

local sustainability initiatives



2020.

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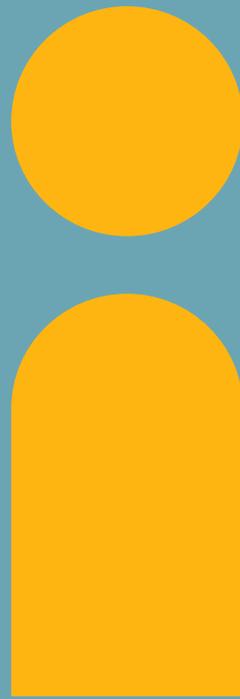
our
500 million

people plan.

this section provides descriptions and examples of various local sustainability initiatives, structured in line with our sustainability basics and our ultimate goal to touch the work lives of 500 million people worldwide by 2030.



improving



employability.



the netherlands

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

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

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

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

In 2020, the nine regional mobility centers (Virtual Talent Centers) in the Netherlands set up a new initiative with the aim of keeping as many people at work as possible. As a result of COVID-19, there has been a shift in the labor market. Some organizations have much less work, while there are others for which the demand for employees has risen explosively. The regional mobility centers have a network structure that brings together signals of staffing surpluses and shortages from various sources (Randstad and partners, municipal account managers, social security advisors, social partners, etc.).

randstad netherlands' career accelerator program provides custom-made training programs, per sector and per profession.

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

In 2019, Randstad launched a project in Rotterdam to enable benefit recipients to become job coaches. These job coaches are trained by Im Power, and Randstad seconds them to companies that have to meet their social return obligation of 5%. The job coaches in turn supervise other people with social security benefits from their own environment in order to help them find a job with clients.

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

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

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

Another project in education is 'Getting Started in the Classroom', which focuses on retraining employees of banks and insurance companies as teachers. In cooperation with the relevant education councils, Randstad provides practical information and training. Together with Windesheim University and ABN Amro, Randstad has set up a 3-day training course to help people find out whether making a switch to education would be a sensible next step. Additionally, in another partnership with Windesheim University, Randstad is trying to motivate construction and engineering workers to combine their work with giving lessons at school as a 'hybrid teacher'. The goal is to get more people into teaching. Randstad's role is to guide candidates and give them good career advice in order to prevent loss of talent.

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

Through Randstad Boost, almost 13,000 people receive customized vocational training every year, preparing them for the jobs of today and the future. The mission of Randstad Boost is to make a structural contribution to solving the situation in which skilled workers are becoming increasingly scarce, and the demand for these skilled workers continues to grow. For example, training is provided in transportation, healthcare, engineering, education, financial services, customer contact, and logistics.

In collaboration with Albeda College, a school for intermediate vocational training, Randstad has set up a special course for HR consultants. Students learn to be customer-oriented, to have a good conversation, and so on. In addition, Randstad provides guest lectures on job application training and current topics in the labor market. The students run their own temporary employment agency/unit under the flag of Randstad: Albeda@work. Here, other Albeda students can apply for great part-time jobs, holiday jobs or entry-level jobs.

The 'Tempo-Team Werk en Leren' program helps to fill scarce profiles in the labor market. Tempo-Team constantly links training to practice by combining work and training, practical assignments, and school trips to the workplace. Tempo-Team finances the training, while the client pays for the productive hours worked by trainees, as well as a surcharge for the guidance and facilitation of the training program. Currently, training is provided in engineering, logistics, transportation, and healthcare.

randstad argentina's PILA project is an accelerated labor inclusion program that aims to help people from low-income talent pools to improve their employability.

argentina

Since August 2018, Randstad Argentina has been running a program in the shantytown of Barrio 31, home to more than 40,000 people, located in the center of Buenos Aires. At the time, Randstad interviewed potential candidates from this neighborhood, getting to know them and providing tips and training to help them find a job. The candidates were selected on the grounds of having previously undergone three training modules with the City Government's employment office. Because of the great partnership, Randstad Argentina signed a public commitment with the government of the City of Buenos Aires in 2019.

In 2020, our activity continued, but it was suspended at the beginning of March, when the COVID-19 pandemic spread in Argentina. During a couple of months, the Government from the City of Buenos Aires focused their time on solving urgent matters for their neighbors, until we were finally able to run a different labor inclusion program again in July (see PILA Program below). By September we had enough information about available internet connections in order to set up online training or interviews. Overall, in 2020 we were still able to interview 78 people, train a group of 19, and hire 7 people.

Randstad Argentina's PILA project is an accelerated labor inclusion program that aims to help people from low-income talent pools to improve their employability and find a job. Accenture and Santander Bank are our main partners. Together, we created nine training modules, making use of each company's strengths: Accenture created and delivered modules around soft and digital skills, Santander created and delivered modules on financial inclusion, and Randstad Argentina provided training modules on employability (CV writing, how to deal with job interviews, where to search for jobs, etc).



The execution of this program relies heavily on local institutions in the neighborhood. We make sure they know their residents and that they are motivated enough to partner up with us in order to recruit attendees. They also help us with continuity and follow-up once the program ends.

In 2019, four PILA programs were executed. During 2020, we organized another four programs in different parts of Buenos Aires, and one in Rosario, in the Province of Santa Fe. Due to COVID-19, we had to transform the whole program to an online version. Nevertheless, we still managed to train 87 people (approximately 30 training hours), an average of 11 companies per program interviewed attendees in the last week, and 16 people got hired during the following three months.

One of the most interesting results of this program, apart from the obvious inclusion of these talent pools, is that most hiring companies have found a new talent pool which they never used before. In every program, we look for new companies, which helps to spread the mission and allows other companies to overcome misconceptions about certain potential candidates.

germany

Randstad Germany offers an array of initiatives to help people find the right job. The five pillars of the Randstad Academy in Germany are competence assessment, individual qualification measures, e-learning, learning at work, and the training series 'workshops@randstad'.

Randstad qualifies temporary workers to fit exactly. If candidates lack basic qualifications or important knowledge, they can develop these prior to deployment to customers. Regular qualification measures include, for example, MS Office, Business English, call center training, or a basic Warehouse course, which includes a forklift license and practical driving training. The program also includes interactive workshops for employees on customer assignments. If the focus is on more specific requirements of client companies, the Randstad Academy works closely with the education providers in the fields of metal/electrical engineering or industrial mechanics (turning, milling, CNC). Temporary workers can also acquire specialist knowledge for sectors such as renewable energy, aviation, automobiles, finance and accounting, or logistics. The Learning on the Job and the BAP Qualification Model programs include a qualification program, offering candidates new perspectives for career advancement and longer-term employment. Since its start in 2006, more than 9,000 temporary workers have received a reference certificate. At the end of 2020, more than 420 had passed their exams and received a certificate.

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On the basis of partial qualifications, which Randstad Germany carries out in cooperation with educational institutions and other employers, employees can acquire a vocational qualification. A training occupation is divided into several content-related parts (modules), based on the technical curriculum of the respective vocational training program. Participants can complete the modules independently of one another. The modules consist of a theoretical part at an educational institution and an internship at a company. Each module ends with an examination and a certificate. The goal is to complete all modules and thereby gain admission to the external IHK examination for the respective profession. In 2020, employees successfully passed the exam.

The Randstad learning platform www.randstad-elearning.de offers recognized learning content for various qualifications in the form of online courses. Randstad e.learning enables self-determined and effective learning in around 300 courses in the areas of IT, languages, economic knowledge, technology and soft skills. Since 2018, Randstad employees and applicants have had access to the exclusive learning opportunities offered by the SAP Learning Hub, where they can acquire and expand in-depth knowledge. In addition, Randstad helps people to get their foreign qualifications recognized.

in 2020, randstad portugal created the #everydayhero campaign, which intends to support candidates, free of charge, by sharing information, answering questions, and making recommendations.



portugal

In times of social distancing, proximity is more important than ever. That's why, in 2020, Randstad Portugal created the #EverydayHero campaign, which intends to support candidates, free of charge, by sharing information, answering questions, and making recommendations. The campaign focuses on relevant content, such as the #EverydayHero podcast with guest speakers, which is available on Spotify. It's a place for sharing experiences and addressing issues related to employment, such as applications and the job market. In addition, we created a WhatsApp group, in which candidate subscribers receive weekly audios with tips based on podcast themes. It also provides a newsletter with articles on employment and the labor market. These initiatives support those who need to find their place in an increasingly competitive labor market, helping them to integrate professionally and develop their skills. The content is designed and produced especially for Randstad candidates. We already have more than 26 episodes of the #EverydayHero podcast, and the ever-growing audience demonstrates that this is something that candidates value. The newsletter has also been received very positively. A survey held in the first edition on the theme of fear resulted in some 200 responses. This led to interesting new content for different channels to make people more aware of their relationship with fear and how it affects productivity and happiness.

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

Randstad Portugal is a member of the Surf Social Wave Association. As part of the employability program, we offer support in conducting interviews and selecting candidates for the program and classes on career management.

In 2020, Randstad Portugal reinforced its partnership with Nova SBE (a Portuguese university) through the Inclusive Community Forum (ICF), and developed projects in the area of education for people with special needs, also supporting diversity and inclusion projects promoted by Nova SBE.

spain

In 2020, Randstad Spain launched Randstad Impulsa, a set of tools and digital content that help people improve their employability and career. Randstad Impulsa is integrated into the Randstad app and website as part of myRandstad, and its use and access is completely free. In addition, we use gamification techniques to structure the tools and content in levels to provide a unique and fun digital experience. With Randstad Impulsa, people can build a beautifully designed CV optimized by Randstad selection experts; find out what the market salary range is for their professional profile; take an advanced and innovative professional skills test, and receive a personalized report with strengths and areas for professional improvement; and receive training in various topics such as job search, digitalization, personal development, etc. In addition, the program offers access to short video clips and training itineraries, automatic job alerts, professional references and personalized reports, and more.

Randstad Spain also created a free self-learning platform for workers affected by ERTE (File of Temporary Employment Regulation), with a selection of resources based on skills and knowledge in critical areas such as teleworking, PRL, office automation or languages.

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belgium

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

Since the end of 2017, Belgium's Randstad Academy has been training motivated candidates for specific vacancies that are difficult to fill. With this win-win proposition, candidates can develop relevant skills and clients can fill the gaps in their teams. In addition, our Learn4Job program offers job seekers an opportunity to take part in a training program to acquire specific skills needed for one of our job offers (e.g., a heavy goods vehicle license). Sometimes, we observe a gap between supply and demand. For example, Tempo-Team Belgium had trouble finding aircraft refueling specialists. This job is highly specialized, requiring very specific skills for which no training was available. Tempo-Team Belgium therefore set up a training program for this job in association with clients and Belgian social institutions. Now, for the past five years, in association with our partner Liège Airport, we have been giving job seekers an opportunity to undergo special training to become an aircraft refueling specialist. Candidates who complete the course receive a diploma and are subsequently employed by the airport. In 2020, Randstad Academy and Randstad Medical proved their added value by matching all COVID-related needs and transforming them into job training and offers. They played a big role in matching supply and demand on the labor market during the coronavirus crisis.



Randstad Group is also a founding partner (with three other Belgian companies) of the social Belgian startup enVie. This startup has two main objectives: (1) to find a solution for food waste, and (2) to promote the socio-professional reintegration of people with a distance from the labor market. The workers are employed on a fixed-term contract for one year, including training (both practical for machinery and theoretical on CV writing, personal presentation, etc.). They produce delicious soups using vegetables that are refused by stores because of their shape or excessive volumes. Randstad Group plays a crucial role in the selection and coaching of these workers.

It is becoming increasingly difficult for companies to find the right talent for their vacancies. On the other hand, many job seekers do not get sufficient opportunities within the traditional labor market. In other words, there's a gap between untapped talent and employers. This is why many actors from the public, private (including Randstad Group Belgium) and social sectors have come together to develop a common tool to address this problem. Talent2Connect is a collective platform that gives companies access to a large network of social organizations that gather untapped talent. With the help of mentoring and matchmaking events, Talent2Connect operates as a one-stop portal that connects companies with job seekers who encounter barriers in the traditional labor market. Talent2Connect is a truly innovative solution that results from cooperation between different sectors of the labor market.

luxembourg

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

canada

Randstad Canada works together with organizations such as the Canadian National Institute for the Blind to provide job seekers in their networks with advice to maximize their chances for success in finding meaningful employment while strengthening the diversity of our talent pipeline.

france

Solidarités Nouvelles face au Chômage (new solidarity faces unemployment) aims to fight long-term unemployment and to promote the employment of older people. It also promotes social inclusion mechanisms in the form of two-person support teams (senior volunteers or people working in a company). Discussion or support groups are set up within companies to reflect on innovative ways to help people reintegrate into the labor market. The project aims to help job seekers discover their own skills through workshops, webinars, conferences, and participation in a company program in three pilot regions. Randstad France encouraged its employees to get involved and organized a special theatre play about unemployment.

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

Randstad Institute and CoopConnexion (participatory entrepreneurship model) have signed a partnership to support entrepreneurs in the development of their project through workshops and working groups organized with agencies, clients and project leaders, as well as people in the region interested in the social and solidarity economy. Randstad offices offer temporary work assignments to entrepreneurs in order to provide them with an income while their entrepreneurial project develops. A hotline is available for entrepreneurs to ask questions to Randstad employees about business issues (e.g., finance, HR, communication, marketing or business development). In addition, a mentoring program with business customers and employees has been set up. This project meets Randstad Institute's ambitions to promote a sustainable return to employment in one of France's most economically fragile regions, with high unemployment rates. As part of this program, Randstad Institute has set up a Randstad Institute reward for the best projects. In total, 80 candidates took part in this competition, of which 30 were selected and 5 were rewarded. The program responds to both corporate interests and corporate citizenship. Not only does it provide opportunities for employees to volunteer, but it also enables Randstad France to find new candidates, reach out to new prospects, and offer temporary jobs.

Randstad Institute also organizes France's first Award for Employee Entrepreneurship. The aim of this award is to highlight this little-known form of solidarity-based employment in a particular region, to promote the model of business and employment cooperatives, while at the same time promoting entrepreneurial spirit and synergies between various local players (businesses, institutions, etc). The Award for Employee Entrepreneurship comprises 5 categories, with each of the winners receiving a € 3,000 grant to develop their business.

On the occasion of its 15th anniversary, Randstad Institute initiated a project entitled 'Une main tendue vers l'emploi' (a helping hand towards employment) to guide job-ready candidates towards professional reintegration. Randstad Institute and its partners identified 100 profiles of candidates whose skills meet clients' expectations. They were then pre-qualified and validated by Randstad employees in the network. The aim was to find 15,000 hours of employment for these 100 candidates. The sponsor of the project was Elisabeth Moreno, French Minister Delegate for Gender Equality, Diversity and Equal Opportunities.

china

Randstad China offers an HR Training and Consulting Program, which integrates professional training resources and helps HR staff to create a digital transformation thinking model and improve their work and business skills. The program caters to both current and future labor market demand and mainly helps improve HR staff's employability, making them more competent and confident in the ever-changing market through training, workshops, consulting, forward-looking analysis and resolution, strategy, etc. The program has run in Guangzhou, Shanghai, Beijing, Shenzhen and other cities. It supports organizations and individuals in creating a digital mindset, improving efficiency, and empowering enterprises and individuals.

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new zealand

The future-work readiness programme is an initiative of Randstad New Zealand, in conjunction with the Ministry of Social Development. It is a free service that is provided for candidates whose roles were impacted by COVID-19. The program supports such people with their return to meaningful employment by way of skills assessments, pre-employment checks, psychometric testing, individual and group employment-preparedness workshops, career planning, interview preparation and job placement. Job seekers are supported for a 3-month period and are provided with job-hunting tools and techniques that have a sustainable impact on their future careers.

chile

Randstad Chile has an agreement with Fundación Emplea (run by Hogar de Cristo, a public charity), whose mission is to support the employability of adults who find themselves in a situation of poverty and social exclusion. In this context, Randstad Chile gets access to candidates for administrative, sales, technical and manufacturing jobs, using this institution as another source of recruitment. The agreement allows Randstad Chile to support people who urgently need a stable source of income.

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australia

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

united states

Randstad US launched the Transcend program as part of its social justice outreach effort. Transcend addresses systemic racism and discrimination with education and employment. The program offers reskilling, mentorship, and job placement services to individuals in diverse and untapped communities. The program's primary goal is to improve economic equity and offer training to ensure employability in the future of work.

youth employment

general

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

belgium

In 2012, Randstad Belgium established a partnership with Leuven University. The division responsible for this partnership is Randstad Young Talents. The aim of the partnership is to broaden employment opportunities for students with degrees in Economics and Business Studies, helping them find interesting alternatives to banks and consultancy firms, which tend to dominate when it comes to campus recruitment. Individual coaching sessions form part of the program. This partnership has been very successful and has now been extended to two universities and 16 different faculties. Last year, we counseled 800 individual students on a 100% digital basis, helping them towards their first experience on the labor market. Due to Covid-19, the workshops in 2020 were all held online. In total, we organized 1,600 workshops on a variety of topics. We created 480 part-time jobs related to students' fields of study, and 200 students found their first job experience. Since 2012, we have created 1,380 relevant jobs related to students' university courses, as well as 700 first jobs for graduates. Randstad Young Talents is the only player in the market fully dedicated to this target group. It is also the first (and so far the only) party in the market to create additional jobs for specific graduates.



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

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

italy

As part of its focus on the transition between education and work, Randstad Italy has a specific department dedicated to activities for young people called Youth@Work. In 2019, Youth@work was upgraded into Randstad Education, which is founded on three main pillars: orientation, employability and training activities.

Our main orientation project is 'Allenarsi per il Futuro', an activity carried out in partnership with Bosch that consists of sessions with companies and sports champions for students at all levels of education, with the aim of creating awareness of the importance of our passions and exploring ways of boosting youth employment through short traineeships. Through this initiative, we reached 17,750 students (81 schools) both online and face-to-face.

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Our main employability project is Samsung Innovation Camp, a fruitful partnership started in 2017 intending to train university students in digital innovation through a blended path of virtual learning and live sessions with our consultants. So far, over 27,000 students have been trained.

Our main training project is ITS Tech Talent. In June 2016, Randstad Italy founded the ITS Technologies Talent Factory Foundation, with the overarching objective of training young people in useful work skills. In Italy, there are two million NEETs, young people who are not in education, employment or training. The ITS is one way of reducing youth unemployment and provides young people with training in technological and digital skills (programming software, Internet of Things, Cyber Security, Digital Marketing, Big Data, and Artificial Intelligence). In October 2020, the ITS TTF Foundation started five new training courses, one on smart manufacturing technologies, the other on the programming and development of applications with cloud technologies, Digital Marketing, and Big Data. TTF also set up an apprenticeship in collaboration with Randstad Technologies and three companies to train young talent in .Net programming. The TTF counts 178 students. Its goal is to reduce the gap between education and the job market and help young people in their school/career transition.

Other activities focused on young people but managed outside Randstad Education are Randstad HR Solutions' division Politiche Attive and the partnership with the Palestre delle Professioni Digitali project.

Politiche Attive arranges projects for people who are unemployed, have been made redundant, or are in a mobility program. One of the projects is Garanzia Giovani (Youth Guarantee), a plan created by the European Union to tackle youth unemployment and aimed at young people not in education or employment, between the ages of 15 and 29. The program includes orientation activities for the young unemployed, designed to facilitate their entry or re-entry into the labor market with an employment contract or through extracurricular training. It includes financial incentives for companies that participate in the program. In 2019, this special division of Randstad found jobs for 474 people out of 1,477 participants (a success rate of 32%).

Since 2016, Randstad Italy has been one of the main partners in the Palestre delle Professioni Digitali project, a CSR initiative set up by Accenture Italy and Accenture Foundation in 2013. Randstad's contribution focuses on pre-selecting participants and helping them improve their employability. The main goal is to increase the employability of young graduates (mainly with an arts degree) by redirecting their skills to digital marketing professions that are in high demand. This enables them to quickly enter the job market. Participants follow 120 hours of classroom lessons given by top management of mainly Italian IT or innovative companies, followed by 60 hours of project work (of which more than 20 hours of e-learning). So far, 750 students have been supported. 80% of these graduates found an internship within six months of the end of the course. Due to COVID-19, lessons are now digital. In this way, students who live outside the Lombardia region can participate as well.

argentina

Randstad Argentina is well aware of the huge difficulty young adults (18-24) have in finding their first job. To make things worse, 60% of informal jobs are carried out by this group, which further complicates their career chances.

For this reason, Randstad Argentina organizes various activities to help these youngsters find their first job. On the one hand, our corporate volunteering program enables Randstad employees to train vulnerable groups, giving them tips, do's and don'ts, and other important information on how to build their résumé, deal with interviews, and where to look for jobs, and what we believe the Future of Work will demand. In 2020, Randstad volunteers impacted on the work lives of 2,058 people.

On the other hand, we work closely with two NGOs, Fundación Pescar, and Fundación Forge, which specialize in educational programs for people with low incomes in this age group. Through our Public Affairs & Sustainability department, we put them in touch with branch managers, so that they have a trusted partner whenever they need trained and qualified young candidates. The great value of this collaboration lies in the fact that our branch managers get to interview candidates who have been trained and pre-selected by this NGO. At the same time, we are contributing to youth employment, especially helping those from low-income talent pools. We have already been able to place more than 60 people. We also organize interview training sessions.

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Randstad Argentina is also part of PANAL (new work scopes program). This public-private program brings together private sector companies, the Municipality of Vicente Lopez in Buenos Aires, and Reciduca, an NGO that specializes in youth unemployment. In 2019, the program selected 20 young adults (18-24) from different slums in the municipality. Some of them had completed their high school, others were just a couple of subjects away. They went through a 12-course program, given by Reciduca, which focused mainly on soft skills and employability. They also visited several companies, including one of our own staffing branches. These visits were followed by training in the job search process. The program ended with an assessment session, where all the participating companies stepped in to interview these candidates. In 2020, we followed up on these participants, and found that 5 of them were hired, others were studying, while some were still searching for formal employment. We therefore set up a mentoring scheme to help these young adults keep on track and get closer to their ultimate goal. We started mentoring 15 participants and will plan with the PANAL group how to continue throughout 2021 once the mentoring sessions end.

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australia

Since 2015, the Randstad Shaping Young Futures Program has helped young unemployed Australians develop their job seeking skills and connect them with organizations willing to invest in the talent force of the future. There are over 250,000 young people who are not engaged in education, training or employment in Australia. In order to support these young job seekers, the Randstad Shaping Young Futures Program is based on four key pillars:

- coaching and mentoring programs;
- preparation and development of career awareness and job-seeking skills with the aid of the Make It Happen toolkit and networking skills training;
- employer partnership programs with real job outcomes;
- networking, coaching and matchmaking events with clients and consultants.

china

COVID-19 impacted regional employment especially for graduates. In 2020, Randstad China spearheaded an HR industry alliance, joining forces with other HR services companies to connect fresh graduates with job opportunities in the market and boost youth employment. Randstad identified and shortlisted 31 positions that are most suitable for this year's university graduates, and provided one-on-one consulting, specialist career fairs and job matching services for these students to help them find employment.

spain

Through the Randstad Academy in Spain, we have increased our presence in Universities, Business Schools and Training Institutes. Our goal is to provide guidance to young people on issues related to the world of work, job searching and employment trends. In this way, we strengthen the connection between the world of formal education and the workplace.

portugal

In 2020, Randstad Portugal moved forward with the 'Improve Yourself' initiative launched in partnership with the University of Coimbra, which aims to bring education closer to the labor market through Randstad's participation in individual career counseling sessions, webinars on employer branding, employability, and the future world of work, as well as through relevant articles for students and young graduates. Randstad consultants are available to tutor students and alumni.

promoting



equal opportunities.



general

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

In line with our aim to promote diversity in our workforce, we also have a [diversity & inclusion policy](#).

we value diversity and we do not discriminate on the grounds of age, skin color, disability, gender, marital status, nationality, race, religion, or sexual orientation.

the netherlands

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

Because we believe in the power of diversity, Randstad Group Netherlands also plays a prominent part in Diversity Day (October 1). As a diverse company with an inclusive policy, we believe that differences make us stronger. By respecting differences, we make sure everyone feels welcome and safe and is able to excel while maintaining their own identity. At Randstad, everyone can be themselves and everyone belongs. The knowledge, experience, talents, ideas, culture and background of each individual matter, because we believe that this will help every individual and the organization to grow.

In 2018, Randstad Group Netherlands joined a pilot on cultural diversity. Together with VU Amsterdam, Randstad is involved in a four-year research initiative 'Meer Kleur aan de Top' (More Colour at the Top). The research gives insight into the value of cultural diversity for organizations and aims to determine the factors and interventions that may stimulate diversity.

In 2017, a Diversity Board was set up, representing the diverse group of people working within our own organization. Our HR Director has also committed himself to participate in it. In recent years, the Board took an active role in promoting awareness in various diversity and inclusion themes, aiming to connect people and help colleagues gain understanding of the various themes. Team Gender took an active part in the global 'Empower a woman' initiative on International Women's Day, and Team Culture and Religion organized an IFTAR challenge to connect with colleagues participating in Ramadan.

australia

Randstad Australia is partnering with WithYouWithMe to help veterans transition into the right industry with the right company. Randstad has joined WithYouWithMe as a Pathway Partner, meaning that transitioning veterans who register as a mentee will have the opportunity to be developed and join a pathway with an organization. This will ensure that those who are successful will develop the skills needed to succeed. Those in the incubation program will also be assigned a mentor to help them through the process and dedicated training program. At the conclusion of the program, individuals may be selected for a role with Randstad. Randstad Australia currently has 25 ex-military professionals in the role of consultants. One of these was recently promoted to branch manager.

Randstad has partnered with a leading indigenous organization called Leading with Strength. This partnership ensures all processes are adapted to recognize and meet the cultural needs of participants and provides quality, tangible results for both our clients and the Aboriginal and Torres Strait Islander communities. We aim to achieve this with authenticity and meaning, while still delivering a robust, quality-based, proven recruitment and project management solution.

Randstad Australia launched its first Reconciliation Action Plan in March 2020. Randstad's Reflect RAP content has been approved by Reconciliation Australia. Due to the partnership we have with The Smith Family, who support disadvantaged children, Randstad worked with one of The Smith Family Aboriginal and Torres Strait Islander students to create the artwork for our RAP.

since 2004, the randstad foundation in spain has launched a variety of social employment projects designed to secure equal opportunities in employment.

spain

Since 2004, the Randstad Foundation in Spain has launched a variety of social employment projects designed to secure equal opportunities in employment. The foundation develops individual training itineraries for people who are at a distance from the labor market (disabled people, the long-term unemployed over 45, immigrants, victims of gender violence, and single-parent families). In addition, the foundation initiates recruitment processes with partner companies, counseling them in hiring people at risk of exclusion. In 2020, the Randstad Foundation helped more than 3,500 people distanced from the labor market to reintegrate into the labor market through these projects, and more than 2,090 contracts were signed. To achieve this, the Foundation's nine offices worked with more than 1,200 companies and more than 60 social entities throughout Spain. Furthermore, they helped more than 2,200 people to get to know, understand, and use all the resources and tools available to help them in their search for a job.



belgium

Randstad Belgium and Tempo-Team Belgium developed an engagement campaign to promote diversity and to present our statement against discrimination. One of our directors recorded a video in which he explains our work in this domain, committing himself to promote diversity and to help all our stakeholders deal with this policy. This video was published on our social media channels and is still used in our obligatory learning tool. In order to help our colleagues bring these values to our clients, an Equal Treatment Coach is at their disposal to discuss specific cases or to request advice.

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

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

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

in line with their diversity charter, tempo-team belgium and randstad belgium have an equal treatment coach to help their consultants deal with discriminatory job descriptions or politically inappropriate client requests for potential candidates.

sweden

Together with a broad coalition of stakeholders, Randstad Sweden participates in Universal Design in the Workplace (UUA), a project co-financed and supported by the European Social Fund (ESF). The objective of UUA is to create flexible organizations as well as societies where everyone's right to be included is respected. This requires workplace innovation.

The model is based on [Universal Design](#) as defined in the United Nations Convention on the Rights of Persons with Disabilities, which has developed into a broad approach to make sure that everyone's unique skills are valued. Universal Design in the Workplace takes a holistic approach to the working environment, working methods and recruitment. The project includes:

- workshops and training (free of charge);
- sharing good norms, best practices and new ways of working;
- promoting research and transnational collaboration;
- building an organization that will continue after the project ends.

united kingdom

Diversity, inclusion and well-being are embedded in Randstad UK's heritage, forming an integral part of how we work. We are committed to creating a forward thinking culture where everybody feels valued and belongs as a person. We focus on wellbeing, embedding inclusion and facilitating opportunities to get involved. We are committed to encouraging collaboration, diversity of thought, creativity, and collective and individual experiences to help shape and inform our workplaces.

Key interventions include:

- A new Inclusion & Wellbeing Director was appointed in 2020, highlighting our commitment to D&I.
- We celebrate D&I notable dates across the year, with information sessions, toolkits, events and expert speakers; for example, we celebrated LGBT history month, world religion day, neurodiversity week, and International Women's Day.
- All staff undertake mandatory I&W training annually. This training was refreshed and relaunched in March 2021.
- In April 2021, a monthly 'inclusion matters' series of information sessions was launched, covering all things D&I.
- We are global members of ENEI and have signed up to the Time to Change pledge, and we are a Disability Confident employer.

diversity, inclusion and well-being are embedded in randstad UK's heritage, forming an integral part of how we work.

- We have updated all of our diversity data fields in line with best practice and will run a Be Counted campaign to help us inform insightful and data-driven D&I interventions.
- Our leadership team is taken through inclusive leadership training, and this will be cascaded to all senior management in 2021.
- We have launched a D&I hub full of training, resources, information and best practices, which sets out our approach to D&I and practical tools and guidance on expected inclusive behaviors.
- In February 2020, we launched our refreshed inclusive recruitment training for all our recruiters.

united states

Randstad is proud to be a United States Department of Defense SkillBridge Provider, helping to develop, mentor, and place transitioning veterans. In 2020, Randstad was inducted into the Military Spouse Employer Partnership (MSEP). In the MSEP program, Randstad US is committed to supporting employment of military spouses.

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

Randstad US launched several Business Resource Groups: PRIDE, WIRED (Women in Randstad Empowering Development), Forces for Business (aimed at veterans), Leaders of the Future (aimed at millennials), and Randstad African Heritage and Randstad Empowering All Latinos (REAL), both aimed at multicultural individuals.



In 2020, we launched the Randstad Inclusive Sponsorship Excellence Program (RISE) to ensure employees of Randstad gain development and learning opportunities from senior leaders to enhance their readiness for promotional and growth responsibilities. The program is a visible commitment to ensuring diverse employees in Randstad US are provided with unique opportunities for success across Randstad. Success is demonstrated in the sponsored employees who are identified and selected for new opportunities within the company as part of the program.

germany

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

Randstad signed the Charter of Diversity in 2007. This network of companies is committed to creating an open and unprejudiced working environment. In May 2019, Randstad Germany hosted Diversity Day, a nationwide campaign organized together with the Charter of Diversity. This annual event not only takes place at Randstad Germany, but also at numerous other companies in Germany.

canada

Randstad Canada continues to demonstrate industry leadership nationally in the area of diversity and inclusion. The company was a proud recipient of numerous awards in 2020, including the Government of Canada's Outstanding Commitment to Employment Equity Award, Best Workplaces™ in the categories of Inclusion, Women, Millennials, Mental Wellness, and Today's Youth by the Great Place to Work® Institute.

Internally in 2020, Randstad Canada took concrete steps to advance our D&I objectives, starting with the appointment of a Chief Diversity Officer and the creation of an Executive Diversity Council. In addition to participating in a number of diversity and inclusion initiatives, the company joined the Canadian Council for Aboriginal Business, the BlackNorth Initiative, and continued our relationship with Women in Governance, as Bronze Gender Parity Certificated company.

RISE, Randstad Canada's employee-led diversity and inclusion employee resource group, continues to gain momentum. The goal of the community is to foster a diverse, inclusive, safe and empowered place to work for everyone. The committee successfully held webinars on key topics of interest for employees as well as holding monthly meetings for committee members to share, learn and promote D&I best practices across the company.

RISE, randstad canada's employee-led diversity and inclusion employee resource group, continues to gain momentum.

poland

Randstad Poland developed an internal and external engagement campaign to promote diversity and inclusion, and to present our statement against discrimination. Our goals were promoting the benefits of diversity at work and tolerant attitudes, and presenting how Randstad is promoting diversity and inclusion in practice. We prepared a complex internal communication plan and involved our Management Board in realizing it. We have published many educational materials on that matter on our social media channels. At Randstad Poland, we know that a wide spectrum of backgrounds, experiences and beliefs opens up new thinking and new possibilities. A comprehensive diversity and inclusion strategy helps us extend our reach and impact in the talent market, fuel innovation, and drive better business outcomes

portugal

In 2020, Randstad Portugal participated as observers in Grace, an association that operates in the areas of social responsibility and sustainability. It integrates the European network of CSR Europe, a leader in sustainability and corporate responsibility, supporting sectors of industry and companies globally in the transformation and search for practical solutions for sustainable growth. Besides, we collaborated with APPDI (the Portuguese association for diversity and inclusion). The main objective of the association is to promote diversity and inclusion in different organizations and in Portuguese society in general.

women

general

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

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

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united states

The Randstad US Hire Hope program provides 26 weeks of career-readiness training, paid apprenticeship and job placement services to women in the community who are survivors of homelessness, exploitation and human trafficking. Hire Hope is executed by leveraging community-based partners and through the dedication of Randstad's own employee volunteers. Since its inception in 2014, more than 300 women graduate from Hire Hope each year. Over 90 percent of Hire Hope participants graduate the program and are awarded apprenticeships and job placement opportunities. Hire Hope has received numerous awards, including the American Staffing Association (ASA) Elevate Award Honorable Mention Distinction and the Freedom Council Impact Award in Excellence and Commitment by the Alliance for Freedom, Justice, and Restoration (AFRJ). The Chief Diversity & Inclusion Officer is the executive sponsor of the program and ensures continuous evolution by engaging various client corporate partners to help graduates thrive upon graduation. The Hire Hope program transforms lives. Many women have been able to move out of transitional housing to more stable environments as a direct result of completing the program and being successfully placed in a job opportunity.



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Randstad US is a corporate member of WEConnect International and Women Business Enterprise National Council (WBENC), which are committed to certifying and supporting women-owned businesses. In addition, in 2020, Randstad US mentored emerging entrepreneurs to support inclusive sourcing and revenue generation for diverse owned businesses.

germany

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

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

the netherlands

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

Since spring 2019, Randstad Group Netherlands has been one of the partners of Stichting Het Potentieel Pakken. This foundation wants to make optimal use of the potential of women on the Dutch labor market. Among other things, it has carried out research into specific shortages in the care sector. As a partner of the foundation, Randstad contributed knowledge of the care sector and expertise in the field of workforce and capacity management to the research. Randstad will also be closely involved in the follow-up investigations.

italy

To reduce inequalities and create equal opportunities, Randstad Italy realized various initiatives in 2020. We set up the ED&I Council with the aim of improving awareness of equal opportunities for all. We invited testimonials, sharing positive experiences to create new possibilities for people. We also carried out an internal survey to find out if there were any cases of violence or harassment towards women in the company. In addition, we arranged training for our female employees to recognize violence against them. On International Day for the Elimination of Violence against Women (November 25), we promoted some communication initiatives to make employees, clients, candidates and the general public aware of this cause and our support.

At Randstad Italy, we monitor our Talent HR processes to grow the number of women in senior manager positions, and we also monitor the numbers of mothers who come back to work after maternity leave. In 2020, we supported parents with a Babysitter Bonus to help them look after their children during the pandemic.

argentina

Randstad Argentina runs a program on gender equality and women's empowerment. This program is consistent with the Sustainable Development Goals (No. 5, Achieve gender equality and empower all women and girls, and No. 8, Decent work and sustainable economic growth). It aims to improve labor opportunities for women and empower them through the generation of equal opportunities for all. It also promotes the employability of women by generating equal conditions with regard to access to jobs. Every year, we measure many matters with a gender perspective. For example, we monitor our gender composition, potential salary gaps, number of training hours, number of parents taking maternity/paternity leave, and we monitor the numbers who come back after their leave. We also take into account KPIs such as promotions, hierarchy levels, our own REBR (Randstad Employer Brand Research) study. In this way, we aim to improve and make sure we are providing equal opportunities for men and women in our company and for our clients.

canada

The disproportionate impact that COVID-19 had, and continues to have, on women was a topic that Randstad Canada sought to address in 2020. Through the 'Women Transforming the Workplace' program, the company produced a White Paper, key insights through blog posts, and a webinar with a panel that included representatives from Randstad N.V., Randstad North America, and Randstad Canada.





In addition to this work, the program also developed a suite of information on how unconscious biases influence both female and male perceptions of leadership and their contributions to the Canadian workplace. Through a nationwide survey, a podcast series featuring inspiring women, and solution-focused round-table sessions, we dove into the challenges and opportunities for women to reinvent and transform the workplace from their own unique, collaborative, and resourceful perspective.

The Mindset and Future Skills program is an eight-week, digital program that helps women develop the skills and mindset to transition into new careers and meet the emerging talent needs of employers. It is a unique approach, addressing the mind and belief systems first and then taking a gendered approach to skills training to help women find and build work that works for them.

portugal

Randstad Portugal is part of the iGen forum, a group of companies that, together with the government, develops strategic actions focused on gender equality. In 2020, Randstad Portugal contributed to improving gender equality by sharing a good practice guide for the 'Parents at work project' launched by the Rights, Equality and Citizenship program, promoted by the European Commission.

france

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

To mark the 2019-2020 school year, and as part of the fourth Gender Equality Agreement (2018-2021), Randstad France renewed its partnership with the Prof Express Platform, which enables employees' children to benefit from educational support provided by teachers of Mathematics, French and English, Philosophy, Physics, Chemistry, Science of Life and Earth (SVT), History, and Geography. Thanks to this platform, middle- and high-school students receive support by email or phone from teachers in a virtual classroom, from Monday to Thursday between 5pm and 8pm. The students have free and unlimited access to high-quality educational content. They can reread lesson cards, learn and practice key concepts, and prepare for tests. To help parents and children during the confinement period in 2020, Prof Express extended its access hours for Mathematics, French and English.

A second 100% female mentoring session took place at the head office in January 2020. 100 female employees participated in this exceptional program. The slogan remained the same as in 2019: Dare! The program was again a great success. The day started with an exercise of mindfulness, focusing on inspiration, strength and confidence. The day continued with workshops led by the five women of the Executive Committee. They shared their personal experiences and provided some good advice on subjects close to their hearts (self-confidence, self-marketing, sexual harassment and sexist behavior, the three pillars of work, home, friends). Finally, the participants discovered the five books that most marked the women of the steering committee. They all left with the book of their choice.

Since March 1, 2019, each French company with more than 1,000 employees has been obliged to publish on its website its index of equality between men and women, calculated according to five indicators:

- the gender pay gap (40 points);
- the gap in annual increases (20 points);
- the gap in promotions (15 points);
- increases in return from maternity leave (15 points);
- the female/male breakdown among the ten highest paid employees in the company (10 points)

The overall score of 100 is a real equality thermometer for French companies, which must obtain a minimum score of 75 out of 100. In 2020, Randstad France achieved 93 points out of 100, 5 points higher than last year. This result reflects Randstad France's proactive policy for more than ten years, with strong leadership from management and constant management of HR policies in terms of equality.

Randstad Institute is a partner of the La Table de Cana (Cana's table) association. In November 2020, the Stars and Women project was presented. This project started in Marseille in 2015, based on an original idea by Alain Ducasse. The objective is to train women job seekers in one year in a CAP (vocational training certificate) in cooking, hotel and catering and events. The training takes place in the homes of top chefs. This approach aims to support women through work-linked training, which enables them to access long-term employment in the catering industry.

spain

In Spain, Randstad Empleo ETT has an equality plan that regulates the objectives to be achieved in matters such as access to employment, professional classification, promotion and training, remuneration, organization of working time to balance work, personal and family, as well as the prevention of sexual harassment and gender discrimination.



In addition, in 2020, Randstad Foundation worked on specific projects to promote the 'digital literacy' of 100 women at risk of exclusion and the empowerment of 180 women with disabilities, financed by the Government of the Canary Islands and Las Palmas de Gran Canaria Town Hall.

switzerland

Randstad Switzerland is a member of Advance Women, an association that drives gender equality in Swiss Business. The percentage of women on executive boards of the 100 largest Swiss employers grew from 9% to 10% in 2020. The companies appointed a woman to every fifth (21%) vacant seat on executive boards (2019: 18%). Compared to other European countries, Switzerland ranks surprisingly low in terms of the presence of women on supervisory boards.

india

India has one of the lowest gender parity scores in the world. Married women traditionally leave their job once they have children. Randstad India is committed to empowering women to grow and flourish in their careers. Recognizing the need for change, Randstad Offshore Services (ROS, a division of Randstad Technologies), launched POWER, which stands for Programs on Women Empowerment @Randstad.

This program aims to inspire women employees to aspire to a rewarding and fulfilling life by striking a balance between professional and personal goals. It offers women a chance to speak up. Started in 2016, we empower women through sessions, training, inspirational talks, mentorship programs and life goal setting projects. We develop new programs every year.



Women constitute 39% of our staff. By running women empowerment initiatives over several years, we succeeded in seeing the appointment of several inspiring women leaders. Although there is still a long way to go before we can call it a success, currently, 38% of our executive leadership team are women.

We aim to provide equal opportunities and make sure our female employees feel safe to come to work. To this end, ROS has implemented special safety measures for women, such as those that ensure that women arrive safely back at home after working at night shifts. ROS is certified Great Place to Work® in the large organizations category in India.



people with (dis)abilities

argentina

In 2020, Randstad Argentina organized two training activities on subjects related to finding and preparing for a job interview for people with disabilities. The groups consisted of approximately 90 people associated with CILSA, an NGO that promotes education and inclusion for the disabled. Of course, both training sessions were held virtually. The advantage of this was that people from all around the country could attend.

japan

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

the netherlands

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

randstad italy's hopportunities (HO) team focuses on several initiatives and events linked to the world of disability.

italy

Randstad Italy's HOportunities (HO) team focuses on several initiatives and events linked to the world of disability. In 2019, we renewed Randstad's important partnership with the Italian Cystic Fibrosis League (L.I.F.C.) to increase these patients' chances of finding a job. During the League's national forum, in partnership with our Career Management division, we organized two workshops for Cystic Fibrosis care givers on reintegration into the labor market. In 2020, we organized three online workshops, dedicated to supporting people with Cystic Fibrosis during COVID-19 pandemic. The main topics were career orientation, approaching the labor market, and legal issues. In total, almost 90 people participated in these online events.

The HO team also organizes 'Breakfast at Randstad' events (online in 2020) for 50 disabled candidates and 25 company representatives. Some companies have said they will keep in touch with some of the candidates for job opportunities in the near future.

In 2020, Randstad and the HO team renewed the sponsorship of Lo Spirito di Stella Onlus, founded by Andrea Stella, who is confined to a wheelchair following an accident. Through his Wheels on Waves project, Andrea emphasizes the importance of accessibility for people with disabilities. He designed a fully accessible catamaran, which sailed across the Mediterranean, making stops in many Italian ports. In collaboration with Spirito di Stella, we support events to promote the inclusion of disabled people in the labor market.

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

germany

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

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

france

In 2019, Randstad France participated in DuoDay for the first time. This annual event offers Randstad consultants an opportunity to share a day with disabled trainees in order to discover new types of jobs for them and move towards more inclusion. This first edition was a success. A total of 17 duos took part (10 at the Head Office and 7 in the regions). The trainees discovered several jobs, such as maintenance technician, mail agent, CSR project manager, reprographic agent, quality manager, social action coordinator, social law lawyer, payroll manager, human resources manager, pay analyst technician, consultant, agency manager, etc.



The day was very rewarding for both trainees and tutors, and the feedback was very positive. In 2020, Randstad France again participated in the DuoDay event, which took place remotely for some and face-to-face for others in November 2020. It again resulted in rewarding moments of sharing, both for consultants and trainees.

Hello Handicap is the largest online recruitment fair dedicated to candidates with disabilities in France. The online fair is always a tremendous recruitment opportunity at the national level and clearly shows the commitment of Randstad France towards people with disabilities. How does it work? After having posted their vacancies via the Hello Handicap tool, our HR managers spend four days of interviews with preselected candidates throughout France, all from their office, by phone or chat. In 2020, Randstad France once again participated in the Hello Handicap forum, which attracted around a hundred companies. This year, Randstad France proposed 48 vacancies, for which 230 candidates applied. Of all the candidates, 43 profiles were shortlisted. In the end, 74% of the vacancies were filled.



In June 2019, Randstad France signed its first agreement on recruiting people with disabilities and long-term diseases. Unanimously signed by the trade unions, this agreement covers all of our employees (permanent and temporary) and aims to promote the recruitment and retention of people with disabilities or long-term diseases. By 2021, at least 4.5% of our employees and placed workers should fall within this target group. To achieve this, Randstad France is setting up a roadmap built around three pillars:

- communication to fight against stereotypes;
- recruitment that promotes applications from people with disabilities;
- job retention by promoting career paths and improving the layout of workstations.

In order to strengthen the climate of trust and measure the perception of disability in our company, a national survey was launched in September 2020 for all corporate employees. How do you perceive disability? What is your opinion about the Group's disability policy? Do you feel you can talk about your disability? These were just some of the questions asked and answered anonymously and confidentially. The valuable feedback we received through the survey will help us to put in place specific actions that will support disabled people in the workplace.

Randstad France created simple and educational e-learning programs allowing all their employees to better accommodate people with disabilities. For Randstad, it means optimal accessibility of our services, thus promoting the professional integration of people with disabilities.

On February 11, 2020, we celebrated the 15th anniversary of the Law for Equal Rights and Opportunities, Participation and Citizenship of People with Disabilities, better known as the 'Disability Act'. On this occasion, Randstad France shared information about disability to expand people's knowledge on the subject. Employees learned about the innovative Hand E-Passeport platform, and could take part in the first four training modules on this platform on topics such as disabled worker recognition, the hidden face of disability and chronic illnesses.



On February 18, 2020, more than 50 people gathered in Saint-Denis for the inauguration of our new Kliff by Randstad branch, the first national temporary employment network dedicated to people with disabilities. The aim of this network is to contribute to the objective set by Muriel Pénicaud and Sophie Cluzel to create 40,000 jobs for people with disabilities, a population with an unemployment rate of 18%, twice the national average. The network encourages companies to make use of disabled workers by convincing them that the inclusion of people with disabilities in their organizations is a valuable asset. Sophie Cluzel, Secretary of State for Disabled People, honored us with her presence.

In this one-minute [video](#), Randstad France Group shows its Mission Handicap (Disability Mission), key figures and highlights, and the next steps for Kliff by Randstad. The video is available on the group's website and social networks. Mission Handicap within Randstad France promotes and coordinates activities in four areas: the retention of colleagues with disabilities (through training and adaptation of the work environment); recruitment and mobility; providing training and promoting awareness among employees; and the development of Randstad France's relationship with the 'protected sector' (i.e., companies whose main aim is to employ disabled people.)

As part of its Disability Mission, Randstad France enables people with hearing loss (deaf or hard of hearing) to communicate easily with Randstad by telephone. Talent can access a dedicated website, which will get them in touch with the brand and agency of their choice. They can seek the help of an interpreter who will make the link, by telephone, between the agency and the candidate. The candidate can communicate with the interpreter either by chat or in sign language via video-conference.

In addition, Good to Know (a partner of the Disability Mission) produced three text message videos to raise employee awareness of disability issues in the form of a text message conversation between two employees.

For the second year in a row, Randstad France was an official partner of the European Week for the Employment of People with Disabilities (EWED). With this partnership, the group has renewed its commitment to inclusion, offering special solutions, notably through Kliff by Randstad. These efforts were honored this year by Adapt (association for the professional and social integration of people with disabilities). A video that presents Randstad France's commitments through the EWED is available [here](#). A video on our partnership with Adapt is available [here](#).

In November 2020, on the occasion of the EWED, Randstad France invited its employees to share a moment of conviviality around a virtual game. The 15-minute timelapse game helped them discover dozens of innovations in the service of the disabled from ancient times to the present day.





spain

In 2020, the Randstad Foundation in Spain helped more than 3,500 people at risk of exclusion (mainly people with disabilities) to reintegrate into the labor market. More than 2,200 got a job, with the collaboration of more than 1,100 companies and more than 60 social entities.

The Randstad Foundation in Spain also organized various initiatives to promote inclusive workforces for people with special needs, through collaborative projects with companies, social organizations, and public administration bodies. Examples include advising and training the unemployed; training people with special needs; specific training for university students with a disability in collaboration with UOC University and UNIR University; and offering English classes to people with a disability.

Adapting to the situation caused by COVID-19, Randstad Foundation introduced several new features to its Ability Campus:

- We transformed our Integrated Program by doing it online, designing digital and online socio-labor itineraries.
- Our online socio-labor itinerary was made accessible to people with hearing disabilities by incorporating an interpreter service that performs the simultaneous translation of the workshop into sign language. In this way, we were able to make the workshops available to a community with significant barriers to access at the communication level during the pandemic.
- We created and incorporated into our itinerary two new workshops on two topical issues: teleworking and health and safety measures for returning to the office.

With the online Ability Campus we offer a complete and specialized training route in specific subjects in high demand by the labor market, supporting people with disabilities and guiding them to employment. It is aimed at promoting and developing talent through evaluation, training, improvement of employability, and job search support. In 2020, we allocated more than € 450,000 to the training of people with disabilities, while allocating around € 150,000 to support the projects of various social entities. We collaborated with almost 120 companies that financially supported our social project, and more than 1,100 companies hired our candidates with disabilities.

In addition, in 2020, Randstad Foundation in Spain took the initiative to join forces with some thirty other companies to promote equity, diversity and inclusion. This ED&I group of companies aims to lead and promote social and business action, promoting knowledge and awareness of ED&I issues, such as disability and social inclusion, particularly in relation to employment. On the occasion of World Disability Day and within the framework of this project, Randstad Foundation Spain launched a special campaign, called 'I am so much more'. This successful initiative highlights the value and potential of people with a disability, featuring Cisco García, a tennis player, lawyer, writer, and one of the 100 best influencers according to Forbes magazine. You can watch a video [here](#).

in 2020, the randstad foundation in spain helped more than 3,500 people at risk of exclusion (mainly people with disabilities) to reintegrate into the labor market.

in 2020, randstad US joined the national organization on disability (NOD) corporate leader council to help support and advocate for individuals with disabilities.

chile

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

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

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

united states

In 2020, Randstad US joined the National Organization on Disability (NOD) Corporate Leader Council to help support and advocate for individuals with disabilities. Globally more than 15% of working adults have a disability. Randstad US is doing its part by raising awareness and promoting safe workplaces that are inclusive of those who are differently abled. In 2020, Randstad US won several awards for supporting disabled-inclusive workplaces including the Disability:IN Best Places to Work Award, the Georgia Diversity Council disAbility Ally Award, the Georgia Diversity Council disAbility Leadership Award, and National Organization on Disability Leading Disability Employer.

australia

4.5 million people in Australia have a disability (1 in 5), and the unemployment rate for people with a disability is significantly higher than for the rest of the population. Yet, this talent pool has a higher level of attendance at work, stays with an organization longer than employees without a disability, and has higher productivity rates. Randstad Australia has partnered with Get Skilled Access, a training and consulting company set up to help organizations learn how to break down the barriers and stigmas to disability employment.

Get Skilled Access was co-founded by Dylan Alcott OAM and Nick Morris OAM, and is designed to give real-life experience, delivered by people living with a disability, to help organizations achieve tangible outcomes. Get Skilled Access is committed to supporting organizations in creating a customer-focused training plan delivered by Paralympians and setting up online training to improve accessibility, while enabling employees to transform into disability customer service professionals. As part of the partnership, Randstad Australia and Get Skilled Access work together to deliver training and recruitment strategies to engage this talent pool. Over 200 Randstad Australia consultants have received training from Get Skilled Access.

In 2020, Randstad Australia supported Get Skilled Access and the Dylan Alcott foundation with their Remove the Barrier campaign to promote creating jobs for people with disabilities. Randstad worked and trained some of the candidates who had contacted the campaign and worked with large organizations in Australia to network and connect to break down the misconceptions people have of people with a disability.

portugal

In 2018, Randstad Portugal started a partnership with Nova SBE (an international university) to carry out research into disability and employability. In 2020, we continued to be part of the Inclusive Community Forum (ICF), a Nova SBE initiative that seeks to promote a more inclusive community by addressing the lives of people with disabilities. They intend to build a network composed of all those who play a role in the lives of these people, challenging them to contribute to finding solutions.

In cycles of three semesters, ICF is dedicated to a theme that will always have the inclusion of people with disabilities in the community as a common denominator. Randstad officially started its partnership with ICF in March 2019. Our vast network of contacts and partners allows us to leverage and scale not only ICF's initiatives, but also their potential impact.

In 2020, Randstad Portugal kept the bet in a 'Social Impact Area' to continue the projects that were started in 2017. This was related to a new approach to sustainability initiatives and the implementation of Law no. 4/2019 of January 10, which established the employment quota system for people with disabilities (with a degree of disability equal to or greater than 60%), thus creating a new employability paradigm in Portugal.

In summary, the law states that companies with more than 75 workers will be required to hire people with disabilities (covering cerebral, organic, motor, visual, auditory and intellectual disabilities). At least 1-2% of these companies' workforces should consist of disabled workers. Employers with between 75 to 100 workers have a transition period of five years and those with more than 100 workers have a transition period of four years.

From January 1, 2020, companies must ensure that, in each calendar year, at least 1% of their annual hiring includes people with disabilities. A Randstad manager was selected to lead a team with several companies representing the Portuguese market, institutions and associations. This team creates bases to ensure the successful inclusion of people with special needs. We know that issues related to Diversity & Inclusion (D&I) will gain even more emphasis, and clients are increasingly requesting our support with regard to D&I projects and inclusive employability.

Randstad Portugal is aware that it will be a very demanding year, with many challenges in the social area. Randstad knows what role it wants to play and wants to take responsibility in employability, promoting practices that respect human rights, creating conditions for access to employment for the most vulnerable, developing talent, promoting equal pay regardless of gender, the inclusion of minorities, contributing to foster social justice (internally and externally), and thus ensuring more sustainable economic development.

in 2018, randstad portugal started a partnership with nova SBE (an international university) to carry out research into disability and employability.

poland

Randstad Poland was awarded the title of 'Employer with Heart'. The aim of this social campaign is to make the labor market more accessible to people with disabilities. A few years ago, we adjusted our work mode so that we could employ people with various disabilities at our headquarters in Warsaw. Currently, we have deaf, mentally challenged, and visually impaired colleagues, as well as wheelchair users. They are all perfectly able to carry out their HR tasks, dealing with talent and their documents. By employing people with disabilities, we not only give them a chance to develop their careers in the same way as other employees, but also learn to see the world through their eyes. The grades we get from them show that they feel good at work and that is of great value to us.

randstad will explore ways to increase the number of refugees reached by our programs for training and mentoring in order to obtain employment or improve their position in the labor market.

migrants and refugees

general

We are global partners with Tent for refugees (www.tent.org). At Tent's Dutch Business Summit on Refugees, executives and CEOs of sixteen leading companies in the Netherlands announced a series of new commitments to hire refugees, support refugee entrepreneurs and better serve refugee customers.

our commitment:

Randstad will explore ways to increase the number of refugees reached by our programs for training and mentoring in order to obtain employment or improve their position in the labor market. Randstad aims to reach an additional 1,000 refugees over the next two years (2020-2021) in European countries like Sweden, Belgium, Germany, Italy and the Netherlands, as well as in Australia. Randstad will also look for opportunities to implement these programs in additional countries.

Work4Integration – Europe. In 2018, we applied for and were granted project fundings from the Asylum, Migration and Integration Fund (AMIF) of the European Commission. The program aims to promote the early and effective integration into the labor market of third-country nationals (TCNs) by creating effective transnational partnerships with all actors concerned. The project will be realized in Italy, Sweden, and Belgium, and will pursue three objectives:

1. to promote an effective process of integrating TCNs into the labor market;
2. to engage employers and other key actors in the labor market integration of TCNs; and
3. to create a multi-stakeholder win-win strategy for the effective labor integration of TCNs in Europe. The eight project partners are Soleterre Italy, Randstad Italy, Sodalitas, punto.sud, FADV, Randstad RiseSmart Belgium, Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding, and Antenn Consulting Sweden.

spain

Randstad Spain helps immigrants in their labor integration. Besides, 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 2020, 15% of our workers were immigrants, which is 2 percentage points higher than the previous year.

argentina

In October 2019, Randstad Argentina signed a public commitment to contribute to the labor inclusion and employability training of migrants and refugees. They do this through ACNUR, a United Nations Refugee Agency that works closely with TENT. During 2020, we organized training for groups of migrants and refugees associated with two different NGOs: ADRA and Fundación Migra. By doing so, we touched the work lives of 76 refugees.

belgium

Randstad RiseSmart Employability, part of Randstad Group in Belgium, focuses on vulnerable groups (youth, people over 50, refugees, etc.). One of the RiseSmart Employability initiatives in Belgium is the refugee project of the European Social Fund (ESF) in Antwerp. Several bodies and organizations, including the City of Antwerp and the Public Center for Social Welfare, have joined forces to maximize refugees' chances in the labor market. By integrating various services, refugees who have settled in Antwerp can be helped to find work much more efficiently. For younger refugees, there is a special program that provides language training, on-the-job learning, and labor market orientation.

as part of the tent partnership, fifteen dutch companies, including randstad, have committed to helping 3,500 refugees to find work at home and abroad.

In 2020, Randstad RiseSmart Employability had several ongoing projects, assisting over 200 refugees in search of a job. Work4integration, which is a collaboration between Italy, Belgium and Sweden, assisted 50 migrants in Belgium. The ESF refugee project assisted 40 refugees in Antwerp and 60 in Limburg. About 50 refugees attended the LOA program, which focuses on non-native speakers. Finally, in a collaboration with the university of Charleroi, another 45 refugees were assisted. In total, we touched the work lives of 235 migrants and refugees in 2020.

the netherlands

As part of the Tent partnership, fifteen Dutch companies, including Randstad, have committed to helping 3,500 refugees to find work at home and abroad. In addition, they support a series of training and aid programs that will give another 10,000 migrants the prospect of paid employment, starting their own business or gaining access to better living conditions in refugee camps. In 2019, Randstad HRS Baanbrekend helped 450 former refugees with a Dutch residence/work permit to find a regular job on the Dutch labor market, and in 2020 we helped another 275. Each participant was assisted by a Randstad advisor to find a job that best suits their work experience, education, training, and motivation. Currently there are four units in the Netherlands that are mediating on behalf of asylum seekers who already have a work permit.

The Ministry of Social Affairs and Employment has developed the program Verdere Integratie op de Arbeidsmarkt (VIA). The objective of the VIA program is to improve the labor participation and labor market position of Dutch citizens with a migration background.

randstad germany has installed a network of mentors for integration on site. the number of employees from the relevant asylum countries working at randstad has increased tenfold in the last three years.

The program consists of various pilot projects, including 'neutral recruitment and selection'. This pilot, in which Randstad participates, focuses specifically on combating prejudice by means of simple adjustments in the recruitment and selection process at companies.

Randstad Group Netherlands participates in three 'nudges' to make Recruitment & Selection more inclusive. A nudge literally means a push in the right direction. In practice, this means that we are experimenting with three different changes to our selection procedure, aimed at objectifying the selection procedure in order to reduce bias. First, vacancy texts are written as neutrally as possible so as not to unconsciously exclude certain candidates; second, we focus on structured interviewing; and third, we apply objective upfront selection/anonymous application. This means that candidates do not apply by means of a CV, but by completing a predefined short questionnaire. The recruiter only sees the answers to the questions, while irrelevant data such as personal characteristics (e.g., name/age) are not visible to the recruiter when assessing the answers. This experiment runs until the end of 2021; the results will then be analyzed and reported by research agency TNO.

germany

Randstad Germany has installed a network of mentors for integration on site. The number of employees from the relevant asylum countries working at Randstad has increased tenfold in the last three years. In 2020, Randstad Germany employed 2,928 people from countries with a high proportion of refugees. In 2015, the number was 250. Randstad developed and extended the modular qualification according to the requirements.

The modules are structured as follows:

1. qualification test,
2. German courses via e-Learning,
3. eVideos on logistics or production activities,
4. eLearning logistics/production,
5. learning on the job, and
6. BAP qualification model.

italy

Set up in 2017, the Randstad Without Borders project in Italy expanded its activities and presence in 2018, when, on average, the project reached more than 500 migrants. In 2020, 306 migrants and refugees were involved in our ongoing projects, and 25 online courses were organized. Along with our CSR department, an awareness campaign was launched on the importance and advantages of cultural diversity in a company.

At the end of 2020, Without Borders integrated a RiseSmart department dedicated to career management and outplacement. The department will expand its activities related to migrant candidates in 2021. In addition, the RiseSmart department also offers Randstad clients a holistic project related to cultural diversity in which candidates are integrated in the company after appropriate training. Clients are also supported in their diversity strategy. This [video](#) shows the collaboration with our client Intercos.

The work4integration project launched in 2018 and implemented in collaboration with a local Italian NGO (Soleterre) and a European partnership involving colleagues from Belgium and Sweden continued its activities in 2020, moving all its services online due to COVID-19. Randstad Italy ensured individual career counseling programs, collective job orientation sessions and vocational training for a better social and professional integration of migrants in Italy.



australia

In line with Randstad's global commitment to the Tent partnership, Randstad Australia has adapted its 'Shaping Young Futures' program to a specific 'job readiness' mentoring program for migrants and refugees. Randstad Australia partners with Multicultural Australia, a company that supports migrants and refugees in transitioning to their new home country. The participants are from Iraq, Syria, Uganda, Kenya, Pakistan, and India, and typically aged between 18 and 30. We also had a number of our clients get involved with this program. The mentees have been paired with clients or Randstad consultants who have a background similar to that of the participants. The refugees are mentored for six weeks. This includes training on résumé writing, interview techniques, personal brand, and applying for jobs. At the end of the program, there is a training session on networking that includes our client organizations. In August 2020, Randstad held a program to target young adult refugees and migrants. The program had 16 participants in Queensland, and to date 12 of the 16 participants have found jobs. We were nominated for the Multicultural Queensland award with this program.

sweden

In 2018, Randstad Sweden's pilot project called 'Easier Ways to Work and Skills' (Antenn) for newly arrived migrants was granted new funds until 2020. Both the pilot and the new project ('Real Jobs') was co-financed (70%) by Tillväxtverket, the Swedish Agency for Economic and Regional Growth. The initiative was sponsored by Mikael Damberg, former Swedish Minister for Enterprise and Innovation.

Antenn offered a training program to newly arrived immigrants and job seekers with a foreign background. During the first project phase (from May to December 2017), Antenn coached approximately 200 candidates from the target group and found a real job for 108 of them. We worked proactively on equality, ensuring that 43% of the candidates in the project were female migrants. The Real Jobs program, which ran until 2020, focused on 525 newcomers, placing at least 210 of them into jobs and integrating them into the Swedish labor market. Through the program, we gave our clients access to a broad palette of skilled candidates. Given the present shortage of skills, the competences that migrants bring to the Swedish labor market are certainly very welcome. Antenn delivers seminars and workshops to the hiring companies and raises awareness about diversity and labor market integration, while educating companies on how to work strategically and adapt their recruitment processes to facilitate the integration of the international talent.

portugal

Randstad Portugal collaborates with Serviço Jesuíta aos Refugiados (Jesuit Refugee Service) in a strong partnership that aims to promote employment opportunities for refugees. In 2020, we worked with people from Venezuela, Brazil, India, Nepal, Bangladesh, Pakistan, and Africa (total around 7,000). We supported a lot of immigrants from poor or conflict countries, which are growing communities, who were facing poverty; we worked on employability, training and social emergencies. Additionally, we collaborated in other projects, such as [Surf Social Wave](#), [Orientar](#), and [Crescer](#).



LGBTI

general

During the Dutch National Sustainability Conference in 2018, Randstad Global and fourteen other organizations took a leap forward to a more inclusive agenda and acknowledgement of equal rights for Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people as part of their commitment to the UN Sustainable Development Goals (SDGs). During a break-out session, the manifesto was handed over to the Dutch Ministry of Foreign Affairs. In 2015, global leaders signed the 2030 agenda for sustainable development, taking shape in the UN SDGs. Together, they embarked on a collective journey to solve tomorrow's global challenges and 'leave no one behind'. Unfortunately, the SDGs do not explicitly include equal rights for LGBTI people in their goals and targets.

Companies underwriting this manifesto intend to develop policies to make equal rights and opportunities more visible and practical for their employees and clients. They will include equal rights for LGBTIs into their business and SDG approach, and will monitor the progress made.

italy

For the fourth time, Randstad Italy officially sponsored the Pride Week to actively promote inclusive workplaces, where everyone is assessed on their merits only and not on their personal characteristics. Randstad Italy was also involved in events and debates on inclusion. Internally, we promote Live Talk to share experiences of inclusion.

argentina

In September 2020, we organized a training course for our commercial colleagues, given by the Impacto Digital foundation. The training aimed to make our colleagues aware of the difficulties that members of the TTT (transgender, transexual and transvestite) community go through as they grow up, in social spaces, healthwise, and when looking for a job. Since that training, we were able to hire two more people from this vulnerable group, and we are expecting to hire more.

the netherlands

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

On International Diversity Day, there was a 4-hour radio broadcast for Randstad staff, in which the LGBTI+ topic also received attention through an interview with a transgender colleague. In addition, Yacht organized a diversity event for Yacht trainees and consultants, also with LGBTI+ speakers.

workplace pride is a non-profit foundation dedicated to improving the lives of LGBTI people in workplaces all over the world.

randstad poland has created the program work 50+, which supports employees from the 50+ age group in developing their professional potential in the demanding labor market.

france

In France, the Association Le Refuge fights discrimination against young people in the LGBTI community, supporting victims of homophobia and those who are rejected by their family of their sexual orientation. The association offers temporary accommodation and social, medical, psychological and legal support, assisting 7,500 young adults every year on social, educational and family matters. It offers accommodation to 1,600 young people, helping them in their personal and professional life during their stay. The Randstad Institute has been supporting the association since 2009. In 2020, we participated for the ninth year in the 'Initiatives against homophobia and transphobia'. On this occasion, Randstad Institute and Le Refuge organized a jury to reward special actions or projects in the fight against LGBTI discrimination. With this association and through the workshops we organize, our goal is to help these young people find a job.

united kingdom

Randstad UK has produced a number of [educational videos](#) based on the story of a transgender client within the construction industry, as well as the promotion of women into leadership roles.

united states

In 2020, the Randstad PRIDE Business Resource Group (BRG) partnered with the diversity and learning and development teams to create an allyship training to support LGBTQIA+ employees. The training increases cultural competence and raises awareness of issues impacting the LGBTQIA+ community. For PRIDE month, the BRG held a PRIDE chat for colleagues to share their personal stories, barriers, and successes they have attained since coming out. It helped to educate all on the importance of inclusion and belonging. In 2021, Randstad US received a score of 100 on the Human Rights Campaign Corporate Equality Index for recognition of being designated as a Best Place to Work for LGBTQ Equality.

seniors

belgium

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

poland

Randstad Poland has created the program Work 50+, which supports employees from the 50+ age group in developing their professional potential in the demanding labor market. It also shows employers the opportunities of employing people from this age group. We organized two webinars during which our experts looked at the opportunities and challenges related to hiring employees from the 50+ age group from a legal and business perspective. Our clients and prospects learned about the unique values and characteristics of employees from the 50+ age group, as well as the possibilities of legal and financial support for employers employing 50+ employees. They were given insight into the business perspective of employing people over 50, learning more about outplacement, reskilling and upskilling. As part of the pilot program, we invited employers to cooperate with us in supporting employees from this age group.

portugal

Randstad Portugal supported the Capacitar+ project, whose mission is to promote the employment, training and qualification of people aged 45 or over with little education or limited literacy.

flexible work solutions (for parents)

australia

Randstad and the Australian job-pairing startup Puffling have formed a strategic alliance, underpinned by the shared goal of using innovative technologies to create a more inclusive workforce for Australian businesses. Puffling is a job-pairing platform, helping candidates find the perfect job share partner, enabling them to interview for roles together. Founded in December 2016, the Australian startup is connecting mums – and anyone else – looking for flexible part-time careers. Puffling and Randstad Australia are working together to offer flexible and part-time solutions to our consultants returning to work after parental leave or extended leave.

italy

Parents@work is an initiative of Randstad Italy designed to make it easier for women to return to work after having a baby. It includes Baby Randstad (a contribution of € 250 per month for child care), Welcome back, Mum! (a plan for the reintegration of new mothers in the company after maternity leave), and flexible working hours (giving mothers the advantage of a flexible schedule in their children's early years). We create a positive business environment by accepting requests for part-time work, and by extending smart working to different roles inside the organization. In 2020, we supported our employees, in particular parents, with counseling support as well as pilates and mindfulness training to help them deal with the pandemic.

czech republic

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

during parental leave,
randstad germany
maintains contact with its
employees, strengthening
the bond between them
and the company.

india

Randstad India was certified as a Great Place to Work for the year 2019-2020. One of the key highlights of the employee survey in 2019 was that employees consider Randstad India a fair place to work. On the statement "People here are treated fairly regardless of their sex", Randstad India scored 92, which is higher than the benchmark of top 50 great places to work. This is a testimony of all the support Randstad India is extending to all its women and specially nurturing mothers. There are various scenarios where the work schedule of female employees was adjusted according to their needs, enabling them to balance work and family. Some practices were extended, such as working from home for up to 4 months, flexible work weeks, changes in projects to manage erratic client schedules, training opportunities, etc.

germany

During parental leave, Randstad Germany maintains contact with its employees, strengthening the bond between them and the company. We attach great importance to making it easier for employees to return to work after parental leave. Randstad Germany particularly aims to ensure that employees return to work motivated and well-balanced after their parental leave. In order to support them, Randstad offers individual working time solutions. Currently, 23.5 percent of employees make use of the opportunity to work part-time. Working hours may vary between 4 and 35 hours per week depending on individual employees' needs. If a job can be done remotely, Randstad allows employees to work from home or from a nearby branch. Randstad Germany also contributes to the cost of care for pre-school-age children during working hours. Special part-time arrangements are available for managers.

to support its people, randstad japan has launched practices such as super-flex working hours and remote work arrangements.

japan

To support its people, Randstad Japan has launched practices such as super-flex working hours and remote work arrangements. This enables people to work more effectively, as they can manage their own time and place of work.

portugal

Randstad Portugal encourages remote working. Each employee is allowed to work from home or somewhere else one day per week. This allows them to manage their work-life balance and continue to work efficiently. In 2020, due to the pandemic, Randstad Portugal continued to reinforce and enable teleworking in order to allow family support and greater protection in terms of health and safety. In the analysis of new ways of working, a balance between parental and professional life will also be taken into account.

spain

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

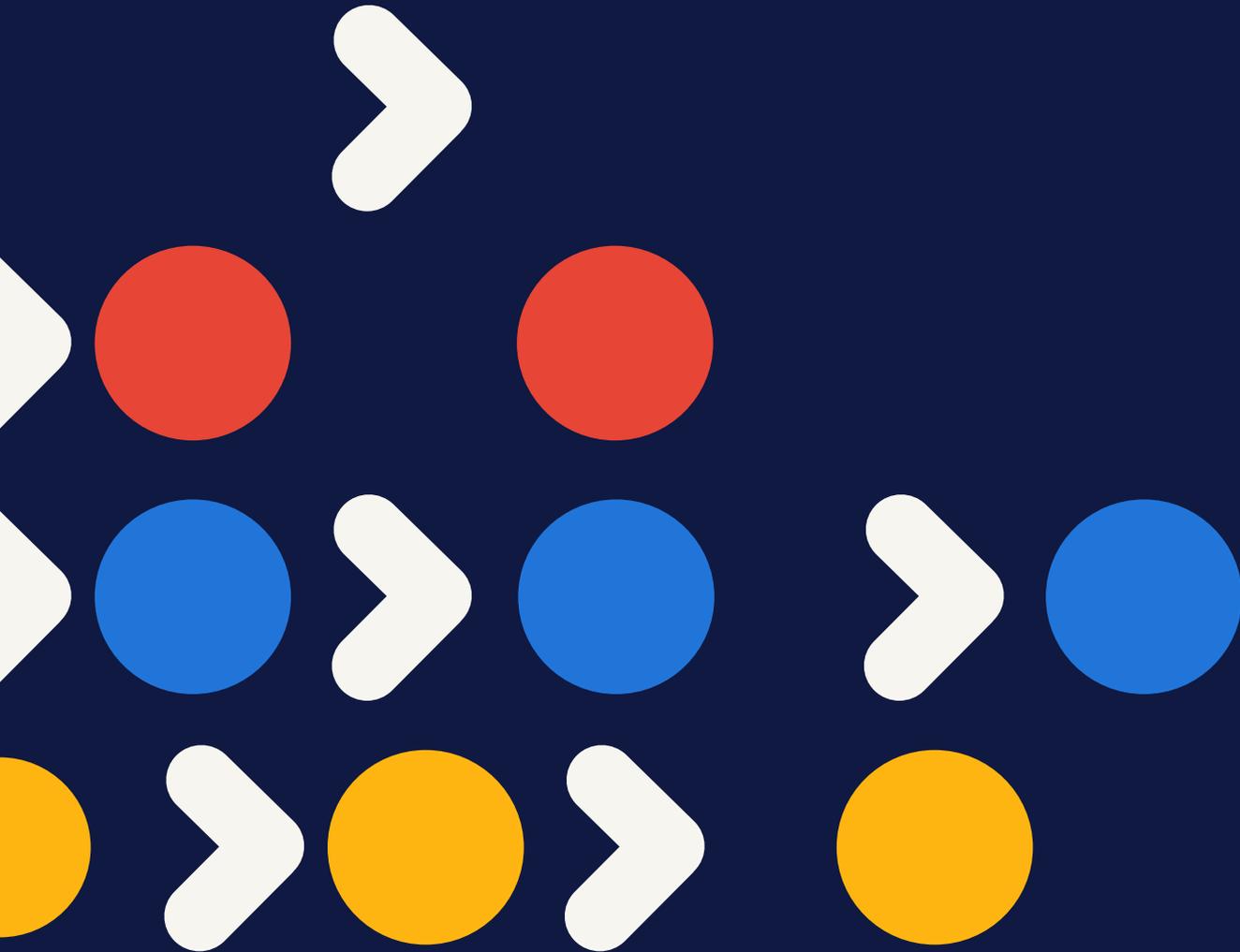
united states

In 2020, Randstad US quickly pivoted to expand opportunities for staff to work from home. In the new reimagined workplace, Randstad US created the One Randstad One Family program to provide flexible work models, information, resources, services, and assistance to our Randstad family during the trying times of COVID-19. In addition, Randstad US expanded opportunities for staff to reduce work hours part-time and retain health benefits.

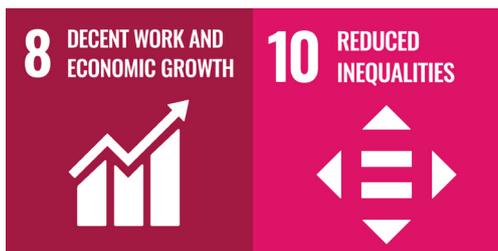
argentina

When the pandemic spread, Randstad Argentina created a Crisis Committee. One of the first actions was to arrange a call-up system through our HR department. All corporate staff were called to monitor how they were coping with their personal lives and their jobs. We noticed that women were spending many more hours on domestic activities than men, therefore unbalancing the job hours per day. This was one of the reasons that the Crisis Committee came up with the Golden Rules plan, making sure that certain moments of the day were clear of work meetings, and a benefits plan to help ease these complicated times, such as a mandatory three days off for all our personnel, so that they could rest from the virtual and work overload since the outbreak of the pandemic.

contributing to



labor markets.



in the netherlands, the dialogue on the labor market of the future will be further developed in 2021.

italy

At special online events, Randstad Italy presented its newest HR Trends & Salary Survey for Professionals Business in 2020. The survey is based on 465 web interviews with HR officers and hiring managers, CEOs, owners and divided into four geographical areas in Italy. The events were a great opportunity to generate an interesting exchange of views and strengthen relationships with clients.

germany

labor market talks

Keeping abreast of the current social debate and taking into account the latest scientific and political findings is an essential criterion for Randstad Germany's dialogue with its stakeholders. The aim is not to leave different – and thoroughly critical – opinions on the future of temporary employment unheard, but to integrate them and see them as an enrichment of one's own positioning and reflection. This is also the aim of the labor market talks, which have been firmly established in Germany since 2010. About 25 times a year, Randstad invites renowned personalities and influencers from client companies, employment offices, job centers, educational institutions, politics, chambers of commerce, associations, science and society to discuss topics relevant to the labor market and specifically to temporary work. Due to the pandemic, only one labor market discussion was held online in 2020, entitled: The Corona Crisis – A New Opportunity in the labor market?

qualification forums

Twice a year, within the framework of qualification forums, Randstad Germany brings regional cooperation partners and companies to the table in Munich and Essen in order to promote exchanges and to address current issues, special features and developments in the field of qualification. In 2020, the series was suspended due to the pandemic.

ifo institute survey

The ifo Institute (Institute for Economic Research at the University of Munich) surveys around 1,000 HR managers in Germany every quarter on behalf of Randstad Germany. They investigate how the use of flexibility instruments such as temporary employment is developing. In addition, changing special questions examine current issues relevant to the labor market.

the netherlands

In the Netherlands, the dialogue on the labor market of the future will be further developed in 2021. The advice of the committee set up for this purpose was presented in January 2020. Randstad participates in the dialogue on the basis of our vision of new security. Two important initiatives that play a role in this are South-East Works (an innovative district concept to prevent polarization of metropolitan and regional labor markets, see the section on 'Improving employability' for more information) and Professor Jessie Koen's (University of Amsterdam) scientific research into proactive career behavior.

over the last three years, randstad norway has conducted the HR trend survey in norway, providing valuable insights into developments and trends in the labor market from the employers' perspective.

belgium

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

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

This project has a duration of three years. Randstad and the Antwerp Management School expect the project to yield the following results:

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

singapore

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

norway

Over the last three years, Randstad Norway has conducted the HR Trend survey in Norway, providing valuable insights into developments and trends in the labor market from the employers' perspective. In parallel, we also conduct the Randstad Employer Brand research and grant the Randstad Employer Brand Award, followed up by webinars and digital events connected to employer brand and labor market insights.

In addition, to continue to build Randstad brand awareness in Norway, we have great success with our Randstad blog. The blog targets Norwegian companies with the aim of reaching decision makers in these companies. It provides insights into trends and labor market developments in Norway. Much of the content is based on knowledge acquired by Randstad Norway, as well as on insights from, for example, the Randstad Workmonitor.



portugal

In 2020, Randstad Portugal worked from a relational and proximity perspective with clients. Here, three initiatives stand out: Randstad Buzz, Retalks, and Resilient Leaders. Randstad Buzz focused on people managers by sharing audio files on WhatsApp recorded by Randstad consultants. Retalks are moments of conversation between two experts with different approaches to topical issues with regard to the labor market. Broadcast on YouTube, this has been a very successful initiative and will be continued in 2021.

The Resilient Leaders initiative, a partnership between Randstad and Nova SBE dedicated to professionals who hold leadership positions, consists of conversations (conducted by Laurinda Alves, who teaches Communication, Leadership and Ethics at the Nova School of Business and Economics) in which personal leadership stories are shared first-hand.

The Randstad Employer Brand Research event 2020, which was conducted in digital mode, focused on sharing the results of the study in Portugal and Global, supporting companies in managing their employer brand in times of crisis, and showcasing the most attractive companies in Portugal.

spain

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

In 2020, Randstad Spain launched a new website with six categories of publications: Job context, Forecasts, Absenteeism, HR trends, Talent, and Insights. In addition, it includes dynamic dashboards and audiovisual content (webinars, webcasts, videos, etc.) In 2020, we published 45 analyses and reports on the impact of COVID-19 and the recovery prospects for each sector.

Randstad Spain also set up Randstad Valores (Randstad Values), which focuses on the value-based management of companies. We believe that, as leaders, we should make the necessary tools available to make this value-based management a reality in society. As part of this initiative, Randstad has created a manifesto that aims to generate the necessary commitment to boost talent- and value-based management in the organizations that have signed it. Currently, more than 5,800 people have already joined Randstad Valores (23 percentage points higher than the previous year), and we held three online conferences in 2020. More information can be found on <https://valores.randstad.es/>.

The Randstad Foundation in Spain has launched the Chair of Disability, Employment and Social Innovation. This initiative was developed in collaboration with the UOC, and aims to share knowledge about disability and promote its integration into the work and training environment through the development of training, research, and communication activities.

united kingdom

In the UK, Randstad CPE campaigns around the future of construction and how technology will impact the industry in the future. Construction firms need to prepare for the future and ensure their business is future proofed for the skills of tomorrow.

poland

The Randstad Research Institute in Poland, founded in 2008, conducts labor market research, shares knowledge and information on market trends, and strengthens the development of Polish employees and employers, actively participating in shaping the market through cooperation with government institutions, employers' organizations and non-governmental organizations. The Institute regularly conducts research and publishes the Employers' Plans and Work Monitor reports, based on the opinions of Polish business and employees about the current situation on the job market. It also researches other relevant topics, such as sustainable development. Over the past 12 years, the institute has published over 80 reports, and based on the shared data and comments, it created more than 20,000 articles and radio and television content. The Institute's research activities also covered the issues of the pension system in Poland, foreigners' access to the labor market, managing teams of different ages, the participation of women in the labor market, employing people over 50, work-life balance, professional development, and the impact of automation on the availability of jobs. In 2020, the impact of COVID-19 on the Polish labor market was also studied.

local sustainability reports

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

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

sustainability

basics.

health



and safety.

our companies offer employees an array of programs, services, and products to stimulate their well-being.

general

We have a global health and safety policy, which states that Randstad is committed to providing and maintaining a healthy and safe work environment, and promotes wellbeing at work, doing all that is reasonably practical to prevent personal injury and illness and to protect talent, employees, clients, and visitors from foreseeable work hazards. Our operating companies adhere to all applicable local standards and regulations, and are expected to have a sophisticated health and safety structure in place.

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

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

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

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

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

COVID-19

When the pandemic hit the world, our first priority was the health and safety of our employees and candidates. Within a very short time, most of our colleagues were working remotely, with full access to our client and candidate base. We also supported clients to bring their workers back on site safely or to new remote locations.

Randstad took the initiative to set up an HR services alliance, inviting the Adecco Group and ManpowerGroup to jointly spearhead the 'Safely Back to Work' Alliance. The main goal was to deploy the expertise of the HR services sector, such as health and safety protocols, to enable companies and workers to return to work safely as soon as the time was right.

The Alliance quickly and successfully expanded its reach and network of participating partners. On July 1, the project management of the Alliance was handed over to the World Employment Confederation (WEC). The 'Safely Back to Work' Alliance will continue to engage national industry associations and private sector members, working closely with their local authorities and other relevant stakeholders, to support a safe return to work for workers and organizations globally.

The Alliance, which is now active in 26 countries, has developed a best-practice Health and Safety Protocol to help employers deal with the impact of COVID-19. To create these protocols, the Alliance reached out to industry bodies, unions, employers, governments, healthcare authorities and others for insights and support. The Alliance also met with the leadership of impactful organizations such as the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD), the World Economic Forum (WEF), and the World Health Organization (WHO).

As part of our own efforts and connected to our #newways program, Randstad now also offers easy-to-deploy digital toolkits, with free and cost-minimized solutions to help companies and employees get back to work safely.

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Through its latest research, the Alliance has developed a fact base and source of best practices, which is shared freely online. Organizations of all types and sizes can use this research to identify and apply the practices that will get them up and running in a safe, healthy and productive way. The Alliance now focuses on monitoring trends and developments around the world and is drafting a policy paper on the private employment industry in a post-COVID world.

The COVID-19 pandemic has shown the importance of staying (mentally) healthy and working in a safe workplace, at home or somewhere else. Throughout 2020, Randstad helped talent get back to work safely, supporting both employers and candidates through efforts related to sharing best practices on (mental) health and well-being, providing personal protective equipment, and health and safety protocols. Our consultants work with clients and talent to support workplace safety. Several of our operating companies have specialized health and safety managers to provide guidance. We advise our clients on matters of occupational health and safety, for example, by pointing out how to prevent workplace risks and by providing 'security at work' training. Formal audits at client locations are conducted in some business areas, such as construction, where taking extra health and safety precautions is best practice.

Besides taking care of the health and safety of our talent, our operating companies use a variety of measures designed to advance our employee well-being. These include procedures to promote safety at work, training programs, health checks, and services and products to enhance overall employee wellness. In our markets, we have formal agreements with trade unions on health and safety topics. With most of our employees working from home in 2020, we paid specific attention to their physical and mental health and well-being, as well as providing practical support to help people set up their home office. Employees could listen to mental health podcasts, make an anonymous call to a special helpline, and get access to e-learning, webinars and online tools covering topics such as mindfulness, meditation, vitality, and mental power.

united states

As a testament to its dedication to safety, [Randstad US](#) holds the [Safety Standard of Excellence mark \(SSE\)](#), a national program developed by the American Staffing Association (ASA) and the [National Safety Council \(NSC\)](#). A rigorous and randomized [safety audit](#) evaluated Randstad's policies and initiatives and unveiled its continuous commitment to promoting worker safety. Randstad works with both temporary workers and host employers to build a mutually beneficial relationship that can help identify and mitigate workplace hazards and exposures and clearly delineate the safety responsibilities of each party.

randstad US operates with a dedicated field-based risk management and safety team, which is embedded in its operations.

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

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

canada

The foundation of Randstad Canada's Health and Safety Program is the emphasis that safety is everyone's responsibility, a philosophy that is fully integrated into every level of the business. Canada's safety program focuses on prevention, by training employees to assess workplace hazards and to partner with safety conscious clients. Randstad also provides ongoing support to clients to not only ensure safety compliance but also to assist in establishing industry best practices. In response to the pandemic, Randstad Canada implemented a number of initiatives to ensure proper ergonomic support for employees working from home. In addition, more focus on employee wellness and mental health initiatives were implemented. In their belief in supporting local communities, Randstad also provides support to local high schools to raise awareness around young worker safety. Randstad Canada's health and safety program is regularly audited by multiple government agencies and, as such, has been recognized as an industry leader in health and safety.

randstad argentina runs a dedicated program to reduce the number of occupational accidents and diseases among temporary workers.

argentina

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

In 2020, following the COVID-19 outbreak, the Health & Safety department worked very closely together with Public Affairs & Sustainability, Marketing & Communications, Human Resources, Procurement and Legal, to work with our clients on creating prevention protocols, and to transfer and adapt operations for critical and essential industries. In addition, training was provided to detect COVID-19 cases, field audits were carried out to evaluate safe and hygienic environments as well as the proper insurance for our workers, and random swabbing tests were done to identify possible asymptomatic cases. Finally, we delivered adequate and necessary materials to prevent infections.

italy

When candidates receive their employment contract, Randstad Italy provides them with a health and safety manual and detailed risk information. On a quarterly basis, Randstad Italy monitors in detail any incidents involving temporary workers, sharing a report of such incidents with commercial staff so that they can make clients more aware of safety matters. In 2020, for COVID-19 safety prevention, Randstad Italy provided flex workers and candidates with information in terms of risks and behaviors at clients' workplaces. This information was regularly updated in line with legal and governmental updates in Italy.

To increase the effectiveness of health and safety initiatives, a group of H&S Ambassadors from all over the country was created. H&S Ambassadors are members of an H&S Committee, whose goal is to identify and address corrective and preventive actions in order to guarantee continuous improvement in health and safety issues in the workplace. The H&S team works very hard to integrate H&S matters into the company culture and to become more effective in accident prevention.

Randstad Italy has provided all individual branches with detailed emergency plans, covering matters such as hostile visitors, fire, floods, earthquakes, bomb alerts, and gas leaks. During the year, first-aid and firefighting training are organized regularly for branch and headquarters staff. All policies are posted on the local intranet and accessible to all employees. In order to be compliant with COVID-19 safety prevention, Randstad Italy provided branches and offices with COVID-19 safety signs (routes, behaviors, distance), temperature checks, sanitizing stations, and an H&S COVID-19 Policy (including a privacy policy) for candidates, guests, and Randstad employees.

the netherlands

Randstad Group Netherlands has a dedicated health and safety community, which oversees sustainable employability and a healthy work environment, based on four pillars:

1. wellbeing: Our employees and candidates must be mentally and physically fit in order to be able to perform their tasks;
2. facilities: We offer the best workplace facilities to enable people to perform their duties;
3. safety: We want people to feel safe and to work in safe conditions; and
4. absenteeism: We do our best to help those who are sick to recover as quickly as possible so that they remain employable.

In the Netherlands, 20% of workers suffer from stress or have burn-out complaints. And this is not only related to a high workload. People constantly challenge themselves in being successful at work, eating healthily, exercising more, and spending enough time with family and friends. This means it is important to find a good balance between work and relaxation. It's all about 'well-being'.

Several years ago, Randstad Group Netherlands introduced its vitality program #Atyourbest. This program supports employees in maintaining their physical and mental health. Because if you are fit and feel good, you benefit from this in your work, as well as in your private life. The program comes with an online platform, which helps our Dutch colleagues to work on their personal well-being in a way that suits them best. They can get discounts on several activities (or join activities for free). In addition, they can participate in workouts, download healthy recipes, or get advice from a nutrition consultant, a work-life balance coach, or a physical therapist.

the biggest result of the #atyourbest program is that vitality and healthy living and working are becoming embedded in the company culture.



Besides the online platform, the regions get a 'well-being budget', which they can spend freely on initiatives such as sports lessons for their team, mindfulness sessions, or workshops on preparing healthy lunches. It is up to the consultants themselves how they spend their budget. The only rule is that everyone agrees with the way the budget is spent. In this way, people are encouraged to have a Great Conversation about wellbeing, what it means to them, and how people can support each other in achieving their goal.

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

As part of the vitality program, employees also set up Randstad sports teams. In the Netherlands, we now have a Randstad Running Team (with over 200 members!), a soccer team, a hockey team, and a cycling team. We also arrange healthy lunch walks, offer vitality tips (both online and offline), and provide the option of working out in a specially designated indoor workout area.

randstad india follows a strong and robust program for employee health and safety.

india

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

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

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

Randstad India invests in employees' physical and mental health through various initiatives. We have had a walkathon challenge every year since 2016, where we use gamification to focus on physical health and make it fun. Employees compete with each other on various challenges, such as taking the stairs instead of the elevator, achieving a minimum walking target every week, and doing group walks after lunch. After this 4-week challenge, the winners are announced.

Randstad India also participates in Pinkathon, which is India's biggest women's run. We have around 30 percent of our female employees participating in various categories (21km, 10 km, 5 km and 3 km).

We give equal priority to the health and safety of our temporary workers. We conduct regular town halls every quarter within the premises of our clients. Here we address all the concerns raised and challenges faced by our candidates. All issues are closed immediately by talking with the clients and sharing the action items with them. Regular follow-up ensures that our workers will not be facing the same challenges again.

belgium

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

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

turkey

Randstad Turkey performs regular EHS controls and medical checks for all its temporary employees working for its clients strictly in line and compliance with local legislation. Randstad Turkey collaborates with a local service provider to perform duties countrywide and document all input for internal, external and official use to prevent work-related accidents and sickness.

healthier meals and exercise give people more energy, improve concentration, and reduce illness.

denmark

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

germany

'Our employees go to work healthy and return home unharmed'. This principle shows that, at Randstad Germany, protecting the lives and health of employees is a top priority and takes precedence over economic benefit. The topic of occupational safety plays a special role: The personnel, material and organizational framework conditions for ensuring occupational health and safety protection are bundled in a strategy to sustainably reduce the number of accidents. The strategy also includes regular on-site inspections with client companies. With every new client, working conditions and measures for the protection of workers are assessed. Workers are only placed if any weak points identified are first dealt with by the client company. Health and industrial protection is thus achieved in close cooperation with clients. Randstad meets the requirements of national regulations concerning safety at work and the protection of health in the workplace. E-learning courses on the subject of occupational safety also raise employees' awareness.

Occupational health and safety care at Randstad Germany is provided by Werksarztzentrum Deutschland. The support includes the following services:

- advice on all issues relating to occupational safety and health protection, irrespective of whether these are related to the workplace or not;
- implementation of occupational health precautions in accordance with ArbMedVV (Ordinance on Occupational Health Precautions) and aptitude tests;
- accompaniment during workplace inspections on request or in coordination with the specialists for occupational safety.

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

The company medical center in Germany offers a wide range of health services that are available to all employees. Through the Medical Service Center, which can be reached via a free hotline, doctors and medical specialists offer advice and assistance and support employees in staying healthy. Randstad regularly invites its employees to preventive appointments at its branches.

The promotion of a healthy lifestyle and the maintenance of physical and mental fitness of employees of all ages are becoming increasingly important for the job market against the background of demographic developments.

randstad provides structures that support both employees and temporary workers in balancing work and family life.

This is why the extended care concept of the company medical center in Germany offers support in the areas of work-life balance, addiction prevention, nutrition and exercise. This is done in collaboration with fitness studios. In addition, all employees can use the Gympass platform. With a membership, they have access to over 2,000 sports, fitness and wellness facilities and more than 300 different activities throughout Germany. An 'Employee Assistance Program' is also part of the service. Psychologists and social workers are available for all employees in the event of a life crisis. For example, employees receive support in cases of serious illness or bereavement. The center also organizes Health Days, which focus on activities such as exercise programs, ergonomics consulting for office workers, nutrition counseling, relaxation techniques, and dealing with work-related stress. In addition, Randstad Germany's flex workers are instructed on how to work safely and be aware of any risks.

The Employee Care Center (ECC) supports the branches in complying with the legal requirements for occupational health and safety. Employees working for clients are contacted by the ECC for annual refresher training and preventive occupational health care.

Randstad provides structures that support both employees and temporary workers in balancing work and family life. The company is a member of the Care and Career Charter. In this network, more than 200 companies, authorities, municipalities, institutions and universities exchange information on the subject of profession and care, supporting employers through customized solutions for their employees. At the same time, new support options are being developed and future needs identified.

Finally, WDS.eldercare is available to all employees and temporary workers. This is a special care and nursing concept for companies to support employees and their relatives in need of care.

Randstad Germany is certified for its occupational health and safety organization and occupational safety and health management system in accordance with the international standard ISO 45001.

in 2020, we launched a more tailored survey to gain better insight into what employees feel we could do better as a business, as managers, as colleagues and individuals.

united kingdom

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

We want to listen to our people and hear directly what works well with the wellbeing support we are currently providing. That's why, in 2020, we launched a more tailored survey to gain better insight into what employees feel we could do better as a business, as managers, as colleagues and individuals. We used this feedback, along with feedback from our Peakon health and well-being survey, to shape a new well-being lockdown program that will also help define our longer-term well-being strategy. The top 5 areas people identified for support were:

- mental health and well-being (65%)
- physical well-being (40%)
- benefits and support available to employees (33%)
- financial well-being (32%)
- remote working tools (28%)

For mental health and well-being, we hosted a number of webinar sessions and our leadership team committed to our 'resilient ways of working' principles. For financial well-being, an expert financial session with an industry leading expert was organized. For physical well-being, we highlighted good posture guides, healthy living and sleep advice. For benefits and support, we ran an expert session with our EAP provider to help employees understand how they can access support and where to find useful resources. For remote working tools, we ran a number of sessions on remote working, managing remotely, time management, and shared tools. We also organized virtual team activities. Some other well-being activities we run for our people are:

- a well-being knowledge hub taking a holistic approach to mental, financial, physical and social well-being;
- leadership commitment to resilient business principles and embedding these across our culture and ways of working;
- expert speaker sessions on topics such as resilience, stress, bereavement, financial well-being and others;
- peer forums on topics such as working and parenting at home whilst in lockdown;
- well-being champions and mental health first aiders;
- employee assistance program;
- virtual yoga sessions;
- regular pulse health and well-being survey which we take action on.

due to the pandemic in 2020, randstad portugal set up a crisis management team.

spain

At Randstad Spain, we comply with current regulations on quality and occupational safety and we are certified by the OHSAS 18001:2007 standard. For the proper management of the health of temporary workers we have a Health and Safety Committee, ensuring regular and periodic monitoring of risk prevention. This committee is supported by regional committees.

In 2020, when the coronavirus started spreading, we quickly mobilized to avoid infection. We carried out 5,325 COVID tests and 23,175 medical examinations, focusing specifically on protecting vulnerable workers. We also made personal protective equipment available to workers and the work centers, guaranteeing a safe return to work as soon as this was possible.

sweden

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

portugal

Due to the pandemic in 2020, Randstad Portugal set up a crisis management team. Right from the start, it provided all measures to ensure the health and safety of all employees. A crisis management website was developed, with the objective of supporting Randstad employees and ensuring properly managed business continuity. The site contains action procedures for crisis scenarios, emergency office contacts, national emergency contacts, crisis communication support, relevant training, and emergency and safety plans for each workplace. Internal security teams were appointed for the head offices in Lisbon and OPorto, as well as for the contact centers.

For corporate employees, Randstad Portugal arranges doctor's appointments when they need to see a doctor. These appointments are free of charge for employees and take place at our premises. Employees also have access to health and fitness centers at a company rate. At our headquarters, we have our own gym, which can be booked through YouPlan. Therapeutic massage is also available here. Of course, following the COVID-19 outbreak, nobody is allowed to use the HQ gym or therapeutic massage, but we still encourage all colleagues to practice sports, even in their own houses, using digital platforms.

Randstad Portugal also offers a package of health insurance for all corporate employees. As part of this package, our ASAS project makes available a support line offering social, psychological, legal and management advice to employees. For 2020, we developed a specific COVID-19 toolkit, with support from entities such as the Government, Order of Psychologists, INEM (National Institute of Medical Emergency of Portugal), APAV (victim support), SOS Criança (child support), SOS pessoa idosa (support for the elderly), and SOS Voz Amiga (friendly voice). Support requests tripled compared to 2019, and the cases that came to us were more complex and needed a longer period of support. This reinforced the importance of ASAS for its users.

norway

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

singapore

In Singapore, the building management organizes a fire drill twice a year to ensure that employees know what to do in the case of a real fire. All employees are expected to take part in this fire drill. In 2020, as part of employee benefits, we partnered with the Health Promotion Board, a statutory board under the Ministry of Manpower of the Singapore Government, to provide complimentary corporate health screening to our employees at an onsite clinic. This was the second year we were providing this complimentary service to our employees. The health screening covered checks like a full lipid profile blood glucose test, body mass index (BMI), blood pressure, and body composition.

In line with our commitment to offer support and care for the mental wellness of our employees, Randstad Singapore partnered with AIA, our corporate insurer, to offer complimentary quarterly resilience programs for all employees. The program included webinars and resilience practice sessions. Other wellness activities included the employee assistance program by Optum Health, virtual workouts, and sharing of daily meals and hobbies on the Google+ community among employees in Singapore.

australia

In 2020, Randstad Australia launched Be Kind to your Mind, a mental health and well-being program. It offered content and activities across four main pillars of mental health and well-being. The initiative has continued into 2021 and will be ongoing for now.

in singapore, the building management organizes a fire drill twice a year to ensure that employees know what to do in the case of a real fire.

corporate



citizenship.



VSO

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

supporting VSO through volunteering

Driven by our (and VSO's) strategic focus on employability, at the start of 2020, we directly supported multiple VSO projects by working to improve employment and entrepreneurship opportunities for the most vulnerable, especially youth; those projects fall under the umbrella of the empowerment, employability and entrepreneurship program in East Africa. Randstad volunteers support several VSO Livelihoods projects, matching their skills and knowledge at appropriate intervention points to increase the impact of each project. The focus of their work typically includes establishing connections with local industry and matching youth with jobs or entrepreneurship opportunities; providing employability and soft skills training; and providing career guidance.

we 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.

The in-country volunteering efforts took place in Q1 of 2020. When the pandemic hit in March 2020, all volunteers returned to their homes and some continued to support the projects from a distance. The efforts of VSO shifted to raising awareness around COVID-19 and supporting entrepreneurs in adapting their business models to making masks and hand sanitizers. Randstad funds raised as part of the 15th anniversary activities in 2019 were used to support those efforts.

lake zone project, tanzania

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



In Q1 2020, five Randstad volunteers supported the Lake Zone Project, which aims to improve and increase access to employment opportunities and promote economic empowerment for youth, particularly marginalized girls and young mothers (age 15-35) in mainland Tanzania. The corporate volunteers trained the youth in the project in life skills and employability skills. They worked together with national volunteers as a team during the training, coaching and mentoring sessions. Apart from these sessions volunteers conducted meetings with different companies to establish links with the project. Through these links, the project managed to get master crafts and companies to offer internships and job opportunities. "I'm so happy because I'm learning a lot more than what I expected. Our supervisors are very close and supportive, not only in the performance but also with regard to our safety. They make sure we wear Personal Protective Equipment (PPE) for safety compliance," said Jonessy Paul, one of the youth who secured an internship.

[youth employment enhancement project, uganda](#)

The Youth Employment Enhancement Project (YEEP) responds to the unemployment crisis for young people in Uganda and the barriers to the growth of micro-enterprises. The objective of the project is to increase the chance of a resilient livelihood for youth through employment and entrepreneurship. The project stimulates the growth of youth-led micro enterprises to create work opportunities, enhances youth capacity for entrepreneurship and employability, and gives entrepreneurship support to youth starting new businesses. A total of six Randstad colleagues supported this project in 2020. Most of the activities happened before the lockdown, between January and March 2020, while the Randstad volunteers were still in-country to

support. The volunteers gave work readiness training (CV and job interview training, portfolio development, personal branding) to 226 youth in the first quarter of this year, trained 196 youth on how to develop a winning business plan, and trained 43 youth on how to pitch their business ideas in order to receive seed funding either from VSO or other organizations.

Another achievement was the delivery of the start-up kits for young entrepreneurs as part of the Randstad grant received in 2019. A total of 12 start-up kits have been handed out already.

Patrick Ochan applied for this grant and received 300 chicks, 140 kg of starter mass, and 140 kg of grower mass. He says, "My dream of starting up my own incubation and feed mixing business starts now! I have a plan of hatching my own chicks and making my own feeds and selling the excess to other poultry farmers here in town before 2024."



youth employment enhancement project, kenya

The project in Kenya is connected to the one in Uganda and has a similar goal and approach. It aims to achieve inclusive and sustainable economic growth by supporting 1,200 marginalized young people with career guidance and soft and technical skills for employment and entrepreneurship. The project also focuses on capacity building to accelerate growth of youth-led micro-enterprises. The four corporate volunteers who supported the project worked on the project continuity and establishment of Job Centers in Machakos and Siaya Counties. The Corporate Volunteers worked closely with the National Volunteers, Community Volunteers and Youth Volunteers, with the National Volunteers playing the coordinating role. They worked on establishing a job center, establishing partnerships with the government, financial institutions and corporates, and supported the organization in setting up a career event that reached almost 8,000 people.

strategic placements

In 2019, we introduced a new kind of placement, which has a more strategic focus for VSO than the project, directly impacting the primary actors. At a global level, VSO is investing in identifying and documenting best practices in their livelihoods portfolio. Their work in employment and entrepreneurship has been the focus of several projects in Tanzania, Uganda and Kenya, and the projects are having a positive impact on the employability of youth. They now aim to review current practices on a selection of promising livelihoods practices, document the approaches, determine future focus, and implement/test improvements. The intent is that this will contribute to creating VSO global livelihoods approaches that can be replicated in other projects and countries. Six volunteers worked on this initiative in 2020, and with great success. After researching and gathering training material, activities and best practices, they identified 17 global approaches, drafted and tested 10 learning documents, and wrote three implementation guides.

randstad also supports VSO's workforce by helping with the selection of regular candidates for VSO placement.

pro bono distance support

For Randstad employees who would like to contribute to the partnership, but who are not in a position to pack their bags immediately, there are many other fun and sociable ways they can make a positive contribution.

mentoring

One of these opportunities is to support VSO from a distance, for example by becoming a mentor for youth in Tanzania or Kenya. In 2020, 133 colleagues used their eight hours of volunteering to guide young Tanzanians in their search for a job. It was a positive experience for both the mentors and mentees. "I learned that I can effectively mentor somebody and that by introducing little changes at each step along the path, you can create meaningful results at the end," says one of the mentors. "I felt happy and rewarded by seeing my mentee grow. I was proud to see the difference that we made and hopeful for a bright future for my mentee."

voluntary workforce

Randstad also supports VSO's workforce by helping with the selection of regular candidates for VSO placement. Twelve colleagues acted as online selectors and contributed 214 hours together, doing more than 70 interviews. Randstad India also started a collaboration with VSO, and four of their colleagues are supporting VSO with labor market research. Through secondary research and a market survey, they found out the number of available people (and their profiles) in a country for any role that VSO provides for. This helps VSO in resource planning, as they have an idea which position can be filled locally within the country and for which position they need to look out for volunteers.

distance support

Colleagues who returned from their placements early (due to COVID-19) kept supporting the projects after their return. One of these colleagues even continued with the placement remotely as a volunteer in order to finish the assignment as promised. Another colleague from Switzerland continued to provide support through a hybrid placement, with a short stay in-country and remote support from home. He supported an ambitious organization with the goal of creating new jobs for Ethiopians through, for instance, policy recommendations that accelerate the growth of crowdfunding. "What I got out of it besides the feeling of being connected to the country is this amazing feeling to have been at the cradle of something that may result in jobs for hundreds of thousands of people," he said.

In addition, two colleagues started their first remote volunteer assignment in 2020, supporting VSO with the development of a management learning program that will make it easier for them to lead diverse and dispersed teams, and to adjust to new ways of working.

All together, 154 Randstad colleagues spent 2,285 hours on distance support in 2020.

challenge fund for youth employment

Randstad, PwC and development organization VSO have become fund managers of the Challenge Fund for Youth Employment (CFYE). The CFYE was set up by the Dutch Ministry of Foreign Affairs. The purpose of the fund is to create future prospects for 200,000 young people by investing in decent work and income. The fund pays special attention to equal opportunities for young women in the labor market. The focus regions of the fund are West Africa/Sahel, Horn of Africa, North Africa, and the Middle East.

In 2020, the first call for proposals was launched in Uganda, and seven projects were chosen. In addition, calls in Nigeria and Egypt were launched, which are currently under review. Randstad supported the scoping research for Nigeria, the selection of Concept Notes and Business Cases in Uganda, and the development of a decent work framework and assessment tool.

other community engagements

randstad with heart

Randstad With Heart, launched in 2018, is a global program that enables our more than 38,000 employees worldwide to do eight hours of voluntary activities annually during working hours for a charity of their choice. The purpose of Randstad With Heart is to give all our employees the opportunity to give back to society – by volunteering, donating and fundraising – and to raise awareness of causes that are close to their hearts. The volunteer activities were also influenced by the global pandemic. A large amount of the volunteering is done in person and was therefore no longer an option. Operating companies tried to shift to remote volunteering programmes. In Canada for example, that meant giving webinars instead of in-person talks to new immigrant and marginalized job seekers through programs offered by their charity partners, including Youth Employment Services and the Canadian National Institute for the Blind. Randstad Canada employees gave talks and advice on everything from how to secure employment, to maintaining mental wellness during the job search process, to communicating and collaborating effectively. Through these and other skills-based volunteering opportunities, Randstad Canada touched the lives of more than 400 job seekers across the country since the start of the pandemic. In 2020, 2,026 employees contributed 11,096 hours of volunteering.

randstad with heart is a global program that enables our more than 38,000 employees worldwide to do eight hours of voluntary activities annually.

argentina

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

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

In 2020, the eight assistance centers accommodated 660 children. The program also includes training for and meetings with parents and members of the community. Older siblings aged 12-17 participate in a similar program, which is managed by another NGO, called Porvenir.



in 2020, the eight child assistance centers accommodated 660 children. the program also includes training for and meetings with parents and members of the community.

united kingdom

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

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

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

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

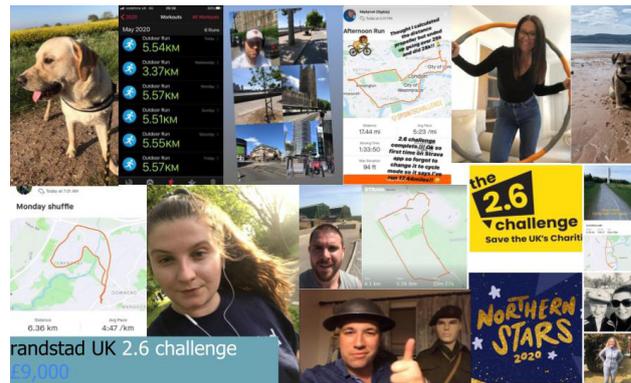
Our Manchester Education teams support many local charities. In recent years, they have held an annual sports day for SEN schools at the Etihad Stadium. All the events are tailored to the needs of the individual pupil, ensuring that everyone can take part. They also work with Manchester Youth Zone to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

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

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

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

randstad france partners with entourage, whose mission is to promote the reintegration of homeless people through employment.



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

france

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



In 2020, two strong initiatives were set up with the LinkedOut project: a race on land and a race on sea. For the land version, employees were encouraged to open their address books, both professional and personal, to people who are far from employment, so that they can reintegrate into the labor market. Randstad Institute has been a partner since the beginning, creating workshops with internal volunteer coaches. The 80 motivated candidates were followed for nine months by their volunteer coach (employees of Randstad and other partner companies of the program). The coach helped the candidate look for a job. Together, the pair created a CV, focusing on soft skills rather than professional experience. At the end of the workshops, people were successfully employed. For the sea version, a skipper sailing under the colors of LinkedOut took part in a race. On his arrival at the finish, he was greeted by the applause of local residents, volunteers and beneficiaries of the LinkedOut project, who had made the trip especially to welcome the skipper.

The CREO association in France offers support programs for young entrepreneurs from disadvantaged neighborhoods. In 2019, they set up the CREO Business School. As a partner, Randstad France actively participates in this school by developing educational content. Since 2012, Randstad has been a member of the selection jury for CREO's annual competition for entrepreneurs, financially supporting its implementation, providing rooms, donating materials, and awarding an annual prize. In 2019, we renewed and strengthened our partnership with CREO, and Randstad started organizing more workshops on finance, marketing, human resources, sales, and communication. The program offers 96 hours of training, including consulting, coaching and business development workshops, networking opportunities (meetings, workshops, professional meetings), and the competition for entrepreneurs. At the end of May 2020, Randstad Institute launched the CREO sponsorship campaign and offered employees the opportunity to become a sponsor of motivated project leaders. Thanks to their valuable guidance and support, these entrepreneurs were able to benefit from unique knowledge and expertise to help them develop their projects. 40 pairs were formed at the beginning of July 2020. Randstad Group employees organized masterclasses on commercial strategy, communication, and business plan development, and Randstad made its premises available for training (sponsorship in kind).



randstad france institute organizes conferences to help high school students discover the trade or profession they would like to develop in.

At the beginning of spring 2020, Fondation de France, AP-HP and Institut Pasteur launched an appeal for solidarity to meet the many needs arising from the COVID-19 crisis. The aim of this initiative was to provide equipment to caregivers, to provide financial assistance to the scientific research sector, to support the most vulnerable people, and also to help organizations prepare for the resumption of their activities. To support this great initiative, Randstad France launched a sports challenge, with the goal of raising € 10,000 by doing as many squats as possible! For each squat performed, the group committed to donate one euro. A lot of employees took on the challenge and made a video of their efforts.

As part of its actions and commitments in terms of equal opportunities and sustainable development, the Randstad Institute provides financial support to the association 'Ce qui compte vraiment' ('What really matters'). Randstad France Institute organizes conferences to help high school students discover the trade or profession they would like to develop in.

italy

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

- Enactus: an international non-profit organization dedicated to inspiring students to improve the world through entrepreneurial action.
- Ashoka: this association identifies the world's leading social entrepreneurs, learns from the patterns in their innovations, and mobilizes a global community that embraces these new frameworks to turn people into 'changemakers'; we carry out mindset changemaking programs in schools to support this mission.
- Pearson: we co-produce learning modules on employability for young people.

- Sodalitas Foundation: Randstad Italy participates in Deploy your Talents (a European project that aims to create more awareness of the growing need for STEM competencies, while simultaneously reducing the gender prejudices that characterize this sector), We4Youth (a multistakeholder activity aimed to reduce the school-work gap), and Youngsters & Companies (providing official testimonials for Employment Agencies in this structured course).

Other activities:

- At Christmas time, Randstad Italy supported two different non-profit organizations (AISM and LILA) by providing them with a location in our headquarters where they can sell their products to finance their projects. At the same time, we promoted Randstad With Heart, encouraging employees to spend their volunteer time during the Christmas period on individual or team activities.
- We sponsored a football match whose proceeds went to charity.
- We joined Imprese Riuscite and, together with other companies, we realized eight conferences about different topics to raise funds for three different non-profit organizations.
- We collected 80,000 plastic and cork bottle caps which were donated to Ospedale Niguarda to finance research against blood illnesses.



poland

Randstad Poland runs 'Discover Myself, Discover the Work' workshops for students in their last years of primary school who are facing the choice of secondary school. Since 2014, volunteers have conducted meetings with nearly 1,400 pupils in 24 cities and towns in different regions of Poland. The aim of the workshops is to activate and engage students through exercises and discussions to think about their future, career plans and employers' expectations. The workshop will also help students to identify their talents and suggest how to hone the skills that will be useful in their professional life. During the meetings, students also learn about the basic mechanisms of the labor market and how important it is to gain experience during their time at school.

Many forecasts indicate that the most desirable skills of employees in the future, regardless of the type of work performed, will be social and digital skills. These are also key competences when seeking employment through modern means of communication, mainly online communities. The skillful building of a personal brand is of great importance in this process. A strong personal brand positively influences people's professional development and will lead to attractive job offers. And in the long run, it will help people maintain employability throughout their career. Based on their experience with training in the field of social selling within the organization, Randstad Poland's communication and marketing team prepared a training program on building a personal brand in social networks, with particular emphasis on LinkedIn, addressed to students of public and private universities in Poland. In collaboration with universities and university career offices, three online workshop cycles were conducted in 2020.

In an attractive program based on the classic TV show 'The Dating Game' participants learned about the importance of skilful presentation on professional social networks. The developers of the training also showed practical ways to build user engagement and expand contact networks.

For two years, Randstad has worked with the One Day Foundation. Within their Usamodzielnieni ('Turn Independent') program, we support young people who are about to leave their childcare institutions or orphanages, and need to gain experience in a profession of their choice. In 2020, for the second time in a row, Randstad Poland freed up the annual funds for Christmas gifts to help finance training courses, supplementary classes, driving lessons, and foreign language classes for the young people supported by the One Day Foundation. This way, we will make it easier for these youngsters to enter the labor market or continue their education.

The One Day Foundation is now also working on the 'usamodzielnieni' app. This is an extensive database with lots of useful information for young people taking their first steps in their adult lives. It will offer easy training, and enable youth to check their CV, which they can immediately forward in response to verified job postings. Randstad Poland will also publish its job offers in the app.

randstad poland runs 'discover myself, discover the work' workshops for students in their last years of primary school who are facing the choice of secondary school.

Randstad Poland partners with Mercedes-Benz Manufacturing Poland's program 'Girls Go Technology'. This program is targeted at girls from high schools and technicians from Jawor and the surrounding area. It was created in 2018 with a view to instilling in young women the belief that technology can be a great choice for a professional life. Girls Go Technology is a two-stage project. The first stage is meant to determine participants' predispositions and talents. During an organizational meeting in 2020, schoolgirls got acquainted with the idea and program of the project and the history of the Mercedes-Benz brand. They also had the opportunity to talk about future competitions and their talents with HR specialists. Girls interested in 'taming technology' were invited to the second stage of the project: a series of five meetings and workshops on future technologies and efficiency in the labor market. In 2020, 80 schoolgirls participated.

singapore

In 2020, Randstad Singapore continued to support Food from the Heart as part of our local CSR initiative. This year, we organized a virtual auction fundraising to support the less fortunate communities with food security. In order to raise funds, we hosted a live virtual auction where employees could bid for a sponsored item or a service (e.g., home cooked meals for a week, recruitment coaching). All proceeds were given to Food from the Heart.

**in 2020, randstad
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CSR initiative.**

china

In order to prepare students for the world of work, Randstad China has worked closely with HR executives and experts for many years, hosting workshops and other sessions to share industry insights and provide workforce training for students from universities and business schools. In 2018, Randstad China helped university students and MBA students to get their career off to a good start by providing support and training in CV writing and workforce skills. In 2019, Randstad China launched the R-Lab campus campaign, which focuses on matching intern positions with well-known companies (e.g., Fortune 500 companies). Randstad China cares for youth not only in China but also in other regions. Randstad China hosts an event to share industry insights and workplace skills with around 30 NAHSS students in its Shanghai office. They learn about corporate cultures, and participate in brainstorm sessions on interesting workforce topics. Because of COVID-19, university students in China only had classes remotely. For this reason, Randstad China was unable to host these offline activities during 2020. They are looking forward to continuing these activities after the pandemic.

In order to encourage more employees to join local volunteering activities, Randstad China nominated three colleagues as 'RWH ambassadors'. We then defined two specific groups who could benefit from our support in China: children and the elderly.

On Children's Day, Randstad volunteers visited children from the Hui Xin Welfare Home, a specialized private social welfare institution for children with disabilities. We donated RMB 10,000 to the organization to improve these children's quality of life and establish a long-term relationship with them. On Mid-Autumn Day, our volunteers visited these kids again with lovely holiday gifts. They also read stories, both fairy tales and real-life stories, to motivate these children to grow up healthily and to give them hope and joy. These children have had a difficult start, so they definitely deserve our love and care. We were happy and proud to see these children smile a lot during our interaction, especially when they told us what kind of people they want to be when they grow up. We are confident they can have a good future, if only they are given the right kind of care.

At Randstad China, we strongly believe that elderly people should never be forgotten and deserve great respect. After all, they devoted their whole lives to the success of our society. That is why, on Mid-Autumn Day, our volunteers also visited the elderly people from Sheng Le nursing homes in Shanghai. In addition to holiday gifts, we entertained them with interesting talent shows, such as folk song singing, magic shows, Shanghai opera, and more. We also shared recent news and funny stories with them, and they told us their life stories. We felt extremely happy that we were able to bring some warm and bright sunshine to their aged lives, making them realize that twilight can be just as glamorous as dawn.

To provide practical support to hospitals and frontline medical staff, Randstad China donated personal protective equipment and other essential medical supplies to hospitals.

australia

Randstad Australia has been supporting The Smith Family over the last few years by mentoring some of their students with our Shaping Young Futures program. In September 2018, Randstad set up an official partnership with the organization.

In Australia today, more than 1.1 million children and young people are living in poverty across Australia, with more than 638,000 children living in jobless families. At Randstad, we believe everyone deserves a great start to their working life; it is part of who we are when we say we are Human Forward. Our company is based on a purpose to help people gain meaningful employment opportunities.

That's why we have committed to The Smith Family's Learning for Life program, which has enabled us to sponsor 23 university students. In 94 communities across Australia, Learning for Life connects students to sponsors, whose financial support helps families afford the cost of their children's essential school items, such as uniforms, textbooks and excursions. The charity also connects disadvantaged young people to local educational support and mentoring programs. The aim of the Learning for Life program is to give disadvantaged children and young people the opportunities they need to fully participate in their education. Our donation



will help increase their likelihood of being employed throughout adult life, breaking the cycle of disadvantage. [More details and a video are available on our website.](#)

As well as the Learning for Life program, Randstad employees volunteer with The Smith Family across the country. We have volunteered with:

- iTrack – As an iTrack mentor, our employees are matched with a high school student to offer advice about education, career and post-school options, and share practical tips for the job seeking world.
- Student letters check – Each year, thousands of student profiles are distributed to sponsors who generously support a child's education. As there is a need to ensure compliance with the organization's child protection framework, each profile written by the student to be sent to their sponsor must be read and checked for issues where the student might be at harm or risk.
- Toy and Book Appeal – Thousands of Australian kids go without receiving a gift at Christmas simply because their families can't afford it. The Smith Family collect and deliver over 75,000 new toys and 50,000 new books to children in need around Australia.
- Workplace Giving.
- Interview Techniques workshops – Using our expertise to help The Smith Family students with interview techniques and résumé writing skills for their [Cadetship to Career program](#). Across the country, we had 40 students take part virtually and face to face.

two years ago, randstad australia entered into a partnership with the university of sydney with the aim of setting up an innovative undergraduate 'experiential learning' curriculum.

sydney uni project

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

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

As part of Randstad's collaboration with the University of Sydney, we asked students to explore some of the major challenges facing their future of work. During previous years, we challenged students to gather academic research, speak to futurists and experts, and use their own imagination to create 'What if' scenarios on the future of work. Besides, a group of bright young students worked on answering the question of whether AI will be able to compute a good match between job seekers and jobs. We continue this work each year, including through COVID-19, and are currently speaking with the 2021 group.

"We were very excited and honored to participate in this pilot program with such a well-respected institution like the University of Sydney and its amazing students," says Frank Oerlemans, Director of Marketing and Communications for Randstad Australia and New Zealand. "We saw a bright group of students grow exponentially, developing critical thinking skills and strategic perspectives. Their diverse views on the future of work and AI have certainly contributed to Randstad's broad HR expertise. The collaboration also fits very well with our ambition to maximize future employment and touch the work lives of 500 million people by 2030. And finally, it supports Randstad Australia's position as a thought leader in empowering the human factor in the technology-driven world of work."

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

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



the netherlands

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

In the Netherlands, more and more people are faced with debts. Randstad wants to make sure that people are not left behind because of their debts and therefore offers them free help with their financial issues. We refer employees with wage garnishments to the free app fiKks. This app helps to solve debts anonymously. The app puts the employee in touch with a buddy who will help them with their finance.

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

The Edwin van der Sar Foundation supports young people with brain damage when it comes to rehabilitation, participation and prevention. As a partner, Randstad Netherlands focuses on labor market participation, providing special training courses.

Tempo-Team is a business partner of Het Oranjefonds, the largest foundation in the Netherlands for promoting social integration. Tempo-Team volunteers support various projects run by 'Coöperatie de Nederlandse Uitdaging', a local-for-local initiative.

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

Since 1999, Randstad Zorg has been organizing an annual volunteer day in the healthcare sector, now known as Randstad Zorgt! During this day, colleagues from all over the organization (but also temporary employees, friends, family, etc.) volunteer on a variety of projects, often proposed by our clients in the healthcare sector.

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



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

germany

Joblinge is a very successful project in Germany, developed by the Eberhard von Kuehnheim Foundation (BMW) and Boston Consulting Group in 2009 to fight youth unemployment. It is a collaboration between the public job center and partner companies, and includes a special 6-month coaching program for every participant. The project has a success rate of 73%. Randstad Germany supports the Joblinge project by providing mentors and the annual funding of a partnership.

The Randstad Foundation is the licensor of the Germany-wide initiative 'You've Got Talent – Fit for the Employment Market'. Randstad employees in Germany support lower-level secondary-school students as they start their working life, enhancing the employability of these youngsters. The new competences students discover and develop through the program and the practical



experience they gain are recorded in a Competence Certificate. Most importantly, the youngsters discover their own talents, and are encouraged to complete their education. Since 2008, Randstad has been involved in over 50 lower-level secondary-school sponsorships, catering for more than 1,700 students all over Germany.

Randstad Germany has a program called 'Ehrensache' ('A matter of honor'). In the context of this program, Randstad employees are eligible to receive funding for voluntary work in their free time. The program supports projects for the common good, encouraging voluntary work by all employees and stimulating them to broaden their personal outlook and create networks. Each project receives up to € 300.

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

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



belgium

For several years, Tempo-Team and Randstad Belgium have been participating in the Action Day of Youca, a regional youth association. In 2020, YOUCA day was canceled due to the COVID crisis by the YOUCA organization. We are impatiently waiting for a new YOUCA date to make up for the lost time. On our last YOUCA day in 2019, we published 25 job offers for young people on their website, such as providing administrative support, being a recruiter for a day in one of our agencies, or being a coach for a day with our colleagues from Randstad RiseSmart Employability. The salary these youngsters earned was given to Youca to help fund a future project. It was a great opportunity for young people to discover the work Randstad does.

spain

To improve employee engagement, and support people at risk of exclusion, Randstad Spain and Randstad Foundation Spain organized an online practice session for people with mental disabilities, with the participation of seven volunteers. In addition, during 2020, Randstad Foundation was supported by 433 volunteer employees from collaborating companies, who participated to improve the social and labor inclusion of people with disabilities.

One of the actions with the most impact was the creation of inclusive masks (transparent masks) for people with hearing disabilities and people with mental disabilities. We donated more than 7,200 inclusive masks to these groups in 2020, which helped to eliminate communication barriers.



At the institutional level, we participate in the commissions of the Spanish association of foundations (AEF) and in the Spanish Confederation of Business Organizations (CEOE). We also belong to more than 50 associations/confederations, including ASEMPLEO, CEPYME, Fundación SERES, AED, AEDIPE.

In 2020, the Randstad Foundation Spain organized its annual Randstad Foundation Awards event for the fifteenth 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. Due to COVID-19, the event was organized as an online collaborative experience. For each person who connected, the Randstad Foundation donated 1 euro to a social project for the integration of people with a disability. The donation was given to the Mental Health Assistance Project for People, led by the Mental Health Federation of Castilla y León. This project was chosen by vote of the employees of Randstad Spain.



girls on the run international (GOTR) is an organization with more than 200 locations across the united states that works with elementary school-aged girls to provide coaching and encouragement through running clubs and events.

[norway](#)

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

[greece](#)

Randstad Greece continues to participate in the Learning Mentors program of the Bodossaki Foundation. The aim of this program is to empower NGOs in several organizational areas.

Since July 2018, the Randstad Greece team has had a dedicated local CSR team called 'Randstad Human' to coordinate activities. Initiatives to date include:

- Collecting plastic caps from bottles (water, juices, milk, detergents/softeners, etc.) to support the 'Love for Life' (Agapi gia Zoi) organization to help people with disabilities caused by accidents or disease. Two tons of plastic caps would pay for a wheelchair.
- Collecting goods (canned food, dental hygiene essentials, pads and first-aid items) and delivering them to non-profit organizations.

- E-mentorship for youth in Tanzania. Participants are fresh graduates with little experience and not much knowledge about qualities appreciated by employers. We offer a personal coach or mentor, providing guidance for different employability skills in order to get these youngsters prepared for the job market. As Randstad we know exactly what a future employer appreciates in a candidate. We are therefore very well equipped to guide young people at the beginning of their career and help them make their first steps.
- Donating items of clothing we no longer need or want, providing people in need with some very nice clothes.
- Collaboration with Archipelagos, an organization that creates a variety of employment opportunities and programs for individuals with mental disabilities. One of their initiatives is a second-hand shop. We have dedicated an area where our employees can donate items at their convenience, and the CSR team delivers the goods on a monthly basis.

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

[united states](#)

Girls on the Run International (GOTR) is an organization with more than 200 locations across the United States that works with elementary school-aged girls to provide coaching and encouragement through running clubs and events. GOTR hosts 5km runs around the nation every spring. Randstad US is a Volunteer Alliance Partner. Post COVID-19 we will continue to support these events.

canada

Randstad Canada is a very active community partner with a large philanthropic focus. Our employees give generously, both in time and financially, to make a difference in their communities. As a result, in 2020, Randstad received the Association of Canadian Search, Employment and Staffing Services CSR Award as well as being named one of the Best Workplaces for Giving Back by Great Place to Work®.

When the pandemic took hold in Canada, the company committed to finding new ways for employees to give back meaningfully to their communities. This meant exploring ways that we could connect virtually – through volunteering, events and fundraisers.

We knew that our signature in-person event, the Randstad Ride for Myriam to benefit cancer research, would not be possible in its traditional format. Instead, Randstad Canada and Randstad North America pivoted to bring a virtual event to life that allowed more people to participate as individuals or as teams, to support this important cause. Collectively, the event raised over \$140,000 from more than 560 participants across four continents who rode, ran or walked a total of more than 40,000 kilometers over the 16-day event.



Randstad Canada also worked with non-profit organizations across the country to facilitate skills-based volunteering opportunities throughout the year, giving webinars and talks to job seekers on various topics ranging from résumé writing to what the future of careers in STEM looks like. These opportunities allowed us to reach more than 400 job seekers nationally.

With lockdowns and health and safety restrictions still in place across Canada in November 2020, it was clear that the traditional avenues for corporate volunteering and giving campaigns would not be available throughout the holiday season. That's why Randstad Canada launched #RandstadGiveItForward. This pandemic-friendly initiative invited employees to give back to their communities in whatever way was meaningful for them – whether it was an act of kindness towards a neighbor or stranger, a food or clothing drive, or charitable giving. It also encouraged employee participation in a virtual online charity auction and a live virtual event to raise funds for the charity partners of the Randstad Foundation. In total, more than 100 employees participated in the challenge, sharing more than 150 unique volunteering experiences.

The Randstad Canada Charitable Foundation also found itself having to pivot its traditional fundraising campaign, moving from in-person local charity auctions to an online live event. The Randstad Charity Auction Live Event included a live musical band and an online auction that raised more than \$35,000 for Foundation grantees.

The Randstad Canada Charitable Foundation focuses on partnering with and providing grants to charities committed to workforce inclusion, skill-building and early education. In 2020, the Foundation provided support (both financial and through employee volunteer services) to projects advancing access to employment for indigenous communities, as well as marginalized and vulnerable youth.

portugal

In 2020, Randstad Portugal worked with APAV Portuguese Victim Support, supporting the management team with legal issues. Randstad Portugal also took part in the national strategy program for the integration of homeless people (2017-2023), and we supported Associação Orientar (an NGO that helps homeless people) through the donation of materials (books, clothes, computer material).

Another highlight was the 'One Mask One Life' project, an initiative that involved colleagues and their families making or purchasing facemasks. In training sessions, they were taught how to make the masks. Through this initiative, we supported three associations: Associação Salvador (NGO that supports people with disabilities), Associação Novamente (NGO that supports people with traumatic brain injuries) and Associação Orientar (NGO that supports homeless people). By supporting Orientar, we reached very needy families, many of whom lost their jobs in 2020.

the randstad canada
charitable foundation
focuses on partnering
with and providing grants
to charities committed
to workforce inclusion,
skill-building and early
education.

Finally, in a partnership with the Instituto Superior Técnico (a Portuguese university) we helped produce visors. We asked all branches to locate a special kind of paper, and several colleagues sent this material. In total, we delivered 110 masks to institutions, and we helped produce around 150 visors for health professionals and firefighters at the forefront of fighting the pandemic. We also donated computer equipment to associations and families who did not have computers for their children to attend classes at home.

In 2020, Randstad Portugal continued its partnership with Vale de Acor, which aims to help the 'new poor' of our society: people without a community to rely on and with very limited financial means. These include drug addicts and alcoholics, some with psychiatric problems, as well as inmates and former inmates.

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

Randstad Portugal also collaborates with Academia do Johnson. This association promotes education and values of citizenship to support children and young people living in Amadora neighborhoods, where there are many social problems.

in 2020, randstad portugal also continued to celebrate a blood donor day, which involved all colleagues at national level.

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

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

In addition, Randstad Portugal collaborates with Orientar, an association that supports the reintegration of homeless people at risk of social and professional exclusion.

In 2020, Randstad Portugal also continued to celebrate a Blood Donor Day, which involved all colleagues at national level. We worked closely with Instituto Português do Sangue, whose mission is to guarantee and regulate, at national level, blood transfusion and transplantation and to guarantee the donation, collection, analysis, processing, preservation, storage and distribution of human blood, blood components, organs, tissues and cells of human origin.

Randstad Portugal has partnerships with NGOs to support candidates who are more difficult to employ. For example, Randstad in 2020 continued to work with APAV, an association that protects victims of violence or crimes who need to be moved geographically or who need to find a job to be able to support themselves and become financially independent from their aggressors. Together with O Ninho, Randstad Portugal helps former prostitutes to enter the regular labor market.

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

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

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

In 2020, we continued to organize a quiz for our colleagues with a focus on social impact issues, enhancing their awareness and knowledge in this regard. For the winner there were two gifts: a special one from Cruz Vermelha Portuguesa (the Portuguese Red Cross), which strives to prevent and alleviate human suffering, both in Portugal and worldwide and a gift to use with friends or family.

in 2020 randstad hungary organized a fundraising for a little village in north-east hungary, fulókércs, whose population lives in extreme poverty.

Randstad was involved with the EPIS (Entrepreneurs for Social Inclusion) association as well, supporting training sessions on CV development for young people in need of special educational activities. The objective is to ensure that while students are at school they define a formative path that will allow them to prepare for a profession. In this particularly difficult year, we supported about 150 people.

Finally, Randstad Portugal also continued to support Associação Novamente, a Portuguese NGO that helps people with disabilities. The organization is currently focusing on helping people with traumatic brain injury. Randstad Portugal is helping with the NGO's campaign to explain the benefits for companies, and regularly organizes workshops to help people improve their CVs, social profiles, and interview skills.

new zealand

In 2020, our New Zealand business continued partnerships with various local charity organizations, finding ways to give back to the community and using our volunteer hours to support others. This year, and for the last eight years, we supported the Oranga Tamariki annual Christmas party. This organization supports children whose well-being is at significant risk. Our Randstad team gave gifts and found client sponsors to support a fabulous Christmas party for these children.

We also supported a local primary school in a low-decile area for the second year in a row by spending half a day helping with painting and cleaning of their school.

hungary

In 2020 Randstad Hungary organized a fundraising for a little village in north-east Hungary, Fulókércs, whose population lives in extreme poverty. From the raised amount we sent them preservable food such as flour, oil, sugar, salt, rice, pasta, milk ect.

czech republic

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

india

VSO selector program

Adding to the global 15 years of partnership between Randstad and VSO (Voluntary Service Overseas), the VSO Selector Program provides volunteer service to VSO through remote assistance. VSO Selectors are part of a team to assess the suitability of candidates against VSO criteria. They play a key role in helping VSO to assess candidates who have applied to professional volunteering roles. Randstad India is the only organization to offer this service free of cost.



the robin hood army (RHA) is a volunteer-based, zero-funds organization that works to get surplus food from restaurants and the community to serve the less fortunate.

volunteering in the himalayas

This tournament is an annual event organized by The Hockey Foundation, an NPO with a mission to support neglected, remote communities and help them develop through sport. Along with the on-ice competition, there are cultural events, touring of local monasteries, and opportunities to volunteer in the community. Volunteers from Randstad India join their CEO and team Human Forward in Leh and contribute meaningfully to this incredible initiative.

freedom from hunger drive

The Robin Hood Army (RHA) is a volunteer-based, zero-funds organization that works to get surplus food from restaurants and the community to serve the less fortunate. In 2019, Randstad joined hands with them and contributed more than 1,000kg of grain and pulses in just two days. RHA highly appreciated the generosity of our employees.

contributing for natural disasters

Randstad has always extended support for the survivors of various natural disasters. For example, for the Kerala floods we ran the 'Randstad for Kerala' drive, and we collected funds for Odisha Cyclone FANI survivors.

other initiatives

There are many other contributions Randstad India makes to society by supporting various causes. For example, we visited eight NGOs on International Volunteers Day (December 5) and interacted with them. We also participated in the global walk for a cause challenge, where we generated € 2,000 by walking 2,000 km in a week.



supply chain.



randstad italy has a strong focus on supply chain sustainability; before we start a new partnership with a supplier, we request that the company that aspires to work with us qualify on a web portal

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 extranet website and explicitly subscribe to the Supplier Code, where they declare to agree with our basic expectations on how to do ethical business. Once a supplier is in the system, they are automatically informed when changes are made to the Supplier Code or other conditions. They are also asked if they are interested in receiving news from our Sustainability department. This is where they have direct access to their payment information and other important news.

italy

Randstad Italy has a strong focus on supply chain sustainability; before we start a new partnership with a supplier, we request that the company that aspires to work with us qualify on a web portal. 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. One of the first steps in the qualification process is the acceptance of the Randstad Ethical Code; in particular, with regard to sustainability, Randstad asks the supplier to give evidence of its certifications (e.g., SA8000, ISO9001), their policies, and their approach to the Organizational Model ex D.Lgs 231/2001. The portal also requires the supplier to attach its Sustainability Report (if it exists), for the reference of the CSR Manager. In 2020, the total spend under this qualification process is around 84%; the remaining suppliers' qualification is in progress or part of the under-threshold basket according to the local policy.

spain

Randstad Spain is very much aware of the role of procurement in its global strategy. This strategy strengthens long-term relationships with suppliers, regarding them not just as suppliers, but as partners of the organization. Randstad Spain has an ethical and responsible framework that encompasses a set of principles and values, such as objectivity, transparency and equal opportunities for all suppliers. In order to professionalize the Purchasing function, Randstad Spain asks its suppliers to complete a questionnaire as part of the approval process. This involves a preliminary evaluation regarding the company's economic financial data, quality standards, and activities in the field of CSR and sustainability. More than 500 suppliers adhere to the Supply Code. In 2020, more than 60% of the invoices received were from suppliers adhering to the supplier code. Local sourcing accounted for 98.54%.

germany

In supply chain management, Randstad Germany aims to conduct business relationships with suppliers in accordance with sustainability standards. To ensure this, Randstad Germany drafted a Supplier Code in 2014 that commits its one hundred most important suppliers to comply with requirements in the areas of environmental protection, human rights, anti-corruption, health and occupational safety.

in the general purchase conditions of randstad group netherlands, suppliers are expected to comply with the 'randstad group supplier code'.

the netherlands

In the general purchase conditions of Randstad Group Netherlands, suppliers are expected to comply with the 'Randstad Group supplier code'. The Randstad Group supplier code aims to ensure that the procurement of products, work and services is carried out in a socially responsible manner. The goods will meet all legal requirements, such as import and export requirements, both for the importing country and the exporting country, as well as legal requirements on safety, quality, health, working conditions and the environment. We strive to purchase only from socially responsible suppliers.

united states

Randstad US updated its US Supplier Code to include the Tier 2 Diversity spend reporting request of its prime suppliers. The goal is to ensure that all suppliers doing business with Randstad US honor the same commitment of ensuring a fair and equitable supply chain that supports our global Business Principles regarding human rights, labor, anti-corruption, and the environment.

taking



environmental
care.

due to the COVID-19 pandemic, almost all business travel stopped at the end of the first quarter of 2020.

general

Due to the COVID-19 pandemic, almost all business travel stopped at the end of the first quarter of 2020. We had already been limiting our business travel impact on the environment by increasing the use of video and phone conferencing and VoIP, which led to a decrease in the number of business flights in 2019. But the decrease in 2020 was exceptional. Video interviewing for job interviews also increased significantly, which contributed to a decrease in travel.

Several operating companies have bicycle plans for their employees (e.g., the Bike to Work scheme at Qualitair and the Cycle scheme for Staffing employees in the UK), while we also actively promote the use of public transport. In the major Dutch cities, many offices already have company bicycles. Several operating companies have switched to hybrid or fuel-efficient cars, or cars with capped CO₂ emissions.

Additionally, several of our operating companies collect old mobile phones and empty toners and cartridges for recycling.

belgium

Randstad Group Belgium aspires to become the 'greenest' company in the sector in Belgium. To achieve this, it has implemented a wide range of measures, including CO₂ reduction programs, 100% green energy programs, setting waste limits, responsible purchasing, mobility plans, and energy analyses in the outlets. Some 75% to 90% of mailings are now digital (contracts, invoices, salary slips, etc.). In addition, the company's head office is certified in accordance with BREEAM (Building Research Establishment Environmental Assessment Method). Randstad and Tempo-Team Belgium have also changed the offer of company cars, encouraging the use of hybrid cars or cars with minimal CO₂ emissions.

In 2019, an Environment working group and a Mobility working group were set up. These two working groups consist of colleagues whose objective is to create sustainable solutions that better respect our environment. They drew up a climate action plan and presented it to our Excom. Among other things, the action plan consisted of propositions to enable working from home on a more regular basis and to have more video meetings instead of physical meetings. Then the pandemic happened, which accelerated the implementation of both these propositions. Post-COVID, we will all work more from home and organize more meetings digitally, so we are happy to check these propositions off in 2021.

the netherlands

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

For several years, all electricity used at the Dutch head office has come from sustainable sources. Since 2014, Randstad Group Netherlands has used electricity generated from Dutch wind power for its branches in the Netherlands. Wherever possible, Dutch branches are making use of CO₂-compensated gas.

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

With regard to catering, biologically produced ingredients are used where this is possible, and vegetarian options are constantly being expanded. We separate plastic, glass, frying fat, cardboard, paper, kitchen waste, coffee grounds, and chemical waste. Food waste and coffee grounds are collected separately, after which they are made into mushroom manure. Waste is compressed, so fewer trucks are needed for disposal.

with regard to catering, biologically produced ingredients are used where this is possible, and vegetarian options are constantly being expanded.

There are experiments with electric bikes and cars, and to limit travel, video conferencing is available in many rooms as part of the Google Suite. For electric cars, 20 charging stations have been replaced with 'smart' charging stations, which are software-linked to the headquarters' main distribution board. The charging stations adjust the charging capacity to the current demand. By adjusting the charging capacity, morning peak power consumption is avoided when everyone arrives and starts up between 07:00 and 09:00 (peak shaving).

As Randstad Group Netherlands, we aim to contribute to increasing biodiversity by placing two apiaries on the roof of the head office, as bees play a major role in our ecosystem by pollinating trees, flowers and plants. We will support a local project to make this happen.

australia

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

italy

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

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

From 2020, all colleagues of the Randstad group in Italy can take an e-learning training module on environmental issues that allows them to learn the correct behaviors to respect the environment. All branches are trained on environmental protection through an e-learning training module and specific webinars. In 2020, all the water dispensers at the headquarters were connected to the water supply in order to reduce the use of plastic, and all employees were provided with a water bottle to avoid the use of the disposable plastic glasses.

At Randstad Italy, 100% of the electricity used comes from renewable sources. We also improved our digital tools. For example, we introduced the electronic signing of contracts. In November 2020, more than 80% of workers used the electronic signature. We also introduced the Digital Private area for workers and clients to share certain documents (contracts, paychecks, etc.). And finally, timetable checks went from manual to digital.

norway

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

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

from 2020, all colleagues of the randstad group in italy can take an e-learning training module on environmental issues that allows them to learn the correct behaviors to respect the environment.

in june 2020, a germany-wide rollout of e-bikes for employees on client assignments began. this enables employees to reach assignments at customer locations that are difficult to reach by public transport.

germany

Since 2018, 100% of the electricity used has come from renewable sources. The travel guidelines state that flights are not permitted to destinations that can be reached by train within 3.5 hours. In 2018, 5,559,181 kilometers were traveled by train by Randstad Germany employees.

Since June 2016, 'Mein Randstad' has been available as an app. And since November 2016, Randstad Germany has been using an electronic remuneration statement, so that employees working for clients can have their statement of account made available online in the portal or in the app. Since January 2017, newly hired employees on client assignments no longer receive paper remuneration statements as standard.

The electronic time recording system 'e.ts' has been available since 2007. It enables resource planning, time recording and time evaluation in digital form and thus prevents the creation of thousands of documents per year. In addition to the successful internal digitalization of administrative processes, Randstad Germany is continuously working with its clients to establish paperless work processes. Until just a few years ago, all temporary workers had to document their assignments on time sheets in paper form with four copies for further processing at Randstad. With the introduction of the electronic recording procedure 'e.ts', this proof can also be provided in the form of an electronic timesheet. This saves energy costs, working time for copying and sending files, printer cartridges, and more than two million sheets of paper.

In June 2020, a Germany-wide rollout of e-bikes for employees on client assignments began. This enables employees to reach assignments at customer locations that are difficult to reach by public transport.

The headquarters of Randstad Germany will move into a new building in 2021. Topics under the heading of sustainability in the new building will be dealt with in a special working group.

hong kong

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

In October 2020, our local CSR team participated in a local campaign called 'Get Redressed Month', which aims to raise awareness about the environmental impact of our clothing and encourages us to reduce fashion and textile waste. For this activity, we collected and donated bags of quality, pre-loved clothes contributed by employees from the office. The clothes were then redistributed to charities.

malaysia

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

china

In 2019, Randstad China implemented waste sorting, second-hand clothes/books recycling, and online tree planting programs to improve cities and the environment.

france

In June 2020, after the first lockdown, Randstad France launched a free internal carpooling service, which enables employees to find a colleague making the same journey in just a few clicks.

In September, Randstad France signed a charter of reciprocal commitments to help reduce congestion and peaks in traffic in Saint-Denis, where our head office is located. Alternative mobility solutions were developed and adherence to new working methods was encouraged. In Saint-Denis, as in many other cities, employees and visitors tend to travel to the same destinations at the same times. To avoid the systematic congestion of public transport, the aim is to reduce the number of travelers by 5 to 10% during rush hour. Different alternative mobility solutions and new working methods will be tested by companies and local actors. They include the incentive to shift working hours,

measures encouraging cycling and other active modes of travel, measures in favor of carpooling, and remote working. The cumulative impacts of these solutions will, we hope, improve the quality of daily commutes and thus the well-being of employees, while supporting the development of alternative means of transport in Saint-Denis and its surrounding areas.



portugal

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

In 2020, Randstad Portugal organized several social impact days, some of which related to the environment. Through information sharing, we developed environmental awareness. For example the Green Commitment Game at Randstad stadium. This game had a special focus on environmental issues and the impact of human beings on the environment. The motto was ‘have fun and learn more about a fundamental theme for everyone’. People could play this game together with family and friends, and there were nice prizes to win!

We have also placed recycling containers and ecopoints in all Randstad workplaces, informing all colleagues about the correct way to recycle.

In 2020, Randstad Portugal was recognized with three awards: Sustainability Award from Nestlé, a Social Responsibility award, and a special distinction from the jury of Observatório da Comunicação Social. These awards were a special tribute to the paperless project (completed in 2018), for our social practices (homeless people) and our environmental efforts (reduced paper consumption).



Randstad N.V.

address

Diemermere 25
1112 TC Diemen
The Netherlands
phone +31 (0)20 569 59 11

mailing address

P.O. Box 12600
1100 AP Amsterdam
The Netherlands



comments or questions

If you have any comments on or questions about this report, please do not hesitate to contact us by email:

corporate.communications@randstad.com

