

## we strive for the simultaneous promotion of all interests

	pillar	key material matters	risks	vision 2020
shaping the world of work	optimal workforces for clients	<ul style="list-style-type: none"> <li>- Client relationship management</li> <li>- Innovation management</li> <li>- Increase of labor market flexibility and mobility</li> </ul>	<ul style="list-style-type: none"> <li>- Adapting to economic conditions</li> <li>- Contract liability</li> </ul>	We are the leading HR solutions partner and support our clients in creating a balanced workforce, and in becoming more attractive employers and effective organizations, now and in the coming years.
	the best jobs for candidates	<ul style="list-style-type: none"> <li>- Training and education</li> <li>- Health &amp; safety management</li> </ul>	<ul style="list-style-type: none"> <li>- Candidate screening</li> <li>- Contract liability</li> </ul>	We give as many people as possible access to jobs, providing them with options to develop themselves, with equal opportunities for all, with respect for health and safety, and with unyielding integrity. We also play a crucial role in guiding people from unemployment to employment.
	the employer of choice for our employees	<ul style="list-style-type: none"> <li>- Talent attraction and staff retention</li> <li>- Employee engagement</li> <li>- Training and education</li> <li>- Health &amp; safety management</li> <li>- Labor management relations</li> </ul>	<ul style="list-style-type: none"> <li>- Attraction and retention of talent</li> </ul>	We want to be an attractive employer with equal opportunities for everyone in an environment in which knowledge, trust, and diversity are highly valued. We are aware that we can only achieve this through serving others.
	expertise for a better society	<ul style="list-style-type: none"> <li>- Increase of labor market flexibility and mobility</li> <li>- Legislation &amp; regulation</li> <li>- Economic and social impact of labor on society</li> <li>- Corporate citizenship</li> </ul>	<ul style="list-style-type: none"> <li>- Increased complexity of laws and regulations</li> <li>- Competition law compliance</li> <li>- Tax and labor law compliance</li> </ul>	We aim to shape a better society by activating our knowledge and expertise. This is focused on (but not limited to) our knowledge of employment markets. We advocate developments which benefit individuals as well as society at large.
	value for our shareholders	<ul style="list-style-type: none"> <li>- Performance &amp; risk management</li> <li>- Competitiveness of the company</li> </ul>	<ul style="list-style-type: none"> <li>- Credit risk</li> <li>- Other financial reporting risks</li> <li>- Adapting to economic conditions</li> </ul>	
	sustainability basics	<ul style="list-style-type: none"> <li>- Business principles &amp; human rights</li> <li>- Stakeholder management</li> <li>- Customer protection</li> <li>- Reputation management</li> <li>- Environmental impact</li> <li>- Corporate governance</li> <li>- Sustainable supply chain management</li> </ul>	<ul style="list-style-type: none"> <li>- Protecting our reputation</li> <li>- Data protection and system development &amp; integration</li> <li>- Business continuity and data recovery</li> </ul>	We aim to have a set of management tools, business principles and policies in place that are in line with or exceed the standard for our industry and that enable accountability for all elements of our sustainability framework.

key drivers 2012 - 2020	KPIs	measurable targets
<ul style="list-style-type: none"> <li>- We provide innovative concepts for flexibility, based on our core values.</li> <li>- We support diversified workforces at our clients.</li> <li>- We have a continuous dialogue with and advise clients on the simultaneous promotion of all interests.</li> <li>- We provide clients with the best candidates.</li> <li>- We measure our success through surveys.</li> </ul>	<ul style="list-style-type: none"> <li>- Net Promoter Score (NPS)</li> <li>- Market share</li> <li>- Client consideration, preference; client retention</li> <li>- Investments in innovation</li> </ul>	<ul style="list-style-type: none"> <li>- NPS: Top 3 position or position improvement in our Top 15 markets</li> <li>- Increase market share in our main markets</li> </ul>
<ul style="list-style-type: none"> <li>- We advance the employability of candidates.</li> <li>- We provide candidates with the right jobs.</li> <li>- We make sure that our candidates work in a safe and healthy environment.</li> <li>- We guide people from unemployment to employment.</li> <li>- We measure our success through surveys.</li> </ul>	<ul style="list-style-type: none"> <li>- Candidate consideration, preference; candidate engagement</li> <li>- Injuries and fatalities during work</li> <li>- # of initiatives to place candidates with disabilities</li> <li>- # of initiatives to guide people from unemployment to employment</li> <li>- # of training hours; training costs</li> <li>- # of matches</li> <li>- # of permanent placements</li> </ul>	<ul style="list-style-type: none"> <li>- Zero fatalities and relative reduction of injuries</li> <li>- Increasing # of initiatives to place candidates with disabilities</li> <li>- Increasing # of initiatives to guide people from unemployment to employment</li> </ul>
<ul style="list-style-type: none"> <li>- We attract, recruit, develop, and retain the best people.</li> <li>- The composition of our workforce is such that employees are able to understand and work with the diverse groups that make up our markets.</li> <li>- We insist on ethical behavior and further embed business principles in our global organization (e.g., health and safety, human rights and environment).</li> <li>- We measure our success through surveys.</li> </ul>	<ul style="list-style-type: none"> <li>- Internal leadership appointments as % of total</li> <li>- Proportion of males and females in senior leadership positions</li> <li>- # of training hours; training costs</li> <li>- Injuries and fatalities during work</li> <li>- Employee retention rate</li> <li>- Outperformance score</li> </ul>	<ul style="list-style-type: none"> <li>- Fill 80% of our leadership roles internally</li> <li>- Proportion of females in senior leadership positions: 50% in 2017</li> <li>- Zero fatalities and relative reduction of injuries</li> <li>- Outperformance score higher than benchmark with a participation rate of 70% or higher</li> </ul>
<ul style="list-style-type: none"> <li>- We contribute to the removal of barriers for global mobility.</li> <li>- We strive to improve global employment participation.</li> <li>- We strive to increase our role in the regulation of employment markets.</li> <li>- We contribute to the social dialogue at key forums.</li> <li>- We create partnerships that enable us to use our knowledge to benefit society.</li> </ul>	<ul style="list-style-type: none"> <li>- # of hours and employees involved in VSO</li> <li>- Contribution to the appropriate regulation of labor markets</li> <li>- Staffing penetration rates in our markets</li> <li>- Other community engagements</li> </ul>	<ul style="list-style-type: none"> <li>- Send 20–25 volunteers on overseas assignments annually</li> <li>- Staffing penetration rates: increased in Top 8 markets, where measurable</li> </ul>
<ul style="list-style-type: none"> <li>- We engage in a proactive and continuous stakeholder dialogue.</li> </ul>	<ul style="list-style-type: none"> <li>- EBITA</li> <li>- Incremental conversion ratio</li> <li>- Recovery ratio</li> </ul>	<ul style="list-style-type: none"> <li>- EBITA margin of 5% to 6% over time</li> <li>- Incremental conversion ratio <math>\geq</math> 50%</li> <li>- Recovery ratio <math>\geq</math> 65%</li> <li>- Dividend payout ratio of 40% to 50% of net profit</li> <li>- Increase of market share</li> </ul>
<ul style="list-style-type: none"> <li>- We create mechanisms to safeguard our core values, business principles, and good governance.</li> <li>- We strive for a responsible supply chain.</li> <li>- We strive to limit our environmental footprint by using sustainable energy sources, reducing use of water and paper.</li> </ul>	<ul style="list-style-type: none"> <li>- # of employees trained in business principles</li> <li>- # of business principles incidents (misconduct reporting procedure)</li> <li>- % of vendors who have agreed to our sustainable vendor policy, % of purchase value</li> <li>- Environmental footprint measures on consumption of energy, % of use of green energy sources, water and paper</li> </ul>	<ul style="list-style-type: none"> <li>- All our corporate employees trained in business principles</li> <li>- Sustainable supplier code fully rolled out throughout Randstad</li> <li>- Included in the Dow Jones Sustainability Index</li> <li>- % of electricity from sustainable sources: 50% in 2018</li> </ul>