

randstad group guideline

# global health and well-being guideline.



human forward.

## **introduction**

This global health and well-being guideline aims to support Randstad and its employees to access information on how to maintain and improve health and well-being at work, either at the office or while working from home. Using the workplace as a setting to promote and support health and well-being makes good business sense and has many benefits for both Randstad and its employees. To make sure this workplace health and well-being guideline meets the needs of each operating company (opco), it is necessary to provide easy access to effective tools and information, tying in with our human forward experience. This will assist our opcos in developing and implementing plans and enable them to assess the needs of their employees.

According to the WHO, the definition of a healthy workforce is 'one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and well-being of all workers and the sustainability of the workplace by considering the following:

- health and well-being concerns in the physical work environment;
- health and well-being concerns in the psychosocial work environment, including organization of work and workplace culture;
- personal health and resources in the workplace;
- ways of participating in the community to improve the health and well-being of workers, their families and other members of the community.'

## **global health and well-being guideline**

This global health and well-being guideline sets the minimum standard and is ready to be used throughout Randstad. At a local level, it should be tailored to local laws and regulations (particularly if local standards are higher) to ensure compliance. In addition, each opco has the freedom to deviate positively from this minimum standard. Where possible and/or desirable, Randstad will oblige the operating companies to implement and monitor what it deems important for both working in the office and working from home.

## **policy brief & purpose**

Our global health and well-being guideline outlines our provisions that have been drawn up to prevent physical and mental issues to the extent possible, and/or to promote and address health and well-being among our employees.

The health and well-being of our employees is important for Randstad, as it has a direct correlation with and an impact on happiness, productivity and collaboration. An imbalance in the health and well-being of our employees may affect:

- happiness
- absenteeism
- turnover
- employee performance

With this guideline, we aim to support our employees and create a healthy and balanced workplace. Ultimately, we want everyone to feel appreciated and be treated fairly.

## scope

This guideline applies to all our employees and will, where necessary, be adapted to applicable local laws and regulations. The HR function or the designated function/officer at each opco is responsible for the implementation, execution and monitoring of this health and well-being guideline.

Our guideline is evaluated by seeking input from all stakeholders. We will consult employees, senior management and mental health professionals to continue to develop and revise our guideline.

## company actions

We aim to:

- create awareness of and treat mental illness seriously
- identify issues proactively and resolve them
- support employees who face (mental) health and/or well-being challenges
- create pleasant and inclusive workplaces in collaboration with managers, employees, social partners and health experts

## internal guideline

With due observance of local laws and regulations and, where applicable, in consultation with social partners and/or employee representatives, Randstad supports its opcos in developing an appropriate guideline to support employees in their health and well-being.

---

guideline elements:

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• adoption leave</li><li>• benefit budget (possibility to purchase extra days off)</li><li>• flexibility leave</li><li>• home office budget</li><li>• home internet allowance</li><li>• maternity leave</li><li>• newborn leave</li><li>• paid leave</li><li>• paid volunteering leave</li><li>• parental leave</li></ul> | <ul style="list-style-type: none"><li>• part-time employment</li><li>• pregnancy leave</li><li>• sabbatical leave</li><li>• short-term compassionate leave</li><li>• special leave</li><li>• unpaid leave</li><li>• urgent leave</li><li>• vacation</li><li>• vitality program</li><li>• (flexible) working hours</li></ul> |
|---|---|

---

*The above elements are to be implemented per opco, taking into account the minimum legal requirements. Opcos may deviate from this in a positive way.*

*NB Short general descriptions of the above-mentioned guideline elements can be found in the Appendix.*

## **health care benefit package**

With due observance of local laws and regulations, and, where applicable, in consultation with social partners and/or employee representatives, Randstad offers appropriate health and benefit packages to promote the health and well-being of Randstad employees.

## **professional services**

Professional services (such as guidance by a coach, mentor or psychologist, or workplace advice to optimize the physical working environment) can be included in the benefit package. These services should be in line with the minimum standards set in applicable laws and regulations for the opco.

## **mental health awareness**

To raise mental health awareness and combat the stigmas associated with mental health issues, we aim to organize the following:

- **We run a vitality program (locally executed and made to measure).** Various thematic topics are brought to the fore with supporting resources and working methods.
- **We compile helpful resources.** On our social channels, we share useful information in various ways (articles, videos, messages from senior leadership, etc.). These resources will be available on connect.

## **job-related issues**

Issues related to work, compensation, job insecurity and work-life balance can burden our employees. In these situations, we encourage our employees to make use of available guidance (e.g., by mental health professionals) on how to better handle their individual issues.

In addition, we encourage open communication between employees and managers. If an employee has a work-related problem, they are encouraged to speak openly to their managers. Managers are in turn obliged to listen to their employees, and should search for a mutually satisfying solution together. If an employee does not feel comfortable discussing such issues with their manager, there should be an option to connect with the local HR team, or even with a trusted advisor.

## **manager's responsibilities**

If a manager suspects mental health issues among their employees, they should proactively address this. If they perceive that an employee is in a state of emotional or psychological distress, they should reach out to them.

In the situations below, our managers have a responsibility to take appropriate action -- either by themselves, or by engaging an internal professional such as an HR and/or health management specialist:

- If an employee has work-related problems, their manager should discuss a solution together with the employee.
- If an employee has issues collaborating with colleagues, their manager should meet with the employees concerned and act as mediator. If the problem is severe (e.g., violence, harassment, victimization), the manager should contact HR.

- If an employee's problems are personal or the employee refuses to discuss them, managers should encourage them to contact our mental health professional.

## **learning journeys**

We support managers by offering them different learning journeys, including training programs on:

- developing & coaching people
- leading teams remotely (new, triggered by COVID-19)
- global certified mentorship program
- intercultural management

## **open communication and support**

Opcos should keep employees informed on health and well-being matters via internal social channels and/or on connect. Employees will be informed of changes to this guideline, but also of activities regarding health and well-being. This guideline is part of the onboarding program for new employees.

Opcos HR or the designated person/team responsible will periodically send out the Randstad in Touch survey to gather information about mental health in the workplace (frequency to be determined by operating companies). Anonymity should always be guaranteed.

We also proactively support employees at risk of facing mental health issues (e.g., pregnant women, new parents, and soon-to-retire employees). Besides this guideline, extensive information packages are available for these groups. Employees can also request more information or guidance via HR (or the team member responsible for HR).

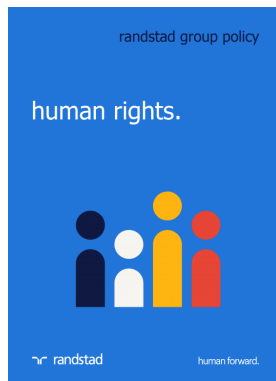
In many cases, it is easier to reach out to a colleague instead of a supervisor or HR. Peer-to-peer support is therefore encouraged and supported by Randstad.

## **employee recognition and development**

One way to protect our employees from excessive stress is to recognize their work and invest in their personal growth. For this reason, we have:

- great conversations
- coaching opportunities
- mentorship programs
- learning and development programs
- business resource groups (BRGs)

## global policies to support employee health and well-being



## compliance with the law

We will always act in compliance with local laws and regulations related to both physical and mental health and well-being, while at the same time respecting data protection and the privacy rights of our employees. This guideline is also in line with our Human Rights policy.

## evaluating outcomes

This guideline is not exhaustive. We will continue to test the individual elements to find out what works and what can be improved. HR (or the team member responsible for HR) should continuously research mental health topics and, in collaboration with managers, evaluate the functioning of this guideline.

To develop, improve and implement this guideline, we need everyone's help. Together, we will be able to properly define mental health issues and their causes, and seek or offer help when needed. We encourage employees to share their ideas and concerns with their manager or HR representative. If an employee wishes to do this anonymously, a confidant especially assigned for this purpose will be available.



# appendix.

This appendix provides brief general descriptions of the guidance elements for information purposes. They are not necessarily applicable as such in all relevant jurisdictions. Each element should be assessed locally to decide to what extent they are applicable and to adapt them to the specific local situation.

adoption leave	<p>If you adopt a child (or take a foster child into your family), you are entitled to a maximum of X weeks leave on full pay. The leave must be taken up within a period of X weeks, from X weeks before the child is actually taken into your family.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
benefit budget (possibility to purchase extra days off)	<p>In addition to your regular salary, you will receive a gross monthly benefit budget to be used for employee benefits at your discretion. The benefit budget base is your gross monthly salary (excluding allowances such as holiday allowance, deputy allowance and/or personal allowance). Any adjustment of your gross monthly salary (e.g., due to part-time work, parental leave or a structural increase of your fixed salary) will result in a change to your benefit budget.</p> <p><i>for details consult your local HR guide</i></p> <p><i>currently only applicable to the Dutch Opcos</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
flexibility leave	<p>By introducing flexibility leave, opcos may allow their employees to work less temporarily. Flexibility leave also enables employees not eligible for parental leave to work less for a certain period of time.</p> <p>Flexibility leave can be used once every X years. During the leave, you will be allowed to work fewer hours for a maximum period of X year. After this period, you will again start working the original number of hours as agreed in your employment contract. In practice, this means that between the last day of your flexibility leave and the first day of any new flexibility leave, there should always be at least X years.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>

home office budget	<p>Opcos may arrange a home office budget for their employees. You will then receive a personal home office budget of € XX.XX once every X years to buy office supplies to furnish and optimize your home office space, such as an ergonomic desk, chair, screen, headphones and/or other equipment.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
home internet allowance	<p>The home internet allowance is a contribution to the costs incurred by employees when working from home with regard to the internet connection required for this.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
maternity leave	<p>Maternity leave commences on the day after the delivery and lasts for at least X weeks. If you have taken up fewer than X weeks of pregnancy leave, the 'missed' weeks are added to your maternity leave (*). In principle, maternity leave can last between X and X weeks. It is possible to take up maternity leave in parts (*).</p> <p><i>for details consult your local HR guide</i></p> <p><i>(* local laws and regulations are followed, as are local policies on the subject in question)</i></p>
newborn leave	<p>If your partner has given birth, you are entitled to X days of paid leave, regardless of your working hours. You are also entitled to take X days of unpaid parental leave around the time of birth (see also parental leave).</p> <p>The following principles apply to newborn leave:</p> <ul style="list-style-type: none"> <li>- newborn leave must be taken within a period of X weeks after delivery;</li> <li>- newborn leave can be taken at your own discretion, in consultation with your manager.</li> </ul> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
paid leave	<p>There are various kinds of paid leave: adoption leave, maternity leave, newborn leave, paid volunteering leave, parental leave (<i>check the guidelines as shown in your local HR guide regarding paid/partially paid or unpaid leave for this specific situation</i>), pregnancy leave, public holidays, short-term compassionate leave, special leave, and urgent leave.</p> <p>Each particular kind of paid leave is defined separately in this appendix.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>

	<i>question)</i>
paid volunteering leave	<p>The Human Forward spirit shines through in the way we work and in how we give back. Every day, you and your colleagues around the world contribute to our ultimate goal of touching the work lives of 500 million people by 2030. Outside working hours, many of you also spend time and resources on good causes you care about. Whatever we do, we do it with heart.</p> <p>Randstad With Heart platform Our Randstad With Heart CSR platform enables you to initiate volunteering projects, gain and provide support, and engage with colleagues in your own country and around the globe. You can create your own (local) initiatives on the platform and invite your colleagues to join in. You can also sign up to initiatives on the platform, or donate money to charity.</p> <p>8 hours from Randstad to spend on volunteering Randstad Group employees (local policies apply) receive eight hours per year to spend on volunteering work for a cause of their own choice. After discussing this with your manager, you can spend your eight hours all in one go or divide them into two half-day sessions of four hours.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
parental leave	<p>If you are the (adoptive) parent of or caregiver to a child aged under X years old, you are entitled to unpaid parental leave. Parents of multiple-birth children can claim parental leave for each child. In total, you are entitled to a maximum of X times the number of working hours per week. If your working time is adjusted during parental leave, the duration of your parental leave will also be adjusted, and a recalculation of your parental leave will be made on the basis of your actual weekly working hours at that moment.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
part-time employment	<p>Normal working hours are X hours per week, with a maximum of X hours per day. The usual working hours are Monday to Friday between X a.m. and X p.m. To determine your working days and hours in the event of part-time employment, not only your own interests will be taken into account, but also the interests of colleagues and the continuity of service delivery.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>

sabbatical leave	<p>You are allowed to take unpaid sabbatical leave (long-term unpaid leave) for up to at most X months once every X years.</p> <p>The following principles apply:</p> <ul style="list-style-type: none"> <li>- A request for sabbatical leave must be submitted at least X months in advance.</li> <li>- You and your manager will discuss the commencement date and the duration of the leave.</li> <li>- In principle, a request for unpaid leave will be granted, unless this conflicts with serious business interests. If a request is rejected, your manager will make efforts to enable the take-up of unpaid leave within a reasonable term.</li> <li>- Remaining vacation days must first be taken prior to or immediately after the period of unpaid leave.</li> <li>- You retain the right to a job at the same level on return after your sabbatical leave, but the exact nature of the job is subject to discussion (prior to or on return from your leave).</li> <li>- During the period of unpaid leave, you are not entitled to the usual primary and secondary employee benefits.</li> </ul> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
short-term compassionate leave	<p>In the event of illness in your direct environment, you are entitled to (paid) leave of X days per calendar year, for example, to look after:</p> <ul style="list-style-type: none"> <li>- children, partner, parents, grandparents, grandchildren, siblings (blood relatives in the second degree)</li> <li>- others who are part of your household (e.g., a family member residing within the household)</li> <li>- close acquaintances (someone with whom you have a social relationship, such as parents-in-law, a neighbor or a close friend)</li> </ul> <p>These X days apply for a full-time employment contract and are awarded on full pay. For a part-time employment contract, the leave is awarded on a proportional basis. Short-term compassionate leave may only be taken up if and for as long as this is necessary (i.e., necessary due to the seriousness of the illness) and no other solutions are available. You will be required to provide evidence of this (after the event). To the extent possible, you must report in advance when the leave will be taken up.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>

pregnancy leave	<p>The (locally effective) Sickness Benefits Act entitles employees to continued pay in the event of a birth. Irrespective of the date of the birth, the employee is entitled to continued salary payments for at least X weeks.</p> <p>The right to pregnancy leave before the expected delivery date amounts to X weeks before the day of the expected delivery date (declaration of expected delivery date to be provided by physician or midwife). Depending on your personal situation, pregnancy leave may also start at a later date, but never fewer than X weeks prior to the expected delivery date. This period is to be coordinated with your manager, as well as your physician or midwife (if in connection with medical grounds).</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed as are local policies on the subject in question)</i></p>
special leave	<p>You are entitled to special leave on full pay in the following cases:</p> <ul style="list-style-type: none"> <li>- the decease of your partner or a child belonging to your family, from the day of death until the funeral/cremation;</li> <li>- the decease of one of your parents or parents-in-law (X days);</li> <li>- the funeral/cremation of your grandparents, your partner's grandparents, grandchildren, siblings, sons-in-law, daughters-in-law, brothers-in-law and sisters-in-law, or a loved one of equivalent status for an individual employee (X days);</li> <li>- if you are responsible for arranging the funeral/cremation of the family member or loved one mentioned above (local guidelines apply; see your local HR guide).</li> </ul> <p>Special leave to attend a funeral/cremation is only granted if the event takes place on a day that would normally have been a working day for the employee and the employee actually attends the ceremony.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
unpaid leave	<p>Cases of unpaid leave include long-term compassionate leave, parental leave, and sabbatical leave. Each particular kind of unpaid leave is defined separately in this appendix.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed as are local policies on the subject in question)</i></p>

urgent leave	<p>You are entitled to urgent leave (or short-term leave) on full pay for a short period, determined within reason, if you need to take time off immediately due to unforeseen circumstances. This may be the case in the event of:</p> <p>highly exceptional personal circumstances;</p> <ul style="list-style-type: none"> <li>- compliance with legal requirements or an obligation imposed by the government, which cannot be met in your free time;</li> <li>- a visit to a specialist;</li> <li>- exercise of active voting rights.</li> </ul> <p>'Highly exceptional personal circumstances' in any event include:</p> <ul style="list-style-type: none"> <li>- a partner giving birth (wife, registered partner or the person with whom an unmarried employee lives together);</li> <li>- acute care tasks arising from the sudden illness or hospital admission of a partner, a child living at home, or a parent;</li> <li>- the necessary accompaniment of close relatives for medical care.</li> </ul> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
vacation	<p>You are entitled to X vacation days per calendar year (if you have a full-time employment contract), X of which are statutory vacation days and X of which are vacation days in excess of the statutory minimum (where applicable). The X vacation days are awarded as full days.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>
vitality program	<p>We constantly challenge ourselves in being successful at work, eating healthy meals, taking regular exercise, and spending enough time with friends and family. It is therefore important to find a good balance between work and relaxation. #atyourbest help you maintain your physical and mental health. If you are fit and feel good, you will benefit from this in your work, as well as in your private life.</p> <p>#atyourbest is Randstad's vitality program, an online platform that helps you work on your personal vitality in a way that suits you best.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>

(flexible) working hours	<p>Normal working hours are X hours per week from Monday to Friday between X a.m. and X p.m., with a maximum of X hours a day. Within this timeframe you can plan your own working day and work the number of contractually agreed hours.</p> <p><i>for details consult your local HR guide</i></p> <p><i>(local laws and regulations are followed, as are local policies on the subject in question)</i></p>