

local sustainability

initiatives 2021.





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our 500 million

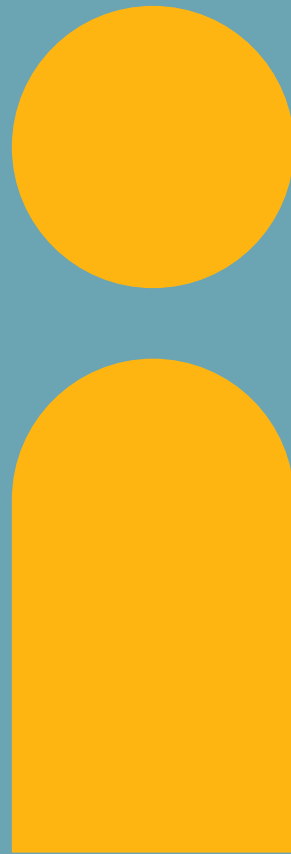
people plan.



this report provides descriptions and examples of various local sustainability initiatives, structured in line with our sustainability fundamentals 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 talent 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 for different sectors and professions. Online, talent 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.

'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.

Since 2017, Randstad has been a partner in the Im Power project, which helps welfare benefit recipients to become peer coaches. They are trained by Im Power for a year. Randstad coaches them on the job during this year and helps them find their next job. The newly trained 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.

A collaboration has also 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, thus creating a more 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' (Tech pact). 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.

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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, while 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. It is important to give substance to the training opportunities of talent on both the demand side (companies) and the supply side (talent). There is enough talent on the labor market that could make the step to work or would want to develop further in the sector or toward another sector or profession. With a team of 30 training advisers, we give shape to this process.

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, communicate effectively, 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.

## during the pandemic, randstad provided assistant investigating officers to support enforcement officers of the municipality of molenlanden.

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. Training is provided in engineering, logistics, transportation, and healthcare.

In addition, Tempo-Team has developed growth paths for jobs in call centers, engineering, logistics and healthcare. With these growth paths, we offer newcomers or unskilled people without any relevant experience the chance to work in their favorite sector. The short training courses are very accessible, starting with the basics and gradually working towards a certificate with a job guarantee. Participants get a lot of practice under the guidance of a teacher, combined with theory through e-learning and assignments.

Since 2016, Randstad has been a partner in a logistics project run by the Municipality of Amsterdam, co-developing this program right from the start. Participants on benefits are prepared for a job in logistics in six weeks. They learn relevant skills and receive practical training certificates. A unique aspect of the setup is that it takes place in a realistic simulation environment, representing an actual warehouse.

From March to November, Randstad assists benefit recipients from the municipality of Hoeksche Waard in their process of finding work, staying in work, developing themselves, and moving on to the next job. Through this 'Green Space Employees' project, the benefit recipients start as green workers for the municipality. They start with simple jobs, such as hoeing. After some time, they go on a hedge trimming course, so that they can also do more skilled work. Towards the end, they go on a forklift truck course, if necessary combined with an extra Dutch language course.

During the pandemic, Randstad provided assistant investigating officers to support enforcement officers of the municipality of Molenlanden. They were present at tourist venues, shopping areas and mini markets, approaching people in a friendly and positive way to encourage compliance with coronavirus measures. To prepare the benefit recipients for the position of assistant investigating officer they followed a course in dealing with aggression. During the working period, they worked on their Dutch language skills, and they are now studying to realize the job of their dreams.

Through its Social Return on Investment (SROI) program, Randstad supports the training program for call center work of the municipality of Zwolle, which targets people who find it difficult to access the labor market. The program is organized by Randstad SROI in collaboration with Ocaro trainers. Randstad SROI helps participants to get ready for work. We are regularly able to place participants with clients.



## argentina

Since August 2018, Randstad Argentina has been running a program in the shantytown of Barrio 31 (now called Barrio Mugica), 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. The training focuses on CV writing, how to deal with job interviews, and where to search for jobs, and ends with a practical interview. Because of the great partnership, Randstad Argentina signed a public commitment with the government of the City of Buenos Aires in 2019.

In 2021, our partnership intensified, with training activities being held on a monthly basis. Our branches included the people of Barrio Mugica in their recruitment process, and we started to train talent for in-demand jobs. Some candidates were ultimately hired by Randstad, and we are very proud to add 30 new employees from Barrio Mugica to our workforce.

randstad germany offers an array of initiatives to help people find the right job, including skills assessments, individual qualification programs, e-learning, learning on the job, and coaching.

One of the most interesting results of this program, apart from the obvious inclusion of these talent pools, is that most clients have found a new talent pool which they had 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.

Randstad Argentina keeps strengthening the public-private initiative. We donated 30 computers to improve the IT competences of vulnerable students. We also organized consulting activities with clients such as Massalin Particulares as part of the Friends & Family program. In total, 90 candidates took part in these training programs.

## germany

Randstad Germany offers an array of initiatives to help people find the right job, including skills assessments, individual qualification programs, e-learning, learning on the job, and coaching.

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 programs 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 and 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 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 2021, more than 420 had passed their exams and received a certificate.

On the basis of partial qualifications, which Randstad Germany carries out in cooperation with educational institutions and other employers, candidates can acquire a vocational qualification. Such a 'training occupation' is divided into several content-related parts (modules), based on the technical curriculum of the vocational training program in question. 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 Chamber of Commerce examination for the respective profession.

The Randstad learning platform [www.randstad-elearning.de](http://www.randstad-elearning.de) offers recognized learning content for various qualifications in the form of online courses. Randstad e-learning enables effective self-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.

## spain

Randstad Spain offers 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.

At the end of 2021 Randstad Spain launched Randstad Relevante, our talent management technology suite, to bring talents closer to the jobs they need.

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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, talent 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. During the health crisis in 2020 and 2021, 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 pandemic, and Randstad medical also had a crucial role in the vaccination strategy. Randstad Belgium was the preferred HR partner for most of the vaccination points in Belgium in 2021.



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 is 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.



## randstad canada works to ensure that job seekers from communities that are often marginalized or discriminated against are given a chance, promoting their inclusion in the workforce.

The market for domestic workers is extensive in Belgium. These people go to work in the private homes of various individuals. RiseSmart Employability guides them through the various aspects of their job, such as work attitude (self-confidence, communication, motivation) and dealing with stress and life-changing events (such as the grieving process of a private individual).

### 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 is committed to ensuring that all job seekers have the opportunity to access meaningful work. Using a partnership model with community-based organizations and educational institutions, Randstad Canada works to ensure that job seekers from communities that are often marginalized or discriminated against are given a chance, promoting their inclusion in the workforce.

To support this mission, Randstad Canada focuses on upskilling job seekers. In 2021, we began to provide talent with access to Udemy to support their professional growth and development. We also invest in our own people, providing them with training and opportunities to better serve marginalized and vulnerable populations and support their goals for lifelong employability.

Randstad Canada is also proud to be the presenting sponsor of The Propeller Experience. This 8-week program aims to support women or those identifying as a marginalized gender as they enter or re-enter the world of work. Focusing on three core competencies that are needed to transition back to work, this program provides participants with the confidence and skills they need to carve out their unique career path. The first year saw 211 students complete the program.

### france

Solidarités Nouvelles face au Chômage (SNC), which means 'new forms of solidarity in the face of unemployment', aims to fight long-term unemployment and 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. In 2021, Randstad France encouraged its employees to get involved and organized a special theater play about unemployment. SNC is a partner of Une Main Tendue vers l'Emploi (A helping hand towards employment). Our SNC volunteers support vulnerable people in finding interim, fixed-term or permanent jobs through our Randstad agencies.

## 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.

## 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 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.

the transcend program's primary goal is to improve economic equity and offer training to ensure employability in the future of work.

## 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.

The Transcend initiative outlined three significant areas to include:

1. Program/Curriculum Development: the development of a comprehensive pedagogy that encompasses the skill development touch points for the most pressing roles and development opportunities across account management, financial services, non-clinical healthcare, and technology. The program includes soft skills focused on mentorship, résumé development, interview coaching, and professional development (administered by a Leadership & Professional Development Professor from Morehouse College) and hard skills (through on-demand and instructor-led courses).
2. Partnership Strategy: engagement with TechBridge (based in Atlanta) as our national skilling partner where there are two paths within the Technology Verticali. The first path, Tech Fundamentals, allows the participants to experience On-Demand learning (the learner gains access to knowledge-based content in real time, anywhere and at any time) via Udemy. The second path, Tech Specialized, is more intense with a commitment of at least 12 hours per week of instruction focused on market-relevant course offerings and/or employer-customized training. The instructor-led portion occurs in the evenings and leads to national technology certifications, including Microsoft Azure, Salesforce, ServiceNow, Full Stack Delivery, and other training platforms.

3. National Sourcing Strategy: engagement with Urban Strategies (based in St. Louis with resources in 30 markets) to lead the national sourcing of participants to the Transcend program. Urban Strategies works with housing authorities and affordable housing developers, and serves as the wrap-around services conduit to support individuals within public housing communities to enhance their healthcare connections, educational strategies, career mapping and transportation solution efforts.

Randstad US also joined other organizations to shepherd our community impact initiatives in a dynamic manner, like OneTen. This organization will support one million black individuals without a 4-year degree into 'good' jobs. Additionally, Randstad US is a member of the Second Chance Business Coalition, which is committed to expanding second-chance hiring within their companies and increasing workforce diversity. The goal is to support employers as they expand employment for individuals with a criminal record.

### hungary

Randstad Hungary is partnering with the Hungarian Investment Promotion Agency (HIPA) to attract investors to Hungary. With the help of Randstad, HIPA reached a record year in 2021 with 12,900 jobs created. Randstad Hungary is a partner with the major business schools of Budapest offering trainee programs and lectures. Randstad is a member of the advisory committee of AmCham, which is proposing improvements in the Labor Code of Hungary.



## youth employment

### belgium

As a bridge between the business world, students and young starters, Randstad Young Talents has been active in study-related side jobs and starter jobs since 2012. With remarkable results! Started with and in the Faculty of Economics and Business Administration of KU Leuven, the initiative has been extended to no fewer than 31 faculties and educational institutions in Belgium. Last year, we coached 1,000 students on an individual basis, helping them with their first steps to the labor market. We again organized workshops on various topics for some 2,000 people, and we managed to create 700 study-related jobs. We also helped more than 300 young people find their first job.

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

Italy has almost two million NEETs (young persons not engaged in education, employment or training), which is 22.2% of the population between the ages of 15 and 29. This is much higher than the EU average (12.5%) and significantly higher than in the Netherlands, which is best in class (5%). The situation gets even worse if we examine the population between the ages of 15 and 24, where we see 52.8% NEETs. Moreover, Italy is the first country in which the proportion of people under 15 has become smaller than the proportion of people over 65. And given the ongoing decline in birth rates, the problem of youth employment appears even more serious. At the same time, the labor market increasingly needs people with new skills and competences. The combination of all these factors therefore poses a very important challenge for Italy.

Randstad Italy has been active in this area since 2012. In 2019, this led to the establishment of Randstad Education, which focuses on the transition from education to work. The two main pillars are work orientation and skilling activities. In 2021, we reached 20,000 youngsters through Randstad Education.

The main project geared to work is 'Allenarsi per il Futuro' (Training for the Future), an activity carried out in partnership with the Robert Bosch Foundation, in which we work closely together with other companies and sports champions with the aim of motivating students in all levels of education. The objective is to create awareness about the values that connect work and sport and to explore ways of boosting youth employment through short traineeships. Through this initiative, we have already reached over 10,000 students. Other orientation activities include courses on employability, project work, digital citizenship training, and partnerships with other companies. Through these activities, we reached another 10,000 youngsters.

the objective is to create awareness about the values that connect work and sport and to explore ways of boosting youth employment through short traineeships.

Our main training project is ITS Tech Talent Factory Foundation, a school intended to teach young people useful technological and digital skills. We now have 7 courses for a total of 230 students, with 73 graduates in 2021, resulting in a placement rate of 90%. We also support companies in their Employment Branding and Value Proposition strategy, co-defining short-term and middle-term orientation activities and skilling projects. This is very successful, thanks to our strong relationship network with Italian schools and universities. Through this activity, 196 youngsters were trained in our 18 corporate academies, with a placement rate of 83%.

## 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.

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 also organize interview training sessions.

Randstad Argentina is also part of PANAL (new work scope 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 2021, Randstad Argentina hired 34 youngsters between 18 and 24 as internal staff.

### 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.

### france

In 2020, on the occasion of its 15th anniversary, Randstad Institute in France initiated a project entitled 'Une main tendue vers l'emploi' (a helping hand towards employment) to guide job-ready candidates toward professional reintegration. Randstad Institute and its partners identified 100 profiles of candidates whose skills meet clients' expectations, after which they were selected by Randstad consultants. 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. In 2021, the operation continued with Randstad Institute partners. This resulted in 4,900 working hours and 9 placements, of which one fixed-term contract.

Randstad Neo is the first recruitment agency for young people by young people. Randstad Neo's trainees are from the same generation as the talent they recruit, and they experienced similar difficulties in integrating into the job market. They understand and share their challenges, ambitions and fears. They are between 22 and 27 years old, and have various and extensive professional backgrounds. Together, they co-construct this new agency dedicated to their generation. The team currently consists of four alternating students, and two more are being recruited.

Randstad Neo's junior consultants support Randstad Group France's agencies in the following ways:

- Working on recruitment campaigns for clients looking for junior profiles;
- Supporting branches with urgent recruitment requests;
- Detecting opportunities by analyzing the recurrent skills needs of certain sectors or employment areas and searching for corresponding profiles;
- Developing work structures oriented towards young people, such as work-study and seasonal jobs;
- Devising new methods of promoting the employment of young people;
- Developing new communication channels to build a community; and
- Acting as coaches for youngsters, and helping them to develop their career path, prepare for interviews and build their job search strategy.

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## randstad talent academy provides university students with the opportunity to work at randstad greece.

The Randstad Neo team works with 15 branches of the Randstad network, and also participates in projects to help young people return to sustainable employment run by the Randstad Institute. So far, 200 young people have been coached by Randstad Neo in their interviews, and more than 50 youngsters have found a job. The Randstad Neo agency is a pilot project and will be continued in the future.

### china

To enhance candidate lead generation, Randstad China has expanded its database of student résumés in a cost-effective way. Through this program, we help to fulfill recruitment needs for part-time/internship positions, and develop long-term partnerships with schools to build a pipeline for future batch recruitment purposes. The average fresh graduate pool is 1,000 per school. We provide value-added services to students, such as consultation on career, salary and skills trends. The collaboration with schools helps us to expand our talent database and enhance our competitiveness in the industry.

### greece

Randstad Talent Academy provides university students with the opportunity to work at Randstad Greece. Students initially work with HR in order to learn the basics in sourcing and Randstad systems and then get transferred to recruitment teams, where they work with our consultants on recruitment projects. This program is geared to final-year students (Bachelor's and/or Master's), and it is deployed via university applications. The scope of the program is to support Greek youth by strengthening students' employability and their dreams for the future in a labor market that is demanding and not adequately linked to universities. It is aimed at improving their employability and promoting equal opportunities, especially given that youth unemployment is a challenge in Greek society.

### new zealand

Randstad New Zealand has an ongoing relationship with student job search, to support students in their search for work both during study and once they have completed their studies.





# promoting equal opportunities.





## general

Randstad is strongly committed to equity, diversity, inclusion & belonging (EDI&B). We believe this helps us build a more agile, productive, and innovative workforce that reflects our talent 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](#).

In 2021, we set up a Global EDI&B Council to globally drive the EDI&B agenda. The Council is strongly connected to the Executive Board, and serves as an advisory organ. Together with the EDI&B Council, a global roadmap with several initiatives that focus on various EDI&B pillars was created. Each initiative has its own workgroup with global and diverse representation and is sponsored by a business leader who guides the workgroup and drives the changes we are committed to. Ultimately, our global mission is to empower people to be their true self, which we aim to enable by fostering a global, inclusive culture that embraces diverse views, equal opportunities for everyone, and a sense of belonging.

## 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. For Diversity Day 2021, six podcasts were developed about being your best self, which were listened to more than 1,000 times. The first podcast dealt with the theme of 'vulnerability', the second with 'identity', and the third with 'feelings'. The other episodes will follow later in the year 2022.

randstad is strongly committed to equity, diversity, and inclusion (EDI&B).

Since 2018, Randstad Group Netherlands has participated in 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. Based on this research, 35 directors have completed an intensive leadership program focused on inclusive leadership and cultural resilience.

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 and Dutch citizens with a migration background appointed to senior management positions. Another part of this collaboration is the cross-company mentoring program that aims to strengthen EDI&B. This one-year program involves more than 150 duos of mentees and mentors (women and Dutch citizens with a migration background) from more than 35 companies. Each year, we nominate three mentees and three mentors.

In 2017, an Equity, Diversity & Inclusion (EDI&B) Taskforce was set up, representing the diverse group of people working within our own organization or working for our clients. Our global HR Director also participates in it. The taskforce reports directly to all HR Directors, who themselves have an active role in the projects taken up by the taskforce. The EDI&B Taskforce plays an active role in promoting awareness of various diversity and inclusion themes, aiming to connect people and help our colleagues and placed workers gain a good understanding of the various themes. For example, the Gender team played an active part in the global 'Empower a woman' initiative on International Women's Day, and the Culture and Religion team organized an IFTAR challenge to connect with colleagues taking part in Ramadan.

## randstad group netherlands has signed the talent to the top charter, with the aim of increasing the number of women and dutch citizens with a migration background appointed to senior management positions.

The taskforce and its members take on various roles:

- **Advisor:** With regard to internal and external issues and/or dilemmas in the field of EDI&B, taskforce advisors analyze the issues, provide information and, if desired, advice.
- **Organizer:** The taskforce organizers help organize events, workshops and knowledge sessions.
- **Expert:** The taskforce has many experts in various fields in terms of both knowledge and personal experience. They collect data, draw conclusions, and give advice.
- **Networker:** The taskforce is always looking for new ideas and interesting contacts. They bring colleagues and/or external parties into contact with each other and continue to expand their own network.
- **Inspirator:** The taskforce brings themes to life inside and outside the organization by sharing personal experiences and knowledge.

Randstad HR Solutions (HRS) has been given the label of 'social entrepreneur' by TNO 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.



## australia

Randstad Australia launched its first Reconciliation Action Plan (RAP) in July 2021 with the help of Adam Goodes an Aboriginal Australian and renowned footballer. Our RAP working group is currently implementing a number of initiatives, including a review and adjustment of our interview process to ensure we are providing a culturally safe environment and an approach that empowers Indigenous Australians to put their best selves forward.

Randstad Australia has developed a formal alliance with the Indigenous Defence and Infrastructure Consortium (iDiC), a consortium of over 100 Indigenous owned organizations to drive value and spend into Indigenous businesses. This helps us achieve skill deliverables, Indigenous supply chain expansion, and importantly, labor diversity deliverables simultaneously. These businesses are led and managed by iDiC, itself an Indigenous Owned Business. Together, we have created the Career Centre Alliance to deliver Indigenous talent to our customers and drive value into the Indigenous supply chain. At the end of 2021, we had worked on 148 jobs, placed 92 temporary/permanent positions with many more in the pipeline, and have driven \$1 million into the Australian Indigenous supply chain.

randstad belgium and tempo-team belgium have developed an engagement campaign to promote diversity and stand up against discrimination.



## 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 vulnerable people who find it difficult to find employment (disabled people, the long-term unemployed over 45, immigrants, victims of gender violence, single parents, etc.). In addition, the foundation initiates recruitment processes with partner companies, counseling them in hiring people at risk of exclusion. In 2021, the Randstad Foundation helped more than 4,500 vulnerable people to reintegrate into the labor market through these projects, and more than 1,900 contracts were signed. To achieve this, the Foundation's nine offices worked with more than 1,500 companies and more than 100 social entities throughout Spain. Furthermore, they helped more than 1,400 people in improving their employability, through training, workshops, individual sessions and assessment.

## belgium

Randstad Belgium and Tempo-Team Belgium have developed an engagement campaign to promote diversity and stand up 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.

In 2021, a reflection group on EDI&B was launched in Belgium. Following an open application, around thirty people from all different departments and levels joined the group. The group can give feedback on initiatives before they are launched and also proposes ideas for EDI&B policy. It also helps organize events around EDI&B and works on sensibilization campaigns for internal and external communications.

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, Randstad renewed its label in 2021.

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

### 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 well-being, 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 (I&W) Director was appointed in 2020, highlighting our commitment to diversity and inclusion. In summer 2021, we invested in a wider I&W team to support our authentic objective of inclusion and providing added value to our clients.
- We celebrate notable diversity & inclusion 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. Since then we have developed a full I&W digital learning pathway and upskilling pathway.
- In April 2021, a monthly 'inclusion matters' series of information sessions was launched, covering diversity and inclusion topics such as privilege and anti-racism.
- We are global members of ENEI (Employers Network for Equality and Inclusion), a member of the Business Disabilities Forum, have signed up to the Time to Change pledge, and we are a Disability Confident Employer level 2.

- We have updated all of our diversity data fields in line with best practice and ran a Be Counted campaign to help us inform insightful and data-driven diversity and inclusion interventions in 2021. We are now building evidence-based data lead interventions and data dashboards tracking our progress.
- Our leadership team completed an inclusive leadership training and behavior change program. This was cascaded to all senior management in February and March 2022.
- We have launched a diversity and inclusion hub full of training, resources, information and best practices, which sets out our approach to diversity and inclusion and practical tools and guidance on expected inclusive behaviors.
- In February 2021, we launched our refreshed inclusive recruitment training for all our recruiters and hiring managers.
- Since 2019, we have worked with the charity arm of Saracens Rugby Club, the Saracens Sports Foundation, where we visit prisons and deliver CV writing and interview skills workshops.

## united states

Randstad is proud to be a United States Department of Defense SkillBridge Provider, helping to develop, mentor, and place transitioning veterans. Randstad is a partner of the Military Spouse Employer Partnership (MSEP) program. 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 Equity, Diversity & Inclusion strategy, with the goal of encouraging networking within groups of colleagues. BRGs 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 has several BRGs: PRIDE (aimed at LGBTQIA+), WIRED (Women in Randstad Empowering Development), Forces for Business (aimed at veterans), Leaders of the Future (aimed at millennials and generational groups), and Randstad African Heritage and Randstad Empowering All Latinos (REAL), both aimed at multicultural individuals and allies.

In 2021, our Randstad Inclusive Sponsorship Excellence Program (RISE) successfully enabled Randstad US employees to gain development and learning opportunities from senior leaders to enhance growth potential. The program is a visible commitment to ensuring all employees are provided with unique opportunities for success across our enterprise.

randstad is proud to  
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department of defense  
skillbridge provider,  
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transitioning veterans.

## in 2021, randstad canada continued to act on its diversity and inclusion strategic plan, acting on key objectives to advance our culture of belonging and inclusion.

### germany

Randstad Germany signed the Charter of Diversity in 2007. This network of companies is committed to creating an open and unprejudiced working environment.

In 2014, Randstad Germany established its Diversity Council. 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.

In 2021, Randstad Germany published its [EDI&B mission statement](#). EDI&B is firmly anchored in the business strategy, corporate culture, and business processes. The mission statement entitled 'Diversity (EDI&B) is our culture' aims to ensure that all employees are diversity-aware and diversity-competent.

### canada

In 2021, Randstad Canada continued to act on its diversity and inclusion strategic plan, acting on key objectives to advance our culture of belonging and inclusion. To ensure the strategic plan is successful, Randstad Canada implemented a D&I Division to provide thought leadership to both internal and external stakeholders and clients on how to build and sustain inclusive environments. This is accomplished through sharing our talent, client and people journeys in EDI&B and helping to answer the question on how to architect through an EDI&B lens.

The strategic journey of the D&I Division consisted of the following:

- Enrich and prepare: We launched an asynchronous EDI&B training across all lines of business for delivery, management and executives and we surveyed the external talent pool to identify strategic areas of opportunity.
- Inclusive process: We updated our equity statement, job descriptions, intake forms, and interview guides to remove bias and promote inclusion; and developed overarching strategies that address the greatest needs.
- Fortify recruitment: We enriched delivery to drive the strategy with a strategic partner playbook, a diversity market lens to promote parity, and recruiting toolkits and cultural competency guides (indigenous and individuals with disabilities).

Impactful highlights of 2021 were:

- increased indigenous representation and women in leadership in IT Solutions by 100%;
- increased women in STEM representation from 13% to 23%;
- successfully launched first indigenous internship program;
- increased Asian field representation in key markets by 100%;
- training rated 8+/10 for positive impact across all levels.

Alongside the D&I Division, Randstad Canada's employee-led employee resource group REDI, formerly RISE, successfully launched multiple group-led initiatives, engaged external speakers from local communities, and produced both internal- and external-facing content in an effort to share learnings and insights.



The 2021 journey of the REDI Committee consisted of the following:

- Highlights: 2021 saw 3 new business resource groups be created (Indigenous, Mental Health, Disability & Accessibility, and Women), moving the total number to 6. The committee and its groups led 36 different initiatives, engaged with 5 different external speakers, and wrote 8 external-facing articles to share their learnings outside of the organization.
- The REDI chats are an opportunity for Randstad employees to learn through listening to the personal journeys and lived experiences of others. In 2021, the REDI committee put on three REDI chats (building inclusive environments, 2SLGBTQIA+, and learning through sharing), with each event hosting over 300 attendees. These REDI chats were rated 10/10 for positive impact by 100% of the attendees who responded to the satisfaction survey.
- History Hour: In 2021, Canada celebrated its first National Day for Truth and Reconciliation. In honor of this day, the REDI Committee, alongside the Indigenous Business Resource Group, hosted a History Hour, where they shared learnings about Canadian history from an Indigenous perspective. This incredibly moving event saw over 700 registrants and garnered over 100 survey responses post-event, with employees eager to do more and learn more about how to support indigenous communities.

Randstad Canada joined the Canadian Council for Aboriginal Business to improve our understanding of best practices around indigenous inclusion.

at randstad portugal,  
we know that a wide  
spectrum of backgrounds,  
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### portugal

In 2021, 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 accompany the work of APPDI (the Portuguese Association for Diversity and Inclusion). APPDI have published many educational materials on this topic on their social media channels.

At Randstad Portugal, 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, which is why we have created an Inclusive Academy to promote specific training and to enhance our strategy for diversity and inclusion. In December 2021, we created a specific campaign for Christmas: celebrate your true self, celebrate our soul, who we are as individuals, and who we are as a company. We also linked this with Randstad's strong concepts. To be unique as a company, we need to accept the uniqueness of each person.

### india

Towards the end of 2020, Randstad India launched its equity, diversity, and inclusion mission of 'true self forward'. Through true self forward, we encourage our people (colleagues, clients, talent, and society) to embrace each other's uniqueness and help every individual be their whole, authentic selves.

This mindset of inclusion was fueled by two drivers:

1. Awareness & Education;
2. Culture.

#### awareness & education

Using the in-house EDI&B expert and a sensitization module in our internal learning management system, we implemented an education program on the philosophy of inclusion & belonging and true self forward. The leadership team and HR team were taken through facilitated sessions by sharing stories and experiences and creating safe places for conversations. This was also available to other colleagues through the Allyship program. A mail campaign was used to bring visibility to several aspects of diversity (e.g., neurodiversity, introversion, working styles, size, and appearance) as well as matters relating to gender and gender identity, sexual orientation, and disability. By encouraging conversations on potential forms of discrimination, Randstad India was able to create a safe culture of true inclusion and respect.

#### culture

By introducing purposeful changes and policy updates, Randstad India was successful in accelerating the true self forward and inclusion movement. For example, India has only recently (2018) decriminalized same-sex relationships, and LGBT+ individuals are still not very well protected against harassment. To foster a culture of inclusion, Randstad India introduced a specific anti-harassment policy for LGBT+ colleagues. Same-sex partners are given the same insurance and other benefits as heterosexual couples. This has been an important step towards inclusion, since India does not yet recognize same-sex marriages. We also encourage colleagues to use their personal pronouns in their signature and use a colorful umbrella as a symbol for allyship and safe spaces. To fuel the culture of inclusion and belonging, colleagues shared unique 'true self forward' stories about themselves and their loved ones embracing and celebrating their whole and authentic selves.

This movement was supported by our mission of being kind to your mind, destigmatizing seeking help for mental and emotional health, and celebrating emotional well-being. This was achieved through a partnership with a local mental health platform from which our colleagues, their loved ones, and our placed workers benefit.

#### france

In France, the CISE (Social and Environmental Innovation Committee) was launched in January 2021. Around 90 employees volunteered to work on eight different topics (e.g., diversity, inclusion, disability, gender equality, environment). Among other achievements, this resulted in an eco-actions guide, videos about disabled staff, a sustainable development charter, and a game against discrimination.

#### new zealand

Randstad New Zealand is strongly committed to gender equality, inclusion, and diversity. In 2021, we became a member of Diversity Works NZ and made a commitment to increasing our employees' awareness and education in this area. We run unconscious bias training for all consultants. We have also established a partnership with ManaVation to build internal cultural confidence through learning the indigenous Māori language of te reo. All employees have access to online learning, virtual classes, and cultural confidence workshops to support their understanding of a Māori world view in interactions with talent and clients.

by introducing purposeful changes and policy updates, randstad india was successful in accelerating the true self forward and inclusion movement.

## argentina

Randstad Argentina's diversity and inclusion policy has two aims: (1) labor inclusion of people with disadvantages and spreading the message to inspire commitment among our employees, talent, clients and other stakeholders, and (2) ensuring we are an inclusive company that welcomes different cultures, sexualities, nationalities, and people with disabilities. To train our commercial workforce on such issues, we organized four training modules for front office colleagues to help them understand and consider specific D&I issues in the recruiting and hiring process. We also explained how the government can help out financially.

## women

### general

Randstad has signed the CEO Statement of Support for the UN Women's Empowerment Principles (WEPs), 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.

we see the women and you BRG catalyzing the gender equality mission of randstad, leading to better decisions, improving client and talent outcomes, and creating a winning culture.

As part of our global inclusion efforts, we have launched our global business resource group (BRG) for women and those who identify themselves as female: Women and You. This is one of many new BRGs that will be launched. The Women and You BRG is powered by a global community of women and allies committed to building a gender-equal workplace, where every individual is able to realize her full potential through career growth, networking, and exchange of ideas. We recognize that the definition of who is a woman is both biological and cultural, much beyond the traditional definition of a woman as 'an adult female human being'. Expanding the definition to include women's experiences and identities enables us to reflect and make place for transgender and intersex women who may not fully identify with or are categorized by the older, more limited definition.

The BRG Women and You aims to create a global community of women and those who identify as women, along with male allies, to foster inclusiveness and celebrate different perspectives. It will also serve as an advisory group for our organization and drive change to improve gender equality, increase female leadership at top-level positions and ensure equitable processes and policies. Additionally, it will profile and create role models, both female and male allies, to ensure that every colleague has someone like them for inspiration.

We see the Women and You BRG catalyzing the gender equality mission of Randstad, leading to better decisions, improving client and talent outcomes, and creating a winning culture. In the true spirit of inclusion, we welcome all colleagues of Randstad to join the BRG, irrespective of their gender and gender identity.

## united states

The Randstad US Hire Hope program provides nine months of career-readiness training for women who are survivors of homelessness and human trafficking. It provides paid apprenticeship and job placement services and is delivered across three distinct phases: Restore, Grow and Thrive. 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 have graduated from Hire Hope. Over 90 percent of Hire Hope participants graduate from the program and are awarded apprenticeships and job placement opportunities. Hire Hope has received numerous awards, including the Global Business Alliance Award (GBA), 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). Our Chief Diversity & Inclusion Officer is the executive sponsor of the program, ensuring continuous evolution by engaging various client corporate partners to help graduates thrive upon graduation. The Hire Hope program truly 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.

the randstad US hire hope program provides nine months of career-readiness training for women who are survivors of homelessness and human trafficking.



Randstad US is also a corporate member of WEConnect International and Women Business Enterprise National Council (WBENC), which are committed to certifying and supporting women-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.

The FKI Women Career Index is a differentiated measurement tool that analyzes and monitors the development of successful women's careers in German companies in detail. The FKI is awarded to companies that promote women's careers and support a culture of change and innovation. By participating in this elaborate monitoring process alone, Randstad Germany documents that it is working intensively and in a structured manner on the strategic goal of bringing more women into management positions, thereby decisively improving corporate culture and innovative capability.



## italy

Randstad Italy implemented various initiatives in 2021 to reduce inequalities and create equal opportunities. We set up the EDI&B 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 2021, 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. 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, and 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. We have also started to measure the number of women in each of our business lines.

In 2021, we participated in the 'Women in Logistics' research and generated the material for the presentation, in partnership with the UIA (Industrial Argentinian Association). On the request of the Government of the City of Buenos Aires, we also generated and published a 'Gender Neutral Manual' as part of our private-public initiative. On the occasion of Women's Day, we organized a talk with the President of the ONU Women Coordinator, Verónica Baracat. All our internal staff were invited.

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## france

Randstad France has set up an anti-harassment procedure that enables talent or employees to file a complaint if they experience moral or sexual harassment. In addition, Randstad France has implemented a Management Charter to be signed by all managers which 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.

In spring 2021, following the closure of the nurseries and schools for three weeks due to COVID-19, Randstad France created Worklife. This service platform, available to corporate employees, enables them to find various services to make their daily lives easier: childcare, school support, housework, domestic assistance, pet-sitting, sports coaching, or help with domestic repairs. Worklife allows them to be helped by qualified and confident people and manages the administrative side, such as employment contracts, aid requests, tax credit, declarations and deductions at source.

Since 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 2021, Randstad France achieved 93 points out of 100. 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.



## canada

As we hit the 10th anniversary milestone of our Women Transforming the Workplace Program, Randstad Canada aimed at promoting and empowering women in the workplace, and recognized an opportunity to 'walk the talk' and take concrete actions to support women impacted by changes in the market. Our goal is to emphasize the importance, both internally and externally, of achieving gender equality in the workplace. This aligns with the mission of Randstad Global, which is to touch the work lives of 500 million people by 2030. All countries were asked to report on their initiatives to support this mission. Through a series of activities, including a nationwide survey, employee engagement, podcasts and a monthly newsletter, we were able to shine a light on this important topic.

A highlight in 2021 was that, along with [tellent](#), we co-created [The Propeller Experience](#), an 8-week digital program and community for women that will equip them with the mindset, skill set, and network they need to navigate the future of work. Participants can choose one of three curriculum streams covering essential skill sets: innovation & entrepreneurship, leadership, and digital skills. The program was officially launched on International Women's Day (March 8, 2021), and 211 women signed up for the Propeller Experience program. Almost 90% of participants surveyed found that the experience positively impacted their careers and lives. Just eight weeks after starting the program, 62.5% of learners said they had seen results in their employment status, including obtaining new jobs, promotions, and launching an entrepreneurial endeavor. Because of this support, we have been able to offer grants and scholarships to 138 women who needed it most. 40 women and new Canadians have recently entered the program.

In celebration of the 10th anniversary, we partnered with a local artist, Maia Faddoul, to create a t-shirt illustration representing our [#ForwardTogether](#) campaign. All proceeds go to [Up With Women](#), a national charity dedicated to helping recently homeless and at-risk women and non-binary people. We promoted the t-shirts internally and externally on social media and our intranet.

## spain

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

Our Recruitment Process Outsourcing group focuses on good practices to help clients achieve their diversity goals, such as the percentage of women required in shortlists, pushing the number of women (at least one) on shortlists of profiles with fewer female professionals (such as engineering and maintenance), and setting up recruitment days for women only.

almost 50% of randstad india's employees are women, with nearly 30% women in senior managerial and leadership roles, and more than 35% in executive leadership.

## 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 10% to 13% in 2021. For 5 years, companies have been investing substantially in greater gender diversity in mid-level positions and are now reaping the benefits of their labor.

Randstad Switzerland has had its compliance with equal pay for women and men reviewed by the consulting firm Comp-On according to the Fair-ON-Pay certificate standard of SGS. The analysis was based on data from December 2020 (5,386 employees were considered, including externally placed employees). Based on a Logib analysis, which complies with all federal requirements, the gender pay gap for Randstad was found to be within the tolerance threshold of 5%. On this basis, SGS has issued the Fair-ON-Pay+ certificate, which recognizes Randstad Switzerland as a fair employer and underlines its ongoing commitment to equal pay.

## india

Almost 50% of Randstad India's employees are women, with nearly 30% women in senior managerial and leadership roles, and more than 35% in executive leadership. Pay equity is sustained through the entry and mid-level roles with a commitment to drive pay equity across senior and leadership roles too, before the end of the year 2022. The leadership and talent management team also consider a diverse succession slate, especially for traditionally male roles, such as those in finance and technology.

To celebrate International Women's Day (IWD), a campaign called Strong Stree (Hindi term for Women) Stories was launched. Through this campaign, powerful stories of women empowerment, straight from our colleagues, were shared internally as well as through social posts. In association with a local non-profit organization, a sapling was planted for each of our women employees, and male colleagues had the opportunity to also request a sapling to be planted in honor of a woman who had impacted their lives.



Randstad India's equity, diversity, and inclusion mission of 'true self forward' is bolstered by a strong employee resource group for women called WomanForward. For IWD 2021, a meet-up was organized by the employee resource group (ERG) on the theme of breaking the glass ceiling to promote women leadership. The panel was graced by Allison Damerell and Lissa Versteegh, leaders of WIRED, Randstad USA, along with women leaders from India. The ERG also met up several times during the year for social interactions and conversations around relevant issues such as disparity in primary caregiver responsibilities and domestic priorities among other things. The meet-ups were attended by more than 100 employees and were deeply appreciated. These dialogues are also used to identify and push for systemic change, including policies to support women empowerment. For example, in 2022, one of the goals of the ERG is to introduce equitable paid parental leave, a commitment towards building and sustaining a gender-inclusive workplace and supporting a healthy work-life balance.

In addition, WomanForward introduced a women mentoring program to increase the number of mid-level women professionals at Randstad India. Through this program, 18 high-potential women employees were matched with the executive leadership team to support conversations on professional development and personal growth.

## japan

Randstad Japan launched the Women Empowerment Initiative in 2021, where the leadership team and HR regularly discuss the development and promotion of female employees. We have set a goal to increase the percentage of women in management positions from 21% in 2021 to 40% by 2025. We also introduced a sponsorship program and provided a training program for senior managers so that they can break the gender bias and develop female talent effectively. In addition, we identified female talent in our people reviews to strengthen the pipeline of female managers.

In addition, the Employee Resource Group (ERG) for promoting gender diversity holds weekly lunch meetings to discuss bottom-up activities. In 2021, the ERG held online seminars inviting experts about the topic, with more than 100 employees participating in each event. On International Women's Day (IWD), the ERG members asked employees to post photos posing for Choose to Challenge, which was the 2021 IWD theme. Many employees and teams posted the photos with their own statements on the intranet, which were made into a [video](#) which was published on the company website.

randstad japan launched the women empowerment initiative in 2021, where the leadership team and HR regularly discuss the development and promotion of female employees.



## people with (dis)abilities

### argentina

In 2021, Randstad Argentina organized training activities on subjects related to finding work and preparing for a job interview for people with disabilities. Participants were approximately 60 people associated with CILSA, an NGO that promotes education and inclusion for the disabled. The training sessions were held virtually. We also organized consulting activities with clients such as Softys, and together with CILSA, we helped other clients such as Nestlé and Cargill with their recruitment process of candidates with disabilities for their permanent staff.

### 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 that every company employing 25 or more employees should also provide work for employees with a disability. To assist companies that wish to invest in people with disabilities, Randstad Participation has been set up as a special division of Randstad Netherlands. 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%. At Tempo-Team Netherlands, Tempo-Team Participation was set up as a special division to assist companies in investing in people with disabilities.

to assist companies that wish to invest in people with disabilities, randstad participation has been set up as a special division of randstad netherlands.

### belgium

On June 2, 2022, Belgium will participate in 'DuoDay'. For this day, we will publish several vacancies geared to people with 'other abilities'. These people will then actively participate in our company's working activities for the day. DuoDay is mostly a learning moment for us to see if our working environment is inclusive enough and also a learning moment for our teams. We are convinced that people with other abilities can teach us a lot and can be a great contribution to the team.

### italy

Randstad Italy's HOpportunities (HO) team focuses on several initiatives and events to support people with a 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 on reintegration into the labor market for Cystic Fibrosis care givers. In 2020, we organized three online workshops, dedicated to supporting people with Cystic Fibrosis during the 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.

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. During International Day of People with a Disability in 2021, our EDI&B Council organized an internal live talk with Andrea about his experience.

In February 2021, we met 20 candidates with disabilities during a Digital Lab organized with the Bologna Municipal Employment Office about national legislation and work rights for people with disabilities.

In November 2021, in partnership with the FightTheStroke Foundation, we organized a webinar on the right to work for people with disabilities, discussing relevant legislation, job search tips and tricks, and the role of the disability manager. 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.

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## 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 [UnternehmensForum](#), 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.

Furthermore, as a partner of the initiative [Personalforum](#), Randstad supports people with disabilities in their search for internships, training or permanent employment.

Randstad Germany also posts jobs on the job board [myAbility.jobs](#), which is geared to people with disabilities or chronic illnesses. In doing so, Randstad Germany shows its open, opportunity-oriented approach to the topic. In addition, in 2021, a pilot workshop on the successful recruitment of people with disabilities was held for our internal employees. It was very successful, so more workshops are planned for 2022.

## france

In 2021, Randstad France and SOUN by Fastroad, France's leading group of adapted companies, opened their second Kliff by Randstad agency in Lyon, following the one in Saint-Denis, which opened in February 2020. With a team of consultants trained in adapted coaching, Randstad France is continuing its commitment to the integration of people with disabilities. This second branch, which aims to employ 100 people by 2023, benefits from the successful experience of the Saint-Denis agency. Although the year 2020 was marked by the COVID-19 crisis, the agency supported 500 people, 50 of whom were placed in employment, of which 25% with a permanent or long-term contract. In 2022, Kliff by Randstad will continue its expansion by opening new branches throughout the country. The aim is to have a network of at least five Kliff by Randstad branches by 2023. [This video](#) shows an interview with Christelle Chevrinais about her team's commitment to the inclusion of people with disabilities.

In 2021, Randstad France participated in DuoDay for the third 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. Several duos were formed at the head office and in the branches. It again resulted in rewarding moments of sharing, both for consultants and trainees.



Hello Handicap is the largest online recruitment fair dedicated to talent with disabilities in France. The online fair is always a tremendous recruitment opportunity and clearly shows the commitment of Randstad France with regard to people with disabilities. 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 2021, Randstad France was once again a partner of the event. This year, Randstad France proposed 20 vacancies, to which 95 candidates applied. Of all the candidates, 32 profiles were shortlisted.

As part of its Disability Mission (Mission Handicap), 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 Randstad and the branch of their choice. They can seek the help of an interpreter, who will connect the branch and the candidate. The candidate can communicate with the interpreter either by chat or in sign language via video-conference.



Randstad Group France has been working with L'ADAPT (association for the professional and social integration of people with disabilities) for ten years and is continuing its commitment by extending the national partnership which began three years ago. The aim was to develop synergies on a regional level in order to promote the employment of people with disabilities.

In June 2021, Randstad Group France participated in Inclusiv'Day, an event for inclusive companies and social innovations, organized by newspaper Les Echos-Le Parisien. The initial aim of this event was to organize meetings between companies and service providers from the protected and adapted work sector. In 2021, the event expanded and targeted a wider audience, including the long-term unemployed, young people from priority neighborhoods with few or no qualifications, former prisoners, etc. The program included conferences, workshops, and inspiring testimonies from companies on themes such as digital accessibility, training and apprenticeships. During this day, Aline Crépin (Director of Social Innovation and Public Affairs and Director of Kliff by Randstad) represented Kliff by Randstad, accompanied by CEDRE, a client of the Saint-Denis agency.

In July 2021, a workshop was launched for people with a disability at the vocational rehabilitation center of our partner L'adapt du Rhône. Randstad France helped them by contributing to an apprenticeship fund, with the aim of integrating people with disabilities. With this contribution, L'adapt was able to invest in modernizing and equipping their training program, which enables reskilling people for a career switch and future jobs. As a result, we are partners of the European Week for the Employment of People with Disabilities.

## randstad france has entered into a disability agreement with its social partners that runs from 2021 to 2023, with the aim of fully integrating persons with disabilities.

In 2021, the European Week for the Employment of People with Disabilities (EWPD), held from November 15 to 21, was a good opportunity to raise awareness with regard to employees with disabilities in the workplace. The program consisted of webinars and a competition to raise awareness in a fun way: A la découverte du Handi Pack (discovering Handi'Pack). During this game, participants tested and reinforced their knowledge of disability at work by using the Handi'Pack toolbox. This toolbox is designed to give practical advice about topics such as disability, RQTH recognition as a disabled worker, long-term illnesses, and workstation adjustments. The 20 winners were announced on December 3, which was the International Day of Persons with Disabilities, and were rewarded with a gift box.

Randstad Group France's purchasing department and Mission Handicap were able to order inclusive face masks. These transparent masks enabled the successful integration of our temporary workers and colleagues with hearing impairments. One of our placed workers now advises a client on how to grow their business.

Randstad France has entered into a disability agreement with its social partners that runs from 2021 to 2023, with the aim of fully integrating persons with disabilities. The agreement includes boosting recruitment, the broad dissemination of job offers (virtual forums, targeted partnerships, etc.), selecting people with disabilities, creating HR and communication networks, and a practical toolkit on disability. The companies will make commitments, develop knowledge of disability and chronic illnesses, fight against prejudices, and support employees in their efforts to have their disability recognized.



As part of the disability agreement signed in 2021, Randstad France took its commitment to disability inclusion a step further by creating two networks of dedicated correspondents. They represent Randstad volunteers (from HR and operational staff) from all regions and entities/brands, and will enable us to strengthen our commitment to the inclusion of people with a disability. They are led internally by Mission Handicap, and externally by the Social Innovation Department. The network of HR correspondents is designed to raise awareness among permanent employees, and to integrate and support permanent employees with disabilities and health issues. The network of operational disability correspondents is dedicated to supporting agencies, clients/prospects, talent, and partners in order to promote the inclusion of people with disabilities in the business. By taking part in actions throughout the year, these networks will participate actively and in synergy with our disability policy.

During the International Day of Disabled Persons, Randstad's Mission Handicap offered its employees the opportunity to taste homemade burgers prepared by ESAT Turbulences, a service that employs workers with disabilities. Mission Handicap paid half of the meals (almost 80) served at the food truck that visited our headquarters.



The CSR department launched its new diversity and disability work-study program in partnership with Randstad Institute and all its partners and IGS School. The program is open to all profiles, including people with disabilities, with at least a Bachelor's degree or equivalent experience. We selected 37 recruiters for our agencies throughout France to provide operational support to the units. They obtain a professional title of Assistant Manager of an Operational Unit after 12 months. 20 candidates were hired with mixed profiles from different disadvantaged social backgrounds, including disabled people.

## spain

In 2021, the Randstad Foundation in Spain helped more than 4,500 people at risk of exclusion (mainly people with disabilities) to reintegrate into the labor market. More than 1,970 got a job, with the collaboration of more than 1,500 companies and more than 100 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.

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 2021, we allocated almost € 600,000 to the training of people with disabilities, while allocating around € 200,000 to support the projects of various social entities. We collaborated with 160 companies that financially supported our social project (donors), and more than 1,500 companies hired our candidates with disabilities.

## in 2021, randstad foundation in spain launched the second edition of our EDI&B group, in which more than 30 companies collaborate to promote equity, diversity and inclusion.

In addition, in 2021, Randstad Foundation in Spain launched the second edition of our EDI&B group, in which more than 30 companies collaborate to promote equity, diversity and inclusion. This EDI&B group of companies aims to lead social and business action and to promote knowledge and awareness of EDI&B 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 'We all have talent'. You can watch a video [here](#).

### 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 job board, 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 2021, Randstad US continued its partnership with 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 2021, Randstad US won several awards for supporting disabled-inclusive workplaces, including the Disability:IN Best Places to Work Award and the National Organization on Disability Leading Disability Employer Award.

## 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 specialist disability training and consulting company co-founded by Dylan Alcott, 4 times tennis paralympian and winner of Wimbledon, the US, Australian and French Open, to develop RecruitAble, an Australian Government funded initiative which aims to remove the barriers within mainstream recruitment to make the employment of people with a disability easier for all. It involves external assessment of cultural inclusivity and recruitment processes as well as disability training for an organization's talent, HR, executive, and hiring manager teams. We aim to create a sustainable blueprint to share with the recruitment industry to embed inclusive practices into business and improve employment outcomes for 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 2021, 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 2021, 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.

## 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.

Randstad Portugal created a manual on inclusive recruitment, particularly for people with disabilities, which it uses in internal training, but also for companies. We also founded an Inclusive Academy, in which people with disabilities share their experience of inclusion with clients. In 2021, Randstad was distinguished with the award of the Inclusive Employer Brand, an initiative of the Institute of Employment and Professional Training (IEFP), a governmental institute. The award is intended to promote public recognition and distinction of open and inclusive management practices in relation to people with disabilities and incapacity. Randstad was one of 39 public and private entities recognized at the event.

Clients in Portugal are increasingly requesting our support with regard to D&I projects and inclusive employability. Randstad Portugal 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, fostering social justice (internally and externally), and thus ensuring more sustainable economic development.

### 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 mentally challenged and visually impaired colleagues, as well as wheelchair users and persons with a hearing impairment. 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 from their perspective. The grades we get from them show that they feel good at work and that is of great value to us.

### canada

In Canada, October is National Disability Employment Awareness Month. In an effort to bring awareness to the grim statistics around access to employment for people with disabilities, and to the importance of employer accommodations, Randstad hosted a public national webinar, Let's Talk Accommodations, with key subject matter experts on best practices, tools and tips for employers. In addition to this, employees were provided with key resources to support them in better understanding how to engage people with disabilities and support them in finding meaningful employment.

Randstad Canada is also proud to have an ongoing relationship with the Canadian National Institute for the Blind, participating in networking and recruiting events.



## (im)migrants and refugees

### general

#### tent partnership for refugees

We are global partners with Tent for refugees ([www.tent.org](http://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 with the aim of helping them to obtain employment or improve their position in the labor market. Two years ago, Randstad set the goal to reach an additional 1,000 refugees by 2021 in European countries such as Sweden, Belgium, Germany, Italy, and the Netherlands, as well as in Australia. We also committed to exploring new opportunities to implement these programs in additional countries.

Thanks to the dedication of our colleagues working on the various local programs, we have far surpassed our target, reaching 10,900 refugees during the past two years. During this period, we also implemented new programs in Argentina and Canada. In total, we have touched 16,600 work lives of refugees since our efforts began, and we are still exploring additional opportunities.

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At the Dutch Tent Business Summit in April 2022, our executive board member Chris Heutink announced our renewed global commitment: we will touch the work lives of 20,000 refugees in the next three years (2022–2024) and explore opportunities to implement programs in additional countries. The Summit was co-hosted by Randstad, together with Tent, ABN AMRO, FrieslandCampina, and Tennet. The event celebrated the progress made by the companies' refugee efforts, and the other Dutch businesses also announced their impactful new commitments to support refugees.

#### 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 aimed 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 was realized in Italy, Sweden, and Belgium, and pursued 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 were Soleterre Italy, Randstad Italy, Sodalitas, punto.sud, FADV, Randstad RiseSmart Belgium, Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding, and Antenn Consulting Sweden.

## randstad risesmart employability, part of randstad group in belgium, focuses on vulnerable groups (youth, people over 55, job seekers with a disability, refugees).

The project ended in May 2021. We are pleased to have been able to offer 91 TCNs a place in the project, giving them an opportunity to improve their situation in the labor market. We are also pleased with how we have been able to carry out the project in its entirety despite the challenges posed by the pandemic. When they left the project, 66% of our TCNs had found work or were in longer-term education. Only 17% of the TCNs were unemployed when they left the project. In total, 71 TCNs started and completed the project, while 20 TCNs chose to decline after being offered a placement. In total, 733 TCNs were involved in the enrolment phase, 104 participated in vocational training, 371 involved in the skills assessment and career guidance program, and 114 found a job or internship. Of this group, 228 had access to multidisciplinary services. A total of 152 companies were sensitized to the topic, and 87 companies received assistance during internship or job placement.

### 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 2021, over 22,000 of our workers were immigrants, which was 28% higher than the previous year.

### belgium

Randstad RiseSmart Employability, part of Randstad Group in Belgium, focuses on vulnerable groups (youth, people over 55, job seekers with a disability, 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. In 2021, Randstad RiseSmart Employability ran several ongoing projects assisting refugees in search of a job. All the different projects together supported 2,500 refugees and immigrants in their search for work, of whom 1,000 were refugees.

### the netherlands

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. In 2020, we helped another 275, and in 2021 Randstad and tempo-team helped a total of 307 refugees. Each participant was assisted by a Randstad/tempo-team 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.

At Yacht, a number of projects are being developed to help former refugees. In 2021, preparations were made for a trajectory to recruit (former) refugees, to train them as consultants (integration) and to place them. However, the development of this trajectory depends on the demand from municipalities. In addition, we are talking to various parties to fulfill our SROI (social return on investment) obligation by making efforts (training programs, etc.) for the target group of former refugees.

## randstad group netherlands participates in three 'nudges' to make recruitment & selection more inclusive.

The Dutch Ministry of Social Affairs and Employment has developed the program 'Verdere Integratie op de Arbeidsmarkt' (VIA). The objective of this program is to improve the labor participation and labor market position of Dutch citizens with a migration background. 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 ran until the end of 2021. The results were analyzed by research agency TNO, whose report can be found [here](#). The conclusion of the study is that the nudges do not yet bring about a demonstrable improvement in opportunity equality, but they do give recruiters and employers more guidance on how to achieve recruitment and selection without bias. It was a good first trial.

### 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 2021, Randstad Germany employed 3,374 immigrants from countries with a high proportion of refugees. 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

From the end of 2020, Randstad Without Borders has been part of the Welfare to Work office at Randstad Risesmart Italy. This great change has brought new opportunities, enabling us to optimize our services for both talent and clients. In 2021, 455 migrants and refugees were involved in our courses and ongoing projects, and 55 courses were organized online and in classrooms.

The RiseSmart department offers Randstad's 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.

In May 2021, the work4integration project (launched in 2018 and implemented in collaboration with a local Italian NGO (Soletterre) and a European partnership involving colleagues from Risesmart Belgium and Sweden) came to an end. Through the program, Randstad Italy ensured individual career counseling programs, collective job orientation sessions, and vocational training to help migrants integrate better, both socially and professionally.

In Italy, 474 migrants were involved in the enrolment phase, while 104 migrants attended vocational training. In addition, 200 migrants took part in the skills assessment and career guidance program, and 145 migrants improved their performance on the labor market. 189 migrants had access to multidisciplinary services thanks to our partnership with Soletterre. The project offered us the opportunity to implement and develop internal and external tools related to cultural diversity, such as the e-learning course on Recruitment and Cultural Diversity realized by the Italian team, which was aimed at reinforcing our recruiters' skills.

## australia

In line with Randstad's global commitment to the Tent partnership, Randstad Australia has created a specific 'job readiness' mentoring program for migrants and refugees. Randstad Australia partners with clients and organizations that specialize in assisting new migrants and refugees in transitioning to their new home country. Previous participants have come from Iraq, Syria, Uganda, Kenya, Pakistan, and India. They are typically aged between 18 and 30. The mentees were 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. We have been running this successful program since 2019, and have seen clients such as Deloitte, State Government and banking sector clients join us to mentor participants.

## 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. In 2021, the program did not run, but Randstad Sweden is exploring opportunities for starting this or a similar program in 2022.

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 people from the target group and found a real job for 108 of them. We worked proactively on equality, ensuring that 43% of the participants 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 hiring companies and raises awareness of diversity and labor market integration, while educating companies on how to work strategically and adapt their recruitment processes to facilitate the integration of international talent.

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## portugal

Over the years, Randstad Portugal has employed people of multiple nationalities, including refugees. In 2021, Randstad Portugal employed over 100 different nationalities, distributed across different areas, such as IT, hospitality, agriculture, logistics and call centers. We continued to work with people from Brazil, Venezuela, India, Nepal, Bangladesh, Pakistan, and Africa. We also supported many poverty-stricken migrants from poor or conflict countries.

Internally, through the Inclusive Academy, Randstad Portugal invited refugees to share their stories, with the aim of bringing our consultants and the entire organization closer to these people. This helped our consultants to understand the great challenges these refugees faced, and to feel their determination, courage, and resilience to start a new life.

## canada

Immigrant professionals arrive in Canada with extensive skills, experience, and education. However, many immigrants are unable to access meaningful employment that takes advantage of their full potential. While there are many employment programs across Canada aimed at supporting newcomers in finding new jobs, few programs exist to support employers with their talent mobility strategy for existing newcomer employees.

To address this issue, the Toronto Regional Immigrant Employment Council (TRIEC) created the national Career Advancement for Immigrant Professionals Program. Joining the 2021 fall cohort, Randstad Canada invited Randstad employees in the field and management levels to participate in this innovative program. With 14 Randstad participants, the group spent several sessions learning about the unique challenges newcomers face to career advancement – and how to overcome them – to truly create a culture of equity and inclusion.

Our Randstad Equity Diversity & Inclusion (REDI) Immigrant & Refugee employee resource group also hosted a roundtable with Randstad employees on immigrant employability, gaining insight into the challenges and opportunities that consultants face in placing immigrant and refugee talent.

we have a global partnership with workplace pride, a non-profit foundation that strives for greater acceptance of the LGBTIQA+ community in the workplace and in society.

## LGBTI

### general

The 2030 agenda for sustainable development and the UN Sustainable Development Goals (SDGs) embark 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. For that reason, Randstad Global and fourteen other organizations signed a manifesto for 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 (SDGs).

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.

We have a global partnership with Workplace Pride, a non-profit foundation that strives for greater acceptance of the LGBTIQA+ community in the workplace and in society.

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.

### argentina

In 2021, Randstad Argentina organized a training course for our commercial employees, facilitated 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. In 2021, we hired one employee from this community, and we are working with our consultants to place talent from this community at our clients. We also participated in an activity organized by the Embassy of the Netherlands for Diversity Day.

### 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](#).

### germany

Randstad Germany is a member of [Prout At Work](#), a leading think tank, consultancy and design organization in Germany which focuses on LGBTQI+ issues in the work environment. The common goal is equal opportunities for people of all sexual orientations and gender identities, expressions and characteristics. Randstad Germany is also a partner of the initiative [Klischee Frei](#), an alliance of education, politics, business, practice and research initiated by the German government. It advocates career and study choices free of gender stereotypes.

### 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.

### india

At Randstad India, the equity, diversity and inclusion movement is fueled by our mission of 'true self forward'. True self forward is a powerful philosophy that enables us and our colleagues to embrace each other's uniqueness and differences and to be our authentic selves. Because we perform best when we can be our real and true selves.

A global manufacturing client was interested in hiring talents from the transgender community. Randstad India was able to implement the right framework to support the affirmative actions. Our internal teams collaborated to realize the client's mission by:

- holistic evaluation & support for compliance & regulatory requirements;
- high-touch connection with talents along with Randstad EDI&B lead;
- education & awareness refreshers for involved stakeholders;
- customized new comer onboarding;
- continued support & engagement.

During the pilot, Randstad successfully supported the client's ambitions: 3 talents were hired and engaged through a strategic plan that is replicated for other situations and clients.



In 2021, we celebrated Pride Month in India together as an organization to build awareness around the realities and challenges of the LGBTQ+ community. Earlier in the year, a colleague had shared his coming-out story, which had sparked an interesting conversation. At the time, some of our colleagues were already acting as 'committed allies'. In this role, they pledge to support those who are struggling to be their whole, authentic selves, both at work and outside work. We received many requests to on-board more committed allies, which is why we launched an open ally challenge during Pride Month, with the aim of raising awareness and accelerating the true self forward movement. The challenge involved activities of awareness and education using popular cultural references, historical backgrounds and country-specific milestones. We introduced policy updates, such as an anti-harassment policy for LGBTQ+ colleagues and equal benefits for same-sex partners. We also created and shared allyship signature banners (using a colorful umbrella as a safe signal) and meeting backgrounds to use. In Bangalore, we participated in the Pride March and made a commitment towards bringing systemic changes for better LGBT+ inclusion.

We also launched the Pride ERG Outforward to provide a space for our LGBTQ+ colleagues and allies to further our culture of inclusion for LGBTQ+ individuals. We plan to introduce more inclusive restrooms for non-binary and non-conforming individuals and offer gender reaffirmation journey support (financial) for transgender persons in the organization.

Randstad India was recognized as a top (Bronze) employer in the India Workplace Equality Index 2021 survey conducted by the Pride Circle, the Keshav Suri Foundation, and Stonewall UK.

### united states

The Randstad PRIDE Business Resource Group (BRG) continues to partner on educating our organization, raising awareness, and encouraging allyship 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.

### portugal

On the International LGBTQI+ Pride Day, Randstad Portugal launched its Inclusive Academy. We are developing several actions that promote the celebration of the essence of each person, the freedom of each person to be who they really are, without being judged, under the motto of your True Self. Through the ASAS program (a support program for all Randstad employees), Randstad Portugal strongly supports and encourages everyone who seeks help in this area, whether at a social, legal or psychological level.

## japan

Since Japan does not have legislation with regard to sexual minorities, Randstad Japan has revised its employment regulations so that the definition of marriage can include same-sex couples. The company has also expressed its support for campaigns to realize national legislation that protects sexual minorities. In addition, we have launched the LGBTQ Allies Employee Resource Group to create an inclusive workplace for all. In the PRIDE Index 2021 (an evaluation index for LGBTQ and other sexual minorities in the workplace developed by non-profit organization Work with Pride), Randstad Japan was awarded the highest level of Gold.

## hong kong

At Randstad Hong Kong, we firmly believe that we should all bring our whole selves to work each and every day. To celebrate Pride Month in 2021, we organized a social media campaign for the first time and took the opportunity to educate our wider workforce on diversity and inclusion. We asked our employees to share a social media post with our specially designed social card, and changed their profile banner to the themed banner. Our Randstad Hong Kong LinkedIn page logo also was changed to the #Pride theme. This initiative received lots of support from our management team and colleagues.

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## canada

As we celebrated Pride Month and our diverse LGBTQIA+ communities in June 2021, Randstad Canada felt it was an ideal time to think about how to use language in the workplace. Language is the foundation of how we describe ourselves and each other and is a powerful tool for affirming our identities and comprehending the world around us. And as diverse as we all are, so is the language that we use to describe our gender, sexual orientation, disability, age, and the many other layers of who we are. That is why we created 'the impact of words: inclusive language in your workplace' campaign, in both English and French, as a guide to highlight the ways in which workplaces can be more intentional and inclusive in their language choices. In addition to producing the language guide, we hosted a webinar with expert panelists on how to create inclusive workplaces for LGBTQIA+ employees. Additionally, through our LGBTQIA+ Employee Resource Group, Randstad employees received Pride Month backgrounds and social media materials, and participated in a 'what pride means to me' campaign on our intranet. They also hosted two learning hours (one in English and one in French) about their lives and experiences.



## 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.

### portugal

In terms of senior employability, Randstad Portugal has developed an approach focused on exploring potential and has worked on deconstructing the prejudice about aging and on eliminating stereotypes linked to aging, which tend to reinforce negative aspects, while completely putting aside the value of experience. In 2021, Randstad became one of the companies promoting dNovo, an association that values and promotes senior qualified professionals from the age of 50, committing to support them in terms of skills development, mentoring, and access to employment opportunities. Randstad Portugal also 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.

### argentina

Randstad Argentina is working on projects for workers of 45 and older to help them find their way in the labor market. In 2021, we hired 12 employees older than 45 years for our internal staff. We are also training our consultants to include this vulnerable group in the talent offered to clients.

randstad argentina is working on projects for workers of 45 and older to help them find their way in the labor market.

parents@work is an initiative of randstad italy designed to make it easier for women to return to work after having a baby.

## flexible work solutions (for parents)

### france

In spring 2021, following the closure of the nurseries and schools for three weeks due to COVID-19, Randstad France created Worklife. This service platform, available to corporate employees, enables them to find various services to make their daily lives easier: childcare, school support, housework, domestic assistance, pet-sitting, sports coaching, or help with domestic repairs. Worklife allows them to be helped by qualified and confident people and manages the administrative side, such as employment contracts, aid requests, tax credit, declarations and deductions at source.

### 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 2021, we continued to support all our employees who are parents, with counseling support as well as Pilates and mindfulness training to help them deal with the effects of 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.

## india

Randstad India was re-certified as a Great Place to Work for the year 2021. One of the key highlights of the employee survey in 2021 was that employees consider Randstad India a fair place to work. On the statement 'People here are treated fairly regardless of their gender', Randstad India scored 87, which is higher than the benchmark of top 100 great places to work. This is a testimony of all the support Randstad India is extending to all its women, and especially 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, such as working from home for up to 4 months, flexible work weeks, changes in projects to manage erratic client schedules, training opportunities, etc.

Since 2020, we have also introduced Parentforward, an ERG for parents, which meets periodically to discuss and seek support for parenting challenges and share advice. For 2022, the management team and EDI&B council are in discussion to introduce equitable paid parental leave to support the responsibilities of our colleagues and their loved ones.

Included within the parental leave policy are adoption and surrogacy leave of 12 weeks each. Our headquarters in Bangalore, India, is equipped with a medical room to attend to emergency situations.

During the pandemic, employees who tested positive with the virus received one full month of leave, while for any family member who was affected, 14 days of leave were available.

## 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, 25.6 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.

Internal employees can use the platform Betreut.de to find individual childcare, pet care, senior citizen care, or domestic help free of charge.

## japan

Japan has a major challenge that only a small number of men take childcare leave. Randstad Japan has created a childcare leave guidebook for not only mothers, but also fathers and partners. It encourages fathers and partners to take the leave by understanding the benefit system correctly and resolving their concerns about income. Randstad Japan also has super-flex working hours and remote work arrangements, which enables working parents to work more effectively, as they can manage their own time and place of work.

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## portugal

Randstad Portugal encourages remote working. Each employee is allowed to work from home or somewhere else. This allows them to manage their work-life balance and continue to work efficiently. In 2021, 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.

Randstad Portugal supports employees who suffer from infertility. Per person, they give three support grants for infertility treatment (€ 2,000 per grant per year), and they pay the subscription fees of the Associação Portuguesa de Fertilidade (Portuguese fertility association).

When a child is born, parents receive a birth gift worth €250, and on their children's birthday, employees can take the afternoon off. Additionally, parents are allowed to accompany their children on the morning of the first day of school, and summer activities are organized for children of employees. Randstad Portugal also offers discounts on school textbooks. For pregnant colleagues who need to park their car, there is a special place in the garage at the headquarters in Lisbon. Randstad pays the salary in full at the beginning of parental leave, and the employee only pays the money back to Randstad when they have received their social insurance benefit.

## 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. Parents have flexible maternity and paternity leave, and can also accumulate breastfeeding hours and take childcare leave beyond paternity leave. Besides, all employees have flexible working hours and can make use of remote working. If they wish, they can work 4 days a week and take unpaid leave for a maximum of 1 month. They are also given a day off on their birthday.

## randstad portugal supports employees who suffer from infertility. per person, they give three support grants for infertility treatment.

## united states

In 2021, Randstad US continued operating in a hybrid model, offering staff continuous opportunities to work from home. Randstad US offers flexible work models, information, resources, services, and assistance to our Randstad family during the COVID-19 pandemic. During the year, Randstad US expanded opportunities for staff to reduce work hours part-time and retain health benefits. We demonstrated that we could excel in a hybrid model, by continuing excellent service to our staff, talent, and clients.

Randstad US offers short-term and long-term disability leave. It is a benefit for employees to support their own health care.

There are breastfeeding facilities on every floor at our US corporate headquarters.

## argentina

In order to achieve a balance in the division of the domestic work carried out by women and men, we implemented a 'hybrid' back to work schedule. Employees can choose which days they go to the office, with the option of working two days a week from home and three days in the office. This new way of working helps our employees in organizing their work and private life, reducing commuting time and costs, leaving extra time to spend with their families.

We also implemented other benefits by giving permission to parents to share school or kindergarten adaptation periods with their children. In addition, we extended the parental leave for fathers up to 28 days after the birth of the baby. This benefit is for biological fathers, adopted fathers, and others.

## hungary

Randstad Hungary is providing flexible solutions for the parents of the 80 'Randstad kids'. The Labor Code in Hungary allows part time-work for moms until the children are 3 years old. Randstad does not limit the age and enables parents to work part-time (from 8 hours per week) for as long as they wish.

## canada

Randstad Canada is dedicated to providing a flexible workplace for all employees and offering work arrangements to support performance and well-being. Following the COVID-19 pandemic and the prevalence of remote work, we have decided to approach the first-meet then remote-first model. This means that our workforce can decide with their teams the best work arrangements for them, based on business and personal needs, and keep an in-person component for important milestones at Randstad (onboarding, team gatherings, training, etc). Employees are also able to use a one-time \$500 ergonomic allowance to build a comfortable and productive work environment in their homes. Additionally, two balance days are available for all employees to use at their discretion. The offices have a relaxation room, which people can use for breastfeeding, exercising, etc.

## switzerland

The statutory maternity leave compensation is set at 80% of the contractually agreed salary in Switzerland. After 5 years in service, Randstad Switzerland grants 100% of continuation of salary during maternity leave.

**the statutory maternity leave compensation is set at 80% of the contractually agreed salary in switzerland.**

## new zealand

We understand that returning to work can be a challenging time for new parents, so employees who have been with the company for at least 12 months and are the primary caregiver are eligible for a bonus payout of \$5,000 on return from parental leave. We also offer flexible working practices, including working remotely and flexible hours, with a focus on retaining our working parents.

## the netherlands

After giving birth, during the first nine months, an employee has the right to interrupt her work to pump or breastfeed. The employee agrees the time and duration with their supervisor, which is a maximum of a quarter of the working time. A lockable room is available in the office for this purpose.

Employees are entitled to twice the working hours per week per year (paid) leave in connection with the illness of children. The counting of a year begins on the first day the short-term care leave is taken. These ten days apply to full-time employment and are with pay. In the case of part-time employment, this is on a pro rata basis. The leave may only be taken if and for as long as it is necessary.



# contributing to labor markets.





in the netherlands, the dialogue on the labor market of the future will be further developed in 2022.

## italy

At special events, Randstad Italy presented its newest HR Trends & Salary Survey for Professionals Business in 2021. The survey is based on 350 web interviews with HR officers and hiring managers, CEOs, and 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 critical opinions on the future of temporary employment unheard, but to integrate them and see them as an enrichment of our 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, no talks took place in 2021.

### 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 2021, 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, the survey examines 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 2022. 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.

In June 2021, the social economic council (SER) presented recommendations on new labor market regulation, among which the necessity of equitable pay and improving pension arrangements for flex workers. It will be up to the new government to decide upon this, but adoption of these recommendations into new regulation is expected in the coming years (2024-2025).

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 in 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.

## 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.

Randstad Belgium is a founding partner of the Antwerp Management School (AMS). Together with BASF and the Port of Antwerp, we joined the Sustainable Transformation Lab of the Knowledge Network in 2017, 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).

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This project ran for three years and achieved 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'.

In 2020 and 2021, we extended our engagement towards AMS and started participating in the AMS 'Sustainable Transformation' Master Classes. Almost every month, a new module is started. Depending on the topic of the module, we choose the best colleagues to join. These courses will help us to make the right decisions in the following years in order to become fully sustainable.

## singapore

Randstad Singapore partners with Workforce Singapore, a statutory board under the Ministry of Manpower of the Singapore Government. We provide content to help people improve their interviewing skills and consider their options as they develop their career. These articles are developed specifically for the PMETs (professionals, managers, executives and technicians) in Singapore, enabling them 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 past 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 and 2021, Randstad Portugal developed various initiatives. For example, Randstad Buzz focuses on people managers by sharing audio files on WhatsApp recorded by Randstad consultants. Randstad Buzz Retalks are moments of conversation between two experts with different approaches to topical issues with regard to the labor market. 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.



Additionally, 'À mesa do trabalho' (At the work table) is an initiative in collaboration with the local radio station TSF. As part of this initiative, every month, Randstad Portugal analyzes the main trends and discusses strategies, challenges and opportunities for professionals and companies. The program, initially broadcast on TSF radio, later became a monthly podcast. In addition to specialists from Randstad, which is the leading HR management company in Portugal, national and multinational brands from different sectors of activity also contribute. 'À mesa do trabalho' aims to be a place where people can hear the latest news, analyses, opinions and trends in the job market.

The Randstad Employer Brand Research event 2021 (REBR2021), which was conducted virtually in May, focused on sharing the results of the study in Portugal and Global. Through the research and event, we support companies in managing their employer brand in times of crisis, while showcasing the most attractive companies in Portugal. Together with the University of Coimbra, we organized two events, one for students and another one for clients and prospects.

Randstad Portugal is part of the iGen Forum (Forum Organizations for Equality), which is composed of several national and multinational organizations from the public, private and social economy sectors. It is part of CITE (Commission for Equality in Work and Employment), a government structure. Randstad is committed to reinforcing and highlighting its organizational culture of social responsibility, incorporating principles of equality between women and men into its strategies and management models.

## randstad research in spain participated in some 120 interviews on radio and television and increased the number of impacts in the written press, both online and offline.

In 2021, on International Women's Day (March 8), the first iGen book was published: *The Long Road to Equality. Women and Men in the 21st Century*. This book results from a partnership between iGen with the Imprensa Nacional da Casa da Moeda, authored by Ana Maria Magalhães and Isabel Alçada, with illustrations by Susana Carvalhinhos. The book emphasizes that everyone should be able to choose the profession they want, because all choices are valid and because everyone, from a young age, must believe in their dreams. The book has already become part of the Portuguese Reading Plan in schools, which, in addition to representing a historic milestone for all iGen entities, is undoubtedly the achievement of a far-reaching educational objective, enabling children to learn about this topic from childhood, which will change mindsets and have a positive impact on the future of the labor market.

Randstad also hosted the iGen event on 'Moral and Sexual Harassment in the Workplace', which had speakers from CITE, the Authority for Working Conditions (ACT), and the Interdisciplinary Center for Gender Studies (CIEG).

### spain

As part of Randstad Spain's social commitment, we feel responsible for providing 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 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 2021, Randstad Research in Spain continued its quarterly publications analyzing the economic and labor situation ('Labor market in 50 headlines') and its quarterly reports on absenteeism. It also launched a quarterly report on labor predictions and has produced three large reports on different topics connected with HR. The first one, on trends in human resources, was in collaboration with the most important employers' association in Spain, CEOE. The second report was about teleworking, and the third was an annual salary trends report. We also produced a new report on the employment situation in the food industry.

Randstad Research in Spain participated in some 120 interviews on radio and television and increased the number of impacts in the written press, both online and offline. The website was given a revamp and now includes a new section on labor market indicators, which are updated in real time as well as dynamic dashboards with all the relevant information on the Spanish labor market. More than 15,000 subscribers now receive timely information by email about the new publications of Randstad Research in Spain. Finally, more than 35 webinars and webcasts were used to disseminate a wide range of content.

Randstad Spain also set up Randstad Valores (Randstad Values), which focuses on the value-based management of companies. 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 5,900 people have already joined Randstad Valores, and we held three online conferences in 2021. 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 (Open University of Catalonia), and aims to share knowledge about disability and promote the integration of people with a disability 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. From 2020, the impact of COVID-19 on the Polish labor market was studied as well.

## In the UK, randstad CPE campaigns around the future of construction and how technology will impact the industry in the future.

Half of the Polish participants in the Randstad Employer Brand Research study obtain information about their future employer from their friends. This is a decisive moment for talent, and proof that an employer's brand really matters. If employees feel good about their company, they become the employer's best ambassadors. During the REBR workshop (10 regional sessions in Katowice, Lublin, Bydgoszcz, Poznań, Kraków, Warsaw, Gdańsk, Łódź, and Szczecin), we discussed the results of the Randstad study with local business representatives. We supported them in the practical planning of their employer branding strategy, taking into account market challenges and long-term talent acquisition plans.

### hungary

In the initial phases of the Covid pandemic, Randstad Hungary supported the government, helping to keep jobs and set up home office regulations. Temporary staff were enrolled in the job keeping programs, and an up-to-date home office regulation was set up, regulating things such as the maximum duration of remote work, health and safety restrictions, and cost allowances.

### czech republic

With the objective of helping to restart the economy, reinforce Randstad's thought leadership and image, and increase awareness of Randstad's role in society, Randstad Czech Republic presented the REBR award and the Workmonitor. First-prize winners received their trophies live, recorded on video, supported by online and offline activities, including strong social media and a press release.

## 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. UUA takes a holistic approach to the work environment, work 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; and building an organization that will continue after the project ends.

Randstad Sweden is a partner in the Scandinavian LGBT Chamber of Commerce (SGLCC), a meeting platform for both the corporate and public sector as well as society in general. The aim of the SGLCC is to increase awareness of LGBT issues in the private and public sector, prove the actual business value of LGBT inclusion, and create a platform to connect LGBT businesses with large national and international corporations.

In 2021, Randstad Sweden participated, as speakers, in the SGLCC's LGBT Business Conference during World Pride in Malmö/Copenhagen alongside the British ambassador to Sweden, the MD of Saab TransponderTech, the Mayor of Malmö, and many others. Together with the SGLCC, Randstad Sweden also planned and successfully executed inspirational follow-up work with various speakers from different corporations and other backgrounds to raise awareness around LGBT matters. This work is scheduled to continue throughout 2022 in all larger Swedish cities.

## france

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 bust the stereotypes associated with certain job seekers.

## 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 Spain](#)
- [Randstad Canada](#)
- [Randstad The Netherlands](#)
- [Randstad Argentina](#)





sustainability

fundamentals.

Our sustainability fundamentals, which cover all Environmental, Social and Governance (ESG) matters, therefore safeguard accountability with regard to labor and human rights, sustainable supply chain management, health and safety, taking environmental care, corporate citizenship, and tax transparency and compliance. They serve as a foundation for achieving our ultimate goal of touching the work lives of 500 million people by 2030. We aim to have management tools, business principles, policies, and a governance structure in place that are in line with, or exceed, the standards set for our industry.

# health and safety.





with most of our employees still (or again) working from home in 2021, we paid specific attention to both their physical and mental health and well-being, as well as providing practical support to help people set up their home office.

### 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 well-being 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.

### employees

In 2021, we developed global health & well-being guidelines for our organization. They outline our provisions on how to prevent physical and mental health issues as much as possible, and how to promote and address health and well-being among our employees. Our operating companies use a variety of measures designed to advance employee well-being. These include procedures to promote safety at work, training programs, 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, driver safety programs, and other services and products to enhance overall employee wellness.

In our markets, 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 also organize regular training for corporate employees to help them deal with both verbal and physical violence.

With most of our employees still (or again) working from home in 2021, we paid specific attention to both 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, yoga, meditation, vitality, and mental balance.

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.

#### placed workers

The pandemic has shown the importance of staying (mentally) healthy and working in a safe workplace, at home or somewhere else. Returning to the workplace and reshaping a new future of work is key to ensuring the health and well-being of workers. Reopening workplaces requires new health and safety protocols that take COVID-19 into consideration. Throughout 2021, Randstad continued to help 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.

With the pandemic and the 'Safely back to work' alliance in 2020, detailed protocols were developed to ensure safe work environments for both talent and internal staff. These protocols fit local situations and regulations and are shared across borders and with clients. This helps us to enrich them with new insights from different countries and different sectors.

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.

Our health and safety management, which is organized locally at operating company level, is designed to safeguard business continuity and deal with risks. Our operating companies adhere to all applicable local standards and regulations, and are expected to have a sophisticated health and safety structure in place. We track sickness rates, work-related accidents or incidents resulting in injuries and work-related fatalities, both for employees and candidates.

the pandemic has shown the importance of staying (mentally) healthy and working in a safe workplace, at home or somewhere else.

#### united states

In 2021, Randstad continued to be recognized for its commitment and dedication to Safety by the American Staffing Association (ASA) and National Safety Council (NSC), again earning the Safety Standard of Excellence mark (SSE). This designation was earned after a rigorous and randomized safety audit was completed, looking at Randstad's policies and initiatives. 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. 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. Throughout the pandemic, Randstad was a trusted partner in supporting clients with their health and safety protocols, as well as safe return to work planning. Randstad also provides consultative health and safety and HR expertise to support clients as an added service.

As mental health and well-being was a priority in 2021, Randstad launched a mental health ambassador program, a mental health campaign, and an enhanced mental health strategy, which helped to increase levels of employee awareness and fostered more open conversations around mental health. This built a foundation for mental health and well-being, which will be continuously improved each year. Randstad Canada's health and safety program is also regularly audited by multiple government agencies and, as such, has been recognized as an industry leader in health and safety.

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### 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 and starts with specific H&S training in the induction program. The H&S process involves many parties (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.

In 2021, we continued the prevention programs related to 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 and internal staff on creating prevention protocols, and to transfer and adapt operations for critical and essential industries. In addition, training was provided to detect COVID-19. Internally, and completing our Medical Care Program, we provided our internal staff with the assistance of three doctors available for any question or concern related to COVID of our employees and their families. We also provide psychological assistance to those who require it. Quarterly, we organized a virtual meeting with a recognized specialist, to give updated information related to the evolution of the pandemic, the state of the cases in the country and the world, the vaccines, and other relevant information. After the specialist talk, employees could ask questions.

Since 2019, Randstad Argentina has been certified for its occupational health and safety organization and occupational safety and health management system in accordance with the international standard ISO 45001. In 2021, the ISO 45001 certification was renewed.

## 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.

### italy

Upon employment, Randstad Italy provides talent with a health and safety manual and detailed risk information. On a quarterly basis, Randstad Italy monitors in detail any incidents involving placed workers, sharing a report of such incidents with consultants so that they can make clients more aware of safety matters. In 2020, 2021, and 2022 (ongoing), Randstad Italy provided flex workers and candidates with information in terms of risks and behaviors at clients' workplaces for COVID-19 safety prevention. 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.

At the start of 2022, Randstad Italy changed its flex workers' digital training platform in order to increase compliance of its H&S monitoring actions. 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 talent, visitors, and Randstad employees.

### the netherlands

Randstad Group Netherlands has a dedicated Well-being & EDI&B team, which oversees sustainable employability and a healthy work environment, based on five pillars: (1) Well-being: Our employees and candidates must be mentally, physically and socially 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; (4) Absenteeism: We do our best to help those who are sick to recover as quickly as possible so that they remain employable; and (5) EDI&B: being your best self starts with being yourself. Whether you work at, with or for us, we strive that everyone feels welcome and safe. This means being open to each other's differences and learning from them.

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. 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.

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. Last year (2021), colleagues could also take part in breathing sessions, headphone walks, an ice challenge, a haka workshop, and more. It is up to 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 well-being, what it means to them, and how people can support each other in achieving their goal.

In 2021, the '100 days your best self' challenge was organized. This ran from January to March, with 500 colleagues participating. The program involved all kinds of activities and workshops related to well-being.

As part of the vitality program, employees also set up Randstad sports teams. In the Netherlands, we now have a Randstad Running Team (with more than 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.

The biggest result of the above programs 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.



## 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 in compliance with local legislation. Randstad Turkey collaborates with a local service provider to perform duties nationwide and document all input for internal, external and official use to prevent work-related accidents and sickness.

## 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 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.

randstad turkey performs regular EHS controls and medical checks for all its temporary employees working for its clients strictly in line and in compliance with local legislation.

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. This is why the extended care concept of the company Werksarztzentrum Deutschland 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 consultancy 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 india runs a dedicated H&S program in line with randstad's global policies. this program is the responsibility of the corporate services team.

Randstad provides structures that support both employees and temporary workers in balancing work and family life. The company is a member of the [Charta Pflege und Beruf](#) (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.

## 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 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.

India was deeply impacted by the pandemic situation in 2021. Several practices were introduced to support employees and flex-workers during this difficult time. These included financial assistance, reimbursement for working from home arrangements, 24/7 mental health assistance, vaccination drives, town-halls for employees and flex-workers on safety and health, and other relevant initiatives.

Randstad India also focused on well-being through internal programs, such as fitness challenges, walkathons with Oxfam, and other best practices for healthy living.

## united kingdom

The success of any H&S system depends highly on the involvement of all employees at all levels. Randstad UK has developed Randstad's global health and safety policy to be a UK-based policy and procedures document in line with UK legislation. This lays out clear responsibilities for staff at all levels of the business from the CEO down. The commitment from the top sets the tone for health and safety and contributes towards an excellent safety culture across all business lines. 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 well-being 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 as 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%).

## at randstad spain, we comply with current regulations on quality and occupational safety, and we are certified by the ISO 45001 standard.

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, and 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 more;
- 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 health and well-being pulse survey that we take action on.

### spain

At Randstad Spain, we comply with current regulations on quality and occupational safety, and we are certified by the ISO 45001 standard. For the proper management of the health of temporary workers we have a Health & Safety Committee, ensuring regular and periodic monitoring of risk prevention. This committee is supported by regional committees.

In addition, Randstad Spain has the Vida+sana program. They periodically send tips to maintain a healthy lifestyle, such as physical exercise, postural guidance, recommendations on nutrition, safe mobility, exercises for alleviating visual fatigue, and optimism as a way of life.

### 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, Randstad Portugal set up a crisis management team in 2020, which continued in 2021. 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 safety teams were appointed for the head offices in Lisbon and Porto, as well as for the branches and contact centers. During the year, Randstad Portugal worked together with local authorities (e.g., ACT, the local labor authority) in H&S initiatives, which were regarded as best practices. Randstad Portugal was therefore invited to share them on the website of ACT.

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. During the pandemic, the sessions with the doctor were held on digital platforms. Employees also have access to health and fitness centers at a company rate. At our headquarters, we have our own gym, and we offer therapeutic massages. The HQ gym and therapeutic massage were not available during the pandemic, but we still encouraged all colleagues to practice sports, even in their own homes, using digital platforms.

In 2021, we created the inside out program, which was designed to improve employees' physical and mental health. For example, for physical health, we had online yoga classes, pilates, cross fit, posture and nutrition consultations. We also offered workshops on how to make the best choices in the supermarket, cook better and with less waste, and create healthy, safe and nutritious lunchboxes. For mental and emotional health, we offered meditation sessions, mindfulness, and psychological support. There were also workshops on resilience and optimism, the importance of good sleeping, conscious parenting, new time management, dealing with emotions, and managing teams during a pandemic. Everything was organized via online platforms.

Randstad Portugal also offers a package of health insurance for all corporate employees.

As part of this package, our ASAS project provides a support line offering social, psychological, legal and management advice to employees. For 2020, we developed a specific COVID-19 toolkit, which was expanded in 2021, with extra support from entities such as the government, the 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. The ASAS project serves both internal colleagues and flex workers.

## randstad norway offers health insurance for all corporate employees, so they can quickly get help and support on issues relating to health and sickness.

### [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 2021, 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 third 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. We also provide our employees with extra time off to get their Covid vaccinations and boosters.

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 initiatives include the employee assistance program, which offers confidential 24/7 support via our provider Optum Health.



## japan

Randstad Japan has set up a special website related to COVID-19, which supports employees with transparent information. All the management announcements regarding COVID-19 can be checked on this website.

In addition, Randstad Japan has conducted mental health care training, which is available for all employees. In order to work in a healthy way, it is essential to maintain a good balance between work and private life, both mentally and physically. We have provided the opportunity for employees to learn how to handle stress, emphasizing the importance of mental care and well-being.

## hong kong

In 2021, Randstad Hong Kong set up a Wellness Committee, which promotes health and well-being at our office. In October, the committee organized our first ever Wellness Week, a full week of activities around physical fitness, mental health, breast cancer awareness, healthy diets, and more.

Randstad Hong Kong also set up a Wellness Room in our new office in 2021. This room serves as a 'zen' area in the office, allowing for quiet time, and giving employees a chance to escape from the noise and fast pace of the typical office environment. Employees are encouraged to book the room for 15 minutes, turn their phones off, and enjoy their quiet time, doing yoga exercises, for example.

## greece

In Greece, there are collective agreements and laws that regulate sickness, vacation, parental leave, and other well-being-related matters. On top of that, Randstad Greece also has specific policies in place relating to leave, which go further than legal obligations in Greece.

The health and safety of employees, talent and clients has always been a priority. When the pandemic started, almost all of our colleagues were able to work remotely, with full access to our tools and the technical equipment they needed. From 2021 onwards, we have been working with a hybrid model, ensuring everyone gets the chance to come to the office when they need to or want to, while following the most effective health and safety protocol at the office. We have specifically developed a regularly updated 'back to the office' manual, which explains all provisions and measures for the smooth operation of Randstad Greece, helps employees to come back to office gradually, and ensures employees are safe and protected. Each employee returning to the office acknowledges and accepts any new measures and provisions via a Google form.

Randstad Greece encourages people not to come into work when they are not feeling well. We grant three free sick leave days without requiring a doctor's note. We also have an on-site occupational physician and employees can get electronic prescriptions as well as doctor's notes at their convenience, so they can quickly get help and support.

We offer our employees high-quality private health insurance, which enables them to use a large network of hospitals and diagnostic centers.

in 2021, randstad hong kong set up a wellness committee, which promotes health and well-being at our office.

We cooperate with external H&S business partners to tailor regulations to the local situation, while at the same time ensuring that we are aligned with the Group H&S policy. Our external partners provide frequent H&S updates and training to all Randstad Greece employees. Our partner also performs frequent compliance reviews (at least annually) to ensure that H&S requirements are met by reviewing and completing checklists and documents.

### new zealand

Randstad New Zealand has a local health and safety policy that mirrors our global policy in its intent and also encompasses local legislation and requirements. We track our Health & Safety incidents and hold quarterly audits for both our corporate and temporary workers to look for continuous improvement opportunities.

We offer a number of wellness activities to support our employees, including fully paid flu vaccinations and access to a 24/7 Employer Assistance program for both corporate and temporary workers. Our Randstad with Heart committee also supports our #bekindtoyourmind initiatives, which in 2021 included sports activities, mindfulness sessions, online fitness sessions, and more. The committee also ensures we highlight and raise awareness with our employees and clients throughout the year for events such as mental health week, movember and pink shirt day.

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# corporate citizenship.





Corporate citizenship at Randstad means that we harness the passion and commitment of our employees to contribute to touching the work lives of 500 million people. We find it important that Randstad employees are intrinsically motivated and highly engaged in activities, beyond our core and social business. This includes building the potential and making a difference to the work lives of those underserved and in the wider community. Our efforts are reflected in a broad portfolio of programs and are defined in the global policy for [corporate citizenship and philanthropy](#).

corporate volunteering  
enables employees to  
live the randstad core  
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people, professionals,  
and citizens.

## corporate volunteering

Our employees are given the opportunity to help people in the broader global community to fulfill their potential and gain greater access to skills and work. Corporate volunteering enables employees to live the Randstad core values and enhance their own development as people, professionals, and citizens.

### voluntary service overseas (VSO)

As part of our commitment to sharing expertise for a better society, we have a longstanding global partnership with Voluntary Service Overseas (VSO), the world's leading development NGO that strives for a fair world for everyone through the knowledge and skills of volunteers.

Randstad is VSO's global employability partner and our joint mission is to empower marginalized people to attain decent and sustainable work. This is achieved by giving our employees an opportunity to volunteer in VSO's international projects that focus on employability. 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.

Our partnership focuses on specific projects that are in line with our employees' core skills and competencies, as well as with Randstad's own strategic focus on employability.

After a long period without any in-person assignments, in September 2021, we were able to send Randstad volunteers on VSO assignments again. New projects started in Tanzania, Uganda, and Cambodia.



#### [clarity project – geita, tanzania](#)

The Collective Action for Rights Realisation in Extractives Industry (CLARITY), is a three-year project (2021 – 2024) with funding contribution from the European Union and Randstad. The project was designed within the European Union's Human Rights and Business framework to support communities in the mining areas in the Geita and Mara region, particularly women, youth and people with a disability (PWDs). The aim is to improve people's rights, equal access, transparency, and access to information and justice in the extractives industry, while enabling them to acquire the necessary skills, assets, aspirations and capabilities for full, equal and effective participation.



In 2021, two volunteers from Randstad Netherlands worked on the project. They helped map public and private companies and attended a multi-stakeholder meeting to prepare matching youth with those companies for mentorship programs. The team also helped to collect evidence and success stories and developed a communication strategy to maintain communication with stakeholders.



### youth empowerment, entrepreneurship & decent employment (YEEDE) – kampala, uganda

The goal of the YEEDE project is to give 500 marginalized young women and men, including people with disabilities, access to employment and entrepreneurship opportunities in Kampala and Wakiso by October 2023. This goal should be achieved by enabling 100 youth to acquire adequate and relevant skills for employment, and by helping 400 youth to start and grow their own businesses in competitive sectors. The project started towards the end of the year, and one volunteer from Randstad Belgium supported the project during the inception phase.

### RECOVER: rural employment for COVID-19 economic recovery, cambodia

RECOVER is an EU-funded project that aims to contribute to inclusive economic recovery in the Tonle Sap region by improving food security, income and employment opportunities for fishing and farming communities and returnee labor migrants. This is done by leveraging existing relationships with private sector and local civil society partners to further strengthen value chains by linking producers, processors and buyers. VSO will strive to improve access for 1,500 returnee labor migrants and laid-off workers in COVID-19 affected sectors to market relevant skills, affordable finance, and social protection. In 2021, the project was supported by one Randstad volunteer from the Netherlands, who worked as an employment specialist. Her main task was to focus on the development of soft skills training and a curriculum for TVET institutes and VSO staff.

“With her rich experience, the volunteer not only provided technical assistance to help implement RECOVER (the employability component), but she also helped VSO in Cambodia to bring positive impactful changes to the community by helping to develop soft skills training manuals. These will complement the capacity development of participants, giving them relevant skills in agro-processing that will improve their future employability.” (quote from RECOVER provincial coordinator Mr. Panhaset Samon, based in Kampong Thom province)



### remote volunteering

Given the travel restrictions, a new Randstad/VSO mentoring program was launched in 2020, which continued throughout 2021. The program supports youth from East Africa during their career development, and Randstad employees can become their mentors to support this journey. In 2021, a total of 102 colleagues participated in the program. This was a valuable experience for both Randstad volunteers and the youth they supported, which is reflected in the quotes below.

“This opportunity gave me confidence in my abilities as a mentor, reassured me that I have experience and knowledge to offer that is valuable and makes a difference.” (quote from mentor)

the goal of the YEEDE project is to give 500 marginalized young women and men, including people with disabilities, access to employment and entrepreneurship.

“The mentorship has given me new skills in personal branding as well as helped me learn about multiple online resources to help me start my career. I now have a CV, which I did not have before. I was able to apply some of the interview skills I learnt from my mentor in real life and received positive feedback from my interviewer. I am more confident about launching a business because of my mentor.” (quote from mentee)

A special edition, the inclusive mentoring program, focused on a small group of mentees with a disability. This program was led by two colleagues from Randstad Participation, a department of Randstad Netherlands that focuses on matching people with disabilities. The mentees in this group were deaf and were facing additional challenges when looking for a job. Through a series of interactive sessions, together with sign language interpreters they worked with, the mentees got better insights into their identity, strengths, and desires.

Some other remote assignments focused on capacity building of VSO staff and the selection of future VSO volunteers through assessments.

### randstad with heart and other volunteering

Randstad With Heart is a global program that enables our 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.

In 2021, operating companies continued to offer and develop remote volunteering programs and giving opportunities. In Canada, for example, this meant developing partnerships and hosting volunteering events to support local communities and marginalized groups. Through primarily virtual activities such as the #RandstadGiveltForward volunteering challenge, skills-based volunteering activities with charitable partners, more than 50% of employees participated in Randstad With Heart initiatives, volunteering for close to 2,000 hours throughout the year. Skills-based volunteering with Randstad Foundation partners, and through sponsorship of the Propeller Experience – a program to support women’s re-entry into the job market – contributed to touching the lives of close to 500 job seekers.

More information about these initiatives and other examples of local volunteer initiatives can be found on [our website](#).

## not for profit technical support

Randstad employees can use their skills and professional knowledge to support an organization or NGO on a non-profit basis. Support may include capacity building or strategic support. Randstad employees can enhance their own development as people, as professionals and as citizens by offering not for profit technical support and can do this during working hours.

### challenge fund for youth employment

Randstad, Palladium (an international advisory and management company), and VSO have become fund managers of the Challenge Fund for Youth Employment (CFYE), 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, paying special attention to equal opportunities for young women in the labor market. We are also expecting future volunteering opportunities through CFYE.

in 2021, 37 projects were selected or started implementation in six countries (uganda, nigeria, egypt, kenya, jordan, and sudan).

In 2021, 37 projects were selected or started implementation in six countries (Uganda, Nigeria, Egypt, Kenya, Jordan, and Sudan). These projects aim to create, match and improve 88,090 jobs (64.8% for women). Randstad employees are involved in the selection of suitable projects and are providing direct technical assistance to the implementing partners. For example, a Randstad employee from Belgium has been advising one of the implementing partners on their recruitment strategy, as their goal is to recruit 10,000 female entrepreneurs in a short period of time. In total, Randstad employees supported the Challenge Fund through 730 hours of technical assistance throughout 2021, and 309 hours of fund management.

In addition, Randstad placed a volunteer in one of the Challenge Fund projects through the VSO partnership. The volunteer worked in the [Healthy Entrepreneurs project](#) in Uganda, a social business where women (85%) and men (15%) become small business owners, selling essential (over-the-counter) medicines, health products and disseminating health information. HE's business model addresses the persistent problem of the unpaid community health workforce and insufficient provision of health interventions to rural areas.

Together with the team, they were able to train 540 village health workers across 11 locations in business, sales and entrepreneurial skills, allowing them to set up and grow micro pharmacies in rural villages in Uganda, providing services to their communities alongside creating an income for themselves.

## corporate giving and grants

Corporate giving refers to social and philanthropic initiatives launched by Randstad. This can be, for instance, charities, foundations, NGOs and so on in order to support and advocate a cause. The purpose is to deliver social and beneficial impact as well as boosting reputation. Corporate giving should always be in line with our ultimate goal.

### world bicycle relief

Randstad has a partnership with World Bicycle Relief (WBR) to help people 'move forward' and improve their lives. The partnership aligns with Randstad very well as we, as an organization, have a special connection with the bike. In 1960, Randstad's founder Frits Goldschmeding took his very first temp worker to her first job on the back of his bike. Back then and today, a bike is important for people's mobility and can improve access to work. All Randstad employees therefore received a small bicycle as a symbolic gift for helping people to move forward. In 2021, we donated a gift comparable to 2,021 bicycles (€ 270,000) to help people in developing countries acquire bicycles. Through providing them with better means of transportation, we can help them overcome barriers to attending school, receiving healthcare, and delivering goods to market. This donation will also be used to mobilize the entire community.

Over the next three years, we will mobilize an estimated 33,000 people in Hwange, Zimbabwe. Our gift will contribute directly to the economic development of this community. Early pilots have estimated that the mobilization of this community could lead to:

- 15% increase in household income;
- 25% increase of households with improved access to health services;
- 10% increase of boys and girls who are retained annually in school.

### VSO sports day

Every year, Randstad organizes a global sports day to engage our employees worldwide. The sport activity is linked to a donation made by Randstad to one of VSO's livelihood projects.

In July 2021, 27 Randstad countries joined our third sports event in support of VSO, the 100,000 challenge. The goal was to do 100,000 sit ups, 100,000 push ups and 100,000 seconds of planking. After completing the challenge for VSO, we achieved a total of 93,106 seconds of planking, 38,423 sit ups and 27,445 push ups, which led to a donation of € 15,897. The donation was used to set up a project to help 35 vulnerable young people to open their own business and generate a better income for them and their families. They received support to do their own market research and acquire the right technical, entrepreneurial, and vocational skills through training. Our goal is to make sure that 75% of them will establish successful and sustainable businesses within six months of program completion. In addition, we will reach another 250 youth by raising awareness of exciting job opportunities. One of the Randstad volunteers in Tanzania was highly involved in the setup of this project.

The total amount spent on corporate philanthropy (excluding VSO) in 2021 was €2,900,000 (2020: € 1,900,000).



## employee-led initiatives

Employee-led initiatives are all kinds of initiatives that are independently initiated by Randstad employees to support a cause that is close to their heart. This can include volunteer activities or fundraising activities. All employee-led activities are supported and stimulated, and we encourage employees to come up with initiatives that are close to what they believe in. It is expected that these initiatives are driven by those individuals, locally and mostly performed in their own time or after alignment with the management with support from Randstad.

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The biggest employee-led initiative is the Randstad Ride for Myriam, an annual multi-day cycling event that honors a Randstad colleague who sadly lost her battle with cancer. This initiative was initiated over seven years ago by Randstad Canada's CEO. Due to the pandemic, the event went virtual in 2020, becoming a truly inclusive event with a global reach. The 2020 and 2021 events welcomed a combined 995 participants from seven different countries. Participants collectively raised over \$280,000 for cancer research by covering more than 70,000 kilometers through physical activities, such as running, walking, and biking.



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Another employee-led initiative was set up in the summer of 2021, at a time when India battled the second wave of the COVID pandemic. Our colleagues in India, including our temporary workers and their close family members, were suffering a rapid spike in COVID-19 infections in the country. In order to support COVID-19-related hardship faced by our employees and temporary workers at Randstad India, the Randstad Cares – India Fund was set up. Operating companies around the world came up with unique activities to raise additional funds for this initiative. One activity organized by Randstad Netherlands was an online auction, at which colleagues could bid for beautiful works of art and experiences that had been specially selected for this auction. The Executive Board started the fund with a donation of € 50,000 and committed to matching the amount that would be raised by Randstad colleagues to the maximum need of Randstad India. In total, an amount of € 250,000 was raised. The fund was used to give financial support to employees and their families, either for medical treatment or for support in the event of death. The fund was also used to encourage vaccinations by reimbursing the costs and by organizing vaccination drives.



## argentina

In Argentina, many children are 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 against 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 2021, we extended the activity to the winter holidays in order to give continuity to the activities held during the summer and provide complete assistance to parents who work during the winter harvest. We also added training activities to improve employability.

In 2021, the eight child assistance centers accommodated 750 children and assisted their families. 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.

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 2021, Randstad volunteers impacted the work lives of 5,237 people.

In 2021, Randstad Argentina organized two training activities with MIGRA and ADRA (NGOs), supporting 15 refugees. These activities focused on CV writing, how to deal with job interviews, and where to search for jobs, ending with a practical interview.

## 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.

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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.

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.

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.

Randstad UK is a leading provider of support to students with disabilities, health conditions or an additional learning need. Randstad provides a range of support to help ensure that they receive a richer educational experience at college or university.

## 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 2021, at the start of the new season, football club Red Star announced its two new major partners for the next three years: Randstad and LinkedIn. The health and social crisis caused by COVID-19 has further deepened inequalities, and people in vulnerable situations need help and solidarity more than ever. Red Star is convinced that we all have a role to play in enabling vulnerable people to get back into work. That is why the club made Randstad and LinkedIn its new main partners.

LinkedIn focuses on giving a professional network to those who do not have one. Without a network, the chances of finding a job are close to zero. LinkedIn mobilizes the general public and invites them to massively share the CVs of vulnerable candidates on different social platforms, in order to offer them visibility and generate job opportunities. This partnership brings together the worlds of sport, solidarity and business – three complementary universes that can each contribute to a more inclusive society.

in 2021, at the start of the new season, football club red star announced its two new major partners for the next three years: randstad and linkedin.

- Sport: using the extraordinary visibility and mobilizing power of football to make the invisible visible, to raise awareness of extreme poverty and to encourage inclusion.
- Solidarity: providing the means to support the work of local actors and developing a community of tens of thousands of actors.
- Business: enabling people who would otherwise find it difficult to participate in the world of work to benefit from the know-how of the world leader in human resources services.

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. Randstad now also organizes 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). In addition, Randstad Institute runs the CREO sponsorship campaign, offering employees the opportunity to become a sponsor of motivated project leaders. In 2021, 12 Randstad employees volunteered to be mentors. They organized masterclasses on commercial strategy, communication, and business plan development, and Randstad made its premises available for training (sponsorship in kind).

Every year, on the last weekend of November, the food banks organize their national collection of food in shops throughout France. In 2021, Randstad France was one of the partners of the association La Mie de Pain, located in Paris, which receives more than 360 vulnerable people every day. It welcomes more than 1,000 people in a precarious situation and distributes more than 800 hot meals. The collection took place at the Randstad France headquarters in St Denis.

Randstad Institute and My Créo Academy organized a Christmas Fair in December 2021, in the auditorium of the St-Denis head office. My Créo Academy is an association that provides young entrepreneurs with comprehensive support through training and mentoring by employees of partner companies, with the aim of making their business project sustainable. During the Christmas Fair, which was very successful, our employees were able to buy work from 18 exhibitors. A tour took place to discover the stands and exhibitors, and there was an information desk to learn more about sponsorship for entrepreneurs. Employees not based at the head office were able to discover the exhibitors and their products online and order directly. Before the Christmas market took place, the entrepreneurs had been trained, coached and sponsored by volunteer employees who believed in them.

Randstad Institute has supported Emmaüs Connect since 2019, which fights against the digital exclusion of vulnerable people. Digital skills and multimedia equipment have become essential for access to most everyday services. In 2021, Randstad Institute reaffirmed its commitment to supporting people in a situation of social and digital vulnerability, helping them return to sustainable employment.



Randstad Institute and CoopConnexion (a participatory entrepreneurship model) have signed a partnership to support entrepreneurs in the development of their project through workshops and working groups organized together with agencies, clients and project leaders, as well as other 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).

To mark the 2020-2021 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.

Randstad Institute is a partner of La Table de Cana (Cana's table). 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 for a year leading to 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. The partnership continued in 2021 to support women through the Stars and Women project, which trained them for a CAP in the best hotels. Randstad Institute facilitates the deployment of the project in other territories and is a member of the steering committee. We offer support and guidance in seven cities.

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 because 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 2021, we continued to provide financial support, and we organized two workshops in Paris at which a consultant supported youngsters in finding work.

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.

## 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 at reducing the school-work gap), and Youngsters & Companies (a structured course providing official testimonials for employment agencies).

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, 1,300 students have been supported, and 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. In 2022, the 26th edition will take place.



## randstad poland partners with mercedes-benz manufacturing poland's program 'girls go technology'.

For the fourth time, Randstad Italy officially sponsored the Pride Week in 2021 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.

### poland

For three years, Randstad has worked with the One Day Foundation. Within their Usamodzielniemi ('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 2021, for the third 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 also runs the 'usamodzielniemi' app, an extensive database with lots of useful information for young people taking their first steps in their adult lives. It offers easy training, enabling youth to improve their CV, which they can then immediately forward in response to verified job postings.

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 2021, 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 their future and 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 the labor market.

Many forecasts indicate that social and digital skills will be the most desirable skills of employees in the future, regardless of the type of work performed. These are also key competences when seeking employment online. 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. In line with these developments, Randstad Poland's communication and marketing team prepared a training program on building a personal brand in social networks, with particular emphasis on LinkedIn, for 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 skillful presentation on professional social networks. The developers of the training also showed practical ways to build user engagement and expand contact networks.

Randstad Poland also supports the Women's Rights Center Foundation, which aims to help women whose rights have been violated, particularly women experiencing various forms of violence. The organization began by offering legal assistance. Later the offer expanded to other forms of assistance and now also includes psychological assistance, assisting women in courts and when dealing with the police, providing safe shelter, running support groups and a helpline, as well as social assistance and vocational counseling. The HR team supported the organization by initiating vocational counseling workshops, supporting the diagnosis of current skills and professional opportunities, strengthening skills, and sharing practical advice on how to function in the labor market.

## singapore

In 2021, Randstad Singapore continued to support Food from the Heart as part of our local CSR initiative. We organized a virtual fundraising event 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.



## china

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 in 2021, Randstad volunteers visited children from the Hui Xin Welfare Home, a specialized private social welfare institution for children with disabilities. A long-term relationship with them has been established for many years. These children have had a difficult start, so they definitely deserve our love and care. We wish 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. Due to COVID restrictions before Spring Festival 2021, we could not visit the elderly face to face like before. Instead, our volunteers passed warm greetings and holiday gifts with the help of the neighborhood committee.

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.



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.

## australia

### [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.

Randstad Australia also supports the Daniel Morcombe Foundation. Every year, Randstad's specialist education recruitment division supports the Day for Daniel, an annual fundraising initiative that helps raise awareness of child safety, protection, and harm prevention.

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.

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 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 whose wages have been garnished due to debts to the free app *fiKks*. The app puts the employee in touch with a buddy who will help them with their finances.

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.

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. Due to the pandemic, the Randstad Zorgt! Day was canceled in 2020 and 2021. In 2022, it will be planned for the summer, so there is a better chance that it will take place.

Yacht and BMC have entered into a partnership 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, but continued in October 2021. Although far fewer young people were allowed to go than usual, we did manage to give 30 young people the opportunity to go.

For HandicapNL, colleagues can offer people with disabilities an unforgettable day through Randstad With Heart at various events. HandicapNL is working hard to organize inclusive festivals with the Unlimited Party program.



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

Through a collaboration between Randstad and libraries (Probiblio), we help low-literate people improve their language and/or digital skills and thus increase their chances of getting a job or completing training. The library offers free courses and guidance.

## 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 placement rate of 78%. 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 July 2021, floods inundated large parts of Germany. To help those affected quickly, employees collected over € 90,000 through the Randstad Social Fund, which is still being used to support affected colleagues today.

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, the YOUCA day was canceled due to the COVID crisis. In 2021, it was back on and we published 10 job offers for young people on Youca's 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 Group does.



In 2021, Randstad New Start was launched, another initiative of Randstad Group Belgium to assist young students who feel they have made the wrong choice in higher education. Randstad New Start helps these students with their reorientation.

## spain

To improve employee engagement and support people with disabilities, in Spain 189 employees participated in the challenge 'mykmsaddup', an initiative to add kms in one week for a solidarity cause, walking, running or cycling. They covered more than 4,700 kilometers and Randstad donated € 4,800 to FEDER (Spanish Federation of Rare Diseases), the charity chosen by the participating employees.

In addition, 15 Randstad employees participated as volunteers in the Randstad Foundation project 'Digital gap', aimed at people with disabilities. Randstad volunteers gave employment and skills workshops. The Randstad Foundation was also supported by 516 volunteering employees from collaborating companies, who participated to improve the social and labor inclusion of people with disabilities.

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 are also members of more than 50 associations/confederations, including ASEMPLEO, CEPYME, Fundación SERES, AED, and AEDIPE.

through randstad academy in spain, we have increased our presence in universities, business schools and training institutes.

In 2021, the Randstad Foundation Spain organized its annual Randstad Foundation Awards event for the sixteenth 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 inclusion of people with a disability. The donation was given to the Sevilla Cerebral Palsy Association, chosen by the employees of Randstad Spain.

Through 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.

With the aim of being present in the social networks where our candidates are, in 2021, we approached the youngest audience through TikTok, the fastest growing social network. In this new channel, we offer advice on improving employability through a series of short videos.

In 2021, Randstad Foundation worked on specific projects to promote the empowerment and employability of women with disabilities:

- Volunteering project with Enagás for the employability of women with disabilities and a project with Givenchy to help women with disabilities to improve their personal image.
- Two projects financed by the government of the Canary Islands for enhancing the digital skills of women with disabilities.
- Two projects financed by the government of Catalonia, focused on the training of women with disabilities and raising awareness of clients about the talents of women with disabilities.

In 2021, we launched a new project, Digital Gap, which centers around the circular economy and the transformation of digital knowledge. The objective is to reduce the digital gap experienced by 200 people with disabilities. We provide them with a laptop, Microsoft license, an internet connection, and training in Office (Excel, Word, etc.), and we give skills workshops. Laptops were donated by companies, and Randstad volunteers and client volunteers participate as trainers in 3the workshops. You can watch a video about the project [here](#).

Randstad Spain is a reference collaborator on employment of the Savia hub digital project for the improvement of employability and generation of job opportunities for professionals over 50, promoted by the Endesa Foundation. Randstad Foundation in Spain helps people over 45 to improve their employability through training, workshops, and assessment sessions.

### [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.

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### [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 talent. 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.

## randstad greece supports ithaca, a non-profit organization in greece, providing services and support to the homeless and other vulnerable groups.

Randstad Greece runs the 'Randstad Intelligence Series for Candidates: Spotlight on current needs of the Greek market'. The purpose of this series of thematic webinars is to support people's employability all over Greece with best practices, current prospects in the Greek market, and concrete employability advice. The webinars have been designed to meet the needs and requirements of specific areas of activity and for talent of all ages and levels of experience, with a focus on the fields of technology, engineering, financial accounting, marketing, communication and sales. This initiative enabled us to address audiences all over Greece and not just in our capital (Athens) as well as Greek people who are currently working abroad and would like to return home. More than 1,000 people benefited from this initiative in 2021.

Randstad Greece also supports Ithaca, a non-profit organization in Greece, providing services and support to the homeless and other vulnerable groups. Ithaca works mainly with people who are homeless and refugees. The aim is to improve living conditions and increase social inclusion through hygiene services, reintegration into the labor market, and raising awareness of homelessness and poverty. Since April 2021, Randstad Greece has been involved in a mentoring and capacity building program, supporting Ithaca in enhancing the social impact of their reintegration pillar (employability sessions and workshop development as well as consultation sessions for their career counselor) and strengthening the organization's footprint by helping them to develop their network.

Randstad U Can Do in Greece is an initiative focusing on universities, colleges, and student associations and institutes. Through this program, we provide guidance to young people on issues relating to the world of work, future in-demand skills, employment trends, and employability training. Our goal is to foster youth employment and promote equal opportunities for those in need of additional support, bearing in mind that youth unemployment in Greece is really high. This program gives us the opportunity to strengthen the connection between the world of formal education and the workplace, and to actively support young students and new graduates to successfully realize their work-life potential. In 2021, we provided more than 46 sessions in different digital formats (one-on-one or group workshops), positively impacting more than 350 students and young graduates.

Randstad Hellas at the Real Time Graduates (RTG) Online Open House is a non-profit program that connects graduates with the Greek Shipping Cluster. The aim is to bring young graduates closer to the shipping industry via the RTG Online Open Houses, workshops, and field visits. Through Randstad Risesmart, Randstad Greece has become an institutional supporter of RTG's Online Open House and has been involved in hands-on employability workshops (how to write a CV, interview and LinkedIn tips, and job search support) for young students and graduates of shipping studies. The aim of the program is to support Greek youth by strengthening their employability in the demanding shipping sector.

The TF4Women Fellowship is a 6-month program relating to the empowerment of refugee women, with the aim of integrating them into the labor market. This program provides online educational material, practical training, and the development of soft skills through the support of mentors and professionals in the field of technology. The program is implemented by Techfugees, an international NGO that aims to empower refugees through technology. Randstad Greece's volunteering team supported the program through training on employability and opening up the technology jobs space in Greece.

## 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. In 2021, the Randstad WIRED BRG supported Girl Scouts of America of Greater Atlanta through virtual LeadHer and Empowerment events for middle school and high school girls.

## canada

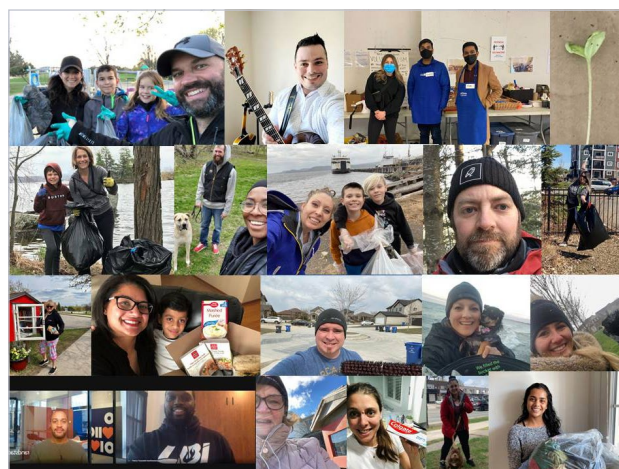
Randstad Canada is a very active community partner with a large philanthropic focus. Our employees give generously, both in time and financially, to make a difference in their communities. This commitment has been recognized year over year, and in 2021 Randstad Canada was named as a Finalist for the Canadian HR Awards in the category of 'Best Corporate Social Responsibility Strategy'.

With the pandemic maintaining its hold on many parts of the world, the Randstad Ride for Myriam to benefit cancer research was held primarily virtually for the second year in a row. More than 400 people across the globe participated as individuals or as teams to support this important cause. Collectively, the event raised over \$130,000 in support of the Canadian Cancer Society and the American Cancer Society.

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 coaching and micro-mentorship sessions. These opportunities allowed us to reach more than 400 prospective talents nationally.

For the second year in a row, the #RandstadGiveltForward campaign offered employees the opportunity to give back to their communities in whatever way was meaningful for them. In honor of National Volunteer Week in April 2021, the #RandstadGiveltForward challenge launched with a twist – for all employees to share 100 acts of kindness in 10 days. With resources and materials shared to inspire employees, including a virtual volunteering toolkit, our goal was exceeded. Also as part of this campaign, any employee who shared their activities was eligible to have a donation made to the charity of their choice through the Randstad Foundation.

Continuing a focus on building community and engagement during the pandemic, the Randstad Canada Charitable Foundation hosted a virtual game afternoon fundraiser to raise funds for youth employability. More than half of Randstad Canada employees participated in the event, raising \$90,000 for the Foundation. All funds raised support grantees that advance access to employment for vulnerable and marginalized populations.



Through the Randstad Canada Charitable Foundation, we partner with organizations to support hundreds of job seekers annually in developing the tools and skills they need to succeed.

Helping approximately 1,000 youth each year, the Randstad Canada Charitable Foundation partners with grantees to improve youth employability across the country. Through programs aimed at building skills and breaking down barriers to success, these programs contribute to lifelong employability for diverse youth. Randstad employees are also part of the solution, providing youth engaged in the programs with skills training and career coaching to improve their odds of success.

In addition, Randstad Canada partners with local educational institutions and non-profits to ensure that we are reaching young talent and providing access to employment opportunities.

## portugal

In 2021, Randstad Portugal worked with APAV Portuguese Victim Support, supporting the management team with legal issues. Randstad Portugal also participates 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, computers). We also donated computer equipment to associations and families who did not have computers for their children to attend classes at home.

Randstad Portugal continued its partnership with Vale de Acor in 2021. This organization 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 Cruz Vermelha Portuguesa Amadora. This association promotes education and values of citizenship to support people living in Amadora neighborhoods, where there are many social problems.

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.

**randstad portugal  
collaborates with orientar,  
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Randstad Portugal has partnerships with NGOs to support talent who find it difficult to access the job market. For example, in 2021, we continued to work with APAV, an association that protects victims of violence or crimes who need to be moved or find a job to be able to 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. The Football for All program is specifically designed to promote the employability and entrepreneurship of disabled people and to promote all forms of inclusion and diversity in the football world. 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 pandemic.

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

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.

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 200 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.

In times of social distancing, proximity is more important than ever. That is 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 is 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 subscribers receive weekly audios with tips based on podcast themes, including 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. In 2021, we reached the milestone of more than 50 episodes of the #EverydayHero podcast, and the ever-growing audience demonstrates that this is valued by talent. The newsletter is also received very positively. A survey held 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. This is done 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 to unemployed people through career management training. In 2021, another initiative was created aimed at young NEETs; ambassador consultants from Randstad supported these youngsters' integration in the job market.

In order to leverage equal opportunities, in 2021, Randstad Portugal launched the Capacitar Todos program, which promotes the employability of residents from more peripheral areas of large cities, such as Amadora and Maia, as well as from less densely populated areas. Randstad Portugal contributed to the Capacitar+ project, which was initiated to solve a challenge at Santa Casa da Misericórdia da Maia, in the outskirts of Porto. This project was distinguished for its impact by Nestlé through a Sustainability Award, with Randstad being awarded for the second consecutive year.



Randstad Portugal also supported the EPIS (Entrepreneurs for Social Inclusion) association. We provided training sessions on CV writing for young people with special educational needs. In 2021, we contributed to the '60 special minutes' program, a digital initiative attended by people with disabilities, teachers, institutions and other people with an interest in the subject. It included a series of talks developed by EPIS. Through this participation, we estimate that we made an impact (direct or indirect) on more than 200 people.

In 2021, Randstad Portugal continued to reinforce its partnership with Nova SBE (a Portuguese university) through the Inclusive Community Forum (ICF). We developed projects in the area of education for people with special needs, while also supporting diversity and inclusion projects promoted by Nova SBE.

In 2021, Randstad Portugal moved forward with the 'Improve Yourself' initiative launched in partnership with the University of Coimbra. This program 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. We also publish relevant articles for students and young graduates, and Randstad consultants are available to tutor students and alumni.

Last year, we involved all Randstad teams, particularly our consultants, who participated intensively, making this a highly successful project. We also started a Randstad Internship Academy, together with the University of Coimbra and the European University. This will be expanded in 2022, also involving other universities and institutes of higher education. It will be a true space for co-creation and intergenerational learning. Randstad is also the sponsor of two awards given to undergraduate and Master's students in Human Resources Management at the European University, helping to promote the best talent.

In addition, Randstad Portugal joined the second edition of the Promova project, coordinated by CIP (Confederação Empresarial de Portugal) and developed in partnership with Nova SBE. The project was jointly sponsored by some companies, including Randstad. This project aims to identify female talents with leadership potential and to support their development, thus contributing to an increase in female leadership in companies' top management.

We are now planning to move forward with a new program with the Portuguese Council for Refugees (CPR) in order to enhance the employability of refugees through training, generating true inclusion.

In collaboration with Minho University, we are currently working on a Master's program for migrants and refugees. In 2022, we will develop this further.

Randstad Portugal collaborates with Serviço Jesuíta aos Refugiados (Jesuit Refugee Service) in an important partnership that aims to promote employment opportunities for refugees. We also participated in several other projects, such as [Surf Social Wave](#), [Orientar](#).

in 2021, 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.

### [new zealand](#)

In 2021, 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 nine years, we supported Oranga Tamariki, a government-run organization that supports children whose well-being is at significant risk. Whilst Covid meant that we could not run our annual Christmas party, we ensured we still provided Christmas gifts for these children, many of whom come from lower socioeconomic backgrounds. We also contributed volunteer hours to the city mission, which supports basic food and clothing needs for the homeless. We also supported a local primary school in a low-decile area for the third year in a row by spending half a day helping with painting and cleaning their school. Others spent time baking meals for Ronald McDonald House, which supports families of children in long-term hospital care away from their homes.

### [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 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 for professional volunteering roles. Randstad India is the only organization to offer this service free of cost.

### randstad offshore

Due to the ongoing lockdown/restrictions within the city, the team identified that there were a lot of people in need who were surviving without food or basics. A small group of people (ensuring the lockdown rules were followed) came together, prepared food and distributed them to around 220 people. We also visited orphanages to spend time with the kids there, provided them with food and had lunch with them.

## hong kong

In Hong Kong, we have a CSR committee which is responsible for organizing different activities every year. In June 2021, we organized a Bollywood dancing class among internal employees. Through this activity, we raised funds and donated the money to help support our colleagues and their families in India during the COVID-19 pandemic.

In June 2021, we also partnered up with ImpactHK, a charity tackling the problem of homelessness in Hong Kong, on a Kindness Walk to provide kindness and support for the homeless and needy throughout the city. We handed out daily necessities and food to the homeless.



In September 2021, we partnered with The Hub, which provides educational, developmental, health and well-being services to underprivileged children in Hong Kong. We organized a mid-autumn Arts & Crafts workshop for the Lanterns Festival. In the workshop, we helped these underprivileged children to make lanterns so that they could enjoy the festival joyfully.

To promote gender equality and women empowerment, Randstad Hong Kong supports low-income female students with mentoring and career advice.



## hungary

During International Women's day, we were unable to meet and celebrate our female colleagues due to the lockdown. We therefore decided to donate the money we saved to the Mom's shelter Borostyánvirág ('amber flower'), located in the South of Hungary (Kaposvár).

For Christmas, we received a wish list from children who are living in poverty (organized by the Malteser). Our employees bought all the gifts for these children and made their Christmas wishes come true.

## chile

To promote the physical activity of its employees by supporting a cause, Randstad Chile works with an app that measures the number of kilometers run per worker. These kilometers are converted into a number of breakfasts donated to Fundación Emplea (run by Hogar de Cristo, a public charity). This initiative is called Randstad Runners. In 2021, 574 breakfasts were donated.

## switzerland

As a leading recruitment agency, Randstad Switzerland wants to share knowledge and expertise. Our 'Tour de Suisse' offers free advice to job seekers with an attractive stand where we carry out CV/social media checks and visitors can get styled for a professional CV photo.

to promote the physical activity of its employees by supporting a cause, randstad chile works with an app that measures the number of kilometers run per worker.



# sustainable supply chain management.



## in supply chain management, randstad germany aims to conduct business relationships with suppliers in accordance with sustainability standards.

### 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. In 2021, we updated and published our Global Supplier Code.

### 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, 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 that the supplier attach its Sustainability Report (if it exists) for the reference of the CSR Manager. In 2021, the total spend under this qualification process was around 78%; 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.

### 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.

### the netherlands

In the general purchase conditions of Randstad Group Netherlands, suppliers are expected to comply with the 'Randstad Group Supplier Code'. The 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

In 2021, Randstad US made investments to improve our diverse supplier reporting. We also created a new portal for certified diverse vendors to register, upload videos, and get rated for the services they provide. For more information, visit <https://randstad.supplierone.co/>

Randstad US continuously reviews and updates 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.

randstad US continuously reviews and updates its US supplier code to include the tier 2 diversity spend reporting request of its prime suppliers.

# taking environmental care.





while reducing CO<sub>2</sub> emissions, we are working to better understand our impact on the environment and how we can develop more ambitious goals.

### general

To limit the use of fossil fuels, we constantly seek to increase the use of alternative, efficient, and natural energy resources (e.g., by replacing traditional lighting with LED lighting in our buildings). Almost all of our computing capacity is delivered via cloud infrastructure and related operations are on a global level. Together with our infrastructure partners, Randstad is daily managing the number of servers running, the total energy required to power each server, and the carbon intensity of energy sources used to power these servers.

Due to the ongoing pandemic, our business travel was again limited during 2021. Even before the pandemic, 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 significant decrease in the number of business flights. But the decrease since the pandemic has been exceptional. Video interviewing for job interviews is now the norm, which also contributes 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 CO<sub>2</sub> emissions. Additionally, several of our operating companies collect old mobile phones and empty toners and cartridges for recycling.

### net zero

While reducing CO<sub>2</sub> emissions, we are working to better understand our impact on the environment and how we can develop more ambitious goals. We realize that more ambition is needed to combat the ever more visible and concrete danger of climate change. We therefore made a commitment in which we promise to accelerate our decarbonization efforts. Randstad committed to the Science-Based Targets initiative (SBTi) Business Ambition for the 1.5°C pledge, and to setting science-based targets with the ambition of Net Zero by 2050. Our business will minimize our carbon footprint through sustainable mobility, energy efficiency in buildings, using 100% renewable energy, sustainable business travel, and a supplier engagement policy.

### 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 the CO<sub>2</sub> net zero ambition (deadline 2030), 100% green energy programs, setting waste limits, responsible purchasing, mobility plans, and energy analyses in the outlets. Some 75% to 90% of mail is now sent digitally (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 CO<sub>2</sub> emissions. From 2023, we want to have only sustainable cars on the select list in order to achieve our net zero ambition. In 2021, we also decided to replace our printers with 'smart' printers to save 20% paper and ink waste.



To take our climate action to a new level and organize it even better, we will start with a new climate group in 2022. The difference with our previous working group is that the Executive Committee will also be involved in this group and will share final responsibility for achieving the objectives set by the group. The group will also think along in terms of ESG reporting and continuous improvement. The ultimate goal is to set a new perception of value on the inside and outside of the company. Where value will not only be expressed in currency but in a total value for the economy, for society, and for the planet.

### 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, and for its branches in the Netherlands, the electricity is generated from Dutch wind power. Wherever possible, Dutch branches are making use of CO<sub>2</sub>-compensated gas. The head office has had energy label C since 2019.

In order to design, build and renovate in a circular manner in the future, we are already using circular movable walls. Since 2021, we have also been installing moss walls in offices. These have an insulating effect, the moss is 100% natural and moss improves the acoustics of a room. Plants have also returned to the office. Since recently, water consumption can be read digitally using leakage detection. This enables us to detect excessive consumption very quickly.

for several years, all electricity used at the dutch head office has come from sustainable sources, and for its branches in the netherlands, the electricity is generated from dutch wind power.

For a couple of years now, a paperless office with only one central printer per floor or office has been in place. 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. In addition, there is almost no cupboard space left per employee to store printed paper.

With regard to catering, all products have at least one certificate (Fairtrade, BIO, EKO, etc.) and 80% of the range is vegetarian. 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.

Following the European Energy Directive, we have had a mandatory external audit carried out for the government, with the aim of identifying potential savings. In this audit, it was determined externally that (due to the high level of environmental measures already implemented) there are no additional CO<sub>2</sub>-saving measures that would pay for themselves within 5 years.

Our greatest impact on the environment is caused by mobility. This is therefore one of our spearheads for reducing our environmental impact. Various measures are in place to reduce the number of kilometers traveled by car and to stimulate environmentally friendly travel.

First, all employees have a laptop to enable them to work from home or at other offices. Video and call conferencing is encouraged in order to reduce travel kilometers for meetings. 95% of the lease cars have label A or B, and since October 1, 2021, all new lease cars are electric. For electric cars, 20 charging stations have been replaced by 'smart' charging stations, which adapt the charging capacity to the current demand. This prevents peaks in power consumption.

In addition, travel by public transport or bicycle is encouraged by providing a higher travel allowance than for cars. There is a bicycle plan to encourage employees to commute by bicycle and they should use bicycles and/or electric cars when visiting clients. Lease bike subscriptions are offered to flex workers. A new mobility scheme is currently being developed, with a focus on minimizing our impact on the environment.

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

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## 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 CO<sub>2</sub> 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 gasses (almost all removed);
- using LED lighting in the branches, using energy from renewable sources;
- monitoring the use of electricity, gas, and water, and reducing CO<sub>2</sub> 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).

## 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 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. All the water dispensers at the headquarters have been connected to the water supply in order to reduce the use of plastic, and all employees have been provided with a water bottle to avoid the use of 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 Digital Private area for workers and clients to share certain documents (contracts, paychecks, etc.). And finally, timetable checks are now all 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.

### germany

Since 2018, 100% of the electricity used has come from renewable sources. The train is the preferred means of transport for all business travel. Employees must travel by train for distances less than 300 km, and flights are not permitted to destinations that can be reached by train within 3.5 hours. In 2021, 1,795,640 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.

We have an e-bikes plan for flex workers to reach their work at client locations that are difficult to reach by public transport. The company vehicle regulations have been amended to the effect that a company vehicle is not automatically linked to a position. Company vehicles are only provided if this is necessary for operational activities.

The headquarters of Randstad Germany moved into a new building in 2021. Sustainability topics relating to the new building will be dealt with by 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 2021, 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 has set up a recycling program in the office to encourage staff to reduce, reuse and recycle through designated recycling bins.

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### france

During Mobility Week in September 2021, Randstad France made its carpooling platform available, in partnership with Blablacar Daily. All the Group's corporate employees, from all brands, can use the service. The target is to develop carpooling to improve daily life and limit carbon emissions.

In November 2021, Randstad France participated in the European Week for Waste Reduction and asked its employees to sort and collect recyclable materials in their workplace. The objective of this action was to generate a global awareness on the issue of the material we keep that is not used anymore. Materials in good condition were donated to an association.

Through the Social and Environmental Innovation Committee, a group of volunteer employees worked on updating and enriching the existing eco-gestures guide. It has been renamed 'eco-responsible office guide'. In this guide, employees can find tips, useful information, and key figures. It will enable everyone to adopt more environmentally friendly behavior in the workplace.

## in december 2021, randstad in budapest moved to a new office, which is a nearly- zero-energy building (NZEB) and is certified BREEAM excellent.

### portugal

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

In 2021, 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 Randstadium. 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 also continued with other actions, such as the reduction of single-use plastics, as well as recycling initiatives, and trained more than 50 people from our internal team on environmental sustainability practices in daily life. We also continued to celebrate the Randstad impact days: World Environment Day, World Water Day and International Recycling Day. In addition, we produced some articles about sustainability and our journey of environmental impact. And finally, we placed recycling containers and ecopoints in all Randstad workplaces, informing all colleagues about the correct way to recycle.

### hungary

In December 2021, Randstad in Budapest moved to a new office, which is a nearly-zero-energy building (NZEB) and is certified BREEAM Excellent. Randstad stopped buying diesel cars in Hungary and installed a charging station for electric cars. We strictly separate waste in three different containers, which are placed throughout the office. We collect used batteries and light bulbs in the office, and colleagues can bring their private waste as well. We stopped printing papers, except for officially compulsory reasons.

### india

Randstad Offshore launched the #Todaylam campaign, which was devised to educate and raise awareness among colleagues on how they can reduce their carbon footprint (using bicycles to commute, avoiding single-use plastic, etc.), thus ultimately making a positive impact on climate change.

During Earth Day, our colleagues demonstrated their support for environmental protection. This happened during a COVID lockdown, and we saw a range of activities (from something as little as using natural light for work to cleaning parks). We also donated a substantial amount of money to the Clean Ganga project, which aims to clean one of the largest rivers in India.

### spain

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

- adopting the necessary measures to guarantee compliance with current environmental regulations applicable to our activities;
- ensuring the responsible use of energy throughout our business;
- providing a healthy workplace;
- properly managing the waste generated;
- training the members of the group companies on sustainability;
- collaborating with providers and clients;
- participating in initiatives to improve the protection of the environment;
- promoting continuous improvement in environmental issues.





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**comments or questions**

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