

local sustainability initiatives

In 2011, following extensive consultation with its stakeholders, Randstad Holding developed a framework designed to explain our approach to sustainability in the coming years. It reflects the various activities we are undertaking with clients, candidates, employees, society at large, and employment markets. At the same time, it addresses certain sustainability basics.

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

Diversified workforces

The Netherlands

In the Netherlands, Tempo-Team and Dutch women's magazine *Margriet* have joined forces with Work4Women, a job placement agency that focuses on women over thirty who combine family life and paid work. Work4Women offers guidance and support to women in search of a suitable job, drawing on Tempo-Team's knowledge of the job market and *Margriet's* understanding of the target group. The magazine keeps its target readership up to date about opportunities in the job market.

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

In cooperation with the Dutch agency for receiving asylum seekers (COA), Randstad Netherlands started a pilot to help 95 refugees (or ex-refugees) with a Dutch residence/work permit to find a regular job on the Dutch labor market. Each participant is assisted by a Randstad advisor to find a job that best suits their work experience, education, training, and motivation. This pilot started in November 2015 and will last six months.

Italy

In Italy, the outplacement division of Randstad HR Solutions is working to reintegrate people into the labor market, paying particular attention to those over fifty.

Australia

Randstad Australia participates in the 'GenerationOne Indigenous Australians Employment Initiative'. Its mission is to end the disparity between indigenous and non-indigenous Australians in one generation through employment. Randstad connects indigenous job seekers with guaranteed jobs, and brings together the support services necessary to prepare indigenous job seekers for long-term employment. GenerationOne's flagship initiative is the Australian Employment Covenant, to which Randstad is a signatory. The aim of this Covenant is to build the demand for an indigenous workforce by securing 50,000 sustainable jobs for indigenous Australians, and in this way break the vicious cycle of unemployment and poverty among indigenous Australians.

To date, the Covenant has secured 62,000 employment opportunities for indigenous Australians from 308 employers, and over 19,000 of these jobs have already been filled.

Spain

Since 2004, the Randstad Foundation in Spain has launched a variety of social employment projects designed to secure equal opportunities in employment. During 2015, more than 3,900 people at risk of exclusion from the job market entrusted the Randstad Foundation to help them integrate into the labor market through these projects. In 2015, more than 1,170 contracts were signed. To achieve this, the Foundation's nine offices worked with over 600 companies located throughout Spain. Furthermore, they helped more than 1,430 people to get to know, understand, and use all the resources and tools available to support them in their search for a job.

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

Since its inception, the Randstad Foundation in Spain has contributed to the Public Administration Center, helping immigrants in their development, training them for employment, and supporting them in their job search process. In 2015, the Foundation organized various initiatives to promote diversified workforces:

- A job finder's toolbox. The Foundation developed a free comprehensive guide and tool-set to help people find a job and prepare for interviews. Participants were supported by professional workshops held at the Foundation's offices;
- A report entitled *Youth, Disability and Employment. X-Reflection and Action*. Drawn up in association with the Atresmedia Foundation, this report contains the results of a survey held among young people with a disability in 360 companies. The report shows that, although some companies acknowledge that they find it difficult to develop specific policies for employing people with disabilities, most companies are willing to hire them.

In addition, thanks to a partnership between Randstad Spain, the Randstad Spain Foundation, and the Down Foundation in Madrid and Barcelona, every year, some of the Down Foundation's students are given the opportunity to spend a few weeks working at Randstad Spain or at the offices of the Randstad Foundation. This is a great experience for everyone. The participants improve their abilities, motivation and self-confidence, while at the same time, employees become more aware of the needs and sensitivities of the disabled.

France

Randstad France's *Institut pour l'égalité des chances et le développement durable* (Institute for Equal Opportunities and Sustainable Development) was founded in 2005 to establish partnerships aimed at making an active contribution to the promotion of equal opportunities, and introducing innovative actions for sustainable development. In July, the Randstad Institute celebrated its 10th anniversary and published a brochure illustrating the most representative partnerships and programs that had been held during its ten-year existence.



10th anniversary Randstad Institute

In April 2015, for the third consecutive year, the Institute and its partner OFRE (*Observatoire du Fait Religieux en Entreprise*) published their annual survey on the impact of religion at work. The results showed that companies were equally divided between those that said religious matters did affect the work situation and those that said they did not. This result is more or less the same as in previous years. However, this time managements said they often found it more difficult to resolve issues because of their complexity. Occasionally, these issues led to conflict. In such cases, managements need to be courageous in dealing with unacceptable behavior. However, most managers said that by taking a pragmatic, open-minded and respectful approach, they were able to resolve most situations, few of which gave rise to problems.

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

Argentina

Randstad Argentina is renowned as a local benchmark in diversity management, the inclusion of groups at social risk in the labor market, and the promotion of gender equality. In 2015, they focused on further disseminating these commitments and sharing their successes. The channel they use for this is the local network of the United Nations Global Compact, in which Randstad Argentina is represented by its CEO. During 2015, Randstad Argentina was on the Board of the United Nations Global Compact Network, and participated in two workshops, one on Enterprises for Gender Equality and the other on Business and Human Rights.

In 2015, Randstad Argentina continued to support the inclusion in the labor market of those from deprived backgrounds, and extended the commitment of its stakeholders. Meanwhile, several enterprises have employed people from these groups.

People with special needs/ disabilities

Argentina

Working with other institutions, Randstad Argentina provides training to help empower those from disadvantaged groups. They then do their utmost to place these people in employment with their clients.

UK

Randstad UK's Randstad Student & Worker Support division works in partnership with universities and businesses to provide specialist support workers and a range of other support services to students and workers with physical disabilities, mental health issues, and learning difficulties. They currently support over 17,000 disabled individuals in education and employment to ensure they can fulfill their potential. In addition, they play an active role in lobbying and shaping opinion in the market.

Japan

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

The Netherlands

Randstad Netherlands is one of the partners of Foundation CAP100, which focuses on talented physically disabled people, i.e. 'talented' in the sense that they are motivated to find a regular workplace and to make a success of it, regardless of their special needs. The objective of CAP100 and its partners is primarily to contribute to making society more accessible to people with special needs, without prejudice. In addition, they help these people develop self-esteem, and empower them to

reach their personal objectives in life. Randstad uses its large network of clients to put this topic on their agendas.

The Dutch government is keen to encourage employers to hire people with disabilities. To advance this goal, it introduced new legislation (the Participation Act) at the beginning of 2015. This law states that at least 125,000 jobs need to be created for people with a disability before 2026. The government requires every company employing 25 or more employees to provide work for employees with a disability. Randstad Participation is a special division of Randstad Netherlands that assists companies that are prepared to invest in people with disabilities.

Italy

Randstad Italy has a team called HO (HOpportunities), a speciality focused on the provision and management of staff with disabilities. In recent years, HO has also organized training courses (basic and professional) for people with disabilities, in partnership with the employment centers in the Veneto region.

France

To improve the support it gives to disabled employees, Randstad France has trained top managers from each region with the help of a professional agency. This initiative has allowed managers to reflect on their roles in disability situations and to exchange views with other professionals. To help employees respond to disability questions and to change attitudes towards disability in the workplace, in 2014, Randstad France implemented an interactive e-learning program, consisting of six teaching modules and simulations of real-life situations.

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

During the European Week of Disabled Employees, the Randstad Institute for Equal Opportunities in France invited its partner Club House Association to its head office for a conference on how to manage employees with mental disorders and how to keep them working successfully.

In partnership with the Disability Department of Randstad France and IGS School, in June 2015, Randstad France launched its second full-year program to train disabled employees to become consultants in Randstad's branches in south-east France. The candidates are selected on the basis of relevant skills, motivation, and commitment to participate in a sustainable project. For one year, they study in Paris at the IGS HR college, and obtain the professional title of *Commercial*, after which they are able to work in one of our branches. The

first cohort graduated in June 2015, and three of them were successfully recruited as consultants in branches in the Paris region. In October, this unique training program was recognized when Randstad received the Diversity & Integration Prize for Advancing Opportunities for People Experiencing Disability, awarded by Crédit Agricole, a Randstad customer.

On the World Day for Autism in early April, Expectra (part of Randstad Group France) held a conference on the lack of employment opportunities for those with Asperger's syndrome or autism, with the aim of drawing attention to the paradox that these talents remain largely untapped. More than a hundred clients attended the conference and confirmed their interest in employing people on the autism spectrum.

Portugal

In 2015, Randstad Portugal continued its support of Associação Salvador, a Portuguese NGO that helps people with disabilities. The organization is currently focusing on helping people with low mobility to find work. Randstad Portugal is helping with the NGO's campaign to explain the benefits for companies, and regularly organizes workshops to help people improve their CVs, social profiles, and interview skills.

Dialogue with clients

Belgium

In line with their Diversity Charter, Tempo-Team Belgium and Randstad Belgium have an equality coach to help their consultants deal with discriminatory job descriptions or politically incorrect client requests for potential candidates. All consultants receive sensitivity training. The company organizes awareness campaigns directed at customers, encouraging them to assess candidates based only on skills and not on background. They also seek to increase awareness of diversity and equal treatment through other channels, such as by writing articles for their personnel magazine. There is a helpline, as well as a section on the intranet dedicated to issues of discrimination and equal treatment. These measures help both Randstad and its clients to learn to look beyond personal characteristics – such as age, sex, skin color, physical appearance, and so on – none of which have any bearing on the competencies required for the job.

Germany

Randstad Germany offers its customers access to a free online service that allows them to obtain official confirmation that all necessary employer social security and health insurance contributions have been paid.

Spain

In 2015, the Randstad Foundation Spain, in collaboration with the Spanish Ministry of Health, Social Affairs & Equality, organized their annual Foundation Awards event for the



tenth time. The Award recognizes companies, the media, and other institutions for their commitment and positive contributions to CSR and the employability of people with special needs.

France

Randstad France implemented a new survey tool to enable consultants to measure clients' performance in terms of diversity over a given period of time. The tool measures the number of disabled employees, women, young and elderly employees, non-EU employees, and employees from inclusion programs. The tool is accompanied by a guide to help consultants interpret the results. The objective is to enable consultants to raise the question of how diverse the client's workforce is, identify any types of employees (women, foreigners, the elderly, etc.) that are unjustifiably missing, and then suggest appropriate action plans to the client.

Portugal

In 2015, in partnership with the Portuguese NGO Associação Salvador, Randstad Portugal trained its consultants in presenting the benefits of hiring disabled people to clients. On its website, Randstad Portugal published positions particularly suitable for people with low mobility.

Employability advancement

The Netherlands

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

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

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

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

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

Italy

In Italy, Randstad HR Solutions has a special division (Politiche Attive) that handles projects for people who are unemployed, have been made redundant, or are in a mobility trajectory. Randstad Italy also periodically organizes training sessions in soft and hard skills.

In 2015, Randstad Italy decided to increase the proportion of workers hired on open-ended contracts. The employees were selected from those who had previously had a fixed-term contract and had demonstrated good availability and reliability, or those who showed high potential. These new hires will enjoy significant benefits thanks to increased security (e.g., in terms of pension contributions, social premiums, easier access to loans from private banks, and especially professional training opportunities).

Germany

Randstad Germany offers an array of initiatives to help people find the right job. These include the following:

- A partnership with Search Inside! to help migrants gain recognition for their professional qualifications. For this purpose, Randstad Germany has installed a network of mentors for integration on site.
- Learning on the Job, which includes a qualification program, offering candidates new perspectives for career advancement and longer-term employment. Since its start in 2006, more than 8,000 people have received a reference certificate. At the end of 2015, 300 had passed their exams and received a certificate.

Portugal

Randstad Portugal works together with the Portuguese government's Employment and Training Institution to develop skills of unemployed people. The project is modeled on the Global Management Challenge. This is a global competition based on a simulator, where teams have to decide the destiny of a company, playing against other teams. The simulator is based on real-life situations. Most of the teams are sponsored by companies and have workers from these companies playing. The game is recognized as a tool to develop both soft and hard skills, and is expected to enrich the players' profile in terms of leadership, communication, and teamwork.

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

Spain

In April 2014, Randstad Outplacement and the Randstad Foundation in Spain partnered to provide orientation, training, and job placement services to more than 1,300 people from the banking sector who had been laid off. Since its inception, the partnership has already served more than 890 people, who were all offered a specialist consultant to accelerate their transition to a new job.

France

In 2014, in partnership with Mc Cain, Leclerc, local potato producers, and food banks, Randstad France and the Randstad Institute helped to set up a non-profit company, Bon et Bien, which collects rejected potatoes to make soups, which are subsequently sold in the regional Leclerc stores. Bon et Bien's employees are recruited by Randstad from among people who are long-term unemployed and have joined an

inclusion program. This activity not only addresses the local unemployment problem, but also promotes social and fair trade by helping to combat waste. All parties involved are committed to helping employees reconnect with the world of work. With the help of IMC (a Randstad training center), employees will be trained for jobs in the food-processing industry, so that they can reintegrate into sustainable jobs. Bon et Bien was successfully launched in May 2015. All profits will be reinvested in the company.

Greece

Randstad Greece held an alumni day for outplacement candidates to boost their employability. Both current and previous outplacement candidates were invited. The aim was to help them expand their market insight and to connect them with other professionals.

United States

Randstad US's Hire Hope program is designed to provide career-readiness training and job placement services to underserved young women in the community. The target group includes survivors of exploitation and/or trafficking, as well as girls who are at risk to these circumstances. The program currently serves the Atlanta community and is executed in partnership with Wellspring Living, an Atlanta-based restoration non-profit. In addition to providing these women with training at the Empowered Living Academy, Wellspring will use the funds to securely house survivors of DMST (Domestic Minor Sex Trafficking), with a focus on trauma therapy, education, life skills, and confidence. Already, 36 women have graduated from the career-readiness training phase (called Restore), and 28 have moved into apprenticeships with either Randstad or The Coca-Cola Company.

Youth unemployment

During CSR Europe's Enterprise 2020 Summit, Randstad Holding announced the launch of the European Pact for Youth. This is a pledge from EU and business leaders to jointly deliver jobs, growth and investment for young people in Europe. The Pact for Youth was co-drafted by Randstad (together with CSR Europe and the European Commission, among others). François Béharel, member of the Executive Board of Randstad Holding, participated in a panel of Chief Executives during the launch ceremony, which was hosted by Marianne Thyssen, European Commissioner of Employment, Social Affairs, Skills and Labour Mobility.

Putting youth at the forefront, decreasing youth unemployment and enhancing Europe's human capital now and in the future: these are the main reasons why youth needs to be enabled to develop the new skills they will need to survive in the new world of work. This is not only the responsibility of individuals, but also of companies, educational institutions, governments and policymakers. Collaboration between business and education will be crucial

to prepare young people for quality jobs and to reduce the current skills mismatch. More information on the Pact for Youth can be found on the CSR Europe website.

The Netherlands

In 2013, Randstad Netherlands and Mirjam Sterk, official Ambassador of Youth Unemployment on behalf of the Dutch government, launched *Jeugd op Zoek* (Youth@Work). The youth unemployment rate in the Netherlands was (and still is) high, and Randstad made a big effort to help unemployed youngsters find a job. This initiative continued in 2014 and 2015. In 2015, a traveling Work Lab toured the country, advising young people on how to get the skills they need to meet actual employers.



work lab youth@work Netherlands

Randstad Netherlands also supports Codepact, a public-private partnership implementing a variety of initiatives to prepare children for the future labor market, introducing them to new technologies, and teaching them the 21st-century skills such as programming. For example, Randstad gives financial support for coding lessons at 55 primary schools, provides meeting rooms, and trains teachers.

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

Belgium

In 2012, Randstad Belgium established a partnership with Leuven University. The aim is to broaden employment opportunities for students with degrees in Economics and Business Studies, helping them find interesting alternatives to banks and consultancy firms that tend to dominate on-campus recruitment. Individual coaching sessions form part of the program. This partnership has been very successful. In 2015, an exclusive partnership was concluded with four of the five Flemish universities and several graduate schools. Over the past three years, we have counseled 550 individual students, created 85 additional jobs, and helped dozens of graduates find their first job. Given this success, the initial local action has now matured into a new division: Randstad Young Talents. This is the only player in the market fully dedicated to this target group. It is also the first (and so far the only one) in the market to create additional jobs for specific graduates.

Greece

Randstad Greece runs a 'U can do it!' initiative as part of its corporate social responsibility program. Geared to Greek youth, the program consists of interactive workshops for University and College students, preparing them for tomorrow's workplace. 'U can do it!' is a clear message to young people that success is possible, despite the continuing economic challenges. The aim is manifold: to inspire and motivate youth by helping them to identify and select a suitable occupation; to equip young people with the tools, knowledge and resources they need to thrive both personally and professionally; to enhance self-awareness, awareness of personal qualities and of potential future professions; to provide information regarding new trends and opportunities in the Greek labor market; and to provide practical tips on how to enter and gain experience in the labor market. Hundreds of students in both the Athens and Thessaloniki regions participated in these workshops, in which project leaders shared best practices through interactive exercises. 'U can do it!' has been received very favorably by the participating universities and colleges, and the workshops will continue to be offered in the future.

Poland

Randstad Poland launched a series of workshops titled 'Discover myself, discover the work', dedicated to middle-school students. Since mid-2014, Randstad volunteers have had meetings with nearly 550 pupils of eight schools from the cities of Katowice, Niepołomice, Stężyca, Tychy, Gdynia, Łódź, and Piotrków Trybunalski. The aim of the workshops is to activate and engage students, through exercises and discussions, to help them think about their future and career plans, and to make them aware of employers' expectations. The workshops will also help students to identify their talents and hone those skills that will be particularly useful in their professional life. During the workshops, students also learn about the basic mechanisms of the labor market, and how important it is to gather experience while still in education.



youth@work Randstad Italy

Italy

In 2012, Randstad Italy created a specific department called Orientamento (Career and Vocational Guidance), which is designed to close the gap between the school/academic world and the job market. Through its adaptation of the Dutch Youth@Work initiative, Randstad Italy supports a large variety of local initiatives focused on young people. For example:

- GOAL (groups focused on job orientation): Three- to five-day courses in different Italian cities, aimed at young job seekers. Topics include career counseling, training for the job market, and job searching skills.
- Scopritalent: An Italian initiative aimed at providing young people with the practical skills they need to enter the world of work. A select group of young school leavers and graduates have an opportunity to present themselves to a pool of leading Italian companies hunting for talent. The event is hosted by Randstad at its headquarters in Milan. It is now in its sixth year. As part of this initiative, Randstad also offers individual career guidance and training, as well as counseling in schools, universities, and training institutions. The Scopritalent program is carried out in collaboration with the Sodalitas Foundation (the Italian official partner of CSR Europe).
- Deploy your talents: Stepping up in the STEM Agenda for Europe. In collaboration with the Sodalitas Foundation, Randstad Italy participated in this European project, which was in its second year in 2015. Its mission is to create more awareness of the career prospects offered by STEM (Science, technology, Engineering and Mathematics), tackling gender stereotypes related to STEM study programs and careers, and changing the way these subjects are taught.

In October 2014, the first students enrolled in the Master's degree program in Account Management & HR Services, which trains employment agency professionals. Developed jointly by Randstad Italy and ISTAO (Istituto Adriano Olivetti Business School), this degree course was born from the desire of Randstad Italy's management team to enhance the skills that Randstad staff have consolidated over the years and make them available to young graduates. The aim is to ensure professional growth and enhance graduates' chances of finding a job, including within Randstad. It is also a great opportunity for Randstad employees who participate in the program as teachers to enhance their own skills.

Japan

Randstad is recognized by the Japanese Ministry of Labor, Health and Welfare as one of the official service providers for its unemployed-youth job support project. This initiative aims to promote workforce entry of unemployed young people through the temp-to-perm system, allowing both employees and hiring companies to start on the basis of 'try-out employment'. For the next three years, companies from three different regions that use the program to hire temp-to-perm workers are eligible for certain subsidies.

Australia

In Australia, the Randstad Shaping Young Futures Program was launched in April 2015 to help young unemployed Australians develop their job seeking skills and to connect with organizations willing to invest in the talent force of the future. In order to support these young job seekers, the Randstad Shaping Young Futures Program is based on four key pillars:

- Coaching and mentoring programs;
- Preparation and development of career awareness and job seeking skills;



- Student sponsorship schemes; and
- Employer partnership programs with real job outcomes.

Randstad Australia is inviting clients to nominate a young person who is not in education and not in employment between the ages of 15 and 24 to receive complimentary career coaching and guidance from Randstad Australia's specialist consultants. This will be carried out through a network of 'career buddies'. The Randstad career buddies will provide advice and guidance on career aspirations, help youngsters develop their career awareness and job seeking skills, connect students with jobs, and share practical job seeker tips, such as writing a résumé and practicing interview techniques.

Germany

In 2015, Randstad Germany successfully adapted Randstad Netherlands' Youth@Work program for use in the German market. The focus in Germany is on qualification and advanced vocational training, in cooperation with unemployment agencies, educational institutes, and clients. The project is situated in Duisburg, which has one of the highest youth unemployment rates (7.9%) in Germany. We are recruiting 40 machine operators for port and industry logistics. Candidates first have to finish an advanced vocational training program, which is facilitated by the local Port Academy.

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

In a sponsorship program called 'You've got talent – fit for the employment market', Randstad employees in Germany support lower-level secondary-school students as they start their working life, enhancing these youngsters' employability. The new competences students discover and develop through the program and the practical experience they have gained are recorded in a 'Competence Certificate'. Most importantly, the youngsters discover their own talents, and are encouraged to complete their education. Since 2008, Randstad has been involved in 50 lower-level secondary-school sponsorships, catering for more than 1,400 students all over Germany.

France

Randstad France organized an exceptional national operation called 'I get a job' to help young candidates find their way in the employment market and get a job.

Argentina

As part of corporate volunteering, and in alliance with several schools and NGOs, Randstad Argentina regularly holds 'Mi

Job' workshops, providing young people looking for their first job with job seeking tools. Over 2,000 people have already benefited from these workshops and tools.

Switzerland

Randstad Switzerland also adapted the Youth@Work roadshow concept from the Netherlands to help young students and graduates prepare for their future career. The Youth@Work roadshow was launched in September in five major Swiss cities (Lucerne, Winterthur, Biel, Bern, and Lausanne). During the roadshow, Randstad consultants offered face-to-face advice to young talents, who were invited into a special Randstad Youth@Work bus. Workstations were available with access to the Randstad database. The consultants assessed the CVs of the visitors, gave them advice on pursuing their career, helped them with useful tips and tricks for job interviews, and informed them about current trends in the labor market. To inform SME about Generation Y and their needs, client breakfasts were organized around the Youth@Work events. Two keynote speakers were invited to give inspiring presentations about Generation Y and recruitment in general.

Portugal

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

United States

Randstad US is continuing to build a strong relationship with its national charitable partner, Junior Achievement. In 2015, 136 volunteers collectively gave 884 volunteer hours to support Junior Achievement of Georgia. This had a joint impact on 665 local middle school students, helping them through simulations of financial budgeting and operating fictional businesses by working in various career roles.

Randstad Sourceright US has helped Year Up, a national program to empower low-income young adults to go from poverty to professional careers in a single year. We contributed by donating \$5,000 for an Opportunity Breakfast, and have had five Year Up Atlanta alumni hired under a contract from the July 2015 class.

Health and safety – clients and candidates

United States

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

Australia

Randstad Australia maintains a robust hazard management system to prevent harm to its talents. Part of this system is a workplace safety assessment (WPSA) conducted by the consultant. The primary goal of the WPSA process is to protect the health, safety and welfare of talents by identifying, controlling and communicating risks. Before placing a talent with a new client or a new client facility (or a new task on an existing site), a WPSA must be completed.

Argentina

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

France

HR Consultancy Partners in France provides training to clients (and internally at Randstad France) on security at work and the prevention of professional risks.

In 2015, the Randstad Institute and Appel Médical (part of Randstad Group France) supported the Odyssea association, which organizes charity runs and challenges to collect funds to fight breast cancer. A leaflet explaining how to carry out a breast self-exam to detect potential abnormalities as early as possible was given to candidates (or clients) during commercial events (e.g., conferences and exhibitions). In addition, Appel Médical invited clients and candidates to take part in three running challenges. These not only gathered financial support, passed on to the breast cancer research

charity, but were also a great social success, providing everyone with a good opportunity to get to know each other better.

Italy

When candidates receive their employment contract, Randstad Italy provides them with a health and safety manual and detailed risk information. Randstad Italy employs a health and safety manager, who, in cooperation with the client company, sees to it that candidates are trained to cope with specific risks. On a quarterly basis, Randstad Italy also monitors in detail any incidents involving temporary workers, sharing a report of such incidents with commercial staff so that they can make clients more aware of safety matters.

Germany

Several of our companies perform on-site inspections with client companies. Randstad Germany has an explicit strategy to reduce the number of accidents. With every new customer, working conditions and measures for the protection of workers are assessed. Employees are only assigned if any identified weak points are first eliminated by the client company. Health and industrial protection is thus achieved in close cooperation with customers. Randstad meets the requirements of the national regulations concerning safety at work and protection of health at the workplace. Randstad is in the process of having its occupational safety system recertified on the basis of the Accident Management System (AMS) of the employer's liability insurance association.

The Netherlands

Randstad Netherlands has a special department for health and safety, called Health@work. This oversees sustainable employability and a healthy work environment, based on four pillars:

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

Sweden

Randstad Sweden offers an annual wellness allowance to candidates.

Health and safety – employees

Our companies offer employees an array of programs, services, and products to stimulate their well-being. These include discounts on sports and wellness centers and sports clothing, a range of comprehensive healthcare services (e.g., physical check-ups or discounts on medical costs and glasses), addiction prevention, child care (including help for sick children), various part-time working models and flexible hours (including for managers), the possibility of working from home, work-related stress surveys and stress reduction programs, training on how to deal with aggression, workplace health inspections, ergonomically designed work environments, nutrition and lifestyle advice, an online platform with tips and personal advice, e-learning, and a great deal more.

We track absenteeism due to illness throughout the Group. The corporate target is to have illness rates below the official country average. If a company does not meet that target, it has to present an action plan for improvement.

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

General

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

To promote safety at work, operating companies have procedures in place and provide training. These include measures for fire protection, such as emergency drills, and first-aid and fire-fighting courses for dedicated staff. A Corporate Prevention Board at Randstad France delivers an annual risk assessment document, which forms the basis for a comprehensive prevention program. Several of our operating companies perform health and safety audits at all sites and branches, while many have dedicated health and safety managers or quality controllers.

Several operating companies organize regular training for corporate employees to help them deal with both verbal and physical violence.

Belgium

Randstad Belgium has an online platform (I Change), focusing on eight topics: sleep, alcohol, stress, food, weight, sports, smoking, and mood. Employees can follow one of several modules depending on their needs. If they have questions, they can contact specialists by email or through an online platform. The intranet provides a 'vitality calendar' of local or national activities. Since its launch in 2010 (until December

2015), more than 1,230 employees participated in at least one module.

Denmark

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

Germany

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

The Netherlands

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

France

In 2015, Randstad France organized the 11th Quality of Life at Work Week, to promote safety at work and encourage behavioral changes for a better lifestyle.

United Kingdom

The success of any H&S system depends highly on the involvement of all employees at all levels and functions. That is why Randstad UK has developed a group-wide H&S policy and policy statement. These are adhered to by all business lines. This is reinforced by the managing director of each business line putting their name and signature to the policy. Talents are encouraged to bring to the notice of their management or representatives any matters that may affect their health, safety or welfare at work. A process is in place for the provision of feedback on the H&S policy and procedures.

Portugal

Randstad Portugal has fresh fruit for all the employees in the office and also upgraded the company health insurance so that employees can enjoy extra benefits (e.g., well-being advice relating to nutrition).

Italy

Randstad Italy has provided all individual branches with detailed emergency plans covering matters such as hostile visitors, fire, floods, earthquakes, bomb alerts, and gas leaks. During the year, first-aid and firefighting training are organized regularly for branch and headquarter staff. All policies are posted on the local intranet and accessible to all employees. During 2015, Randstad Italy trained people with regard to safe driving and ergonomic posture while sitting at a desk.

Since 2014, Randstad Italy has taken part in Lavoro Agile Day (Work Smart Day), an event sponsored by the Municipality of Milan, to experiment, for a day, with the advantages of Smart Working. In the last months of 2015, a Smart Working pilot

project started for all employees working at the Milan head office. The aim of this project is to promote the welfare of workers and to improve their work-life balance.

Australia

In 2011, Randstad Australia achieved AS/NZS 4801:2001 accreditation, an occupational health and safety management system that is commercially recognized within Australia, New Zealand, and other countries (OHSAS 18001:2007). As a leading standard, this accreditation showcases the priority we place on occupational health and safety, and our dedication to creating safe work environments for all employees.

Sweden

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

Workplace diversity

General

In July 2015, Randstad Holding, Randstad France, Randstad Italy and Randstad Belgium renewed their Group Gender Equality European & International Standard (GEE&IS) certification, upgrading its results to the upper level (3), from level 2 in 2013. These companies had achieved European (GEES) certification in 2011. At the time, they also signed the Charter for Equal Opportunities and Equality in the Workplace, a declaration of intent to work for the dissemination of a corporate culture and human resources policies that are inclusive and free from discrimination and prejudice, enabling talents to flourish in all their diversity.

Germany

Randstad Germany has been a 'Genderdax' company since 2006. Genderdax is a web-based information platform that provides career-oriented women with a comprehensive overview of working conditions and opportunities. Randstad Germany is also a signatory to the Diversity Charter, to emphasize its commitment to diversity and fairness.

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

Australia

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

The Netherlands

Randstad 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 women appointed to senior management positions.

Italy

Parents@work is an initiative of Randstad Italy designed to make it easier for women to return to work after having a baby. It includes 'Baby Randstad', a contribution of € 250 per month for child care, introduced in 2003; 'Welcome back, Mum!', a plan for the reintegration of new mothers in the company after maternity leave; and flexible working hours, giving mothers the advantage of a flexible schedule in their children's early years.

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

Argentina

Randstad Argentina has improved its commitment to diversity with the inclusion of refugees and migrants in the labor market, through its alliance with Argentine Catholic Commission Foundation for Migrants. Randstad also participated in the events relating to the Consultation with Indigenous People, and presented its bi-annual Gender Equality Plan, which also covers workplace diversity.

Japan

Randstad Japan held a diversity roundtable with all its female managers (10% in Japan) to discuss gender diversity, and what the benefits and disadvantages are of promoting female talents.

Canada

Randstad Canada was recognized as one of the Best Workplaces for Women in Canada by the Great Place to Work® Institute. This aligns well with the Women Shaping Business program, whose aim is to explore the challenges and opportunities for today's Canadian women in the workplace.

Stakeholder dialogue

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

In 2015, Tempo-Team conducted its fifth international labor market trend survey, which is known as the RED Report. The report summarized the views of a representative group of HR managers, employees, and students in the countries in which Tempo-Team operates (the Netherlands, Belgium and Germany) on the theme of 'the war for talent'. Many employers are of the opinion that their employees do not have the right knowledge and skills to enable them to benefit effectively from the recovering economy. At the same time, many employers are unable to fill vacancies properly due to the mismatch between the available talent and job requirements.

Every year, Randstad France, Expectra and Appel Médical publish three key studies: the Randstad Barometer of Non-Manual Position Salaries, the Expectra Barometer of Managerial Position Salaries, and the Appel Médical Barometer of salaries within the Health Sector. These three studies, which are based on over one million pay slips from both the temporary and permanent workforces, provide good insight into wage growth in France. The Expectra study shows that salaries for managerial positions have been rather stagnant, with wages growing by only 1.2% in 2015. The Randstad study shows that the salaries of non-managerial positions grew by 0.9%, which was driven mainly by the 0.8% increase of the French minimum wage. The Appel Médical study shows that nurses saw their salaries grow by just 0.6%. The three studies always create an interesting exchange of views between Randstad, Expectra, Appel Médical and their clients. The results are announced at an annual event, staged by Expectra. Over the past twelve years, this has become a very popular occasion, to which clients always look forward with interest.

The Randstad European Platform for Social Dialogue met twice in 2015, once in July and once in December. Transnational information and consultation were on the agenda of the two meetings, which were attended by both management and workers representatives. The company's strategy, the development of the Professionals segment, and the IT strategy were also explained and discussed. At the July meeting, following negotiations with the works council and the European trade union UNI Europa, the Platform was changed into a European Works Council in the sense of Article 6 of the EU Directive 2009/38/EC on European Works Councils.

In the December meeting, the workers' representatives were trained by an external party on how to establish a meaningful social dialogue and organize an internal co-determination network.

In 2015, Randstad published its third annual Flexibility@work report on flexible labor and employment. This latest report focuses on the rise of self-employment during the Great Recession of 2008–2014. The research, conducted by Dartmouth College, showed that a higher rate of self-employment was not conducive to an accelerated recovery from the recession. It also revealed that the self-employed are either 'pulled' or 'pushed' into working for themselves. The 'pull' self-employed are often job-makers, and their number is more likely to increase when unemployment is low. The 'push' self-employed, however, are more likely to appear when unemployment is high and there are few alternatives. Self-employment provides a useful option for both companies and individuals. For companies it provides flexibility, while for individuals it means independence. For the more entrepreneurial, it may be their start of the road to riches and lead to the creation of more jobs.

For all research reports please see our corporate website.

To celebrate Randstad's 50th anniversary in Belgium we published a book called 'Temporary agency work: 360° manual'. This book provides a unique view of our sector, its development and future challenges. It contains contributions from major stakeholders in the Belgian labor market, including academics, trade unions, the employers' federation, sector federations and public labor organizations.

Local sustainability reports

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

- Randstad Belgium
- Randstad Germany
- Randstad Argentina
- Randstad France

Partnerships and social involvement

VSO

Since 2004, VSO and Randstad have been global partners in making a real difference in developing countries. As VSO's global employability partner, Randstad provides financial support for VSO's work in helping poor people to access education and find work. We also use our knowledge and infrastructure, pro bono secondments, and joint marketing efforts to help VSO become bigger and better at recruiting volunteers across the world.

Over the past few years, we have been developing new partnership plans with VSO International. Randstad offers its employees various ways of participating. In addition to regular assignments (6–9 months) and short-term assignments (4–8 weeks), we also offer pro bono assignments in our colleagues' home country, as well as online options. Pro bono assignments are available in a range of areas, including marketing, recruitment, and IT, and the duration of these assignments varies from a few hours to a few weeks. In this way, practically anyone can take part, whatever their availability. This type of support fits in perfectly with Randstad's sustainability mission of providing expertise for a better society. It is also an ideal way to help VSO make an even bigger impact than it already does.

On a national level, many of our operating companies have set up their own projects to support VSO, either by using their core expertise in a newly developed business model, or by raising funds or increasing awareness.

Examples of volunteer placements and their impact

Randstad volunteers in Bangladesh

During 2015, several Randstad employees went on volunteer placements to Bangladesh to support VSO's Livelihoods work. Their contributions included the development of a 'Pay it Forward' goat rearing initiative for unemployed youth, market assessment capacity building (especially in relation to coconut milk), business planning (for candles, papaya, mixed fruit, ginger and turmeric), corporate sector engagement training, and capacity building in branding, marketing, customer database management and trade research. Common to all these placements were two key elements. First,



women's day India

they all introduced relevant business skills and entrepreneurship into communities and partner organizations. Second, they were strongly focused on youth and women, both in respect of placement objectives and community engagement, building the confidence of young people through youth clubs, helping women to develop businesses, and holding health awareness campaigns and checks for disadvantaged women.

The Bangladesh Country Director described the impact Randstad employees have had, and foresaw opportunities for the future: 'This, I think, is very important, as we begin to think more programmatically and be focused on women and youth entrepreneurship, and bridging corporate sector skills into that. It's clear that Randstad staff have brought and applied those skills and capacities into their individual placements. Imagine what we can achieve by joining up placements into projects and programmes, each volunteer or volunteer group building on the work of the previous ones and generating rural employment as a result.'

Two Randstad US volunteers, HR and Talent Sourcing Specialists

VSO India Trust develops social innovations that open up access to quality education (particularly for girls) and that secure livelihoods (particularly for women and youth). Jayanthi and Allison, a Randstad volunteer team, were given the task to review the existing global and national policies on gender in India. The team made recommendations on gaps they identified in workplace policies with regard to the equal treatment of women in employment.

'The presentation on gender and anti-sexual harassment policy, as well as the content for the handbook, will add a lot of value to VSO India,' said Jayanthi. Allison shares some of her fondest memories of her time in India: 'My most memorable experience at VSO India has to be the true sense of community, and learning about the culture. This experience has reminded me of one of my strengths: bringing people together.' The local VSO Program Manager reported that the work done by the two volunteers has brought in a fresh perspective on gender from a corporate viewpoint: 'Thanks to Allison and Jayanthi's hard work and dedication, they have built the capacity of VSO India in addressing sexual harassment complaints in a manner that is just, time bound and compliant with local Indian laws. Their work will have a lasting impact on woman's rights in the work place.'

Camille of Randstad Belgium, Regional Recruitment Support

During 2015, Randstad and VSO identified opportunities for directly applying Randstad's expertise in a series of placements aimed at strengthening VSO's recruitment function. Camille was one of the first candidates to pilot this model, which will be scaled up in 2016. As Regional Recruitment Support, Camille provided the Recruitment Manager for Horn and East Africa with day-to-day assistance. The role was based in Nairobi, and duties included ensuring that the recruitment needs of the region were met by shortlisting volunteers for

roles, liaising with recruitment partners, and providing system-generated reports. Supporting VSO in this way has improved the effective delivery of volunteers where skills are most needed in the fight against poverty. In this volunteering project, Camille was able to share the knowledge she had acquired in four years with Randstad. She described her experience as life-changing: 'You discover a whole new way of living, working and thinking.'

Examples of other community engagements:

Hong Kong

Randstad Hong Kong organizes an annual end-of-year charity auction to raise funds for a local non-profit organization. Throughout the year, quarterly events partnering with local charities are organized, from reading sessions with primary school kids at Kids4Kids, celebrating the birthday of elderly people at the Hong Kong Society for the Aged, volunteering with Hong Kong Dog Rescue, and partnering annually with Mother's Choice to host a Christmas Party for foster kids.

Australia

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

The Netherlands

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

France

The Randstad Institute for equal opportunities and sustainable development in France provides financial support to a wide range of activities that promote or support social and professional inclusion of people at a distance from the labor market. These include young people from an underprivileged background, convicts about to be released, and people with a disability.

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 aim is to support projects for the common good, encouraging voluntary work by all employees and stimulating them to broaden their personal outlook and create networks.

Argentina

Randstad Argentina continues to support a program combating child labor. It runs during the harvest season, and provides rural workers with a safe place to leave their children during the day. The program also raises local awareness of child labor, and offers an alternative in the form of a training program that will enhance the children's future employability. Every year, more than 2,600 children attend some 22 child centers. In 2015, the Global Compact Network published this case as a 'best practice'.

In addition, in cooperation with Fundación Huésped, Randstad Argentina developed a training program for corporate personnel, focused on sexual diversity at work and non-discrimination.

Spain

Randstad Foundation Spain works in partnership with social entities, public administrations, and private companies to improve employment opportunities of people at risk of exclusion, develop corporate volunteer programs, and improve awareness of disability issues.

In 2015, it was the seventh year that the Randstad Foundation in Spain sponsored the *Lo Que De Verdad Importa* ('What really matters') conference. This conference aims to instill values into young people through testimonies by people who have faced adversity and overcome it.

To improve employee engagement, Randstad Spain and Randstad Foundation Spain organized a number of volunteering days. Randstad volunteers provided job



volunteering days Randstad Spain

orientation and help to people at risk of exclusion from the labor market.

In 2015, Randstad Foundation Spain participated in the CSR Europe platform called Business Impact Maps. It contributed a program to improve the integration into the labor market of people at risk of exclusion (e.g., disabled people, those over 45, foreigners, and victims of violence).

Italy

Randstad Italy supports the charity *Comitato Maria Letizia Verga*, which focuses on supporting children with leukemia through research and care. Among other things, Randstad Italy's support includes fund-raising initiatives (e.g., selling Easter eggs or Christmas presents). In March 2015, a lottery was held among all employees, raising € 1,200, which made it possible to adopt a square meter in a new hospital.

In 2015, Randstad Italy participated for the first time in a public-private partnership with the Municipality of Milan. The project, called *ConciliaMilano*, had two parts:

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

Greece

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

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

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

United States

Randstad US held multiple goodwill clothing drives across the nation. Collections in corporate offices alone resulted in 272 bags of clothing donations and a financial donation of \$694.

Randstad US also donated \$4,687 to Walton Robotics to encourage millennials to get involved in STEM (Science, Technology, Engineering and Mathematics). Walton Robotics is a camp for school children where they learn the ins and outs of robotics and then participate in competitions.

Human rights guidance

General

Randstad sponsors the OECD Forum. Held in Paris each May to coincide with the annual OECD Ministerial Council Meeting, the OECD Forum has emerged as a major international stakeholder summit. Leaders from all sectors of civil society gather to debate the most pressing social and economic challenges confronting society. Since its creation in 2000, more than 18,000 people have exchanged ideas and experiences. In 2015, our CEO Jacques van den Broek contributed to the session 'A New Production Revolution'. He pointed out that fundamental shifts, such as globalization, political and economic volatility, an aging population, new technologies, and changing attitudes to work, are changing the world. Jobs are disappearing in one industry, and being created in another, while changing in nature at the same time, making 'mismatch' the core issue for the coming decades.

Argentina

As a signatory to the UN Global Compact, Randstad Argentina shared its experiences with colleagues in a Human Rights workshop. They are scheduling a self-assessment of their compliance with human rights principles. From 2014 to 2015, Randstad Argentina's CEO was the local network UN Global Compact representative, so Argentina's team is highly committed to constantly urging adherence to the Compact's Ten Principles.

Randstad Argentina's CEO signed the United Nations Women Empowerment Principles (WEPs) and expressed support for the Unite campaign against violence against women, led by Ban Ki Moon. It also started to work with the Trama Asociación, supporting communication campaigns against violence among youth. In addition, the CEO was nominated for the WEPs CEO Leadership Awards.

Australia

White Ribbon is Australia's only national, male-led campaign to end men's violence against women. Its vision is for all women to live in safety, free of all forms of violence from men. Its mission is to make women's safety a man's issue too. Randstad Australia is currently participating in an internationally recognized 12-month accreditation program with White Ribbon, as part of our commitment to the prevention of violence against women. Accreditation as a White Ribbon Workplace can enhance our reputation by publicly acknowledging that violence by men against women is both a human rights and a workplace issue.

France

Randstad France has set up an anti-harassment procedure to receive complaints from candidates or employees about potential moral or sexual harassment.

Randstad France has also implemented a Management Charter to be signed by all managers. It confirms their commitment to leading their teams in line with Randstad's

values and ethics. One part is dedicated to the promotion of diversity and gender equality.

Supply chain

Argentina

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

Italy

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

Environment

Many of our companies have an environmental policy designed to create a healthy working environment and use energy resources responsibly, and several run programs to train their staff.

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

Recycling

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

Energy resources

The Facilities department at our Dutch head office plays a pioneering role for our Dutch operating companies. Over the past few years, the department has implemented several resources-saving measures at the corporate head office, as well as at the local premises of Tempo-Team and Randstad. Examples of such measures are the replacement of all incandescent and PLC light bulbs by LED lamps (all in the existing armatures) and the replacement of several vital parts



VSO volunteer in Indonesia

of the heating and cooling systems (e.g., filters and valves), to improve energy efficiency. In addition, for many years, both Tempo-Team and Randstad have been working to reduce energy, paper, toners and other kinds of waste.

For several years, all electricity used at the Dutch head offices has come from sustainable resources. Since 2014, Tempo-Team has used electricity generated from Dutch wind power for its branches in the Netherlands. From 2015 onwards, Tempo-Team branches will make use of CO₂-compensated gas.

In addition, Randstad, Yacht and Tempo-Team in the Netherlands have implemented a new printing system, whereby separate printers are replaced by one central printer per floor or office. All employees have an individual printing pass, enabling them to pick up their prints. This new printing system should cut paper consumption considerably. In the first few months, it already lowered paper usage by 15%. The toners in these new printers also have less impact on the environment.

Travel and company cars

E-meetings, teleconferencing, and videoconferencing are strongly recommended as effective alternatives to travel. They represent an opportunity to significantly reduce our impact on the environment and help to slow climate change. We also aim to reduce emissions by cutting down on face-to-face contacts between employees and candidates, increasing online contacts, and making more matches online.

Several operating companies have bicycle plans for their employees (e.g., the Bike to Work scheme at Qualitair and Cyclescheme for Staffing employees in the UK), while we also

actively promote the use of public transport. In the bigger Dutch cities, many offices have company bicycles.

Randstad Belgium organizes carpooling via a website. Some of their offices have a company bike that can be used to visit clients.

During the National Mobility Week in September, Randstad France organized a conference for corporate employees to inform them on various alternative modes of transport, such as electric bikes and scooters, public transport, and so on.