. corporate Emission reduction)  
 Social figures (e.g. corporate Health & Safety figure)  
 No corporate indicators relevant for performance related compensation pre-defined  
 Not applicable. Please provide explanations in the comment box below.  
 Not known

**Comment:**

The social figures are only used for performance measurement for a limited group of people, specifically per country the specialists who are involved in health at work initiatives and initiative aimed at bringing down the illness rates etc.



47. How frequently do the employees learn the interim corporate results that are relevant for the variable compensation from their line superiors?

- Quarterly  
 Semi-annually  
 Annually  
 Interim corporate results not internally communicated  
 Not applicable. Please provide explanations in the comment box below.

Not known

**Comment:**

Internal employees receive the quarterly updates at the same time as the financial analysts etc. This is in a internal newsletter format, because the "external" press release is usually too technical for the large audience within the group.

**References:**

quarterly results (example internal newsletter announcing Randstad figures)  
quarterly results (example internal newsletter announcing)  
Annual Results internal communication



48. Please indicate the type and employee coverage of individual performance appraisals, which are used for individual performance related compensation.

- Management by Objectives: Systematic use of agreed measurable targets by line superior 95% of all employees
- Multidimensional performance appraisal (e.g. 360 degree feedback) 6% of all employees
- Formal comparative ranking of employees within one employee category 2% of all employees
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

Regarding comparative ranking: Randstad is a very team oriented/driven company, so we only use our comparative rankings to positively reinforce one of our core values - "striving for perfection" Managing directors of each operating company receive weekly performance updates. Consultants (agents) are also given results to benchmark against the performance of colleagues in order to gain from each others learnings. \* 360 degree feedback is used from middle management upwards to 50% of mgrs. (striving to get <90% managers participate in 360 feedback by end of 2007). The 2% formal comparative rankings is for our professional segment: MWA, and Yacht.

**References:**

Bonus system standard



49. Is the individual performance of each employee (relevant for variable compensation) regularly communicated to the team members (to the whole team and not to each individual only) by the line superior?

Yes, regularly communicated.

Please specify:

- 
- Not communicated
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

**Comment:**

Individual performance is only measured for variable pay once a year. Our consultants do not receive a "real" individual bonus, (because they are usually embedded in a unit of two), but a team bonus either at unit level or at regional level. Since this is linked to their operational targets they can track through their dashboards on a daily basis how well they are doing compared to target. This does not apply to professional recruitment consultants who receive an individual bonus (80% individual, 20% team).



50. Is the individual performance of each employee (relevant for variable compensation) communicated to the next upper management level?

- Yes, regularly communicated.

Please specify: See previous comment, the management in the operating companies have access to the information of the performance of a region or a unit compared to target through the dash boards. Also required to identify high potentials.

- Not communicated  
 Not applicable. Please provide explanations in the comment box below.  
 Not known

*Comment:*



51. Please indicate the type and its percentage share of total performance-related compensation (excluding pension plans and fringe benefits) which your company paid out/granted for the last year. The sum of all types of performance-related pay equals 100%.

Payout Type	Percentage(Sum must equal 100%.)
Annual cash bonus	70%
Shares/share options immediately available	5%
Shares/share options with a locking periodof +2 years	25%
Other pay-out types immediately available,please specify:	%
Other pay-out types with a locking periodof +2 years,please specify:	%

- No performance related compensation  
 Not applicable. Please provide explanations in the comment box below.  
 Not known

*Comment:*



52. Please indicate in the following table the satisfaction level of your employees based on your company's employee satisfaction surveys.

Indicator	2004	2005	2006	2007	Explanation of trend
Employee satisfaction, e.g. committed, motivated, satisfied employees (100% equals maximum satisfaction level)	33%	32%	20%	25%	Participation and satisfaction levels remain high.The satisfactions surveys were done in each country every two years for our own corporate employees and every year for our flexworkers. In 2007, all ...
Percentage of employees covered through employee surveys	18%	12%	18%	10%	

- No employee satisfaction trend analysis
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*

For this question we used NL as our example because we have the most employees there. Each operating company does a: - client satisfaction survey - flexworker satisfaction survey -employee satisfaction survey. On top of this, in 2007 the Holding conducted a cultural employee satisfaction survey across the whole company (13,000+ employees in 10 languages across 19 countries). Participation rate was over 50% (up to 70 in some operating companies). Results were quite positive: On "I take pride in my work" 93% either agreed, or fully agreed. On "my immediate supervisor trusts my judgement" 81% either agreed, or fully agreed. On "Randstad is culturally and socially engaged in society, 75% either agreed or fully agreed. Finally, based on an employee survey, Randstad NL, and Belgium were both awarded "great place to work" 2004, 2005, 2006 and 2007 results corporate employee survey Randstad the Netherlands. 2004: score 4+5 combined = 27% respons = 61% 2006: score 4+5 combined = 35% respons = 65%

*References:*

Company wide cultural survey  
culturesurveycomm



53. Please indicate the group-wide employee benefits provided by your company in addition to government schemes.

- Pension plans
- Health and/or accident insurance for employees
- Medical care for employee families
- Disability insurance/programs
- Maternity and/or paternity leave
- Child care
- Flexible workschemes
- Employee assistance program
- Other, please specify: share purchase plan and an option plan
- No additional benefits offered
- Not applicable. Please provide explanations in the comment.
- Not known

*Comment:*

*References:*

SPP internal article



54. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.

Please press "save+next" to proceed to the next question.

*Comment:*

## Corporate Citizenship/Philanthropy



55. Does your company have a system in place to systematically measure the impact of your company's contributions in order to further improve/re-align the company's philanthropic/social investment strategy:
- Business outcomes and impact (e.g. product innovation)
  - Social outcomes and impact
  - Impact on corporate reputation and stakeholder satisfaction
  - Other, please specify: \_\_\_\_\_
  - No system in place
  - Not applicable. Please provide explanations in the comment box below.
  - Not known

**Comment:**

Much of our social philanthropy is focused on helping VSO by lending our core competency, network and providing capital. To this programme we have attached social targets (and timelines). See AR 2007 p. 34 In our regular marketing surveys, we measure reputation, and have noticed (marginal) correlating effect of partnership on reputation (and employee pride). This is secondary to our primary goal of helping VSO.

**References:**

VSO newsletter -Jan 2006  
 VSO newsletter - April  
 Case A: partnership with VSO  
 Case B: partnership with VSO  
 Case C: partnership with VSO



56. Please estimate the monetary value of your company's philanthropic contributions/voluntary social investments in the following categories in the last fiscal year. Please note that marketing and advertising budgets should not be considered for the calculation of the contributions.
- in currency: eur 4.7 mio

Type of contributions	Amount
Cash contributions	2 mio euro
In-kind giving:Employee volunteering duringpaid working hours	at least 400 days filled by volunteers in hospitals etc., volunteers for VSO, volunteers for numerous projects locally like the walk for roses in the US, foundations to help people back to the labor ...
In-kind giving:Product or service donationsProjects/partnerships or similar	Cost or tax valuation1,5 mio euro
Total	In % of pre-tax profit/EBIT:1%

- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

Besides our partnership with VSO (that is also alive in the operating companies) our colleagues in the countries in which we operate are also active. Being closer to the community, and hence being better to be able to identify needs, the operating companies engage in local initiatives. Measuring contribution outlined in EVU = equal volunteer units, as indicated in AR 2006 page 34 Our contribution and targets are measured in equal volunteer units (EVU). It costs # 19,000 to train and send a volunteer to a developing country for one year. An EVU is therefore measured in units of # 19,000, whether it is money raised through our VSO fundraising activities, the hours a Randstad employee spends applying for grants on behalf of VSO, the legal advice we provide or the value of the office space we give to VSO #in kind#. In 2007 we achieved the target set for the fourth year of our partnership of 65 EVUs (compared to just over 50 in 2006). 65 EVU x #19.000 = #1.2 mln. for employee volunteering

## Social Reporting

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57. In this section we evaluate the content, context and coverage of the social reporting included in other reports or on your website (e.g. own publication, part of a sustainability/CSR report or of annual report). The evaluation will be filled in by the responsible analyst of your industry. Please press "save+next" to proceed to the next question.

*Comment:*

*References:*

2006 Annual Report pdf version, page 30-34  
Annual Report 2007, page 30-35

## Standards for Suppliers

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58. For which of the following areas has your company established standards for suppliers across all countries of operation? Please refer to the relevant documents using the reference button blow. If you standards are currently under development, please comment including the timeline for the planned roll out.

Environmental standards/requirements

- Environmental management systems implemented at the suppliers' site
- Environmental standards for products and services delivered by supplier

Other environmental standards. Please specify:

[see environmental dimension section](#)

—  
Labor standards/requirements

- Non-Discrimination (based on race, gender, etc.)
- OHS (Occupational Health & Safety)
- Layoff practices
- Forced or slave labor
- Child labor
- Freedom of association
- Wages
- Working hours and overtime
- Disciplinary practice
- Guidance regarding sub-contracting
- Other labor standards. Please specify:

---

No standards for suppliers

Not applicable. Please provide explanations in the comment box below.

Not known

*Comment:*

*References:*

2006 Annual Report pdf version, page 34  
Annual Report 2007, page 34



59. Please indicate which of the following elements your company has established to assure effective implementation of the in the question above mentioned standards for suppliers.

- First audits conducted at \_\_\_\_\_% sites of new suppliers in 2007
- Internal re-audits/spot-checks conducted at \_\_\_\_\_% of supplier sites during 2007
- Independent external audits/spot-checks conducted at \_\_\_\_\_% of supplier sites during 2006
- Certification of suppliers to international standards (such as SA8000, ISO14001 or similar) required. Please specify these standards and the level of implementation across your supplier base: Certificates required: VCA standard (Dutch safety cert.) VCA + Stek (for cooling system control)
- Corporate-wide information system for audit results, degree of compliance, action plans, schedules. Please specify: \_\_\_\_\_
- Provide opportunity for third parties to report non-compliance.
- Activities to integrate sub-contractors into the compliance system. Please specify: \_\_\_\_\_
- Other elements implemented to assure the compliance of your suppliers. Please specify: \_\_\_\_\_
- No such elements to assure effective implementation of standards for suppliers
- Not applicable. Please provide explanations in the comment box below.
- Not known

*Comment:*



60. In this section we include a performance score on the Corporate Sustainability Monitoring with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on reputation. The evaluation will be filled in by the responsible analyst of your industry. No additional information is required from your company. Please disregard the reference and comment button.  
Please press "save+next" to proceed to the next question.

*Comment:*

## Occupational Health & Safety



61. Please complete the following table with lost-time injuries frequency rate (LTIFR) for employees and contractors per 200,000 hours worked. Please comment on the trend of the data over time. Further, please comment on the representativeness of the industry benchmark for your company in case you provided a number.

LTIFR	Unit of data / Dimension (please specify if different from indicated)	2004	2005	2006	2007	Industry Benchmark for year
Employees	LTIFR per 200000 h worked	<0.5%	<0.5%	<0.5%	<0.5%	<0.5%
Contractors	LTIFR per 200000 h worked	<1%	<1%	<1%	<1%	<1%

- No such data tracked
- Not applicable. Please provide explanations in the comment box below.

Not known

**Comment:**

See page 33 of AR 2007 The Randstad Group strives for an overall lower absenteeism rate (illness) per operating company than the country average. The Group companies whose rate is above their country's average must submit a plan to the corporate HR department and deliver a program to improve their rates. At Randstad, we recognize that a number of work-related accidents can be prevented. This is why it is important to educate both employees and flexworkers on health & safety issues. Additionally, accidents and absenteeism involve costs, so it simply makes good business sense to ensure workers are healthy and productive. There is also a correlation between employee motivation and the sick leave frequency. Hence, it is in our best interest to keep employees motivated and work-related sick days and accidents to a minimum. Different reporting structures on accidents exist in each country where we operate. For this reason, each operating company has a health & safety officer who records this information, usually each quarter, according to local regulations.



62. Please complete the following table with the number of fatalities for employees and contractors.

Fatalities	2004	2005	2006	2007
Employees	0	0	0	0
Contractors	<5	<5	<5	<5

Not applicable. Please provide explanations in the comment box below.

Not known

**Comment:**

At Randstad we believe that the highest labor standards are a right. We adhere to all labor standards, and where there are little or none, we lobby for their introduction, all the while continuing to apply our standards. Randstad has a company-wide security policy called IRIS (motto: "be sure, be secure"), to minimize security risks (and standardize reporting) within the organization. We hardly have any fatalities among our employees and flexworkers. If it happens the whole organization knows and hears the story (part of the sharing and learning component of IRIS). Details of IRIS found under question 66. Different reporting structures on accidents exist in each country where we operate. For this reason, each operating company has a health & safety officer who records this information, usually each quarter, according to local regulations.



63. Please indicate your company's occupational illness frequency rate (OIFR) for employees for the year 2007.

3,7 in 2007 per Group wide thousand working hours.

Not applicable. Please provide explanations in the comment box below.

Not known

**Comment:**

please see the file attached on our Health@work program, this has been started in 2004 and applies to the Dutch operations only, but in other countries we have similar programs \*\*\*2007\*\* Average percentage of absent employees per country outlined on page 33 of Annual Report.

**References:**

Health @ Work annual plan 2006



64. Are quantified Occupational Health & Safety targets defined at company level publicly available? Please attach references.

Yes, document added

- No
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

please see 33 of AR + attached Health @ Work file. On a proactive level, Randstad addresses occupational health & safety in a number of ways. For example, every year Randstad Netherlands carries out a week-long Health at Work program, to raise awareness and educate employees and flexworkers. Activities in this week include first aid demonstrations and healthy lifestyle tips. Randstad Germany follows a health & safety program outlined in their policy paper: #a dynamic strategy for the prevention of occupational accidents#. Health & safety is also a component of the introduction programs for new employees.

**References:**

2006 Annual Report pdf version, page 32



65. Is your company's Occupational, Health and Safety performance externally verified?

- Yes, verified by: [Arboned](#)
- Not externally verified
- Not applicable. Please provide explanations in the comment box below.
- Not known

**Comment:**

This is a Dutch organization, please see their website in the attached link.

**References:**

Arbonet



66. In this section a performance score for Corporate Sustainability Monitoring is given with the objective to verify the company's involvement and management of crisis situations that can have a damaging effect on its reputation. The industry's responsible analyst will complete the evaluation. No additional information is required from your company. Please disregard the reference and comment button. Please press "save+next" to proceed to the next question.  
Please press "save+next" to proceed to the next question.

**Comment:**

Many questions on Occupational Health and Safety address reactive measures taken for accidents etc. Randstad engages in many proactive Health issues under a "Health at Work" programme (titled H@W). Attached please find, in dutch, the day to day schedule of our recent Health at Work week. Also, 1 - 2 persons on each floor at our HQ, and many employees in the field are given first aid training (+tools from 1st aid kits to stair lifts) to ensure that if accidents happen, someone qualified is on hand to handle the situation. Have also included to this section presentations to our management and employee levels of the group wide security policy. This policy is supported by an intranet where crises and calamities can be recorded.

**References:**

IRIS Security Policy: Be sure, be secure - employee version

IRIS Security Policy: Be sure, be secure - mgmt version

IRIS security policy

H@W1

H@W2

H@W3

H@W4